# Land Registration Reform in Georgia – Innovative Solutions and Approaches

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**Kev words**: Security of Tenure, Legislation

#### **SUMMARY**

Since gaining its independence from Soviet Union, Georgia enacted number of land reforms aimed at privatizing and redistribution of land from state to its citizens. However, due to the times of political uncertainty, reforms failed to garner the desired results and Georgia found itself with the legacy of unsuccessful land reforms, with large parts of unregistered lands and other problems. Solving this debacle became a priority for the Government of Georgia, which initiated a new ambitious land registration reform in 2016, following the enactment of the Law on Special Procedures for Systematic and Sporadic Registration of Land Titles and Improvement of Cadastral Data under the State Project.

Paper focuses on land registration reform and identifies innovative solutions and approaches that were applied during the process. Paper discusses legislative and administrative solutions applied during the reform by focusing on: i) Human capital – Surveyors, Registrars, GIS Specialists; ii) Technical capabilities – Digitalization of the process, ICT modernization; iii) Know-how – Land Registration Forums, Live Registration; iv) Approaches – Types of Systematic Land Registration.

# Land Registration Reform in Georgia – Innovative Solutions and Approaches)

## Teimuraz GABRIADZE, Elene GRIGOLIA, Georgia

#### 1. INTRODIUCTION

Following the breakup of the Soviet Union, Georgia began its long journey of transformation as the modern state with the rule of law, functioning democracy and the market economy. The Government of Georgia (GoG) faced a significant national problem to land registration in rural communities across Georgia, in that rural land registration of both agriculture and urban lands remained very low, ranging from 50–75% unregistered based on municipalities.

For all countries, having effective land registration systems is a critical factor to facilitate effective land administration policy and to ensure the protection of private and public interests related to land ownership and investments. Effective systems of land administration and comprehensive land registration represent the basis for the productive functioning of market economies, the development of the agricultural sector, and the sustainable and effective management of land resources, which will contribute to stable economic growth.

## 1.1. Challenges

Georgia faced a significant national problem to land registration in rural communities across Georgia, in that rural land registration of both agriculture and urban lands remained very low, less than 50% registered based on municipalities, ranging from less than 5% for most municipalities of Racha-Lechkhumi and Kvemo Svaneti, and Imereti to 25-50% in Kakheti and Kvemo Kartli (Land Registration Strategy, 2015).

Following the completion of the first stage of agricultural land reform in Georgia, under which over 1 million certificates confirming land ownership were issued, more than 1.5 million agricultural land plots were still unregistered by 2000. Although there are no accurate statistics, the estimate of registered agricultural land plots (primary registration) is around 20%. Based on a moderate estimation, at least 1.2-1.4 million agricultural land plots are not registered (Land Registration Strategy, 2015).

Among the problems identified during the implementation of the reform following obstacles were most prevalent:

- Incomplete Documentation sufficient documents did not exist that identified ownership.
- Substantial Unofficial Transactions Since 1992, with the distribution of reform lands and privatization of other agricultural lands, there have been a substantial number of unofficial transactions (e.g., inheritance, sales, exchanges, gifts, etc.) that have not been registered properly or recorded in the national cadaster.

- Land Fragmentation In the rural sector, there is significant fragmentation in land plots, with the average plot size being only 0.5 hectare and individual households having land plots in 3-4 locations.
- Boundary Disputes and Overlapping Boundaries There were significant amount of overlapping cadastral boundaries caused by incorrect cadastral surveys.
- Actual Occupation Deviates from Ownership Documentation (Squatted Lands) –
   Ownership documentation often deviated from actual occupation, some private
   landowners have extended their occupation and utilization of land beyond what was
   legally granted to them or privatized.
- Unregistered State-Owned Lands State-owned lands were not surveyed or registered completely unless there was an opportunity to privatize specific land plots.

