



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 Three – TERMS OF REFERENCE

January 31, 2015

World Bank Technical Assistance Project
Real Estate: Basis for National and EU Policies (P145716)

Beneficiary: National Agency for Cadaster and Land Registration (ANCPI)

Project title: World Bank Technical Assistance Project Real Estate: Basis for National and EU Policies (P145716)

Project Co-financed by European Fund for Regional Development through the Operational Program for Technical Assistance 2007 - 2013

Date of Publication: January 2015

This report does not necessarily represent the views of the European Union or the Romanian Government.

SMIS Code: 45246

Acknowledgments

This document is a product of the staff of the International Bank for Reconstruction and Development / The World Bank.

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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
ICT	Information and Communication Technology
INIS	National Infrastructure of Spatial Information
INSPIRE	Infrastructure for Spatial Information in the European Community; EU Directive
KAAP	Key Area Action Plan
MDRAP	Ministry of Regional Development and Public Administration
MIS	Management Information System
NPCLB	National Plan for Cadaster and Land Book
OCPI	Office for Cadaster and Land Registration (local office)
TA	World Bank Technical Assistance Project Real Estate: Basis for National and EU Policies
UAT	Territorial Administrative Unit

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KAAP#1 – Management and Organization

Measure 1.2: Activate a Broader Management Team

TOR (Task) – Establishing ANCPI Management Team

Objective: To better mobilize agency talents, improve the quality of decision-making, encourage informed commitment to agency goals, and promote the efficient implementation of ANCPI's strategy through the establishment and functioning of a broader management team within ANCPI.

Organization: The operation of the Management Team could reflect the following:

- A composition including the Director General (chair), Deputy Directors General for Operations, Strategic Planning, and Administration, and heads of CNC, Legal, and IT;
- A meeting schedule of at least twice a month, with agendas, minutes of key decisions, actions with time deadlines, guidelines on the presentation of new initiatives, etc.; and
- The facilitation of outside expertise to advise on the functioning of the team, including an off-site workshop to build the team.

Tasks and Responsibilities: The team would strive to create a collegial body which seeks to: (i) promote the successful implementation of ANCPI's business strategy; (ii) proactively oversee the expansion of the agency linked to the NPCLB; (iii) encourage innovation and communication throughout the agency; (iv) enhance critical problem identification and resolution in a timely fashion; (v) create a culture focused on collaboration; and (vi) reinforce a mission which is results-driven. It would seek to provide timely informed advice to senior management, minimize information gaps within the agency, facilitate smooth implementation of the decisions of senior management, and improve the effectiveness and efficiency of agency operations and its ability to meet strategic goals.

A major responsibility of the team would be to reduce the burden on top officials in the oversight of daily tasks, permitting them to concentrate more time and energy on the serious challenges regarding the agency's legal framework, enabling political environment, and significant deficiencies in ICT, staff skill development, financial management, etc. For a geographically spread organization increasingly reliant on modern ICT and undertaking a comprehensive land registration initiative, the voices of OCPIs, ICT, and strategic planning, and other key functions within the organization need to be regularly exposed to senior managers for the most efficient preparation, vetting, consideration, communication, execution, and monitoring of decisions.

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Measure 1.3: Establish Strategic Planning Unit (SPU)

TOR (Task) – Establishing a Strategic Planning Unit

Objective: To establish, staff, and train a new Strategic Planning Unit reporting to senior management and empowered to develop, monitor, and evaluate the execution of strategic plans serving as guides to decision making and the benchmark for agency performance.

Organization: The unit would report to a new Deputy Director General for Strategic Planning. Its Director should have 20 years of experience in the area of strategic planning and business plan development. He/she should either have strategic planning experience in the Romanian public sector or private sector experience with familiarity of the Romanian public sector institutions. He/she should be willing to work with other units within the ANCPI and mentor his/her own SPU to develop and increase required capacity of junior staff members.

The Manager should have 10-12 years of experience in the area of strategic planning and business plan development. Private sector experience not essential but highly desired. Work experience or familiarity with Romanian public sector required. Two junior staff: The two junior staff members will support the Director's and Manager's work in developing the strategic business plan. He/she should have 3-4 years of experience in strategic planning, consulting, investment banking, auditing, accounting, or related fields. Private sector experience preferred. He/she must have an advanced command of MS Office (especially MS Excel).

Training Needed For the SPU Staff

1. Romanian public sector institutions orientation and primer - for those without a public sector background
2. Financing modeling and budgeting refresher course (if needed for junior staff)

Tasks and Responsibilities: Prepare strategic plan for ANCPI. The strategic plan should contain information on ANCPI's vision, mission, and organizational goals. The bulk of the plan should focus on ANCPI's revenue and cost models - complete with model drivers and assumptions. The budget model should be developed in conjunction with the Economics Department to ensure sufficient funding is available for ANCPI to reach its targets. The strategic plan can be a 3- or 5-year plan depending on ANCPI's needs. The plan will be more detailed more the current and upcoming fiscal years and more high-level for the rest of the time period. Unit would prepare the plan in coordination with core operational staff, monitor its implementation, evaluate results, and propose adjustments to policies or plan as required.

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Measure 1.4: Draft the ANCPI Strategic Plan 2015-2018

TOR – Working Group: Strategic Planning Working Group (SPWG)

Objective

The Strategic Planning Working Group will lead and oversee the development of the ANCPI Strategic Plan 2015-2018 which will guide all ANCPI Departments and subordinated units over the next years.

Organization

Members of the group will be comprised of representatives of the Strategic Planning Unit (SPU) who will chair the WG. The other members will come from business units, namely Economic Department, Cadastre Department, Land Registration Department, ICT Department, and HR department. OCPI and CNC will also need to be represented on the WG.

The SPU will provide the guidance for the work to be done. In the eventuality that the SPU is not in place by the time the Strategic Planning is launched, external project management support could provide the required support.

Tasks and Responsibilities

The working group will carry out the following activities in delivering the ANCPI strategic plan:

- Formulate the Terms of Reference / Scope of Work of the ANCPI Strategic Planning for review and approval by the ANCPI Management Team
- Propose ways (workshop, retreat, etc.) to engage ANCPI Management and Heads of department/office in this important business tool, namely to agree on ANCPI's mission, values and strategic objectives;
- Identify internal strengths and weaknesses of ANCPI, and the external global challenges and opportunities;
- Identify the ANCPI comparative advantages and disadvantages;
- Formulate a Vision for ANCPI to position it in this strategic niche;
- Formulate a Mission Statement for ANCPI for the next 5-10 years;
- Identify a series of strategic goals and objectives to elaborate the Mission so as to provide an overall planning framework.
- Formulate specific strategies to involve and enhance the participation of all ANCPI Departments and subordinated units;

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- Prepare a draft Report on the Strategic Plan for consideration by the ANCPI Management Team and presentation to the Board of Directors.

Reporting Framework

The SPWG will report directly to the ANCPI Management Team, which will act as the Strategic Planning Project Board, and will provide monthly progress reports.

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Measure 1.5: Review the CNC Business Plan

TOR – Working Group: CNC Working Group

Objective

To act as the Project Board for the CNC business transformation project and oversee the project management of the creation of a new CNC business plan, complementary to the ANCPI corporate business plan, and the implementation of the corresponding CNC business transformation.

Tasks and Responsibilities

The working group will carry out the following high-level activities in delivering the business plan and business transformation of the CNC:

- Appoint a chair of the Working Group.
- Design and implement an engagement strategy to ensure that all key stakeholders are aware of the CNC business transformation project and understand their responsibilities in achieving success.
- Appoint a project manager and associated staff to manage the project.
- Ensure that sufficient financial and human resources are available to the project.
- Manage and mitigate risks associated with the project.
- Agree the scope of business transformation for CNC with the ANCPI Management Team.
- Conduct a geospatial information market survey in Romania and estimate potential levels of revenues from the sale of products and services to the public and private sectors and build this into a self-financing section of the business plan.
 - Adapt the range of geospatial information products and services being provided to minimize direct competition with global geospatial information service providers, especially in the consumer market space, deliver core government registers and maximize the market potential for authoritative geospatial data.
 - Ensure that a Value Added Reseller (VAR) / partner network is created to enlarge and diversify market outreach.
 - Conduct market surveys on a regular basis to monitor changes in the market.
 - Formulate a new CNC business plan that includes the following transformation activities:
 - Act as the leader and advisor to government in the development, coordination and dissemination of geospatial information.
 - Become members and active participants in regional and global geospatial initiatives.
 - Act as the lead agency and coordinator for implementing the INSPIRE Directive and chair the National Infrastructure for Spatial Information (INIS) Council.

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- Perform as an outward facing organization that understands the geospatial information services market and is both sensitive and responsive to the needs of their clients in the public and private sectors.
 - Following the results of the market survey of geospatial information and services, adapt the range of geospatial information products and services being provided to minimize direct competition with global geospatial information service providers, especially in the consumer market space, deliver core government registers and maximize the market potential for authoritative geospatial data.
 - Collaborate closely with the government's "Digital Agenda" and support the release of open data products and services, whenever appropriate.
 - Identify opportunities for outsourcing activities to the private sector and contribute to the development of the geospatial industry.
 - Fully integrate CNC and ANCPI into a single organizational structure, consolidate activities and share corporate services.
 - Build self-financing into the CNC business plan through revenues from the sale of geospatial products and services to the public and private sectors.
 - Support priority activities of the National Program on Cadastre and Land Book (NPCLB).
- Work closely with the ANCPI IT Department to upgrade the ICT in CNC to meet their new remit. This will be guided by the ANCPI ICT Strategy.

Reporting Framework

The CNC Working Group will report directly to the ANCPI Management Team and will provide monthly progress reports.

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Measure 1.6: Train all current and incoming managers in management skills

TOR (Consultancy) – Training Provider

Objective: All current and incoming managers in ANCPI/OCPIs are trained in modern management and improve their professional management skills.

Background: ANCPI is a knowledge based organization with skilled professionals required to provide a variety of quality services to citizens. Managing such staff, especially under the rigidities of public sector rules and regulations, is a challenge. Technical skills in surveying or registration do not necessarily impart management capability, which involves not only core knowledge of the agency's business plans, operations, finances, but also so called "soft-skills" in communications, personnel administration, strategic planning and leadership, etc. Agencies and corporations globally now recognize the need, in order to stay competitive, motivate staff, and promote efficiency, to treat management as a skill set requiring training and reward. ANCPI has lacked training in general and any focus on management per se, leaving it to on-the-job learning which can perpetuate the hierarchical and non-communicative culture so prevalent in the Romanian public service. Explicit management training would seek to modify this culture and increase the morale and productivity of the agency.

Scope and Method of the Work: The main tasks for the Consultant will be to: (i) design training modules (curricula and learning materials development); (ii) provide experienced mentors for one on one training with key managers as required; (iii) manage the mentoring process; and (iv) evaluate and report on what the mentoring has achieved.

The areas covered by the mentoring program will be split in two major parts as follows:

- A. General part including 4 modules on the following topics:
 - Ethics and Code of conduct
 - General project management
 - Strategic management
 - Financial management
 - Change management
- B. Specific part including 2 modules on the following 4 topics:
 - Procurement management
 - HR management
 - Managerial Accounting
 - Operations Management

I. The initial mentoring program, which is expected to target 200 individuals over 10 sessions during 2015, will include the following phases:

- a) Identifying individual training needs (day 1)

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- b) Selecting a mix of modules according to the results of individual assessment (day 1)
- c) Organizing and providing the mentoring sessions for the managers so they will acquire specific skills and knowledge that are relevant to the identified personal needs. (days 2 – 6 on general management modules and days 7 - 10 on specific management modules)
- d) Providing support for day-to-day implementation of acquired skills (days 11 – 13)
- e) Organizing follow-up sessions and program evaluation at the end of the day-to-day implementation period (days 14-15).

One training/mentoring session will be organized with a maximum of 20 trainees and for a period of 15 days. Each trainee will cover the general management part and a selection of 2 modules from the specific management part, according to the results of individual assessment.

The 200 trainees are estimated to be: 43 OCPIs and CNC Directors, 129 Directors/Head of Department/Service (Financial and Accounting, Human Resources, Operational) from OCPIs and CNC, 28 directors/head of departments/services from the headquarters.

Activity type	Quantity	Staff days	Per day	TOTAL
I. Design, develop and implement initial mentoring program for ANCPI managers (2015)				
Develop training modules	6	20	200	24000
Organize mentoring sessions (a-e)	10	30	175	52500

II. In each of the following years, yearly follow-up sessions of no more than 5 days/session will be organized for each of the initial 10 groups of trainees.

Activity type	Quantity	Staff days	Per day	TOTAL
II. Design, develop and implement yearly follow-up sessions for ANCPI managers (2016 – ongoing)				
Develop yearly follow up sessions	3	10	200	6000
Organize yearly follow up sessions	2	50	200	20000

Expected Outcomes and Deliverables:

Customized training program developed and implemented for 200 managers from ANCPI, OCPIs and CNC (43 OCPIs and CNC Directors, 129 Directors/Head of Department/Service (Financial and Accounting, Human Resources, Operational) from OCPIs and CNC, 28 directors/head of departments/services from the headquarters).

Set of training modules, 4 training modules on general management topics and 4 training modules on specific training modules

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Competency and Expertise Required:

The minimum requirements for the Consultant are as follows:

- Extended experience in the development and implementation of customized management training programs
- Experience in delivery of training programs for managers
- Experience in public sector
- Excellent knowledge of written and spoken Romanian language, knowledge of English is an advantage
- Advantageous:
 - o Knowledge of the Romanian real estate system.

Conduct of the Work: The consultancy is to be organized and implemented in close cooperation with ANCPI, which will have overall management and responsibility for the training:

- ANCPI's HR Department will work with the consultant;
- ANCPI will promptly consider and react to the output of each stage of the consultant's work;
- deliverables are to be delivered in accordance with the target dates for completion of the work as agreed with ANCPI;

all documents are to be in Romanian, with the final training report to be in English.

