

# Chapter 3

## Partner-Country Strategies, Policies and Practices

### 1. Introduction

This chapter reflects the strategic and operational thinking and practice on aid for trade of a small set of partner countries. It summarises key findings in the seven responses to the aid-for-trade questionnaire sent to partner countries as part of the first WTO/OECD exercise to monitor aid for trade. The seven respondents were: Cambodia, Malawi, Mauritius, Panama, Peru, the Philippines and Uruguay.

The small number of partner-country responses reflects the pilot and experimental nature of the partner-country questionnaire in this first round of monitoring (see Box 3). Expanding coverage among partner countries is a key goal for future monitoring of aid for trade. As described in the Introduction, the partner-country responses to the questionnaire form one of the three tiers of the overall aid-for-trade monitoring framework. The responses are presented in their entirety in the second part of this Report; *Aid for Trade at a Glance 2007: Country & Agency Chapters*. As with the summary of donor questionnaire responses (Chapter 2), the summaries below are made in narrative form, the intended purpose of the current monitoring process having been to develop a broad panorama on partner countries' objectives for and implementation of aid for trade, rather than a quantitative assessment. A synopsis of the findings is presented in the Executive Summary. The summary that follows is organised sequentially, following the order in which issues were raised in the questionnaire.

#### **Box 3. Regional OECD Practitioners Fora: Making the Most of Aid for Trade**

The OECD – in collaboration with the WTO and each of the main regional development banks (IADB, ADB and AfDB) – organised Practitioners Fora back-to-back with the three “Mobilizing Aid for Trade” regional reviews. The objectives of these OECD fora were to ensure that partner countries' governments were aware of the objectives and elements of the OECD/WTO monitoring framework, and to consult with them on the partner country questionnaire.

It was quite evident that many partner countries were disconnected from the ongoing debate in Geneva concerning the concept of monitoring aid for trade and that many of the participants were not previously aware of the questionnaires. The “Mobilizing Aid for Trade” regional reviews helped the OECD to raise

awareness, but the audience was – for all intended purposes – still dominated by trade ministry officials and not enough finance and development ministries' officials. Consequently, much remains to be done to ensure that the monitoring framework and the role of the questionnaire are understood outside Geneva and across governments.

For future consultations with partner countries on the monitoring framework and the questionnaire, the OECD will explore the scope for holding a few targeted outreach events in key partner countries, either jointly with a partner country government (e.g. a national dialogue meeting to ensure cross-governmental involvement) or with a small group of interested countries (e.g. regional sub-groups).

Source: <http://www.oecd.org/dac/trade/aft>

## 2. What are the strategies and priorities?

### **Partner countries consider trade central to their development strategies**

Despite the diverse economic characteristics of the seven respondents, all consider trade development a central element in their economic development strategies, and a number link success in trade to success in poverty reduction and human development.

While Cambodia's response highlights that trade has been fundamental to the country's growth over the last 10 to 15 years, it notes that work is underway to better understand the relationship between trade expansion and poverty reduction, for instance through a series of studies launched by the Ministry of Commerce. Indeed, trade expansion is not considered an end in itself, but rather a means to achieving human development. In terms of poverty reduction, particular emphasis is given to trade expansion and employment and income generation among rural and agricultural populations.

While a trade development strategy has yet to be formulated, achieving success in trade is a key part of Malawi's Growth and Development Strategy. This Strategy expresses the aim of transforming the country "from a predominantly consuming and importing country, into a predominantly producing and exporting country".

In Mauritius, the national economic development strategy is export-led, with an emphasis on strengthening competitiveness in the face of preference erosion. Poverty reduction and attainment of the MDGs are seen as outcomes of an ability to integrate into the world economy. Like Mauritius, Uruguay has a small domestic market, such that the ability to export, and the consequent access to imported capital goods and productive inputs, are considered a constant policy priority.

