AFRICA GROUP II. EDS13

OFFICE STRATEGY 2020 2022

ALPHONSE IBI KOUAGOU. EXECUTIVE DIRECTOR

WORLD BANK GROUP

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A traditional mudbrick building called Tata or Tata Somba of the Somba people or Ditamari, or also called Batammariba in the Somba land in the northern part of Benin.

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Democratic Republic of Congo. Aerial view of Oocha, North Kivu © Vincent Tremeau/The World Bank

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Acronyms and Abbreviations

AED	Alternate Executive Director
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AHCP	Africa Human Capital Plan
AIMM	Anticipated Impact Measurement and Monitoring Framework
CEN	Country Engagement Note
CEMAC	Central African Economic and Monetary Community
CIF	Climate Investment Fund
CMAW	Creating Market Advisory Window
CMU	Country Management Unit
CPF	Country Partnership Framework
CPSD	Country Private Sector Diagnosis
CRW	Crisis Response Window
CSO	Civil Society Organization
D&I	Diversity and Inclusion
DPL	Development Policy Lending
DPO	Development Policy Operation
DSSI	Debt Service Suspension Initiative
ECCAS	Economic Community of Central African States
ECOWAS	Economic Organization of West African States
ED	Executive Director
FCS	Fragile and Conflict State
FCV	Fragility Conflict and Violence
FY	Fiscal Year
GAFSP	Global Agriculture and Food Security Program
GCI	General Capital Increase
GDP	Gross Domestic Product
HCI	Human Capital Index
HEPRTF	Multi-Donor Health Emergency Preparedness Trust Fund
HR	Human Resources
IBRD	International Bank for Reconstruction and Development
ICSID	International Center for Settlement of Investment Dispute
ICT	Information and Communication Technology
IDA	International Development Association
IEG	Independent Evaluation Group
IFC	International Finance Corporation
IMF	International Monetary Fund
InfraSAPs	Infrastructure Sector Assessment Programs
JET	Job and Economic Transformation
JIPs	Joint Implementation Plans
LMICs	Lower Middle-Income Countries
MCPP	Managed Co-Lending Portfolio Program
MD	Managing Director
MICs	Middle Income Countries
MIGA	Multilateral Investment Guarantee Agency
OHADA	Organization for Harmonization of Business Law in Africa
PEF	Pandemic Emergency Funding Mechanism
PLR	Progress and Learning Report
PSW	Private Sector Window
RCMs	Regional Coordination Mechanisms
RRA	Risk and Resilience Assessments
SCD	Systematic Country Diagnosis
SCI	Selective Capital Increase
SDGs	Sustainable Development Goals
SMEs	Small and Medium Enterprises
SOE	State Owned Enterprise
SSA	Sub-Saharan Africa
TF	Trust Fund
UHC	Universal Health Coverage
UMICs	Upper Middle-Income Countries
VP	Vice President
VSP	Voice Secondment Program
WAEMU	West African Economic and Monetary Union
WB	World Bank
WBG	World Bank Group
WE-fi	Women Entrepreneurs Finance Initiative
WSMEs	Women-led/Owned SMEs

Benin. © Arne Hoel/The World Bank

Foreword

I would like to convey my thanks and my deep gratitude to all the Governors of the Africa Group II for having unanimously elected me as Executive Director to represent them on the Board of Directors of the World Bank Group (WBG) for the next two years.

As I take office, the world is facing an unprecedented crisis induced by the COVID-19 pandemic. After the first phase of health emergency, the economic outlook points to a deep recession marked by the collapse of trade and tourism, falling commodity prices, disruption of supply chains, and instability of value chains. The positive trends of our economies in the past years are in decline . The pandemic has serious and lasting socioeconomic effects that are clouding the potentials for economic growth and poverty reduction. In this context, with the support of my Office, I will spare no effort in contributing to achieve the common goals pursued by our Constituency, including advocacy for increased mobilization of resources to enable our countries take on the challenges facing them. My Office will take necessary actions to create a new momentum, and contribute to efforts aiming at reducing extreme poverty, reigniting growth, and building back better towards shared prosperity, as well as faster, inclusive, and sustainable growth. This EDS13 Strategy for the period 2020–2022 ("the Strategy") is dedicated to that.

Naturally, we will always take into account advice and suggestions from our Governors in implementing this Strategy. We will also build on the lessons from our interactions with relevant development actors on the ground for our countries to draw the maximum benefits from their membership in the WBG.

As we implement this Strategy, achieving our development objectives will be our driving force while strengthening the partnerships between our countries and the World Bank Group will remain our ultimate goal.

Alphonse Ibi Kouagou

Executive Director

Guinea, Kindia. Fatoumata Camara © Vincent Tremeau/The World Bank

Executive Summary

The Executive Director (ED) for Africa Group II is one of the 25 EDs sitting on the Board of Directors of the World Bank Group (WBG). On this Board, he represents a constituency of 23 (19 French speaking, 3 Portuguese speaking, and 1 Spanish speaking) countries spanned between Western, Central, Eastern Africa, and the Indian Ocean. In the system of the WBG Board of Directors, his Office is referred to as EDS13.

The ED is elected for a 2-year term, non-renewable, during which he represents all the countries of his Constituency on the Board of Directors of the WBG. In this capacity, the ED participates in the governance of the WBG where he defends the interests of the countries he represents.

As part of his participation in the WBG governance, in virtue of the powers delegated to Directors by the WBG Board of Governors, the ED contributes to the definition of the WBG's policies and strategies, the approval of the WBG's annual budget, the approval of loan transactions, grants, direct investments, guarantees and technical assistance. Together with the other Directors, he also oversees the audit of the WBG's accounts for their presentation at the Institution's Annual Meeting of Governors.

As a representative of his Constituency on the WBG Board of Directors, he defends and promotes the interests of the countries he represents through their partnerships with the WBG. To this end, the ED works to:

- Influence the WBG's policies and strategies for the benefit of his countries;
- Help his authorities identify and seize the assistance opportunities offered by the WBG; and
- Support resource mobilization efforts enabling countries he represents to implement WBG-supported initiatives, programs and projects.

Advocacy is the ED's core competency. The EDS13 Strategy for the period 2020–2022 is designed in a spirit of continuity and adaptation to the evolving context in relation to the strategies that have been implemented by the preceding EDs. It allows the ED to influence, during his 2 years term, the decisions to ensure the maximum of impactful benefits for countries of his constituency through close and effective collaboration with his authorities, his peers, as well as the WBG Management and staff. The Strategy is structured around **four (4) focus areas** comprising a total of **thirteen (13) objectives**.

In the **first area of focus**, the EDS13 Office commits to **strengthen its role as interface between the WBG and each of the countries it represents with the view to accelerate the achievement of developmental goals**. This area of focus is broken down into three objectives.

OBJECTIVE 1 aims to facilitate solid and frequent interactions with and between the authorities, Country Management Units (CMUs) and other actors in the field in order to better understand our countries' needs, and to discuss the best ways in which the WBG can assist.

OBJECTIVE 2 aims to help strengthen the WBG sectoral focus on a number of key sectors with strong potential for economic diversification, growth, and job creation in our countries while promoting regional solutions and regional value chains. **The key sectors selected are: (i) digital economy; (ii) human capital; (iii) energy; and (iv) agriculture.**

OBJECTIVE 3 aims to help strengthen the WBG strategic focus on the sub-groups of countries in our Constituency, **such as conflict and fragile states, middle-income countries, and small states.**

The second area of focus seeks to support the **mobilization of public resources for the benefit of our countries during COVID-19 and post- COVID-19 era, while helping to improve their disbursement and absorption rates.** This area of focus has three objectives.

OBJECTIVE 4 is to ensure that the resources committed by the WBG for the second phase of the response against the COVID-19 pandemic, and other resources resulting from new initiatives against the COVID-19 pandemic, are available and accessible to our countries to allow them to get back on track in achieving the SDGs.

OBJECTIVE 5 aims to monitor the use of resources resulting specifically from IDA-19 replenishment to put our countries on the path to eradicating extreme poverty and achieving shared prosperity by 2030. Disbursement and absorption rates will be monitored for improvement.

OBJECTIVE 6 aims to strengthen the mobilization of other financial resources available for the development of our countries, namely vertical funds such as, but not limited to, the Global Agriculture and Food Security Program (GAFSP), the Climate Investment Fund (CIF), and the Women's Entrepreneurship Fund (WE-fi).

The third area of focus is the promotion of private sector investments for economic diversification and job creation. It has two objectives.

Through OBJECTIVE 7, the Office will engage with the WBG to help countries to set up or strengthen national and regional institutions that promote local entrepreneurs capable of strengthening economic growth, creating jobs, and cementing regional integration.

Through OBJECTIVE 8, the Office will engage with both IFC and MIGA on the implementation of IFC3.0 and MIGA2020, respectively. The goal is to bring these two WBG instituitons to increase the scope and coverage their technical assistance to our countries, with a particular focus on creating markets, increasing footprint and presence in countries scaling up the use of IDA's private sector window (PSW), and create greater synergies and prioritize private sector solutions whenever possible (cascade approach).

The **fourth and last area of focus aims at strengthening the Voice and Representation of the Africa Group II Constituency within the WBG.** This area of focus comprises five objectives.

Through OBJECTIVE 9**, the Office will collaborate with stakeholders** to ensure a timely implementation of the 2018 capital increase package in order to provide the WBG with the resources needed to pursue and scale up its -programs in our countries.

OBJECTIVE 10 promotes contacts between our authorities and the WBG Senior Management on a regional basis, with a view to adopting more regional approaches as solutions to the development issues facing our countries.

OBJECTIVE 11 promotes the diversity and inclusion of African nationals within the WBG, to help increase our countries' voice and representation; and address issues of race discrimination and exclusion, now perceived to be a serious impediment to adequat delivery of WBG programs and operations.

OBJECTIVE 12 seeks to create a permanent communication channel with our Governors on specific areas of implementation of the Strategy in order to share information, discuss key strategic issues for their respective countries and for our Constituency.

OBJECTIVE 13 aims to enhance consultation and coordination between the three SSA chairs on the WBG Board, enabling them to speak with one voice on issues of common interest. This is based on the firm belief that a joint African voice will be more effective to deliver results.

EDS13 STRATEGY 2020–2022

FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4
STRENGTHEN THE ROLE OF THE OFFICE AS THE INTERFACE BETWEEN OUR COUNTRIES AND THE WORLD BANK GROUP (WBG)	MOBILIZE FINANCING FOR THE PUBLIC SECTOR DURING COVID-19 AND POST COVID-19 ERA AND IMPROVE DISBURSEMENT AND ABSORPTION CAPACITIES	HELP ATTRACT PRIVATE FINANCING FOR ECONOMIC DIVERSIFICATION AND JOB CREATION	STRENGTHEN THE VOICE AND REPRESENTATION OF AFRICA GROUP II
OBJECTIVE 1 Develop tight and frequent contacts with authorities, the CMUs of the Bank, and other actors in the field **OBJECTIVE 2** Strengthen the focus on key sectors (digital economy, human capital, energy, agriculture) with potential for economic diversification and job creation while promoting regional solutions and regional value chains **OBJECTIVE 3** Strengthen the strategic focus for country groupings (FCS/ FCV, Small States, MIC/LMICs	**OBJECTIVE 4** Ensure that the financing pledged for the second phase of the COVID-19 and other resources mobilization initiatives are accessed by our countries **OBJECTIVE 5** Monitor the use of IDA-19 replenishment funds and ensure the sufficiency of resources to maintain the pre-COVID - 19 development path for our countries **OBJECTIVE 6** Enhance opportunities for additional resources mobilization	**OBJECTIVE 7** Engage the World Bank to help countries in building or strengthening national and regional institutions to promote private sector **OBJECTIVE 8** Engage IFC and MIGA for better interventions through the deployment of the IFC3.0 toolkit, mobilization of capital, blended finance, and MIGA2020 strategy	**OBJECTIVE 9** Ensure the timely implementation of the 2018 Capital Package **OBJECTIVE 10** Advance contacts on regional basis between our authorities and the Management of the WBG to promote regional solutions **OBJECTIVE 11** Advance the Diversity and Inclusion agenda **OBJECTIVE 12** Create consultation channels between the Office and our Governors on strategic issues **OBJECTIVE 13** Reinforce the coordination with the other African EDs on issues of common interest to enhance the voice of Africa

Introduction

The WBG provides financial resources to member countries from various sources including equity, trust funds, funds raised from other sources; knowledge products and technical assistance.

Countries of the Africa Group II Constituency face tremendous challenges to access resources. Out of the 77 IDA countries, 20 are represented by EDS13 while only 3 countries are eligible to IBRD window. Moreover, the 23 countries of EDS13 compete with other members of the WBG for the resources of the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA). This situation, in addition to the Executive Director's engagements to promote both individual and collective agenda of the countries he represents during a 2-year term, calls for a strategic approach.

The Strategy 2020–2022 of the EDS13 Office serves as a roadmap for the ED throughout his term, from November 1st, 2020 to October 31st, 2022. This Strategy highlights 4 focus areas broken down into 13 objectives. Each objective will, in turn, be broken down into concrete actions for implementation. The follow-up will consist of a brief semi-annual report that will inform the Annual Report of the EDS13 Office. A matrix of implementation actions will be later attached to this document.

The strategy takes into account the context of the COVID-19 pandemic and its consequences. This context reinforces the enormous challenges our countries are already facing. It aims at helping them build back better more resilient economies and resume their journey towards reaching the SDGs by 2030.

This document is organized around three (3) chapters. Chapter I presents the Africa Group II Constituency and identifies key challenges its member countries are facing. Chapter II sets out the strategic priorities and objectives. Chapter III describes the implementation process and timeline.

Benin, Woukpokpoe Village. © Arne Hoel/The World Bank

CHAPTER I

Presentation of Africa Group II Constituency and Key Challenges its Member Countries are Facing

The Africa Group II Constituency represented by the EDS 13 Office is composed of 23 Sub-Saharan countries, of which 19 are French speaking countries, 3 are Portuguese speaking countries, and 1 is Spanish speaking country (see table below). These countries have a combined GDP of around USD 300 billion and a population size of about 300 million. According to the WBG classification, this Constituency comprises 3 IBRD only countries, 4 "blend countries" which are eligible to both IDA and IBRD resources, and 16 IDA only countries.

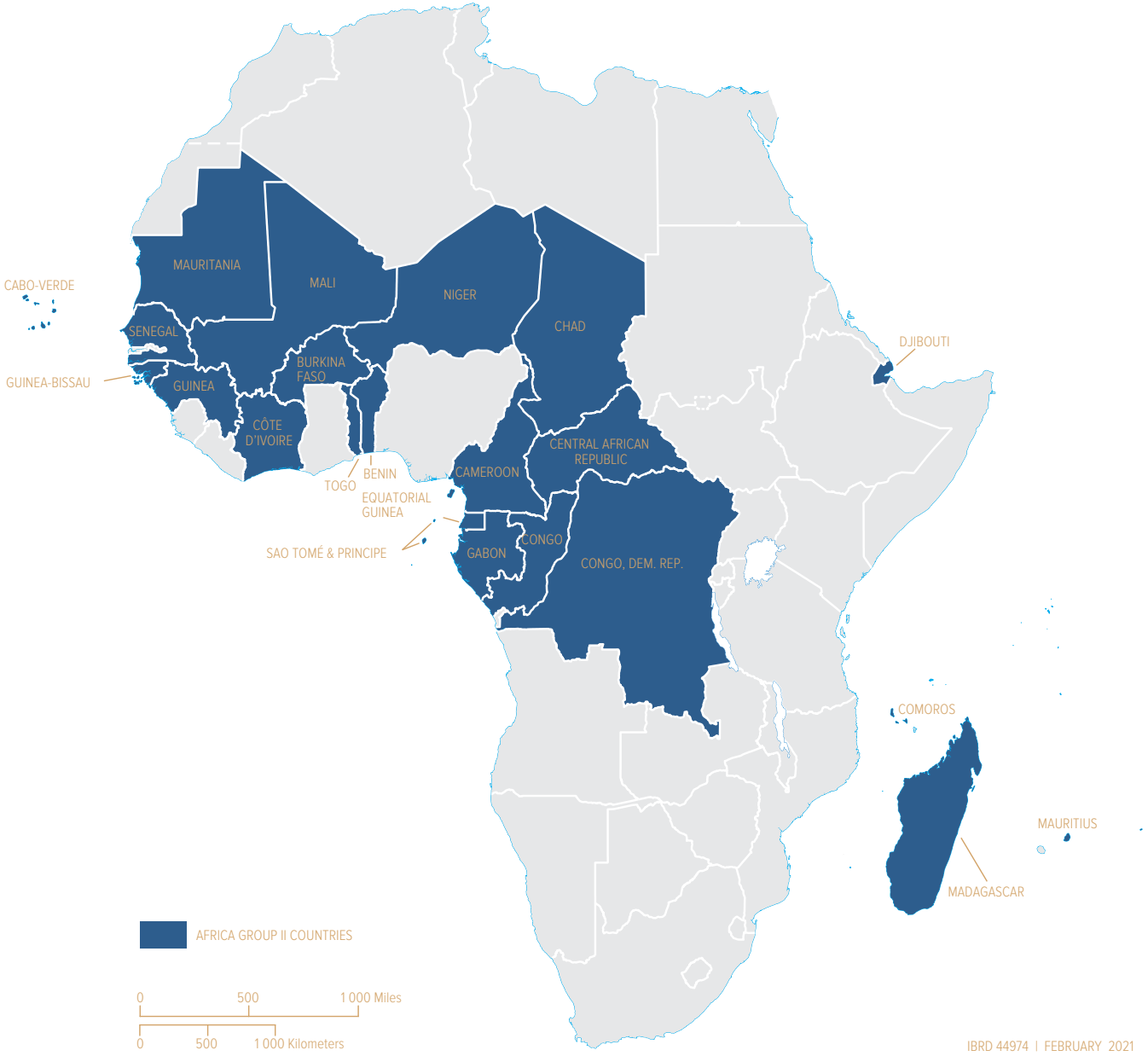
Eight of the 23 countries are classified as lower middle-income economies, 3 are upper middle-income economies, and the rest are low income countries. The Group includes 9 fragile and conflict-affected States. The constituency also hosts 8 countries classified as small states of which 4 countries are islands (Cabo Verde, Comoros, Mauritius, and São Tomé-&-Príncipe).

EDS13 COUNTRIES GROUPINGS

LANGUAGE GROUP	COUNTRIES
FRENCH SPEAKING	Benin, Burkina Faso, Cameroon, Chad, Central African Republic, Côte d'Ivoire, Republic of Congo, Democratic Republic of Congo, Comoros, Djibouti, Gabon, Guinea, Madagascar, Mali, Mauritania, Mauritius, Niger, Senegal, Togo
PORTUGUESE SPEAKING	Cabo Verde, Guinea-Bissau, São Tomé-&-Príncipe
SPANISH SPEAKING	Equatorial Guinea

WORLD BANK GROUPING	COUNTRIES
IBRD ONLY COUNTRIES	Gabon, Equatorial Guinea, Mauritius
BLEND COUNTRIES	Cabo Verde, Côte d'Ivoire, Cameroon, Republic of Congo
IDA ONLY COUNTRIES	Benin, Burkina Faso, Chad, Central African Republic, Democratic Republic of Congo, Comoros, Djibouti, Guinea, Guinea-Bissau, Madagascar, Mali, Mauritania, Niger, São Tomé-&-Príncipe, Senegal, Togo
UPPER MIDDLE-INCOME COUNTRIES	Equatorial Guinea, Gabon, Mauritius
LOWER MIDDLE-INCOME COUNTRIES	Benin, Cabo Verde, Cameroon, Republic of Congo, Côte d'Ivoire, Djibouti, Mauritania, São Tomé-&-Príncipe
LOW INCOME COUNTRIES	Burkina Faso, Chad, Democratic Republic of Congo, Central African Republic, Comoros, Djibouti, Guinea, Guinea-Bissau, Madagascar, Mali, Niger, Senegal, Togo
FRAGILE STATES	Central African Republic, Chad, Comoros, Democratic Republic of Congo, Djibouti, Guinea-Bissau, Madagascar, Mali
SMALL STATES	Cabo Verde, Comoros, Djibouti, Equatorial Guinea, Gabon, Guinea-Bissau, Mauritius, São Tomé-&-Príncipe

AFRICA GROUP II - MAP



The World Bank Group mission is to achieve the twin goals of ending extreme poverty and promoting shared prosperity. Challenges facing EDS13 countries include rising inequality, climate change, infrastructure deficits, growing debts, technological gap, urbanization, changing demographics, human capital, fragility, conflict, violence situations, jobs creation and economic transformation. Against this backdrop, the EDS13 Office will work with the WBG to support its countries deal with these situations.

Burkina Faso, Kieryaghin Village. © Dominic Chavez/The World Bank

CHAPTER II

Strategic Priorities and Objectives

FOCUS AREA I

STRENGTHEN THE ROLE OF THE OFFICE AS THE INTERFACE BETWEEN OUR COUNTRIES AND THE WORLD BANK GROUP (WBG) TO ACCELERATE THE ACHIEVEMENT OF DEVELOPMENT GOALS

OBJECTIVE 1. DEVELOP TIGHT AND FREQUENT INTERACTIONS WITH AUTHORITIES, THE CMUS OF THE BANK, AND OTHER ACTORS IN THE FIELD

As the EDS13 Office is advocating for more resources and support from the WBG to all the countries of its Constituency, working together with national stakeholders to better understand their needs and priorities, and how best to addressing them, is crucial. Frequent discussions and interactions, preferably in the field, with decision makers and other actors is the best way to assess their needs as well as areas of concern. This approach will help the Office to better manage the flow of information and carry out informed analysis and recommendations about the use and the allocation of WBG resources, tools, and opportunities to meet countries' needs.

Cabo Verde. Dock worker. © Van Leggelo/The World Bank

The key stakeholders are the Government, the private sector, the regional institutions and the Civil Society Organizations (CSO). Stakeholders also include financial and technical partners of which the Country Management Units (CMUs) of the WBG often tasked with a pivotal role in donor coordination. The CMUs are expanding to include the WB, IFC, and MIGA under both the decentralization program (footprint) and the One WBG spirit.

During the coming two years, the Office will develop more interactions with these actors either through regular field visits or online/virtual consultations. Apart from the traditional consultations of the ED with the authorities, other missions will be carried out by the Senior Advisors, the Advisors, and in some specific cases by the Alternate Executive Director (AED). The use of virtual meetings technology available within the WBG will complement missions on the ground.

The participation in those missions, with the support of Governors, will help the EDS13 Office sharpen its assessment of the needs, and provide the opportunity to inform public, private, and regional stakeholders, about the opportunities available to them from the range of funding sources and financing instruments managed by the WBG. These interactions will provide the Office with the opportunity to support, add value, and to the extend possible, countries' perspectives into the upstream work on projects, programs and strategies that are being put in place by the countries and the WBG. The various engagements will also provide the Office with inputs for the discussions at the Board regarding the countries dialogue with the WBG, and inform the Executive Director's Board deliberations on the CPFs of the countries he represents as well as on the projects to be proposed by the WBG. This will also strengthen the dialogue between the EDS13 Office, the WBG, and the Constituency's member countries.

To achieve greater impact, these missions will be set to coincide with key events in the course of the activities of national stakeholders, namely the discussions of national strategies and economic programs, the country portfolio review with the WBG, or the coordination meetings of donors. For the countries that have their national development strategies coming to an end in 2020 and 2021, the Office is willing to participate in their evaluation and the drafting of a new national strategy. Virtual or in person meetings with the CMUs for policy dialogue updates on the Constituency's member countries will be systematized.

OBJECTIVE 2. STRENGTHEN THE SECTORAL FOCUS ON KEY SECTORS WITH POTENTIAL FOR ECONOMIC DIVERSIFICATION AND JOB CREATION WHILE PROMOTING REGIONAL SOLUTIONS AND REGIONAL VALUE CHAINS

Sub-Saharan Africa's opportunities are vast, and its challenges are persistent. Home to the world's largest free trade area (AFCFTA) and a 1.2 billion-person market, the region is creating an entirely new development path, harnessing the potential of its resources and people. The member countries of Africa Group II constituency represent approximately half of the African continent in number and land area, and they are intrinsically part of this new movement. Therefore, the Office will assist them in harnessing the opportunities available to them within the WBG to pursue and achieve their development goals. Seizing this new momentum and the opportunities offered by the AFCFTA for its advocacy, the EDS13 Office will focus mainly on **4 sectors: digital economy, human capital, energy, and agriculture.**

These sectors are targeted for their strong potential to influence economic diversification and job creation, while promoting regional solutions and regional value chains.

- On **digital economy**, the importance of which is evidenced throughout the COVID-19, and beyond, the Office will promote the capacity building aspect needed to maximize the use of new technologies in our countries, without losing sight of the infrastructure aspects.
- On **human capital**, the priority will be put on health, education, jobs, and social safety nets.
- On **access to energy**, affordable energy for all will be promoted as well as its optimal use along with the digital economy and the human capital to increase the agricultural productivity.
- On **agricultural productivity**, the emphasis will be on outputs that help eradicate extreme poverty and ensure a better sharing of prosperity for the benefit of rural areas, which represent between 60 and 70 percent of the populations of our countries.

DIGITAL ECONOMY AND INFORMATION AND COMMUNICATION TECHNOLOGY (MAINLY CAPACITY BUILDING)

The first area of special focus is the digital economy. The COVID-19 crisis has confirmed that the digital economy is an important and fantastic driving force of development. The digital economy

has proven to be a powerful accelerator of growth and development over the past decades. Wherever the digital economy has been judiciously applied, progress has been phenomenal. There now ample evidence that information and communication technology (ICT) has potential to significantly spur growth in developing countries. Investment in ICT, coupled with appropriate skill mix contribute to the capital stock that is available for workers and thus helps raise labor productivity. Given that ICT investment accounts for only between 0.3 -0.8 and 0.8 percentage point of growth in GDP per capita in development countries. Countries must take advantage of digital economy, and broadly the ICT. EDS13 Office wishes to contribute in helping our countries benefit from it, as much as possible.

According to existing data, investments in digital infrastructure, skills, and platforms could help countries accelerate growth while tapping into the USD 11.5 trillion global digital economy. The World Bank is supporting Africa's vision to connect every African individual, business, and government by 2030, a vision that, if realized, can boost growth by up to 2 percentage points per year and reduce poverty by 1 percentage point per year in Sub-Saharan Africa. In Benin, the World Bank is expanding digital connectivity to more than 1.9 million smallholder farmers and increasing the use of digital financial services in rural communities. In Togo, upon the request of EDS 13, the World Bank is looking into how to reinforce and replicate to other countries an innovation that uses the digital economy to secure social safety nets for vulnerable people during the COVID-19 hardship.

The WBG is aiming to tap into the potential of Africa's digital economy to help accelerate the pace at which countries reach their development goals in the continent. The WBG ambitions to spend USD 25 billion through IBRD and IDA windows, and crowd in even more money through the private sector. Through the Digital Economy for Africa initiative, World Bank efforts and resources will be concentrated around addressing gaps on the five following areas: digital infrastructure, digital skills, digital platforms, digital financial services, and digital entrepreneurship.

The EDS13 Office intends to support the WBG momentum on the promotion of digital economy and to advocate for its expansion across all the countries of our Constituency. The goal of EDS13 is to take advantage of the World Bank ICT strategy and all its work on disruptive technology. We will work with IBRD, IDA, IFC and MIGA on an acceleration and extension program, in consultation with our countries. Even though we would like to encourage more progress on digital infrastructure and other aspects of the digital economy in our countries, we will focus more our attention on capacity building, particularly for the youth to provide them with the means to take full advantage of the opportunities offered by the digital economy, to grow start-ups and other innovations tools. The EDS13 Office will follow up on the WBG commitment to include all students aged 15 and over in a digital skills enhancement program, and to promote dedicated training centers that will produce 100,000 graduates per year in digital engineering.

HUMAN CAPITAL

THE SECOND AREA OF FOCUS IS THE HUMAN CAPITAL

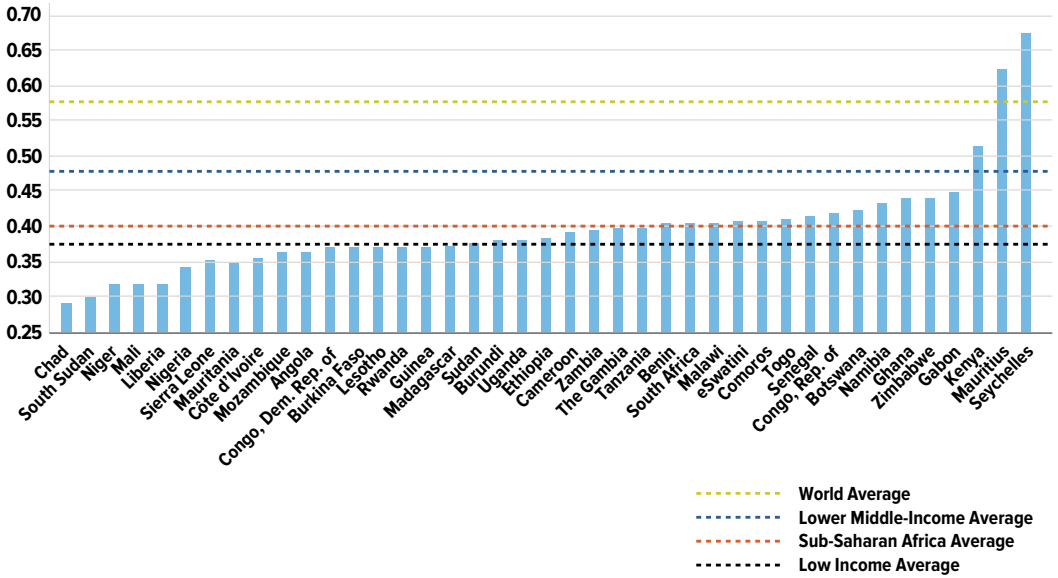
Human capital is at the core of the development process. Healthy and educated people are the primary factors of development and its end beneficiaries. A population that is healthy, educated, and well-equipped for the future can capitalize on new technologies, compete for jobs, and nurture thriving communities.

The actions we intend to carry out on human capital will focus on the following 5 areas: (i) the Africa Human Capital Plan launched in 2019 by the Bank, (ii) the health sector, (iii) the education sector, (vi) the employment, and (v) the social safety nets.

AFRICA HUMAN CAPITAL PLAN

Africa hosts 29 of the bottom 30 countries in the Human Capital Index (HCI, 2020), which measures the productive potential of the next generation. The index shows that children born today in Africa will be only 40 percent as productive as they could have been with full human capital endowments. The 2020 Human Capital Index has revealed that a child in Sub-Saharan Africa can expect to be only 58 percent as productive as a future worker as a child in Europe and Central Asia because of human capital deficits.

SSA HUMAN CAPITAL INDEX



In April 2019, the World Bank launched the Africa Human Capital Plan (AHCP). This ambitious plan sets out clear targets and commitments to boost Africa's potential through its human capital i.e. the health, knowledge, skills, and resilience of its people. It is the continent's greatest resource and the key to prosperity in a globalized and digitizing economy. The Africa Human Capital Plan is focused on improving the prospects of children born today, saving lives, promoting well-being, and safeguarding future productivity. Teams across the World Bank Group are working to support human capital priorities, such as human capital policy reforms and electrification of all health centers and schools in Africa by 2030. The Africa Human Capital Project is also strongly focused on improving women's access to education and skills acquisition, sexual and reproductive health services, and employment opportunities.

The EDS13 Office will encourage these efforts and work with the teams across the WBG and within the Constituency on finding ways to improve our countries' ranking in the Human Capital Index, adopt policy reforms, and expand electrification and the use of digital and ICT equipment in health centers and schools. We will also promote empowerment of women as a pillar of building a strong human capital.

HEALTH

The COVID-19 reminds us how much health, one of the Sustainable Development Goals (SDGs) set by the United Nations, is at the heart of human development. The pandemic illustrates the disparities and accentuates the social and geographic inequalities in the health services around the world. Giving this momentum, every action of the EDS13 Office in the health sector will mostly bear on lessons learned during the pandemic.

People in Sub-Saharan Africa have the worst health, on average, in the world. The region has 17 percent of the world's population but carries around 30 percent of the global disease burden. The African continent only accounts for 1% of global health spending. It spends around 5% of its GDP on health, which is half the world average. In 2017, half of the countries in sub-Saharan Africa spent less than USD 50 in health spending per capita. In comparison, Germany spends USD 5,000 per capita per year. The continent hosts only 3 percent of the world's health workers, accounts for almost half the world's deaths of children under five, has the highest maternal mortality rate, and bears a heavy toll from HIV/AIDS, tuberculosis, and malaria.

The region lacks the infrastructure to provide even basic health care to many of its people. The continent has a health sector financing gap of around USD 66 billion per year. Investment in Africa's health systems is key to inclusive and sustainable growth. Strong economic growth in recent years has helped reduce poverty to 43 percent of the population. Yet, as Africa's population expands, it is estimated to reach 2.5 billion by 2050, the region faces a critical challenge of creating the foundations for long-term inclusive growth. Many countries still

contend with high levels of child and maternal mortality, malnutrition is far too common, and most health systems are not able to deal effectively with epidemics and the growing burden of chronic diseases, such as diabetes. These challenges call for renewed commitments and accelerated progress toward Universal Health Coverage (UHC), the principle that everyone receives needed health services without financial hardship.

The scale of the challenge is driving a reassessment of traditional approaches and a growing acceptance that the private sector should be a key part of the region's overall health strategy. During the recent Ebola crisis, the African Union-private sector partnership platform raised USD 30 million. The private sector therefore certainly has a more important role to play in this crisis, beyond the immediate response. By 2030, 14% of global health business opportunities will be in Africa with business opportunities in the health care and wellness sector estimated at USD 259 billion (the second largest market after the United States) and the potential to create 16 million jobs. This will involve promoting investment flows for research funding, capacity building, pharmaceutical production and digital health innovations.

The implementation of the African Continental Free Trade Area (AfCFTA) also offers an opportunity. The new strategy for health in Africa (2016-2030) which aims to remobilize countries in favor of more effective governance of health systems with financing as a key pillar to strengthen all social service delivery, including universal access to health care is an important step in this direction.

According to a recent IFC report, "The Business of Health in Africa: Partnering with the Private Sector to Improve People's Lives", spending on health in Sub-Saharan Africa is expected to double over the next 10 years. Investments of USD 25-30 billion will be needed to meet the demand, with the private sector playing a key role. IFC is working with local businesses, financial intermediaries, policymakers, donors and other stakeholders to help Africa meet these challenges.

IFC considers the sectors a priority, and works with private organizations to increase access to high-quality health and education services for people of all income levels, improve standards of quality and efficiency, facilitate the international exchange of best practice, and create jobs for skilled professionals, thereby encouraging them to remain in or return to their countries. To ease the burden on public health and education systems, IFC also works closely with the World Bank and developing country governments to design and tailor strategies that fit the needs of countries that do not have the resources to provide services for their entire populations.

EDS13 Office will work with the WBG, the Government, and the private sector in our countries to improve the quality and the scope of the provision of health care, namely in the context of the COVID-19 and the post pandemic era. We will also work with all stakeholders within

the WBG and the countries to help translate commitments in their national health strategies on the Universal Health Care (UHC) into expanded domestic resources for health, effective development assistance, and equitable and quality health services, as well as increased financial protection to strengthen the foundations for long-term economic growth.

EDUCATION

Education is fundamental to development. Growth, development, and poverty reduction depend on the knowledge and skills that people acquire. Access to education is a strategic development investment.

Yet, public and private schools in our countries face major development constraints due to the limited availability of medium- and long- term financing for capital investments. Many schools also require advisory services to improve their financial, managerial, and administrative capabilities, and to improve operational efficiency.

In 2011, the WBG has launched its "Education Strategy 2020". This strategy was set for the decade ending in 2020. It aims at improving the quality of education after the "Education for all" program has increased the level of enrollment during the previous decade. We will work with the World Bank Group Education Strategy 2020 Team to assess the results, determine the way forward, and advocate for the continuation of the support of the Bank until full attainment of the performance, outcome, and impact targeted for the education systems of our countries.

Electrifying schools, equipping them with computers, improving curricula (namely to include ICT and digital economy from elementary to tertiary education), and capacity building for teachers, should be of utmost priority. The EDS13 Office will work with teams across the WBG to advance this agenda in the countries of our Constituency, including the delivery by the WBG on its commitment to produce 100,000 graduates in digital engineering per year in our continent.

JOBS AND ECONOMIC TRANSFORMATION (JET)

Jobs are the main vehicle to help people move out of poverty and create better lives for themselves and their families. The World Bank is working with our countries to stimulate job creation and economic transformation by leveraging all sources of finance, expertise, and solutions to promote investment. The Sahel Women's Empowerment and Demographic Dividend (SWEDD) project has offered vocational training to 100,000 women and girls to help them earn a living and increase their household incomes. However, jobs challenge is immense. It is estimated that 600 million new jobs will be needed over the next 15 years in Sub Saharan

Africa (SSA) to keep employment rates stable. In many poor countries, fewer high productivity jobs are being created.

The jobs agenda is at the forefront of the Human Capital Project, the WBG ambitions to accelerate more and better investments in people through improving education, health, and social protection. It aims at preparing people for the jobs of tomorrow, while making critical human capital investments today to achieve economic transformation in our countries.

IDA19 has adopted 13 strategic commitments to implement an ambitious agenda for jobs and economic transformation. This program aims at helping IDA countries integrate global and regional value chains, create opportunities and promote access to markets, build their capacities and facilitate workers' access to better jobs. More space will be given to migration issues. Through the PSW, IFC and MIGA will intensify their operations and mobilize more private investments in IDA countries.

The EDS13 Office will work with the teams across WBG and the countries to contribute in helping to equip people with the skills needed to take on the types of jobs that the changing business paradigms will require, and enable workers to move from lower to higher productivity activities led by a vibrant private sector and supported by public policy actions. This will require economic growth and transformation while harnessing all the potential of the digital economy in line with IDA19's commitment on JET. The Office will make sure that all future CPFs and projects include a JET component.

SOCIAL SAFETY NETS

Poverty has been declining in many EDS13 countries, but millions are still poor and vulnerable. The COVID-19 situation has slowed down or reversed the progress in many places. To address this ongoing and complex problem, all countries in the constituency have now deployed social safety net programs as part of their core development plans. The shift in social policy reflects an increasing consciousness about the role that social safety nets can play in the fight against poverty and vulnerability, and more generally in building human capital and spurring economic growth. Positive impacts on equity, resilience, and opportunity are growing, and it is clear that these programs can be good investments. However, many interventions are still modest in size.

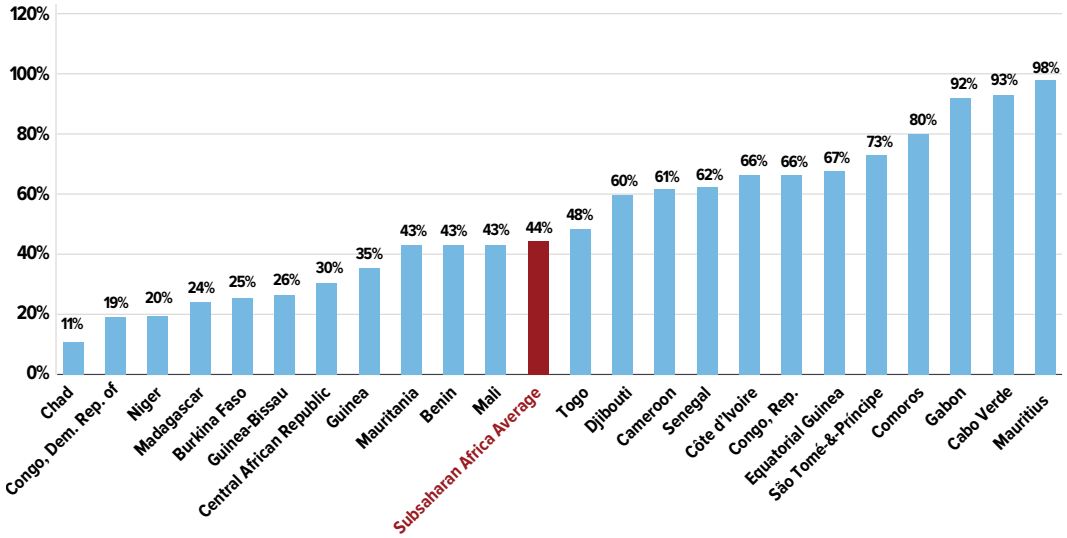
Studies have demonstrated that for the potential of social safety nets to be realized, they need to expand using smart technical and digital solutions. Also, decisive shifts needs to occur in three critical spheres: political, institutional, and financial: first, to recognize the role of politics in offering opportunities for expansion and in guiding design and program choice; second, to anchor safety net programs in strong institutional arrangements that facilitate their expansion and sustainability; and third, to build sustainable financing through greater efficiency, more varied and predictable resources, and shock-responsive resources.

Working with teams within the WBG and the countries, we will encourage a particular focus on these areas to bring social safety nets to scale in each of our countries, for them to become real engine of growth and contribute to the fight against poverty and vulnerability. In addition, we commit to promoting the use of digital and ICT in the development of inclusive social safety net programs and projects. Finally, we will urge the World Bank to reinforce and replicate in all our countries innovative programs that use the digital economy to secure social safety nets for vulnerable people during the COVID-19 pandemic and beyond.

ENERGY

The third sector of focus is energy. Long standing experience has shown that no development is possible without solving energy constraint. In many ways, energy is necessary for the economic engine. From job creation to economic development, from security concerns to the full empowerment of women, energy lies at the heart of the Sustainable Development Goals (SDGs). Yet, more than half a billion Africans in Sub-Saharan Africa live without any electricity at all. in sub-Saharan Africa, only 28 percent of healthcare facilities benefit from reliable electricityonly 43 percent of the population has access to electricity. Two-thirds of schools do not have reliable electricity and distance learning remains a distant aspiration. This lack of modern energy services severely limits educational and economic opportunities and negatively impacts day-to-day quality of life and health.

ELECTRICITY ACCESS IN EDS13 COUNTRIES



The lack of reliable energy is one of the main obstacles to development of African countries. However, all the efforts undertaken to date have not yet been able to sufficiently remove the energy constraint in our countries. Until this constraint is lifted, no significant progress will be made in terms of growth and development. **This is why EDS13 is determined to contribute to the acceleration of the availability of reliable and affordable energy in the countries of its Constituency.**

EDS13 countries are engaged with the WBG in an exciting energy transformation. As one of the solutions for lighting up Africa, sub-regional power pools in west, east, and southern Africa are enabling countries to buy and sell power less expansively, ensuring a more reliable power supply. The Bank-supported solar projects and programs have been launched in West Africa and the Sahel Region, including Benin, Burkina Faso, Cabo Verde, Cameroon, Central African Republic, Chad, Côte d'Ivoire, Guinea, Guinea-Bissau, Mali, Mauritania, Niger, Senegal, and Togo, among other countries. A comprehensive approach to scaling up access to electricity is critical. Mini-grid systems, where several homes are connected (often with pay as you go systems) are emerging as a key player for cost-effective and reliable electrification of rural areas.

The EDS13 Office will team up with the WBG in implementing its Energy strategy, in particular on the best energy mix and electricity trade among our countries. We will also work with countries in ensuring that public investments in electricity access are increased and that private capital is more effectively catalyzed, especially for the off-grid and mini-grid systems, which are well-suited to meet the energy needs of rural and remote customers. Universal access to energy in our countries will be our leitmotiv. We will work with WBG teams to advance their project of electrification for all health centers and schools in Africa by 2030.

AGRICULTURE

The fourth domain of focus is agriculture. This includes small and industrial farming, pastoralism, halieutic activities, forestry, agribusiness, agroecology, climate resilience, smart agriculture, value chain, etc. Agricultural development is critical to poverty reduction in Africa as 70 percent of Africans derive their livelihood from this sector. However, despite some local successes, cereal yields in Africa continue to severely lag behind other regions and the continent imports about 25 percent of its cereal needs. The causes of this situation are many; but mainly; poor soils, limited irrigation, weak infrastructure, low use of improved inputs, weak policy environment, and low access to credit. In addition, climate change is increasing the riskiness of investments in agriculture.

Since early 2000s the focus on African agriculture is back. Governments and their partners are increasing their investments in the sector. The WBG has provided increasing financing to African agriculture development. Investments in critical areas such as irrigation, research and extension, crops, animal production increased. Performance as measured by IEG outcome ratings has improved but much still remains to be done to improve the effectiveness of World Bank agriculture lending. Under IDA19, the Bank has commited to increase support to agribusiness through the lens of the JET, given that agribusiness through the implementation of the JET, knowing that more than 80 percent of the population in rural areas from agricultural activities.

The countries of our constituency still have a long way to go to transforming agriculture and manufacturing. If we stick to the data from the WBG 2018 report on facilitating entrepreneurship in agriculture in Africa, agriculture and agribusiness together constitute an industry which is expected to reach a volume of commitments of 1000 billion US dollars in sub-Saharan Africa by 2030; but the governments and agri-food companies operating in our countries still encounter many difficulties.

The EDS13 Office will enhance its advocacy to the WBG and the Agriculture GP not only to continue and scale up the financing for the sector but also to accelerate the modernization of the sector through introduction of the digital economy and ICT. We will help in fostering opportunities for entrepreneurship along the entire agribusiness value chain, from innovation on the farm to retail management and marketing, essentially for youth and women. In this regard, given the recent impacts of climate change on agriculture sector, special attention will be given to smart agriculture and adaptation. We will support all regional initiatives related to the agricultural sector as defined above.

OBJECTIVE 3. STRENGTHEN THE STRATEGIC FOCUS FOR COUNTRY GROUPINGS

FRAGILITY, CONFLICT, AND VIOLENCE/FRAGILE AND CONFLICT STATES (FCV/FCS)

Fragility, conflict, and violence are holding back progress toward growth and sustainable development not only in affected countries but also in neighboring countries that are forced to deal with flows of refugees and displaced people, creating regional instability in many cases. Thus, addressing the challenges of fragility, conflict, and violence is critical to achieving the

World Bank Group's twin goals of ending extreme poverty and boosting shared prosperity. It is also key to making progress toward the SDGs and to the international community's broader efforts to promote peace and prosperity.

Eight of the 23 member countries of our constituency are classified as Fragile and Conflict States, which is more than one-third of the members. These countries are: Central African Republic, Chad, Comoros, Democratic Republic of Congo, Djibouti, Guinea-Bissau, Madagascar, and Mali. **That was the reason why the EDS13 Office along with other chairs urged and obtained from the WBG the design of a FCS/FCV Strategy by FY20.**

This Strategy approved by the Board in February 2020 is grounded on 4 pillars highlighted in the box below. Through 6 commitments, IDA19 will provide significant and more targeted support to countries to tackle the roots of FCVs, adopt a regional approach and increase the efficiency of operations. To support IDA19's commitments, a FCV envelope is made available to eligible countries facing a range of risks. This envelope allows IDA to better differentiate its approach to the risks of fragility by paying greater attention to factors such as inequalities, lack of opportunities, exclusion and injustice. IDA19 also intends to help countries address regional factors of fragility through regional programs, particularly in the Sahel, Lake Chad and the Horn of Africa.

The implementation of the FCS/FCV Strategy that covers the period 2020–2025 is now ongoing and lots of progress has already been made, although much more is yet to be achieved in order to help countries reduce fragility in a sustainable way. The EDS13 will follow-up with IBRD, IDA, IFC and MIGA on the implementation of the Strategy and make sure the needed resources and assistance are directed to the affected countries in our constituency to eradicate drivers of fragility, conflicts, and violence.

SMALL STATES

The World Bank Group defines small states as countries with a population of 1.5 million or less and which are members of the Forum of Small States. Due to their small population and economic base, these countries face unique development challenge and are particularly vulnerable to exogenous shocks, such as natural disasters and climate change. With limited economic opportunities and significant migration, they often face capacity constraints. These countries are facing challenges linked to population, geography, remoteness, land area fragmentation and dispersion, vulnerability to natural disasters and climate change, as well as debt burden. The EDS13 constituency includes eight (8) countries classified as small states (Cabo Verde, Comoros, Djibouti, Guinea-Bissau, