CAMBODIAN FOREST CONCESSION REVIEW

EVALUATION OF THE DRAFT REPORT
and
RECOMMENDATIONS FOR FOLLOW UP ACTION

FINAL REPORT OF THE EXPERT PANEL

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ADB TA 3152-CAM
Sustainable Forest Management Project

Fraser Thomas & Partners

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1. THE PROCESS

1.1 The Task of the Panel

In 1997 the Royal Government of Cambodia requested the Asian Development Bank (the Bank) to provide Technical Assistance to enhance the policy environment and the regulatory framework for forestry sector reform in Cambodia. The TA was intended also to prepare an investment in the forestry sector, consistent with the country’s development objectives and the Bank’s focus on poverty alleviation, in this case through a loan for investment in community forestry. A consortium led by Fraser Thomas Ltd. and Partners (New Zealand) and including GFA – Agrar (Germany) and ANZDEC (New Zealand) was selected to provide this Technical Assistance under "Sustainable Forest Management Project" (ADB TA 3152-CAM).

The overall reform objective was to be served by four tasks:

- the preparation of a draft forestry law
- the design of a model concession agreement
- policy support to community forestry guidelines
- a review of the performance of existing concessions

The fifth task of the project was to have been the work of investment loan project preparation (PPTA).

The project started work on 19 July 1999. Inception and interim reports were published. The draft final report of the concession review component was first released to the public for comment in a presentation workshop, held on 3 April 2000.

Recognizing the wide public interest in this review process, the Bank requested additional and independent professional advisory services from a panel of experts. The panel was mandated to:

I. Review the draft final report on the Forest Concession Review and any other relevant documentation made available to them;

II. Consult with representatives of key stakeholders;

III. Conduct and facilitate a workshop on 20 and 21 April 2000, for inputs from key stakeholders to the finalization of the concession review report;
IV. Comment on the adequacy of the project’s terms of reference and the resources made available to carry them out;

V. Provide suggestions for the strengthening of the report, and;

VI. Based on the above inputs and the panel's own professional judgement, make recommendations to all stakeholders for follow-up action.

The independent expert panel nominated by the Bank consisted of Dr. Walter Kollert, Forest Economist, GTZ, Vientiane; Mr. Tom Dillon, Forester and Conservationist, WWF, Washington; and Mr. Andrew McNaughton, Natural Resources Management Specialist, External Consultant to Sida, Phnom Penh.

1.2 The Project’s Terms Of Reference And Resources

The Project’s original Terms of Reference and indicative budget were developed after the ADB fact-finding mission in November 1998. The mission leader consulted with a range of stakeholders and locally based experts. The ToR were somewhat revised after short-listing in March 1999, and further minor revisions were made at both contract negotiation, according to the Project Team’s response to the ToR, and following the inception phase in August 1999. Changes included the allocation of resources for the preparation of satellite-imagery based maps of concession areas, and the use of fixed-wing aircraft for part of the concession inspection function.

Field inspections for the concession review commenced in October 1999 but the number of concessions that could be visited was limited by prolonged monsoon rains, the seasonal occurrence of the Khmer water festival, and the occurrence of a forest certification workshop that involved the participation of counterpart personnel whose inclusion on the inspection teams was considered critical. Following the ADB’s interim review mission to the project, the contract of the Forest Management Specialist was extended, to allow time for fuller inspection of all operating concessions in the field. Also at this juncture, a Concession Management Specialist was added to the team to deepen the concession review component and to assist with the design of action plans. The Legal Specialist was extended to enable follow up to the progress of the passage of the Forest Law, and to provide clarification as needed to law-makers and others concerned with enactment of the legislation.

In January 2000, in the context of an overall review with the RGC of the ADB country program in Cambodia, the Government advised the Bank that it did not attach a high priority to using what loan funds might be available to it for an investment project in community forestry, the planning of which was to have been the Project’s fifth task. The Government requested the Bank to reformulate the TA so as to use the available resources to further strengthen and deepen the activities related to the concession review, the preparation of the forest law, and the development of community forest guidelines. Resources were then allocated for two workshops, one for presentation of the draft report, and one to debate its conclusions. Extensions to the time allocations to the forest management and concession management specialists were made to cover these workshops, and budgetary provision was made for the inclusion of an international expert panel to lead the second workshop and make recommendations.