Panama places the development of trade, and opening to trade, at the centre of its strategy for growth and poverty reduction. This is expressed in the document *Strategic Vision of Economic and Employment Development Towards 2009*. To operationalise this vision, the Ministry of Trade and Industry has designed the *National Trade Strategy 2004-2009*, in which particular emphasis is placed on enabling small and medium-scale enterprises to export.

In Peru, one of the twelve objectives in the country's key policy statement *Strategic Development for International Co-operation* is to strengthen Peru's integration into the world market. This objective itself has five sub-goals: (i) to develop a non-discriminatory open rules-based trade system; (ii) to develop

a legal framework that facilitates international trade; (iii) to diversify the supply of exports with higher added value, especially non-traditional exports; (iv) to strengthen the country's trade negotiation capacities; and (v) establish an integrated national trade promotion strategy.

In the Philippines, trade development is a major component of the government's growth strategy under the Medium-Term Philippine Development Plan (MTPDP) 2004-10. The MTPDP seeks to enlarge the export base by entering new markets while maintaining existing ones, raising competitiveness and maximising trade opportunities through participation in bilateral and multilateral agreements. An aggressive stance on aid for agricultural trade is foreseen, combined with policy and regulatory reforms affecting agribusiness.

**Most partner countries possess, or will shortly possess, an aid-for-trade strategy**

Almost all partner countries possess, or will shortly possess, an aid-for-trade strategy. However, in some cases the strategy is not yet government-wide.

Cambodia is currently preparing its Diagnostic Trade Integration Study (DTIS) 2007, which is expected to guide its trade development during the next three to five years. The emerging priorities are: export diversification; the strengthening of legal and institutional infrastructures for trade (extensive legal reforms are underway as part of Cambodia's accession to WTO); and a number of sector-specific interventions relating to goods and services showing export potential and which also have possible positive impacts on poverty reduction. Such sector-specific interventions might cover areas such as entrepreneurship development, investment promotion, skills development and trade promotion. In this connection, an analysis of 19 product and service sectors is underway.

Malawi possesses a number of documents that, taken together, would form the basis for a national trade-development strategy. However, a comprehensive and government-wide strategy has yet to be put in place.

Panama's National Trade Strategy, covering 2004-09, encompasses a range of sectoral priorities (such as tourism, agribusiness and information and communication technologies) and a diverse array of support programmes – from investment promotion to human resources development and export-related publicity campaigns – that receive assistance from agencies such as the IADB, the World Bank and USAID.

Peru's National Strategic Export Plan (PENX) defines an agenda for both the public and private sectors, focusing on the development of exportable supply, trade facilitation and the promotion of an export culture. Developed in 2003, PENX covers the period to 2013. As described below, in the responses to question 8, PENX has been evolved through an inclusive consultation process, involving the public and private sector as well as sub-national government.

The Philippines possesses the Philippine Export Development Plan (PEDP), which defines the country's export strategies along with programmes to be implemented by the government and private sectors. The Plan covers the period 2005-07. The PEDP has been elaborated with input from a diverse set of public, private and non-governmental stakeholders.

Despite general guidelines that orient a number of Ministries, Uruguay does not have an explicit trade development strategy with achievement benchmarks.

**Trade development strategies usually specify aid-for-trade needs**

Cambodia, Mauritius, Panama, Peru and the Philippines all have, or are developing, strategies that set out their aid-for-trade needs. The trade component of Cambodia's Public Investment Programme (PIP), for instance, will identify both the aid for trade already in place, as well as any unfunded aid-for-trade needs. Malawi is in the process of developing a trade development strategy that will specify supply-side constraints to be addressed through technical assistance. However, in Uruguay, individual Ministries seek co-operation funding outside of a unified national strategy.