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Measure 1.7: Contract a Project Management Firm

TOR (Consultancy) – Project Management Consulting Firm

Objective: To better ensure the effective implementation of the EU funded project according to the project plan and within the specified timeframe, project scope, and budget.

Background:

The National Cadaster Program and Land Registration effort is an ambitious nationwide effort to significantly increase the coverage of land registration. This endeavor is complex and will exceed the current staff and management resources of the agency which is simultaneously seeking to strengthen its capacity under self-financing. A well-qualified project management firm would handle much of the daily tasks of NPCLB implementation during the first year of operation, permitting ANCPI management to focus on policy questions and results monitoring, as well as the broader institutional modernization effort. The firm would be required to transfer its technical expertise to ANCPI with the aim that the agency would assume full responsibility for project management after one year.

Scope and Method of Work: The firm would be expected to:

- mobilize a dedicated project team, according to the project specifications, in order to implement the project operational and horizontal (support) activities;
- formulate a detailed project execution plan and implement the plan to effectively and efficiently deliver the project, in agreement with the financing body rules and procedures as well as with the ANCPI internal procedures;
- supervise and coordinate the planning and implementation of the national project activities, providing documented proposals and liaising with the ANCPI project team in developing necessary work plans and related procurement, HR, logistics, budgeting, disbursements and any other necessary project documents, in agreement with the financing body rules and procedures as well as with the ANCPI internal procedures;
- monitor and supervise the execution of project activities at national (county) and central levels, ensuring close working relations with national and local authorities and providing technical support and general supervision of the OCPIs;
- ensure the timely and responsive delivery of outputs and reports in agreement with the financing body rules and procedures as well as with the ANCPI internal procedures;
- ensure organization of project meetings and establish dates, agendas, budgets and participation for national workshops, conferences and any other project related events;
- ensure organization of regional/county project meetings and workshops and other activities as required; and
- ensure organization and follow-up of training activities at all levels and in accordance with the annual work plans.

The firm will be required to work closely with ANCPI staff in order to ensure transfer of knowledge and to facilitate knowledge building in all areas covered by this current services

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contract. Such transfer of knowledge will complement the training programs that will be organized for the ANCPI staff and will prove to be more efficient since it will take place on the real, practical side of the activities, namely for the implementation of the EU funded project.

Experts required include: (i) at the central level a Project Management, Financial Project Director, Procurement Specialist, two Operations Experts, EU Funds Specialist, Legal Expert, HR Expert, IT Specialist, and Public Relations Expert; and (ii) for regional programs 8 Regional Team Leaders, 8 Financial Project Specialists, 8 Procurement Specialists, 16 Operations Experts, 8 EU Funds Specialists, and 8 Legal Experts.

Expected Outcomes and Deliverables:

- Activities implemented according to the project plan and budget
- Progress reports drafted and submitted according to the rules of the Managing Authority, of ANCPI and any other regulatory body if applicable and in line with the financing contract approved schedule
- Financial reports drafted and submitted according to the rules of the Managing Authority, of ANCPI and any other regulatory body if applicable and in line with the financing contract approved schedule

Results and indicators achieved according to the financing contract (and corresponding financial proposal) *(to be detailed based on the financing proposal – final version - and contract)* both on operational and on support (management) side

Competency and Expertise Required:

The minimum requirements for the Consultant are as follows:

- Extended experience in the development and implementation of large projects (at least 10 years)
 - Experience in projects implemented with European funds
 - Experience in public sector
 - knowledge of Romanian real estate system
- excellent knowledge of written and spoken Romanian language, knowledge of English is an advantage

The HQ team allocated for this project must include at least 10 key experts with experience in their field of expertise of at least 10 years and appropriate education and training courses in area of assignment. The HQ team will include at least the project manager, a financial project director, 1 procurement specialist, 2 operational experts, 1 EU Funds Specialist, 1 legal expert, 1 HR expert, 1 IT specialist, 1 PR expert.

The Regional team allocated for this project must include at least 7 key experts with experience in their field of expertise of at least 5-10 years and appropriate education and training courses in area of assignment, for each of the 8 Regional Units. Each Regional Unit will include at least the

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regional team leader, a financial project specialist, 1 procurement specialist, 2 operational experts, 1 IT Specialist, 1 legal expert.

Conduct of the Work: The consultancy is to be organized and implemented in close cooperation with ANCPI, which will have overall management and responsibility for the training:

- ANCPI will assign a unit to work with the firm on the management of the NPCLB;
- ANCPI will promptly consider and react to the output of each stage of the firm's work;
- deliverables are to be delivered in accordance with the target dates for completion of the work as agreed with ANCPI;
- all documents are to be in Romanian, with the final training report to be in English.

The key experts identified above will be required to work on a part-time basis, with a total of 90 staff days/month in case of the central management unit and staff days/month in case of each of the regional management units, for the entire duration of the EU financed project.

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Measure 1.8: Visits for Senior Managers to Model Agencies

TOR (Task) – Study Tours to International Land Registration Agencies

Objective: To permit ANCPI top management to observe and learn from progress in countries where large scale systematic registration and National Spatial Data Infrastructure (NSDI) have been successfully completed and to discuss with their counterparts of success key factors, problems encountered, solutions found, work organization, relation with stakeholders, legal and organization changes made to improve the efficiency, financial arrangements, ICT development, etc.

Organization: Participants will include the Director General, the deputies DG, the director of Cadaster, the Director of Land Registration and the Director of CNC. Costs are estimated at 2000 euro/person for 5 days covering two countries.

Tasks and Responsibilities: Many countries in the area have completed systematic registration and are progressing well in the implementation of NSDI. The countries listed below are good examples and were not part of the study tours organized under the TA Output 1. Depending on the budget available, 2 or 3 of land registration agencies of the following countries could be visited and their experiences and lessons reviewed.

Ukraine is a large country that recently completed its national cadaster. The work included the allocation of 7 million titles as old collective and State farms were broken up, and many more millions of land records of other land plots. The registration system is still not functioning well, but all cadastral records (that include details of land owners and users) are now available online.

Moldova completed full systematic registration with the exception of a few village settlement areas. The approach utilized was often rough, with poor positional accuracy, but it found that this did not adversely affect the land market activity and many of the initial problems have since been fixed. The country provides excellent quality registration services on a self-funded basis.

Hungary is a good single agency model that also uses a notary system for registration. It used innovative methods for completing restitution and systematic registration for the whole country that involved taking out commercial loans and repaying those loans from the proceeds of registration services. They have been functioning as an efficient single agency model for many years now, and provide online services to registered users.

Macedonia has completed systematic registration with good methodologies that allow commissions to make final decisions at the conclusion of the public viewing period. Montenegro and Kosovo use a similar methodology and the work is ongoing.

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Measure 1.11: Review/Revise Existing Project Management Procedures

TOR (Consultancy) – Consultant on Project Management Procedures

Objective: To review and revise as needed ANCPI's internal procedures that are part of the Quality Management System (QMS), in order to promote more efficient operational and support processes.

Background: ANCPI's set of manuals, rules, procedures and other similar administrative decisions comprise 140 documents issued by the Economics, Land Book, Legal, Human Resources, Cadaster and Geodesy, Public Procurement, Project Management, and ICT Departments among others. According to the documents' register:

- majority of the procedures were developed during 2009, 2013, and 2014; and
- most of the procedures were never revised since their approval, some were revised only once, while the Quality Control Manual has 4 revisions, all of them in 2014.

Scope and Method of Work: The consultant will:

- Analyze the existing processes and the interactions they require between departments;
- Analyze the existing procedures considering the future NPCLB specific requirements and in accordance with existing organizational (and interdepartmental) requirements;
- Revise and update the set of existing procedures, in order to support workflows and the interactions between the agency's departments, required for efficient operational and support processes; and
- Provide support for a pilot implementation and implement feedback accordingly.

The revised set of procedures will include at least a description of the following elements:

- operating procedure;
- specifications, data standards and guidance;
- resources;
- roles and responsibilities;
- documentation, reporting and records management; and
- monitoring system

Expected Outcomes and Deliverables: The consultant will provide:

The outcome of consultancy services will be the revised set of manuals, rules, procedures and other similar administrative decisions listed under the Quality Management System (QMS).

The revised set of procedures will include at least a description of the following elements:

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- operating procedure
- specifications, data standards and guidance
- resources
- roles and responsibilities
- documentation, reporting and records management
- monitoring system

Competency and Expertise Required:

- Extended experience in setting up quality management systems
- Experience in public sector rules and procedures
- Excellent knowledge of written and spoken Romanian language, knowledge of English is an advantage
- Knowledge of Romanian real estate system would be an advantage

Conduct of the Work:

The consultancy is to be organized and implemented in close cooperation with ANCPI, which will have overall management and responsibility for producing the final outcome.

Reporting Requirements

The Consultant will be required to produce short monthly reports on progress with the deliverables and a final report at the end of the consultancy.

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Measure 1.12: Implement Stakeholders Consultation Framework

TOR (Advisory Committee) – Advisory Committee on Land Registration

Objectives: To: (i) promote a common vision and approach of the objectives, scope issues, challenges related to the projects, and on the roles and responsibilities of each stakeholder; (ii) enhance the engagement of the business partners in the implementation of the NPCLB and other ANCPI strategic objectives to facilitate harmonized procedures and methodologies in the implementation of NPCLB and other ANCPI projects; and (iii) promote transparency and feedback among stakeholders.

Composition:

The suggested composition of the Advisory committee on Land Registration is the following:

- ANCPI General Director (chair of the committee)
- ANCPI Director of Cadastre and Geodesy
- ANCPI Director of Land Registration
- OCPI regional representative
- President of the National Union of the Public Notaries
- Land Surveyors representative
- President of the Romanian Association of Communes
- President of the Romanian Bank Association
- President of the National Agency for Roma
- Any other interested party¹ with the consent of the chair of the advisory committee.

Even if law courts are involved in the land registration process, they will not be part of the AC. It is rather suggested to have a bilateral channel of communication with the ministry of Justice which has the authority on the courts.

Organization: The Chair of the Land Registration Advisory Committee is the Director General of ANCPI and, in his/her absence, the ANCPI Deputy Director.

The frequency of the meetings will be agreed by the Committee members at the first meeting.

It is recommended that, at the beginning, the Advisory Committee meet quarterly in regular meetings, or in extraordinary meetings whenever necessary, as convened by the Chair and the Committee members. Afterward, the frequency could be reduced to one or two meetings annually.

ANCPI will act as the Committee's secretariat and will prepare the agenda and organize the Committee's meetings and produce the annual report of activities.

¹ The guests would participate without being involved in the decisions of the committee.

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The Committee reports and minutes will be published on the ANCPI website.

Tasks and Responsibilities: The specific tasks of the Advisory Committee are to:

- Establish the rules for the functioning of the Advisory Committee and promote it through a Government Decision;
- Establish clear tasks and responsibilities for its member institutions;
- Inform the Committee members on the key strategic and operational issues regarding the implementation of the NPCLB and seek their feedback;
- Establish the work plan to promote the proper implementation of the NPCLB;
- Identify and establish procedures, methodologies, and other legislation that need to be harmonized between committee members and draft appropriate recommendations to member institutions;
- Identify and recommend to their member institutions necessary decisions regarding specific priorities regarding the NPCLB; and
- Identify and establish communication channels to promote the objectives, scope issues, and challenges related to the NPCLB and draft appropriate recommendations to member institutions.

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Measure 1.12: Implement Stakeholders Consultation Framework

TOR (Advisory Committee) – Advisory Committee on State Land Management²

Objectives: To: (i) promote a common vision and approach of the objectives, scope issues, challenges related to the proper registration of all public and private state land; (ii) make available to all Committee members complete, accurate, reliable and relevant information on state land; and (iii) promote sound public land policy and regulatory framework for the periodic update of information on state land as well as common regulations, technical tools and standards for the registration of public land.

Organization: The Director General of ANCPI would be Chair of the State Land Management Advisory Committee, and in his/her absence, an ANCPI Deputy Director would be Chair.

The frequency of the meetings will be agreed by the Committee members at the first meeting.

It is recommended that, at the beginning, the Advisory Committee meet quarterly in regular meetings, or in extraordinary meetings whenever necessary, as convened by the Chair and the Committee members. Afterward, the frequency could be reduced to one or two meetings annually.

ANCPI will act as the Committee's secretariat and will prepare the agenda and organize the Committee's meetings and produce the annual report of activities.

Committee reports and minutes will be published on the ANCPI website.

Composition:

The suggested composition of the State Land Management Advisory Committee is the following:

- ANCPI General Director (chair of the committee)
- ANCPI Director of Cadastre and Geodesy
- ANCPI Director of Land Registration
- OCPI regional representatives
- CNC Director
- Representatives of each of the following public organizations:
 - Agency of State Domains
 - Ministry of Agriculture and Rural Development
 - National Company of Motorways and National Roads
 - National Railway Company
 - Ministry of Public Finance
 - Department of Waters, Forests and Fisheries
 - Romsilva
 - Ministry of Education
 - Ministry of Health

² The Working Group on State Land Management (Measure 3.9) will provide the main input of this Advisory Committee.

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- Any other interested party³ with the consent of the chair of the advisory committee.

Tasks and Responsibilities: The specific tasks of the Advisory Committee are to:

- Establish the rules of organization and functioning of the Advisory Committee and promote it through a Government Decision;
- Establish clear tasks and responsibilities for its member institutions;
- Establish the work plan to ensure a proper implementation of the NPCLB, especially with regard to unregistered state lands;
- Inform Committee members on the key strategic and operational issues regarding the registration of state land within each member agency;
- Identify and establish procedures, methodologies, and other legislation that need to be harmonized between committee members and draft appropriate recommendations to member institutions;
- Identify and recommend to their member institutions necessary decisions regarding specific priorities regarding the NPCLB; and
- Identify and establish communication channels to promote the objectives, scope issues, and challenges related to the NPCLB and draft appropriate recommendations to member institutions.

³ The guests would participate without being involved in the decisions of the committee.

KAAP#2 – Human Resource Management

Measure 2.1.1: Prepare the methodology for workforce planning (including workload assessment)

TOR (Consultancy) – HR Expert

Objective: To carry out a comprehensive medium-term workforce planning process, including providing methodological support for workload analysis and workforce planning as well as practical assistance in implementation.

