



# CONSTITUENCY NEWSLETTER

OFFICE OF THE EXECUTIVE DIRECTOR FOR  
AUSTRALIA, CAMBODIA, KIRIBATI, KOREA, MARSHALL ISLANDS, MICRONESIA FS, MONGOLIA,  
NEW ZEALAND, PALAU, PAPUA NEW GUINEA, SAMOA, SOLOMON ISLANDS, TUVALU AND VANUATU



Newsletter # 32

For the period January-March 2012

## OFFICE TRAVEL/STAFF MOVEMENT

**D**uring January to March 2012, our office had a series of consultation with our authorities.

**Mr. John Whitehead**, Executive Director visited Cambodia and Korea, from January 9 – 19, and also joined the Executive Directors' Group Travel to West Africa, Ghana, Cote d'Ivoire and Guinea from January 31 - February 12. He also attended the ECOSOC Meeting at the United Nations Headquarters in New York on March 12, 2012.

Mr. Whitehead then travelled to New Zealand and Samoa from March 18 to April 12 to attend the IMF Pacific Conference in Apia and consultations with authorities. He was also to visit Tuvalu during this trip which unfortunately was aborted due to two cancelled flights and severe flooding in Fiji.

In Samoa, Mr. Whitehead met with the Minister for Finance, deputy CEO of the Ministry of Finance, the Governor of the Central Bank, and also with a group of departmental CEO's and deputies. He also met the New Zealand High Commissioner and staff; the Australian High Commissioner and staff; and the chief financial officer of the ANZ Bank in Samoa.

Mr. Whitehead also visited SROS (the Scientific Research Organization of Samoa - an area of strong interest to the Prime Minister - and was shown some Bank-supported road projects by the Land Transport Authority).

Mr. Whitehead also joined the Vice President

Pamela Cox in her meeting with the Samoan Prime Minister.

**Mr. In-Kang Cho**, Alternate Executive Director, travelled to Korea and New Zealand, from February 29 to March 12, 2012, for consultations with authorities and to study aspects of the NZ Aid programme.

In Korea, Mr. Cho had meetings with senior Korean officials including Mr Jong-Hwa, Senior Advisor to the President on International Economy; Mr. Je-Yoon Shin, Vice Minister, Ministry of Strategy and Finance; Mr. Sung-Soo Eun, Director General, MOSFI; and Mr. Oh-Seok Hym, Korea Development Institute President.

In New Zealand, Mr. Cho met with senior officials from the Ministry of Foreign Affairs and Trade; the Treasury; the Reserve Bank and also with the ANZ Bank.

**Mr. Michael Willcock**, Senior Advisor, travelled to Australia, Papua New Guinea and Vanuatu from February 24 – March 11, 2012, for consultations with authorities.

**Mr. Sopheap Chan**, Advisor, travelled to Cambodia from January 5-17, 2012, to accompany the ED and for consultations with authorities. He also joined the Cambodian authorities attending the G-20 meeting in Mexico City from February 23 - 27.

**Mr. Enkhbayar Namjildorj**, Advisor, travelled to Mongolia from March 23 – April 1, 2012, for consultations with authorities.

## SENIOR BANK MANAGEMENT CHANGES/APPOINTMENTS



**M**r. **Sean McGrath** was appointed as World Bank Vice President of Human Resources. He took up the post on March 22, 2012.

Mr. McGrath is an Irish national, and was the Group Human Resources Director of the Irish Health Service, where for the past three years, he has led a workforce in excess of 100,000 through a transformational reorganization and reform. He has over 20 years of professional HR experience in the private and public sectors including as an HR Director and Executive Member within the Danske Bank Group, and as Head of HR for EBS Building Society. In addition to being a Senior HR Executive within Global, European and Irish organizations, he has been involved in the business side of the banking and manufacturing industry. Mr. McGrath started his career as an officer in the Irish Defense Forces, serving on three different occasions in the Middle East with United Nations Peacekeeping missions. Sean holds an MBS from Dublin City University and a Doctorate in Business Administration from Durham University (UK). He is a Fellow of the Chartered Institute of Personnel Development and a member of the British Academy of Management.

## SENIOR BANK MANAGEMENT VISIT TO THE CONSTITUENCY

### *Vice President Visit to Australia, New Zealand and Samoa*

**M**s. **Pamela Cox**, Vice President for East Asia and Pacific Region visited Australia, New Zealand and Samoa in March 2012.