**Identifying opportunities for regional collaboration is an ongoing challenge**

Many countries had difficulty responding in detail to the issue of which trade development challenges could require regional-level collaboration. This likely reflects the challenges of working at the regional level – despite its importance – that was also highlighted in the questionnaire responses from donor agencies (Chapter 2). While Panama identified its main trade development challenges, there was no indication as to which of these challenges need co-operation with other countries. Similarly, Malawi noted that the main challenges requiring regional co-operation are those relating to issues of productivity, quality and competitiveness, but did not suggest regional levers that might be brought to bear. Peru also did not specify any regional levers that it might consider employing.

However, Cambodia was explicit in referring to ASEAN's potential role in providing a framework for its members to meet international technical standards and Mauritius considers that regional Free Trade Agreements (FTAs) are a stepping stone to integration in the world economy. It noted a need to assess the constraints to regional free trade and estimate the costs of removing those constraints. On a specifically regional level, Uruguay wished to see greater stability in market access conditions within MERCOSUR. The Philippines identified an opportunity for regional-level action involving the establishment of a regional trade/market information system aimed at identifying consumer demand and preferences.

**3. How much aid for trade is received?****Most trade development strategies are costed, but greater detail may be needed**

Three of the seven partner countries – Panama, Peru and Mauritius - possess a trade development strategy that has been costed. In Cambodia a costing exercise is underway. However, the costings are in some cases rather general, and it is often unclear what fraction of financing needs is expected to be met through ODA.

Panama is currently working with the IADB on the preparation of a USD 70 million loan for the implementation of a Complementary Agenda to help strengthen technical capacities and improve competitiveness in the economy's productive sectors. However, the figure of USD 70 million is considered an approximation of overall trade-related needs, and it is not evident what share of these needs will be met through ODA.

In Peru, as a result of PENX, public investment requirements have been estimated precisely (USD 90.3 million). As the European Union currently provides USD 18.4 million to support the implementation of PENX, outstanding financing needs are put at USD 71.9 million. Mauritius was also able to provide a relatively detailed breakdown of its aid-for-trade funding needs.

Cambodia is currently planning the projects needed to implement the 2007 DTIS. Uruguay lacks of an overall strategy, and so cannot provide a consolidated costing of aid-for-trade needs. A similar situation holds with Malawi.

### **Most countries possess data on recent aid-for-trade activities and volumes**

Cambodia gave a stocktaking of aid under implementation and/or pledged relevant to the country's trade development strategy for 2006-10. This aid covers activities intended to: place poverty-reduction goals at the centre of Cambodia's trade development; help develop trade policy; support implementation of technical regulations and standards; facilitate trade; support investment liberalisation and promotion; promote regional trade integration; support the development of a regulatory framework bearing on TRIPS and Technical Barriers to Trade; assist with sanitary and phytosanitary standards (SPS)-related measures; support the development of agro-processing, garments manufacture and tourism.

Malawi quantified support received for Economic Partnership Agreement (EPA) negotiations, the Integrated Framework and the Joint Integrated Technical Assistance Programme (JITAP), as well as a variety of programmes to assist the private sector.

Activities in the Philippines considered as supporting the trade development strategy include: trade facilitation; standards upgrading; assistance in increasing market access; reducing the costs of power, transportation and communication services. However, there was no quantification of the aid volumes concerned.

Peru noted that all aid disbursed to support 'competitiveness' exceeded USD 38 million in 2005. In 2005, about 1% (USD 6 million) of all ODA went to activities tailored to support the country's trade strategy.

The main activities cited as supporting Panama's trade development strategy were:

- Advice and technical training – for instance through seminars, courses and workshops targeting business people and sector specialists.
- Research and technological development – seeking to draw on domestic and international research resources.
- Sectoral quality standards – for instance through benchmarking studies or studies of best practices in specific sectors.
- Marketing – for example through assisting the preparation of marketing plans.
- Solutions to commercial logistics challenges – for instance through the improvement of packaging technologies used or the development of new distribution techniques.
- Standards and metrology (including SPS standards) – aimed at achieving international norms.
- Activities to help support an enabling business environment.

