

THE WORLD BANK GROUP ARCHIVES

PUBLIC DISCLOSURE AUTHORIZED

Folder Title: President Wolfensohn - Briefing Book for President's Meetings and Events - AFR - Africa Budget - December 4, 1995

Folder ID: 30485783

Series: Meeting and event briefing materials

Dates: 10/20/1995 - 12/04/1995

Subfonds: Records of President James D. Wolfensohn

Fonds: Records of the Office of the President

ISAD Reference Code: WB IBRD/IDA EXC-13-10

Digitized: 05/16/2025

To cite materials from this archival folder, please follow the following format:
[Descriptive name of item], [Folder Title], Folder ID [Folder ID], ISAD(G) Reference Code [Reference Code], [Each Level Label as applicable], World Bank Group Archives, Washington, D.C., United States.

The records in this folder were created or received by The World Bank in the course of its business.

The records that were created by the staff of The World Bank are subject to the Bank's copyright.

Please refer to <http://www.worldbank.org/terms-of-use-earchives> for full copyright terms of use and disclaimers.



THE WORLD BANK

Washington, D.C.

© International Bank for Reconstruction and Development / International Development Association or

The World Bank

1818 H Street NW

Washington DC 20433

Telephone: 202-473-1000

Internet: www.worldbank.org

PUBLIC DISCLOSURE AUTHORIZED

DECLASSIFIED
WBG Archives

Africa Budget Meeting

Monday, December 4, 1995
9:45-11:00 am
E 1227 (Conf. Room)



R2002-036 Other #: 25 Box #: 186475B
President Wolfensohn - Briefings Books for Presidents Meetings - Meeting Materials
Africa Budget - December 4, 1995



30485783

Archive Management for the President's Office

Document Log

Reference # : Archive-01002

1/18

Edit

Print

A. CLASSIFICATION

- ☒ Meeting Material
- ☐ Trips
- ☐ Speeches

- ☐ Annual Meetings
- ☐ Corporate Management
- ☐ Communications with Staff

- ☐ Phone Logs
- ☐ Calendar
- ☐ Press Clippings/Photos

- ☐ JDW Transcripts
- ☐ Social Events
- ☐ Other

B. SUBJECT: Brief: Africa Budget Meeting -- Monday, December 4, 1995

DATE: 11/08/96

C. VPU

Corporate

- ☐ CTR
- ☐ EXT
- ☐ LEG
- ☐ MPS
- ☐ OED
- ☐ SEC/Board
- ☐ TRE

Regional

- ☒ AFR
- ☐ EAP
- ☐ ECA
- ☐ LAC
- ☐ MNA
- ☐ SAS

Central

- ☐ CFS
- ☐ DEC
- ☐ ESD
- ☐ FPD
- ☐ FPR
- ☐ HRO

Affiliates

- ☐ GEF
- ☐ ICSID
- ☐ IFC
- ☐ Inspection Panel
- ☐ Kennedy Center
- ☐ MIGA

D. EXTERNAL PARTNER

- ☐ IMF
- ☐ UN
- ☐ MDB/Other IO
- ☐ NGO
- ☐ Private Sector

- ☐ Part I
- ☒ Part II
- ☐ Other

E. COMMENTS: Key Issues for Discussion & Strategic Discussion Note

File Location

- ☐ EXC
- ☐ IISC
- ☒ Archives

Cleared By

Date:

11/08/96

View Update History

December 1, 1995

JDW

AFRICA STRATEGIC BUDGET DISCUSSION

You have the third of the strategic budget discussions on Monday, December 4 from 10:00-11:00. There will be a quarter hour pre-brief at 9:45.

Enclosed is a copy of the main issues for discussion and some key indicators (prepared by the Budget Office) together with AFR's own strategic discussion note.

Attending today's meeting will be Kim Jaycox (AFR), Jules Muis, Richard Lynn (Budget) and Gautam.

Josie

Africa (AFR) Region

I. Strategic Issues

A. Direction

- **Poverty Reduction.** AFR's mission is to reduce poverty and improve the quality of people's lives. To achieve this, national income growth of 6-7% p.a. is needed, compared to the current projections of 3.8% p.a. This is true, however, only if there is no improvement in investment patterns. The Region's strategy is to assume that such improvement will take place and to aim for a 5-6% growth. To this end, AFR proposes to lay the basis, over the next twelve months, for a compact with its client countries for poverty reduction. While acknowledging that results will not be easily obtainable and that they do not have all the answers on how to achieve the needed higher growth rates, the Region has emphasized that to aim at any lower targets would not be morally right, as they would not result in reducing the number of poor. In pursuit of these higher rates, the Region has taken steps to change the way it does business. Key facets of AFR's strategy, in addition to the compact, include higher impact adjustment operations, broader sector operations, capacity building, local stakeholders' participation, and also internal organizational changes. Given this framework, the following questions emerge:

- (i) **Compact Conditions:** To achieve the higher growth rates, the Region proposes a compact with Africa that includes strong commitment by governments to poverty reduction, increased attention to economic reform, improved patterns of public expenditure, and an improved environment for the private sector. **How would the Region apply the compact conditions in determining work program priorities and how many of them would have to be met by clients to have access to the Bank's full array of services? What would be the Region's stance towards those African countries which only met some of the compact conditions?**
- (ii) **Higher Impact Adjustment:** In FY95, the Region experimented with up-front conditionality and other measures of borrowers' commitment to and ownership of economic reforms to improve the impact of adjustment lending. As a result, lending was deferred in several countries (Cameroon, Kenya, Madagascar, Tanzania). **Could the Region comment on the impact of this decision on country relations and how has it made a difference in strengthening country commitment to reform? Is the Region pursuing or considering other avenues to address this issue? The Strategy Note indicates that where commitment to reform is wavering, the Region would back away from intensive collaboration. What are the operational implications of this strategy?**
- (iii) **Broader Sector Operations:** OED has assessed that about 33% of the AFR projects completed over the FY90-94 period is likely to be sustainable. In response to this finding, AFR has decided to steadily shift its lending assistance away from a "fragmented project-by-project approach" to a "broader sector approach", where the Bank and the donors would coordinate more closely in financing and implementing programs prepared by local stakeholders. Three such broader sector operations were approved in FY95. An increasing number is planned over the coming years, rising to 12% of total portfolio by FY98. **What are the downside risks of these operations, given their complexity? What are the bilateral donors' views about the broader sector operations, which also entail high preparation costs and longer preparation time?**

- (iv) **Capacity Building:** Strengthening African government institutions for planning and implementation is a central requirement of long-term development. A number of donor programs, the African Capacity Building Foundation, and the broader sector operations are helping governments to address these issues. **It would be useful to hear from the Region about the countries where these efforts are beginning to show results. How can the Bank make greater use of the private sector capacity and strengthen private sector institutions in African countries?**
- (v) **Participation:** Sustained poverty reductions will require the collaborative efforts of governments, nongovernmental organizations, civil society, donors, and beneficiaries. The Region has recently increased its NGO liaison effort, through the field offices. **How is the Region's stance changing to reflect more participatory approaches to development?**
- (vi) **Internal Organizational Changes:** To provide greater country focus and an appropriate framework for allocating and monitoring resource use, the Region has introduced the concept of country managers and country budgets. **How will the Region link country budgets to getting results on the ground? What performance indicators will be used?**
- **IDA.** The shortfall in IDA commitments between planned and actual levels has been increasing over the last three years, reaching SDR 900 million in FY95. **How is the program evolving for FY96 compared to plan?** The Region indicates that it plans to commit SDR 5.8 billion during FY97-99, or about 45% of an IDA 11, if it were to be replenished at the SDR 13 billion level. **Is this level attainable, given the difficulties experienced in recent years and the risks associated with the new strategy of developing compacts with client countries and pursuing broader sector operations which would be new to many clients? In the event of a significantly reduced IDA, what is AFR's contingency plan (e.g., need for a debt reduction tool, use of Bank services other than lending) to achieve the poverty reduction objectives?**

B. Implementation

- **Sector Issues.** To ensure that resources are made available for the education, health and infrastructure sectors, the Region plans to emphasize an improved pattern of public expenditure. **How confident is the Region that governments will readily accept a change in the public expenditure patterns, which have been entrenched over many years and catered to strong vested interests?**

II. Resource Issues

- **Budget.** The administrative budget for AFR was reduced by 6% in real terms in each of FY96 and FY97, with notional zero growth assumed for FY98. **What further internal redeployment is the Region envisaging?**

Attachments - Key Indicators
Regional Comparators

AFR - Key Indicators

Social and Economic Indicators

<u>Regional Profile</u>		<u>Average Annual Change (%)</u>	
GNP per capital 1993 (US\$)	520	GNP per capita ^{a/}	-0.7
Population 1993 (millions)	559	Population ^{a/}	2.9
		Infant mortality ^{b/}	-1.5
		Rate of Primary School Enrollment ^{b/}	1.4

^{a/} 1975 to latest available year
^{b/} 1972 to 1993
Source: Social Indicators of Development, 1995

Work Program Indicators

	<u>Actual</u>			<u>Contract</u>	<u>Plan</u>
	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>FY96</u>	<u>FY96</u>
<u>Regional Resources by Bank Services (%)</u> ^{c/}					
Lending	26.6	24.6	27.6	n.a.	28.8
Portfolio Management	29.6	29.0	28.4	n.a.	28.5
CESW	21.2	20.7	15.9	n.a.	17.4
TA/AC	3.2	4.4	4.8	n.a.	5.1
MAA	15.1	14.9	16.8	n.a.	14.0
Other	4.3	6.4	6.5	n.a.	6.2
<u>Portfolio Indicators</u>					
Portfolio Size (#)	604	590	554	545	
Problem Projects					
Implementation Progress (%)	24.3	20.1	18.4	n.a.	
Development Objectives (%)	17.2	16.9	16.4	n.a.	
<u>Lending Data</u> ^{d/}					
Lending Commitments (\$m)					
IBRD	47	128	81	110	16
IDA	2,770	2,680	2,204	2,994	2,831
Number of Projects (#)					
IBRD	3	3	4	2	1
IDA	72	57	54	63	64
Average Commitment per Project (\$m)	37.6	46.8	39.4	49.7	43.8

n.a. - not applicable
c/ Including cross support from the CVPs (direct and indirect costs and leave and holiday)
d/ FY96 plan is based on the Region's "optimum" scenario for IDA

Resources

<u>Budgets in nominal \$ million</u>				
Regular and Reimbursable	191.3	200.6	195.0	189.8
Cross Support	12.2	18.2	17.7	16.2
Growth rate in real terms (%) ^{e/}		3.3	-4.8	-6.0

e/ Growth rates based on regular, reimbursable, and cross support budgets.

REGIONAL COMPARATORS

EFFICIENCY INDICATORS (FY93-95)

REGION	Lending Resources per Approved Projects (\$000)	Total Resources (Lending, ESW, TA Aid Co-ord, Ctry Programs (excl. Supervision) per Approved Project (\$000)	Supervision Resource Inputs per Project (\$000)
Africa	871	1,810	106.1
East Asia	841	1,410	77.1
Europe & Central Asia	1,212	2,119	117.2
Latin America & Caribbean	728	1,313	85.8
Middle East & No. Africa	1,122	2,285	93.1
South Asia	1,223	2,122	99.1
Average	946	1,749	96.2

EFFECTIVENESS INDICATORS

REGION	Non-Problem Projects as % of Total Projects (FY93-95)	Disbursements as % of Opening Undisbursed Balances (FY93-95)	OED Project Rating	
			Sustainability (% Likely) (FY90-94)	Institutional Development (% Substantial) (FY90-94)
Africa	78	15	33	23
East Asia	92	25	65	45
Europe & Central Asia	74	12	52	33
Latin America & Caribbean	81	18	44	31
Middle East & No. Africa	76	16	55	38
South Asia	84	16	42	23
Average	81	18	45	30

PLANNING INDICATORS (FY93-95)

REGION	No of Actual Vs Planned Projects (%)	Project Pipeline:		IBRD		IDA	
		Avg. Age of Project (years)	Avg. Staff wks per Project (swks)	Actual Vs Planned Lending Amts (%)	Actual Vs Planned Projects No. (%)	Actual Vs Planned Lending Amts (%)	Actual Vs Planned Projects No. (%)
Africa	83	3.6	42.3	24	42	81	88
East Asia	97	3.0	39.2	97	98	103	95
Europe & Central Asia	106	2.0	45.7	79	87	211	275
Latin America & Caribbean	103	2.9	44.2	102	96	131	147
Middle East & No. Africa	89	2.8	41.6	80	94	64	63
South Asia	72	4.0	55.6	65	57	78	78
Average	92	3.1	44.2	88	89	87	96

Better than Average



Average



Worse than Average



OFFICE MEMORANDUM

DATE: October 20, 1995

TO: Mr. Richard Lynn, Director, PBD

FROM: Stephen Denning, Director, AFR

EXTENSION: 34035

SUBJECT: **Africa Region Strategic Discussion Note**

1. Attached is Africa Region's Strategic Discussion Note. It includes several annexes providing details on country performance and country strategies. We are preparing several additional annexes reflecting trends in aggregate economic indicators, administrative budget applications by service category, output measures and country resource use, which we will forward on Monday.