Ms. Cox had a brief but highly successful visit to **Australia**, where she met with World Bank staff in the Sydney office as well as Australian authorities in Canberra. Whilst in Canberra, Ms. Cox met with Australia's Parliamentary Secretary for Pacific Island Affairs, the Hon. Richard Marles, providing an occasion to discuss Australian perspectives and priorities for engagement in the Pacific region.

Mr. Baxter, the Director-General for the Australian Agency for International Development (AusAID), also hosted Ms Cox and members of her senior management team for high-level talks. These focused on progress delivering on joint AusAID and World Bank Group priorities for collaboration in the East-Asia Pacific as agreed in the AusAID - World Bank Partnership Framework.

In **New Zealand**, Ms. Cox joined the regional Vice President for the Asian Development Bank (ADB) to meet with Government Ministers and Ministry staff working on New Zealand Aid Programme.

The meetings were an excellent opportunity to discuss the changing global economic situation and the role of multilateral development banks, including ways in which these Banks can work more effectively and collaboratively with New Zealand in the Pacific.

Ms. Cox talked about how the World Bank has been increasing its lending in the Pacific and now wants to focus on implementation of specific projects. She said the World Bank's priorities in the Pacific region were connectivity and infrastructure. Potential opportunities for collaboration between the World Bank and the New Zealand Aid Programme in areas such as fisheries were discussed.

Deputy Secretary International Development, Ms. Amanda Ellis, welcomed the visit, saying it gave staff working on the New Zealand Aid Programme an opportunity to hear from the Bank

about their priorities in the Pacific.

The New Zealand Aid Programme wants to work more closely with the World Bank and the ADB to support sustainable economic development in the region. New Zealand can partner with these institutions and add real value through our in depth knowledge and expertise in the Pacific,” Ms. Ellis said.

The Ministry of Foreign Affairs and Trade also facilitated a conversation between the two international development banks and Australia to chart progress against the development objectives arising from the Pacific Islands Forum and the Waiheke Declaration.

A panel discussion led by Ms. Cox, Mr. Stephen Groff, and International Monetary Fund (IMF) Deputy Managing Director, Dr. Zhu (who was also in New Zealand for the day), provided an opportunity to discuss global and regional economic situations and how this is impacting changing approaches to international development.

Ms. Cox then visited Samoa for the Pacific Conference and meeting with the Pacific leaders from March 22-23. The visit was the first in her capacity as the Regional Vice President for the East Asia and Pacific Region.

In **Samoa**, Ms. Cox visited communities affected by the devastating tsunami in 2009, in which 143 people lost their lives and 5,000 lost their homes, and observed progress made on reconstruction activities conducted with World Bank assistance.

After the tsunami, the Bank helped to finance the construction of 30 kilometers of new access roads to villages relocating inland, rebuild seawalls and other infrastructure, and supported Samoa’s budget, which helped the Government to provide housing grants for those impacted by the disaster.

While in Samoa, Ms. Cox also met with Prime Minister Tuilaepa Aiono Sailele Malielegaoi to discuss the new World Bank Country Partnership Strategy, a first for Samoa, which focuses on building resilience against climate change, disasters and external shocks.



Ms. Pamela Cox also met with many Pacific Islands World Bank Group Governors who attended the Pacific Leaders Conference in Apia.

### **Senior Vice President and Chief Economist Visit to Seoul**

**M**r. Justin Lin, Chief Economist and Senior Vice President, visited Korea and delivered a lecture at the Korea Development Institute. He stressed the importance of the ‘New Structural Economics’ in formulating development strategies.

- New Structural Economics (NSE): the concept coined by Mr. Lin as Neo Classical Economics, stems from Classical Economics. According to him, NSE stresses the importance of economic structure as with the tradition of original Structural Economics, which was popular in early 20<sup>th</sup> century, however, NSE acknowledge government’s role of intervention, as well as market system.

### **Pacific Conference**

**A** high level Pacific Leaders conference was held in Apia, Western Samoa on March 23, 2012. The conference was hosted by the IMF and the Government of Samoa. The event was attended by IMF Senior Management that included

## REGIONAL AND INTERNATIONAL FORUM

the Deputy Managing Director, Dr. Zhu, World Bank Vice President for East Asia and the Pacific, Ms. Pamela Cox as well as the Vice Presidents of the Asian Development Bank.