Panama also describes trade-related support from USAID (for 2004-09) of USD 32 million, and from the Japan International Co-operation Agency (for 2005-09) of just under USD 1 million. Uruguay was not able to provide consolidated information in response to this question.

**Most partner countries identified priorities constrained by lack of donors' funding**

Partner countries were usually able to identify constraints to trade development not currently addressed by aid. While Cambodia was not yet in a position to respond to this question, work is underway that will shortly permit a response.

Peru cited a range of unfunded objectives. However these are more in the nature of goals, rather than specific projects or actions. They are: to develop information systems on global markets, particularly for small and medium-scale firms and agricultural producers; to achieve a diversified export supply, particularly of goods and services with higher value-added; to improve infrastructure; and to develop an export culture.

The Philippines pointed to deficits in physical infrastructure as the country's primary constraint on trade. The need for accredited laboratories for certification of agricultural and marine food products was also mentioned as a constraint.

Malawi highlights under-funded or unfunded supply-side constraints identified in its DTIS. These constraints range from a need for customs modernisation, development/rehabilitation of internal and regional transport links, standards development, and institutional capacity building, through to shortcomings in the areas of productivity and skills.

Uruguay cites the lack of a permanent inter-ministerial trade negotiation team, although it is not clear whether this is considered an unfunded objective. And Panama stresses that financial constraints hinder progress on two fronts: advice and technical training, and research and technological development.

**4. Is the Paris Declaration on Aid Effectiveness adhered to?*****Aid for trade is being mainstreamed into the broader development agenda***

Partner countries usually develop their trade strategies through inclusive processes involving multiple stakeholders. Cambodia describes, for instance, an inclusive process that was followed for the preparation of the DTIS 2007. This involved local consultants, public-sector staff and international experts with multi-donor support. The Ministry of Commerce's Secretary of State organised consultations at several stages, and a draft volume of findings was presented to senior officials from all concerned Ministries. These Ministries, along with IF agencies (World Bank, IMF, UNDP, UNCTAD, ITC and WTO) and other parties, were then asked to provide written comments. The full report is expected to be launched in December 2007. Implementation of the Trade Strategy will involve intensive consultation between development partners and the government through the newly-formed *Sub-Steering Committee on Trade Development and Trade-Related Investment*, with input from the existing *Government-Private Sector Forum*.

Mauritius operates a process of consultations with government agencies, business, trade unions and civil society. It notes however that resistance to trade reforms has to be overcome and that political support for reform is fundamental (see Box 4).

Panama aims to involve both the public and private sectors on trade development strategy. A number of Consultative Commissions have been established to orchestrate this process, addressing the entire span of policy formulation and practice, from trade negotiations to export and investment promotion. The Commissions include senior representatives of public and private-sector institutions.

Development of Peru's PENX has occurred with active private-sector participation. In addition, the country's Ministry of Foreign Trade and Tourism co-ordinates with sub-national governments. It does so to develop Strategic Regional Export Plans, implementation of which is largely a sub-national responsibility.

In the Philippines, preparation of the MTPDP 2004-10 and the PEDP made use of interagency committees composed of government representatives, the private sector, academia and civil society. Uruguay also created an Inter-ministerial body that coordinates activities on international trade – the inter-Ministerial Commission on International Trade (CIACEX). Added to this are the national offices of MERCOSUR, which also play a co-ordination role, albeit with a more reduced scope than CIACEX.