# 1.2. Moving Forward

Government of Georgia initiated a new ambitious land reform in 2016, following the enactment of the Law on Special Procedures for Systematic and Sporadic Registration of Land Titles and Improvement of Cadastral Data under the State Project (SLR Law). Reform had two main directions: i) Sporadic Land Registration and ii) Pilot Project on Systematic Land Registration

#### 2. LAND REGISTRATION REFORM – PHASE I

The land reform was spearheaded by the Ministry of Justice of Georgia through the National Agency of Public Registry of Georgia (NAPR). The National Agency of Public Registry (NAPR) of Georgia is a government agency responsible for maintaining public registries related to real estate, land ownership, and other property rights in Georgia. The NAPR is responsible for ensuring the accuracy, transparency, and accessibility of these registries, which are used by individuals, businesses, and government agencies for a variety of purposes.

The NAPR was established in 2004 as part of Georgia's efforts to modernize and streamline its land and property registration system. Its functions include registering and maintaining records of real estate transactions, issuing land titles and other property rights certificates, and providing public access to information about property ownership and other legal documents. Other Stakeholders involved in the process were National Bureau of Enforcement, Notary Chamber of Georgia, Revenue Service, National Archives, Local Municipalities and Private Survey Companies.

## 2.1. Sporadic Land Registration

Legislation of Georgia defined sporadic legislation as registration of land titles and changes in the registered data across the country based on applications and registration documents submitted by interested persons according to the special procedures stipulated in the Law on Systematic and Sporadic Registration. Therefore land registration of titles depended on the will of the interested parties. The business process for the Sporadic Registration is defined below:

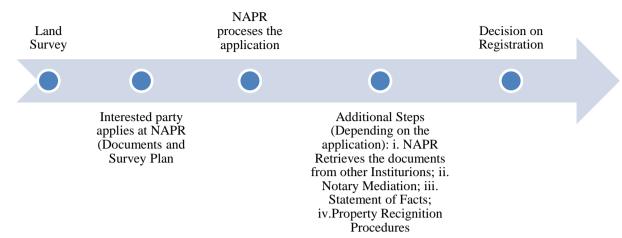


Figure 1. SLR Business Process

# 2.1.1 Solution I – Legal Framework

Law on Special Procedures for Systematic and Sporadic Registration of Land Titles and Improvement of Cadastral Data under the State Project was enacted in 2016 to fix the problems with incomplete documentation; unofficial transactions; boundary disputes; overlapping boundaries; actual occupation deviating from ownership documentation; unregistered state-owned lands and lack of information on property rights. For incomplete documentation it cut red tapes and legalized documents, which previously would have been deemed invalid, f.e. due to lack of stamps, signatures etc.

Unofficial transactions, cases when land was sold without it being registered in the public registry, were legalized by providing opportunity to the interested parties to apply notaries in order to formalize the status of the agreement. In case of overlapping boundaries, registration was made possible if interested parties would agree to proceed with registration by incorporating the disputed boundaries into one land parcel, with the possibility to settle the dispute through Notary Mediation or courts. Where the plot location could not be properly identified, the local municipality representatives would be involved to identify the exact location of the parcel.

In cases where the facts on the ground needed to be assessed for making a valid registration decision, NAPR was authorized to request the services of the National Bureau of Enforcement, who would draw a protocol on the Statement of Facts, which identifies specific factual circumstances on the ground without assessing the causes of such facts and can be used as an evidence in courts.

# 2.1.2 Solution II – Survey Market

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Land Registration Reform in Georgia – Innovative Solutions and Approaches (12027) Teimuraz Gabriadze and Elene Grigolia (Georgia) Georgia experienced a lack of certified surveyors on the market, therefore instead of focusing on costly process of training and certification, it dropped the obligation for the surveyors to be certified, and instead it defined the requirements for the land survey plans by law. Order N388 of the Government of Georgia from August 08, 2016 on Approving the Rules on Conducting Cadastral Survey/Measurement Works on the Land Plot, Keeping Records and on Suspending and Terminating the Certificate of the Person Authorized to Perform Cadastral Surveys/Measurements for Performing Cadastral Surveys/Measurements in Violation of the Georgian Legislation Regulating the Performance of the Cadastral Surveys/Measurements. Document laid down the rules and regulations relating to every aspect of the process, including accuracy, technical requirements, certification and other topics. As long as the survey plan was drawn in accordance with the requirements of the law, it was deemed valid for the purposes of sporadic land registration (Order 388, 2016).