2. If you have any questions on the attached, please contact me or Charlotte Jones-Carroll, who will be in touch with PBD with regard to the issues notes you will be preparing for this exercise. We look forward to receiving confirmation of the final details on the meeting with Mr. Wolfensohn to discuss this strategy note.

Attachments

cc: Messrs. Kaji, EXC; Schloss, Ahmed, PBD; AFR RMT

AFRICA REGION STRATEGY FY97-99

Summary of the proposed strategy:

A compact for poverty reduction in Africa

Our mission is to **reduce poverty and improve the quality of people's lives.**

Progress in accomplishing this mission in Sub-Saharan Africa is mixed. The economic "free-fall" of the 1980s has been reversed, and a majority of African countries are in twin transitions toward market economies and more participatory governance. Nevertheless, several large countries are badly off track, depressing the averages of African economic indicators. Even the stronger performing countries have not had growth sufficient to yield broad-based increases in per capita incomes. Across the continent, poverty is on the rise.

What is needed: Compared to the currently projected 3.8% p.a. growth in national income over the next ten years, growth of 5% p.a. will only be sufficient to stabilize the number of poor. A national income growth of 6-7% p.a. is needed if significant progress in poverty reduction is to be achieved.

A new level of performance: The central strategic issues facing the Africa Region are: (i) whether **African countries** can achieve these higher growth rates, and get to a pattern of growth that is better oriented to poverty reduction, and (ii) whether the **donor community**, including multilaterals, bilaterals and NGOs, can change the way it delivers assistance to the African countries, so as to support a higher level of African performance. Our answer is a qualified yes, and our proposed strategy entails orchestrating over the coming twelve months a sequence of actions that will lead to a **compact for poverty reduction in Africa.**

Our proposed poverty reduction strategy entails **high risk**, given that it has proven so difficult even to get to the levels of growth now occurring in Africa, after many years of effort. However we believe that the alternative of remaining in a "business as usual" mode is even more risky.

Our **plan** is to lay the basis, over the next twelve months, for a compact on higher performance on poverty in Africa, while monitoring downside risk.

Proposed compact with Africa

In the African countries, there is needed:

A. A **more vigorous commitment** by African governments, to increase economic growth rates and reduce poverty, and improved governance to this end.

B. **Greater attention to economic reform**, including public finances and macroeconomic stability, to ensure a strong broad-based supply response.

C. An **improved pattern of public expenditure**, that enhances both the efficiency of investment, and focuses expenditure on poverty-reducing sectors and activities.

D. An **improved environment for the private sector**, which will lead to increased private sector investment.

The Africa Region's evolving change agenda

The Africa Region, along with the rest of the donor community, is changing the way it does business, as reflected in its change agenda:

Assistance strategy

1. Assistance that puts **poverty reduction at the center**
2. **Higher impact economic reform programs**
3. A **broader sector approach**, with a shift away from fragmented project assistance.
4. Enhancement of African **institutional capacity**
5. **Tighter client orientation**
6. **Systematic stakeholder consultation**
7. **Country focus**, through partnership based on country teams, and country-based structure.
8. Enhanced **timeliness** in the provision of services to our clients

Staff development

8. **Continuous learning** to reach higher levels of technical excellence and faster implementation
9. **Personnel evaluation** linked to change agenda
10. **Upward feedback mechanisms**

System underpinning

11. **Budget based on development impact**
12. **Performance indicators**

Economic Profile of Africa in 1994

Population	557 million (1993)
GDP growth (%)	1.6% (-46% to 14%)
Per capita GDP growth (%)	-1.27% (-47% to 10%)
Export growth (%)	1.9% (-10% to 14%)
Savings rate (% of GDP)	14.1% (-15% to 32%)
Investment rate (% of GDP)	20.2% (10% to 60%)
Private investment rate (% of GDP)	11.2% (1% to 36%)
Fiscal balance (% of GDP)	-14.5% (-107.5% to 25.6%)
External balance (% of GDP)	-18.4% (-117.7% to 0.9%)
Inflation rate (%)	51.2% (1.7% to 1000+%)
External Debt Service (% of Exports)	47.4% (4.5% to 143.6%)
Total External Debt.	\$ 220 billion
Infant mortality (per 1000 live births)	93 (1993)
Primary school enrolment — total	67 (1993)
girls	60 (1993)

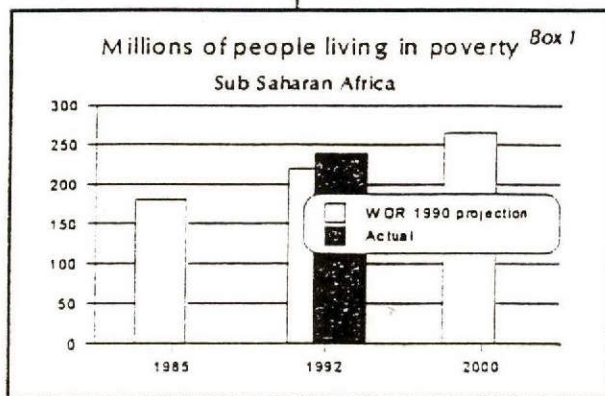
Operations summary FY96-99

	US\$ millions			
	FY96	FY97	FY98	FY99
IDA	2994	3000	3000	3000
IBRD	110	250	250	250
# new loans	65	65	65	65
Disbursements	2440	2600	2800	2800

A. Introduction:

A continent in transition

Most countries in Sub-Saharan Africa (SSA) are in twin transitions toward market economies and more participatory governance, but the forward movement is not smooth or consistent. Our aim is to get results on the ground, to provide timely and effective support to our African partners and to help get broad-based and lasting improvements in living conditions. To achieve this in the current volatile context requires us to be flexible, to seize opportunities to support the transitions underway, and to ensure that they are as efficient and humane as possible. In partnership with governments and other donors, we aim to concentrate our resources on those countries with demonstrated potential for growth and a commitment to poverty reduction. Where we determine that commitment is seriously wavering, we will back away from intensive collaboration.



A growth in national income of 5% p.a. is needed even to stabilize the number of poor. National income growth of 6-7% p.a. is needed to make significant progress in poverty reduction.

Technical feasibility: More discussion is needed to attain full consensus on the feasibility and modalities of achieving

higher growth rates and progress in reducing poverty. We (or DEC or anyone else) don't have the definitive answers on how to get enhanced growth. In some countries, such as Ghana, Mozambique and South Africa, the technical work spelling out the elements for achieving higher levels of growth is under way. In other countries, this technical work needs to be undertaken.

Modalities: In most countries, the main elements of a poverty reduction strategy will include:

- Greater attention to economic reform**, including public finances and macroeconomic stability, to ensure a strong broad-based supply response.
- More sustained progress in **domestic resource mobilization** — an area where the IMF has specific responsibility, and where, too often, cuts in expenditures have proven an easier way to achieve macro-economic balances than the more difficult, longer-term tasks such as improved tax and customs administration.

B. A compact with Africa: higher performance on poverty reduction

Our central mission is **poverty reduction**. Yet for SSA, **poverty is increasing**: the number of poor, and in many countries, even the proportion of poor, are now on the rise. Current Bank/IMF projections for SSA show future growth of national income of around 3.8% p.a. for the next 10 years. Even with an increased emphasis on population and family planning programs, population growth rates will be around 3%. This means an average per capita income growth of only 0.8% p.a., which will eventually reduce the proportion of poor, but only very slowly. Moreover, at these rates of economic and population growth, it will take more than 70 years to double per capita incomes in SSA. Also, it will lead to an increase in the number of poor.

Key points and comparisons *Box 2*

- Half of Africa's 557 million people live in poverty.
- Over 1988-94, only 7 of 48 countries grew rapidly enough to reduce poverty.
- Domestic savings are only \$45 per person, compared to \$220 in East Asia and \$600 in Latin America.
- The efficiency of investment is less than half the level of other developing regions.
- Direct foreign investment is less than 1% of the total going to developing countries.

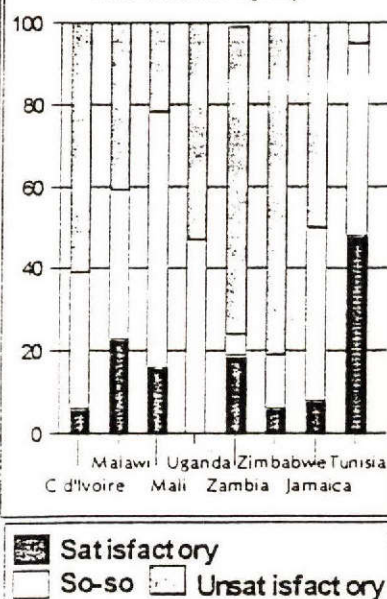
Box 3

Trends In Social Indicators		1970	1993
Infant Mortality (Per 1000 Live Births)		132	93
Life Expectancy (Years):	Male	42	50
	Females	46	53
Primary School Enrollment (%)	Total	50	67
	Females	41	60
Female/Male Prim. School Enrolmt. (%)		61	81
Adult Literacy (%)	Total	44('85)	50('90)
	Females	32('85)	38('90)

- An improved pattern of **public expenditure**, that enhances both the efficiency of investment, and focuses expenditure on poverty-reducing economic growth. There should be a shift towards labor-intensive rural-based growth, and more emphasis on **gender and primary services**. The proposed concentration ties in with the kind of concentration already planned in the **agriculture services** program, and in the push to expedite the provision of **pri-**

Borrower survey

Effectiveness in
facilitating poverty
alleviation Q22)



mary education for all, especially girls. Other changes will however need to be considered. **Population, rural domestic water supply, rural roads and nutrition** interventions will be more prominent.

d. An improved environment for the **private sector**, which will lead to increased private sector investment.

To enable this to happen, a **new and single-minded commitment** by African governments is needed to increase economic growth rates and to focus on investments that reduce poverty.

Political feasibility:

Higher levels of economic performance will not be an easy "sell" in Africa. In effect, the strategy implies more and faster adjustment, not less. In the short run, this may mean more social pain and hardship, not less. Efforts at poverty reduction can also bring to surface profound political, religious and ethnic tensions that underlie current political, social and economic arrangements. At the same time, poverty reduction can be a powerfully motivating goal and carries with it a moral force that mere economic efficiency argu-

ments have tended to lack.

We believe that the **risks** are worth running, given that (a) economic reforms programs are currently not generating enough growth to sustain a political commitment to reform in the medium term; and (b) it is not morally acceptable to have objectives that even on an optimistic outcome entail increases in poverty.

Our **plan** is to lay the basis, over the next twelve months, for a compact aimed at higher level economic performance in SSA, while monitoring downside risk.

C. Implementing the strategy: the Region's change agenda

The compact with African countries implies a set of changes in the way the Bank — in partnership with other donors — does business in Africa, so as to ensure that our processes, structures, staff development and work culture are maximally aligned to achieve poverty reduction. These changes — most already under way — include **enhanced assistance strategies, tighter client orientation, strengthened staff development and system underpinnings.**

Enhanced assistance strategies

I. Putting poverty at the CAS's center

A key step in implementing the strategy is to ensure that country assistance strategies (CAS) put poverty reduction at the center. A recently completed review indicates that this is not uniformly the case at present; the changes needed are outlined in Box 4. All new CASs are being analyzed from this perspective. Some upgrading of staff skills is needed.

Box 4

Poverty reduction at the center of the CAS

Each CAS should describe the poverty situation and its evolution, and then evaluate strategy by how it will impact on the poverty situation. The following are the priority issues for increasing the poverty focus of CASs:

Process

- Is poverty reduction a **systematic theme** throughout the CAS with links to the poverty assessment and lending program?
- Is there **participation** with government and other development partners in its preparation, and is the **government committed** to poverty reduction?
- Have **partnerships** with other donors been built to encourage specialization of activities and hence cover a wider, but more coordinated, scope of activities for poverty reduction?

Content

- Has the **extent and depth of poverty** been documented? How many poor, how poor, who, where and why?

- Has **impact of past macroeconomic and sectoral policies on the poor** been assessed? For example, what has happened to employment and real incomes of the poor since previous policies were introduced? Have primary education enrollment rates improved?
- Are **development programs in the CAS "pro-poor"**? For example, do they focus on increasing incomes in rural areas where most of the poorest live, increase rate of rural development, and foster broad-based rural development by reducing the costs of remoteness through rural road development so that more rural producers can participate effectively in markets for their products and labor?
- Will the CAS lead to **improved social services** such as primary health, primary education, rural and urban domestic water supplies and urban sanitation? For example, does the CAS **focus attention on high pay-off activities such as girls' education**?
- Does the CAS direct attention to assistance for the **bottom 30 percent** of the income distribution using **cost-effective targeted programs**?

