

ASIAN DEVELOPMENT BANK

TAR:CAM 36427

TECHNICAL ASSISTANCE

TO THE

KINGDOM OF CAMBODIA

FOR

IMPLEMENTATION OF LAND LEGISLATION—PHASE 2

September 2003

CURRENCY EQUIVALENTS

(as of 2 September 2003)

Currency Unit	–	riel (KR)
KR1.00	=	\$0.00025
\$1.00	=	KR3990.00

ABBREVIATIONS

ADB	–	Asian Development Bank
CLP	–	Council for Land Policy
LMAP	–	Land Management and Administration Project
MLMUPC	–	Ministry of Land Management, Urban Planning and Construction
NGO	–	nongovernment organization
TA	–	technical assistance

NOTE

In this report, "\$" refers to US dollars.

This report was prepared by R. Thami, counsel.

I. INTRODUCTION

1. In August 2001, the National Assembly of Cambodia enacted a land law, prepared by the Ministry of Land Management, Urban Planning and Construction (MLMUPC) with technical assistance (TA)¹ from the Asian Development Bank (ADB). At the time that the land law was under governmental consideration, the Government of Cambodia asked ADB for assistance to further develop and implement land legislation. TA was provided to meet this request.² That TA will be completed in August 2003. The Government of Cambodia has now asked ADB for further assistance to continue developing and implementing land-related legal instruments. This TA is included in the 2003 country assistance program for Cambodia as part of the overall TA program to improve governance. The ADB Fact-Finding Mission visited Cambodia from 7 to 12 May 2003³ and reached an understanding with the Government on the objectives, scope, cost estimates, and implementation arrangements for the TA.⁴ The TA framework is attached as Appendix 1.

II. ISSUES

2. Cambodia, after a prolonged period of war, internal unrest, and uncertainty for the general population, has now stabilized and the Government is focusing on restoring the country to a state ruled by law. One of the most pressing issues in Cambodia is the subject of land—who owns it, who can acquire it, and how these rights are validated. While a comprehensive legal framework in which to administer and adjudicate land disputes and land ownership in general is now in place, a wide range of regulatory instruments are needed to address state ownership of land and the uses to which that land is put.

3. In August 2001 the National Assembly promulgated a revised land law. As is standard procedure in the Cambodian legal system, laws usually consist primarily of general principles. These principles are not specific enough to provide the guidance needed in actual application of the law. Thus, actual application of these principles depends on promulgation of subdecrees by the Council of Ministers and implementing regulations by the relevant ministries.

4. The 2001 land law required promulgation of some 16 subdecrees in order to be effectively implemented.⁵ Most of the subdecrees required drafting by MLMUPC, a relatively new ministry that was established in 1999 and has limited resources available to it for legislative drafting and training. In addition, extensive training was needed in the 2001 land law by several sectors of society, including the judiciary, members of the public who needed to protect rights to land, and officials charged with implementing the land law, specifically MLMUPC officials and other government officials concerned with land issues.

5. Among the priority subdecrees needed under the 2001 land law was a means by which to ensure a fair and just resolution of land disputes. The recent history of land ownership in Cambodia has resulted in numerous land rights' disputes and the judiciary has been overwhelmed by land dispute cases, while also being poorly trained in the law. In accordance

¹ ADB. 1996. *Technical Assistance to Cambodia for Agriculture Policy Reform Support*. Manila.

² ADB. 2000. *Technical Assistance to Cambodia for Implementation of Land Legislation*. Manila.

³ The mission comprised R. Thami, mission leader.

⁴ The TA first appeared in *ADB Business Opportunities* (Internet edition) on 20 February 2003.

⁵ Among other things, the needed subdecrees addressed land registration by indigenous communities, organization and functioning of cadastral commissions, social concessions, procedures to reduce land concessions or exempt them from size limits, zoning, construction, easements, cadastral administration, sporadic registration procedures, and cadastral surveys and maps.

with the 2001 land law, a subdecree and implementing regulations were needed to establish a cadastral commission system with the jurisdiction to resolve land disputes.

6. Poor rural people in Cambodia have been marginalized and, for various reasons, including confiscatory actions by powerful people and the need for emergency funds, have either lost or sold their land. Their resultant landlessness has left them without a means of subsistence, and social concessions (land granted by the state to poor households for subsistence farming) are an equitable method by which to restore and empower them. A subdecree was needed to establish a process whereby such social concessions could be granted for residential use and subsistence cultivation.