## 2.1.3 Solution III – Data Retrieval

By law, NAPR was authorized to retrieve necessary documents from different governmental agencies, including National Archives of Georgia. The data retrieval was done electronically through the Document Electronic Turnover System (DES) developed in-house by the NAPR IT team. The data retrieval services were free of charge for the interested parties and saved time on bureaucracy.

## 2.1.4 Solution IV – Notary Mediation

Notary Mediation is the alternative dispute resolution mechanism, available to the interested parties when dealing with land disputes (SLR Law, 2016). NAPR refers applications to the mediation process following the completion of the public display. The appointment and selection of the Notary Mediation is conducted electronically, through NAPR registration software - NAPRWEB.

According to the law, mediation process should be completed in 3 weeks. Upon selection of the Notary Mediation, Notary agrees the time for mediation for the parties in dispute. Notary mediator tries to reach a settlement between the parties. There are two possible scenarios: a) Parties reach settlement and sign a settlement agreement via Notary, Settlement will be sent to NAPR and is a basis for registration of land plot or b) Settlement is not reached and the protocol will be drawn on the failure to reach settlement and sent to NAPR.

Upon receiving the respective protocols from the Notary, NAPR Registration Department reviews the conflicting applications and subject to prerequisites defined by law may render decision on: i) Registration of the land plots based on the reached settlement; ii) Registration of one application and Termination of the conflicting Application or iii) Termination of both applications. The decision of the NAPR is published on the official website where an interested person can access the application by a reference number or the ID number.

# 2.2. Systematic Land Registration Pilot

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Georgia and International Development Association signed in 2014 a \$50 million loan agreement for improvement of delivery of irrigation and drainage services in selected areas and development of improved policies and procedures as a basis for a national program of land registration. World Bank, Under Component 2 of the Irrigation and Land Market Development Project financed the pilot phase of a land registration program designed to redefine and test the policies and procedures for registration of agricultural land that would allow the majority of existing land ownership rights to be registered.

Pilot project conducted surveying and proactive land registration in 11 pilot areas consisting of 12 settlements across Georgia, selected by the Government of Georgia, to represent geographic variety and land tenure situations in the country (GoG Regulation N351, 2016).

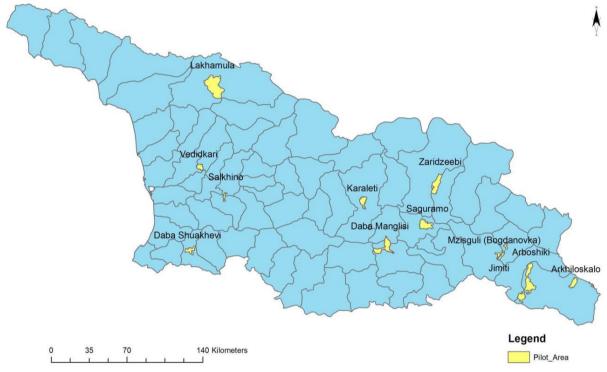


Figure 2 – Map of Georgia with Pilot Areas

Pilot project critically evaluated the systematic land registration processes based on thorough stakeholders' consultation and pilot project results' analysis, prepared a package of recommendations for legislative amendments and laid down the blueprint for systematic land registration in the country.

#### 2.2.1. Methodology – Three Approaches to Systematic Land Registration

NAPR tested three approaches to the systematic land registration during the pilot: Full outsource, In-house and Hybrid.

## **Fully Outsourced Approach**

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Land Registration Reform in Georgia – Innovative Solutions and Approaches (12027) Teimuraz Gabriadze and Elene Grigolia (Georgia) The work included surveying and preparation of cadastral plans, collection of data and documents necessary for registration in the public register, participation in public display, involvement in dispute resolution, correction of errors and gaps, participation in public awareness and information activities.