Box 5

Higher impact economic reform programs

The Region is examining each program from the following aspects:

1. What is the demonstrated commitment of the government to the program and/or the operation?
 - *Track record and upfront actions*
 - *Broad consultation and support*
 - *Self design of program and operations*
2. What is the country specific evidential basis for the proposed structural reforms, including their impact on the poor?
 - *Firm and farm surveys*
 - *Explicit poverty and gender analysis*
 - *Public expenditure analysis*
3. Are too many institutional development aspects of public sector, privatization and financial system reforms being loaded on to the adjustment operation?
 - *Movement on the big five parasitics*
 - *Realism of timetable for implementation*
 - *Preceding or simultaneous investment and TA operations*
4. Are there explicit measures on the level and composition of fiscal balance?
 - *Monitoring and control*
 - *Social expenditure conditionality*
 - *Revenue mobilization at center stage*
5. What would happen to the macro resource gaps if one or more tranches were held up?
 - *Coordination with IMF and other donors*
 - *Flexible trancheing arrangements*
 - *Link to CAS triggers*

Eliciting African commitment: It is fundamental to the success of the strategy that there be a genuine strong commitment to poverty by African countries. Much ground needs to be covered since presently only 10 countries out of 48 have an explicit commitment to poverty reduction, and some of these cases look like lip service. Conditionality would be unable to produce the needed commitment. The challenge is to engender a commitment to poverty reduction that is genuine and strongly felt.

A multi-faceted **communications** effort over several years will be needed to effect the change, which must operate at all levels, from the head of state down to the villager. Other steps may include establishing a high level poverty panel for SSA.

The change will involve developing a **new way of talking about structural adjustment**, i.e. almost a new "vocabulary" for discussing macro-economic management that conveys more directly and accessibly (to economists and non-economists) the link between sound macro-economic management and poverty reduction. This new way of talking about economic reform is key to forcing a recognition of

– and thus action on – the tradeoffs, choices, imperatives for the future.

Another key to success will be the interactive participation and support of our **other partners**. This discussion has been launched with SPA donors and African NGOs. The role of the **IMF** in terms of assuring appropriate levels and focus of public expenditure will be central: the process of reaching closure with countries on PFPs needs to be managed in a manner consistent with partnership and local ownership of programs.

2. Higher impact reform programs

A key facet of the strategy is to engender higher growth rates in adjusting countries. Steps are being taken to ensure that economic reform programs generate, across the array of countries receiving quick-disbursing lending, a stronger supply response, with the approach set out in Box 5. The expected results: improved country ownership of adjustment programs and an enhanced supply response. To implement the approach, Bank staff just-in-time **training** will be offered.

Within the operating environment in Africa, **country selectivity** will continue to be the driving force, to concentrate declining budget and lending resources on the countries with the best prospects and most commitment to poverty reduction. **Countries of concentration** will likely number around 22-26 during FY97-99, out of the 48 African nations (Box 6). Another 10-12 countries are **off track** or **getting back on track** and will receive on average limited Bank services (such as supervision of existing portfolios or targeted,

Box 6

Higher impact assistance: exercising selectivity

A. Countries of concentration - (26) (to be provided with full array of Bank services) Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Chad, Cote d'Ivoire, Eritrea, Ethiopia, Ghana, Guinea, Kenya, Lesotho, Madagascar, Malawi, Mali, Mauritania, Mozambique, Rwanda, Senegal, South Africa, Tanzania, Togo, Uganda, Zambia, and Zimbabwe. (In addition, Gabon and Mauritius have significant work programs.)

B. Countries that are off track or getting back on track - (11) (to be provided with selective, limited resource applications unless performance changes) Angola (may advance), CAR, Comoros, Congo, Equatorial Guinea, Gambia, Guinea Bissau, Nigeria, Niger, Sao Tome & Principe, Sierra Leone

C. Small countries and relatively non-active countries by their own choice (5) (receiving very limited or no Bank services) Seychelles, Swaziland, Botswana, Djibouti, Namibia

D. Countries in Protracted Non-Accrual Status - (4) Liberia (peace process now under way), Sudan, Somalia, Zaire

core lending or minimum economic analysis). Still other programs — either for very small countries or those not immediately interested in our services or those in non-accrual — are classified as **non-active**, although a certain level of monitoring and response to specific demand is expected.

For most of the active programs, structural or sectoral adjustment and demand for analytical work to support it will continue as an integral component of economic management. In a number of these cases – e.g. Cote d'Ivoire, Cameroon, Zambia – **debt relief** also figures as key to development breakthroughs.

For some **post-conflict countries** such as Angola, Mozambique, Sierra Leone and possibly Liberia and Rwanda, recovery, including attention to refugees, and re-integration of military personnel will be factors. We will be prepared to take a risk on lower performers who are demonstrating the first steps toward putting in place a reform mentality.

Other poor performers, such as **Nigeria** will have limited access to new lending until there is a track record of sound economic management.

South Africa has not yet decided to borrow from IBRD for its multiple development needs, and indeed may be able to attract funding from private sources, given its relatively good recent progress toward stabilizing its economy. However, we consider it to be a country of concentration because of the interest in our advice and analytical services, and in view of the country's potential influence on the rest of southern Africa.

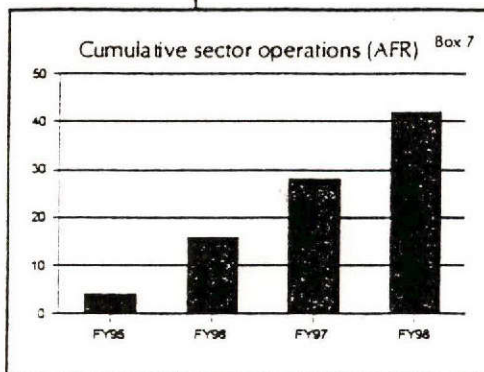
3. Broader sector approach

The traditional donor approach of investment assistance by way of projects has led in Africa to large-scale fragmentation of effort, and to undermining of local capacity. A shift is now under way towards a **broader sector approach** that emphasizes **successful sectors** rather than successful projects. The approach is summarized below in Box 8.

AFR aims to complete appraisal of 16 of these operations by end FY96. They are ex-

pected to improve resource transfers, be more efficient for countries to implement, and enhance project ownership by borrowers.

Constraints on implementing the approach include borrowers' capacity to take the lead in the design of sector operations and the willingness of other donors to harmonize their own project objectives within a broader sectoral frame-

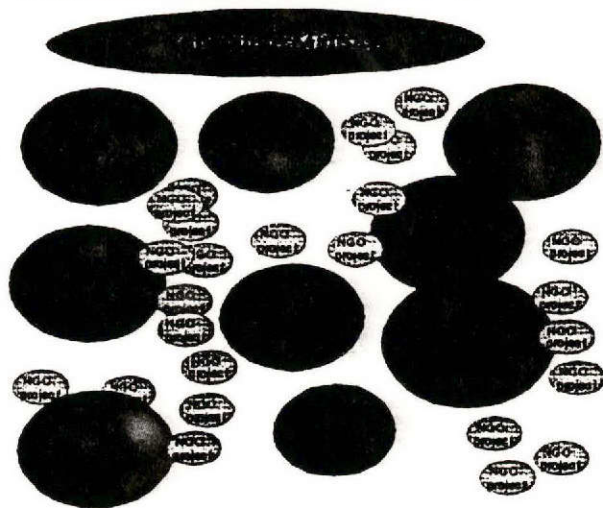


work.

A broad outreach effort is under way, in the context of SPA and elsewhere, to reduce the impact of these constraints. A just-in-time training program for Bank staff is also supporting the approach.

The approach is being more fully integrated in the design of CASs. Thus many CASs discuss the problems of primary education or primary health care in the early sections of the CAS, and, in the later sections of the Bank strategy, talk

Typical Africa sector



The broader sector approach

- ☞ Coherent policy in the sector
- ☞ Operation is sector wide in scope
- ☞ Prepared by local stakeholders
- ☞ Comprise all donors in sector
- ☞ Common execution arrangements
 - implementation arrangements
 - accounts and audits
 - management reporting
 - procurement
- ☞ Minimal resort to long term TA

about the Bank actions that will be taken to respond to the problems, but without indicating the real world impact of the Bank actions. In future, particularly in key sectoral issues like girls' primary education, the CAS will describe the trajectory of results that will follow from the actions being planned in the Bank strategy. In what year, for instance, will the country reach 100% primary enrollment? Where will they be in the year 2000? Or 2005?

4. Enhancing institutional capacity

Weak institutions and shaky governance impede much of Africa's economic performance. Rationalization of institutions and empowerment of local communities, including non-government institutions, is part of our regional focus. We hope to identify and help replicate high-impact, low-cost institutional solutions that build on homegrown practices, rather than perpetuating the dependency on expatriate advice and capacity.

Capacity enhancement is partly a problem of **building new capacity** and the higher level training of Africans. This is the focus of ongoing efforts of ACBF, ESAMI, EDI and ECA, as well as of traditional civil service reform.

Equally, if not more, important is the task of **utilizing existing African capacity** that is presently under-utilized or not utilized at all, in part through sub-optimal donor practices. A shift towards service-driven modes of organization and management is needed. Already some progress is being made in this respect, in T&V agriculture extension programs, in AGETIP operations, social fund operations and in integrated sector investment operations.

In addition, the more effective participation of civil society in the design and implementation of programs will be important, and the Region is encouraging this, through its **systematic stakeholder consultation** described below.

Capacity building was a central theme in the African Caucus discussions at the 1995 Annual meeting. Mr. Wolfensohn asked the Region to convene a group of African governors to discuss additional steps to accelerating capacity building in Africa. This Region will submit a proposal for action by the end of 1995.

Tighter client orientation

5. Systematic stakeholder consultation

Significant efforts are under way to introduce systematic listening for three classes of stakeholders: borrowers, beneficiaries and NGOs.

Systematic borrower consultation: Systematic bor-

rower surveys have been conducted in nine countries in 1995. Coverage of 14 more countries is planned during 1996, so as to complete coverage of the countries of concentration. The surveys have already been useful in terms of sharpening our focus on poverty reduction, partnership and timeliness of response. We expect the survey process to be a continuous one, with the most important borrowers to be covered every 2 to 3 years.

Systematic beneficiary consultation: Following successful Regional piloting in 1994, systematic beneficiary consultation is being mainstreamed across the Region, as described in the Region's Participation Action Plan. Some 150 consultations are now under way in all departments. We expect the process to result in improved quality and relevance of the Bank's work to the end-users. By end FY98, we plan to achieve full coverage of all major operational work.

Systematic NGO consultation: monthly meetings with NGOs have been launched in the 28 countries where there are resident missions, and regular reports are transmitted to Mr. Wolfensohn. Resident missions have been reinforced with additional resources in order to undertake the responsibility. Initial feedback from the initiative is very positive. A systematic **survey** of NGO-Bank relations in Africa will be undertaken in 1996 to assess progress. The Region is also assessing the possibility of establishing a **Bank-NGO committee** at the Regional level to enhance collaboration.

6. Country focus, partnership and internal organizational strategies

Given the complex array of rapidly changing country situations, we believe that the **country team** approach is needed to orchestrate our assistance in the many countries of Africa. Some 25 country teams are now operating, although at different levels of effectiveness.

Country-based organization has been successfully tested in one department for a year, and we are now exploring expansion of the approach to the other departments. As a culmination of the implementation of our change agenda, described above, Africa Region managers have spent the last three months defining how the departments can best be organized to provide the foundation for intensified country focus. The extension of the **country manager** concept, already successfully implemented in one department, has been agreed to achieve greater country focus. The technical staff in the country departments will be grouped with less rigid boundaries (in clusters or sector groupings) so as to enhance the ability of country managers to put together the appropriate multi-sector task teams to address the poverty-

reduction strategies outlined above. Field office heads would serve as "co-pilots" with the country manager, and where appropriate, some expansion of local staff (such as to support participation and NGO outreach) will occur. Support staff roles are being distinguished further. Resource management will be given greater focus at the department level along with other centralizable services such as procurement and audit. Minor variations within these broad themes are likely to suit departmental needs.

7. Enhanced timeliness

While Bank-wide simplifications in procedures would greatly facilitate gains, we are not waiting for this, and are setting about making breakthrough gains through "fast-track" processing in operations where there is strong borrower commitment, significant up-front work completed, simple project design and seasoned task management. In these cases, the goal is to reduce processing time very substantially. We are still exploring the eventual scope of the approach. Some 22 projects have been put on a fast track during 1995.

By contrast, in areas where consensus needs to be developed, processing will take as much time as needed in order to mesh with our borrowers' concerns and build local ownership.

Staff development

A human resources strategy has been developed to provide the essential link between the Region's strategic objectives, the evolving change agenda and the Bank's human resources system.

8. Continuous learning

Within the framework of the human resource strategy, greatly enhanced staff training and continuous learning programs will be essential to improving support for and implementation of the change agenda. The focus will be on just-in-time training programs that are tightly focused on key areas of expertise to assure technical excellence and forward movement of the Region's change agenda.

9. Personnel evaluation linked to change agenda

Initial steps have already been taken to ensure that the personnel evaluations (PMPs) of all AFR managers reflect the Re-

gion's change agenda. It is expected that follow-through on this process will accelerate the reorientation of staff attention towards results on the ground rather than the preparation and presentation of documents.

