



Technical Assistance Report

Project Number: 38647
December 2005

Technical Assistance Democratic Socialist Republic of Sri Lanka: Independent External Monitoring of Resettlement Activities of the Southern Transport Development Project

CURRENCY EQUIVALENTS

(as of 9 December 2005)

Currency Unit	–	Sri Lanka rupee/s (SLR/SLRs)
SLR/s1.00	=	\$0.0098
\$1.00	=	SLRs101.95

ABBREVIATIONS

ADB	–	Asian Development Bank
AP	–	affected persons
JBIC	–	Japan Bank for International Cooperation
LARC	–	land acquisition and resettlement committee
MC	–	management consultant
MOH	–	Ministry of Highways
M&E	–	monitoring and evaluation
NDF	–	Nordic Development Fund
PCC	–	project coordination committee
RDA	–	Road Development Authority
RIP	–	resettlement implementation plan
SIDA	–	Swedish International Development Agency
SLRM	–	Sri Lanka Resident Mission
STDP	–	Southern Transport Development Project
TOR	–	terms of reference

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Transport and communication
Subsector	–	Roads and highways
Theme	–	Governance
Subtheme	–	Fostering physical infrastructure development

NOTE

- (i) In this report, "\$" refers to US dollars.

Vice President	L. Jin, Operations 1
Director General	K. Senga, Director General, South Asia Department (SARD)
Director	A. Pio, Country Director, Sri Lanka Resident Mission (SLRM)
Team leader	P. Seneviratne, Senior Transport Specialist, SARD
Team members	A. Gamaathige, Social Development Officer, SLRM J. Perera, Senior Compliance Specialist, SARD

I. INTRODUCTION

1. Following an investigation of the Southern Transport Development Project (STDP), the Compliance Review Panel (CRP)¹ recommended that the Management of the Asian Development Bank (ADB) implement several measures to bring the Project back into compliance. Among the measures is “help establish well-staffed monitoring of resettlement activities by an independent institution, forwarding concerns to Road Development Authority (RDA) for urgent action from the affected persons (APs).” Accordingly, ADB agreed with the Government of Sri Lanka to provide technical assistance (TA) for engaging an independent institution to review the progress of resettlement activities, monitor ongoing activities, and report to RDA on deficiencies, if any, for immediate corrective action.² Discussions were first held with the Ministry of Highways (MOH) and RDA, and the Fact-Finding Mission was fielded during 11-18 November 2005 to finalize the scope, schedule, and the financing plan. The design and monitoring framework is in Appendix 1.

II. ISSUES

2. **Background.** The primary output of the STDP is a 128-kilometer (km) highway from Colombo to Matara, and a 6 km link (Galle Access Road) from the highway to the city of Galle. Financing for the northern portion of the highway is provided by Japan Bank for International Cooperation (JBIC) and ADB is financing the approximately 60 km southern section. The Project also includes (i) a consulting services component for construction supervision and a black spot improvement component funded by ADB; (ii) a safety equipment supply component financed by Nordic Development Fund (NDF); and (iii) consulting services components for project management and traffic safety improvement financed by NDF and Swedish International Development Agency (SIDA), respectively. The ADB loan for the Project was approved on 25 November 1999 and declared effective on 30 October 2002.

3. Approximately 1,100 hectares, owned by 10,000 persons, were acquired for the Project. That affected about 3,000 families, about 214 of whom were vulnerable families, and physically displaced about 1,300 families. About 1,500 structures, comprising 1,315 private residences and 151 commercial establishments were removed from the project site. The government’s resettlement implementation plan (RIP) was approved by ADB on 22 October 2002, and the civil works contract was awarded on 22 December 2002. The RIP outlines the processes and schedule for (i) payment of compensation and other entitlements; (ii) relocation of APs to specially designated sites; (iii) provision of assistance to self-relocated persons; (iv) an income restoration program (IRP); (v) assistance with reestablishment of social networks and social capital; and (vi) monitoring and evaluation (M&E) of the resettlement process. The construction supervision engineer is implementing the RIP.

