

Proceedings of
**The World Bank Group Trade Strategy
Multistakeholder Consultation**

**Intercontinental Hotel, Phnom Penh Cambodia
June 17, 2010**

8:30 AM: Registration

9:00 AM: Beginning of the consultation workshop

The workshop was presided over by:

- **Dr. PHILIP SCHULER, Sr. Economist**
- **Mr. JULIAN CLARK, Trade Economist**
- **Mr. MATHEW VERGHIS, Lead Economist**
- **Dr. PETER MALVICINI, Policy Specialist/Facilitator**

87 participants representing Development Partners (DP), Civil Society (CS) and the Private Sector (PS) attended.

Mr. **MATHEW VERGHIS**, Lead Economist, **welcomed** and thanked all those attending the workshop and advised the focus of the meeting was Consultation on Regional Trade Strategy. He suggested participants make comment and make recommendations on what the World Bank (WB) would present and explain in a few minutes.

Following these remarks, Dr. **PHILIP SCHULER**, Sr. Economist, expressed his opinion that the global economic crisis and trade issues affected even industrialized countries such as the US. This led the WB to intensify its focus and actions on trade issues, such as by helping firms increase their production to thereby increase the employment rate. He said the reason for meeting today was so the WB had could learn more about people's needs, enabling them to better help countries on these issues.

After the two welcoming addresses, Dr. **PETER MALVICINI**, Policy Specialist, reviewed the the meeting's **agenda** and the **ground rules** for interaction:

- Each concern is important;
- In plenary, single brief comments/recommendations;
- Yellow cards on each table to warn of "too much talking", like football rules;
- All table discussion outputs (newsprint) will be included in the record;
- Comment/Recommendation Box: submit now or online;
- In table discussions, ensure no one talks too much and no one is silent;
- Cell phones OFF/SILENT; please take calls outside the room;
- Coffee/tea available throughout the meeting; take other breaks as needed.

After that, Dr. **PHILIP** started his explanation, showing **slides** one by one, expressing the WBG initial focus on trade issues. He explained the World Bank Group (WBG) viewed the global economy as a tool to drive growth in order to reduce poverty. The WBG had helped developing countries improve their productivity through the provision of technical assistance, capacity building or financial assistance. The WBG invested in infrastructure to reduce the cost of inputs.

He added, in the context of international trade, global trade had grown twice as fast as global domestic product. He gave the example of China's economy in which its industrial production had been intensified to enable global exports.

After the completion of the slide show, Dr. **PETER** welcomed **questions** by stakeholders/participants.

There were a number of questions related to the five proposed areas of focus. One participant from the private sector asked how the WBG developed trade between countries.

Dr. **PHILIP** thanked him for the question and answered by emphasizing the WB's strategy to eliminate border barriers to facilitate logistics, checking how long it would take to transport goods across borders. He said we also need good coordination between all countries in the region, adding that the WB also works with governments in promoting small and medium enterprises (SME) through capacity building and financial assistance.

Another participant asked why, given there were five proposed areas of focus, the WB was choosing to focus on this issue rather than the others.

Dr. **PHILIP** explained that a strategy depends on the situation in each country; different countries have different issues, and this leads to the use of different strategies too. He raised the example of the situation of the barrier to trade created by border crossings had a negative effect on economic growth so their strategy was to focus on how to eliminate cross-border trade bottlenecks.

A third participant asked how the WB facilitated trade between developing and developed countries.

Mr. **JULIAN** explained, when facilitating change, the WB checked the physical infrastructure of each country in need of assistance to learn what was actually needed. He added, after looking at the Cambodian context, the WB strategy was to focus on how to solve the following issues:

1. Cross-border trade barrier;
2. Urging the Cambodian government to adjust trade regulations;
3. Reduction of unnecessary costs.

He further explained that if we had the correct strategy to solve these problems, Cambodian trade would move faster.

9:45 AM: After the break, stakeholders were organized into ten **groups** to hold **table discussions** to generate comments/recommendations in response to the following four guided questions:

1. How well would the five areas of focus help Cambodia use trade to promote economic growth and poverty reduction?

2. How should the World Bank Group allocate its activities between the global, regional, and country levels?
3. The World Bank Group supports countries through: (a) financing; (b) technical assistance and capacity building; and (c) research and policy analysis. Which mix of activities would best help the country use trade to promote economic growth and poverty reduction?
4. Compared to other providers of Aid for Trade – such as regional development banks, bilateral donors, and international agencies – where is the World Bank Group strongest? In which areas should other partners lead?

