

ASIAN DEVELOPMENT BANK

TAR: RMI 36364

TECHNICAL ASSISTANCE

TO THE

REPUBLIC OF THE MARSHALL ISLANDS

FOR

MOBILIZING LAND

October 2002

CURRENCY EQUIVALENTS

The United States dollar (\$) is the unit of currency in the Republic of the Marshall Islands.

ABBREVIATIONS

ADB	–	Asian Development Bank
GDP	–	gross domestic product
LRA	–	Land Registration Authority
MIDB	–	Marshall Islands Development Bank
OAG	–	Office of the Attorney General
RMI	–	Republic of the Marshall Islands
TA	–	technical assistance

NOTES

- (i) The fiscal year (FY) of the Government ends on 30 September.
- (ii) In this report, "\$" refers to US dollars.

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I. INTRODUCTION

1. The Asian Development Bank (ADB) has provided continuing assistance to the Government of the Republic of the Marshall Islands (RMI) to help reform the public sector and the economy since 1996.¹ The assistance to the economy has included increasing attention to strengthening the environment for private sector development. At the request of the Government, advisory technical assistance (TA)² to help establish the Land Registration Authority (LRA) and to assist in further land mobilization and private sector development was included in the country strategy and program update in April 2002.³ The Government and ADB reached an understanding on the goals, purpose, scope, implementation arrangements, cost, and financing arrangements at the time of country programming.

II. ISSUES

2. The Government and people of the RMI have struggled to develop a more dynamic private sector-driven economy since constitutional independence in 1979. Mobilization of domestic factors of production, that is land, labor, and commercial capital, has repeatedly been identified in economic reports and in annual country programming missions as a key constraint on greater private sector activity, private investment, growth, and ultimately on the reduction of poverty.⁴ The immobility of land is a hindrance to (i) establishment of efficient property markets and productive use of land; (ii) timely implementation of public projects that require land acquisition; and (iii) the development of collateral and a larger commercial capital market. Enhancing the environment for private sector investment, job creation, growth, and development is one of the three prongs of ADB's country strategy for RMI.

3. Progress has been made in recent years in simplifying the regulatory environment for business. Foreign business license registration has been streamlined, business registration has been simplified, and a land leasing registration agency has been legislated to allow investors easier access to land for investment. Procedures for employing foreign workers still require simplification, but the private sector is working with the Government to streamline these procedures. ADB has reviewed the Marshall Islands Development Bank (MIDB). The review presented an action plan for reducing the incidence of nonperforming loans, improving access to microcredit, and strengthening MIDB's general management. The MIDB board of directors is considering the findings of this report.

4. The Marshall Islands Development Land Registration Authority was enacted by the Parliament (Nitijela) of the Marshall Islands on 6 April 2001. This legislation was a component of the Public Sector Reform Program⁵ policy matrix. The act provides for LRA establishment, operation, and procedures and to establish legal requirements for valid land leases in the Marshall Islands. The Government appointed the LRA board, and its executive officer, and

¹ ADB. 1996. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan and Technical Assistance Grants to the Republic of the Marshall Islands for the Public Sector Reform Program*. Manila; ADB. 2001. *Report and Recommendation of the President to the Board of Directors on Proposed Loans and Technical Assistance Grant to the Republic of the Marshall Islands for the Fiscal and Financial Management Program*. Manila; ADB. 2001. *Technical Assistance to the Republic of the Marshall Islands for Fiscal, Financial, and Economy Advisory Services*. Manila.

² The TA first appeared in *ADB Business Opportunities* (Internet edition) on 12 July 2002.

³ ADB. 2002. *Country Strategy and Program Update (2003-2005): Republic of the Marshall Islands*. Manila.

⁴ ADB. 1997. *Marshall Islands: 1996 Economic Report*. Manila; ADB. 2001. *Republic of the Marshall Islands Metro 2000: Economic Report and Statement of Development Strategies*. Manila.

⁵ ADB. 1996. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan and Technical Assistance Grants to the Republic of the Marshall Islands for the Public Sector Reform Program*. Manila.

approved a budget for operations in FY2003. The LRA is charged to register land, establish a land database for the interest of potential investors, guarantee and underwrite land leases, mediate land leases when requested, and maintain a database of land leases. The Office of the Attorney General (OAG) has responsibility for this agency. LRA is not yet fully established. A mission statement, management infrastructure, operational procedures, and an outreach program are all needed to establish LRA and to thereby mobilize land. Further assistance to other related institutions, including for land survey, will also be required to assist land mobilization.