Background: The Institutional Review and the Policy Note on the HRM Strategy and Overall Approach for Capacity Building identified a series of challenges for the human resource management policies and practices affecting ANCPI. The most important HRM-related issues affecting the performance of the organization include a lack of strategic vision for the organization affecting human resource management policy and practice, an HRM focus on administration while less importance is given for strategic steering of human resources, and very limited capacity development (training) provided to the staff of ANCPI and OCPIs over the last three years.

A key additional issue is the imbalance of skills, workload and capacity at both ANCPI and OCPI levels. The analytical capacities for policy analysis and planning - combining expertise in economics, law, statistics or sociology - at ANCPI headquarters are very limited. The strengthening of these capacities is critical to the success of ANCPI initiatives. Moreover, the dispersion of staff amongst county offices varies a lot and the differences are not necessarily correlated with the actual workload or other performance indicators (e.g., Covasna has 29 occupied position, Tulcea 36, while Bucharest has 144 and Timis 109 staff in post).

Scope and Methods of the Work:

The Consultants shall work in close partnership with the ANCPI representatives and will:

- Prepare an analysis on the current practices for workforce planning and the existing workforce allocation data;
- Develop a customized methodology for workforce planning and systematic workload assessment;
- Analyze the workload assessment of the selected pilot departments, highlighting the type of activity, time required for completion (procedural standard) and actual time spent;
- Draft the report on 2015-2018 medium term workforce plan, taking into account the previous analysis as well as the current and expected staffing needs.

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Expected Outcomes and Deliverables:

- a) Methodology for workforce planning (including workload assessment);
- b) Report on the workload assessment for the selected pilot departments; and
- c) Report on the ANCPI 2015-2018 medium term workforce plan

Competencies and Expertise Required:

Two individual experts, one local and one international with relevant HRM experience of at least three years, with proven involvement in workforce assessment and planning processes at other central administration level organizations. Deep understanding of the local context and HRM policies of the Romanian public sector (for local expert) and international exposure and relevant HRM experience in international environment (for the international expert) should also be required. The part time involvement of the two experts (suggested 30 days for international and 60 days for local expert) is expected over a period of 10 month, from March to December 2015.

Measure 2.3.1 : Prepare detailed analysis on the staffing needs at OCPI level

TOR (Consultancy) – HR Expert

Objective: To provide assistance to the HRM Department of ANCPI in identifying the staffing needs at the level of OCPIs and prepare the Hiring Strategy and Hiring Plan to support implementation of the National Cadaster Program.

Background: The Institutional Review and the Policy Note on the HRM Strategy and Overall Approach for Capacity Building identified a series of challenges for the human resource management policies and practices affecting ANCPI. The most important HRM-related issues affecting the performance of the organization include a lack of strategic vision for the organization affecting human resource management policy and practice, an HRM focus on administration while less importance is given for strategic steering of human resources, and very limited capacity development (training) provided to the staff of ANCPI and OCPIs over the last 3 years.

A key additional issue is the imbalance of skills, workload and capacity at both ANCPI and OCPI levels. The analytical capacities for policy analysis and planning - combining expertise in economics, law, statistics or sociology - at ANCPI headquarters are very limited. The development of these capacities is therefore critical to the success of ANCPI initiatives. Moreover, the dispersion of staff amongst county offices varies a lot and the differences are not necessarily correlated with the actual workload or other performance indicators (e.g., Covasna has 29 occupied position, Tulcea 36, while Bucharest has 144 and Timis 109 staff in post).

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Scope and Methods of the Work:

The experts will organize meetings with all OCPIs to perform an in-depth analysis of the staffing needs. Their work will be based on the findings and recommendations included in Policy Note on the HRM Strategy and Overall Approach for Capacity Building and should be coordinated with the activities of the ANCPI's central HRM Department. The main activities of this assistance should include:

- Organize a survey on the staffing needs at OCPIs level;
- Conduct meetings with OCPIs representatives, ANCPI and CNC to debate the needs for additional staff and the priority areas and
- Prepare and organize consultation on the report on staffing needs and recommendations for recruitment of new staff.

Expected Outcomes and Deliverables:

- a) Report on staffing needs at OCPIs level; and
- b) Recommendations for recruitment of new staff

Competencies and Expertise Required:

Two individual experts, one local and one international with relevant HRM experience of at least three years, proven involvement in institutional assessment and training system for public sector organizations. Deep understanding of the local context and HRM policies of the Romanian public sector (for local expert) and international exposure and relevant HRM experience in international environment (for the international expert) is also be required. This activity should be performed immediately after the approval of the Director General of the National Cadaster Program (tentatively anticipated in January 2015) and should not take more than two months for completion.

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Measure 2.5: Review and update job descriptions for positions included in the Hiring Strategy and Hiring Plan

TOR (Consultancy) – HR Expert

Objective: To support the proper induction of the newly recruited staff by providing assistance for preparing/revising the job descriptions for these positions and designing relevant induction training materials.

Background: The Institutional Review and the Policy Note on the HRM Strategy and Overall Approach for Capacity Building identified a series of challenges for the human resource management policies and practices affecting ANCPI. The most important HRM-related issues affecting the performance of the organization include a lack of strategic vision for the organization affecting human resource management policy and practice, an HRM focus on administration while less importance is given for strategic steering of human resources, and imbalances of skills, workload and capacity at both ANCPI and OCPIs levels.

There was very limited capacity development (training) provided to the staff of ANCPI and OCPIs in the last three years. Most of the OCPIs replying to questionnaires for the preparation of the above-mentioned policy-note reconfirmed that they have not attended much training or other capacity building programs in the last three years and identified this aspect as one of the major shortcomings of the current approach. New employees are given little if any formal instruction upon entry, relying instead on on-the-job training, which can be incomplete and of limited quality. Moreover it was detected that precision, clarity, and relevance of job descriptions could be strengthened.

Scope and Methods of the Work:

A detailed analysis of the current job descriptions is to be carried out, targeting improvements in designing the objectives, tasks and requirements for the newly recruited staff with a view of making adjustments and impacting the entire ANCPI-led sector (promoting changes to be done to all job description, if needed). The main activities the Consultant is expected to perform are:

- Analysis of existing Job description with a special focus on the correspondence of institutional/ departmental objectives to individual ones, the formulation of objectives and tasks for personnel as well as the competencies needed for the respective positions;
- Drafting the report on the job descriptions for the newly recruited staff, including methodological guidance on filling in the job description template;
- Drafting a policy note including recommendations to support efficient induction of the newly recruited staff.

Expected Outcomes and Deliverables:

- a) Report on the Job Descriptions for the newly recruited positions; and

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- b) Policy note on induction of new staff and recommended training materials.

Competencies and Expertise Required:

A local expert with relevant HRM experience of at least three years and proven training design and delivery track record should be selected. Previous experience in designing job descriptions and managing induction processes should also be required. The part-time involvement of the expert (suggested 60 days of input) is expected to be needed over a period of five months, tentatively from March to July 2015.

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Measure 2.8: Carry out a comprehensive Training Needs Assessment (TNA)⁴

TOR (Consultancy) – HR Expert

Objective: To support the HRM Department of ANCPI in preparing a detailed analysis of the training needs of the staff of ANCPI, CNC and local level OCPIs for use in the design and delivery of an Integrated Training Program.

Background: The Institutional Review and the Policy Note on the HRM Strategy and Overall Approach for Capacity Building identified a series of challenges for the human resource management policies and practices affecting ANCPI. The most important HRM-related issues affecting the performance of the organization include a lack of strategic vision for the organization affecting human resource management policy and practice, an HRM focus on administration while less importance is given for strategic steering of human resources, and imbalances of skills, workload and capacity at both ANCPI and OCPIs levels.

There was very limited capacity development (training) provided to the staff of ANCPI and OCPIs in the last three years. Most of the OCPIs replying to questionnaires for the preparation of the above-mentioned policy-note reconfirmed that they have not attended much training or other capacity building programs in the last three years and identified this aspect as one of the major shortcomings of the current approach. New employees are given little if any formal instruction upon entry, relying instead on on-the-job training, which can be incomplete and of limited quality.

Scope and Methods of the Work:

The experts would work in close partnership with the HRM Department of the ANCPI and building on the challenges and training needs outlined in the Policy Note on the HRM Strategy and Overall Approach for Capacity Building should:

- Organize and conduct interviews with selected representatives of the OCPIs, ANCPI and CNC to identify additional training needs of particular staff positions;
- Analysis of the training delivery options and preparation of indicative outline of the recommended training program;
- Prepare a Report on the detailed Training Needs Assessment.

Expected Outcomes and Deliverables:

a) Report on the detailed Training Needs Assessment

Competencies and Expertise Required:

⁴ Under Current Real Estate RAS TA

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Two individual experts, one local and one international with relevant HRM experience of at least three years, proven involvement in institutional assessment and training system for public sector organizations. Deep understanding of the local context and HRM policies of the Romanian public sector (for local expert) and international exposure and relevant HRM experience in international environment (for the international expert) is also be required. This activity is to be completed in January 2015.

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Measure 2.9: Design and delivery of an Integrated Training Program (including senior managers development scheme)

TOR (Consultancy) – Training Company

Objective: To ensure proper capacity building of the staff in a way that allows them to successfully face the challenges generated by the ambitious systematic registration process and improve their overall management and organizational abilities through design and implementation of an Integrated Training Program.

Background: The Institutional Review and the Policy Note on the HRM Strategy and Overall Approach for Capacity Building identified a series of challenges for the human resource management policies and practices affecting ANCPI. The most important HRM-related issues affecting the performance of the organization include a lack of strategic vision for the organization affecting human resource management policy and practice, an HRM focus on administration while less importance is given for strategic steering of human resources, and imbalances of skills, workload and capacity at both ANCPI and OCPIs levels.

There was very limited capacity development (training) provided to the staff of ANCPI and OCPIs in the last three years. Most of the OCPIs replying to questionnaires for the preparation of the above-mentioned policy-note reconfirmed that they have not attended much training or other capacity building programs in the last three years and identified this aspect as one of the major shortcomings of the current approach. New employees are given little if any formal instruction upon entry, relying instead on on-the-job training, which can be incomplete and of limited quality.

The Integrated Training Program will be informed by a detailed training needs assessment now under preparation.

Scope and Methods of the Work:

The training provider that would be selected is expected to design and conduct a complex training program for the ANCPI, CNC and OCPIs staff. In doing so, the following activities are to be carried out:

- Organize discussions and consultation meetings with ANCPI, CNC and OCPIs representatives to update the TNA and inform the detailed proposal of the training program;
- Prepare training materials (modules synopsis, Powerpoint presentations, case studies) and discuss them with the HRM Department and other relevant counterparts in ANCPI;
- Organize and carry out training delivery in accordance with the agreed schedule;
- Prepare an assessment report on the training delivery and include recommendations for future improvements;

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- Coach and assist the ANCPI HRM Department representatives responsible for the training program with a view on developing special capacities and skills needed for managing such a process.

Expected Outcomes and Deliverables:

- a) Report on the detailed design of the Training Program;
- b) Training materials for all modules of the Training Program (indicative modules include Training of Trainers, Horizontal Skills Training, Managerial Abilities development, Induction Training);
- c) Delivery of training for the selected participants from ANCPI, CNC and all OCPIs; and
- d) Evaluation report on the Integrated Training Program

Competencies and Expertise Required:

A training provider (company) should be selected to carry out this task. The contractor should prove extensive previous experience in training program design and delivery, previous training provision activities for public sector organizations and access to a pool of experts with high competency in all the topics to be addressed through the Integrated Training Program. The training design, delivery and assessment will be carried out in about sixteen months (the indicative period is March 2015 to June 2016).

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Measure 2.10: Analysis of ANCPI specific training system

TOR (Consultancy) – HR Experts

Objective: To support ANCPI in establishing a coherent and well-functioning system for capacity building and training through analysis of different policy options for organizing training design and delivery for ANCPI.

Background: The Institutional Review and the Policy Note on the HRM Strategy and Overall Approach for Capacity Building identified a series of challenges for the human resource management policies and practices affecting ANCPI. The most important HRM-related issues affecting the performance of the organization include a lack of strategic vision for the organization affecting human resource management policy and practice, an HRM focus on administration while less importance is given for strategic steering of human resources, and imbalances of skills, workload and capacity at both ANCPI and OCPIs levels.

There was very limited capacity development (training) provided to the staff of ANCPI and OCPIs in the last three years. Most of the OCPIs replying to questionnaires for the preparation of the above-mentioned policy-note reconfirmed that they have not attended much training or other capacity building programs in the last three years and identified this aspect as one of the major shortcomings of the current approach. New employees are given little if any formal instruction upon entry, relying instead on on-the-job training, which can be incomplete and of limited quality.

Scope and Methods of the Work:

Following the implementation of the integrated training program and of other independent training delivered to the ANCPI staff, the experts are required to carry out analysis of the training delivery mechanisms available to the experts of the ANCPI-led sector. In doing so, the following activities are to be carried out:

- Review of previous reports on the topic and organizing consultation meetings with ANCPI, OCPIs and CNC representatives on the institutional arrangements for training delivery;
- Analysis of institutional setting for specialized training delivery in other sectors (including Institute for Magistrates or the School for Public Finance and Customs);
- Analysis of international experience with specialized training delivery for cadaster and land registration specialists;
- Preparation of the report including policy option for specialized training delivery (recommended that at least 3 options be included).

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Expected Outcomes and Deliverables:

- a) Report on policy options for training of the specific cadaster and land registration personnel.

Competencies and Expertise Required: Two individual experts, one local and one international with relevant HRM experience of at least three years, proven involvement in institutional assessment and training system for public sector organizations. Deep understanding of the local context and HRM policies of the Romanian public sector (for local expert) and international exposure and relevant HRM experience in international environment (for the international expert) is also be required. The part time involvement of the two experts (suggested 30 days for international and 60 days for local expert) is expected over a period of 6 month, from June to December 2016.