Dr. **PETER** encouraged groups to take informal working coffee and snack breaks.

10:30 AM The ten table **groups presented** the highlights of their outputs (which were on newsprint) one by one in a plenary session. Each group presented at least two of their ten points

◆ Poster 1: PS made recommendations on the following:

1. Trade competitiveness:

- Implementation and transparency: Trade should be open to all sectors. Collusion-free trade is necessary to ensure clean businesses. All information on the market should be transparent to ensure fair competition.
- Product quality: In order to export products to foreign countries, quality is the first thing we have to pay attention to. The more we diversify our products, the more markets for our trade.

2. Fair to private sector investors, both local and foreign: Trade regulations should be made to serve fair trade to ensure interested investors can run their business without having to pay under-the-table money.

3. Set up a commercial court: In order to resolve commercial disputes, it should be compulsory to have a reliable commercial court. The proposal for this court to come into being has been discussed for a long time but it remains in darkness.

◆ Poster 2: This was made by the DP team.

1. Comments:

- Domestic trade needs infrastructure such as roads. Natural resources should be utilized in a transparent way.
- SME focus: SME has no access to financing because they cannot meet the requirements of being a financial institution.
- Linking with general standards to build up competitive capacity in the international market is very necessary.

2. Recommendations:

- Cost reduction: To reduce the product cost, we have to focus on reducing the cost of inputs, and facilitating logistics to promote border trade. The WB should urge the government to ensure proper management of natural resources by means of regulations.
- Domestic trade facilitation: In order to start or increase production and survive in a world of severe competition, producers need loans with lower interest rates than are provided by other financial institutions. The WB should take this issue into account and take all necessary actions to improve the situation.
- Distribution of trade benefit: The trade benefit should be fairly distributed among employees and employers. Capacity building is necessary to compete with other countries.

◆ Poster 3: Is made by PS with the following focuses:

1. Lack of backward linkages to high cost production (No raw materials):
The lack of raw materials has led to the need for importation from foreign countries, which causes the increase in production costs.
2. High cost of logistics (import and export): Too high cost on customs and lack of physical infrastructure has led to too high cost of logistics.
3. Limited access to financing at low interest rates. Local SMEs have limited access to financing at low interest rates. This causes low profitability in their businesses, this discouraging them from running the production.
4. The WB should develop a middle management workforce, provide market information to people in rural areas, improve transportation infrastructure, and educate people about new technology such as internet and email.

◆ Poster 4: Comments from PS are highlighted as follows:

1. Intellectual property rights should be taken into account: It is essential to push for new innovations, and at the same time these must be well protected by a Cambodian law on intellectual property rights which must be set up and put into practice.
2. Quality products for export were recommended:
Standards are not being met: Lack of technology has led to limited production capacity compared to other countries; as such we are not in a good position to compete with them. Capacity building is needed in order to ensure and improve the quality of goods and services.
Country marketing/branding: People need more markets for their products. Commercial branding needs to be protected by the governing law.
3. Unofficial trade and smuggling: These have an impact on domestic competitiveness taxes are not paid on them.
4. Regular capacity building for SMEs is crucial to catch up with the aggressive development of the world's technology. Without capacity building, we cannot survive in a world of competition. The WB should help SME in terms of financial assistance because access to effective financing for SMEs is currently limited as they are unable to fulfill the requirements for receiving loans.

- ◆ Poster 5 (PS): Some interesting points have been noted:

Support to SMEs and labor: Provide loans and financing to SMEs as some of them barely have access to financing because they cannot meet the requirements set by the financial institutions. It's advisable to help with labor through the provision of technical assistance and capacity building.

Training and development: The ultimate purpose of training and development is to increase human resource capability because it is particularly important to build a concrete competitive advantage to help investors survive in a world of strong competition.

Promote skill specialization (vocational training): Provide people with short courses so that they have the skills to at least earn their livings.

- ◆ Poster 6 (PS):

Recommendations:

In addition to the five proposed areas of focus, the WB should focus more on trade competitiveness in the agriculture sector. For instance, the WB should provide funds to renovate and construct a road and irrigation system.

