

# **URBAN/INDUSTRIAL LAND PRIVATIZATION**

## **The Republic of Georgia**

**1 October 1997 to 30 September 1998**

### **I. Summary**

The purpose of this 12 month Task Order (TO) is to assist the Government of Georgia (GOG) in its efforts to privatize urban/industrial land, especially the land under and adjacent to the privatized enterprises. A comprehensive and secure right to private, land ownership is an integral part of a country's economic transformation to a market economy. This is also true of Georgia. By securing title to their land, private enterprises will enhance their commercial viability and be more attractive for investors. They can pursue new capital resources through the sale of excess land parcels for restructuring purposes without acquiring or minimizing the acquisition of new debt. In addition, private land ownership encourages long-term business planning and investment, and creates a source of collateral highly preferred by creditors.

The TO will consist of four major components: 1) introduce a favorable legal and regulatory environment; 2) coordinate with other donors in establishing a titling and registration system that can be applied to both rural and urban land; 3) depending on the successful passage of a land privatization law, implement an enterprise land sales pilot in Tbilisi and/or another urban area; and 4) build a constituency through a public education campaign to inform the citizens of Georgia of urban/industrial land privatization issues and help develop self regulatory organizations (SROs).

### **II. Background**

In February 1997, a USAID assessment team reviewed overall market reform prospects in the Republic of Georgia. The findings indicate that Georgia's market reform lags behind several other New Independent State (NIS) countries. This is largely due to the internal ethnic conflict that plagued the country until recently and the lack of international donors' support for market reform initiatives. With the ethnic conflict under control, the USAID assessment team findings indicated there exists a window of opportunity for Georgia to launch a second stage of market reform that focuses on developing an enabling environment. This environment is a necessary prerequisite for foreign investment and the development of a vital private sector.

The assessment team recommended that the US Government finance and concentrate resources on a core program of four activities: comprehensive tax reform, comprehensive capital markets development, accounting reform, and privatization of urban/industrial land. A legal and regulatory framework is part and parcel of the above four core components. These four components are the core pillars of any functioning and transparent market economy.

Privatization is one of the key areas where USAID is focusing its assistance. Privatization could substantially increase the scope of private ownership in the economy, by developing the rights to buy, sell and mortgage land; completing the privatization of medium and large enterprises; beginning the privatization of energy and transport infrastructure; creating favorable conditions for foreign investment, especially in energy and transport infrastructure; and building institutions of a market economy, including functioning capital markets. The United States pledges to reinforce its already firm support for Georgia's economic reforms in order to support the country in conceiving and implementing this important stage in its economic transformation.

Currently, there exists large differences in the status of reform and privatization between urban and rural (agricultural) land. Approximately 80 percent of all land in Georgia is classified as rural and 20 percent is urban. For rural land, a series of laws are in place which privatized and distributed to

rural residents a large portion of the most productive land, established a land leasing system and created a basic framework for land registration and the issuance of titles. For urban land, cities and towns are arbitrarily leasing land back to the enterprises as opposed to titling. They are doing this because leasing land under and surrounding the enterprises generates a large proportion of their income, almost 50%. An alternative way to provide this income is through comprehensive tax reform. Property tax would generate the income previously collected through leases. It is important to educate the municipalities on the long-term benefits of land sales and titling. Privatized land creates investment and employment, provides collateral and generates income through property tax.

One of the major faults with almost all of the privatization programs in Eastern Europe and the NIS is that they did not include land under the enterprises in the privatization process. One of the major sources of capital and collateral for enterprises in more developed market economies is the land they own. Ownership of their land allows enterprises to obtain access to loans at interest rates they can much more readily afford because banks will not be taking the same risk as they do when making unsecured loans. Enterprises can also lease or sell excess land which provides an additional source of capital. Without clear title to their own land, enterprises will still be subject to manipulation and pressure by the government, which can always threaten the enterprises with exorbitant land-lease rates. Experience in other emerging markets has clearly demonstrated that private sector banks are unwilling to accept leased land as collateral for lending. Enterprises will also find it extremely difficult to obtain either foreign or domestic direct investment since investors will be extremely leery of investing in enterprises which do not own clear title to their land.