Measure 2.12 Assess and improve the staff performance appraisal system

TOR (Consultancy) – HR Experts

Objective: To support ANCPI in improving the staff performance appraisal system and practices to allow for better identification of staff performance to improve decisions on career development, training needs, and transparency in HRM operations.

Background: The Institutional Review and the Policy Note on the HRM Strategy and Overall Approach for Capacity Building identified a series of challenges for the human resource management policies and practices affecting ANCPI. The most important HRM-related issues affecting the performance of the organization, include a lack of strategic vision for the organization affecting the human resource management policy and practice, an HRM focus on administration while less importance is given for strategic steering of human resources, imbalances of skills, workload and capacity at both ANCPI and OCPIs levels, and very limited capacity development (training) provided to the staff of ANCPI and OCPIs in the last 3 years.

The agency as well is underutilizing its staff performance appraisal process to identify performance issues (positive or negative), convey relevant and constructive feedback to staff, inform individual training programs, or incentivize good performance. While appraisal reports are completed they are largely pro-forma exercises where nearly all receive above satisfactory ratings, discussions of findings are limited, feedback is sparse, and the written record of performance is of marginal value to the HRM Department or senior management.

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Scope and Methods of the Work:

The experts are to work closely with the HRM Department designated representatives to assess the current system and practices for staff performance appraisal and recommend practical and feasible measures for improvement. The following main activities should be part of this assistance:

- Analysis of the current templates, practices and results of the performance appraisal process at ANCPI level (including the manner of organizing the process, the actual involvement of managerial staff and the share of personnel for each performance appraisal grade);
- Development of a proposal for new performance indicators for the ANCPI staff to be used in the performance appraisal process;
- Preparation and consultation of the report on improvements to the performance appraisal process for ANCPI, OCPIs and CNC personnel (the work should take notice of the legal requirements and constraints, however special attention is to be given to promotion of modern appraisal practices – e.g., 360 degree, use of quota system, etc).
- Prepare an update of the procedures for the annual staff performance appraisal process and support its dissemination throughout the organization.

Expected Outcomes and Deliverables:

- a) Report on ANCPI staff performance appraisal process and recommendations for improvement; and
- b) Report on the internal procedures for staff performance appraisal process.

Competencies and Expertise Required: Two individual experts, one local and one international with relevant HRM experience of at least three years, proven involvement in performance appraisal systems with special focus on public sector organizations. Deep understanding of the local context and HRM policies of the Romanian public sector (for local expert) and international exposure and relevant HRM experience in international environment (for the international expert) should also be required. The part time involvement of the two experts (suggested 20 days for international and 60 days for local expert) is expected is planned over a seven month period, from March to September 2015.

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Measure 2.13: Support the preparation of the HRM Strategy of ANCPI

TOR (Consultancy) – HR Experts

Objective: To strengthen HR Department capacity to strategically plan human resources policy and create the framework for having the right people with the right skills in the right jobs.

Background: The Institutional Review and the Policy Note on the HRM Strategy and Overall Approach for Capacity Building identified a series of challenges for the human resource management policies and practices affecting ANCPI. The most important HRM-related issues affecting the performance of the organization include an HRM focus on administration while less importance is given for strategic steering of human resources, imbalances of skills, workload and capacity at both ANCPI and OCPIs levels, and very limited capacity development (training) provided to the staff of ANCPI and OCPIs in the last three years.

Additionally there is a lack of strategic vision for the organization, affecting the human resource management policy and practice. There seems to be no clear strategic thinking of HRM, with the HR dimension not integrated in the (very limited) strategic planning process. It should be noted that this is not to be perceived as purely human resource policy issue, but analyzed in a broader institutional management context. The overall organizational culture and the management practices represent the critical factor that influences the human resource policy and its implementation across the organization. Currently there seems to be no articulated vision for ANCPI and no strategic planning process to drive the medium to long term objectives and associated targets.

Scope and Methods of the Work:

The experts are expected to support the HRM Department of the ANCPI to prepare the HRM Strategy for medium term. In doing so, the following activities are to be carried out:

- Prepare an outline of the HRM strategy and get acceptance for it from the managerial level of the organization (including approach, main directions and structure of the document);
- Support the drafting of the strategy and provide constant feedback to the HRM Department of the ANCPI
- Prepare a report on the HRM strategy including the detailed measures proposed;
- Organize consultation together with the ANCPI HRM Department targeting relevant staff of the Agency (and with the MDRAP, where needed) for the draft version of the HRM Strategy.

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Expected Outcomes and Deliverables:

- a) Report on the ANCPI HRM Strategy; and
- b) Report on internal consultations for the HRM Strategy.

Competencies and Expertise Required: Two individual experts, one local and one international with relevant HRM experience of at least three years, proven involvement in performance appraisal systems with special focus on public sector organizations. Deep understanding of the local context and HRM policies of the Romanian public sector (for local expert) and international exposure and relevant HRM experience in international environment (for the international expert) should also be required. This report on the ANCPI HRM Strategy will be prepared in January and additional activities to ensure proper consultation and debate on the strategy are proposed for February and March 2015.

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KAAP#3 – Land Registration Processes

Measure 3.1: Develop practice guide

TOR – Working Group

Objective: To develop and test an online practice guide for registrars (and others within OCPIs) to improve the quality and consistency of work.

Organization: Members of the working group should be persons with experience as registrars and assistant registrars, together with the head of the registration practice unit within ANCPI. The working group should consist of no more than five persons.

External assistance (if any): the working group would be assisted on a part-time basis by an educational consultant and a web design consultant.

Expected duration of work: the activity would take approximately 15 months to complete.

Location: the work would be undertaken at ANCPI's headquarters, with testing of beta version of guide in selected OCPIs.

Tasks and Responsibilities: The work will involve finalizing terms of reference for an education and web designer consultant (see draft TORs), overseeing the recruitment of the consultants, collating all existing materials, developing new materials as may be considered essential, developing an online version of a guide, testing a beta version with selected registrars, refining the guide, and overseeing the roll out and related training of the guide. The work would include investigation and consideration of practice guides from land registry organizations in other countries.

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Measure 3.1: Develop practice guide

TOR (Consultancy) – Education Consultant

Objective: To assist ANCPI produce an easy to use, accessible, and complete operations manual for use by OCPI registrars and others.

Background:

- At present, there is no single source of guidance for ANCPI or other land registration stakeholders (including land market professionals and the public) on the requirements and rules regarding registration despite numerous sources of information (laws, regulations, directions, seminar presentations, court decisions, etc.) and means of providing the information (online, paper, oral presentations, emails, etc.).
- The lack of such a single practice manual makes work for registrars and others more difficult, leaves much to discretion, leads to variations in practice across the country and between individual registrars, and consequently creates reputational risk for ANCPI as similar cases can be treated in different ways between offices. It is also a less efficient, more frustrating and more expensive method of doing business for all parties involved, including clients.
- An online practice guide would draw together the multitude of existing directives, regulations, laws, opinions, etc. into a single document that could be easily and quickly accessed. It would also support staff training and performance monitoring. The guide would be adapted to reflect changing circumstances over time.
- An education consultant would work with an ANCPI Working Group, which would lead the activity, and a web designer to consolidate all the existing material, identify and fill gaps, prepare the structure and text of the guide, create and test a beta version with registrars, and launch the revised guide with appropriate training for staff and land market professionals.

Scope and Methods of the Work: On a part-time basis and over nine months, the Consultant would carry out the following:

- Produce a work plan for the activities and deliverable dates;
- Collect, collate and revise all available relevant materials;
- Design a structure and format for the guide, in coordination with the web designer;
- Draft the content of the guide;
- Produce a beta version of the guide, in coordination with the web designer;
- Test the beta version with a selected group of OCPI registrars;
- Revise the guide in light of OCPI registrars' comments; and
- Conduct limited training of OCPI in structure and use of the guide.

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Expected Outcome and Deliverables: The general outcome would be a beta version of the manual and, once improvements were incorporated, a final version of the manual. Against each of the tasks and activities set out under the scope of work (above) corresponding outputs would be identified, including short monthly reports.

Competency and Expertise Requirements:

The minimum requirements and preferences are as follows:

Essential:

- Qualifications in education and/or training, with at least five years of professional experience.
- Experience in developing operational manuals.
- High level communications skills, both written and oral.
- Fluency in Romanian and English.
- Advantageous:
 - Knowledge of the Romanian real property system.
 - Experience in training professionals.

Conduct of the Work:

The consultancy is to be organized and implemented in close cooperation with ANCPI, which will have overall management and responsibility for producing the manual. In particular:

- ANCPI will assign one experienced registrar to work with the Consultant on developing the manual and access to other experienced registrars will be provided as required;
- the Consultant's work will be supervised by the head of the registration department at ANCPI headquarters in Bucharest;
- ANCPI will promptly consider the output of each stage of the Consultant's work and make comments in a reasonable time;
- the Consultant will work with a registrar to research, gather, collate information from various sources (laws, regulations, procedures, advice, etc.) and then to prepare the text of a practice manual;
- the design and implementation of work plan will be agreed within the first week of the consultancy;
- deliverables are to be delivered as set out in the schedule above, in accordance with the target dates for completion of the work as agreed with ANCPI;
- the Consultant will be based at the headquarters of ANCPI in Bucharest. He or she will be provided with office space and equipment, but must provide his or her own computer;
- the consultancy would not involve travel (other than day trips to some local OCPI offices). Any travel expenses will be covered by ANCPI;
- the Consultant will work part-time over an expected period of nine months; and
- all documents are to be in Romanian, with the final report to be in English.

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Measure 3.1: Develop practice guide

TOR (Consultancy) – Web Designer Consultant

Objective: To assist ANCPI produce an easy to use, accessible, and complete operations manual for use by OCPI registrars and others.

Background:

- At present, there is no single source of guidance for ANCPI or other land registration stakeholders (including land market professionals and the public) on the requirements and rules regarding registration despite numerous sources of information (laws, regulations, directions, seminar presentations, court decisions, etc.) and means of providing the information (online, paper, oral presentations, emails, etc.).
- The lack of such a single practice manual makes work for registrars and others more difficult, leaves much to discretion, leads to variations in practice across the country and between individual registrars, and consequently creates reputational risk for ANCPI as similar cases can be treated in different ways between offices. It is also a less efficient, more frustrating and more expensive method of doing business for all parties involved, including clients.
- An online practice guide would draw together the multitude of existing directives, regulations, laws, opinions, etc. into a single document that could be easily and quickly accessed. It would also support staff training and performance monitoring. The guide would be adapted to reflect changing circumstances over time.
- A web designer would work with ANCPI, which would lead the activity, and an educational consultant to prepare the structure of the guide, test a beta version with registrars, and make changes as recommended by the registrars.

Scope and Methods of the Work: On a part-time basis and over nine months, the Consultant would carry out the following:

- Produce a work plan for the activities and deliverable dates;
- Design a structure and format for the guide, in coordination with the education consultant;
- Produce a beta version of the guide, in coordination with the education consultant;
- Test the beta version with a selected group of OCPI registrars; and
- Revise the guide in light of OCPI registrars' comments.

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Expected Outcome and Deliverables: The general outcome would be a beta version of the manual and, once improvements were incorporated, a final version of the manual. Against each of the tasks and activities set out under the scope of work (above) corresponding outputs would be identified, including short monthly reports.

Competency and Expertise Requirements:

The minimum requirements and preferences are as follows:

Essential:

- Qualifications in web page and online manual design, with at least five years of professional experience.
- Experience in developing operational manuals or user guides.
- Good communications skills, both written and oral.
- Advantageous: Fluency in English.

Conduct of the Work: The consultancy is to be organized and implemented in close cooperation with ANCPI, which will have overall management and responsibility for producing the manual. In particular:

- ANCPI will assign one experienced registrar to work with the Consultant on developing the manual and access to other experienced registrars will be provided as required;
- the Consultant's work will be supervised by the head of the registration department at ANCPI headquarters in Bucharest;
- ANCPI will promptly consider the output of each stage of the Consultant's work and make comments in a reasonable time;
- the Consultant will work with a registrar and education consultant to consider options and develop an appropriate approach for the guide;
- the design and implementation of work plan will be agreed within the first week of the consultancy;
- deliverables are to be delivered as set out in the schedule above, in accordance with the target dates for completion of the work as agreed with ANCPI;
- the Consultant will be based at the headquarters of ANCPI in Bucharest. He or she will be provided with office space and equipment, but must provide his or her own computer;
- the consultancy would not involve travel (other than day trips to some local OCPI offices). Any travel expenses will be covered by ANCPI;
- the Consultant will work part-time over an expected period of nine months; and
- all documents are to be in Romanian.

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Measure 3.2: Remove Barriers for Apartment Registration

TOR – Working Group

Objective: To investigate practices and laws (including practices in other countries), formulate options, consider benefits and costs, and develop proposal for apartment registration without plans so that the cost of apartment registration and other barriers to registration are reduced.

Organization: Members of the working group should be persons with experience with apartment registration, particularly plan registration, and at least one experienced registrar. The working group would consist of no more than four persons, but could consult with OCPI staff as required, particularly on technical or practical matters.

External assistance: no external assistance will be required.

Expected duration of work: the activity would take approximately 8 months to complete.

Location: the work would be undertaken at ANCPI's headquarters, with training of OCPI staff to be undertaken either at the headquarters or regional locations.

Tasks and Responsibilities: The working group would develop the draft legal documents (instructions, regulations, etc.) as required, and once the proposal was adopted by the Director General of ANCPI, prepare information and training materials for OCPI staff (and the public), and train OCPI staff. Information for the public would be made available at OCPIs' front offices and on the ANCPI web site.

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Measure 3.3: Remove Barriers for Registration of Land within Tarla

TOR – Working Group

Objective: To investigate practices and laws (including practices in other countries), formulate options, consider benefits and costs, and develop proposal for registration of land within *tarla* without plans so that the cost of registration and other barriers to registration are reduced.

Organization: Members of the working group should be persons with practical experience in first registration of properties, both registrars and surveyors, and managing land administration records. At least two members of the group should have higher level qualifications in surveying and mapping. At least some of the group members should have experience in contracting out surveying and/or mapping services and dealing with contractors. The working group would consist of no more than six persons, but could consult with OCPI staff as required, particularly on technical or practical matters

External assistance (if any): no external assistance will be required. However, the work of preparing the maps would be contracted out.