The WB should provide technical support to help Cambodia compete with other countries in exporting its agricultural products.

- ◆ Poster 7 (PS):

Comments on the first question: Of course, the WB is focusing on the right thing. The five areas of focus are particularly appreciated because a coordinated strategy is necessary to solve any problem.

Comments on the second question: The WB should have more activities at country level such as urging the government to change the customs regulations to facilitate cross-border trade. In order to resolve trade-related issues within the border (domestic issues), more activities at country level should be intensified by, for example, discussing how to improve cross-border trade with the government to reduce unnecessary costs.

Comments on the third question: The WB should set up a comprehensive policy for providing loans to SME preferably at low interest rates. Research and policy analysis are two key strategies for determining how and when to assist, so it helps the country to accelerate growth and reduce poverty in the best way.

Comments on the fourth question: WB should aim its aid to trade financing by identifying specific areas of need to receive aid.

- ◆ Poster 8: Following the table discussion, the PS had a number of comments and recommendations as indicated below:

Comments:

The WB should take all possible action to provide human resource assistance because this is very important to promote economic growth. The gap in human resources has also led to the gap in trade balance in the region.

The comprehensive framework is to cover all sectors including some parts related to the government (urge the government to set up a commercial court). The existence of a fair commercial court will encourage clean businesspersons to take part in the country's development.

The trade data and the trade system are less important for such countries as Cambodia because the most important thing is first to ensure physical infrastructure, and to check for illegal trading in an attempt to save local trade.

Recommendations:

The WB should provide advice on how to better develop the tax structure in a way that encourages increased trade levels. The WB should discuss setting up a number of beneficial tax regulations with the government.

The WB should provide loans to improve physical infrastructure (roads, railways, ports) with the ultimate goal being to reduce logistics and other related costs.

The WB should work with the government to maintain standards of transparency. All regulations should be correctly and fully implemented (no under-the-table money should be requested).

The WB should provide ongoing maintenance of infrastructure projects.

- ◆ Poster 9 (DP):

1- Trade competitiveness is a matter of promoting growth of trade and the economy because the bigger the gap in competitiveness, the bigger the gap of trade activities (both import and export). If one country cannot compete with another, trade will eventually be blocked.

2- Capacity building: Technical assistance should be provided to:

- The Royal Government of Cambodia (RGC)
- The private sector
- Academia

3- Policy reform on trade should be introduced to reduce unnecessary costs such as reductions of custom tax, under-the-table money and bureaucracy... The WB should coordinate with the government to work out solutions to these issues. The WB should encourage trade balance between country and countries (in the

region). To do this, WB should establish a policy to fill in the gap of trade growth between developed and developing countries.

4- Trade finance: SME exporters need capacity building and technical assistance to enhance production and build competitiveness so that they can export their products. For instance, the WB should help the Rice Mill Association by providing them with a loan to buy new advanced equipment and technology to refine standard rice for export purposes. Without such a loan, they will not be able to make it, nor will they be able to help contribute to the country's export ability.

5- Set up links with national trade strategies.

◆ Poster 10 (PS):

The WB should help the government adjust from the high informal service charges to lower formal charges. This will contribute to reducing production costs; as such our competitive advantage will be leveraged in both local and international markets.

The WB should cooperate with the government to set up a commercial certification agency to control, assure, and certify product quality.

The WB should urge the government to be more transparent in customs procedures. Once this can be realized, the expenses on under-the-table money will be eradicated.

The WB should initiate and provide capacity building not only to the government sector but also to the private sector through continuous education and training.

After the poster presentation by all the ten groups, there was an **open plenary discussion** during which participants shared their knowledge, experience and possible solutions for consideration by the WB, as indicated below:

1. A participant expressed a view related to levels of trade, with an example of a market at the village level, saying that for over 20 years noticed Cambodian people had little willingness to change their production technology. To support the view, there was the example of silk handicraft and explained that few Cambodian people cared about technology involved in productivity improvement. They simply transfer their knowledge from one generation to another, and have never kept abreast of technology development. This has slowed down silk trade as productivity cannot response to demand.
2. Another participant explained people in rural area had no wide access to internet to be aware of market information; this had also led to the need of IT infrastructure in rural areas. He raised a related question: Should the WB be involved? Finally, he recommended people participated in all exhibitions to show what they had for selling on the market.