*Agricultural Land:* The 1996 Law on the Ownership of Agriculturally Designated Land transferred into private ownership land previously given to Georgian citizens under various decrees and orders dating back to 1992 as well as land parcels used by families prior to 1992. Over 700,000 hectares have been transferred with final transfers expected within a few months. According to the State Department of Land Management (SDLM), 56.6% of agricultural land has been privatized since 1992. Official land titles have not been issued for most of this land although local commissions on privatization and reform have issued an intermediate document recognizing ownership rights. An additional 520,000 hectares has been leased by Georgia to state enterprises (130,000+) and private individuals (389,000). Under the 1996 Law on Agricultural Land Lease all agricultural leases previously made must be transformed into compliance with the new law or they will be considered invalid. There are seemingly no restrictions on sales or leases of privately owned lands as long as they will continue to be used for agricultural purposes. Land sales are reportedly still very limited. Lease rates vary, around \$18 per year/hectare for arable land.

Supporting these laws on agricultural land privatization and agricultural land leasing is the Law on Land Registration which came into effect on 1 January 1997. This law provides for the establishment of a system of immovable property registers throughout the country where land ownership certificates, land leases, mortgages of immovable property, and other legal documents which affect rights to immovable property will be recorded on the basis of specific documents to be presented, including cadastral surveys. A new State Department of Land Management has been established to develop and administer the registry system, which will also encompass all urban land. A change in the Law of the Republic of Georgia on Mortgages to allow the utilization of land as loan collateral is under development. An effective law with reliable implementation will be critical for the development of agricultural credit and land markets. In addition, the government issued a Presidential Decree on the Establishment of Agricultural Land Use Tax.

While some modifications and fine-tuning of these laws and decrees are and will continue to be needed, they form the enabling framework for a private agricultural land use (ownership and or lease) system that should enable the aggregation of land into efficient farming units. Land markets, the use of land as collateral, and land transfers can be expected. The major constraints to effective implementation of the legal framework are funding for the cadastral and survey work needed for

titling and registration purposes, training for and the actual issuance of land titles and the development of capacity to handle the preparation of land registers and the operation of a land registry system. The World Bank will expand its efforts on agricultural land registration in two regions near Tbilisi. (This is discussed further in the Section III below.)

**Urban Land:** In urban areas, the land reform/land privatization situation is much less advanced. To date, there is no urban land privatization law and all land remains the property of the State. However, in a letter dated 24 February 1997 to Michael Camdessus, Managing Director of the IMF, President Shevardnadze committed Georgia to urban and industrial land privatization by the end of 1997. The Parliamentary Committees on Agrarian Issues and Economic Policy and Reforms, and the SDLM are providing input into the draft law. The specifics of the law are yet unclear, however, a number of very complex issues will need to be addressed in the legislation. Such issues are whether land will be sold and at what prices or provided free to current users, differences between residential and commercial lands, land valuation if sales are planned or for tax purposes, linkages with land/property tax systems, etc. The complexity of the issues and varying viewpoints especially regarding the issues of land valuation and treatment for current users suggest continued uncertainty over land issues that will constrain urban planning and development.

The SDLM is tasked with carrying out cadastral surveys, registration and titling. They have set up 62 branches throughout the country responsible for cadastre and registration in the local constituency. The SDLM will not lease or sell land plots. The privatization program may be conducted by the local municipalities, which may cause a gridlock in privatizing the urban land. At present, each municipality can determine its own land sale procedures. However, it is envisaged that with the new land privatization law, policy, rules and procedures would be set at the national level and monitored by the local municipality. However, the SDLM lacks the necessary land management and technical training, and equipment to perform its duties and has asked USAID for assistance in equipment and training.

### **III. Other Donor Activities**

#### *A. World Bank:*

EU-TACIS initiated a pilot agricultural land registration project in 1995. The World Bank will expand this effort to two raions to the north and south of Tbilisi. In July/August 1997, the World Bank pilots will begin the following activities: 1) cadastral surveys; 2) develop software for registration; 3) develop certifications for titling; and 4) sell land parcels. According to the World Bank, the President's office has expressed interest in having the international donors work together under one umbrella and harmonize their software for registration and titling. The World Bank would like to work with USAID in developing a compatible software system for a roll-out phase in both agricultural and urban land.

#### *B. GTZ (The German Organization for Technical Assistance):*

In early 1996, GTZ began its three year, 3.5 million DM program on urban land registration in Tbilisi. Working with the Tbilisi Land Use Department (which reports to the State Department of Land Management and the Tbilisi City Administration), a program of land and property mapping using aerial photography and computer technology is producing detailed, high resolution property maps. Taking the next step to the creation of land registries or expanding to other urban areas will require additional assistance in training and technical advice. GTZ have completed the survey of the land plots and are currently waiting for the Tbilisi municipality to clarify boundaries and ownership of the plots. There is, at present, no collaboration between the World Bank and GTZ on harmonizing or using the same system.