Expected duration of work: the activity would take approximately 11 months to complete.

Location: the work would be undertaken at ANCPI's headquarters.

Tasks and Responsibilities: The working group would identify areas where registration of properties within *tarla* without a plan would be feasible and estimate the resources and budget that would be required for contracting out the mapping work. The working group would need to establish the limits of accuracy for defining the approach (particularly in relation to definition of boundaries of each cadastral sector and *tarla* within it), and to investigate and recommend whether some pilots should be conducted before the program could be rolled out nationally.

Once the proposal was approved by the Director General of ANCPI, the working group would develop any draft legal documents that are required to implement the approach. Subject to a decision on the issue of pilots, the working group would implement a pilot to test the proposed methodology and revise it in light of the results of the pilot. The working group would then prepare the terms of reference and technical specifications for the contractor to carry out the mapping work, oversee tendering and contracting of consultant's services, manage the contract, check the quality of the contractor's work, and accept the final delivery. The group would distribute the maps to OCPIs, prepare instructions and training materials, and would train OCPI staff in the new approach to registration. The group would also develop information for the public and ensure that such information was uploaded to the ANCPI web site and made available at OCPI offices.

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Measure 3.4: Remove Barriers to Land Registration regarding Taxes

TOR (Consultancy) – Economist Consultant

Objective: To produce clear, well-researched and justified document exploring options and recommendations to lessen or remove the tax burden on first registration of property.

Background:

- At present, a variety of taxes are applicable to persons who wish to register their properties whether by means of systematic or sporadic registration. Outstanding taxes, particularly for inheritance but also for sales of properties, can be a significant barrier as all outstanding taxes must be paid before registration. The problem is widespread – in one area in which systematic registration was conducted, some 60 per cent of people were liable for back taxes of some kind.
- Consequently, there will be fewer properties formally recorded and fewer properties integrated into the formal taxation system, which many countries have found to be a reliable and valuable source of income through annual property taxes and transaction taxes.
- ANCPI has already been in negotiations with the Ministry of Public Finance (MoPF) to reduce the burden of back taxes on property owners so that they can take part in the property registration initiatives but to date this has been unsuccessful. If the systematic and sporadic registration programs are to move forward quickly and efficiently, then the barrier of back taxes needs to be addressed.
- The economist would work with ANCPI, which would lead the activity, with support from a land administration specialist, to prepare a well-researched, argued and justified economic analysis/background paper that would argue for, and demonstrate the advantages of, waiving or otherwise deferring back taxes, using international experience in registration projects. The paper should model gains over the short-, medium- and long -term.
- This is a two week consultancy in which the consultant would work with ANCPI senior specialists and management to carry out research, prepare the paper and respond to issues arising during its presentation. ANCPI would handle the issue subsequently with the aim of finalizing a decision on waiving or deferring taxes before the planned national systematic registration program starts in 2015.

Scope and Methods of the Work: On a full-time basis and over two weeks, the tasks are to:

- gather and assess material already produced on this topic by ANCPI and international advisers;
- investigate and identify useful examples from property registration programs elsewhere;

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- prepare a draft background paper and briefing note to be used as the basis for negotiations on waiving or deferring back taxes, with clear economic justifications for the position advanced;
- based on comments by ANCPI, finalize the background paper and briefing note; and
- produce a short final report attaching the background paper and briefing note.

Expected Outcome and Deliverables: The deliverables under this consultancy are an agreed analytical background paper and a briefing note to be used by ANCPI in negotiations with the Ministry of Regional Development and Public Administration and the MoPF, and other senior officials as necessary. The short final report would summarize the Consultant's activities and contain any useful information that does not appear in the background paper. The final deliverables are due at the conclusion of the two week consultancy.

Competency and Expertise Requirements: The minimum requirements and preferences are:

Essential:

- Qualifications in economics.
- Experience in economic analysis relating to land administration projects.
- Excellent communications skills, both written and oral.
- Fluency in English.
- Advantageous: Knowledge of the Romanian real property system.

Conduct of the Work: The consultancy is to be organized and implemented in close cooperation with ANCPI, which will have overall management over, and responsibility for, producing the paper and brief. In particular:

- ANCPI will assign one experienced registrar to work with the Consultant on developing the documents and accessing other experienced registrars and senior ANCPI staff as required;
- the Consultant's work will be supervised by the head of the registration department at ANCPI headquarters in Bucharest;
- ANCPI will promptly consider the draft of the Consultant's work and make comments in a reasonable time;
- the design and implementation of work plan will be agreed within the two days of the consultancy;
- deliverables are to be delivered as set out in the schedule above, in accordance with the target dates for completion of the work as agreed with ANCPI;
- the Consultant will be based at the headquarters of ANCPI in Bucharest. He or she will be provided with office space and equipment, but must provide his or her own computer;
- the consultancy would not involve travel;
- the Consultant will work full-time over a period of two weeks; and
- all documents are to be in English and will be translated by ANCPI into Romanian.

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Measure 3.6: Streamline Process Regarding Authentication of Copies

TOR – Working Group

Objective: To investigate practices and law (including practices in other countries), formulate options, consider benefits and costs, and develop proposal for authenticating copies of documents by OCPI staff and other person authorized by the Director General of ANCPI so that the cost and time of authentication and other barriers to registration are reduced.

Organization: Members of the working group should be persons with experience as registrars. The working group would consist of no more than four persons, but could consult with OCPI staff as required, particularly on technical or practical matters. The members of this working group could be the same as those for the working group on personal identification numbers.

External assistance (if any): no external assistance will be required.

Expected duration of work: the activity would take approximately 7 months to complete, subject to necessary legal documents being put in place promptly.

Location: the work would be undertaken at ANCPI's headquarters.

Tasks and Responsibilities: The working group would develop the draft legal documents (instructions, regulations, amendment to legislation) as required, prepare information for OCPI staff (and the public), and disseminate that information, including through OCPIs' front offices and on the ANCPI web site (once the necessary legal documents were in place).

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Measure 3.7: Streamline Registration regarding PINs

TOR – Working Group

Objective: To investigate practices and law (including practices in other countries), formulate options, consider benefits and costs, and develop proposal for other means of registering ownership of real property without a personal identification number so that the cost and time of authentication and other barriers to registration are reduced.

Organization: Members of the working group should be persons with experience as registrars. The working group would consist of no more than four persons, but could consult with OCPI staff as required, particularly on technical or practical matters. The members of this working group could be the same as those for the working group on authentication of copies.

External assistance (if any): no external assistance will be required.

Expected duration of work: the activity would take approximately 7 months to complete, subject to necessary legal documents being put in place promptly.

Location: the work would be undertaken at ANCPI's headquarters.

Tasks and Responsibilities: The working group would develop the draft legal documents (instructions, regulations, amendment to legislation) as required, prepare information for OCPI staff (and the public), and disseminate that information, including through OCPIs' front offices and on the ANCPI web site (once the necessary legal documents were in place).

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Measure 3.8: Finalize Conversion of Data

TOR (Consultancy) – Data Conversion Consultants

Objective: To enter all digitized data into the eTerra system.

Background: The general background and context for the consultancy are as follows:

- Under a previous program, begun in 2007-8, ANCPI digitized a large volume of cadastral documents and land books so that the information could be captured and entered in the title registration system, eTerra. Work on digitizing was completed and the data entry program got underway and it is estimated that some 75 per cent of the data was entered in eTerra.
- However, several years ago, work on capturing the data stopped, with the result that much data awaits to be entered in eTerra. Converting the data, through a process of verification and data entry, would significantly increase the number of registered properties and could be achieved relatively quickly and cheaply.
- ANCPI plans to recruit a number of individual consultants to work at OCPI offices around the country with a registrar who will be assigned the task of managing the completion of data capturing work in his or her office. The consultants would be trained and then convert the data from digital form into the eTerra system.

Scope and Methods of the Work: On a full-time basis and over an extended period, the tasks and activities to be carried out by the consultants, in the sequence that they are expected to be undertaken, are as follows:

- take part in training in data entry from digitized documents into eTerra;
- investigate, check and enter data from digitized documents into eTerra;
- provide weekly reports on conduct of the work.

Expected Outcome and Deliverables: The general outcome of the consultancy is data entered from digitized documents to eTerra.

Competency and Expertise Requirements: The minimum requirements and preferences are as follows:

Essential:

- Experience with computers.
- Touch typing skills.
- Ability to work in a team.
- Attention to detail and accuracy.
- Advantageous: Experience with data entry.

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Conduct of the Work: The consultancy is to be organized and implemented under close supervision of ANCPI and the OCPI where the work is to be conducted. Additionally:

- ANCPI will provide training at the commencement of the consultancy;
- ANCPI will assign one experienced registrar to work with the consultants on converting the data;
- the consultant's work will be supervised by a registrar who will be dedicated to this work;
- the consultants will be based at the local OCPI office where the digitized documents are available. He or she will be provided with office space and equipment, including a computer;
- the consultancy would not involve travel (other than day trips to some local OCPI offices). Any travel expenses will be covered by ANCPI;
- the Consultant will work full-time over a period to be agreed with the local OCPI office; and
- all documents are to be in Romanian.

Measure 3.8: Finalize Conversion of Data

TOR – Working Group

Objective: To investigate and develop proposal for finalizing the conversion of digitized documents into eTerra (by means of data entry).

Organization: Members of the working group should be persons with experience in land administration system management, including experienced registrars and surveyors of ANCPI and OCPI. The working group would consist of no more than four persons, but could consult with OCPI staff as required, particularly on technical or practical matters.

External assistance (if any): no external assistance will be required, other than the consultants who would carry out the data entry work.

Expected duration of work: the activity of the working group would take approximately 6 months to complete, although the data entry work would progress over many months after the consultants were recruited.

Location: the work would be undertaken at ANCPI's headquarters.

Tasks and Responsibilities: The working group would review the work to date, estimate the amount of work to be done (and at which locations), determine the best model for obtaining the services of data entry operators and the supervision and quality control of such operators' work, identify sources of funding, and prepare a proposal for the Director General of ANCPI to approve.

Once the proposal is approved, the working group would be responsible to settle terms of reference for the consultants (already prepared in draft form), oversee the recruiting of consultants and the implementation of the proposed methodology at OCPI offices. The working group would prepare a basic methodology document for use by OCPI management. Once the

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consultants were recruited and the system was in place, responsibility for managing the day-to-day work of the consultants would lie with the chief of the OCPI where the work is underway.

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Measure 3.9: Register All State Land

TOR – Working Group

Objective: To investigate and develop a proposed methodology for registering land owned by state bodies, identify the volume and location of state land ownership information to be converted, identify sources of funding and resources to carry out the work, carry out preliminary negotiations with state land ownership bodies, and develop any necessary draft legal documents, agreements or instructions that would support the methodology. The work of this working group will be the main input to support the work of the Advisory Committee on State Land Management (Measure 1.13).

Organization: Members of the working group should be persons with experience in registration and surveying within ANCPI and OCPIs. The working group would consist of no more than eight persons, but could consult with OCPI staff as required, particularly on technical or practical matters.

External assistance (if any): no external assistance will be required.

Expected duration of work: the activity would take approximately 6 months to develop the methodology and other pre-requisites, with actual registration work to be on-going for many years.

Location: the work would be undertaken at ANCPI's headquarters.

Tasks and Responsibilities: Once the proposal and methodology was approved by the Director-General of ANCPI, the working group would work with the public bodies to investigate and then record their holdings, particularly ROMSILVA, to decide whether to work either in a specific geographic location to register all the public land or work with specific agencies to register their holdings throughout the country, to work with each public authority that owns land to carry out a quick assessment (or triage) to identify the best sources of data held by that body and assess what could and could not be converted. The working group would also develop the procedures and an on-the-job training program for the on-going work of converting state land, which is likely to take many years to finalize. The working group would be responsible for training new staff and overseeing their work.

In addition, to address the sporadic registration of expropriated land, the working group would be responsible every week for checking the Official Gazette (where the expropriation decisions must be published) and creating a database of decisions. The group could advise the OCPI responsible for the area in which the land is located, and create statistics to determine whether any problems exist. Further, the group would develop a protocol and negotiate with the main expropriating authorities to agree to provide all expropriation decisions to OCPIs promptly. The working group would develop a complete internal procedure and a standard form of protocol, and consider the necessity to amend Law No 255 to ensure that all expropriation decisions were consistently provided to OCPIs in a quicker and more efficient manner. Further, the group could

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consider whether there should be a program to work through each and every past expropriation decision (particularly those issued under Law No 255) to check if they were all registered, because those decisions represent a solid and reliable body of cases that are suitable for registration.

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Measure 3.10: Develop Improved Quality Control Processes

TOR – Working Group

Objective: To investigate and formulate a proposal to streamline quality control (QC) of systematic registration work that would reduce costs (time and money) and standardize the approach around the country.

Organization: Members of the working group should be persons with experience in systematic registration methodology and work, registration work at OCPIs and registration of plans at OCPIs. The working group should have no more than five members.

External assistance (if any): no external assistance will be required.

Expected duration of work: the activity would take approximately 11 months to complete, although monitoring of the effectiveness of the improved QC system would continue after that time.

Tasks and Responsibilities: The working group would be responsible for formulating a set of initial reforms to streamline and standardize QC work, which would be submitted to the Director-General of ANCPI for approval, together with instructions to OCPI staff. Once the reforms were approved, the working group would be responsible for overseeing the testing in pilot areas of the initial reforms and for developing improvements in light of experience, which it would submit to the Director-General of ANCPI for approval. The working group would then update the instructions to OCPI staff, roll out the revised QC methodology to OCPIs where systematic registration work is to be conducted, including training for staff, and monitor the effectiveness of the system. The working group would consider such matters as:

- reducing QC to a once only, post-public display period checking, at least for registrars;
- reducing the checking of cases to 10 or 20 per cent, at least in the pre-public display process;
- preparing and providing nationally consistent guidelines on QC for systematic registration results that reflect an efficient approach;
- developing and providing clear guidelines for contractors and provide training for them in order to improve the quality of the deliverables;
- developing and providing training on the QC guidelines for all persons engaged in QC work;
- moving as soon as possible to a fully digital land registration process in order to develop extensive automated QC and reduce the human intervention to very specific and limited control functions;
- exploring the possibility of developing software to carry out checking, particularly basic checking;
- introducing the use of administrative staff (rather than lawyers) to carry out basic checking;

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- outsourcing QC work, at least at the first stage of checking the contractors' work. It would be necessary to check the work of the QC outsourcing contractors, but that should be kept to a minimum; and
- outsourcing all basic checking, at both stages, with the registrars left to check only the more complicated matters at the second stage.