5. The existing land tenure system in the RMI remains complex and entrenched in traditional and customary rights that are protected by the Constitution (Article X).⁶ The traditional land tenure system effectively prohibits alienation or disposition of land without the approval of the traditional chiefs (Irioj).

6. Decades of experience in the Pacific islands, as elsewhere, reveals that land reform and improved land management is a very complex issue. No model of land mobilization can be readily applied from one country to another. As with all countries, and not just in the Pacific, land and the land market is a sensitive cultural and political concern that does not lend itself to ready technical adaptation. A key issue to be resolved in the case of RMI is whether the traditional chiefs and second tier “land managers” will support a more modern system of managing land. Further land mobilization can only be undertaken in a gradual and sensitive manner. This TA is expected to lead to a requirement for further assistance.

7. The need to resolve land conflicts and to facilitate the gradual and sensitive mobilization of land for enhanced productive provision of essential pro-poor public services and to stimulate private investment is a common key concern of the region. Solutions can only be country-specific, but the results of this TA will nevertheless be of interest to all other countries in the region. This is an issue that has unfortunately been previously overlooked as too sensitive, too political, and too difficult. It has therefore not received the attention that it deserves. The TA framework is included as Appendix 1.

III. THE TECHNICAL ASSISTANCE

A. Purpose and Output

8. The primary long-term goal is to stimulate additional investment in private sector enterprises leading to an increase in employment opportunities for Marshall Islanders, a higher rate of economic growth, revenue generation, and the reduction of poverty or hardship. A summary initial poverty and social analysis is included in Appendix 2. The TA will help create an environment conducive to increased private sector investment and employment creation by improving the availability of land and its utilization for development purposes. The TA is also expected to simplify public sector land transactions and therefore ease public investment.

⁶ Republic of the Marshall Islands. *Constitution of the Marshall Islands*. Article X. Available: http://www.vanuatu.usp.ac.fj/paclawmat/Marshall_Islands_legislation/Consolidation_1988/Marshalls_Constitution.html

9. The components of the TA are
- (i) the de facto establishment of LRA and implementation of the new land legislation;
 - (ii) establishment of and in-service capacity building for management and operational procedures, land registration, land management and land lease databases, systems for land titling, and cadastral surveys; and
 - (iii) creation of public awareness of the new LRA, how it operates, and an understanding of the value of land in development, and commencement of a consensus building process on the value of land to the future of RMI.
10. The successful implementation of the TA will facilitate more land being available for private and public development purposes and more land being used as collateral for loans to small- and medium-size enterprises. Deliverables will include
- (i) an LRA mission statement
 - (ii) the LRA management infrastructure, structure, and operating guidelines
 - (iii) land registration, land management, and land lease databases
 - (iv) systems identified for land titling and cadastral surveys
 - (v) definition of further assistance to mobilize land, and
 - (vi) public awareness programs developed and implemented to support project activities.

B. Methodology and Key Activities

11. Methods of institutional analysis (both narrow and broad) and formulation of mission statement, organizational structure, management infrastructure, operational procedures, progress monitoring and reporting can be based on internationally proven management techniques. Methods of land titling, land registration, and land lease databases can also be based on established practice. However, there are no models that can be readily employed in pursuit of further land mobilization, which can only be by a gradual, phased, and sensitive process. Awareness raising and consensus-building are important components that will likely require further assistance.

12. Assumptions and risks include traditional, customary, sociopolitical commitment to land mobilization, and adequate budgetary contribution from the Government, including provision of suitable staff. These concerns will be addressed through extensive consultations at all levels of government and society, including the piloting of participatory processes.

C. Cost and Financing

13. The total cost of the TA is estimated at \$520,000, including \$420,000 in foreign exchange cost and \$100,000 in local currency equivalent. ADB will provide \$420,000 equivalent to finance the entire foreign exchange cost. The TA will be financed on a grant basis by ADB's TA funding program. The Government will finance the entire local currency cost. The cost estimate and financing plan is attached as Appendix 3.