4. **Current Status.** By mid-October 2005, approximately 50% of the earthworks in the ADB-financed section had been completed and, based on the original contract, the overall physical completion level was about 26%. All APs in the ADB section and 87.6% in the JBIC section had been paid statutory compensation equivalent to 100% of payments due. The total amount of statutory compensation paid up to the end of August 2005 was about \$36 million (52% of which was paid out in the ADB section, and 48% in the JBIC section). In addition to the

¹ ADB. 2005. CRP Request No. 2004/1 on the Southern Transport Development Project in Sri Lanka-ADB Loan No. 1711-SRI SF: Final Report. June. Manila.

² The TA first appeared in *ADB Business Opportunities* (internet edition) on 15 January 2005.

statutory compensation, APs in over 90% of the acquired lots were eligible to receive supplementary allowances prescribed by the land acquisition and resettlement committees (LARCs). At the end of August 2005, 97.1% of those in the ADB section and 85.7% in the JBIC section had received LARC payments, and about 90% of the APs had received interest for the delayed statutory compensation. Total payments, in excess of the statutory compensation, by the end of August 2005 were about \$14 million (excluding interest). However, some APs who opted for RDA-provided resettlement sites have not yet received (i) titles to properties assigned under the resettlement plan, and thus some APs are prevented from using properties as collateral to raise mortgages and loans; (ii) adequate compensation for partial loss of property; and (iii) interest on delayed compensation payments. At most sites, access roads and basic amenities are not fully developed.

5. Because STDP is the first road project to involve large-scale involuntary resettlement in Sri Lanka, implementation of the resettlement plan was difficult and slow at the beginning. RDA and related agencies lacked personnel and know-how to ensure efficient and effective implementation in general, and to respond to the concerns of vulnerable APs such as women, children, and the elderly in particular. At the outset, RDA engaged an independent external body to monitor and report on the progress of the resettlement activities. Due to poor quality of the monitor's work, however, the RDA proposed, and ADB concurred, to delegate the monitoring responsibility to the project management consultant (MC), FinnRoad. The MC now continually monitors and reports progress to ADB through monthly reports. Issues requiring particular attention of the Government or MOH are highlighted through this monitoring process, and discussed at the monthly project coordination committee (PCC) meetings and management group meetings. Subsequently, the chair of the PCC, the secretary of MOH, approves corrective actions deemed necessary. Periodic external reviews of resettlement activities are conducted by an international specialist under then construction supervision engineer's contract.

6. While RDA has exerted its best efforts and established a comprehensive compensation and allowance payment and a monitoring system, there is still a sense of feeling among some APs that RDA's responses to issues such as delayed payment of compensation and entitlements, incomplete infrastructure at resettlement sites are slow or ineffective. ADB missions and Sri Lanka Resident Mission (SLRM) staff continue to bring such issues to the attention of the Government, and action is being taken by RDA to address them. However, ADB and the Government decided that systematic independent monitoring as recommended by the CRP and formal reporting according to an agreed-upon framework would enable RDA to respond more effectively and equitably.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcomes

7. APs' living standards, in terms of incomes and livelihood, will be raised or at least restored to preproject levels, and better access to markets and employment will increase opportunities to derive direct or indirect benefits from the STDP. The TA will facilitate the identification of deficiencies in the resettlement activities, which include payment of compensation, relocation, rehabilitation, and related activities, and timely implementation of corrective measures, to ensure compliance with CRP recommendations and loan covenants on independent monitoring.

B. Methodology and Key Activities

8. An experienced domestic nongovernment institution supported by an international M&E specialist will use a combination of periodic desk reviews, personal interviews, and field observations to monitor the effectiveness and efficiency of the resettlement activities in relation to a set of predetermined indicators and targets or standards agreed upon with ADB and JBIC. During the first 6 months of the TA, the consultants will design a monitoring framework, using sample data from RDA's databases and independent field visits, and validate the framework; identify types of activities unlikely to meet the agreed-upon targets or standards; develop a mechanism for suggesting corrective measures to RDA; and prepare a work plan for periodic monitoring over the next 18 months. The primary aspects to be monitored will include, but will not necessarily be limited to (i) standards of living (including livelihood and income) of APs, (ii) timeliness and completeness of payments to APs of compensation and LARC allowances, (iii) physical condition of RDA-established resettlement sites, (iv) socioeconomic conditions of self-relocated persons, and (v) special or potential problems brought to the consultant's attention by APs and RDA responses. Corrective measures, if needed, will be proposed in line with the RIP and, aimed at increasing its effectiveness and efficiency.