Overall, the panel believes that the resources of money and professional expertise made available for the Concession Review component of the Project have been sufficient to the requirements of the task. Some stakeholders have expressed concern that the actual fieldwork component of the review may have been under-resourced. The Panel concurs with the view of the Project Team, that more time spent on the ground in the concession areas would not have changed the conclusions of the study.

1.3 The Workshop

Prior to the start of the workshop the atmosphere in the forestry sector was perceived as tense by all stakeholders. The Forest Concession Review was met by wide public interest, and attention from the local and international press was intense. The concessionaires feared cancellation and/or a moratorium for some or all concessions.

In contrast, the workshop was carried out in an atmosphere of professional commitment to finding solutions to
the problems of the Cambodian forest sector. The discussion was largely free from attempts to find villains, and all key stakeholders showed a willingness to accommodate the views and needs of others. The Panel believes that its recommendations provide an effective way to continue the forestry reform process in the same spirit.

The workshop spanned 1.5 days. The Secretary of State of the Ministry of Agriculture, Forests and Fisheries, and the Director of the Department of Forestry and Wildlife opened the workshop by expressing the Royal Government of Cambodia’s commitment to implement forest management reforms, based on the recommendations of the workshop and the subsequent final report of the ADB funded Sustainable Forest Management Project. The paramount principle of sustainable use of the resources to the benefit of all stakeholders was endorsed.

The team of the Sustainable Forest Management Project presented the draft report, in verbal summary and using slides to show the state of the forest resource and the good and bad management practices which they had observed in their field work. Important clarifications were given on what the draft report does and does not conclude or recommend. These concerned the team’s sole use of sustainability criteria in assessing concession condition, the lack of recommendations for punitive action to any concessionaire, and the intended use for future monitoring purposes of the performance ranking data provided. These clarifications will be discussed below in dealing with the Panel’s recommended changes to the draft report.

The expert panel presented a joint document on the key elements of sustainable forest management and offered some guidance to the workshop concerning issues that ought to be deliberated.

The Chairman of the Cambodia Timber Industry Association gave a written and verbal presentation on behalf of the CTIA membership, including individual members’ points of view and a general statement of the CTIA’s commitment to collaboration with other stakeholders to reform the Cambodian forest sector. Here again the principles of sustainable management were given paramount importance, along with the need for mutual assurances, fair distribution of benefits, and for justice under the rule of law.

About four hours of workshop time were spent hearing comments from stakeholders on the issues. These were grouped under a set of general headings as determined by compilation of written questions invited from the participants, as follows:

- Contract renegotiation, cancellation, moratorium
- Social values and community needs
- Environmental values
- Domestic timber supply
- Crime investigation
- Timber prices and royalties
- Land use planning, road networks, and logging practices
- General comments on the draft report.

During the final break, late in the morning of the second day, the panel assembled a set of preliminary conclusions and recommendations, which were presented and debated in the final plenary session of the workshop. This debate provided important additional input to the Panel's deliberation, and is reflected in the present report.

The workshop closed with thanks to the participants from the Director of the Department of Forestry and Wildlife, on behalf of the Royal Government of Cambodia.

The momentum gained through the open dialogue among all stakeholders and reflecting their high commitment must not be lost. The panel therefore suggests that immediate action be taken as proposed later in this report.
The Panel believes the present report and our recommendations take fully into consideration the statements made by all participants in the Workshop. A transcript of the Rapporteurs’ notes from the meeting is available from Fraser Thomas and Partners at the Project office.

2. THE RESULTS

2.1 Overall Assessment

The work of the Cambodian Forest Concession Review, as presented in the draft final report dated 31st March 2000, was comprehensive, with extensive consultation, field work, and data analysis. All relevant aspects of the Cambodian forest sector and the concession system were reviewed, including contractual, legal, institutional and sustainability issues. As reported, the work fully meets the standards and expectations of professionalism common to the international forestry community. There are improvements that could be made in finalizing the draft report, to enhance its clarity and to strengthen the presentation of the logic between the report’s analysis and its conclusions and recommendations. Moreover there are recommendations which the panel offers here from its own work, for how to sustain the momentum of change in Cambodian forest sector management which has been generated.

The panel concurs with the recommendations made by the review team, which broadly outline what the panel considers to be the best process for reform of the concession system. However, it must be stressed that these are largely the recommendations of international advisers. The Royal Government, as the owner of the nation’s forests, now faces a decisive opportunity to enact major reforms in the sector, and may choose to take even firmer action.