The contractor was required to perform the fieldwork for the entire pilot area based on an analysis of the existing title documents, ortho and mapping data, and according to the procedures established by law and the Guidelines.

The contract set a timeframe for the completion of the assignment and timeline for data delivery. The contractor was expected to deliver data to NAPR in four stages: during the fieldwork, before public display, during verification of survey results and as final delivery. The contractor was authorized to use the NAPR web-based software for uploading applications, documents and reports, and had a web link to upload mapping data. At each stage, NAPR performed quality control on all documents and on 10% of the survey data submitted.

The outcome of the fully outsourced approach was deemed unsatisfactory. The contractor implemented a flawed methodology without preliminary analysis of the available title documents. It deployed inadequately trained and insufficient personnel and inadequately supervised the project. Most human and technological resources were spent on the cadastral survey, while the legal analysis was paid little attention. The staff lacked familiarity with the Guidelines. The company had no internal quality control and quality assurance mechanisms.

## **In- House Approach**

With the in-house approach, entire SLR Process is conducted by NAPR, including fieldworks, survey and legal review. NAPR implemented in house approach in 8 pilot areas. With their specific knowledge in land registration, the in house teams performed well in extremely tight schedules.

#### **Hybrid Approach**

With the hybrid approach, the survey and fieldworks were outsourced while the legal processing was completed by NAPR. The contractor was required to perform boundary measurements under the close guidance of the Regional Facilitators who collect and analyze registration documents provided by the owners. The contractor was also required to set up an office in the pilot area, participate in public awareness and information activities, Public Display and dispute resolution. It was also obliged to correct errors and perform verification of survey results.

The survey data and registration packages were submitted to NAPR on a block-by-block basis. Each delivery passed quality control in accordance with the ISO 2859-1 Standard Sampling Procedures for Inspection. The boundary surveys were controlled by field checks of ten percent of delivered data.

NAPR experimented with the Hybrid approach by outsourcing some of the responsibilities to the contractor company. The distribution of responsibilities between Approaches is demonstrated in the table below.

|                  | Outsource  | Hybrid I   | Hybrid II  | Hybrid III | In House |
|------------------|------------|------------|------------|------------|----------|
| Cadastral survey | Contractor | Contractor | Contractor | Contractor | NAPR     |

| Preparation of cadastral  | Contractor | Contractor | NAPR | NAPR       | NAPR |
|---------------------------|------------|------------|------|------------|------|
| plans                     |            |            |      |            |      |
| Collection of             | Contractor | NAPR       | NAPR | Contractor | NAPR |
| ownership information     |            |            |      |            |      |
| in the field.             |            |            |      |            |      |
| Collection of             | Contractor | NAPR       | NAPR | NAPR       | NAPR |
| documents for             |            |            |      |            |      |
| registration in the field |            |            |      |            |      |
| Legal review              | Contractor | NAPR       | NAPR | NAPR       | NAPR |
|                           | /NAPR      |            |      |            |      |
| Preparation of public     | NAPR       | NAPR       | NAPR | NAPR       | NAPR |
| display                   |            |            |      |            |      |
| Verification of survey    | Contractor | NAPR       | NAPR | NAPR       | NAPR |
| results.                  | /NAPR      |            |      |            |      |
| Registration              | NAPR       | NAPR       | NAPR | NAPR       | NAPR |

Figure 3 – Comparison of SLR Methods

# 2.2.2. Web Portal for Systematic Land Registration

NAPR launched a systematic land registration web portal <a href="http://pilotproject.napr.gov.ge/">http://pilotproject.napr.gov.ge/</a> to improve the provision of electronic services and provide comprehensive information on the registration process. It presented regularly updated information on the project status, results, findings and facilitated public displays. The portal was a powerful tool for increasing public awareness and promoting the project and NAPR. It was consequently redesigned and redeveloped into the Web Portal for Systematic Land Registration, used for the National Rollout <a href="http://slr.napr.gov.ge">http://slr.napr.gov.ge</a>.