#### **Box 4. The Political Economy of Trade Reform in Mauritius**

During the October 2007 OECD African Regional Practitioners' Forum: "Making Aid for Trade Work" Dr. V. Bassant, Deputy Director General of Mauritius' Ministry of Finance and Economic Development maintained that trade liberalisation has made little progress because of a fear of the unknown. Furthermore, the associated economic and social costs make trade reform politically difficult in the absence of firm financial commitments, in particular, because the adjustment costs are incurred immediately, while benefits accrue over the longer term. The aim of trade reform should be to unlock growth to attain agreed development objectives, including MDGs, employment creation and poverty reduction. The trade reform should be linked to wider economic reforms such as: improving public sector efficiency, enhancing industrial competitiveness, improving the business environment to raise investment and attract foreign direct investment, and designing social safety nets and workfare programmes to protect workers affected by liberalisation, and implementing training programmes to help recycle labour from sunset to sunrise industries. Donors should bring their experience to support nationally-owned programmes in a coordinated manner to ensure coherence and reduce the administrative burden on recipient countries. They should agree on conditionalities that create a framework for success and avoid creating vertical silos. This could be achieved by having periodic meetings of development partners to discuss aid-for-trade strategies as well as monitoring and implementation.

Source: <http://www.oecd.org/dataoecd/19/43/39455448.pps>

#### ***Ownership is reflected in needs assessments, with inclusive involvement of key stakeholders***

Partner countries use a variety of approaches in making needs assessments. The main tool employed in Malawi, for example, is the DTIS supplemented by a range of studies on private sector development and exports development. The DTIS is also central in Cambodia. However, Cambodia notes that its DTIS 2007 (there had been an earlier DTIS in 2002) seeks to rank the actions in view. A precise and shared vision is being sought between government and its development partners on which actions to tackle first. Panama also refers to diagnostic studies, in particular diagnostic studies of needs in particular sectors such as tourism and telecommunications.

In Peru, the trade development strategy, once formulated, is validated with businesspeople and a range of public and private institutions. The Philippine's PEDP is drawn up in consultation with a variety of stakeholders (although the specific analytic tools used are not described). Mauritius notes that analytic and advisory services have been received from the World Bank and the IMF to help identify options and assess their costs and benefits.

***A variety of consultative mechanisms is used to identify challenges and opportunities***

Cambodia describes several mechanisms for consultation and dialogue in support of the identification and implementation of its trade development strategy. In March 2007 the government created a Sub-Steering Committee on Trade Development and Trade-Related Investment. The Sub-Steering Committee is chaired by the Senior Minister of Commerce and vice-chaired by a Secretary of State from the Ministry of Economy and Finance. Key line ministries concerned with trade development are represented, including Industry, Mines and Energy, Agriculture, Forestry and Fisheries and Public Health. The Sub-Steering Committee can make proposals for review and/or approval, either by the Prime Minister or by the full Council of Ministers as appropriate. The Committee also regularly calls for dialogue meetings – at present every two months – with development partners. In addition, consultation with the private sector is assured through a Government-Private Sector Forum mechanism chaired by the Prime Minister, which meets twice a year. This Forum is itself organised in eight working groups, several of which address issues relating to trade development. Inter-Ministerial co-ordination is emphasized throughout, with the Ministry of Commerce taking a lead role.

Peru's PENX was developed via the country's Multi-Sectoral Permanent Commission. The Commission was created by a government decree which designated the institutions that would constitute it (e.g. Ministries, Chambers of Commerce, Trade Unions). Regional Executive Export Committees - most of which include company owners - have been set up in every region of the country.

In the Philippines regular consultations are held with a range of stakeholders, concentrating in particular on exporters. These consultations serve, among other things, to help identify export opportunities as well as impediments posed by government regulation, supply constraints, administrative burden and government response. Consultation processes are also far-reaching in Malawi, Mauritius and Panama. Uruguay emphasised that consultation needs to be proactive and receptive, informed by a climate of respect.

***Partner countries should help facilitate donor alignment***

Donors often work through national planning and budgeting frameworks. However, in some countries this process needs to be strengthened, which may require investment in capacity development on the part of partner countries.

In Mauritius, Panama and Peru the major donors do work through national planning and budgeting frameworks. Mauritius notes that external partners align their interventions with the government reform programme. External resources are channelled - in the form of general budget support - to the government on the basis of mutually agreed performance indicators.