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KAAP#4 – ICT Strategy

Measure 4.7 Procure ERP solution

TOR – Working Group

Objective: To finalize the development of the Enterprise Resource Planning solution for ANCPI, participate in the bidding/contracting process, and oversee timely implementation.

Organization: Members of the group will be comprised of representatives of the key user groups including the HR, Procurement, Economics departments. The ICT Department Director will chair.

Tasks and Responsibilities: The working group would:

- Formulate Terms of Reference for the group as a whole (e.g. ‘to produce an agreed System Specification for the ERP system by X date’).
- Establish what is required from each ‘user representative group’, namely to fully define what is required from the ERP system from ‘their’ elements of it. The definition should be in terms of the outputs required and not how they should be produced. Users should be asked to prepare some outlines of sample reports required and to prepare a list of “fundamental” and “desirable” information that to be produced from the system.
- Agree on timetable for providing information (short as realistically possible)
- Ensure that user requirements are realistic and that some thought has been given to defining what is ‘fundamental’ and what is ‘desirable’ information to be derived from the system. This is important so that when detailed discussions take place with potential contractors, ANCPI has insight into what areas are negotiable in terms of outputs and what are not. The Chair should also ensure that thought is given to which items from one module should interface with other modules – as an example that outputs from the HR module should have an automated interface with the accounting module.
- Review service standards, for example target response times for the system to respond to queries, produce reports etc. Other items that should be included are target response times from contractors when the system is ‘down’. These could be subject to discussion during subsequent negotiations with the contractor so there should be some thought given to how much variation from these optimal responses there may be before the solution becomes unacceptable (though this information should be for internal purposes only).
- Formalize the agreed requirements in a Statement of Needs document to be used in discussions with potential contractors. It should form the basis of negotiation, in terms of specifying outputs and information requirements from the contractor and also the service standards (timeliness, reliability of the system etc.). These, as subsequently modified by any negotiations, should then be linked to any contract agreed, meaning that the contractor is clear on what is required.

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- Participate as appropriate in the bidding and negotiation process, and oversee implementation of contractor's work.

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Measure 4.1: Procure eTerra3 solution

TOR – Working Group

Overall Objective

To act as Project Board for the eTerra3 project and oversee the project management of the specification, procurement, contract, design, implementation, data quality improvement, testing, training, sign-off, rollout and operational use of the eTerra3 solution.

Activities

The working group will carry out the following high-level activities in delivering the eTerra3 solution to ANCPI, OCPIs, CNC and external stakeholders:

- Appoint a chair of the Working Group.
- Design and implement an engagement strategy to ensure that all key stakeholders are aware of the eTerra3 project and understand their responsibilities in achieving success.
- Appoint a project manager and associated staff to manage the project.
- Ensure that sufficient financial and human resources are available to the project.
- Manage and mitigate risks associated with the project.
- Engage with technical specialists in the field.
- Liaise with other related Working Groups, e.g. ERP and MIS.
- Carry out consultations with the key stakeholders and agree prioritised, high-level business needs (Statement of Requirements) to be supported by the solution.
- Agree the approach to data quality improvements and obtain estimate costs. This may involve short, data quality improvement trials to better estimate costs and timeframes.
- Ensure that legal framework is in place to support the operation of eTerra3.
- Develop procurement strategy and details for eTerra3 product – system and data.
- Procure and implement the eTerra3 product – system and data – in two distinct phases.
- Ensure that contract management is effective and the solution is delivered on time and to budget.
- Test, train staff and incrementally roll out eTerra3 to ANCPI, OCPIs, private sector companies involved in registration contracts. Test information services for notaries, other government departments and citizens.
- Ensure that a help desk and technical support services are available to users.
- Publicize availability of system to public and private sector users.
- Monitor operational use of eTerra3, optimise business processes and implement improvements over time.

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Reporting Framework

The eTerra3 Working Group will report directly to the ANCPI Management Team and will provide monthly progress reports.

Measure 4.7 Procure ERP solution

TOR – Working Group

Overall Objective

To act as Project Board for the ERP project and oversee the project management of the specification, procurement, contract, design, implementation, data quality and integration, testing, training, sign-off, rollout and operational use of the ERP solution.

Activities

The working group will carry out the following high-level activities in delivering the ERP solution to ANCPI, OCPIs and CNC:

- Appoint a chair of the Working Group.
- Design and implement an engagement strategy to ensure that all key stakeholders are aware of the ERP project and understand their responsibilities in achieving success.
- Appoint a project manager and associated staff to manage the project.
- Ensure that sufficient financial and human resources are available to the project.
- Manage and mitigate risks associated with the project.
- Engage with technical specialists in the field.
- Liaise with other related Working Groups, e.g. eTerra3 and MIS.
- Carry out consultations with the key stakeholders and agree prioritised, high-level business needs (Statement of Requirements) to be supported by the solution.
- Agree the approach to data quality control and integration with other ICT solutions.
- Ensure that regulatory framework is in place to support the operation of ERP.
- Develop procurement strategy and details for ERP product – system and data (loaded from legacy ERP and other information systems).
- Procure and implement the ERP product – system and data – in a number of phases.
- Ensure that contract management is effective and the solution is delivered on time and to budget.
- Test, train staff and incrementally roll out ERP to ANCPI, OCPIs and CNC.
- Ensure that a help desk and technical support services are available to users.
- Monitor operational use of ERP, optimise business processes and implement improvements over time.

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Reporting Framework

The ERP Working Group will report directly to the ANCPI Management Team and will provide monthly progress reports.

Measure 4.10: Procure MIS solution

TOR – Working Group

Overall Objective

To act as Project Board for the MIS project and oversee the project management of the specification, procurement, contract, design, implementation, data quality and integration, testing, training, sign-off, rollout and operational use of the MIS solution.

Activities

The working group will carry out the following high-level activities in delivering the MIS solution to ANCPI, OCPIs and CNC:

- Appoint a chair of the Working Group.
- Design and implement an engagement strategy to ensure that all key stakeholders are aware of the MIS project and understand their responsibilities in achieving success.
- Appoint a project manager and associated staff to manage the project.
- Ensure that sufficient financial and human resources are available to the project.
- Manage and mitigate risks associated with the project.
- Engage with technical specialists in the field.
- Liaise with other related Working Groups, e.g. eTerra3 and ERP.
- Carry out consultations with the key stakeholders and agree prioritised, high-level business needs (Statement of Requirements) to be supported by the solution. These will focus on agreed KPIs derived from the corporate business plan.
- Agree the approach to data quality control and integration with other ICT solutions.
- Ensure that regulatory framework is in place to support the operation of MIS.
- Develop procurement strategy and details for MIS product.
- Procure and implement the MIS product in a number of phases.
- Ensure that contract management is effective and the solution is delivered on time and to budget.
- Test, train staff and incrementally roll out MIS to ANCPI, OCPIs and CNC.
- Ensure that a help desk and technical support services are available to users.

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- Monitor operational use of MIS, optimise business processes and implement improvements over time.

Reporting Framework

The MIS Working Group will report directly to the ANCPI Management Team and will provide monthly progress reports.

Measure 4.13 Formulate ANCPI Open Data Policy

TOR – Working Group

Overall Objective

To act as Project Board for the Open Data project to: a) 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; b) oversee the project management of the specification, procurement, contract, design, implementation, data quality and integration, testing, training, sign-off, rollout and operational use of the open data portal solution on the National Open Data Portal / ANCPI GeoPortal.

Activities

The working group will carry out the following high-level activities in delivering the Open Data policy and corresponding information services solution for ANCPI:

- Appoint a chair of the Working Group.
- Design and implement an engagement strategy to ensure that all key stakeholders are aware of the Open Data project and understand their responsibilities in achieving success.
- Appoint a project manager and associated staff to manage the project.
- Ensure that sufficient financial and human resources are available to the project.
- Manage and mitigate risks associated with the project.
- Engage with technical specialists in the field.
- Liaise with Government's "Digital Agenda" and the associated National Open Data Initiative to understand the national open data policy and strategy.

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- Carry out consultations with the key stakeholders and formulate an ANCPI Open Data policy that is compatible with the ANCPI strategic business plan and self-funding status of the organisation.
- Carry out consultations with the key stakeholders and agree prioritised, high-level business needs (Statement of Requirements) to be supported by the Open Data information services solution.
- Ensure that legal and regulatory frameworks are in place to support the operation of the Open Data information services solution.
- Develop procurement strategy and details for product. This may be an addition to the National Open Data Portal and / or ANCPI GeoPortal.
- Procure and implement the solution.
- Ensure that contract management is effective and the solution is delivered on time and to budget.
- Test and incrementally roll out of the Open Data information services solution.
- Ensure that a help desk and technical support services are available to users.
- Design and implement a capacity building program for use of the open data through hackathons, etc.
- Monitor operational use of Open Data information services and implement improvements over time.

Reporting Framework

The Open Data Working Group will report directly to the ANCPI Management Team and will provide monthly progress reports.

KAAP#5 – Financial Management

Measure 5.1: Create Financial Plan for ANCPI

TOR (Consultancy) – Finance and Economics Expert

Background

- The ANCPI is currently transitioning from being an organization that is state-funded to one which is to an extent self-financing. This brings with it a need to build new skills in the organization and particularly for those individuals who are responsible for supporting efficient and effective financial management in ANCPI.
- A key part of this process is the development of a Financial Plan by which to ensure that the ANCPI maximizes the opportunities presented by this changed financing structure whilst at the same time protecting itself against the risks that might arise. The new approaches necessary require that skills and expertise be added to the organization that are not currently present in sufficient quantity and this is something that will not happen overnight.
- In order to assist the process of evolution that is necessary and also to ensure that a high quality Financial Plan is developed which acts as a suitable framework for future organizational development within ANCPI, external support would be beneficial. This will take the form of consultants who can provide expertise and experience to support the establishment of a high quality Financial Plan. They will also help ensure that the Financial Plan developed is realistic and strategically focused on the ANCPI's core activities and objectives.
- The overall objective in this consultancy is to support the ANCPI in the development of the financial plan and ensure that the end product provides a high quality and strategically focused framework for future development. The Plan needs to take account of likely sources of revenue and how these can be maximized. At the same time the Plan also needs to provide a rational basis for expenditure allocation decisions, ensuring that monies are spent in a way that best supports the ANCPI in the achievement of its organizational and financial objectives.
- The ANCPI has in recent years been funded by public sector budgets. There has therefore been limited incentive to maximize revenues from an internal organizational perspective as any increases in funds obtained from more effective revenue collection procedures were not retained by the ANCPI but returned to central government budgets. Now that situation has changed and the ANCPI has the opportunity to retain some extra revenues collected and use them for the benefit of the organization. This is an obvious opportunity for the organization and potentially enables it to invest more in priority areas and increase its effectiveness as a result. But it is also a threat. If the monies are not spent wisely or invested within the business in an optimal way then there is always the danger that the financial model changes again and ANCPI reverts to an organization that is funded conventionally via public sector budgets without the ability to retain any extra funds it might be able to collect.

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- The Financial Plan is crucial to the future direction of the organization. Once finalized it will be used as the basis for future budget allocations and therefore has critical implications for future operational management of the ANCPI as well as providing the vital strategic financial framework for future organizational management and development.
- The consultant would be expected to work alongside the Strategic Plan Working Group (SPWG) of the ANCPI in developing the Financial Plan. The specific responsibilities of the consultant would be to:
 - work with the SPWG to understand fully current revenue models of the ANCPI
 - work with the SPWG to understand fully current cost models of the ANCPI
 - work with the SPWG to assess potential future revenue models based on the understanding of the existing models and opportunities to increase revenue collection further
 - work with the SPWG to decide on the most appropriate future cost models given the new self-financing regime and the need to ensure that expenditure allocations are optimal in terms of their fitness for purpose in the future
 - work with the SPWG to ensure that the level of financial risk is appropriate in the Financial Plan, balancing future expenditure decisions with the level of risk inherent in assumptions made regarding future revenue projections
 - facilitate with the Chair of the SPWG discussions that enable a fully understood, strong and widely owned Financial Plan to be developed that provides a reliable basis for future organizational development
 - work with the SPWG to finalize a Financial Plan that enables the ANCPI to plan for its future activities with confidence
 - advise the SPWG on monitoring arrangements to ensure that the Financial Plan developed is effectively implemented.

Overall Objectives

Support to the SPWG that ensures that the Financial Plan developed for the ANCPI is one that lays out an effective and strategically-focused framework for organizational development and provides secure projections as to likely revenues whilst also giving optimal expenditure allocation decisions.

Scope and Methods of the Work

The scope of the work requires that the consultant/s provide proactive and meaningful support to the ANCPI's SPWG that enables a strong financial plan to be developed. It is envisaged that two consultants may be required to cover this work although individual submissions may be considered. The work would include both the central ANCPI and also the OCPIs that are subordinated units.

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The specific content required is to:

- Assist the SPWG to fully understand the revenue opportunities provided by the new funding models
- Assist the SPWG to critically examine expenditure allocation decisions so that resources are deployed in the most effective and strategic way for the future of the ANCPI
- Develop a Financial Plan that brings together projections of future revenues and expenditures in a way that allows the organization to have a firm strategic base for ongoing future development whilst ensuring that financial risks are protected against
- Assist the SPWG in the development of monitoring mechanisms that help to ensure that the Financial Plan is properly implemented.