9. The domestic consultants will organize workshops to (i) discuss the draft monitoring framework and work plan, (ii) verify and finalize the monitoring framework and work plan, (iii) discuss findings from continuous monitoring, and (iv) discuss biannual monitoring activities and case studies as well the impact of actions taken by RDA. In consultation with ADB and JBIC, the consultants will establish a workshop-panel, which may comprise, but will not be limited to (i) selected APs; (ii) specialists in resettlement, environment, and income restoration; and (iii) distinguished members of the community such as legal experts, academicians, etc; to comment on the findings and suggest measures to correct deficiencies in the resettlement process.

C. Cost and Financing

10. The total cost of the TA is estimated at \$421,000 equivalent including a foreign exchange component of \$76,000 and a local currency component of \$345,000 equivalent. The TA will be financed on a grant basis by ADB's TA funding program. ADB will provide up to \$336,000 equivalent to cover all foreign exchange and local costs. The government will provide local currency equivalent of \$85,000 in the form of data, reports, and visits to the project sites. JBIC will provide \$150,000 equivalent in local currency on a parallel basis for external monitoring of resettlement activities in the JBIC-funded section, and will engage ADB's TA consultants under the same terms of reference (TOR). Details of the costs and financing plan are in Appendix 2.

D. Implementation Arrangements

11. MOH will serve as the Executing Agency and facilitate unrestricted access by TA consultants to relevant RDA databases, information sources, and project sites. SLRM staff will administer the TA in coordination with JBIC to ensure independence and impartiality, and will be directly responsible for guiding and advising the TA consultants. SLRM will arrange quarterly meetings with JBIC, MOH, and RDA to discuss the consultants' findings, and agree on the mechanism and schedule for implementing corrective measures, where necessary. The secretary of MOH will then announce the agreements at the subsequent PCC meeting, and instruct RDA accordingly. Biannual workshops organized by the domestic consultants will be the forum for reporting on the status of the corrective measures to the key stakeholders.

12. The TA will be implemented over 24 months, 30 March 2006–29 March 2008. It will require 26 person-months of consulting services: 3 for the services of an international M&E specialist, and 23 for the services of a domestic consulting institution. ADB will engage the consultants in accordance with its *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for engaging domestic consultants. The international consultant will be engaged on an individual basis. The quality- and cost-based selection method will be employed in selecting the domestic consulting institution on the basis of simplified technical proposals, to ensure that the institution is fully staffed as requested by the CRP, and the methodology is further elaborated. The domestic consulting institution will comprise a social development specialist with a strong background in resettlement and income generation serving as team leader and providing 12 person-months of input; a statistician for 8 person-months; and an experienced workshop facilitator/moderator for 3 person-months of input. The domestic consulting institution will be expected to have in-house staff or be able to externally source staff experienced in conducting personal interview surveys, database management, and computer data entry. Outline TOR for the consultants are given in Appendix 3.

13. In view of the significance and relationship of the TA to the rapid progress of the STDP, approval for advance recruitment action according to Project Administration Instructions Section 2.02 para. 15 has been granted by the Vice President. The advance action will cover the recruitment of consultants up to, but not including, the signing of the contracts.

IV. THE PRESIDENT'S DECISION

14. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$336,000 on a grant basis to the Government of Sri Lanka for Independent External Monitoring of Resettlement Activities of the Southern Transport Development Project, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact Higher or similar standards of living (income and assets) of APs compared with the conditions before the STDP</p>	<ul style="list-style-type: none"> • Change in average and standard deviation of income of APs • Change in average and standard deviation of value of APs' fixed asset value 	<p>RDA's MIS and office records and personal interviews, and field observations</p> <p>Final report and final workshop</p>	<p>Assumption</p> <ul style="list-style-type: none"> • Baseline data, including inventory of losses, are available or can be corroborated or reconstructed through interviews
<p>Outcome Increased effectiveness of the resettlement activities</p>	<ul style="list-style-type: none"> • Average time it takes to receive compensation and other entitlements • Time it takes to receive land titles • Completeness of infrastructure and services at new resettlement sites • Percent of APs receiving income restoration program funds • Number of complaints received from APs 	<p>RDA's MIS, personal interviews, and field observations</p> <p>Periodic reports and workshops</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • Corrective action istaken by RDA in a timely manner • Baseline data are available or can be reconstructed through interviews <p>Risk</p> <ul style="list-style-type: none"> • APs are unwilling to share personal information and agree on the findings of the domestic consultants
<p>Outputs</p> <ol style="list-style-type: none"> 1. External monitoring framework with indicators 2. Measures to increase RIP effectiveness 3. Case studies of APs 4. Lessons on resettlement for other infrastructure projects in Sri Lanka 	<ul style="list-style-type: none"> • Finalization of framework within 2 months of TA commencement • Time it takes to implement corrective measures 	<p>Review missions, periodic reports, and project steering committee evaluations</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • MIS is completed on time • APs remain in the same locations or new locations can be identified • Information on self-relocated persons is available