Malawi could not reply specifically with respect to aid for trade, but noted that, for aid overall, a significant proportion of support is deemed extra-budgetary (i.e. involving finances not directly managed by a government institution). The Philippines could not verify whether all external partners use its policy planning and budgeting framework.

Cambodia is in the process of bringing the trade sector into the planning and budgeting framework. Once a sector is brought under the framework development partners are expected to align their development support with Cambodia's Public Investment Plan (PIP). Such alignment is in fact the expressed desire of the government and its development partners.

***It is difficult to indicate precisely whether aid for trade matches overall priorities***

Many partner countries were unable to specify how well aid for trade matches their overall priorities, and more work is required in the development of aid management information systems.

For Cambodia, no information was provided on how well aid for trade matches the government's priorities. However, Cambodia intends to develop an aid information management system as part of the implementation of DTIS 2007. In this connection, the Ministry of Commerce is currently developing a "trade information gateway".

Malawi holds that aid flows in general – rather than aid for trade in particular – are matched with priorities to a greater extent than in the past, on account of the government's formulation of its Development Assistance Strategy. Malawi uses the Commonwealth Secretariat Debt Recording Management System for capturing information on external loans. No other type of information management system was referred to.

Panama broadly holds that aid does flow to priority areas, but does not refer to an aid management information system. Uruguay also seems not to possess such a system.

The Philippines did not reply as to how well the flows of aid for trade reflect government priorities. The Philippines does refer to the fact that it possesses an information system database that identifies the public investment programmes to be carried out by the national government during 2005-10 (but it is not clear whether this also identifies – and is used for the management of information on – aid flows).

Peru noted that in 2005, 80% of aid for trade went to different forms of capacity development, with 19% going to trade-related infrastructure. Peru's response affirms that infrastructure is a priority, but does not indicate whether the overall composition of aid for trade has struck the right balance. No aid management information system is referred to.

***Harmonisation is encouraged through inclusion of donors in strategy development processes***

Partner countries encourage co-ordinated analyses of trade development needs through inclusion of donors in strategy development processes. Only one country, Malawi, referred to the existence of co-ordination gaps relating to analytic work.

In Cambodia, a shared vision among donors is being generated through the formulation of the DTIS 2007. Key analytic work is also being shared in a co-ordinated fashion across donors, and the process is overseen by the previously mentioned Sub-Steering Committee.

In Malawi, donors base their planning on the Malawi Growth and Development Strategy (MGDS). Consultations with donors are undertaken by the Ministry of Finance and the Ministry of Economic Planning and Development. Malawi indicates, however, that co-ordination gaps exist in the lack of a sectoral focus in the analytic work (and there is a stated need for greater involvement in such donor/government discussions on the part of the Ministry of Trade).

Panama cites the creation of inter-agency groups and field visits undertaken with donors. Similarly, the Peruvian Agency for International Co-operation seeks to enhance co-ordination and optimise external resources by establishing Coordination Roundtables involving the public sector and the donor community. A Roundtable on Trade is currently being established.

## 5. Are programmes managed with clear objectives?

### ***A range of achievement indicators is used for trade development and aid-for-trade strategies***

Partner countries describe an array of achievement indicators for their trade development and aid-for-trade strategies, often developed in consultation with donors, and sometimes subject to frequent review.

At present Cambodia does not have formal mechanisms to monitor and evaluate the results and impacts of its aid for trade. However, it is intended to develop such mechanisms as part of the implementation of the DTIS 2007. To date, monitoring has been done on a project-by-project basis focusing on outputs and expenditure. The goal is also to develop indicators that help monitor the contribution of trade to human development and poverty reduction.

In Malawi, the success of the MGDS – which has trade elements but is not a trade development strategy specifically - is reviewed through consultative processes (not described in the response) and a major annual review.

In Mauritius, partners collectively agree on strategies and benchmarks with line Ministries. External partners also make their own independent assessments of progress. Mandatory consultations are held with partners collectively three times a year in order to take stock of progress and agree on new indicators and targets.