D. Implementation Arrangements

14. OAG will be the Executing Agency for the TA and will be responsible for monitoring and supervising TA activities, providing administrative and counterpart support to the consultants, and coordinating the Government's response to the findings and recommendations of the TA. LRA will be the Implementing Agency.

15. In view of the many agencies with an interest in land development, upon approval of the TA by ADB, the Government will establish an interagency working group to provide guidance to the LRA, facilitate its establishment, facilitate all consultations, and help the consultants to consider further assistance required for land mobilization. The interagency working group will be chaired by a designated officer of OAG and will include representatives of the Council of Traditional Chiefs, Ministry of Resources and Development, Ministry of Internal Affairs, Ministry of Justice, Department of the Environment, and Economic Policy Planning and Statistics Office.

16. A team of four international consultants will be recruited through a consulting firm in accordance with ADB's *Guidelines on the Use of Consultants* using the simplified technical proposal and quality- and cost-based selection method. A total of 10 person-months will be required for this TA. Expertise in land rights and management (team leader, 4 person-months), land registration (3 person-months), legal aspects (1 person-month), and the media (2 person-months) are required. The TA will take place over approximately 6 months, from November 2002 to April 2003. The consultants will produce initial, midterm, and final reports on their assignment and will submit these reports to the LRA, OAG, working group, and ADB.

17. The TA is expected to result in a fully operational LRA, the commencement of a program of public awareness-raising on the value of land to the future of RMI and the role of LRA, and detailed proposals for further assistance. With the approval of Government, the results of the TA will be presented to and discussed in a variety of forum including the Parliament, Cabinet, National Development Coordinating Committee, and special land workshops. Outline terms of reference for the consultants are in Appendix 4.

IV. THE PRESIDENT'S DECISION

18. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$420,000 on a grant basis to the Government of the Marshall Islands for Mobilizing Land, and hereby reports this action to the Board.

TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p>Goal Stimulate additional investment in private sector enterprises leading to an increase in employment opportunities for Marshall Islanders, a higher rate of economic growth, revenue generation, and the reduction of poverty or hardship.</p>	<p>Broad indications of greater private sector activity including an increase in business licenses, and an increase in private sector jobs and private sector contribution to gross domestic product (GDP) in general.</p>	<p>Business telephone connections, job advertisements, national statistics on business start-ups and other registrations, labor survey data, and estimates of gross domestic capital formation and GDP</p>	<p>Other factors influencing the environment for private sector development, such as the regulatory environment and tax system, remain supportive.</p>
<p>Purpose The technical assistance (TA) is expected to simplify private and public sector land transactions and support the use of secure land titles as collateral for loans, thereby stimulating private and public investment. The TA will thereby contribute to the creation of an environment conducive to increased private sector investment and employment creation.</p>	<p>Voluntary land registrations, titling, and land leases. Land pledged as security, collateral for commercial and development bank lending.</p>	<p>Land Registration Authority (LRA) databases for land registration, title, and leases. Commercial and development bank records of collateral.</p>	<p>Sociopolitical support, including overcoming entrenched traditional and customary rights and acceptance of new land transactions, the use of land as collateral, and confidence in the operation of the LRA.</p>
<p>Outputs</p> <p>(i) Establishment of LRA and implementation of the LRA legislation, including (a) agreement and establishment of a mission statement, (b) management infrastructure, (c) LRA structure, (d) computer-based land and land-lease databases, (e) systems for land titling and cadastral survey, (f) all operational systems, (g) budget for the same, and (h) in-service capacity building in the same.</p> <p>(ii) Recommendations for further assistance, including a plan for future participatory land discussions, in support of the further mobilization of land for both public and private use, and as secure property as collateral for lending.</p>	<p>A fully operational LRA.</p> <p>A probable draft concept paper for consideration of future assistance by Government and funding sources.</p>	<p>TA reports TA review missions</p> <p>TA reports TA review missions</p>	<p>Adequate budget and local staff skills.</p> <p>Further assistance both required and supported at this time in the Republic of the Marshall Islands (RMI).</p>