Further alignment of incentives and rewards with business objectives and defining new ways of working together in country teams (including with field staff) will be undertaken, building on experience in IEC and the Bank-wide task force on this subject.

10. Upward feedback mechanism

We are organizing staff surveys to measure progress in implementing key aspects of the Region's change agenda and changing the Region's culture. Surveys have now been completed in five of the six departments and will be completed shortly in the sixth department. This management tool is enabling managers to monitor the situation of their departments, and to take necessary corrective actions on the implementation of the change agenda. It has been a key instrument for catalyzing enhanced country focus and organizational change as described above in section 6.

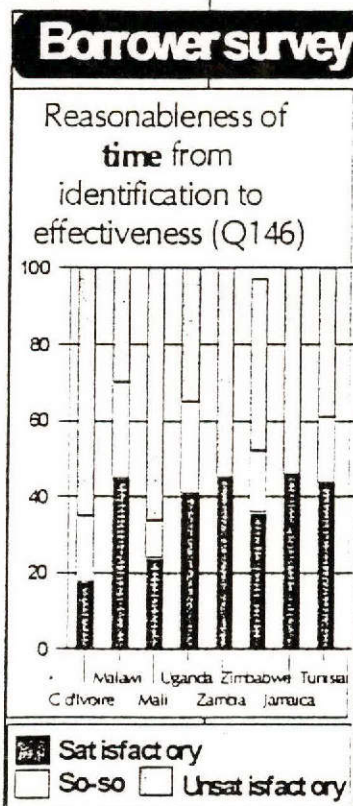
Underpinning systems

The above changes are being underpinned by the following internal system changes:

11. Budget based on development impact

Our efforts to get the budget to reflect more fully the development impact of our work and in particular incorporate **non-lending outputs** explicitly, have made only limited progress to date. The development and use of **country budgets** was hampered by the COD/SOD organizational structure, and the introduction of country managers across the Region as discussed above in section 6 may help to alleviate these problems. The development of **Country Program Frameworks** showing both lending and non-lending outputs constitutes progress, but still falls short of

the budgetary tool that is needed. Further experiments are under way in AF1 (focusing management attention on the "ten biggest activities in a country") and in AF4 (with matrices being developed in conjunction with the CAS). Measures to **strengthen the poverty focus of the CAS** as discussed above in section 1 may also help. This work is closely aligned and coordinated with Bank-wide efforts headed in the same direction in PBD and DEC. We plan for resource allocation to be tailored to the production of on-the-ground results, rather than



of documents. Overall, however, this is an area where we are still searching for the right approach.

12. Performance indicators

Key indicators of Regional performance including macro and sector indicators for major stakeholders in our work have been developed. Work is proceeding on the selection of indicators and the refinement of performance standards. The preliminary results of this work are set out in the attachments to this paper.

D. Other issues

There is not sufficient space in this brief strategy note to do justice to other critical development issues now being addressed, such as infrastructure development, environment and the issue of soil fertility, AIDS, gender and the Region's follow-up to the Beijing Conference, Regional integration, and the Region's approach to communicating our strategy and priorities. More information on these issues can be provided as needed.

E. Bank lending and services

Lending: The Africa Region expects to continue to provide financial transfers through new, but selective, lending and through quality implementation of the portfolio. For FY97-99, we currently plan to commit around SDR 5.8 billion of IDA resources with around 180 credits, consistent with the current expectation of an IDA11 of around SDR 13 billion total for all borrowers globally. This also presumes that country performance keeps around 24 country programs at full service level.

Deeper IDA cuts would choke off our lending to moderately performing countries if we have to focus on a few countries in the middle of their adjustment processes. There are 17 highly indebted IDA countries where we plan to provide a full array of services, and where alternative debt reduction mechanisms could substitute for some of the IDA lending.

Small amounts of IBRD lending are also projected.

Overall, we hope to save some administrative expenses from fast-track procedures, but these savings will be compensated by increased expenditures on increased participation, consultation and building of local ownership. The broader sector programs have also tended to cost more to process than traditional projects. Resources spent on lending are likely to stay around one quarter of total direct costs.

Portfolio management: The existing portfolio, with \$11

billion undisbursed, will be an important source of financial transfers, and we hope to improve the disbursement ratio from 15% to 20% by FY99. The Africa Region has been implementing its action plan to improve the quality of that portfolio, and some improvements are appearing in supervision ratings of the portfolio and in the level of problem projects. Nevertheless, there remains a high level of problem projects and weak institutions to implement them. A quarter of our direct expenditures will be needed for supervision and strengthening of the portfolio.

Policy advice and ESW: We have increasingly sought to downplay the emphasis on new lending and to achieve the results that we and our client countries seek through more focused and timely policy advice. Regional studies have been reduced. Demand-driven country ESW will constitute some 15% of our direct expenditures. We have to deepen the focus on poverty reduction within ESW, and the recent emphasis on public expenditure reviews, along with deeper, more participatory poverty assessments are expected to become mainstays in our advisory services. Informal ESW will increase in response to the countries desire for speedier responses. Multi-country work will occur when it is most cost-effective (as in cross-border issues such as famine, drought, refugees, AIDS, water management, CFA zone developments). ESW will be evaluated on the basis of effectiveness in promoting changes in the country involved.

Aid coordination: The Region will continue to provide leadership in resource mobilization and donor coordination, in partnership with the African countries. This is necessary to sustain support for actively adjusting and high debt countries, which cannot afford to let negative net transfers develop. If IDA11 falls short of current projections, this function will become more critical. The **Special Program for Africa** serves as the key vehicle.

AFRICA REGION STRATEGIC DISCUSSION NOTE

ANNEXES

- A. Country Performance-Bank Services Matrix
- B. Country Strategies
- C. Country Objectives - Bank Services Frameworks for Nine Major Countries
- D. Country Performance Evaluation - Macro and Sectoral Details
- E. Regional Aggregate Economic and Social Indicators
- F. Resource Applications by Country (FY93-98)
- G. Resource Applications by Service (FY93-98)
- H. Regional Output Trends (FY93-98)
- I. Regional Human Resource Trends

Annexes E through I to be provided later

AFRICA REGION COUNTRY PERFORMANCE-BANK SERVICES MATRIX

Country	Performance			Bank Services		
	IDA Ranking (Overall)	High Debt	Comment	Current	Projected	Comment
Angola	Low	Yes	95 peace accord; improved policies	Targeted	Full	Reactivating, post-war reconstruction
Benin	Medium	Yes	Adjusting	Full	Full	Committed to poverty reduction
Botswana	IBRD		Not rated	Limited	Limited	Targeted, non-lending services
Burkina Faso	Medium	Yes	Adjusting	Full	Full	
Burundi	Low	Yes	Adjustment program off-track	Limited	Increasing?	Economic reconstr.; committed to poverty reduction
Cameroon	Low	Yes	Recent agreement with IMF	Full	Full	CAS will suggest high case adjustment scenario; committed to poverty reduction
Cape Verde	High	No		Full	Full	
CAR	Low	Yes	IMF program derailed (still?)	Targeted	Targeted	
Chad	Medium	Yes	Adjusting, revised program with IMF	Targeted	Increasing?	FY96 SAC, prep. Cameroon-Chad oil pipeline
Comoros	Low	No	Adjustment program off-track	Limited	Limited	FY96 SAC
Congo	Low	Yes	?	Targeted	Limited	
Cote d'Ivoire	Medium	Yes	Adjusting	Full	Full	Debt workout urgently needed
Djibouti	Not rated	No	IMF program under preparation	Limited	Expected to increase	IMF program likely to go ahead
Eq. Guinea	Low	Yes	Adjustment program off-track	Targeted	Targeted	
Eritrea	Medium	No	Adjusting, need to accel. devel. process	Full	Increase	Committed to poverty reduction, post-war reconstruction
Ethiopia	Medium	Yes	Adjusting	Full	Full	targeted rural devel.
Gabon	IBRD			Targeted	Targeted	
Gambia	Medium	No	Prudent macro-management maintained post-coup; very fragile	Targeted	Targeted	Until restoration of constitutional Govmt.
Ghana	Medium	Yes	Adjusting	Full	Full	
Guinea	Medium	Yes	Adjusting, weak program	Full	Full	
Guinea-Bissau	Medium	Yes	Adjustment program off-track	Limited	Increasing?	Moving towards CAS Base Case scenario
Kenya	Medium	Yes	Adjusting	Full	Full	
Lesotho	Medium	No		Full	Full	
Liberia	Not rated			Limited	Limited, poss. increasing	Non-accrual; Govt may change
Madagascar	Medium	Yes		Full	Full	

Country	Performance			Bank Services		
	IDA Ranking (Overall)	High Debt	Comment	Current	Projected	Comment
Malawi	Medium	No	Adjusting	Full	Increasing	To support economic growth
Mali	Medium	Yes	Adjusting	Full	Full	
Mauritania	High	Yes	Adjusting	Full	Full	
Mauritius	IBRD			Targeted	Targeted	
Mozambique	Low	Yes	Adjusting	Full	Full	
Namibia	IBRD			Limited	Limited	Non-lending activities only
Nigeria	Low	Yes	In dialogue with IMF	Targeted	Uncertain	Scope of assistance depends on progress in policy dialogue
Niger	Low	Yes	Adjustment program off-track	Targeted	Targeted	Unless progress in policy discussions
Rwanda	Low	Yes	Adjustment program off-track	Full	Full	Emergency assistance for reconstruction
Sao Tome & Pr.	Medium	Yes	Adjusting	Limited	Limited	Small State
Senegal	Medium	Yes	Adjusting	Full	Full	
Seychelles	IBRD			Limited	Limited	Small State
Sierra Leone	Medium	Yes	Adjusting	Limited	Increasing?	Security issue; CAS base case; until IMF program concludes
Somalia	Not rated			No activities	No activities	Non-accrual status
South Africa	IBRD			Full	Increase	Pending govt. request for Bank assistance
Sudan				No action	No action	Non-accrual status
Swaziland	IBRD			Limited	Limited	Need agreement on adj. program
Tanzania	Low	Yes	Adjustment program off-track	Targeted	Full	Attempting to influence unstable macroeconomic environment
Togo	Medium	Yes	Adjusting	Full	Full	
Uganda	Medium	Yes	Adjusting	Full	Full	
Zambia	Medium	Yes	Adjusting	Full	Full	
Zaire	Low			Limited	Limited	Non-accrual status
Zimbabwe	Medium	No	Adjusting	Full	Full	

Full= full array of Bank services; Targeted=selective services, e.g. core lending, SPN and/or policy dialogue; Limited= minimum Bank services, little or no lending

AFRICA REGION
Country Strategies

ANGOLA. Support Angola's political and economic transition by fostering the macroeconomic reforms essential for stability and economic growth. Sustained "full service involvement including BOP support contingent on improved performance.

Domestic supply response will also depend on demonstrated commitment of government and partners to tangible rebuilding efforts directed at economic and social infrastructure. Investment lending and portfolio restructuring to give this top priority. Substantial resources justified in short run to facilitate transition from war shattered, centrally mismanaged economy.

Poverty reduction in the aftermath of war will require special attention to establishing knowledge base, creating institutional capacity in both government and civil society, as well as pro-poor policies and resource allocations. Data collection and analysis, beneficiary and client consultation, and support to resource reallocation will be key avenues of Bank support.

BENIN. Reduce poverty through supporting private sector supply response and improving provision of basic social services. Support completion of key price, trade and fiscal reforms initiated over the last five years. Address institutional constraints on private sector growth, such as weak judicial system and high transactions cost for port, transport and other services.

BURKINA FASO. Consolidate post-devaluation adjustment through sustained support for redefinition of state and private sector roles in pursuit of sustainable growth. Sharpen public sector focus on essential public services. Provide appropriate incentives for private sector growth.

Promote human resource development (expand primary education, health services and food security) and employment creation as the core sectoral focus for poverty alleviation. Strengthen public sector economic and financial management.

BURUNDI. A CAS was discussed by the Board in June 1995. Our cooperation combines a social-core lending program with an active policy dialogue, aid coordination effort, and consensus-building program, aimed at enhancing prospects for social stability and sustainable economic development. At the same time, we are streamlining and restructuring the IDA portfolio to refocus it on poverty alleviation and economic reconstruction.

CAMEROON has recently signed a letter of intent with the IMF and has taken strong measures leading to a SAC, including reallocation of resources to key poverty alleviation activities in the social sectors. This was done taking into account the recommendations of a FY95 Poverty Assessment, jointly prepared with local consultants and widely discussed in Cameroon. The Government is in the process of formulating a medium term program aimed at recapturing lost ground in economic and social development. This program will be the basis for negotiations of a PFP and eventually of an ESAF. A CAS is under preparation and will argue that the only viable option for Cameroon is a high case adjustment scenario that will help the country resume sustained growth after a decade of decline and alleviate over time a heavy debt burden. An exceptional amount of quick disbursing resources on IDA terms is required in support of a strong reform program, otherwise Cameroon will most likely prove unable to service its heavy debt obligations, including to the Bank (about UD \$410 million in FY96-98).