7. TA 3577 ("phase 1 TA") (footnote 2) met the need for subdecrees by supporting the drafting of two major priority legal texts. Prior to drafting these texts, a process was established for first conceptualizing and then drafting, providing room for public consultation. The process is managed by the Council for Land Policy (CLP), an interministerial committee chaired by MLMUPC and charged with issuing policy statements on land issues. These policy statements are the basis for the legal texts, which must reflect officially sanctioned Government policy. The drafting process includes at least two public consultations, redrafting in light of public comments, and preparation of a legislative history and other background information explaining specific provisions of the subdecree. The process of an extensive public comment period and preparation of a legislative history with supporting background information has proven a success in ensuring ownership by MLMUPC of the subdecrees it has proposed. Using the process, the Subdecree on the Organization and Functioning of the cadastral commissions and the Subdecree on Social Concessions were both drafted, approved by the CLP-MLMUPC, and given final approval by the Council of Ministers under the phase 1 TA.

8. A vast need for training exists at all levels to address the generally low level of information made available to government officials and the judiciary. Recent changes to the land law magnify this need for additional training, which must address the public's need for increased knowledge of its property rights. A national literacy rate of approximately 68% also necessitates information dissemination designed for an illiterate audience.

9. To meet identified training needs, the phase 1 TA engaged in extensive training programs. These included short-term training for MLMUPC and Ministry of Justice officials, members of the judiciary, and nongovernment organization (NGO) staff in acquisition of land, consultation with members of commune councils in procedural preparation for social land concessions, preparation of a land law textbook for teaching purposes, and dispute resolution training for cadastral commissions jointly with the Land Management and Administrative Project (LMAP), a program funded by several external agencies (para. 11).

10. The phase 1 TA also developed a video with accompanying cartoon book for public information and the video has been regularly broadcast on television. The cartoon book has been widely distributed throughout Cambodia and is essentially the script to the broadcast video. This serves to reinforce a message on protection of land rights that is accessible to an illiterate population. A second video on dispute resolution is being finalized, and training videos in dispute resolution have been prepared and widely used.

11. The phase 1 TA was carried out in coordination with the LMAP, funded by the World Bank and the governments of Finland and Germany. The LMAP's objectives are to develop national policies, a regulatory framework, and strengthened institutions while also issuing and registering land titles and establishing an efficient and transparent land administration system.

The LMAP was not fully in place at the time the phase 1 TA commenced, but, upon its establishment, coordination arrangements between the phase 1 TA and LMAP were developed. For example, training programs were conducted by the phase 1 TA using LMAP funds for travel and per diem costs while the ADB team prepared training materials and conducted the training sessions. The LMAP and ADB have agreed on a future division of labor⁶ for drafting legal texts and coordination will continue in all areas. Further, the LMAP Central Project Management Office at MLMUPC will be the counterpart for the ADB team, thereby ensuring coordination by all agencies working with MLMUPC.

III. THE TECHNICAL ASSISTANCE

A. Purpose and Output

12. The objectives of this phase 2 TA are to (i) continue assisting in drafting priority laws, subdecrees, and implementing regulations (collectively referred to as legal texts); (ii) build the capacity of government officials concerned with legal and land matters, as well as cadastral commission members, the judiciary and members of civil society, such as NGO staff; and (iii) raise public awareness of the land law and its implementing regulations in order to increase people's access to mechanisms to realize their rights under the law.

B. Methodology and Key Activities

13. The TA will be implemented over a period of 2 years and comprises three components.

14. **Drafting of Legal Texts.** Some of the legal texts that are most needed concern (i) management of state-owned land (estimated to constitute about 70-80% of Cambodia's land mass); (ii) classification and reclassification of state-owned public land (which is not available for any private purpose) and state-owned private land (which may be converted to private use or for use in social land concessions); (iii) sale of state-owned private land; (iv) granting of economic land concessions and the reduction in size of previously granted economic land concessions that exceed limits permissible under the 2001 land law;⁷ and (v) granting of state-owned private land for social purposes. The TA will provide assistance in drafting these specific legal texts, using as a model the participatory drafting process involving civil society and stakeholders developed under the phase 1 TA (para. 7). Items (i)-(iii) all concern state land management and may be the subject of one law or multiple subdecrees, as will be determined by the Government. Item (iv), a subdecree on the granting of new economic concessions and reducing existing economic concessions, will use an interministerial working group under the guidance of the CLP, in addition to the participatory process described in para. 7. Item (v), which has already been promulgated as a subdecree under the phase 1 TA, requires implementing guidelines.⁸