2.2 The Draft Report as a Communication Tool

2.2.1 Important Clarification

The major evaluation of concessions in the draft final report was based on the Project Team’s observation and *prima facie* assessment of the present condition of the forest resource, in particular the volume of wood left in the concessions. Whether or not the concessions could conceivably be managed sustainably over a 25 or 30 year rotation, given that volume, was the core of the analysis. The legal and performance compliance components of the analysis were *not* used by the Project team to make recommendations on cancellation or other treatment of concession agreements. Only the remaining volume of timber, an admittedly crude indicator of sustainability, was used for such purposes. The draft report, for all its merits, fails to make clear this fundamental point. The resulting confusion in the minds of many readers was more than evident in some of the interventions made at the workshop. The panel recommends, therefore that Chapter 4 be re-drafted to clarify the intent of the Project Team.

2.2.2 Environmental & Social Values in FMPs

The draft report correctly states the absolute importance of having in place sustainable forest management plans (FMP) consistent with international standards. The report itself appears to concentrate heavily on a narrow view of forestry from an engineering and timber harvesting perspective, without explicitly addressing overall strategic land-use planning issues such as community forestry and environmental values, which are fundamental to a sustainable management plan. References to the nature of the recommended sustainable forest management plans and the benefits that would flow to the sector from the implementation of such plans, are scattered in several places in the draft report, but nowhere clearly addressed in summary form. However these dimensions are well dealt with in the World Bank Management Supplement to the Forest Harvesting Guidelines, the Draft Forestry Law, and the Forest Concession Management and Community Forestry Sub-Decrees, upon all of which the report draws and depends.

The draft report assumes that the reader already has a strong understanding of these documents, an assumption that does not appear grounded in the realities of low English language comprehension and limited technical capacity in Cambodia, and the sheer volume of available material which is likely to have been read by only a limited number of stakeholders. The report would be much improved if it briefly but clearly stated (perhaps as side-bar text boxes) what is expected in forest management plans and how FMPs would support Sustainable Forest Management as holistically understood.
2.2.3 Performance ratings

The draft report does not explain the purpose of the forest management performance rating system presented in Appendix 4 and Table 5B, nor adequately explain its derivation. The team should clearly articulate how the rating system is intended to be used in the future by the government or other parties, and how it contributes to the report's own conclusions and recommendations, if at all.

2.2.4 System Failure

Paragraph # 77 ("system failure") is considered by the panel to be a key statement in the entire report and should be given more prominence in the final version.

2.2.5 Executive Summary

An Executive Summary should be added to the final report, highlighting the key findings of the project and briefly but clearly articulating the conclusions and recommendations. The Executive Summary should be translated into Khmer as soon as possible to enhance the report's efficacy as a communication tool.

2.3 Recommendations for Immediate follow-up Support by the ADB TA Project and other Donor Agencies

2.3.1 Action Plan

As soon as possible, the Project team should present an action plan giving program options and the related consequences/risks for the resource, the concessionaires, the communities, the DFW and the Government's revenues. The final report should also propose to the Government which of the suggested program options is considered to be the most advantageous for achieving sustainable forest management. It would be helpful if this preferred option is presented in detail in a way that clearly indicates immediate, medium-term and longer-term actions, and specifies human and financial resources needed to implement them. Such an action program would highlight comparative priorities while also providing the government with more specific guidance. The recommended program should be time-bound, in the sense that the specific performance obligations of the concessionaires and of the RGC should be scheduled, provisions for monitoring made, and penalties for failure to meet the schedule specified.

2.3.2 Institutional Capacity in DFW

Effective and timely implementation of the recommendations will require additional capacity in government institutions. The nature of the capacity needed does not receive adequate attention in the draft report. A section is needed outlining capacity and/or other constraints in DFW and its partner agencies as related to implementation of sustainable forest management and the recommendations of the draft report. In addition, specific suggestions on how those constraints could be overcome are needed, as for example through training and institutional re-structuring.

2.3.3 Wood Processing Capacity

The draft report states that the processing capacity of the wood industry by far exceeds the sustainable allowable cut but does not elaborate operational scenarios for how to harmonize the sustainable output capacity of the resource with the processing capacity, including an analysis of socioeconomic consequences. The panel points out that once the sustainable forest management plans are in place for all concessions, the volume of available inputs to processing plants will have been determined. Therefore, as with the adjustment of royalties and renegotiation of concession contracts, all of these processes are dependent upon the completion of sustainable forest management plans in a timely manner.