3. The third participant made a request for trade finance from the WB, stating the Rice Mill Association was in need of financing to improve their productivity. He added the barrier to rice export was lack of financial resources, unnecessary cost (under-the-table money) and high cost of logistics. He highlighted this was also what the WB should take into account.
4. The fourth participant expressed support to the five pillars of the WB's strategies. However, he emphasized the implementation of the existing strategies should be intensified by the WB. If the WB could accomplish them, it meant the WB made great strides in developing the economy and reducing poverty.
5. The fifth participant insisted on elimination of under-the-table money incurred in the customs procedure, and establishing customs regulations in a way that is conducive to trade growth. He claimed he did not know if the WB would have the ability to deal with such challenge, but insisted for the WB to make it.

We reorganized all the comments and recommendations by question and stakeholder group for comparison with other country consultations. They are categorized in a table in the **appendix**.

11:40 AM: Before closing the consultation meeting, there was another session for **responses, next steps, and closing remarks** made by:

1. Dr. **PHILIP SCHULER, Sr. Economist**
2. Mr. **MATHEW A. VERGHIS, Lead Economist**
3. Mr. **RICHARD RECORD, Trade Specialist**
4. Mr. **JULIAN CLARKE, Trade Economist**

In response to stakeholders' comments and recommendations, Mr. **MATHEW** expressed his view that the main purpose of the consultation was to improve global strategies to fill the growth gap between one country and another. Different countries always encounter different issues, requiring specific solutions to each issue.

Following Mr. **MATHEW's** comments, Mr. **RICHARD** raised a point related to trade competition, claiming the customs fee of each country may in itself create a trade barrier. This will lead to different competitive advantages too.

Soon after, Mr. **JULIAN** gave his overview, saying the WB helped a great deal in terms of capacity building for non-government staff. To shift from agriculture to industry, it was impossible for Cambodia to remain isolated from international trade.

Sharing his opinion with Mr. **JULIAN**, Dr. **PHILIP** pointed out unnecessary costs, termed 'corruption' by some people. To export goods, producers have to pay under-the-table money. This also discourages local investors from promoting trade.

Following this, there were a number of questions related to the five proposed areas of focus. A question was asked about what the purpose of the strategy was.

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In response, Mr. **PHILIP** explained the strategy was intended to help grow the economy, improve the employment rate and also increase the salary of workers. He raised the example of a point stated in the Five Proposed Areas of Focus on customs and border management in order to highlight his argument. He also explained that this strategy was to eliminate the import and export barriers facing each country; these would enable the eventual improvement of trade.

The WB was asked whether it considered any pillar to be of greater priority than the others.

Mr. **RICHARD** explained that giving a loan to improve any infrastructure depends on each subject and on discussion with the government. Mr. **JULIAN** further explained that prior strategy depends on the real issues that exist in each country.

This response was followed by a third question about which of the Five Proposed Areas of Focus delivers the most effective impact.

Before answering, Dr. **PHILIP** gave his reassurance that the essence of this meeting would be posted on the website to ensure everyone was aware of the outcome of the consultation. In response to the question, he reaffirmed that the WB wanted to learn from the government perspective to assist with identifying the pillar that would gain the most finance.

As no more questions were raised, Mr. **PETER** declared the closing of the consultation.

12:00 PM: The meeting concluded in a pleasant and amicable atmosphere with the hope the consultation would result in fruitful outcomes for the WBG to strengthen its trade strategy.

In addition to their comments and recommendations, publicly presented and elaborated, there were also handwritten comments and recommendations provided on five pieces of papers that came through the **Suggestion Box**. Comments and requests to the World Bank Group were as follows:

1. Support any private sector [enterprise] that is genuinely willing to develop products for export such as other domestic produce and products. Do not offer too much support to major companies backed by the state.
2. Help local NGOs attend trade fairs in foreign countries to display their products and seek foreign markets and customers so they are aware of the Cambodian products and can then place orders from local NGOs. By doing so, they can get an adequate income to deal with their standard of living and the program.
3. Exports create a lot of jobs and help develop the country. However, exporting and the industrial approach is also causing a lot of problems at the same time. Cambodia has to consider and balance the possible

advantages and disadvantages. I would like to re-emphasize trade at every level.