### **IV. Statement of Objectives**

This TO fits into the ENI's Strategic Objective 1.1, Increased transfer of state-owned assets to the private sector.

- A. *Legal/Regulatory*: assist the government of Georgia in developing the necessary legal and regulatory environment to support a free market in commercial real estate and the creation of a land registry system.

The implementation of any urban/industrial land privatization is dependent upon the GOG's willingness to issue the necessary regulations favorable to the sale and purchase of land attached to privatized enterprises and regulations providing for a land registry system.

- B. *Titling and Registration*: in coordination with the other donors, design and install a simple titling and registration system to provide for the fair and transparent registration of land titles.

The GOG requires technical assistance for the creation of a land registration system which will provide for land title security and record and catalogue information concerning land ownership rights.

The essence of the land titling program is to register land and issue evidence of land ownership.

- C. *Enterprise Land Sales*: assist privatized enterprises to acquire clear transferable title to the land attached to the enterprise and assist them in the sale of surplus land holdings.

The Consultant will provide assistance to the State Department of Land Management, privatized enterprises and municipal bodies involved in land registration, helping them with:

1. assessment of the current procedures.
2. review of practicable and cost effective options to establish a fee structure for registration of land documents which will provide partial or full self-supporting revenue.
3. define appropriate procedures and systems, drawing on international experience where useful.
4. assist the appropriate organizations in implementing procedures and systems.

- D. *Constituency Building*: help develop a broad base of support among key Georgian policymakers and the public on urban land privatization issues.

1. Public Education: inform the public of the fundamental issues and the process of land privatization through TV, print media and seminars.

2. Self Regulatory Organizations: assist in the setting up of charters, organizational structure and self financing plans for land market associations.

## V. **Tasks/Work Requirements**

- A. *Legal/Regulatory*: Assess the land privatization legal and regulatory impediments and make recommendations to facilitate the development of the privatization of urban/ industrial land.

Task 1. The Consultant shall quickly examine the relevant Georgian laws, decrees and government regulations relating to land privatization. In their review, the Consultant will focus on the critical legal and regulatory impediments affecting urban/industrial land privatization and land market creation and make recommendations to the State Department of Land Management and to other bodies responsible for land privatization as well as USAID for their removal. The Consultant shall make recommendations in the following areas, such as:

- a) policies to create the opportunity to hold urban/industrial land, making clear that legal entities as well as individual persons may be owners.
- b) policies for mortgage of land plots and land shares by private owners, including the right to use a land or land share mortgage to finance the purchase of the real estate being mortgaged (e.g., purchase-money mortgage).
- c) developing and drafting policies to provide the regulatory framework for a national program of land registration including private rights in land, land shares, and other real estate.

Task 2. Draft governmental decrees and regulations to transfer freehold title to privatized enterprises and urban/industrial land. Based on the report issued under Task 1, and discussion with USAID, and the State Department of Land Management, develop and recommend the adoption of draft governmental decrees and regulations to facilitate the transfer of freehold title to privatized enterprises and urban/industrial land. The governmental decrees and regulations should be developed with the participation of the municipal authorities and other appropriate government entities which have jurisdiction over land allocation, land use and economic development of the municipality.

Task 3. Assist the State Department of Land Management to develop a strategic plan that takes into account all international donor recommendations for rural and urban land privatization. The plan should help the SDLM reach consensus and consolidate the approaches.

- B. *Titling and Registration*: Conduct a rapid assessment of existing land registration systems at the national and local levels and advise USAID and the State Department on Land Management on the systems and procedures. The assessment will include collaborative efforts with the World Bank and GTZ. It is important that the titling and registration system developed for both the rural and urban land are jointly developed and compatible.

Task 1. Design and implement a land registration system.