2.3.4 Land Stewardship

The draft report proposes cancellation of three concessions and envisages a moratorium for another eight. As part of such a recommendation, the manner by which these areas should be managed after cancellation or until the lifting of the moratorium needs to be clearly elaborated in order to imbue the recommendation with stronger guidance to the government. Attention should be given to the uses that would be undertaken in these
canceled concessions as well as the entities that would manage the areas, including possibly their reallocation to other concessions. Identification of new stewards should also include the possibilities of engaging local community participation in land and resource management, and reallocation to adjacent concessions.

2.3.5 Degraded Land Rehabilitation

The draft report states that a major portion of the forest under concession is degraded. There are no recommendations, however, regarding how those areas could be rehabilitated and how these operations would be undertaken. It would be useful if options were indicated in a preliminary way, as to how the government and/or concessionaires could begin the planning and implementation of rehabilitation activities. Major investment in technical expertise would be required to plan and implement such a project.

2.4 The Panel’s Recommendations for Action by Key Stakeholders

This chapter provides recommendations to the Royal Government of Cambodia, the Cambodian Timber Industry Association (CTIA), the donor community, and other stakeholders, on how to move the Cambodian forest sector forward.

2.4.1 Momentum

In order to seize the present momentum and promote sustainable forest management DFW should, within 2 months, notify all concessionaires:

- **Standards**: on the standards required for the development of forest management plans following guidelines such as i) those drafted in the World Bank Forest Management Supplement (Dec. 98), ii) the Sub-Decree on Forest Concession Management, and iii) the GTZ-supported Malaysian-German Sustainable Forest Management Project in Sabah, Malaysia. Such standards include the equivalent of an Environmental and Social Impact Assessment;

- **Milestones**: on setting specific time-bound performance milestones for the development of sustainable forest management plans, including i) the engagement of competent professionals either from within the concessionaire company or externally recruited, ii) production of an inception report outlining their planned action program for FMP development, iii) interim reporting on the development of the FMP, and iv) finalization of the full FMP. The maximum time span for the completion of the management plans should be one year. Concessionaires should be encouraged to begin immediately to make arrangements to engage the required expertise. Concessionaires who do not to meet any single item in the schedule of prescribed milestones in the development of their FMPs should have their concessions cancelled within 1 month after receiving the DFW’s letter of notification of failure to meet the milestone, if the milestone cannot be satisfactorily shown to have been met. DFW will require the services of competent Cambodian legal counsel in taking these actions.

- **Continuation**: on assuring concessionaires of the continuation of the right to operate under the partial moratorium described in 2.4.3, provided that performance milestones are fully satisfied with respect to the process of developing FMPs according to the standards, and provided that the eventual FMP is commensurate with those standards;

- **Renegotiation**: on engaging in a process which will result in a replacement of the existing Investment Agreements and Forest Timber Licenses with agreements based on the Sub-Decree on Forest Concession Management and consistent with the management plans.

2.4.2 Cancellation

The Panel considers it urgent that the Government take, and be seen to be taking, immediate and very strong action to bring the abuse of the forest estate under control. Three concessions have been recommended for cancellation. At present these 3 have no cutting permits for 2000. The Panel recommends that DFW inform the 3 concessionaires that they will not be issued any cutting or other permits until their sustainable forest management plans are developed, according to the time-bound provisions above. If they are able to develop FMPs consistent with the standards, then they should be allowed to continue to operate in conformance with them. If not then they should be cancelled within the year, as indicated.
2.4.3 Moratorium

On all other concessions the RGC should implement a 1 year partial moratorium. The panel understands that five cutting permits have already been issued for the year 2000 and others are pending. All cutting permits should be suspended until concessionaires submit an acceptable harvesting plan for 2000 indicating their best possible effort to harvest in accordance with sustainability principles. Acceptability should be judged by the DFW supported by the independent monitor described in 2.4.4. In this context the CTIA’s offer to reduce the already permitted 2000 annual allowable cut (AAC) by up to 75% should be quickly taken up by the RGC and acknowledged by both parties as part of the principle of mutual assurance and as a basis for future negotiation.