CAPE VERDE. The principal objectives are to Assist Cape Verde (i) strengthen private-public partnership to generate growth and employment by, in particular, reducing the role of the public sector

in the economy; (ii) improve the capacity in macro-economic management; and (iii) implement targeted poverty-reduction interventions designed to extend provision of basic social services and improve economic and social infrastructure (including reliable and efficient water and energy supply).

Lending and economic and sector work supportive of the above objectives has been directed to public sector reform, human resource development, and the provision of critical infrastructure. A new, participatory CAS will be prepared in 1996.

CÔTE D'IVOIRE. Reduce poverty by supporting economic reforms to stimulate sustainable growth. Complete the reform agenda in agriculture, transport, finance and private sector development. Reorient public expenditures toward poverty reduction.

Assist Côte d'Ivoire in covering its large financing requirements. Special attention to the external debt overhang and resolution of both the commercial and multilateral debt problems.

Build partnerships and local capacity, including NGOs, to foster improved delivery of basic services, including primary education and health.

ERITREA. Eritrea has recently emerged from a long and devastating war. The Government's development objectives are to rehabilitate the economy and society—on which substantial progress has already been made—and lay the framework for outward-looking, sustainable, and equitable growth. Poverty reduction, fairness, and community participation are the key characteristics of their growth strategy. The Bank's strategy is to assist Eritrea in achieving its objectives of accelerating the development process and reducing poverty. A Recovery and Rehabilitation Project, assisted by IDA was approved on March 30, 1993, and is expected to be fully disbursed by early 1996. The key areas for future support include the social sectors and selected infrastructure projects. Within social sectors, IDA will support a Community Development Fund aimed at providing support to the communities to rehabilitate the basic economic and social infrastructure as well as engage in income generating activities, and to assist in rehabilitating health delivery systems and extend the network of primary schools in rural areas. In infrastructure, IDA will help rehabilitate the Massawa Port which is a key bottleneck to growth. Our ESW work is focusing on capacity building and the formulation of national and sector development objectives.

ETHIOPIA. Ethiopia is the second largest country in Africa. In May 1991, the Dergue regime was overthrown, and a transitional Government came into power. National elections were held in May 1995, and a newly elected government has just been established. The initial focus of the Government was on stabilizing the economy and establishing democratic political institutions, and the emphasis now is expected to be medium-term economic and social development of the country. The key development objectives of the Government include assisting local communities in rural areas to advance their social and economic objectives, strengthening of the social and physical infrastructure, revitalizing the agricultural sector as a basis for growth, food security, and poverty reduction. The Bank's country assistance strategy is to support the Government's development objectives by accelerating growth and reducing poverty including targeted interventions in the rural areas. The key areas of emphasis include the social sectors (education, health, and community rehabilitation fund), agriculture (support with fertilizer, and seeds), and infrastructure rehabilitation (rural roads) and capacity building. In addition, IDA continues to be involved in policy reforms with the support of SAC I, and PFPs.

THE GAMBIA. Prior to the coup of July 1994, our objectives in The Gambia were to build on the success of the Economic Recovery Program by supporting the Government's new Program of Sustained Development. This program aims at consolidating policy reforms and creating conditions conducive to private sector led growth that would make of The Gambia the communication gateway to West Africa.

These fundamental objectives are still valid, and implementation of the operational strategy could resume shortly after the reinstatement of elected government.

The economic base has been severely affected by major external shocks (developments in the CFA zone and significant decline in re-export due to stricter boarder controls by Senegal) and by political uncertainties and security concerns in the aftermath of the coup d'etat, and consequent suspension of donor support for new investment operations.

With the planned return to constitutional rule in mid-1006, the key objective is to quickly build on the strong partnership developed with the previous government and civil society, focusing on (i) strengthening macroeconomic stability; (ii) improved social and infrastructure service delivery; and (iii) institutional and management reforms related to domestic resource mobilization and governance.

GHANA. Support Government in achieving its central objective of poverty reduction through rapid economic growth. Key elements include accelerating action on poverty reduction, restoring macroeconomic stability, developing national capacity building program, foster private sector development with particular emphasis on agriculture, help create conditions for environmentally sustainable growth.

Since growth will come primarily through private sector investment and activity, help Government to make operational its "gateway" concept including development of export free zone, port facilities, road and rail transport, and telecommunications.

GUINEA. The principal objective is to help attain growth rates commensurate with Guinea's resource endowment, so as to substantially reduce poverty levels, and to meet the basic education, health, nutritional and basic infrastructure needs (e.g. water supply) of the population.

Whereas Guinea has adopted appropriate policies to liberalize the economy, in practice, implementation of these policies has fallen substantially short of the stated intent. The Bank program's objective is to assist in the effective and consistent implementation of the policy framework. At the sectoral level, the Bank assists Guinea in improving human resources through an active education, health and population program, and in the development and maintenance of a basic network of critical infrastructure.

KENYA. With at least 10 million people living in poverty, more than 2 million people unemployed and an annual population growth rate of about 3 percent, the main thrust of the Government's development strategy is to create the conditions for rapid and sustainable growth, and strengthen the provision of basic social services. The Government's role increasingly is expected to be the provision of an appropriate enabling environment for private sector development rather than direct participation in economic activity. The Government's strategy, in pursuit of its long-term overall goal of reducing poverty, will seek to combine policies that encourage environmentally sustainable, labor intensive growth via the private sector, with public expenditure programs that will increasingly focus on basic social services such as primary health care, family planning, nutrition and primary education, with particular emphasis on reaching the poor.

IDA's program to support the Government draws heavily from the recently completed **Kenya Poverty Assessment**, undertaken in close consultation with the Government and with the support of several donors. This strategy is based on macroeconomic stability and continued implementation of market liberalization and export promotion policies, and would be pursued on several fronts:

- **By Promoting an Efficient and Export-Oriented Private Sector.** IDA's efforts will continue to focus on reducing Government interventions, and ensuring the provision of adequate and sustainable infrastructure and supporting services, especially in the rural areas, that are necessary to stimulate private sector growth.

- **By Improving Public Sector Efficiency.** IDA's efforts will support improved fiscal discipline leading to a reduction of domestic debt, improved public expenditure allocation, civil service reform and parastatal reform.
- **By Promoting Human Capital Development.** IDA's focus in this area will be on the reorientation of social expenditures and a restructuring of sectoral institutions to enhance human resource development.
- **By Improving Environmental Management.** IDA will continue to assist the Government in developing and implementing a broad-based and sustainable approach to environmental protection and management.
- **By Targeting Interventions for the Disadvantaged.** As concluded in the Kenya Poverty Assessment, the lack of sustained economic growth is the primary cause of continuing poverty in Kenya. IDA will focus on improved performance in targeting public expenditures to funding of programs designed to improve access of the poor to basic education, health and other social as well as agricultural services, and will incorporate in the lending program targeted interventions that can be effectively undertaken in the near term.

LESOTHO. Assist Government and civil society in process of setting and supporting a strategy that will maximize benefits and minimize costs associated with the new regional environment and domestic democratization. Specifically support completion and implementation of Basotho-led Strategic Options Exercise.

Ensure benefits of Highlands Water Project are broadly shared.

Emphasize sectoral policies to stimulate supply response and reduce poverty. Use PFP and Poverty Assessment as consensus building documents with explicit dissemination strategy.

Continue improvements in implementation capacity; build dialogue around CPFR outcomes.

MADAGASCAR. Preparation of a structural adjustment operation is well advanced, in close coordination with the IMF. Subject to confirmation of the reform agenda by a new Government which is expected to be put in place after considerable recent political uncertainty, this operation is expected to help promote policies and actions for faster, private sector and export led growth, and to attack poverty. Cooperation in this area is complemented by specific simple investment operations covering limited time frames (e.g., the recently approved Social Development Fund II).

MALAWI. Assist government to restore and maintain macroeconomic balance with attention to fiscal reforms (effective cash budgeting and expenditure prioritization), exchange rate stability, and requisite reduction in inflation. Ensure resources adequate to maintain aggregate demand.

Poverty is core issue for Malawi; sustainable growth likely only through structural reforms geared to redistribute assets and income. Ongoing analytic work to support this process through development of indigenous poverty monitoring capacity. Investment operations explicitly linked to poverty reduction strategy, with emphasis on social/rural infrastructure.

Strengthen partnerships with civil society to promote private sector response, build local capacity and responsibility, and reestablish initiative. Public sector reform, participatory approaches, district/community decentralization, and policies promoting competition will contribute.

MALI. The overarching objectives are to strengthen short-term stabilization as well as competitiveness gains, and to help move the economy towards longer term growth as a prerequisite for effective poverty reduction. Priority operational objectives are: (i) promotion significant improvement in access to and quality of primary and girls' education and the provision of basic health care through sectoral reforms and sectoral investment operations; (ii) address the needs of the more vulnerable groups through specific targeted poverty interventions that include improved poverty monitoring in collaboration with NGOs; (iii) support to improved domestic revenue mobilization, continued reform in key sectors such as agriculture, mining; and the provision of much-needed transport infrastructure; and (iv)

encouragement of broad based adherence to the reform agenda and to the vision of economic and social development of Mali, through in-country seminars with Government and population at large.

MAURITANIA. The Mauritania assistance program has as its objective assistance to the Government in achieving external and internal balances while maintaining competitiveness. The program also seeks to maintain an environment favorable to the development of a dynamic private sector as well as to strengthen domestic resource mobilization and allocation. These objectives translate into employment creation, improvements in the standards of living and the reduction of poverty, and improved social/economic infrastructure. The Bank's assistance is focused on social sectors, private sector development, economic management and agriculture. The entire program is developed in close coordination with civil society and other key donors.

MOZAMBIQUE. Economy severely challenged by extraordinarily low income, consequent deficiency of demand, costly post-war and democratic transitions, dearth of human resources, weak institutions, and a legacy of inappropriate policies. In this context performance, though relatively poor among active IDA countries, has been worthy of targeted support to macroeconomic and structural reforms and economic and social infrastructure investments. Key objective in maintaining this targeted approach is to accelerate progress on three fronts: macroeconomic stabilization, structural and policy reforms geared to unshackle productive activity, and improved social/economic/infrastructure service delivery.

Develop sector partnerships which support broad sector programs (the "integrated sector approach"). Implement existing efforts in roads and health, extend to agriculture and possibly other sectors.

Support poverty monitoring and analysis to ensure that growth strategy maximizes poverty reduction.

NIGERIA. The World Bank Group's objective in Nigeria is to seek a new compact with Government and other segments of the civil society on how to optimize the allocation and use of Bank Group resources to contribute to (a) a speedy recovery of the economy and (b) sustainable and social development. This will include intensification of our policy dialogue to create the necessary macroeconomic environment; optimization of existing loans and sector work to focus Government's attention on poverty alleviation; and promotion and assistance in downsizing the public sector while creating an enabling environment for the private sector. Until the Government reaches an agreement with the Fund, and show a track record of implementation of a reform agenda, the Bank will support only a core lending program of modest projects aimed at poverty alleviation, while maintaining and strengthening the policy dialogue. Efforts at outreach beyond the Government to generate a more informed public debate will be intensified.

RWANDA. The current program focuses on emergency assistance for reconstruction, including significant quick-disbursing and capacity building assistance, to help rebuild key economic and social services, strengthen institutional capacity at all levels and support the private sector to restart activities and create jobs. We are also providing policy advice to strengthen economic and public sector management and financial sector performance.

Improve the coverage and quality of basic health and education services through reorientation of public expenditure, decentralization and greater reliance on local participation.

Continue to strengthen the formal commitment represented in the Memorandum of Understanding under which the Bank Group would work actively to support shared objectives, as identified and prioritized by SA, even in the absence of a major lending program.

SENEGAL. The Bank group's objective is to facilitate the implementation of reforms aimed at helping move the economy towards a sustainable, higher, and more equitable growth path, a prerequisite for

effective poverty reduction. In particular, the Bank group intends to concentrate on: (i) strengthen revenue mobilization; (ii) promoting reform of the civil service; (iii) maintaining a competitive environment conducive to the development of a dynamic private sector; and (iv) focusing on rapidly increasing access to primary education, in particular for girls. The entire program is developed in close partnership with civil society and key donors, and emphasis is given to information, education and communication.

SIERRA LEONE. Focus of the Government's adjustment program is on maintaining macroeconomic stability, to facilitate a sustained supply response, and to reduce poverty. The security situation is expected to continue to improve over the coming months. A key objective will be to assist in the rapid return to normalization, and to be ready to support the democratic government that emerges from the elections in early 1996. Such assistance could include a reconstruction program, possibly combined with a demobilization operation with the participation of other donors, NGOs, and local stakeholders in order to address daunting poverty problems. Continued support for the social sectors will be a key element of the Bank's strategy. A second adjustment operation to facilitate further progress toward macroeconomic stabilization could be prepared in collaboration with an elected Government taking power. To facilitate a strong supply response (especially of agricultural production), support for the infrastructure rehabilitation will be a key objective. A new CAS will be prepared once elected government is in place.

SOUTH AFRICA. Deepen high-level dialogue to put economy on a higher, labor demanding growth path through support to interministerial cabinet committee, drawing on highest level of expertise that Bank Group can offer.

In partnership with government, other donor agencies, and civil society develop a poverty reduction and redistribution strategy, emphasizing restructured public investment focused on implementable programs.

Support institutional/management reforms related to domestic intergovernmental relations, public expenditure planning, and regional/international relationships. Impact will depend on consensus and formal agreement on the division of responsibilities among South African institutions.

TANZANIA. Tanzania's program for reducing poverty seeks to accelerate growth through establishing an appropriate environment for private sector development, and strengthening key social services and infrastructure through both public and private initiative. Key areas of support for Government efforts include: (i) strengthening primary education and basic health services through decentralization, empowering households to have a greater role in resource allocation, and increased private sector role in the provision of services; (ii) increasing private sector investment in electricity generation, where power outages have been a major constraint on growth; (iii) improving the road network through support for rehabilitation and maintenance, as well as measures to ensure financial sustainability; (iv) assisting other transportation and communication infrastructure; (v) strengthening agricultural research and extension services; and (vi) providing technical assistance to strengthen public sector management, for example in the areas of fiscal policy, civil service reform, water resources, the mineral sector, and protection of the environment. We have carried on an intensive dialogue on the reform program in the context of preparation of an adjustment credit, although progress has been stalled by the unstable macroeconomic environment. ESW tasks underway include work on public expenditures, the CEM/Poverty Assessment, analysis of secondary and higher education, a Waters Resource Assessment, and a paper on the incentives framework for exports.

TOGO. Following protracted political crisis and resulting economic decline, focus on economic recovery and return to private-reducing growth path.

Short-term emphasis on restoring macroeconomic stability, rehabilitating essential transport and energy infrastructure, and restoring basic social services. Medium-term emphasis on supporting policies and investments to create favorable environment for private sector activity and enhance the poor's participation in economic growth (improve structure of incentives, strengthen legal framework, improve coverage and quality of basic health and education, strengthen agricultural support services for poor farmers, and improve natural resource management.

Strengthen public sector management and improve financial transparency and fiscal management.

Enhance local ownership through participatory approaches and decentralization. Increase women's access to social services.

UGANDA. The main goal of Uganda's development strategy is to reduce poverty by generating employment and income opportunities through accelerated economic growth and by increasing the provision and effectiveness of public services, especially in health and education. The Bank has assisted Uganda in maximizing economic growth through a comprehensive program of macroeconomic reforms, which have so far led to positive results. In addition, through the ongoing civil service reform program, the Bank has provided assistance to the central and district levels of Government in improving public sector management and increasing the effectiveness of service delivery to the population. The Bank has also been instrumental in assisting Government in its efforts to create an enabling environment for the private sector through the privatization of public enterprise and financial sector reforms. The Bank has now completed preparation of an operation specifically designed to encourage the development of locally based enterprises, and to strengthen the policy dialogue between the public and private sector. In agriculture, the mainstay of the Ugandan economy, the Bank has been active in improving extension and livestock services and in enhancing agricultural research efforts. An operation designed to strengthen the institutional capacity of the Ministry of Agriculture to implement a future sectoral investment program is currently under preparation. Assistance to the social sectors has been focusing on primary health care, AIDS prevention and basic education, with a particular emphasis on increasing the effectiveness of delivery of these services at the district level. It is envisaged that Bank's assistance to these priority areas over the coming years would aim at increasing access to primary and secondary education, as well as to basic health services. In addition, through its economic and sector work, the Bank intends to assist Government in identifying the impact and beneficiaries of public spending in education and health. In the infrastructure sector, the roads and power sub-sectors have benefited from Bank's assistance in the past. Government has requested additional assistance from the Bank in rehabilitating the classified road network. IDA support for financing power generation is also a priority in the Government's agenda. In addition, in view of the need to develop the country's human resource base, the Bank has embarked on a comprehensive capacity building program encompassing almost all sectors of the economy.

ZAMBIA. Continue support to macroeconomic stabilization and structural reform policies but with increased effort to identify and activate sources of growth and to integrate structural reform and poverty reduction strategies. Support Zambia's efforts to obtain long-term debt reduction.

Promote private sector response and intensify efforts to improve public sector efficiency.

Strengthen sector performance through effective support to sector investment programs ongoing in agriculture and health and under development in education, roads, and power.

Stress the restructuring of public expenditure to support investment in human resources and physical infrastructure supplemented by more effectively targeted direct assistance to the core and ultra poor.

ZIMBABWE. While continuing support to government driven adjustment effort, increase emphasis on poverty reduction. Work to develop consensus on extent and characteristics of poor, links with structural reforms and expenditure prioritization.

Work to strengthen partnerships in Zimbabwe, particularly with active and vocal NGO community, developing broader perception of shared common interests/objectives

Macro dialogue to stress dangers of continued public sector crowding out private sector investment with adverse impact on growth and investment in economy

Overall, strengthen operational dialogue with government to realize higher potential for full range of Bank services that Zimbabwe's relatively well-performing economy and institutional capacity could better utilize.

FRAMEWORK FOR COTE D'IVOIRE COUNTRY PROGRAM

C
Page 1 of 9

Country Objectives	Monitorable Actions and Performance Indicators	Bank Services	Comments
Maintain macro stability	Generate primary surpluses; Implement tax reforms; Improve execution of public investment program.	Sector adjustment lending; ESW; PFP; Aid coordination	Steady overall macro performance; Compliance with IMF ESAF; Successful CG in June 1995, with US\$ 2.7 billion in pledges.
Reduce debt overhang	Define work-out with London Club (substantial discount on debt needed); Define strategy on multilateral debt;	IDA financing for work-out IDA financing of financial advisor; Adjustment lending and 5th Dimension ;	Gv't has request US\$ 100 million in IDA support for work-out; Gv't and LC have begun negotiations Current approach is damaging to dialogue, where negative net transfers dominate discussions with Gv't..
Improve public sector management	Privatize remaining 35 PEs; Implement public sector management plans.	Privatization TA project and SECALs; Economic management TA project.	Privatization program has gained momentum since mid-1994, with about 1 PE being privatized per month and revenues of US\$60 million in 1995.
Reduce sectoral inefficiencies and stimulate sector growth	Complete reforms in the areas of agriculture, transport, finance, and private sector development; Increase employment.	Sector adjustment lending; ESW;	ERC (FY95) supported far-reaching reforms in maritime transport and rice; ASAC approved 9/95; PSD under preparation, to be accompanied by new CAS (12/95). CAS needs to discuss the IBRD problem which poses a serious constraint to a more effective dialogue with Govt. and establishing a constructive basis for partnership
Strengthen social programs	Revise spending priorities; Increase financing of basic social services; Progress on social indicators. Reduce poverty levels.	Investment lending in health, nutrition, and education; PER; PFP; Poverty assessment	Investment projects under preparation; PA to be completed during FY96
Protect the environment and managing the resource base	Implement NEAP	Lending in forestry; Policy advise on environment	Dialogue difficult as Gv't lacks commitment.
Improve portfolio management	Improve preparation and execution of projects; Better project ratings	Enhanced supervision and improve local capacity to manage the implementation.	
Improve dialogue with World Bank on development agenda	Resolve IBRD debt problem; Increase investment lending	Implement new CAS strategy; Implement action program based on results of consultations with Gv't on Borrower Feedback Survey.	Bank FY96-98 BP admin. Budget for CI= US\$16.5 million, of which US\$11.9 million for LEN/SPN and US\$4 million for ESW.

FRAMEWORK FOR ETHIOPIA COUNTRY PROGRAM

<i>Country Objectives</i>	<i>Monitorable Actions and Performance Indicators</i>	<i>Bank Services</i>	<i>Comments</i>
Revitalize agriculture sector as basis for growth, & rural poverty reduction	Provision of adequate agricultural inputs, rural transport rehabilitation, and power supply	Targeted investment lending in agric (fertilizers, seeds), rural roads, ESW, aid coordination	Good progress on macro and structural reforms but reluctance to liberalize private sector as control would pass to foreigners
Continued macro adjustment	Inflation less than 10%; progress on agreed structural reforms (SAC I)	Transition from adjustment to investment lending; econ. work	Regionalization a possible problem, because of support capacity limits
Complementary improvements in health, education, community capacity	Improved primary enrollment rates for education; usage rates for health, community rehabilitation fund established	Social sector lending; poverty assessments; beneficiary consultation, capacity building	Long war=>decline in social indicators; level of expenditures still low for social sectors, although there has been some improvement
Improved implementation of aid	Better project ratings; timely procurement, disbursement, audits	In partnership w/ donors, advise and build capacity in implementation procedures (SPN)	Bank FY96-98 BP admin budget for Ethiopia= US\$16 million, of which \$8.6 million for LEN/SPN and \$3.6 million for ESW

FRAMEWORK FOR GHANA COUNTRY PROGRAM

<i>Country Objectives</i>	<i>Monitorable Actions and Performance Indicators</i>	<i>Bank Services</i>	<i>Comments</i>
Restore & maintain macroeconomic stability; deal w/ high inflation;	Increase private investment via development of export free zone, & transport facilities; continued progress on recent privatization program	IDA lending for trade, transport, public enterprise reform, agric. ESW, PFPs, policy dialogue	Macroeconomic situation fragile but progressing; Civil service =personnel costs=70% of recurrent budget;
Support Poverty Reduction	Govt Poverty Policy Task Force to establish ST & LT priorities; These priorities to be reflected in future investments & expenditure patterns	IDA lending for growth plus community social fund; employment generating sector loans; ESW (Poverty Study dissemination); effective aid coordination	One third of Ghanaians are in poverty but this is down from 38% in 1988. serious undernutrition and high pop. growth. In response to last CG, Ghana is now focussing more on developing a more vigorous poverty reduction strategy
Support National consensus building for further public sector reforms and capacity building Reduce civil service size	Nat'l Instit. Renewal Program measures due to be announced end 95	Policy dialogue, ESW, beneficiary assessments, PFP, eventual lending in support of reforms	
Support private sector development and make Ghana less aid-dependent and more efficient at use of aid	Seek more private direct financing Include cocoa exports and petroleum sector deregulation in reform program Govt to hold regular joint sessions with resident donor offices to prioritize aid;	IDA lending & IFC investments Leadership of macro and sectoral aid coordination initiatives, with Govt	Bank FY96-98 BP admin budget for Ghana=\$19.3 million, of which \$15.1 million for LEN/SPN and \$3.2 million for ESW

FRAMEWORK FOR KENYA COUNTRY PROGRAM

<i>Country Objectives</i>	<i>Monitorable Actions and Performance Indicators</i>	<i>Bank Services</i>	<i>Comments</i>
Accelerated and sustainable economic growth	Progress on structural reforms Reduced budget deficits Improved public expenditure allocation	IDA lending for structural adjustment ESAF PFP	Improved economic and fiscal performance, however, continued aggressive implementation of reform agenda essential for sustainable economic growth and poverty reduction
Strengthen provision of basic social services	Social sector indicators	LEN/ESW w/focus on basic education, health, other social and agric. services	
Create enabling environment for export-oriented private sector development	Implementation of privatization (priv. of certain oper. within those parastatals remaining in the public sector) Provision of adequate, maintained infrastructure (roads, power, water) Parastatal reforms	LEN w/focus on reducing Government interventions, ensuring provision of adequate, sustainable infrastructure and supporting services, especially in rural areas	Privatization program generally on track
Improve public sector efficiency	Progress on civil service (incl. restructuring major parastatals remaining in the public portfolio)	LEN to support improved fiscal discipline & public expenditure allocation, civil service & parastatal reform	Civil service reform program is proceeding satisfactorily
Improve environmental management	Progress on implementation of NEAP	LEN to assist Government in developing and implementing a broad-based, sustainable approach to enviro. prot. and management	Bank FY96-98 BP admin budget for Kenya = \$23.5 million of which \$14.8 million for LEN/SPN and \$2.4 million for ESW.

FRAMEWORK FOR MOZAMBIQUE COUNTRY PROGRAM

<i>Country Objectives</i>	<i>Monitorable Actions and Performance Indicators</i>	<i>Bank Services</i>	<i>Comments</i>
Restoration of macroeconomic stability	Implementation of agreed fiscal targets, improved management of import support and counterpart funds, customs admin. reform Privatization of state banks	ESW, PFP, PER LEN/SPN (ERC III, IV, V) TA projects	Economy severely challenged by low income, post-war and democratic transitions, dearth of human resources, and weak institutions
Increase private sector investment	Revision of the investment code Continued privatization Infrastructure rehabilitation	LEN (Ind. Enterprise Restr., S/MSE Dev., ROCS II) TA (private sector development conference)	Good progress on privatization
Increase absorptive capacity	Increase in skilled administration and institutional resources in legal and public sector Training programs in place Improved availability of statistics	ESW TA (capacity building)	To address critical human capacity constraints
Improve public sector management	Improved municipal infrastructure and services in major cities, part. in poorer urban areas Revised pay and performance standards & adoption of a code of conduct for civil servants	ESW (local government reform) LEN (local government investment, public sector management) TA (local govt. reform)	To address critical human capacity constraints
Human resources development Addressing issues of gender, population and environment	Improvements in coverage and quality of basic health & education services Increased spending on social sectors Implementation of national poverty strategy Implementation of recommendations of the NEAP	LEN (integrated sector health operation, education, education sector project) Policy advice (poverty, education, environment) Aid coordination	To address critical human capacity constraints
Promotion of high growth potential sectors	Development of an agricultural sector strategy Land policy agric. marketing & pricing reform Increase in railway use and profitability Increases in international investment in energy and tourism	LEN (smallholder agriculture sector, Ag/Ag services rehab, rural rehab. projects, rural action program) LEN (water, railway) ESW (energy, tourism) Policy advice & Aid Coord.	Agriculture key sector for both growth and targeted reduction Bank FY96-98 BP admin. budget=\$13.7 million, of which \$8.8 million for LEN/SPN and \$1.1 million for ESW

FRAMEWORK FOR NIGERIA COUNTRY PROGRAM

<i>Country Objectives</i>	<i>Monitorable Actions and Performance Indicators</i>	<i>Bank Services</i>	<i>Comments</i>
To seek a new compact with the govt on stabilization and economic recovery	Govt to agree on a program with IMF, and develop track record	Ongoing policy dialogue, donor coordination, partnership w/ IMF, economic analysis	Internal political instability complicating economic decision-making, but some progress on fiscal reforms Bank country budget to decline unless macro policy implementation improves
To use Bank resources to contribute to poverty reduction	Govt to develop formal strategy for poverty alleviation, including investments in the social sector	Optimize existing portfolio. Prepare minimum core lending. Sector work focussed on poverty.	Bank decision awaited on current modest core program. Draft Poverty Assessment being used to promote debate on poverty reduction
Involve civil society in these goals	Debate on poverty reduction and economic stability to include academics, NGOs, press, private sector	Maintain open lines to all segments of civil society via resident mission	Bank FY96-98 BP admin budget = \$17.7 million, of which \$13.7 million for LEN/SPN and \$3.1 million for ESW

FRAMEWORK FOR SOUTH AFRICA COUNTRY PROGRAM

<i>Country Objectives</i>	<i>Monitorable Actions and Performance Indicators</i>	<i>Bank Services</i>	<i>Comments</i>
Put economy on higher growth path	Economic growth rates of 5% or more (now 3% projected); infrastructure-led growth strategy	ESW, policy dialogue w/ interministerial cabinet committee; possibly IBRD lending in future	Govt has not yet decided whether to borrow from IBRD for its programs, but has implemented successful stabilization program
Develop poverty reduction and redistribution strategy to redress major imbalances in income distribution	Achievement of public consensus on medium term poverty reduction program; improvement of social indicators by 2000	Policy dialogue, ESW including poverty assessment, partnership with other donors, govt, civil society	
Support institutional/management reforms for regional govt relationships & public expenditure planning	Formal agreement on division of responsibilities among levels of government and public institutions	Exchange program with public sector managers, ESW, technical advice; dialogue w/ multiple levels of govt.	Local elections in November could influence these objectives; "new" South Africa entails institutional revolution, but progress mixed on this score
Strengthen SA's role in regional development of African subcontinent	Increased SA investment in, market for and exports to neighboring countries	Cross Border Initiative, regional studies or projects as identified by SA	Bank FY96-98 admin budget for South Africa=US\$11.5 million, but flexibility needed if SA decides to seek IBRD borrowing

FRAMEWORK FOR TANZANIA COUNTRY PROGRAM

<i>Country Objectives</i>	<i>Monitorable Actions and Performance Indicators</i>	<i>Bank Services</i>	<i>Comments</i>
Support reforms to generate higher rates of economic growth	Implementation of key areas of the macroeconomic reform program; Progress on structural reforms	ESW (work on public expenditure, Poverty Assessment, incentives framework for exports, CEM, PFPs) LEN (SAC I)	Unstable macroeconomic environment
Restore macroeconomic stability	Implement revenue and expenditure measures and continue financial sector reforms	Policy advice	Impending general elections are slowing progress
Promote private sector development and strengthen public sector management	Consideration of key privatization transactions Progress on administrative and civil service reforms	ESW support for private sector development TA for fiscal policy, civil service reform, water resources, mineral sector, environment	Accelerating pace of reform agenda to encourage greater private sector initiative
Strengthen Government's policy and program formulation capacity	Progress on policy dialogue	PER Aid coordination	
Enhance infrastructure	Urban/rural development indicators	ESW (Water resource management study) LEN (power, transport, roads, communication)	
Enhance provision of key social services	Progress on social indicators	ESW (Sec. & tertiary education study, Social sector review, Cost effectiveness of public health interventions study) LEN (Human resources, Health Sector)	Good progress on initiating steps to tackle the social sector problems
Strengthen agricultural research and extension services	Increase in agric. production Provision of adequate agricultural inputs, rural transport	LEN (Nat'l. Extension Program, Rural Finance)	Raising productivity of smallholder agricultural production; development of rural roads
Improved portfolio management	Better project ratings, better disbursement performance, timely procurement, audits	Together w/donors advise and build capacity in implementation (SPN)	Bank FY96-98 BP admin budget for Tanzania = \$17.9 million, of which \$13.8 million for LEN/SPN and \$2.6 million for ESW.

FRAMEWORK FOR UGANDA COUNTRY PROGRAM

<i>Country Objectives</i>	<i>Monitorable Actions and Performance Indicators</i>	<i>Bank Services</i>	<i>Comments</i>
Poverty reduction through accelerated economic growth, especially in agriculture	Progress w/macroeconomic reforms	ESW, policy dialogue (Growing out of Poverty, The Challenge of Growth and Poverty Reduction) LEN: transition from adjustment to investment lending (SAC III) SPN (FINSAC)	Good performance on macro program, however, situation remains fragile Insufficient progress on poverty reduction Need for initiatives to finance multilateral debt
Poverty reduction through increased provision and effectiveness of public services, especially in health and education	Progress w/civil service reforms Effectiveness of service delivery	ESW on capacity building (Incidence of Public Expend. on Education & Health) LEN for institutional strengthening and human resource development LEN in support of primary health care, AIDS prevention, education	Good performance on some structural reforms, e.g. civil service, however, lagging in other areas (privatization, financial sector reform) Need to achieve balance in budgetary allocations to the social sector and other priority areas (infrastructure development)
Poverty reduction through private sector development	Progress w/privatization of public enterprises Progress w/financial sector reforms	ESW on pol. & institutional framework for reform programs (Fin. Sector Strategy) LEN designed to encourage developm. of locally based enterprises and to strengthen the policy dialogue between public & private sector SPN to rehabilitate supporting infrastructure	
Poverty reduction through selected targeted interventions	Number of people reached Reduction in HIV cases Groups benefited	LEN. to assist disadvantaged groups and to improve nutrition and child development	Bank FY96-98 BP admin budget for Uganda = \$19.1 million, of which \$16.4 million for LEN/SPN and \$1.4 million for ESW.

AF5 - Performance Evaluation, 1995

Macro-Economic Stability & Structural Reform in IDA Countries

	Cape V.	Gambia	Guinea	G.Bissau	Liberia	Mali	Mauritan.	Sao Tome	Senegal	S. Leone
Macro-Economic Stability	High	Medium	Medium	Medium	not rated	High	High	Low	Medium	Medium
Inflation	High	Medium	High	Medium		High	High	Medium	High	High
Debt Management	High	Medium	Medium	Medium		High	High	Medium	Medium	High
Fiscal Balance	Medium	Medium	Medium	Medium		High	High	Low	Medium	Low
External Balance	Medium	High	Medium	Medium		High	High	Low	Medium	Medium
Structural Reforms	High	Medium	Medium	Medium		Medium	Medium	Medium	Medium	Medium
Domestic Resource Mobilization	Medium	Medium	Low	Low		Medium	Medium	Low	Low	Medium
Trade/Exchange Systems	High	Medium	High	Medium		High	Medium	Medium	High	High
Financial Sector	Medium	High	Medium	Medium		Medium	High	Medium	Medium	Medium
Factor/Product Markets	High	Medium	Medium	Medium		High	Medium	Medium	Medium	High
PE/Privatization	High	Medium	Low	Medium		Medium	High	Medium	Medium	Medium
Public Expenditure Management	High	Medium	Low	Medium		Medium	High	Low	Medium	Medium
Social Sector/Safety Net	High	High	Low	Low		Medium	Medium	Medium	Medium	Low
Poverty Analysis/Monitoring	High	Medium	Low	Low		Low	Medium	Low	Low	Low
Environment	High	Medium	Medium	Low		Medium	Medium	Medium	Low	Low
Portfolio	High	High	Medium	Medium		High	High	High	Medium	Medium
Overall Rating	High	Medium	Medium	Medium		Medium	High	Medium	Medium	Medium

Sectoral Indicators in IDA & IBRD Countries

	Cape V.	Gambia	Guinea	G.Bissau	Liberia	Mali	Mauritan.	Sao Tome	Senegal	S. Leone
Education										
Gross primary enrollment ratio	High	Low	Medium	Low	Low	Medium	Medium		Medium	Low
Population, Health, Nutrition										
Population: total fertility rate	High	Medium	Low	Medium	Low	Low	Medium		Low	Low
Health: infant mortality rate	Medium	Low	Low	Low	Low	Low	Medium		High	Low
Nutrition: % children stunted at 24-59 mos.	Medium	High		High	Low	High	Medium	Medium	High	Low
Poverty										
% of rural pop. below poverty level		Medium				Medium				Medium
% of population w/ access to safe water	High	High	Low	Low		Medium	High			Medium
Average Level of PSD Indicators										
Investment	High	High	Medium	High		High	High	High	Low	Low
Savings	Low	Low	Low	Low		Low	Low	Low	Low	Low
Financial depth	High	Low	Low	Low		Low	Low		Low	
Road Sector Policy Reforms										
Stable funding			High			High	Medium		Low	High
Institutional reforms			Low			High	Low		High	High
Contracted maintenance			High			High	Low		High	Medium
Labor-based work			Medium			High	Low		Low	Medium
Reformed plant pools			Medium			Medium	Low		High	Low
Civil Serv. Reform/Capacity Bldg										
Governance environment	High	Low	Low	High	Low	High	High	Low	Medium	Low
Size & cost of civil service		High				High	High		Low	High
Capacity for resource management		Low	Low		Low			Low		Low
Capacity for public service delivery			Medium	Low	Low	Low	Low		Low	Low
Financial accountability & transparency	High	Low	Low	Low	Low	Medium	Medium	Low	Medium	Low
Participation in civil society	High	Low	Low	Medium	Low	Medium	Medium	Medium	Medium	Low
Agriculture										
Value added			High	Low		High	High			Low
Cereal crops yield	Low	Medium	Medium	Medium	Medium	Low	Low	Medium	Low	Medium
Total food production index	High	Medium	High	High	Low	High	Medium	Low	Medium	Medium

AF4 - Performance Evaluation, 1995

Macro-Economic Stability & Structural Reform in IDA Countries

	Benin	Burkina	Cote d'Iv.	Ghana	Niger	Nigeria	Togo
Macro-Economic Stability	High	Medium	Medium	Medium	Low	Low	Low
Inflation	Medium	Medium	Medium	Low	Medium	Low	Medium
Debt Management	High	Medium	Low	High	Low	Low	Medium
Fiscal Balance	High	Medium	Medium	Medium	Low	Low	Low
External Balance	High	High	High	Medium	Low	Low	Low
Structural Reforms	Medium	Medium	Medium	Medium	Low	Low	Medium
Domestic Resource Mobilization	Medium	Low	Medium	Medium	Low	Low	Medium
Trade/Exchange Systems	High	High	High	High	High	Low	High
Financial Sector	High	Medium	Medium	Medium	Medium	Low	Medium
Factor/Product Markets	High	Medium	Medium	High	Medium	Medium	Medium
PE/Privatization	Medium	Medium	High	High	Low	Low	Medium
Public Expenditure Management	Medium	Medium	Medium	Medium	Low	Low	Medium
Social Sector/Safety Net	Low	Medium	Low	Medium	Low	Low	Low
Poverty Analysis/Monitoring	Medium	Low	Medium	High	Low	Low	Low
Environment	Medium	Medium	Medium	High	Medium	Low	Low
Portfolio	Medium	Medium	Medium	Medium	Low	Low	Medium
Overall Rating	Medium	Medium	Medium	Medium	Low	Low	Medium