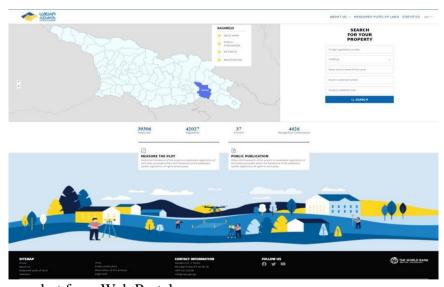


Figure 4 – Screenshot from Web Portal

## 2.2.3. Public Awareness Campaigns and Land Registration Forums

NAPR conducted a baseline survey in pilot areas, to identify, among other topics, the prerequisites for successful public awareness campaigns (ACT, 2018).

Baseline survey helped create a comprehensive communication plan, to improve the understanding of project objectives for the citizens, municipalities and local governments; and encourage interested persons to apply for registration in the public registry. Key interventions included dissemination of information materials, organization of meetings with the local population and municipality representatives, establishment of Internet communication, promotion and Information campaign and presentations.

One of the know- how developed by the project was the creation of land registration forums, where prior to entering an area, open air event would be organized, where, representatives of local communities, municipalities, including majors and heads of municipalities, ministries, international organizations would meet and discuss land registration, its benefits, access to land and financing opportunities. The event was highlighted by the World Bank as a successful PR action (World Bank, 2019).

One of the important results of Pilot Project and the experience of gained from the Sporadic Land Registration was the preparation of the draft legislation package. Legislative amendments covered number of topics, including the simplification of the administrative and land registration procedures. The main outcome of the law however, was the transfer of the property rights recognition authority from the Local Property Rights Recognition Commissions to the NAPR when the systematic land registration is carried out by the NAPR, which was a significant hurdle for the registration process in general.

## 2.2.4. Women's Property Rights

During the project implementation NAPR focused on increasing the number of women owners in the SLR areas. Project efforts regarding registration of women owners rested on two equally important pillars: i) Legislation and ii) Citizen Engagement.

After the breakup of the Soviet Union, when the redistribution of land to the private ownership occurred (1992-1996 and 1999-2006), the deed of ownership, "Handover-Acceptance Act", was issued to the so called head of the households, which was almost exclusively a male representative of the family. While the documents contained discrepancies in both cadastral and legal data, nevertheless these documents had a legal power and were recognized as the ownership documents by the state.

Law on Sporadic and Systematic Land Registration declared that all the members of the household of whom there were are existing records or would provide such document would be registered as co-owners of the land plot. The records of membership were held in household books and National Archives.

In practice, during the registration process, applicant indicated household members as coowners, however, additionally when the process was reviewed by the NAPR registrar, he or she, would retrieve the data from the archives and check that all the members were present in the extract. Personal identification details of the members were not indicated in the household

books, only names, therefore registrars would insert a name of the Co-owner or just indicate that this property has the additional co-owner. Until the personal identification details of the co-owners are fully provided, property cannot be sold, leased or used as the collateral. This serves as the protection mechanism.

In addition to the legislative incentives, NAPR used carefully planned awareness raising campaigns based on the communication action plan and a content strategy, which included various activities through, Media, Internet and face to face communication. Infomercials were placed in Central (Imedi TV, Rustavi 2 and TV Pirveli) and Regional TV (TV Gurjaani – Kakheti; TV Tanamgzavri – Kakheti; TV Agro) stations and on Facebook. Posters and brochures were distributed among the citizens during the social mobilization campaigns.

During the communication with the population it was emphasized that, any adult family member has a right to become a landowner. The benefits of ownership were demonstrated through real life examples of the women entrepreneurs who broke the stereotypes and started the so-called "manly" business, farming and other activities.