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
(iii) Public awareness raised with respect to the LRA and value of land in development, and as collateral for investment; commencement of consensus building process on the value of land to the future of the RMI.	Awareness survey to ascertain receipt and understanding of media program	TA report on awareness survey	Government and private media support for video, booklet, newspaper distribution.
<p>Activities and Inputs</p> <p>(i) LRA internal institutional and functional analysis (3 person-months, land registration specialist).</p> <p>(ii) Broad external market and institutional analysis of the potential for further land mobilization, including assessments of the traditional, customary, sociopolitical environment for improved land mobilization, an assessment of gender impact of land mobilization, the viability of introducing a land tax (4 person-months, land rights and management specialist).</p> <p>(iii) Model land lease contract (1 person-month, legal specialist).</p> <p>(iv) Consultative and pilot participatory workshops that include representatives of all sections of society to discuss LRA, its operations, and further land mobilization (2 person-months, media specialist).</p> <p>(v) Preparation of booklets, newspaper articles, radio, video and other media products to raise public awareness of LRA, its activities, and issues related to land mobilization (2 person-months, media specialist).</p> <p>(vi) Design of program of further assistance (team input).</p>	<p>Thorough assessment and communication of institutional requirements of LRA.</p> <p>Thorough assessment and communication of broad institutional requirements for further land mobilization.</p> <p>Model land lease contract that is employed.</p> <p>Workshops held to discuss LRA, its operations and further land mobilization.</p> <p>Uptake of media messages.</p> <p>Draft program of further assistance discussed with relevant stakeholders.</p>	<p>TA reports and review missions</p> <p>TA reports and review missions</p> <p>TA reports and review missions</p> <p>Report of the results of the consultation processes</p> <p>Booklets, articles, radio tapes, videos</p> <p>Report of the results of the awareness raising programs</p> <p>Draft assistance concept paper</p>	<p>Suitable consultant with experience in land registration and institutional analysis.</p> <p>Suitable consultant with experience in land tenure systems of Micronesia and institutional analysis.</p> <p>Suitable consultant with experience in land law and the laws of the RMI.</p> <p>Government ownership of all consultation processes.</p> <p>Government ownership of all awareness raising programs.</p> <p>Government and people support for further assistance.</p>

SUMMARY INITIAL POVERTY AND SOCIAL ANALYSIS

A. Linkages to the Country Poverty Analysis

Sector identified as a national priority in country poverty analysis? Yes	Sector identified as a national priority in country poverty partnership agreement? Full poverty partnership agreement not yet finalized.
Contribution of the sector/subsector to reduce poverty in the Republic of the Marshall Islands (RMI)	
Land mobilization will facilitate increased land use, productivity and production, the development of a secure property, collateral, and commercial capital market, and thereby support investment and job creation, pro-poor growth, and poverty reduction.	

B. Poverty Analysis

Proposed Classification: Pro-poor growth

What type of poverty analysis is needed?
Participatory poverty analyses will be conducted as a component of regional technical assistance (TA) 6002 in the RMI from September to November 2002. Preliminary quantitative analysis of poverty has already been made under this same regional TA.

C. Participation Process

Stakeholder analysis: Earlier consultations with all stakeholders held during the preparation of "Meto 2000", ^a the economic report for the RMI, which supported the design of this TA.
Participation strategy required: A series of consultations are planned and participatory processes will be piloted as an essential component of the TA. Further participatory processes may be recommended as a component of future assistance.

D. Potential Issues

Subject	Significant, Not Significant, Uncertain, None	Strategy to Address Issues	Plan Required ^b
Resettlement^c	None immediately	This will be individually addressed under each subsequent public and private land transaction.	None
Gender	Uncertain	To be assessed by TA consultants.	To be designed by consultants
Affordability	None		None
Labor	None		None
Indigenous People	Uncertain	To be assessed by TA consultants	To be assessed by consultants
Other Risks/ Vulnerabilities	Sociopolitical Significant	To be assessed by TA consultants	To be designed by consultants

^a ADB. 2001. *Republic of the Marshall Islands Meto2000: Economic Report and Statement of Development Strategies*. Manila.

^b A plan will be required at the design stage if any of the potential issues are found to be significant.