- a) provide technical assistance in the design and implementation of a registration system. Develop and implement, together with the land registration institutions, procedures, organization, security and storage arrangements, documentation and other key elements of a land registration system.
- b) determine the practicability and economic feasibility of mechanisms, agreements with municipalities, testing of procedures, and assistance in deeming action plans and implementation of the systems. Include advice to the registration institutions on costing of services and the establishment of a fee structure for the registration of land documents to ensure an appropriate degree of self financing.

c) develop a well documented and complete set of model procedures, organizational arrangements and systems which can be readily applied in other locations in Georgia. These “model mechanisms” shall include organization and resource definition, procedures, model documents, training programs for staff, model equipment requirements, a well documented standard software for registration purposes, storage and documentation instructions, recommendations as to user fees, etc.

d) assess and consider in the project design and implementation efforts methodology, systems and lessons learned of the USAID-supported land titling system developed in Moldova, Ukraine and Russia. The purpose is to utilize, the maximum extent feasible, existing documentation, computer software, land recordation systems and procedures, training materials, and other resources developed under these programs. The expectation is that many of the systems and materials developed can be adapted and utilized in the Georgian pilot effort.

e) conduct a one day seminar on the project design and implementation efforts methodology, systems and lessons learned of the USAID-supported land titling system developed in Moldova, Ukraine and Russia and compare it with the one proposed for Georgia.

Task 2. Prepare a concept paper on land evaluation. The report should include “how to evaluate land in an emerging market”. Special emphasis should be on evaluating land that never previously had a value. Prepare options on how to solve this issue.

Task 3. In coordination with the other international donors, design a land registration system that is simple cost effective. It can either be a manual or automated system, including computer databases, hardware procurement, etc. Consult other international donors to ensure the harmonization of systems used in rural and urban land registrations projects. If manual systems are introduced, design for simple conversion to computerized systems. Evaluate the suitability of introducing a computerized system for Tbilisi and one that will be responsible for carrying out procurement of sets of hardware and software.

Task 4. In coordination with other international donor land projects, assist in the design and issue of a provisional certificate of ownership. Implement rapidly an operational process of certificate issuance, including the assessment of procedures and assisting organizations in implementing needed procedures and systems. Provide technical assistance in the following areas:

a) design a provisional certificate of ownership consistent with the State Department for Land Management regulations.

b) support some of the expenditure needs of the new certificate issuance process. This may include purchasing quality paper for printing purposes, financing materials, printing and physical distribution of certificates.

Task 5. Provide a land evaluation expert to educate SDLM and local professionals on land evaluation, land appraisal, and pricing based on market principles.

a) develop the concept of buying and selling land to discover land values as opposed to arbitrarily set prices.

b) develop procedures and mechanisms for pricing of property such as buildings and immovable assets based on western principles of appreciation, etc.

c) conduct seminars and on-the-job training on property valuation techniques for emerging markets.

Task 6. Develop and implement a training program for Georgian professionals and counterparts at the SDLM.

a) design and implement a training program, including a training plan, format, types of training and procedures.

b) provide on-the-job training for local staff, such as land/real estate trainees.

c) educate and train (either in country or abroad) selected SDLM officials on:

\*Cadastral surveys

\*Titling and registration

\*Land management techniques

\*Registration software and data processing

\*Land evaluation

d) provide inexpensive equipment and registration software necessary for the pilot to SDLM.

\*Utilize software used in Russia and/or Moldova as appropriate for Georgia.

Task 7. Develop supporting and complimentary local private consultants in land and real estate market functions within the private sector independent of government oversight and regulation. Subcontract work out to such entities.

a) work with one to three private sector land and or real estate entities, such as real estate brokers, surveyors, auctioneers, notaries, law firms and title insurance firms. Develop appropriate criteria for selection of such organizations through a tender process and make recommendations to USAID and the SDLM.

C. *Enterprise Land Sales:* Conduct 20 pilot land privatizations with enterprises that have readily marketable excess land parcels which can be sold under this pilot effort. From the pilot land privatizations, choose three enterprises for pilot enterprise land sales.

Task 1. Identify and establish criteria for selecting 20 enterprises in Tbilisi and/or another urban area that want to obtain title to land in compliance to the procedures listed above. Enterprises must have had their land surveyed, registered, and have the free hold land title.

Task 2. Conduct a pilot enterprise land sales following guidance provided by USAID and the Tbilisi municipality and/or another urban area. Identify three of the 20 privatized enterprises with readily marketable excess land parcels which can be sold under this pilot effort. Assess and consider in the project design and implementation efforts, the methodology, systems and lessons learned of the USAID-supported project in Moldova and Russia. Select enterprises which want to sell excess land which best satisfy the following criteria.

a) have rights or claims to excess or unused marketable land holdings (some of which they are likely to offer for sale to a third party, once the rights to such land are determined).

b) have sufficient financial and other viability (so that the capital raised through the sale of surplus land does not simply prolong the life of a dying enterprise).

c) have reform-minded owners and management who have made a commitment to participate in this activity.