Activities with Milestones	Inputs:
1.1 Preparation of draft monitoring framework and accompanying inception report within 6 weeks of TA commencement	ADB \$336,000
1.2 Workshop for finalizing monitoring framework within 2 months of TA commencement	Government of Sri Lanka \$85,000
1.3 Field verification through surveys, case studies, and observations and filling of gaps, and workshop for reviewing results within 3 months of TA commencement	JBIC \$150,000
1.4 Continuous monitoring to commence within 3 months after TA commencement	
1.5 Workshop for discussing corrective measures within 6 months of TA commencement	
1.6 Periodic monitoring according to the framework for 18 months to commence after 6 months, with at least three workshops after each monitoring period	
2.2 Case study reports to be submitted within 22 months of TA commencement	
3.1 Final tripartite meeting within 24 months of TA commencement	
.	

ADB = Asian Development Bank, APs = affected persons, IRP = income restoration plan, JBIC = Japan Bank for International Cooperation, MIS = management information system, RDA = Road development Authority, RIP = resettlement implementation plan, TA = technical assistance.

Cost Estimates and Financing Plan
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
A. Asian Development Bank (ADB) Financing^a			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultant	54.0	0.0	54.0
ii. Domestic Consultants	0.0	103.0	103.0
b. International and Local Travel	12.0	25.0	37.0
c. Reports and Communications	0.0	10.0	10.0
2. Workshops	0.0	30.0	30.0
3. Surveys	0.0	50.0	50.0
4. Miscellaneous Administration and Support Costs	0.0	20.0	20.0
5. Contingencies	10.0	22.0	32.0
Subtotal (A)	76.0	260.0	336.0
B. Government Financing			
1. Transport	0.0	25.0	25.0
2. Staff Salaries	0.0	20.0	20.0
3. Data	0.0	40.0	40.0
Subtotal (B)	0.0	85.0	85.0
Total	76.0	345.0	421.0

^a Financed by ADB's technical assistance funding program
Source: ADB estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTING SERVICES

A. Scope of Services

1. The Technical Assistance (TA) will require 26 person-months of consulting services: 3 from an international M&E specialist, and 23 from an experienced domestic consulting institution. The domestic consulting institution (person-months are in parentheses) will comprise a social development specialist with a strong background in income generation, serving as team leader, (12); a statistician/economist (8); and an experienced workshop facilitator/moderator (3). The domestic consulting institution will also carry out through its staff or appropriate outsourcing arrangements the necessary fieldwork and data analysis and will organize and conduct the required workshops. The international consultant will be engaged on an individual basis, and the domestic consulting institution will be engaged by the Asian Development Bank (ADB) using the quality- and cost-based selection method on the basis of simplified technical proposals according to ADB's *Guidelines on the Use of Consultants*. The domestic institution will be expected to have in-house staff experienced in conducting personal interview surveys, database management, and computer data entry.

2. The consultants will use a combination of periodic desk reviews, personal interviews, and field observations to monitor the effectiveness and efficiency of the resettlement activities in relation to a set of pre-determined indicators and targets or standards agreed upon with ADB and Japan Bank for International Cooperation (JBIC).

B. Terms of Reference

3. The TA will be implemented in four phases: phase 1, planning and validation (2 months); phase 2, testing and verification (1 month); phase 3, continuous monitoring (3 months); and phase 4, periodic monitoring (18 months), over the entire length of about 128 kilometers of the Southern Transport Development Project (STDP) and related facilities and sites. The consultants should endeavor to monitor all activities related to the resettlement implementation plan (RIP) approved by ADB on 22 October 2002.