Expected Outcome and Deliverables

The main outcome would be the development of a Financial Plan that provides a strategically-focused financial framework for the future development of the ANCPI.

Competency and Expertise Requirements

The minimum requirements and preferences are as follows:

Essential:

- Experience in financial management in Romania and/or similar environments elsewhere.
- Good understanding of financial planning processes
- High level communications skills, both written and oral.
- Strategically focused individuals who are able to think in a way that encourages the optimal allocation of resources by ANCPI within the constraints of projected funding streams

Advantageous:

- Knowledge of the Romanian real property system.
- Current knowledge of best practices in the field.

The Consultant/s will be required to submit his/her CV to demonstrate the above. The consultant/s named in the CV would be expected to personally deliver the support required unless there are exceptional circumstances: any changes to this should be discussed and agreed with ANCPI in advance. At least two referees should be included, with contact details.

Conduct of the Work

The consultancy is to be organized and implemented in close cooperation with ANCPI, which will have overall management and responsibility for producing the Financial Plan. In particular:

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- ANCPI will assign one experienced member of management/staff to work with the Consultant;
- ANCPI will promptly consider the output of each stage of the Consultant's work and make any comments in a reasonable time;
- deliverables are to be delivered as set out in the schedule above, in accordance with the target dates for completion of the work as agreed with ANCPI;
- the Consultant will be based at the headquarters of ANCPI in Bucharest. He or she will be provided with office space and equipment, but must provide his or her own computer;
- the consultancy would not involve travel, except for possible occasional travel to OCPIs.

Reporting Requirements

The Consultant/s will be required to produce regular reports on their work in timescales to be agreed with the ANCPI at the outset of the support.

Measure 5.3: Train Economics Dept. staff in line with Financial Plan and ERP requirements

TOR (Consultancy) – Trainer Consultant

Objective: To provide high quality training that helps equip ANCPI Economics Department staff with the new skills needed in financial management and ERP.

Background: The general background and context for the consultancy are as follows:

- The move to self-financing brings with it both opportunity to strengthen the financial foundations of ANCPI to meet its goals and risks that poor financial performance may lead ultimately to a revocation of self-financing. An ERP system is planned to be installed as well as new processes to promote strategic planning and increased focus on performance monitoring and results informed budgeting. But the Economics Department currently focuses largely on accounting and administrative functions using simple software systems. Consequently it needs to become more strategic in its approach, with stronger analytical, financial monitoring, and forecasting skills and systems.
- The consultant should assume that with little previous relevant training for these tasks and design their training materials appropriately. The following topics are likely to figure in the training materials (subject to further discussion with ANCPI):
 - analyzing financial information through trend analysis and budget execution monitoring to identify emerging risks and develop mitigating management actions
 - providing financial advice to management decision-makers at the strategic level
 - forecasting techniques for financial information

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- undertaking sensitivity or ‘what if’ analysis on financial information to identify areas of risk where the greatest management concentration is needed
 - providing financial advice on strategic investments, advising on their costs and benefits and financial opportunities and risks
 - current best practice developments in Public Financial Management (PFM)
- With agreement on the specific course content the consultant will then design specific training materials. These should take the form of presentations with accompanying training notes so that the materials may be used for training purposes by trainers from within ANCPI in the future. There should also be interactive case studies included. The training materials should be prepared in sufficient time for them to be reviewed by a nominated ANCPI representative before the training commences to ensure that all the relevant areas are covered.
 - In addition to end of course assessments, there would be a further follow-up evaluation exercise in which ANCPI would contact participants to ask them how they have used the training in their activities and also to identify other areas where further training might be necessary. The consultant should expect to support this post-training evaluation by for example designing an appropriate questionnaire though the main onus on following up would be with ANCPI.

Scope and Methods of the Work: The scope of the work is to provide training on strategic skills to the central ANCPI Economics Department. The specific content required is to:

- In consultation with the ANCPI agree on the content for a training course to support a more strategic approach to financial management advice to ANCPI from the Economics Department;
- Design course materials and deliver a course expected to take approximately two weeks for about ten people. These should include slides, training notes and case studies;
- Deliver the course in a way that is interactive and encourages group working and discussion;
- Assist in a follow-up evaluation about three months after the training takes place.

Expected Outcome and Deliverables: The main outcome would be the training sessions, with the following specific components:

- Agree course content with ANCPI within one month of contract signature;
- Deliver draft materials to ANCPI within four weeks of agreement of course content;
- Begin delivery training to Economics Department within four weeks of course materials being agreed with ANCPI or on a date convenient for ANCPI;
- Prepare a training report summarizing the training activities and including recommendations for future further training that might be necessary; and
- Assist in a follow-up evaluation exercise three months after the training is delivered.

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Competency and Expertise Requirements: The minimum requirements and preferences are:

Essential:

- Qualifications in education and/or training, with at least five years of professional experience.
- Experience in financial management in Romania and/or similar environments elsewhere.
- High level communications skills, both written and oral.
- Fluency in Romanian and English.
- Advantageous:
 - Knowledge of the Romanian real property system.
 - Experience in training professionals.
 - Current knowledge of best practices in the field.

Conduct of the Work: The consultancy is to be organized and implemented in close cooperation with ANCPI, which will have overall management and responsibility for producing the manual.

- ANCPI will assign one experienced member of the Economics Department to work with the Consultant on developing the training topics in particular;
- ANCPI will promptly consider the output of each stage of the Consultant's work and make comments in a reasonable time;
- deliverables are to be delivered as set out in the schedule above, in accordance with the target dates for completion of the work as agreed with ANCPI; and
- the Consultant will be based at the headquarters of ANCPI in Bucharest. He or she will be provided with office space and equipment, but must provide his or her own computer;
- all documents are to be in Romanian, with the final training report to be in English.

Measure 5.6: Internal Audit Department Capacity Building

TOR (Consultancy) – Trainer Consultant

Objective: To provide high quality training that helps equip ANCPI's Internal Audit Department staff with new relevant skills.

Background: The general background and context for the consultancy are as follows:

- The move to self-financing brings with it both opportunity to strengthen the financial foundations of ANCPI to meet its goals and risks that poor financial performance may lead ultimately to a revocation of self-financing. An ERP system is planned to be installed as well as new processes to promote strategic planning and increased focus on performance monitoring and results informed budgeting.

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- While continuing to provide the evaluation of the control environment and specific internal controls, the Internal Audit Department will also need to have stronger analytical skills. The following topics are likely to be relevant (subject to ANCPI review):
 - **Risk, Control and Governance:** How to understand the risk, control and governance of the organization and its relation to the role of internal audit
 - **Audit Strategy:** How to implement a strategy in order to achieve the objectives of the internal audit team
 - **Management of audits:** How to use professional skills to effectively manage audits in order to achieve audit objectives
 - **Audit reporting:** How to communicate meaningful findings in a report in a timely and effective manner
 - **Communication:** How to ensure that communication is clear and understood
 - **Government environment:** How to ensure that the particular factors and issues relating to government environment are fully understood: these include the legal framework, corporate governance, the roles of the various ‘players’ in government, relationships with external auditors.
- With agreement on the specific course content the consultant will then design specific training materials. These should take the form of presentations with accompanying training notes so that the materials may be used for training purposes by trainers from within ANCPI in the future. There should also be interactive case studies included. The training materials should be prepared in sufficient time for them to be reviewed by a nominated ANCPI representative before the training commences to ensure that all the relevant areas are covered.
- In addition to end of course assessments, there would be a further follow-up evaluation exercise in which ANCPI would contact participants to ask them how they have used the training in their activities and also to identify other areas where further training might be necessary. The consultant should expect to support this post-training evaluation by for example designing an appropriate questionnaire though the main onus on following up would be with ANCPI.

Scope and Methods of the Work: The scope of the work is to provide training on strategic skills to the Internal Audit Department. The specific content required is to::

- In consultation with ANCPI agree on the course content for a training course to support a modernized approach to internal audit
- Design course materials to deliver a course expected to take approximately two weeks for about six people. These should include slides, training notes and case studies
- Deliver the course in a way that is interactive and encourages group working and discussion
- Assist in a follow-up evaluation about three months after the training takes place.

Expected Outcome and Deliverables: Training sessions, with the following phases:

- Agree course content with ANCPI within one month of contract signature
- Deliver draft materials to ANCPI within four weeks of agreement of course content

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- Begin delivery training to Economics Department within four weeks of course materials being agreed with ANCPI or on a date convenient for ANCPI
- Prepare a training report summarizing the training activities and including recommendations for future further training that might be necessary
- Assist in a follow-up evaluation exercise three months after the training is delivered.

Competency and Expertise Requirements: The minimum requirements and preferences are:

Essential:

- Qualifications in education and/or training, with at least five years of professional experience.
- Experience in Internal Audit in the Romanian public sector or similar environments elsewhere.
- High level communications skills, both written and oral.
- Fluency in Romanian and English.
- Advantageous:
 - Knowledge of the Romanian real property system.
 - Experience in training professionals.
- Current knowledge of best practices in the field.

Conduct of the Work: The consultancy is to be organized and implemented in close cooperation with ANCPI, which will have overall management and responsibility for the training:

- ANCPI will assign one experienced member of the Internal Audit Department to work with the Consultant on developing the training topics in particular;
- ANCPI will promptly consider the output of each stage of the Consultant's work;
- deliverables are to be delivered as set out in the schedule above, in accordance with the target dates for completion of the work as agreed with ANCPI;
- the Consultant will be based at the headquarters of ANCPI in Bucharest. He or she will be provided with office space and equipment, but must provide his or her own computer;
- all documents are to be in Romanian, with the final training report to be in English.

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KAAP#6 – Procurement

Measure 6.1 Standardize procedures related to procurement activities

TOR (Task) – Standardize Procurement Procedures

Objective: Standardized procurement operational procedures adapted to the needs of the NPCLB.

Background: ANCPI has launched an ambitious National Program for Cadaster and Land Book. Starting in March 2014, ANCPI's Procurement Department developed/updated the procedures applicable to the procurement activities in accordance with SR EN ISO 9001:2008. All operational procedures currently used at ANCPI level be reviewed and updated in accordance with relevant departments' necessities and skills and a uniform procedure be used in OCPIs and CNC as subordinated structures, in order to standardize the general approach.

Organization: The Procurement Department will be responsible, using ANCPI and OCPI staff.

Tasks and Responsibilities:

- Identify the overall quality objectives in terms of the project objectives and/or organizational objectives and determine quality objectives;
- Identify key project deliverables that will be subject to quality review, the results that need to be delivered fit-for-purpose;
- Identify the standards that will be used to evaluate the quality of project deliverables, identify the relevant deliverable quality standards, or “measures” used to determine a successful outcome for a deliverable;
- Identify the completeness and correctness criteria defined from the stakeholders' point of view (linked departments) and work with the stakeholders to define a “complete and correct” deliverable;
- Describe the Quality Control activities the project will use to ensure quality standards for project deliverables are met, for each deliverable; describe the quality control activities;
- Determine how often or when the quality control activity will be performed, establish the timeframe or recurring frequency for performing the quality control activity;
- Identify the critical project processes that will be subject to quality review, the activities that must be undertaken correctly and effectively to create the deliverables;
- Identify relevant process quality standards for evaluating quality of the project processes;
- Identify stakeholder expectations for project processes; work with the project stakeholders to define what it means for a project process to meet their expectations;
- Describe the Quality Assurance activities ed to ensure the quality standards are met;
- Determine how often or when the quality assurance activity will be performed
- Identify the quality control and assurance roles and responsibilities/resources for project;
- Identify any quality-related tools used to support quality;
- Define the quality control and quality assurance problem reporting plan;
- Describe the plan to itemize, document and track to closure items reported through the quality control and quality assurance activities; and

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- All problems must be tracked to closure and feedback provided to appropriate stakeholders and the project team concerning the status of the problem.

Measure 6.2: Provide training in public procurement

TOR (Consultancy) – Procurement Training Consultant (ANCPI)

Objective: To strengthen the capacity of ANCPI's Procurement Department ensuring transparent and efficient procurement processes contributing to the successful implementation of the NPCLB.

Background:

ANCPI launched the National Program for Cadaster and Land Book (NPCLB) aiming to complete first registration of real properties in Romania. The effort, funded in large part by external resources, as well as an institutional capacity building program within the agency will involve extensive procurement of goods and services. Procurement management capacity needs to be strengthened rapidly within the agency.

Scope and Methods of the Work: The scope of the assignment is to develop and maintain a strong and professional Procurement Department in ANCPI. Main topics include procedures, reporting and monitoring, changes in legislation, complaints management, and EU-funded projects management. The Contractor, will:

1. Prepare training materials (design and print)

- The Contractor will develop, as agreed with ANCPI, training materials specifically for ANCPI's Procurement Department staff, including;
- A training curriculum: general objectives, major themes/topics, training and evaluation methodology;
- Training course modules: specific objectives, types of activities, timelines, number of participants, teaching and evaluation methods, hand-outs.

2. Organize training programs:

- Scheduling of training sessions with the participants;
- Ensuring all administrative and operational activities related to the trainings.

3. Provide training programs:

- The training should be provided in sessions of 5 days. The training beneficiaries will receive certificates for participation;
- The language for the training program will be Romanian.

4. Provide follow-up assistance:

- After completing the training program, 2 days of follow-up training should be provided after a period of 6 months dedicated to 2014 EU procurement Directives.

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5. Monitor and report:

- Arrange, manage, monitor and periodically report on the effectiveness of training given and the follow-up assistance program;
- Seek and collate feedback on the training process;
- Prepare final reports regarding valuable feedback and self-evaluation for designing future training activities.

General content of the initial training program:

- Organizing and conducting the procurement procedures: types, durations, situations that require a procedure versus another, advantages / disadvantages;
- The set of documents required to conduct a public procurement: Explanatory Notes, Bidding Documents (instructions and associated forms, scope of work/terms of reference, contract), content issues and process issues;
- Qualification and selection of companies in public procurement;
- Defining, implementing, choosing appropriate minimum requirements for a procurement procedure;
- Award of the contract;
- Evaluation of received bids; and
- Complaints and remedies, within the frame of actual Romanian and EU Legislation and decisions issued by the European Court of Justice.