15. **Training and Capacity Building.** Staff from smaller NGOs working at the grassroots level will be trained to assist and represent parties in land disputes at the cadastral commission, as these parties would be unable to retain legal representation from official practitioners. Efforts

⁶ This was agreed upon in May 2003 when the ADB Fact-Finding Mission (footnote 3) joined the World Bank Review Mission of the Land Management and Administration Project.

⁷ This subdecree is also addressed in the proposed agriculture sector development program, and will assist in its implementation.

⁸ To the extent applicable, consideration will be given in these guidelines to the recommendations developed under RETA 5935 (ADB, 2000. *Regional Technical Assistance on National Resettlement Policy Enhancement and Capacity Building*. Manila).

will be made to include female NGO staff. In coordination with the LMAP, the TA will provide follow-up training to cadastral commission members in dispute resolution procedures, supplementing initial training received under the phase 1 TA. Also in coordination with the LMAP, selected lawyers in the MLMUPC Legal Department will receive on-the-job training in legislative drafting techniques and procedures in order to build capacity within the Legal Department to manage ongoing and future legislative drafting functions. In addition, a training program will be developed at the Royal School for Magistracy (RSM) to train judges and prosecutors, using the land law textbook developed under the Phase 1 TA.⁹ Staff from the land registry offices will be included so as to develop a mutual understanding among the judiciary and staff involved in technical aspects of land titling. The exact structure of the training program will be finalized by the consultants in consultation with MLMUPC and RSM.

16. **Dissemination of Information to the Public.** Materials developed under the phase 1 TA, such as a cartoon book and videos explaining the land law in simple terms, will be further disseminated, and additional videos and informational books or leaflets will be produced. The public education program will include preparation and broadcasting of radio and television programs, preparation and distribution of brochures and posters, and other methods to reach illiterate people. The lessons learned under the regional TA for Legal Literacy for Supporting Governance¹⁰ will be taken into account. The information program will be carried out in close cooperation with NGOs and civil society and efforts will be made to ensure women are reached by the information program.

C. Cost and Financing

17. The total cost of the TA is estimated at \$710,000 equivalent, comprising foreign exchange costs of \$418,500 and local currency costs of \$291,500 equivalent. ADB will finance the full foreign exchange cost and \$181,500 equivalent of the local currency expenditure. The TA will be financed on a grant basis from ADB's TA funding program. The Government will finance the balance of the local currency cost, equivalent to \$110,000, through the provision of training facilities, accommodation for the trainees, counterpart staff, office accommodation with the equipment provided under the phase 1 TA, local communications, logistical support, radio and television broadcasting time, and documents and data at the disposal of the Government as necessary for TA implementation. The cost estimates and financing plan are attached as Appendix 2.

D. Implementation Arrangements

18. **Executing Agency.** The Executing Agency will be MLMUPC. Drafting legal texts will ensue after CLP has promulgated policy statements that, depending on the subject matter, will involve other relevant ministries that are not already members of CLP. The Government has established the Working Group for Preparing the Draft Sub-Decree on Economic Land Concessions under the guidance of CLP. MLMUPC will assign two qualified lawyers from its Legal Department to draft legal texts with assistance from the TA consultants. For the training component, MLMUPC will ensure participation of land registry staff, as required. RSM will make facilities available for teaching.

⁹ Initial training courses will have 55 students who are newly appointed judges or prosecutors. Continuing education programs for sitting judges and prosecutors are proposed to have 20–25 students in each two-week course, subject to approval by the Government.

¹⁰ ADB. 1999. *Regional Technical Assistance for Legal Literacy for Supporting Governance*. Manila.

19. **Selection of Consultants and Procurement.** About 20 person-months of international and 24 person-months of domestic consulting will be required. A firm, comprising a team of international and domestic consultants, will be selected and engaged by ADB using the quality- and cost-based selection method in accordance with ADB's *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB on the engagement of domestic consultants. The consultants will be responsible for managing the TA; assisting in drafting legal texts; developing the training curriculum; developing training materials; managing the logistics of the training and delivering the training; and, in association with suitable NGOs, producing and delivering public information materials and assisting poor and illiterate people in realizing their rights under the land law. Outline terms of reference for the consultants are attached as Appendix 3. Local resource persons with knowledge of and experience in the subject matter will be used in the training and information dissemination programs. The resource persons will be selected in consultation between MLMUPC and ADB. Office equipment (computers, printers, and photocopier) and training equipment and materials will be procured by the consultants in accordance with ADB's *Guidelines for Procurement* although much equipment procured under the phase 1 TA will be available to the phase 2 TA.

20. **TA Evaluation.** The consultants will develop an evaluation system to measure the impact of the training and information dissemination programs. This system, and benchmarks for evaluation, will be established prior to the start of the training program and the dissemination program.

21. **Implementation Schedule.** Implementation can begin as soon as consultant selection is completed, which is expected to be 1 November 2003. The TA will be implemented over 24 months and completed on 31 October 2005.

22. **TA Review and Reporting.** In the first month of implementation, a TA inception mission from ADB will hold a tripartite meeting with MLMUPC and the consultants to discuss the work program and detailed working arrangements, as well as confirm assignment of counterpart staff. Further tripartite meetings will be held semiannually after commencement of the TA and about 2 months before TA completion. The consultants will prepare inception, semiannual, midterm, and final reports; the final versions of these will reflect the comments made by the Government and ADB during the tripartite meetings.

IV. THE PRESIDENT'S DECISION

23. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$600,000 on a grant basis to the Government of Cambodia for Implementation of Land Legislation–Phase 2, and hereby reports this action to the Board.

TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions And Risks
<p>Goal</p> <ul style="list-style-type: none"> • Establish the legal and judicial framework necessary for effective and equitable implementation of the land law. • Raise awareness in the general public and judiciary regarding land legislation and people's rights and obligations thereunder. 	<ul style="list-style-type: none"> • Effective legal system for equitable allocation of land and resolution of land disputes. • Enhanced knowledge and understanding of land legislation among the judiciary, land registry officials, and others involved in implementing the legislation. • Enhanced knowledge of the public about their rights and obligations under the land legislation and mechanisms to realize their rights. 	<ul style="list-style-type: none"> • Technical assistance (TA) progress, midterm, and final reports. • TA review missions. • Feedback from course participants and cadastral commission members. 	
<p>Purpose</p> <ul style="list-style-type: none"> • Prepare and adopt specified legal texts required under the land law. • Inform and train land registry officials, judiciary, and other relevant professionals on how to interpret and apply the new land legislation. • Inform the general public on the new land legislation and how it affects them. 	<ul style="list-style-type: none"> • Completed specified legal texts to make the land law fully operational. • Land registry officials and judiciary capable of applying land legislation effectively and equitably. • General public aware of the thrust of the land legislation and what action they can take to assert their rights to land under the law. 	<ul style="list-style-type: none"> • TA progress, midterm, and final reports. • TA review missions. • Feedback from course participants and cadastral commission members. 	<ul style="list-style-type: none"> • The Government is prepared to make implementation of the land law a priority. • The Government and judiciary are prepared to apply the law without discrimination, regardless of the position of parties involved and not extend favorable treatment under the law for powerful persons.

Design Summary	Performance targets	Monitoring Mechanism	Assumptions and Risks
<p>Outputs</p> <ul style="list-style-type: none"> • Adoption of clear and explicit specified legal texts under the land law consistent with other laws. • Training program for NGO staff and land registry officers, cadastral commission members, and judiciary. 	<ul style="list-style-type: none"> • Text on the granting of state private land for social purposes (draft by month 4 of the TA). • Text on the management of state-owned land (draft by month 7 of the TA). • Text on the classification and reclassification of state-owned public land (draft by month 10 of the TA). • Text on the sale of state-owned private land (draft by month 13 of the TA). • Text on the granting of economic land concessions (draft by month 16 of the TA). • At least 40 staff from small NGOs trained to assist and represent parties in land disputes at the cadastral commission, of whom about 30% will be women. • At least 20 cadastral commission members trained in dispute resolution procedures. • Two lawyers in the MLMUPC Legal Department given on-the-job training in legislative drafting techniques and procedures. • A training program developed at the Royal School for Magistracy using the land law textbook. • Other training to be developed as required. 	<ul style="list-style-type: none"> • TA progress, midterm, and final reports. • TA review missions. • Feedback from course participants and cadastral commission members. • Broadcast materials and print media developed for public information program. • Number of cases in which nongovernment organization staff trained by the TA provide assistance to disputants at the cadastral commission. 	<ul style="list-style-type: none"> • The consulting team is capable and committed to the tasks. • The Council for Land Policy (CLP) issues policy statements required in order to draft legal texts in accordance with Government policy. • The Ministry of Land Management, Urban Planning and Construction (MLMUPC) makes suitable counterpart staff available for drafting legal texts. • Suitable counterpart staff is made available by the MLMUPC to assist in teaching judges, prosecutors, and cadastral commission members. • Training courses will be organized without undue interruption of service delivery. • Suitable locations for training courses will be made available. • Participants in training courses will attend for the full training period. • NGOs unable or unwilling to assist.

Design Summary	Performance targets	Monitoring Mechanism	Assumptions and Risks
<ul style="list-style-type: none"> • Training materials suitable for use in future training of professionals on land legislation • Public information program, including materials suitable for radio and television broadcasting 	<ul style="list-style-type: none"> • Distribution of at least 300 copies of the land law cartoon book and 50 copies of videos to 100 commune councils, etc. • Production and distribution to at least 100 district land offices and 100 commune councils of new books, leaflets, brochures, posters and other explanatory material regarding the implementing regulations of the land law. • Production and broadcasting (at least 30 times during the 24 months of the TA) of radio and TV programs explaining the implementing regulations of the land law. 		
<p>Inputs</p> <ul style="list-style-type: none"> • Consultants (20 person-months international and 24 person-months domestic) – \$405,200. • Resource persons - \$18,000. • Equipment - \$5,000. • Training and workshops - \$50,000. • Publication production - \$25,000. • Administration and office support - \$18,000. • Representative for contract negotiations - \$5,000. • Contingencies - \$53,800. • Counterpart support - \$110,000. 	<p>Activities</p> <ul style="list-style-type: none"> • Drafting legal texts, including public consultations. • Training courses. • Public education program. 	<ul style="list-style-type: none"> • TA progress reports. • TA review missions. • Feedback from course participants and cadastral commission members. 	

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
A. Asian Development Bank Financing^a			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	350.0	0.0	350.0
ii. Domestic Consultants	0.0	55.2	55.2
b. International and Local Travel	17.5	2.5	20.0
2. Equipment ^b	5.0	0.0	5.0
3. Training and Workshops ^b	0.0	50.0	50.0
4. Resource Persons ^b	0.0	18.0	18.0
5. Publication Production ^b	0.0	25.0	25.0
6. Administration and Office Support	0.0	18.0	18.0
7. Representative for Contract Negotiations ^c	5.0	0.0	5.0
8. Contingencies	41.0	12.8	53.8
Subtotal (A)	418.5	181.5	600.0
B. Government Financing			
1. Office Accommodation, Logistical Support, and Broadcasting Time	0.0	20.0	20.0
2. Remuneration and Per Diem of Counterpart Staff	0.0	50.0	50.0
3. Training Facilities and Accommodation for Trainees	0.0	40.0	40.0
Subtotal (B)		110.0	110.0
Total	418.5	291.5	710.0

^a Financed by ADB's TA funding program.

^b These are provisional sums and allocated amounts under these items are to be included in consultants' financial proposals without change.

^c One representative from the Ministry of Land Management, Urban Planning, and Construction (MLMUPC).
Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Tasks

1. A firm comprising international and domestic consultants will be engaged. The consultants will have extensive experience in (i) legal drafting, (ii) legal training of professionals in developing countries with an underdeveloped legal system, and (iii) development of materials for public information and conducting of public education programs. The consultants will be familiar with the issues relating to land ownership and related rights in Cambodia. The consultants will also be aware of the working environment and educational challenges of the judiciary in Cambodia. The consultants will coordinate closely with the technical assistance (TA) team of the Ministry of Land Management, Urban Planning and Construction (MLMUPC) and other agencies involved. A description of the tasks of the consultants follows. International consultants will be engaged for 23 months and domestic consultants for 30 months.

1. Drafting Implementing Legislation and Regulations

2. The consultants will assist MLMUPC in drafting subdecrees and related regulations required for the implementation of the land law, in particular, subdecrees or implementing regulations on the classification and reclassification of state-owned public land and state-owned private land, the sale of state-owned private land, granting of economic land concessions and the reduction in size of previously granted economic land concessions exceeding permissible limits, and donation of state private land for social purposes. The consultants will work with the Land Management and Administration Project (LMAP) (main text, para. 11) to ensure harmonization of work to be completed under the TA and the LMAP in order to eliminate duplication of efforts and to maximize all training and legal drafting work to be done. This will include ensuring that all LMAP activities with regard to policy making will be reflected in legal texts drafted by the consultants and MLMUPC. In consultation with MLMUPC, the consultants will continue the participatory drafting approach followed for the drafting of the cadastral commission and the social land concessions subdecrees, i.e., seeking feedback from relevant nongovernment organizations (NGOs) and other stakeholders on subdecrees and regulations that will have an impact on people's rights. To the extent that other ministries are involved in subject areas covered by the implementing decrees and regulations to be drafted under the land law, the consultants will also liaise with those ministries. The legislation and regulations produced should all be in Khmer and English.

2. Training Program

3. The consultants will undertake the following:

- (i) Design a program and curriculum for training about 100 NGO staff working at the grassroots level in assisting and representing parties to land disputes at the cadastral commission level. The training will be participatory in approach, actively involving the course participants through exercises, discussion groups, and case studies. Gender disaggregated data on participants will be included in all reports.
- (ii) Design a program and curriculum for training members of the cadastral commission and others charged with dispute resolution for land issues. This will include training in procedures for conciliation and interpretation of legal texts. The training will be participatory in approach. The exact number of training

sessions and their duration will be determined in consultation with MLMUPC and will focus on geographic areas in which there are numerous land disputes. Follow-up information will be obtained as to the outcome of disputes at the cadastral commission, particularly for people who sought the assistance of NGO staff trained under the TA.

- (iii) Design a program and curriculum for training judges, prospective judges, and prosecutors in the implementation of the land legislation. The exact number of training sessions will be determined in consultation with MLMUPC, the Royal School for Magistracy (RSM) and the Asian Development Bank (ADB), taking into account the availability of international training instructors of a level acceptable to RSM. International training instructors will also conduct seminars for other legal professionals, such as members of the Cambodia Bar Association, the Faculty of Law, etc., in conjunction with their training sessions at RSM.
- (iv) Manage all aspects of the training program, including logistics and preparation of teaching materials.

3. Public Information

4. Activities will include the following:

- (i) Produce and disseminate materials on the land law and related land-related issues to as wide an audience as possible, using all available means of communication and dissemination. The public education program materials should be capable of reaching all segments of the population, including illiterate people, and the materials should be distributed for public broadcasting. Materials such as videos, tapes, brochures, posters, and cartoon books should be developed. Culturally appropriate materials for ethnic minorities will be developed, if needed, and efforts will be made to reach women with the informational material.
- (ii) Implement the public education program, through distribution and broadcast of the information materials, making use of the local network of NGOs and civil society.

4. TA Management

5. The consultants will undertake the following:

- (i) In close coordination with ADB and the TA team, manage all aspects of the consulting services. Assist in establishing and maintaining good working relationships among all parties relevant to the TA, including MLMUPC, the LMAP team, RSM, the TA team members, the NGO community, and civil society.
- (ii) Assist in selecting local resource persons and manage their services.
- (iii) Procure equipment and materials to be provided under the TA.
- (iv) Assist in organizing tripartite meetings and prepare briefing materials for those meetings.

- (v) Establish a TA impact evaluation system, setting benchmarks at the commencement of the TA to measure the impact of the training program and the information dissemination program. As part of the system, feedback will be obtained regularly from the participants of the training courses, the NGO community, and cadastral commission members.

B. Reports

6. The consultants will prepare an inception report within 1 month of commencement of the TA, a report for each tripartite meeting, a midterm report about 1 year after commencement of the TA, and a final report at TA completion. Drafts of the reports will be submitted to ADB and the Government for discussion at tripartite meetings with Government representatives, ADB and the consultants. The final reports will reflect all comments made by the Government and ADB. All reports, except for the inception report, will include (i) impact evaluation updates, including feedback from training course participants, NGOs, and cadastral commission members; (ii) brief descriptions of assistance rendered to other relevant ministries; and (iii) descriptions of the outcome for people who have sought the assistance of the cadastral commission in resolving land disputes. The consultants will submit 10 hard copies and soft copies (on CD-ROM) of each report.