^c Significant involuntary resettlement requires a full resettlement plan; nonsignificant resettlement requires a short resettlement plan.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
A. Asian Development Bank Financing^a			
1. International Consultants			
a. Remuneration and Per Diem	250.0	0.0	250.0
b. International and Local Travel	40.0	0.0	40.0
c. Reports, Media, and Communications	50.0	0.0	50.0
2. Equipment ^b	30.0	0.0	30.0
3. Contract Negotiations	5.0	0.0	5.0
4. Contingencies	45.0	0.0	45.0
Subtotal (A)	420.0	0.0	420.0
B. Government Financing			
1. Office Accommodation and Transport	0.0	30.0	30.0
2. Remuneration and Per Diem of Counterpart Staff	0.0	40.0	40.0
3. Others	0.0	30.0	30.0
Subtotal (B)	0.0	100.0	100.0
Total	420.0	100.0	520.0

^a On a grant basis by ADB's TA funding program.

^b Computer hardware and software, surge protectors, and photographic and photocopy equipment.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Land Rights and Management Specialist

1. A land rights and management specialist who has detailed knowledge of the land tenure and land management systems in the Pacific islands and experience analyzing the broad institutional requirements for land mobilization will be hired on an intermittent basis over a total period of 4 person-months. This person will be the team leader. The team leader will be primarily responsible for broad institutional analysis of potential for further land mobilization and also for all reports of the team. This person will do the following:

- (i) Work with the Land Registration Authority (LRA) executive officer, clarify the objectives, expected results, and outputs of LRA and produce a concise vision and mission statement for LRA.
- (ii) Identify, review, and document all laws, ordinances, rules, manuals of practice, and other legal and nonlegal instruments that impact on and regulate land mobilization in the Republic of the Marshall Islands (RMI).
- (iii) Review the lessons and experience of similar Asian Development Bank (ADB) technical assistance conducted in the Federated States of Micronesia.¹
- (iv) Assess the degree of impact of (ii) on further land mobilization in the RMI, and the degree of difficulty in making changes to each of these legal and nonlegal instruments.
- (v) Review with LRA and the Office of the Attorney General (OAG) any possible risk of conflict of interest between land registration and registry, and the guarantee, underwriting, and mediation of leases.
- (vi) Further consider all governance issues and ensure that they are incorporated in LRA functions as appropriate.
- (vii) Identify, review, and document traditional, customary, and formal institutional interrelationships of all people and agencies involved in land administration and further mobilization (specifically OAG, the Council of Traditional Chiefs, Ministry of Resources and Development, Ministry of Internal Affairs, Ministry of Justice, Department of the Environment, and Economic Policy Planning and Statistics Office).
- (viii) Assess the degree of influence of each institution identified in (vii) and the possibility of amending the institutional mandate to further mobilize land in the RMI.
- (ix) Assess the traditional, customary, and sociopolitical will to alter institutional responsibilities and improve land mobilization. Recommend plan of action to

¹ ADB. 1997. *Technical Assistance to the Federated States of Micronesia for the Improved Economic Use of Land*. Manila; ADB. 1999. *Technical Assistance to the Federated States of Micronesia for the Private Sector Development Program*. Manila.

achieve this. In particular, analyze and comment on the current role of the traditional chiefs and second tier “land managers” and their support for a more modern system of land management.

- (x) Assess the gender impact of improved land mobilization and recommend a plan of action to ameliorate any negative impact.
- (xi) Review the work of the land registration, legal, and media specialists against the need for further assistance.
- (xii) Generally review RMI land tenure, land market, land mobilization opportunities and constraints, and developments as the country has moved to a market economy and modernized the land market.
- (xiii) Assess the effective use of land as collateral for lending, including commercial banks’ views of the same.
- (xiv) Specifically review and comment on the need for and viability of introducing a land tax as has been considered in other countries in the Pacific.
- (xv) Undertake further institutional analysis (by strengths, weaknesses, opportunities, and threats [SWOT] analysis or other approach) and report on the further reform measures required to further mobilize land.
- (xvi) Clearly summarize and present all issues and options in an interactive series of consultations and workshops with government, nongovernment, and ADB representatives.
- (xvii) Consider and formulate the need for further assistance to enhance land mobilization, considering the development strategies and programs of the Government and funding agencies, including ADB.
- (xviii) If relevant, identify and design a program of further assistance as appropriate.

B. Land Registration Specialist

2. A specialist in land registration with a knowledge of the systems of land registration in Micronesia and in other Pacific islands and experience with internal institutional analysis, will be recruited for intermittent periods, totaling to 3 person-months to assist the LRA executive officer to fully establish the LRA. The land registration specialist will be responsible for institutional and functional analysis of LRA. Terms of reference for this person will include the following:

- (i) Read and review the LRA act and any other relevant legislation and other documentation.
- (ii) Review with responsible RMI officials the current status of establishment of the LRA.
- (iii) Outline the functions of LRA and assess and advise on the required staffing structure, annual recurrent and capital budgetary requirements, and other

resources required to fully establish the LRA. Prepare an updated budgetary proposal, and submit the same through the OAG to the Cabinet for approval.

- (iv) Prepare the management infrastructure for the LRA, including detailed operational policies, procedures, operational guidelines, accounting, monitoring, other reporting and auditing systems, and norms for assessing performance.
- (v) Ensure that all governance issues are considered and incorporated as appropriate.
- (vi) Help establish land registration, land management, and land lease databases.
- (vii) Finalize the design and procurement of the computer-based system for the land registration, land management, and land lease databases.
- (viii) Help establish the systems for land titling and cadastral surveys. Provide recommendations on the need for specialist advice and equipment for the production of maps, establishment of land boundaries to assist land owning units by clearly defining ownership by area, and the need to build capacity in carrying out land surveys. If necessary, this should lead to the drafting of an additional program of assistance.
- (ix) Analyze and recommend the level and implementation of a range of service user fees.
- (x) Conduct in-service training of LRA staff on computerized systems of land registration, land management, and land-lease databases and recommend and detail further training required.
- (xi) Work with the media specialist to develop material to create public awareness on the new land legislation, the new LRA, its operational modalities, and the importance of land in development.
- (xii) Help the LRA executive officer and team leader to organize and conduct a series of public forum and other consultations on Majuro and the outer islands on the nature and operations of the LRA.
- (xiii) Otherwise assist government officials in the establishment of LRA.
- (xiv) Analyze and report on the ability of Government to establish LRA and assist the team leader to consider and report on further required assistance.
- (xv) Produce an initial, midterm, and final report on the assignment.

C. Legal Specialist

3. A legal specialist with knowledge and experience of the land laws of the RMI will be recruited for intermittent periods, totaling 1 person-month, to advise on the application of the LRA act. This person will assist the team leader, land registration specialist, and LRA executive officer as follows:

- (i) Interpret and otherwise review the LRA act and all other relevant legislation and other documentation.
- (ii) Ensure that all governance issues are considered and incorporated as appropriate.
- (iii) Review the current status of establishment of LRA.
- (iv) Prepare a model land lease contract.
- (v) Investigate and report on laws and regulations pertaining to collateral perfection, foreclosure, and bankruptcy.
- (vi) Provide a description of what is meant by guaranteeing and underwriting leases to allay concerns of potential abuse of the system.
- (vii) Recommend policies and procedures, and operational guidelines for the new LRA.
- (viii) Otherwise help establish LRA.
- (ix) Organize and conduct a series of public forum and other consultations in Majuro and the outer islands on the nature and operations of LRA.
- (x) Assess the need for further assistance.
- (xi) Contribute to the initial, and midterm reports.

D. Media Specialist

4. A media specialist with knowledge and experience of the media and development issues in Micronesia and the Pacific will be hired for a total period of 2 person-months. This person will, as appropriate, do the following:

- (i) Prepare booklets and other relevant publications on LRA, its operations and activities.
- (ii) Draft newspaper articles, and radio programs on LRA, its activities and operations, and the value of land to the future of the RMI.
- (iii) Prepare one video of the RMI Land Market (similar to that of the Federated States of Micronesia Micronesian Seminar land video).
- (iv) Prepare other material aimed at raising public awareness on the new land legislation, the new LRA, its operations, and issues related to land in development.
- (v) Otherwise help commence a consensus building process on the value of land to the future of the RMI.

5. All specialists should have a minimum of 7 years' experience in their professional field. All should have experience working in these areas in the Pacific islands, preferably in Micronesia. All specialists should also be able to communicate in a sensitive manner.