General content of the follow-up training program:

- Scope of the directives
- Key changes and key challenges
- Pre-tender features, including strategic use of procurement and aggregation of demand;
- Procurement procedures and procedural requirements as well as reduction of documentation costs
- Process issues
- Award criteria
- Post-award

Competency and Expertise Requirements: The minimum requirements are as follows:

- Local and/or international trainers, specialized in procurement, able to create and deliver training and professional improvement programs adapted to the clients' needs and requirements;
- Supporting personnel with diverse and large experience dedicated to assist the activity carried on by the trainers; and
- The Contractor will be required to submit CVs and support documents to demonstrate the above. At least two referees should be included, with contact details.

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In order to prove their qualification the Contractors must provide relevant information at least on:

- Relevant experience (at least one similar assignment of the same nature and size)
- Management structure that will be involved in the project;
- Staffing – project team resources (professional and administrative);
- Procedure for producing and refining training materials – training material design and format structure of modules for training session;
- Training and follow-up – structure; and
- Reporting (to ANCPI).

Measure 6.2: Provide training in public procurement

TOR (Consultancy) – Procurement Training Consultant (OCPI)

Objective: To develop and maintain a strong and professional local network of staff as a base of ANCPI's future capacity and to support the flow of procurement process and contract management activity following contract award to the local level, contributing to the successful implementation of the NPCLB.

Background:

ANCPI is the sole regulatory authority in the cadastral, land registration, geodesy and cartography areas in Romania. Cadaster and land registration services are provided at 42 county level and subordinate units (OCPIs). ANCPI has launched the National Program for Cadaster and Land Book (NPCLB) aiming to complete first registration of real properties in Romania. The effort, funded in large part by external resources, as well as an institutional capacity building program within the agency will involve extensive procurement of goods and services being provided at the local level. Procurement management capacity needs to be strengthened rapidly within the agency both at ANCPI headquarters and in OCPIs.

Scope and Methods of the Work: The scope of the assignment is to increase capacity and knowledge of local OCPI's staff in procurement in order to support the agency's procurement exercises/contract management processes. The Contractor, will:

1. Prepare training materials (design and print)

The Contractor will set up the training materials, specifically designed to train the OCPI's staff. The training materials should include:

- The training curriculum: general objectives, major themes/topics, training and evaluation methodology;
- Training course modules: specific objectives, types of activities, timelines, number of participants, teaching and evaluation methods, hand-outs;

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- The training materials and process will be agreed with ANCPPI.
- 2. Organize training programs:**
 - Schedule training sessions with the participants;
 - Ensure all administrative and operational activities related to the trainings.
 - 3. Provide training programs:**
 - The training should be provided to an estimated number of 42-45 participants, in sessions of 5 days. The training beneficiaries will receive certificates for participation.
 - The language for the training program will be Romanian.
 - 4. Provide follow-up assistance**
 - After completing the training program, 2 days of follow-up training should be provided after a period of 2-4 months dedicated to discussion/questions and answers based on recent experience of the staff during evaluation sessions of the bids received as part of first stage of NPCLB.
 - 5. Monitor and report**
 - Arrange, manage, monitor and periodically report on the effectiveness of training given and the follow-up assistance program;
 - Seek and collate feedback on the training process;
 - Prepare final reports regarding valuable feedback and self-evaluation for designing future training activities.

General content of the initial training program:

- Organizing and conducting the procurement procedures: types, durations, situations that require a procedure versus another.
- The set of documents required to conduct a public procurement: Explanatory Notes, Bidding Documents (instructions and associated forms, scope of work/terms of reference, contract), content issues and process issues;
- Qualification and selection of companies in public procurement;
- Award of the contract;
- Evaluation of received bids.

Competency and Expertise Requirements: The minimum requirements and preferences are:

- Local trainers, specialized in procurement, able to create and deliver training and professional improvement programs adapted to the clients' needs and requirements;
- Supporting personnel with diverse and large experience dedicated to assist the activity carried on by the trainers; and
- The Contractor will be required to submit CVs and support documents to demonstrate the above. At least two referees should be included, with contact details.

In order to prove their qualification the Contractors must provide relevant information at least on:

- Relevant experience (at least one similar assignment of the same nature and size)

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- Management structure that will be involved in the project;
- Staffing – project team resources (professional and administrative);
- Procedure for producing and refining training materials – training material design and format structure of modules for training session;
- Training and follow-up – structure; and
- Reporting (to ANCPI).

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KAAP#7 – Communications

Measure 7.2 - Create and Conduct Media Campaign

TOR (Consultancy) – Advertisement/Media Agency

Objectives: To develop a communications campaign to significantly enhance the visibility of the National Cadaster Program and increase participation by various stakeholders in the Program.

Background:

The National Plan for Cadaster and Land Book is an ambitious nationwide effort to significantly increase the coverage of land registration. Its success will be enhanced by the active and informed participation of various stakeholders including citizens, local officials, the private sector (notaries and surveyors), and state agencies. A well-conceived, time sensitive, and targeted delivery of a communication campaign tailored both to the national scope of the effort plus local circumstances is thus a priority for the Program.

Scope and Method of Work: An advertising/media agency is expected to help conduct the communication campaign. Its main functions will be:

- the creation of advertising services/products which will successfully convey the desired message to the target audience (phase 1);
- the roll-out of the campaign (phase 2);
- reporting on the impact of this campaign (phase 3);

Expected Outcomes and Deliverables: The media services to be contracted should comprise:

- Media plans and execution; (and any revisions);
- The creative/original work/materials developed for the campaign (audio, video, print, web etc);
- Purchase of advertisement spaces and time in media;
- Comprehensive briefings for all the meetings;
- Comprehensive documentation supporting the use of the budget;
- Monthly reports with analysis on the impact of the campaign/ campaign monitoring; and
- A final report (2 copies) with an overview of the total impact of the campaign, not later than 30 days after the campaign concluded.

Competency and Expertise Required: The agency must be able to deal with all the complex elements of a media campaign, including media planning, purchase of advertising products (television broadcasting time, radio slots, space in printed media, outdoors etc.) and the ability to monitor that these schedules are respected, in order to ensure that results are achieved. It is also considered essential for the agency to be selected to comply with the following:

- Practical knowledge on communication tactics
- Knowledge of advertising media
- Ability to plan and purchase the media space

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- Knowledge to comply with the current laws and regulations applicable to advertising activities and agencies
- Ability to produce all the advertisement materials (audio, video, print etc).

The team should include:

- Project coordinator (with specific experience of minimum 3 years; communication diploma)
- Communication expert (with specific experience of minimum 3 years, communication diploma)
- Events organizing expert (with specific experience of minimum 3 years)
- Video/Image expert (with specific experience of minimum 3 years; media or movie maker diploma)
- Editing expert (with specific experience of minimum 3 years; media or movie maker diploma)
- Copywriter expert (with specific experience of minimum 3 years)
- Processing image expert (with specific experience of minimum 3 years; visual arts diploma or experience)
- Photographer
- Web design expert (with specific experience of minimum 3 years; experienced in HTML, XHTML, CSS, w3c, Java script)

Conduct of the Work: The consultancy is to be organized and implemented in close cooperation with ANCPI, which will have overall management and responsibility for the training:

- ANCPI will assign one staff experienced in external relations to work with the Consultant on developing the communications campaign;
- ANCPI will promptly consider the output of each stage of the firm's work;
- deliverables are to be delivered as set out in the schedule above, in accordance with the target dates for completion of the work as agreed with ANCPI; and
- all documents are to be in Romanian, with the final training report to be in English.

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Measure 7.3 - Organize Information Activities for Key Stakeholders

TOR (Consultancy) – Event Organization Company

Objective: To assist ANCPI to organize events for key stakeholders.

Background: The National Plan for Cadaster and Land Book is an ambitious nationwide effort to significantly increase the coverage of land registration. Its success will be enhanced by the active and informed participation of various stakeholders including citizens, local officials, the private sector (notaries and surveyors), and state agencies. The well-prepared organization and delivery of stakeholder meetings, press conferences, and workshops will contribute to the effort to build understanding and support for the NCPLR, ensure consistent messaging, and better coordination and integration of stakeholder initiatives.

Scope and Method of Work: The firm of consultants will be responsible for the following tasks:

- Support in event organizing;
- Support in the drafting of invitations and other materials related to each event;
- Mobilization of target groups;
- Awareness-raising and outreach activities; and
- Provide technical support for each activity.

Expected activities to be organized:

EVENT	SINGLE OR MULTIPLE EVENTS
1. Organize the national conference and the press conference	One, in 2015
2. Land Registration Advisory Committee	Monthly basis in 2015 Starting 2016, 2 times/year
3. State Land Management Advisory Committee	2 times/year
4. The Advisory Committee on Geospatial – The INIS Council	2 times/year
5. Organize workshops for land surveyors	At least 1/regional area/year
6. Participate to national/international events	At least 2/year

Expected Outcomes and Deliverables: The firm is expected to deliver:

- Well planned, organized, and delivered events in line with the above scope of work plus any other events requested by ANCPI in conjunction with the NPCLB or its related communications campaign;
- Close coordination with the media firm contracted to conduct the communications campaign.
- Production of invitations, original work materials, and after event evaluations.

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Competency and Expertise Required: The firm must be able to deal with all the complex elements of events management, with a team composed of:

- An institutional communication expert
- An events manager
- At least 2 experts on event management
- At least 2 hostesses for event no. 1
- Professional photographer

Required firm experience:

- Experience in events organizing, preferably in related to ANCPI field of action
- Familiarity with land/cadaster environment desirable
- Experience in international events will be an added advantage
- Very good summarizing and drafting skills

Conduct of the Work: The consultancy is to be organized and implemented in close cooperation with ANCPI, which will have overall management and responsibility for the training:

- ANCPI will assign one staff experienced in external relations to work with the firm on events organization and delivery;
- ANCPI will promptly consider the output of each stage of the firm's work, and respond promptly to requests for review and approval;
- events are to be delivered as set out in the schedule above, in accordance with the target dates for completion of the work as agreed with ANCPI; and
- all documents are to be in Romanian, with the final training report to be in English.

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Measure 7.4: Create and Implement Local Communication Plan

TOR (Consultancy) – Public Relations and Communications Consultant Company

Objective: To assist ANCPI to organize local events/raise awareness.

Background:

The National Cadaster Program and Land Registration effort is an ambitious nationwide effort to significantly increase the coverage of land registration. Its success will be enhanced by the active and informed participation of various stakeholders including citizens, local officials, the private sector (notaries and surveyors), and state agencies. A well-conceived, time sensitive, and targeted delivery of a communication campaign tailored to local circumstances is thus a priority for the Program.

Scope and Method of Work: An advertising/media agency is expected to help conduct the communication campaign at the local level. Its main functions will be:

- Sampling in each county location
- Awareness-raising and outreach activities
- Provide technical support for each activity
- Press conferences in each county (before and after each local cadaster campaign start).
- Mobilization of target groups
- Support in the drafting of invitations and other materials related to each event;
- Public debates in each UAT
- Ensuring good and positive media coverage
- Ensuring OCPI representatives are presented in interviews/articles etc.

Expected Outcomes and Deliverables: The media services to be contracted should comprise:

- Press conference to present the National Cadaster Program (each county)
- Presenting the Program at UAT level
- Activating local campaign (UAT level) – sampling, info kiosk etc.
- Final press conference (county level)

Competency and Expertise Required: For each county, a team made up of:

- An institutional communication expert
- At least 2 experts in event management
- At least 4 sampling persons
- Professional photographer
- Driver

Experience:

- Experience in events organizing, preferably in related to ANCPI field of action or experience in similar events
- Familiarity with land/cadaster environment desirable

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Conduct of the Work: The consultancy is to be organized and implemented in close cooperation with ANCPI, which will have overall management and responsibility for the training:

- ANCPI will assign one staff experienced in external relations to work with the firm on developing the communications campaign;
- Local OCPI will assign one staff to work with the firm;
- ANCPI/OCPI will promptly consider the output of each stage of the firm's work;
- deliverables are to be delivered as set out in the schedule above, in accordance with the target dates for completion of the work as agreed with ANCPI;
- all documents are to be in Romanian, with the final training report to be in English.

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Measure 7.7 Improve ANCPI website and/or create a new one for the NPCLB

TOR – Working Group

Objective: To act as the Project Board for the ANCPI new website project and oversee the project management of the specification, procurement, contract, design, implementation, data quality and integration, testing, training, sign-off, rollout and operational use of the renewed or new ANCPI website.

Organization: Members of the group will be comprised of a representative of the Communication Department who will chair the working group. The other members will come from business units, namely the Cadastre Department, the Land Registration Department, and the ICT Department. OCPI and CNC will also need to be represented on the WG.

Tasks and Responsibilities

The working group will carry out the following high-level activities in delivering the MIS solution to ANCPI, OCPIs and CNC:

- Identify the new business requirements, namely those aligned with the NPCLB.
- Design and implement an engagement strategy to ensure that all key stakeholders are aware of the website project and understand their responsibilities in achieving success.
- Appoint a project manager and associated staff to manage the project.
- Ensure that sufficient financial and human resources are available to the project.
- Manage and mitigate risks associated with the project.
- Engage with technical specialists in the field.
- Liaise with other related Working Groups, e.g. eTerra3, CNC.
- Carry out consultations with key stakeholders and agree prioritized, high-level business needs (Statement of Requirements) to be supported by the solution. These will focus on agreed KPIs derived from the corporate business plan.
- Agree the approach to data quality control and integration with other ICT solutions.
- Develop procurement strategy and details for the webdesign.
- Procure and implement the updated website in a number of phases.
- Ensure that contract management is effective and the solution is delivered on time and to budget.
- Test, train staff and incrementally roll out new website to ANCPI, OCPIs and CNC.
- Ensure that a help desk and technical support services are available to users.
- Monitor operational use of ANCPI new website, optimise business processes and implement improvements over time.

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Reporting framework

The Website Working Group will report directly to the ANCPI Management Team and will provide monthly progress reports.