2.4.4 Monitoring

Resources must be made available to DFW to enable it to organize and monitor the mandatory performance requirements of the concessionaires in the short term. The Panel recommends that resources be found immediately to engage the services of a surveillance and certification firm accredited by the Forest Stewardship Council, to monitor both the reduced cutting activities of the concessionaires in the interim period, and the performance milestones in the development of the FMPs. A World Bank Forestry project is in preparation, which will assist the DFW in some of these functions, but it is unlikely to be in place soon enough to meet the immediate monitoring requirement.

Beyond that the DFW should obtain a greater share of the national budget, to facilitate independent monitoring through field inspections and to meet its other legitimate operational and institutional development needs, as the primary agency responsible for the forest estate. Partner agencies with mandates in the forest sector, particularly the Ministry of Environment, will require commensurate support.

2.4.5 Royalties

The current royalty rate of USD 54 on class 2 timber is imposed regardless of species, location of the concession, production costs or market price, as the report states. Considering the ongoing public debate on this issue it would seem appropriate for the project to offer clear guidance as to the appropriate process for establishing royalties, consistent with the management plans to be developed. The CTIA has offered to support a study by an independent professional firm, to provide a basis for developing a royalty formula. This offer should be immediately welcomed by the RGC as input to a transparent and structured procedure to establish royalties that are fair and consistent with sustainable forestry management and sustainable business development.

Meanwhile, the current royalty rate should be reduced on an interim basis, consistent with regional norms, and until the management plans are in place. This reduction should be subject to the monitored implementation of CTIA’s offer to reduce the existing AACs by up to 75% until the FMPs are in place, and a royalty formula established based on them. All stakeholders must recognize that a valid royalty formula must be based fundamentally on the costs of extracting trees from any particular management unit, as determined in the FMP for that unit, and on prices that reflect real value, taking into account the vertically integrated nature of the forest industry.

2.4.6 Forest Crime Suppression

Technical Assistance to the Forest Crime Monitoring and Reporting Unit of DFW and the Ministry of Environment should be expanded to include prevention and surveillance activities as drafted in Forest Crime Monitoring and Reporting Project Amendment 1. The duration and scope of the project also ought to be expanded beyond its current 3-year duration. Such expansion of resources should also serve to follow-up officially the information charges made by Global Witness and others since 1995. The panel does not support the establishment of military units for forest crime prevention and suppression as it is inappropriate for military units to play a role in the management of forest concessions. Units located in concessions for purposes other than national defense should be relocated by the Ministry of Defense.

2.4.7 Legislation

The RGC should proceed as quickly as possible with the enactment of the necessary legal framework including the Forestry Law and the Land Law.

2.4.8 Community Access to Forest Resources
Local communities must have access to the use of forest resources, as is their right under the Forestry Law (Draft II) and under customary use, consistent with the FMP for any given management unit and as determined by the process of environmental and social impact assessment upon which the FMP will be partly based. It is unacceptable that local communities are deemed as criminals if they use timber and non-timber resources for subsistence purposes. A local business man with an illegal sawmill, for instance, must not be confused with a villager seeking firewood or construction timber. Nonetheless, all resource harvesting in concession areas must be done in a manner consistent with the FMP for that area. A specific understanding of the needs of local communities must be articulated, in collaboration with those local communities, as part of the environmental and social impact assessment component of the forest management planning process in each concession. Therefore, the concessionaires supported by appropriately contracted staff of the Ministry of Agriculture, Fisheries, and Forestry, the Ministry of Environment, and the Ministry of Rural Development, ought to begin now to gather data and information on community needs as they relate to the forest areas under concession, with the objective to incorporate such information directly into management planning.

2.4.9 Institutional Capacity

Overall, the capacity of Government Institutions and existing structures for dealing with the forestry sector need strengthening, specifically:

- **Department of Forestry and Wildlife (DFW) as Primary Agency**: The recognition and promotion of the role of the DFW as the primary agency responsible for the management of the forest resource, and the clear definition of the roles of partner agencies such as the Ministry of Environment, the Ministry of Rural Development, and the Ministry of Economy & Finance. The Council of Ministers is the appropriate forum for coordination between ministries, when the DFW is unable to broker a resolution to competing jurisdictions or similar difficulties at the line agency level. The existing National Committee for Forest Policy, chaired by the Director General of the DFW, may be a suitable forum to perform this convening and brokering function.

- **Center and Provinces**: The internal restructuring of DFW with the objective to streamline and clarify its organizational structure, and the delineation of roles, functions and responsibilities between the center and provincial structures. Formal lines of communication and supervision should be reviewed and intensified so as to form a more coherent governmental administration of the forest estate.