- Export to international trade
- Local sale is domestic trade
- Village trade could happen if we create handicrafts relevant to village A from raw materials sent by village B, [for example] the preparation of raw jute planting material: spinning...
- Village C on weaving
- Village D sewing from jute fabric etc.

Don't you see a movement of trade and local economic growth at the village level?

4. Recommendations:

- World Bank works closely with government in the area of implementation of business law reform and transparency.
- And reform of all import and export government officers to ensure proper implementation through the laws and regulations.

5. The WB should also focus on supporting village trade activities.

Appendix:

Summary Feedback: Country Consultation on Trade Strategy

Country: **CAMBODIA**

Place: **INTERCONTINENTAL HOTEL** Date of Meeting: **17 – JUNE 2010**

Total Number of Participants: **87**

Summary

Respondent Type	Stakeholder Comments / Feedback
1- How well would the five areas of focus help Cambodia use trade to promote economic growth and poverty reduction?	
Private sector (PS)	<p>Implementation and transparency: Trade should be open to all sectors. Collusion-free trade is necessary to ensure clean businesses. All information on the market should be transparent to ensure fair competition.</p> <p>Product quality: In order to export products to foreign countries, quality is the first thing we have to pay attention to. The more we diversify our products, the more markets for our trade.</p> <p>Fair to private sector investors, both local and foreign: Trade regulations should be made to serve fair trade to ensure interested investors can run their business without paying having to pay under-the-table money.</p> <p>The WB is focusing on the right thing. The five areas of focus are particularly appreciated because a coordinated strategy is necessary to solve any problem.</p>
Development partner (DP)	Domestic trade needs infrastructure such as roads. Natural resources should be utilized in a transparent way
Civil society (CS)	The WB should help the government adjust from the high informal service charges to lower formal charges. This will contribute to reducing production costs; as such our competitive advantage will be leveraged in both local and international markets.
2- How should the World Bank Group allocate its activities between the global, regional, and country levels?	
Private sector (PS)	Set up a commercial court: In order to resolve commercial disputes, it should be compulsory to have a reliable commercial court. The proposal for this court to come into being has been discussed for a long time but it remains in darkness.

	<p>Lack of backward linkages to high cost production (No raw materials): The lack of raw materials has led to the need for importation from foreign countries, which causes the increase in production costs.</p> <p>High cost of logistics (import and export): Too high cost on customs and lack of physical infrastructure has led to too high cost of logistics.</p> <p>Intellectual property rights should be taken into account: It is essential to push for new innovations, and at the same time these must be well protected by a Cambodian law on intellectual property rights which must be set up and put into practice.</p> <p>Quality products for export were recommended: Standards are not being met: Lack of technology has led to limited production capacity compared to other countries; as such we are not in a good position to compete with them. Capacity building is needed in order to ensure and improve the quality of goods and services.</p> <p>Country marketing/branding: People need more markets for their products. Commercial branding needs to be protected by the governing law.</p> <p>Unofficial trade and smuggling: These have an impact on domestic competitiveness taxes are not paid on them. Regular capacity building for SMEs is crucial to catch up with the aggressive development of the world's technology. Without capacity building, we cannot survive in a world of competition. The WB should help SME in terms of financial assistance because access to effective financing for SMEs is currently limited as they are unable to fulfill the requirements for receiving loans.</p> <p>Support to SMEs and labor: Provide loans and financing to SMEs as some of them barely have access to financing because they cannot meet the requirements set by the financial institutions. It's advisable to help with labor through the provision of technical assistance and capacity building.</p>
<p>Development partner (DP)</p>	<p>SME focus: SME has no access to financing because they cannot meet the requirements of being a financial institution.</p> <p>Linking with general standards to build up competitive capacity in the international market is very necessary.</p> <p>Cost reduction: To reduce the product cost, we have to focus on reducing the cost of inputs, and facilitating logistics to promote border trade. The WB should urge the government to ensure proper management of natural</p>