In the Philippines, quantitative and qualitative indicators, as well as timelines, were set for the MTPDP 2002-10. For agricultural trade, programme monitoring and evaluation are usually discussed with the donor concerned. And every part of Peru's export strategy has associated achievement indicators.

Panama has developed a series of achievement indicators that cover trade and related outcomes. Increments in the real value of exports required to achieve poverty reduction goals are specified. The National Strategic Trade Strategy 2004-09 also establishes indicators over the medium and long terms, as follows:

- Medium-term goals (2007) include: i) increase exports by 15%; ii) increase non-traditional exports by 10%; iii) foster exports from 20 new firms; and, iv) attract 5 new international firms to Panama.
- Longer-term goals (2009) include: i) increase exports by 32%; ii) increase exports of non-traditional products by 20%; iii) foster exports from 40 new companies; and, iv) attract 20 new international firms to Panama.

In Uruguay, objectives are said to vary according to each Ministry. There appear to be no overall aid-for-trade achievement measures.

### ***Joint monitoring and evaluation is being planned***

Mauritius, Panama and the Philippines note that they engage with donors in joint monitoring and evaluation of aid for trade. Cambodia does not yet do so but plans to in future. In Malawi, donors are incorporated as members of Steering Committees by the Ministry of Industry and Trade on all donor-funded trade-related projects. Peru lists the donors it works with, but does not specify whether it participates with these donors in joint evaluations. Nor does Uruguay provide an indication on this issue.

## 6. Is Mutual Accountability Taking Place?

### ***Some Aid-for-Trade Committees, or equivalent bodies have been established***

In Malawi an Aid-for-Trade Committee was set up in December 2006, comprising representatives from the public, private and non-governmental sectors. In Cambodia an equivalent body, the Sub-Steering Committee on Trade Development and Trade-Related Investment, has also been created (already described above).

Panama does not have a committee exclusively to follow aid for trade. However, Panama did refer to its Department for International Technical Co-operation, which among other functions approves the programming of technical co-operation, co-ordinates with government and non-governmental bodies, monitors the effectiveness of technical co-operation, and co-ordinates with the Ministry of Foreign Affairs in programme and project-related negotiations.

While a large number of public entities are involved in supporting Peru's National Competitiveness Plan, there is no aid-for-trade committee as such. However, the Peruvian Agency for International Co-operation takes a lead role on co-ordination of aid for trade. Similarly, with Mauritius, there is no reference to an aid-for-trade committee, although a designated body (NAFTC) meets as often as required to monitor progress and review strategy. In Uruguay there is no aid-for-trade committee, and the Philippines did not respond to this particular issue.

### ***In most countries, a range of actors is involved in reviewing progress on aid-for-trade commitments***

As has been described in various parts of this chapter, the design, implementation and review of trade development strategies, and the associated aid for trade, has often been an inclusive process engaging a wide spectrum of stakeholders. In Mauritius, for instance, mandatory consultations are held with partners collectively three times a year to take stock of progress and agree new indicators and targets. Cambodia likewise described a highly inclusive process led by the Sub-Steering Committee on Trade Development and Trade-Related Investment.

Panama describes a number of instruments – conventions, agreements, memoranda of understanding and Commissions – as well as programmes agreed with multilateral agencies and numerous sources of bilateral co-operation (including with a number of other Latin American countries), each of which establishes joint mechanisms for monitoring.

Malawi did not respond specifically to the case of aid for trade, but described general aid-related processes that also encompass the trade sphere. It notes that pre-budget consultations are held with the Ministry of Finance (MoF) prior to budget presentation. The budget framework and key policies are discussed with representatives of the private sector, donors and civil society. Every year the MoF undertakes a Joint Country Program Review to review implementation of development programmes with donors (which representatives of the private sector and civil society are also invited to attend).