Task 3. Assess financial strength and survivability of enterprises in consultation with the State Department of Land Management and the Tbilisi municipality and/or another urban area. The final selection of enterprises will determine the number of land parcels actually included in the project. Enterprises to be chosen for the project must have a reasonable amount of excess or unused land and qualify under the selection criteria for participation in this effort. In the selection of enterprises, the following activities should take place:

- a) prepare a list of enterprises from the 20 land titling pilots with undeveloped and/or excess land holdings in consultation with USAID, the State Department of Land Management and Tbilisi municipality and/or another urban area regarding the particular type of enterprise targeted, or whether a selection of different types of enterprises should be targeted for participation in the program.
- b) advertise for enterprise participants in local newspapers and review land holdings of enterprises.
- c) obtain the necessary land property records from Tbilisi municipality and/or another urban area to assist in selecting enterprises.
- d) identify enterprises which have rights to saleable property, i.e., developed, undeveloped or excess land parcels.
- e) develop the necessary criteria and profile of the property suitable for the sales program.
- f) select the enterprises through an open invitation to tender process utilizing the criteria developed above to ensure a fair and transparent process.

Task 4. Upon selection of the enterprises, the following should be done:

- a) conclude agreements with chosen enterprises setting forth the principles of the sales program and clarifying what rights to land the enterprises currently have to facilitate the transfer of land titles to enterprises.
- b) provide the enterprise assistance or advice in negotiating with municipal officials to obtain the necessary documents to establish an officially recognized and easily transferrable claim (preferably ownership).
- c) provide assistance to the enterprise in negotiating with municipal officials regarding city infrastructure requirements and design requirements and approvals for sale of surplus land parcels to third parties.

Task 5. Assist the enterprises in selling the land by working with the enterprise management to identify actual parcels of land to be used in the initial sales which meet the profile established and described above. Work with enterprise management to devise appropriate sales strategies for the land parcels selected. Alternatives include auctions, tenders, or other forms of sales. The strategy selected should address the following:

- a) prepare a description of the property to be sold.
- b) if required, determine the allowable construction and use, the infrastructure and utility requirements to be imposed on the parcel. The sales process will include negotiating with Tbilisi municipal officials to obtain a maximum envelope of allowable uses (and determine

maximum height, size, setbacks, lot coverage and other features important for development).

c) conduct site valuation (to determine an approximate market price, and a starting price in the case of auctions).

d) direct evaluation of potential level of demand for property to be sold and level of supply of comparable property.

e) prepare legal documents regarding the purchase and terms of sale, the conveyance of rights to the land.

f) if needed, prepare marketing materials, including newspaper advertisements, posters, signs for land parcels, information packets for brokers and prospective buyers, etc. g) conduct evaluation of the offers received for enterprise management. h) publicize press announcements regarding results of the sale of enterprise land. I) evaluate sales results.

D. *Constituency Building*: help develop a broad base of support among key Georgian policymakers and the public on urban land privatization issues. Inform the public of the fundamentals issues and the process of land privatization through TV, print media and seminars.

Task 1. Develop brochures and handouts on land titling and registration process, land privatization pilots and enterprise land sales.

Task 2. Create a press club and conduct monthly press conferences to inform public on land privatization issues.

Task 3. Hold seminars on land privatization issues. Train local speakers to conduct seminars on all aspects of land privatization including valuation and pricing, the use of land as collateral and the overall effect of land privatization on economic growth.

Task 4. Develop and produce TV and radio announcements and programs on enterprise land sales. Where GOG owned communication systems are used, USAID expects GOG to contribute to the cost.

Task 5. Assist in the setting up of the following: charters, organizational structure and self financing plans for land market associations, such as the Landowners Right Protection Association.

## **VI. Benchmarks/Tangible Results**

The Contractor understands and agrees that achievement of the Benchmarks and Tangible Results are the essence of the task order. USAID will judge the Contractor's success (or lack thereof) based on whether or not they are achieved. In the event that any one or more Benchmarks and Tangible Results are not achieved or should the Contractor at any time realize that they are not achievable, then the Contractor shall immediately advise USAID in writing and shall provide a complete explanation of the circumstances relating thereto.