## 3. LAND REGISTRATION REFORM - PHASE II

Following the successful completion of the Systematic Land Registration in the 12 Pilot Areas. Georgia and IBRD signed Loan Agreement (IBRD 9043-GE) on March 30, 2020, ratified by the Parliament of Georgia on April 22, 2020 to scale up systematic land registration activities in the irrigated areas approved by the Government of Georgia. Government of Georgia launched additional SLR activities in Kakheti region (Order 681, 2021) and selected areas located in Mountainous regions of Georgia (Order 562, 2020), laying ground for National Rollout throughout the country. Sporadic land registration was developing in parallel to the SLR process gradually accumulating capacity and institutional knowledge within the NAPR.

As a result of the preparations, government launched a National Rollout of systematic land registration, on January 01, 2022. The process would not be able to materialize without the massive efforts put by NAPR in its institutional capacity building.

# 3.1. Investment in Human Capital and Technical Capacity

NAPR focused on continuous qualification raising of its staff through conducting various workshops, trainings and certification programs. As one of the examples, organization financed training and certification of surveyors. It also introduced four seniority levels for registrars and surveyors involved in the SLR activities, based on their experience and performance. Staff would be eveluated by their superiors, which would lead to movement between the levels. Each level raise entailed financial incentive in form of improved salary and other benefits.

To support the SLR activities, NAPR purchased necessary equipment which included: i) GPS Rovers and Tablets; ii) Survey Drones; iii) Personal Computers and Lap Tops for field teams and back office staff; iv) Office Equipment for field teams and back office staff; v) Pick Up Trucks and SUVs; vi) Specialized Work Clothing for all seasons for field teams; vii) Personal Protection Equipment; viii) Other IT Hardware and Software.

#### 3.2. IT Capacity Buliding

NAPR actively engaged in modernization and digitization of the existing business processes. The scale up of the project through IBRD provided capacity building opportunities for the NAPR IT and modernized the existing business processes.

# 3.2.1. Agile Transformation of NAPR IT Department

NAPR invested in the agile transformation of its IT department, trainings were held by the private IT consulting company, over the period of 5 months, starting from July 2021. Agile Transformation Project was initiated to improve the speed and flexibility of IT services. During this process company incorporated software development project management processes (Agile: Scrum & Kanban) and as a result, IT teams migrated all their projects to JIRA to improve the development process. During agile transformation process following documents and processes were completed and distributed to the relevant stakeholders:

As a result of the activities,: i) NAPR Chairman established the Advisory Board to review initiatives and projects regarding the development of the existing information technology (IT) systems and creation of new systems; ii) Jira Software is used to demonstrate the development work; iii) All of the systems are assigned product owners; iv) All of the IT teams used Jira for managing projects; v) All IT teams follow the scrum ceremonies; vi) Product Owners and the Business Analysts underwent trainings.

Additionaly, Professional Skills Development Plan was develoed to facilitate planning of the workforce needed for the strategic capabilities of the Agency, career development, transition period management, talent evaluation and management.

# 3.2.2. NAPR ICT Assessment and Upgrade

NAPR engaged an International Consultant to undertake an ICT Assessment. Consultant conducted:

- Existing Hardware and Communication Infrastructure Assessment: document focused on data center and network architecture, used technologies, description of implemented 'as is' business processes, Gap Analysis etc.
- ICT Governance and Management Assessment: document focused on description of exiting governance, management and operational processes of NAPR ICT, including organizational structure, staff, and qualification needs for capacity building.
- Information and Cyber security assessment for NAPR

Findings of the reports served as the basis for the upgrade of the NAPR IT Hardware and Software Appliances.

## 3.2.3. <u>Development of Electronic Minutes Application (EMA)</u>

NAPR In house IT team developed EMA for field data collection, which significantly increased the accuracy of registration data. Software provides real time connection to NAPR servers and

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other governmental databases, such as Revenue Service, National Archives, Civil Registry and etc.

Software was created to facilitate access to registration services among the wider public, by simplifying the registration process, eradicating errors and optimizing the human and time resources. It optimized the GIS, registration, field and data processing procedures and refined the business process. Data processing and field measurements are conducted in parallel and processes were automated, which resulted in 35% decrease in time necessary for data processing. Data processing in real time facilitated better communication with local residents who can see the cadastral drawings on the field and make necessary adjustments in real time. This resulted in 70% decrease in applications for re-measurements during the public display process.