	resources by means of regulations.
Civil society (CS)	The WB should cooperate with the government to set up a commercial certification agency to control, assure, and certify product quality.
3- The World Bank Group supports countries through: (a) financing; (b) technical assistance and capacity building; and (c) research and policy analysis. Which mix of activities would best help the country use trade to promote economic growth and poverty reduction?	
Private sector (PS)	<p>In addition to the five proposed areas of focus, the WB should focus more on trade competitiveness in the agriculture sector. For instance, the WB should provide funds to renovate and construct a road and irrigation system.</p> <p>The WB should provide technical support to help Cambodia compete with other countries in exporting its agricultural products.</p> <p>The WB should take all possible action to provide human resource assistance because this is very important to promote economic growth. The gap in human resources has also led to the gap in trade balance in the region.</p> <p>Limited access to financing at low interest rates. Local SMEs have limited access to financing at low interest rates. This causes low profitability in their businesses, this discouraging them from running the production.</p> <p>The WB should develop a middle management workforce, provide market information to people in rural areas, improve transportation infrastructure, and educate people about new technology such as internet and email.</p> <p>Training and development: The ultimate purpose of training and development is to increase human resource capability because it is particularly important to build a concrete competitive advantage to help investors survive in a world of strong competition.</p> <p>The WB should set up a comprehensive policy for providing loans to SME preferably at low interest rates. Research and policy analysis are two key strategies for determining how and when to assist, so it helps the country to accelerate growth and reduce poverty in the best way.</p> <p>The trade data and the trade system are less important for such countries as Cambodia because the most important thing is first to ensure physical infrastructure, and to check for illegal trading in an attempt to save local trade.</p> <p>Policy reform on trade should be introduced to reduce unnecessary costs</p>

	<p>such as reductions of custom tax, under-the-table money and bureaucracy... The WB should coordinate with the government to work out solutions to these issues. The WB should encourage trade balance between country and countries (in the region). To do this, WB should establish a policy to fill in the gap of trade growth between developed and developing countries.</p> <p>Trade finance: SME exporters need capacity building and technical assistance to enhance production and build competitiveness so that they can export their products. For instance, the WB should help the Rice Mill Association by providing them with a loan to buy new advanced equipment and technology to refine standard rice for export purposes. Without such a loan, they will not be able to make it, nor will they be able to help contribute to the country's export ability.</p> <p>The WB should have more activities at country level such as urging the government to change the customs regulations to facilitate cross-border trade. In order to resolve trade-related issues within the border (domestic issues), more activities at country level should be intensified by, for example, discussing how to improve cross-border trade with the government to reduce unnecessary costs.</p> <p>The comprehensive framework is to cover all sectors including some parts related to the government (urge the government to set up a commercial court). The existence of a fair commercial court will encourage clean businesspersons to take part in the country's development.</p> <p>Trade competitiveness is a matter of promoting growth of trade and the economy because the bigger the gap in competitiveness, the bigger the gap of trade activities (both import and export). If one country cannot compete with another, trade will eventually be blocked.</p> <p>Capacity building: Technical assistance should be provided to:</p> <ul style="list-style-type: none"> ▪ The Royal Government of Cambodia (RGC) ▪ The private sector ▪ Academia <p>Promote skill specialization (vocational training): Provide people with short courses so that they have the skills to at least earn their livings.</p>
<p>Development partner (DP)</p>	<p>Domestic trade facilitation: In order to start or increase production and survive in a world of severe competition, producers need loans with lower interest rates than are provided by other financial institutions. The WB should take this issue into account and take all necessary actions to improve the situation.</p>

	Distribution of trade benefit: The trade benefit should be fairly distributed among employees and employers. Capacity building is necessary to compete with other countries.
Civil society (CS)	The WB should urge the government to be more transparent in customs procedures. Once this can be realized, the expenses on under-the-table money will be eradicated.
4- Compared to other providers of Aid for Trade – such as regional development banks, bilateral donors, and international agencies – where is the World Bank Group strongest? In which areas should other partners lead?	
Private sector (PS)	<p>WB should aim its aid to trade financing by identifying specific areas of need to receive aid.</p> <p>The WB should provide advice on how to better develop the tax structure in a way that encourages increased trade levels. The WB should discuss setting up a number of beneficial tax regulations with the government.</p> <p>The WB should provide loans to improve physical infrastructure (roads, railways, ports) with the ultimate goal being to reduce logistics and other related costs.</p> <p>The WB should work with the government to maintain standards of transparency. All regulations should be correctly and fully implemented (no under-the-table money should be requested).</p> <p>The WB should provide ongoing maintenance of infrastructure projects.</p> <p>Set up links with national trade strategies.</p>
Development partner (DP)	
Civil society (CS)	The WB should initiate and provide capacity building not only to the government sector but also to the private sector through continuous education and training.