Sectoral Indicators in IDA & IBRD Countries

	Benin	Burkina	Cote d'Iv.	Ghana	Niger	Nigeria	Togo
Education							
Gross primary enrollment ratio	Low	Medium	Low	Low	Medium	High	High
Population, Health, Nutrition							
Population: total fertility rate	Low	Low	Low	Medium	Low	Low	Low
Health: infant mortality rate	Medium	Low	High	High	Low	Medium	Medium
Nutrition: % children stunted at 24-59 mos.		Medium	High	Medium	Medium	Low	Medium
Poverty							
% of rural pop. below poverty level	Medium			High	High		
% of population w/ access to safe water			High		Medium	Medium	High
Average Level of PSD Indicators							
Investment	Medium	High	Low	Low	Low	Low	Low
Savings	Low	Low	Medium	Low	Low	Medium	Low
Financial depth	Low	Low	Medium	Low	Low	Low	Medium
Road Sector Policy Reforms							
Stable funding	High	High	Low	High		Low	Low
Institutional reforms	High	High	Low	High		Low	Low
Contracted maintenance	High	High	Low	High		Low	Low
Labor-based work	Medium	Low	Low	High		Low	Low
Reformed plant pools	Medium	High	Low	Medium		Low	Low
Civil Serv. Reform/Capacity Bldg							
Governance environment	High	High	Medium	High	Medium	Low	Medium
Size & cost of civil service	Low	Low	Medium	High	Low	High	Low
Capacity for resource management	Medium	Medium	Medium	Medium		Low	
Capacity for public service delivery	Low	Low	Medium	Low	Low	Low	Low
Financial accountability & transparency	Medium	Medium	Medium	Medium	Medium	Low	Low
Participation in civil society	Medium	Medium	Medium	High	Low	Low	Medium
Agriculture							
Value added	High	Low	Low	Low		High	Low
Cereal crops yield	Low	Low	Low	Medium	Low	Medium	Low
Total food production index	High	High	High	High	Medium	High	High

AF3 - Performance Evaluation, 1995

Macro-Economic Stability & Structural Reform in IDA Countries

	Burundi	Camer.	CAR	Chad	Comor.	Congo	Eq.Gui.	Gabon	Madag.	Maurit.	Rwanda	Seych.	Zaire
Macro-Economic Stability	Medium	Medium	Low	Medium	Low	Medium	Low	not rated	Low	not rated	Low	not rated	Low
Inflation	Low	High	High	High	High	High	Medium		Low		Low		Low
Debt Management	Medium	Low	Low	Low	Low	Low	Low		Low		Low		Low
Fiscal Balance	Medium	Low	Low	Low	Low	Low	Low		Low		Low		Low
External Balance	Medium	Medium	Low	Low	Low	Medium	Low		Low		Low		Low
Structural Reforms	Low	Low	Low	Medium	Low	Medium	Low		Medium		Low		Low
Domestic Resource Mobilization	Low	Medium	Low	Low	Low	Medium	Low		Low		Low		Low
Trade/Exchange Systems	Medium	High	High	High	High	High	High		High		Medium		Low
Financial Sector	Low	Low	Low	Medium	Medium	Low	Low		Low		Low		Low
Factor/Product Markets	Medium	Medium	Medium	Medium	Medium	Medium	Low		Medium		Low		Low
PE, Privatization	Medium	Low	Low	Medium	Low	Medium	Low		Low		Low		Low
Public Expenditure Management	Low	Low	Low	Low	Low	Low	Low		Medium		Low		Low
Social Sector/Safety Net	Low	Low	Low	Medium	Low	Low	Low		Medium		Low		Low
Poverty Analysis/Monitoring	Low	Low	Low	Low	Low	Low	Low		Medium		Low		Low
Environment	Low	Low	Low	Medium	Low	Low	Low		Medium		Low		Low
Portfolio	Low	Low	Low	High	Medium	Low	Low		Medium		Low		Low
Overall Rating	Low	Low	Low	Medium	Low	Low	Low		Medium		Low		Low

Sectoral Indicators in IDA & IBRD Countries

	Burundi	Camer.	CAR	Chad	Comor.	Congo	Eq.Gui.	Gabon	Madag.	Maurit.	Rwanda	Seych.	Zaire
Education													
Gross primary enrollment ratio	Low	Low	Low	Low	Low	High		High	Low	High	Low		Low
Population, Health, Nutrition													
Population: total fertility rate	Low	Medium	Medium	Low	Low	Low	Medium	Medium	Low	High	Low		Low
Health: infant mortality rate	Low	High	Low	High	Medium	Medium	Low	Medium	Medium	High	Low		Low
Nutrition: % children stunted at 24-59 mos.	Low	Low		Low		Medium		High	Low	High	Low	High	Low
Poverty													
% of rural pop. below poverty level	Low	High		Medium			Medium						Medium
% of population w/ access to safe water		Low	Low			Low		High		High	High	High	Low
Average Level of PSD Indicators													
Investment	Medium	Low	Low		Medium	Medium	High	High	Low	High	Low	High	
Savings	Low	Medium	Low		Low	High	Low	High	Low	High	Low	Medium	
Financial depth		Low	Low	Low	Low	Low	Low	Low	Low	High	Low	Medium	
Road Sector Policy Reforms													
Stable funding	Low	Low	High	High	High	Low	Low	Low	Medium	High	Low		Low
Institutional reforms	Medium	Low	High	High	High	Medium	Low	Medium	Low	High	Low		Low
Contracted maintenance	Medium	Medium	High	High	High	Low	Low	Medium	High	Medium	Low		Low
Labor-based work	Medium	Low	Low	Low	Medium	Low	Low	Low	Low	Low	Low		Low
Reformed plant pools	Medium	Low	Medium	High	High	Low	Low	Medium	Low	Low	Low		Medium
Civil Serv. Reform/Capacity Bldg													
Governance environment	Low	Medium	Medium	Medium	Low	Medium	Low	Medium	High	High	Low	High	Low
Size & cost of civil service	High	Low	Medium	High		Low		Medium	Medium	Medium	Medium		Medium
Capacity for resource management	Low	Low	Low	Low		Low	Low	Medium	Low	Medium	Low		Low
Capacity for public service delivery	Medium	Medium	Low			Medium		Medium	Low	High	Medium		Low
Financial accountability & transparency	Low	Low	Low	Low	Low	Low	Low	Low	Medium	High	Low	Low	Low
Participation in civil society	Low	Medium	Medium	Medium	Medium	High	Low	High	High	Low	Low	High	Low
Agriculture													
Value added	High	Low	Low	Low	Low	High	Low	Low	Low				
Cereal crops yield	Medium	Medium	Low	Low	Medium	Low		Medium	Medium	High	Medium		Low
Total food production index	High	Medium	Medium	High	Medium	High		Medium	Medium	High	Medium		High

AF2 - Performance Evaluation, 1995

Macro-Economic Stability & Structural Reform in IDA Countries

	Djibouti	Eritrea	Ethiopia	Kenya	Somalia	Sudan	Tanzania	Uganda
Macro-Economic Stability	not rated	Medium	Medium	Medium	not rated	not rated	Low	High
Inflation		High	High	Medium			Low	High
Debt Management		High	Medium	Medium			Medium	Medium
Fiscal Balance		Low	Low	High			Low	High
External Balance		Medium	Medium	High			Low	High
Structural Reforms		Medium	Medium	Medium			Low	Medium
Domestic Resource Mobilization		Medium	Low	Medium			Low	Medium
Trade/Exchange Systems		Medium	Medium	High			Medium	High
Financial Sector		Medium	Medium	Medium			Low	Medium
Factor/Product Markets		Medium	Medium	Medium			Medium	High
PE/Privatization		Medium	Medium	Low			Medium	Medium
Public Expenditure Management		Low	Medium	Low			Low	Medium
Social Sector/Safety Net		Medium	Medium	Medium			Medium	Medium
Poverty Analysis/Monitoring		Medium	Medium	Medium			Medium	Medium
Environment		Medium	Medium	Medium			Medium	Medium
Portfolio		Low	Medium	Medium			Medium	Medium
Overall Rating		Medium	Medium	Medium			Low	Medium

Sectoral Indicators in IDA & IBRD Countries

	Djibouti	Eritrea	Ethiopia	Kenya	Somalia	Sudan	Tanzania	Uganda
Education								
Gross primary enrollment ratio	Low	Medium	Low	High	Low	Low	Low	Low
Population, Health, Nutrition								
Population: total fertility rate	Medium	Medium	Low	Medium	Low	Low	Medium	Low
Health: infant mortality rate	Low	Medium	Low	High	Low	Low	Medium	Low
Nutrition: % children stunted at 24-59 mos			Low	Medium	Low	Low	Low	Low
Poverty								
% of rural pop. below poverty level				Medium	Low	Low	Medium	
% of population w/ access to safe water			Low	Low	Medium		Medium	
Average Level of PSD Indicators								
Investment	Medium		Low	Medium			High	Low
Savings	Low		Low	High			Low	Low
Financial depth	High		Medium	Medium		Low		
Road Sector Policy Reforms								
Stable funding			Medium	Medium			High	High
Institutional reforms			Medium	Medium			Medium	Medium
Contracted maintenance			Low	Medium			High	Medium
Labor-based work			Medium	High			Medium	Medium
Reformed plant pools			Low	Low			Medium	Low
Civil Serv. Reform/Capacity Bldg								
Governance environment	Low	Medium	Medium	Medium	Low	Low	High	Medium
Size & cost of civil service				Medium			High	High
Capacity for resource management	Low			Medium	Low	Low	Low	
Capacity for public service delivery			Low	Medium	Low	Medium	Medium	Low
Financial accountability & transparency	Low	Medium	Medium	Low	Low	Low	Low	Medium
Participation in civil society	Low	Low	Low	Medium	Low	Low	Medium	Medium
Agriculture								
Value added			Low	Low			High	Medium
Cereal crops yield	High		Medium	Medium	Low	Low	Medium	Medium
Total food production index			Medium	High	Low	High	Medium	High

AF1 - Performance Evaluation, 1995

Macro-Economic Stability & Structural Reform in IDA Countries

	Angola	Botswana	Lesotho	Malawi	Mozamb.	Namibia	S. Africa	Swaziland	Zambia	Zimbabwe
Macro-Economic Stability	Low	not rated	High	Low	Low	not rated	not rated	not rated	Medium	Medium
Inflation	Low		Medium	Low	Low				Medium	Medium
Debt Management	Low		High	High	Medium				Medium	High
Fiscal Balance	Low		High	Low	Low				Medium	Low
External Balance	Medium		High	Low	Medium				Medium	High
Structural Reforms	Low		Medium	Medium	Low				Medium	Medium
Domestic Resource Mobilization	Medium		Medium	Low	Low				Medium	High
Trade/Exchange Systems	Medium		Medium	High	Medium				High	High
Financial Sector	Low		Medium	Medium	Low				Medium	High
Factor/Product Markets	Low		Low	Low	Low				High	Medium
PE/Privatization	Low		Medium	High	Medium				Medium	Low
Public Expenditure Management	Low		Medium	Low	Low				Medium	Low
Social Sector/Safety Net	Low		Medium	Medium	Medium				Medium	High
Poverty Analysis/Monitoring	Low		Low	Medium	Medium				Medium	Medium
Environment	Low		Low	Medium	Medium				Medium	Medium
Portfolio	Medium		Medium	Medium	Medium				Medium	Medium
Overall Rating	Low		Medium	Medium	Low				Medium	Medium

Sectoral Indicators in IDA & IBRD Countries

	Angola	Botswana	Lesotho	Malawi	Mozamb.	Namibia	S. Africa	Swaziland	Zambia	Zimbabwe
Education										
Gross primary enrollment ratio	Low	High	High	Medium	Low	High	High	High	Low	High
Population, Health, Nutrition										
Population: total fertility rate	Low	High	Medium	Low	Low	Medium	High	High	Medium	High
Health: infant mortality rate	Low	High	High	Low	Low	High	High	High	Medium	High
Nutrition: % children stunted at 24-59 mos.	Low			Low	Low				Low	Medium
Poverty										
% of rural pop. below poverty level		Medium	Medium	Low				Medium	Medium	
% of population w/ access to safe water	Medium	Medium	Medium	Medium	Low			Low	Medium	Low
Average Level of PSD Indicators										
Investment			High	Medium	High	Medium	Medium	Medium	Low	High
Savings			Low	Low	Low	Medium	High	Low	Low	Medium
Financial depth		Medium	Medium	Low		Medium		Medium		Low
Road Sector Policy Reforms										
Stable funding	Medium	Medium	Medium	Low	High				High	Low
Institutional reforms	Medium	Medium	Low	Low	High				Low	Medium
Contracted maintenance	Low	High	Medium	Low	Medium				Low	Low
Labor-based work	Low	Medium	Medium	Medium	High				Medium	Low
Reformed plant pools	Low	Medium	Low	Low	Medium				Low	Low
Civil Serv. Reform/Capacity Bldg										
Governance environment	Low	High	Medium	High		High	High	High	High	High
Size & cost of civil service	Low	High	High	High	High			Medium	High	
Capacity for resource management	Low	High	High	Medium			Medium			High
Capacity for public service delivery	Low	Medium	Low	Medium	Low					Medium
Financial accountability & transparency	Low	High	Medium	Medium	Low	High	High	High	High	High
Participation in civil society	Low	High	Medium	Medium	Low	High	High	High	High	High
Agriculture										
Value added		Medium	Low	Low	Low	High			Low	
Cereal crops yield	Low	Low	Low	Medium	Low	Low	High	Medium	High	Medium
Total food production index	Low	Low	Low	Low	Low	Low	Low	Medium	Medium	Low