The conference was focused on policies that could increase resilience to shocks, on spillovers from *global economy* to the Pacific Island Economies and on drivers of growth challenges with an emphasis on private sector development.

### ***Ocean Initiative***

**W**orld Bank Group President Robert Zoellick unveiled an initiative to save the world's oceans on February 24, 2012, in Singapore. A powerful coalition of governments, international organizations, civil society groups and private interests are joining together under the banner of a Global Partnership for Oceans to confront widely documented problems of over-fishing, marine degradation, and habitat loss. President Zoellick promoted partnership to bring science, advocacy, the private sector, and international public institutions together to advance mutually agreed goals for healthy and productive oceans.

President Zoellick highlighted that the world's

oceans are in danger, and the enormity of the challenge is bigger than one country or organization. The President also called for a coordinated global action to restore our oceans to health. Several Countries in the Pacific who attended the dialogue in Singapore also supported the initiative.

Further discussions on the initiative will be held during the margin of the 2012 Spring Meeting in Washington to help define the new partnership's specific agenda, before heading into the Rio+20 Conference on Sustainable Development in June, for a wider global discussion.

Given that this topic is very crucial for many Small Islands Countries within the constituency, the Office of the Executive Director will remain engaged with Management, Board as well as with the Authorities in strategic policy discussion and influence.

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## CONSTITUENCY MEMBER COUNTRY'S PROGRAMS APPROVED BY BOARD DURING THE QUARTER ENDED

### ***Samoa Country Partnership Strategy***

**T**he Executive Board of Directors endorsed Samoa –IDA/IFC Country Partnership Strategy on Thursday March 29, 2012. This is the first Bank Group Country Strategy for Samoa. Like in many Pacific Island Countries, the World Bank Group engagement in Samoa has been scaling up in recent years. The Samoa – IDA/IFC Country Strategy is aimed at strengthening resilience against global economic shocks as well as natural disasters.

Together with the Country Partnership Strategy, the Executive Board of Directors approved the Samoa Agricultural Competitiveness' Enhancement Project

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## BANK 'S NEW STRATEGIES, POLICIES AND ANALYTICAL WORK

### ***EAP Regional Update 2012 and Medium Term Strategic Framework***

**T**he EAP regional update 2012 was discussed at the informal meeting of the Board on March 6, 2012. It was noted that despite recent global economic downturn, countries in the EAP region have achieved, in varying degrees, a notable record of GDP growth throughout the last four years except for the period extending from last quarter of 2008 to first quarter of 2009. This performance contributed to global GDP growth but this is projected to slow down during the period 2011-2013. EAP countries' growth contributed to poverty reduction and the proportion of the population living under \$2 a day fall from 52 percent in 2002 to 22 percent in 2012.

Uncertainty on recovery remains high in industrialized economies around the world, and exports from EAP continue to slow down. Nonetheless, most economies in the broader region are able to sustain growth by relying more on domestic demand and exports to other emerging economies.

Poverty reduction in EAP countries has been achieved through high and sustained economic growth over the past two decades. The World Bank continues to support sustained and inclusive growth in the region through lending operations which focus on reinforcing good macro-economic and fiscal management, as well as on strengthening basic service delivery. The World Bank has also supported efforts to mitigate both the growth and social impacts of the recent global crisis through DPLs and by strengthening specific crisis-focused safety nets.

Regional strategy continues to align with WBG priorities by focusing on sustaining growth, reducing poverty, strengthening governance and institutions, fostering regional and global involvement, and managing crisis and disasters. One of the core pillars of EAP regional strategy is leveraging resources, sharing knowledge, increasing impact and improving service delivery through partnerships with regional organizations, regional development banks, donor governments and their bilateral aid agencies.

While performance of the Bank in the region has generally been good—and Bank/IFC cooperation in particular drew mention as a good model.

### ***Program for Results***

**O**n January 24, 2012, the Executive Board approved a new instrument, Program for Results (P4R). P4R represents a response to calls for increased focus on development results, country-led development, and use of country systems. It will link disbursements with results of a country's specific expenditure program, place more emphasis on countries' capacity to achieve and monitor results, and focus on institutional improvements that would lead to better results and to a more enabling governance environment. It will complement the World Bank's existing instruments – investment lending and development policy lending.

P4R builds on experience with sector-wide, program-based and results-focused operations. Features of program-based lending have been used in Bank operations for over a decade, however, the Bank has not had a standalone program-based lending instrument with a dedicated policy framework.

Retrofitting program-based operations into investment lending processes, policies and procedures has led to confusion amongst stakeholders and created problems for staff. P4R proposes a new approach which requires an assessment of the program/system as a whole and identifies gaps and provides the support needed to fill those gaps.

The new P4R instrument has four key features. First, it will finance specific expenditure programs (national, sub national, sectoral, sub-sectoral etc) with clearly defined results. They may be new or ongoing programs. Second, it will disburse against achievement of results and performance indicators, not inputs. Third, preparation and implementation support will focus on strengthening the institutional capacity that is essential to ensuring that the programs achieve their expected results and can be sustained. Fourth, the Bank assesses the program as a whole (even if the contribution is small), and agrees with the government any measures needed to ensure Bank financing is used appropriately and that the environmental and social impacts and risks of the program are adequately addressed.

The new instrument will be rolled out over the next two years with various risk measures in place, including enhanced corporate oversight, as well as the exclusion of Category A (high-environmental risk) activities and of high-value contracts. There is also a five percent cap on P4R operations (as a percent of total IBRD/IDA commitments). The Executive Board will review implementation after two years at which time a lifting of the lending cap will be considered.

The first two P4R instruments for each region are expected to be considered by the Board in full.

### ***IEG Evaluation of Matrix Structure***

The World Bank's Independent Evaluation Group has found that the matrix system of organization in the Bank may be more relevant today than when it was introduced in 1997 but that work remains to be done to reduce silos and achieve its goal of creating a global knowledge

bank. The overview of the report is available on the IEG website.

If the Bank is to deliver effective operations and services, it needs to be responsive to partner countries and it needs to deliver quality technical services. In 1997, the Bank introduced the "matrix system" as a way of strengthening its ability to achieve its dual objectives of country-led operations and a global knowledge bank. The 'matrix' changed both the Bank's organizational structure and its mode of operation. The IEG evaluation looks at "the extent to which the dual objectives of the matrix system—enhancing client responsiveness and establishing strong technical networks to deliver quality services—have been attained, and have enhanced the Bank's development effectiveness".

The 'matrix system' had been introduced to address the pressures to change in the mid-90s (structural adjustment era) to move the Bank away from its excessive focus on lending towards a greater focus on client needs and the quality of results but also to manage the shift in client preference towards private finance over development finance. IEG argues these challenges are even more pronounced now, with greater diversification of needs among clients and the significant growth in global public goods making the matrix system even more relevant.

The IEG findings build on issues identified by management in its previous reviews of the matrix system but go deeper in identifying underlying causes and consequent risks to development effectiveness.

The IEG evaluation, which looked at the period 1997-2010, found:

- Improvement in country program responsiveness but less so in establishing realistic strategic priorities or integrating corporate priorities. The country focused model increased responsiveness to client governments with improvements to alignment with national priorities (96 percent moderately satisfactory or better) and flexibility (67 percent) but IEG identified realism, the quality of results frame-

work and ownership as lagging.

- Incentives under the matrix system and the imbalance of power between country and sector units have led to a focus on short-term needs. Country-based operations do not draw sufficiently on global knowledge to meet the needs of clients and despite considerable investment in the preparation of sector and corporate strategies (which according to IEG the average expenditure per sector and corporate strategy was almost \$9 million) these strategies have little direct influence on country programs.
- Ongoing misalignment of incentives and processes with the matrix objectives has, according to the IEG, reduced development effectiveness. This has been due to weaknesses in accountability for quality and a focus on outputs and managing risks rather than results. For example, incentives have led to fiduciary and safeguard issues getting more attention than other aspects of quality of lending operations.

Based on its findings, IEG recommends :

- enhanced incentives and resources for sharing and using knowledge across the Bank and a revisit of the performance management system accordingly;
- redefining the scope of sector strategy papers and providing specific resources for strategic economic and sector work and business development. This includes enhancing the focus on quality and revising budgetary rules to encourage cross-sector and cross-regional collaboration; and
- addressing the existing constraints in the sector and network architecture to strengthen links among the regions and between regions and anchors to rebalance the regional matrix with attention to lending, knowledge and quality. There is a pressing need to address key organizational constraints in the sustainable development network which is the largest network.
- management's ongoing modernization work is

addressing key matrix issues, including improving talent management, global knowledge management (eg. open data, knowledge platforms) and staff connectivity and addressing the span of control. But some of the bigger 'good management' issues need to take precedence, including HR policy reforms (to increase mobility, diversity etc) and the simplification of processes and procedures which, though arguably not matrix issues, per se, should lead to improvements in the way the matrix functions.

### ***Mongolia New Blend Status***

Mongolia lending status is upgraded and was officially announced to the public on March 7, 2012. Following a careful review of Mongolia's development opportunities, the World Bank declared Mongolia creditworthy for its International Bank for Reconstruction and Development (IBRD) lending.

The World Bank Group makes IBRD financing available to middle-income and creditworthy poorer countries to promote sustainable, equitable and job-creating growth, reduce poverty and address issues of regional and global importance. IBRD clients gain access to capital on favorable terms in larger volumes, with longer maturities, and in a more sustainable manner than world financial markets typically provide. Unlike commercial banks, IBRD is driven by development impact rather than profit maximization.

Mongolia will continue to qualify for concessional financing from the International Development Association (IDA), the World Bank fund for the poorest, during a transition period.

### ***World Development Report 13 - Jobs***

Each year, the Bank issues a World Development Report (WDR) as its flagship contribution to thinking about a specific aspect of development. The reports are prepared in the Bank's Development Economics Vice-Presidency under the guidance of the Bank's chief economist. Past reports have considered such topics as the role of

the state, transition economies, infrastructure, health, the environment, and poverty. Recent WDRs have been on fragile and conflict-affected states (WDR2011) and on gender (WDR2012).

WDR2013 is to focus on jobs. As the WDR team express it - jobs are an important issue everywhere as economies struggle to respond to the job losses that accompanied the global financial crisis; as a number of countries face the civil discontent arising in part from joblessness (for example, seen as a key factor behind the Arab Spring); and as most countries experience a pervasive anxiety about the lack of job security and concern about a global 'war' for jobs. These factors are instances of the pressures that policymakers everywhere are alert to and want to respond to by ensuring that policy settings are supportive of job creation.

WDR13 will have three parts:

- establishing that jobs are 'transformational'. Jobs are at the center of development and what the World Bank does – they are key to poverty reduction, lifting productivity, improving living standards and fostering greater social cohesion;
- looking at what, in different country circumstances, constitutes a 'good job'. Some jobs do more for development (eg reducing poverty, inequality, building trust, economic capability etc) than others. So a 'good job' is identified not just from the individual's perspective (how much an individual earns) but from the collective's viewpoint (what spillovers that individual's job has for the rest of the society/economy); and
- identifying the policy implications of using a 'jobs' lens when considering policy responses to the often difficult questions that governments face in their quest for development.

At this stage, it is this last part of the WDR that is likely to be of most interest and value to WBG members. But it is also the most difficult part, involving as it does tradeoffs between policies that

boost living standards, increase productivity, improve social cohesion – and so difficult judgments reflecting wider societal choices and values. In that sense, the WDR will not provide a 'one size fits all' policy prescription for countries keen to increase the job creating potential of their economies. Rather, the hope is that the WDR will help policymakers see linkages and tradeoffs that they may not otherwise have recognized due to an unduly narrow focus on labor market concerns.

In this regard, as an office, we have consistently sought to ensure that the WDR gives appropriate recognition to the private sector as the driver of most job creation, and prominence to the role that governments can play through sound macro-economic policy settings and a good investment climate in providing an environment of confidence and security for the private sector to perform its job creating role.

There are two interesting features of the WDR.

First, the WDR team plans to tease out issues relevant to the different job creation challenges that countries face by asking, and responding to, eight 'difficult policy questions' that governments have regularly asked the Bank and which the Bank, modestly, considers it has often failed to answer adequately. These questions are:

- Growth, poverty reduction and job strategies – are these the same things or do they imply different policy responses?
- Can entrepreneurship be fostered by government interventions?
- Should governments focus on skills development of a general kind; or specific technical skills; or leave it to on the job training?
- Can jobs policies contribute to social cohesion?
- Should jobs ever be protected? Is there ever a case for doing so?



- What prevents job reallocations? What can governments do to smooth the creative destruction process affecting jobs in market economies?
- Is there a 'right' investment climate for jobs?
- Is there a global competition for jobs and if so, what should a country do to best place itself for this competition?

The second feature of the WDR is that it will be complemented by seven country case studies reflecting a range of country circumstances. The countries are Ukraine, Mozambique, South Sudan, Bangladesh, Mexico, Tunisia and (of great interest to our constituency) Papua New Guinea. Each country has been chosen as being representative, respectively, of an ageing society; an agrarian economy; an urbanizing society; a formalizing economy; a high youth unemployment economy; and a resource rich economy. In addition, there is to be an eighth case study that is not country-specific and will involve a literature review of the specific obstacles to job creation faced by island economies and possible policy responses.

Through the use of the eight difficult questions and the eight case studies, the WDR team hopes to provide some real-life, 'hands on' guidance for policy makers in different countries at different levels of economic development to consider and adapt to suit their own needs.

The WDR team is currently drafting the final report for internal and peer review prior to providing it to the Board for comment by the end of July. The WDR itself will be released in conjunction with the Annual Meetings in Tokyo in October 2012. Focus in the Bank will then turn to translating the WDR's analysis into country-specific advice and products that the wider Bank Group can offer to clients around the world.

As a postscript – while work on the WDR2013 continues, the topic for the next WDR has already been chosen. The WDR2014 will consider Risk, Uncertainty and Crisis, considering questions such as why do risk and uncertainty matter to people, especially the poor; what are their main causes and sources; and what can be done by governments, communities, and households to manage them?

## UP COMING EVENTS AND NEWS INTEREST TO THE CONSTITUENCY

### **2013 Voice Secondment Program**

**A** call for the ninth round of applications for the Voice Secondment Program is currently in progress. The Program Secretariat plans to start the ninth cohort in January 2013 and, to that effect, will finalize the selection process by the end of May 2012 to leave sufficient time for placement and preparation.

As mentioned in our earlier communication calling for nominations, the program is an important part of enhancing voice and participation in the World Bank for our small developing members. All our developing member countries, particularly those who have not previously participated, are invited to nominate candidates.

*\* Nominations for the next round should be submitted to our Office for forwarding to the Selection Committee no later than Friday, May 18, 2012.*

### **Spring Meetings**

**T**he International Monetary and Financial Committee and the Development Committee Meeting convene on Saturday, April 21, 2012, morning and afternoon, respectively. At the margins of these meetings, other meetings will be held, including the G-20, Constituency meeting and reception. We expect to welcome country delegations and to have the opportunity to discuss matters of interest.

### ***Election of the New World Bank Group President***

**O**n February 15, World Bank Group President Robert Zoellick announced that he would not be seeking a second term as President and that, accordingly, he would be leaving the Bank at the expiry of his term on June 30, 2012. This announcement set in train a selection process which, shortly before this newsletter was completed, resulted in the announcement of Dr. Kim (the US nominee) as his successor to take office from July 1, 2012.

Shortly after Mr. Zoellick announced his intentions, the Bank's Executive Directors met to determine the process to be followed in selecting the new president. Consistent with calls in recent Development Committee communiqués for an "open, merit-based and transparent selection of the World Bank President", the Board initiated on February 17 a process to ensure such an outcome. At the close of nominations on March 23, three well qualified and eminent persons had been nominated, namely:

- **Dr. Jim Yong Kim**, a US national and President of Dartmouth College, New Hampshire;
- **Mr. José Antonio Ocampo**, a Colombian national and Professor at Columbia University, New York; and
- **Ms. Ngozi Okonjo-Iweala**, a Nigerian national and Coordinating Minister of the Economy and Minister of Finance, Nigeria.

The selection process involved, each nominee spending a day at the Bank headquarters being interviewed by the Board and meeting with individual Executive Directors. At the conclusion of this round of meetings, the Board met to consider the merits of each nominee and to select the next President.

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### ***Upcoming Board Discussion on Constituency Member Country's Bank Program***

**S**olomon Islands' Development Policy Grant I in the amount of \$2 million is scheduled to be discussed by the Executive Board of Directors on Thursday April 26, 2012. The proposed grant is the first in a series of two development policy operations in support of Solomon Islands' post-conflict recovery to sustainable development in the context of its Development Strategy.

**Mongolia's** Country Partnership Strategy is scheduled to come before the Board on Thursday May 17, 2012.

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## CONSTITUENCY REPORTS

Our Office issued the following reports during the period covered by this newsletter. Not all reports were sent to all constituency members. Please contact our office if you want a copy of any report listed below.

- World Bank Access to Information -Annual Report
- Global Development Finance 2012
- World Development Report 2012
- Samoa CAS



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