Operationalization of the EMA was a final step towards launching the National Rollout For Systematic Land Registration.

#### 3.3. National Rollout

Ministry of Justice selected, 59 municipalities around the country (except for the cities: Tbilisi, Batumi, Kutaisi, Rustavi and Poti and the occupied territories) as geographical areas for Systematic Land Registration, effectively launching the National Rollout (Order 798, 2021). On January 20, 2022 NAPR Chairman issued the Order 96/S on Creating the Consultation Council for the Systematic and Sporadic Registration. Council serves as a coordination organ responsible for operation of the National Rollout of the SLR. The Consultation Council meets once a week to discuss the completed and planned works under the National Rollout. Once a month, council reviews the report from the Head of the NAPR Financial-Economics Division, which analyzes the NR progress against the cost of the project. Besides the members of the Consultation Council approved by the Order 96/S, specific meetings may be attended by the respective qualified staff of the NAPR or other specialists who may be also given voting right during the meeting on the topics they were specifically requested to attend.

## 3.3.1. Increasing Capacity for Surveyors

Starting from December 2022, NAPR launched a recruitment campaign to attract surveyors. Process started with the Employment forum organized and hosted by the NAPR, where interested parties could participate and receive information regarding the employment opportunities in the NAPR. The representatives of the NAPR HR Departments held open meetings with the representatives of the universities to attract the students and raise awareness about the employment opportunities. Meetings were held in the following universities: Georgian Technical University, Caucasus University, International University of Caucasus, Tbilisi State University and Georgian National University.

To prepare new recruits for National Rollout, NARP formed an in-house team of qualified surveyors and legal specialists who provided trainings to the new recruits and prepare them for certification exam administered by the Training Center of Justice of Georgia (TCJ). In TCJ each recruit additionally undergoes on average 79 hours of training comprised of 4 different modules:

i) Legal framework for land registration -28 hours; ii) Preparation in cadastral surveys, geodesy and cartography -14 hours; iii) Fieldworks, Geodesy -21 hours; iv) GIS, theoretical and practical aspects -23 hours.

While experienced surveyors were encouraged to apply, due to the lack of qualified staff on the market, prior experience was not required for application and persons with school diploma and with no prior experience in the surveying filed were authorized to apply. NAPR covered the costs of training, certification, equipment and work gear for the recruits. It should be considered one of the success stories of the National Rollout that it employs more than 90 women surveyors, in field of work which is largely dominated by men.

#### 4. CONCLUSION

Government of Georgia designated the implementation of National Rollout of Systematic Land Registration as one of the priorities on the governmental agenda. The government program for 2021-2024 stipulates that 1.2 million hectares of land will be systematically registered over the next 3 years and complete cadastral data will be created across the country.

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## **BIOGRAPHICAL NOTES**

Mr. Teimuraz Gabriadze is a chief lawyer at the World Bank financed Irrigation and Land Marker Development Project impoleneted by National Agency of Public Registry (NAPR), Ministry of Justice, Georgia. Teimuraz participated in the implementation of the pilot project for systematic land registration and design and implementation of the subsequent scale up. Teimuraz is reponsible for legal support of the SLR project. As part of his duties Teimuraz supported all aspects of the SLR project including but not limted to IT modernization and Procurement. Mr. Gabriadze is also tasked with internationl relations and communcation with the Wolrd Bank team.

Ms. Elene Grigolia —is an experienced, PMP certified project manager with an in-depth knowledge of the land sector working in public service delivery for land administration and innovation technology in the National Agency of Public Registry (NAPR), Ministry of Justice, Georgia. Among her professional achievements, Elene continues as a Component Lead, successful spearheading a large scale \$US50 million World Bank land market reform program in Georgia. Within this program Elene is responsible for overseeing and communicating results of the ICT assessment to key stakeholders, ensuring uptake and smooth implementation of the new systems as a basis for national systematic land registration rollout. Elene has a proven track record of working with government stakeholders and the private sector to collect data, analyse results.

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