A. *Legal/Regulatory*: Assess the land privatization legal and regulatory impediments and make recommendations to facilitate the development of the privatization of urban/industrial land.

1. **Within 30 days of arrival**, submit report to the State Department of Land Management and to USAID setting out the findings of the review and analysis and recommended policies, decrees and regulations needed to address the legal and regulatory impediments.

2. **To be initiated immediately upon arrival in country and submitted within 90 days**, draft policies, laws and regulations that will facilitate the issuance of land titles and recommendations (with justifications) for their adoption by the GOG.

3. **To be Initiated immediately upon arrival in country and submitted within 180 days**, develop overall SDLM strategic plan, incorporating donor coordination.

B. *Titling and Registration:*

1. **To be completed within 60 days**, prepare a concept paper on land evaluation.

2. **To be initiated immediately upon arrival in country and completed within 90 days**, design and submit the training program for local staff and SDLM to USAID.

3. **To be initiated immediately upon arrival in country and completed within 180 days**, develop criteria for tender of private sector land and or real estate entities.

4. **To be initiated immediately upon arrival in country and completed within 210 days**, design a titling and registration system and procedures to support such a program and the accompanying equipment to support the system.

5. **To be initiated immediately upon arrival in country and completed within 210 days**, develop land evaluation program, including the concept of buying and selling land; procedures and mechanisms for pricing of property; and seminars and on the job training on property valuation techniques for emerging markets.

6. **To be initiated immediately upon arrival in country and completed within 210 days**, design and produce a training manual in titling and registration procedures for use during a possible roll-out phase.

7. **To be initiated immediately upon arrival in country and completed within 210 days**, provide evidence of a provisional certificate of ownership and documented procedures.

C. *Enterprise Land Sales*

1. **To be initiated immediately upon arrival in country and completed within 180 days**, establish criteria for selecting and choose 20 enterprises in Tbilisi and/or another urban area for pilot privatizations.

2. **To be initiated immediately upon arrival in country and completed within 210 days**, list of enterprises selected for this pilot and evidence of the documentation developed and process established to facilitate the transfer of land attached to the privatized entity.

3. **To be initiated immediately upon arrival in country and completed within 240 days**, report on the number of land parcels sold, and make recommendations regarding replication of this effort and lessons learned.

D. *Constituency Building*

1. **To be Initiated immediately upon arrival in country and completed within 120 days**, develop brochures and handouts.
2. **To be initiated immediately upon arrival in country, completed within 180 days and ongoing**, create a press club and conduct monthly press conferences.
3. **To be initiated immediately upon arrival in country, completed within 180 days and ongoing**, hold monthly seminars on land privatization issues and train local speakers to conduct seminars.
4. **To be initiated immediately upon arrival in country, completed within 180 days and ongoing**, develop and produce TV and radio announcements and programs.
5. **To be initiated immediately upon arrival in country, completed within 180 days and ongoing**, in concert with local SROs, develop charters, organizational structure and self financing plans for land market associations, such as the Landowners Right Protection Association.

## **VII. Skills Required**

A strong commitment will be made on the part of the Contractor to recruit personnel with strong professional skills, an awareness of local cultural traditions and a thorough understanding of the current situation in Georgia. Candidates with CEE/NIS experience in land privatization programs and Georgian and/or Russian proficiency are highly desired. Both the COP and Industry/Land/Title/Reg. Specialist should have at least 10 years experience in land/real estate markets.

We estimate that 1340 person days of U.S. expatriate level of effort and advisors in the following skill categories will be needed to implement this task order. Bidders should propose the period of assignment for each advisor or an alternative staffing arrangement if they think one would work better.

### *A. Fixed Daily Rate Professionals*

| <b>Specialty</b>                                     | <b>Level</b> |
|--|--------------|
| Project Manager                                      |              |
| Attorney/Real Estate (COP)                           | II           |
| Industry/Land/Title/Reg. Specialist                  | II           |
| Industry Specialist/<br>Land evaluation              | II           |
| Industry Specialist/<br>Software/hardware            | III          |
| Industry Specialist/<br>Cadastre, mapping, surveying | III          |
| Industry Specialist/<br>Cadastre, mapping, surveying | III          |
| Attorney/Land Markets                                | III          |
| Attorney/Land Markets                                | III          |
| Public Information Specialist                        | III          |