- **Contracting of DFW Staff**: In paragraph #109 the draft report recommends termination of the current unofficial system by which DFW staff are contracted to concessionaires for many services, some of which are deemed to be conflicts of interest. Due to the shortage of professional forestry staff in Cambodia, however, those services that do not constitute a conflict of interest should be formalized and institutionalized in a transparent regime, permitting DFW staff to work in the field as appropriate. Payment to staff for these services should be made only through the formal institutional channel. This same principle, which conforms to the "user pays" principle for government services adopted in many other countries, and possibly the same institutional arrangements, should be applied to the contracting of other Government services by the concessionaires.

- **Administrative Reform**: Considering that forestry is one of the main subjects involved in the ongoing reform process under discussion by the Royal Government and the Consultative Group of donors, the institutional aspects of forestry reform link directly with issues such as demobilization of the RCAF, Civil Service reform, and the rest of the Governance agenda. Forest management should be a priority on the agenda of administrative reform in Cambodia.

2.5 Final Statement of the Panel

- **Political Will**: The Royal Government of Cambodia must now take immediate control of, and provide support to, the development and implementation of a Forestry action plan. Support must primarily take the form of political will, to make the hard choices among competing institutional mandates and competing claims on the national budget. All stakeholders have indicated their willingness to move forward under the principles of sustainable management of the resource, and equitable distribution of the benefits to all. It remains for the Sovereign Government to set the pace of change. That pace must be fast, if the country is not to suffer irredeemable losses to a priceless heritage, and to the resource base on which so much of its people’s present and future livelihood depends.

**APPENDIX 1: Schedule of Activities and Persons Met**
<table>
<thead>
<tr>
<th>Date</th>
<th>Subject</th>
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<tbody>
<tr>
<td>25.3. to 15.4.</td>
<td>Preparation of panel, clarification of assignment with ADB and Fraser Thomas &amp; Partners; discussion by Tom Dillon with Patrick Alley of Global Witness, internet research for relevant documents, studying reference literature</td>
</tr>
<tr>
<td>Sun, 16.4.</td>
<td>Arrival of Dr. Walter Kollert, meeting with project Team, briefing, handing-over of Appendix 1 of main report and list of invitees for workshop</td>
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<tr>
<td></td>
<td>Studying reference literature</td>
</tr>
<tr>
<td>Mon, 17.4.</td>
<td>Arrival of Tom Dillon, Andrew McNaughton, John Howse (Director of Fraser Thomas) and Garry Townley (Forest Management Specialist). Briefing of Panel Members through Project</td>
</tr>
<tr>
<td>Tue, 18.4.</td>
<td>Discussion of logistics with Mr. Hang Sun Tra, DFW</td>
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<tr>
<td></td>
<td>Meetings with:</td>
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<td></td>
<td>Mr. R. Grandalski, CTA of Forest Crime Monitoring and Reporting Unit.</td>
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<td></td>
<td>Mr. Ty Sokhun, Director General, Department of Forestry and Wildlife</td>
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<td>Mr. Henry C.P. Kong, Chairman Cambodia Timber Industry Association, Forest Operations Manager SL International</td>
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<td></td>
<td>Mr. Sarin Denora, legal consultant to Project</td>
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<tr>
<td></td>
<td>Arrival of Mr. John Dick (Concession Management Specialist)</td>
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<tr>
<td>Wed, 19.4.</td>
<td>Drafting of panel presentation and workshop preparation</td>
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<td></td>
<td>Meeting of Mr. Bill Magrath, World Bank</td>
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<tr>
<td>Thu, 20.4.</td>
<td>Workshop Day 1</td>
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<tr>
<td>Fri, 21.4.</td>
<td>Workshop Day 2 (until noon)</td>
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<td></td>
<td>Meeting with Mr. Darius Teter, ADB and Project Team.</td>
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<tr>
<td>Sat, 22.4.</td>
<td>Drafting of final report</td>
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<tr>
<td>Sun, 23.4.</td>
<td>Drafting of final report (until noon)</td>
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<td></td>
<td>Departure of Mr. Tom Dillon and Dr. Walter Kollert</td>
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<tr>
<td>Mon, 24.4, to Fri 28.4</td>
<td>Finalization of panel report by Andrew McNaughton</td>
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</tbody>
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