4. During the first 6 months of the TA, the consultants will design a monitoring framework, using sample data from the Road Development Authority's (RDA) databases and independent field visits and validate the framework, identify types of activities unlikely to meet the agreed-upon targets or standards, develop a mechanism for suggesting corrective measures to RDA, and prepare a work plan for periodic monitoring over the next 18 months. The primary aspects to be monitored will include, but will not necessarily be limited to (i) standards of living (including assets and income) of affected persons (APs), (ii) timeliness and completeness of payment of compensation and other allowances to APs, (iii) physical condition of RDA-established resettlement sites, (iv) socioeconomic conditions of self-relocated persons, and (v) special or potential problems brought to the consultant's attention by APs and RDA responses. Corrective measures, if needed, will be proposed in line with the RIP, and will aim at increasing its effectiveness and efficiency.

5. In phase 1, the consultants will develop a monitoring framework in close consultation with ADB, JBIC, and Ministry of Highways (MOH); perform a pilot verification test; and prepare a methodology to continuously track, over the entire TA implementation period, the level of livelihood, living standards, general level of satisfaction, etc. of APs without unduly infringing on their privacy. Additionally, the consultants will prepare a sampling strategy, questionnaire/survey forms for field data collection, and a time-bound work plan.

6. In phase 2, the monitoring framework will be validated through a full field test, the methodology will be fine-tuned if necessary, and the work program will be finalized. The consultant will also organize a workshop involving ADB, JBIC, MOH, and other stakeholders to discuss the approach and indicators.

7. Continuous monitoring will take place during phase 3, with a workshop at the end of the phase.

8. Monitoring will be biannual in phase 4. Additionally, the consultants will organize and conduct biannual workshops to present their findings and recommendations. They will also undertake a set of case studies and continue to track the set of APs chosen from the main sample. The case studies of the selected APs are intended to highlight the strengths and weaknesses of the resettlement and relocation processes followed from the outset, and highlight measures that could be taken to improve the processes in the future.

1. Phase 1 (2 months)

9. Phase 1 will require 1.5 person-months of continuous on-site services of the international M&E specialist, 2 person-months services each from the social development specialist/team leader and statistician, and 0.5 person-months from the workshop facilitator/moderator. The consultants will do the following:

- (i) Prepare a monitoring framework outlining indicators, targets, measures, etc; the format for the workshops and potential panel members; and the data/information needed to evaluate the effectiveness and efficiency of the RIP, and a schedule. The indicators should reflect timeliness and completeness of the compensation paid in accordance with the entitlement matrix, ex gratia payments for early relocation, interest payments, land acquisition and resettlement committee (LARC) and Super LARC payments and related activities, the quality of infrastructure and services at RDA resettlement sites, activities of the housing societies, income levels, etc.
- (ii) Prepare questionnaires and/or survey forms for collecting data through personal interview surveys, observations, and RDA's management information system. Data collection should be structured to also capture issues and concerns expressed by APs in letters to RDA and the Government, and through other media.
- (iii) Validate the overall monitoring (data collection methodology, sampling procedure, size and representation as well as the sample for continuous tracking, and reporting format) framework using a small sample of relevant data.
- (iv) Organize a workshop to discuss the framework and validation results as well as the proposed work plan with ADB, JBIC, and MOH, and incorporate any suggestions/revisions and finalize the framework and schedule.

2. Phase 2 (1 month)

10. Phase 2 will require the service of the following experts (person-months are in parentheses): international M&E specialist (0.5), social development specialist/team leader (1), and workshop facilitator/moderator (0.5). The consultants will do the following:

- (i) Perform the first formal round of desk reviews, interviews, and field observations; analyze data and other information according to the agreed-upon framework.

- (ii) Identify any deficiencies and suggest corrective measures, if necessary.
- (iii) Prepare a progress report and organize a workshop to discuss the main findings and recommended corrective measures with ADB, JBIC, MOH, and other stakeholders. The consultants will also receive comments on the findings as well as the format and contents of the reports, etc.
- (iv) Revise, if necessary, the framework and work plan and prepare for phase 3.

3. Phase 3 (3 months)

11. Phase 3 will require the services of the following experts (person-months are in parentheses): international M&E specialist (0.5 at the home office toward the end of the TA), social development specialist/team leader (3), statistician (2), and workshop facilitator/moderator (0.5), plus necessary fieldwork for interviews, data collection, and analysis. The main tasks to be undertaken during this phase will include, but will not be limited to the following:

- (i) Monitor and report according to the work plan agreed upon with ADB.
- (ii) Identify case studies and prepare a draft study proposal for discussion with ADB.
- (iii) Conduct a workshop at the end of the phase to discuss the findings, possible corrective measures and the impact of the recommendations of phase 2.

4. Phase 4 (18 months)

12. Phase 4 will require the services of the following experts (person-months are in parentheses): international M&E specialist (0.5 toward the end of the TA), social development specialist/team leader (6 intermittent), statistician (3 intermittent), and workshop facilitator/moderator (1.5), plus necessary fieldwork for interviews, data collection and analysis. The main tasks to be undertaken during phase 4 will include, but will not be limited to the following:

- (i) Monitor and report according to the work plan agreed upon with ADB.
- (ii) Agree on the case studies and prepare a draft proposal for discussion with ADB.
- (iii) Conduct workshops every 6 months to discuss the consultants' findings, corrective measures recommended, and the impact of the implemented recommendations.

C. Implementation Arrangements

13. MOH will serve as the Executing Agency and facilitate unrestricted access of TA consultants to relevant RDA databases, information sources, and project sites. Sri Lanka Resident Mission (SLRM) staff will administer the TA in coordination with JBIC to ensure independence and impartiality, and will be directly responsible for guiding and advising the TA consultants. SLRM will arrange quarterly meetings with JBIC, MOH, and RDA to discuss the consultants' findings, and to agree on the mechanism and the schedule for implementing corrective measures, where necessary. The secretary of MOH will then announce the decisions on such measures at the subsequent project coordination committee (PCC) meeting, and instruct RDA accordingly. Biannual workshops organized by the consultants will be the forum for reporting to the key stakeholders of the Project the status and outcome of the corrective measures.

14. The TA will be implemented over 24 months, 30 March 2006–29 March 2008. In addition to the periodic TA workshops, monthly meetings of the PCC chaired by the secretary of MOH, will serve as the forum for finalizing the mechanism and schedule for implementing TA consultants' recommendations. RDA will be responsible for implementing the recommendations.

15. The international consultant will work in close coordination with the domestic consultants, and will take the lead responsibility in phase 1 for preparing and pilot testing the monitoring framework, and developing the questionnaires, sampling techniques, case study subjects and approach, and reporting contents and formats. The international consultant's services at the home office in phases 2 and 3 will be in the form of comments and suggestions on selected progress reports, annual reports, and workshop formats. In phase 4, the international consultant will participate in the final workshop and assist the team leader to prepare the final monitoring report and associated case studies. The team leader will be responsible for the overall management of the project, including coordination with and seeking input from the international consultant on findings, recommendations, and annual and draft final reports. The team leader will also be responsible for organizing the workshops and preparing the case studies, and for supervising the fieldwork, data collection and analysis carried out by the domestic consulting institution. Additionally, the team leader, in consultation with ADB, JBIC, and MOH, will establish a workshop-panel comprising selected APs, specialists in evaluating and monitoring social programs as well as distinguished members of society to comment on the findings and recommendations.

D. Reporting Requirements

16. The consultants will submit the following reports according to the specified schedule:

Table A3: Reports Schedule

Report Title	Due Date	Responsible Person	# of Copies
Inception Report	6 weeks of notice to proceed	International Consultant	5
Phase 1 Final Report	8 weeks of notice to proceed	International Consultant	5
Phase 2 Final Report	4 weeks after commencement of phase 2	Team Leader	5
Phase 3 Report	1 month after end of phase 3	Team Leader	5
Phase 4 Biannual Reports	6 and 12 months after end of phase 3	International Consultant Team Leader	5 + 3 CDs
Phase 4 Draft Final Report, Final Report, and Case Studies	16, 17, 18 months, respectively, after end of phase 3	International Consultant Team Leader	10 +3 CDs

CD=compact disc.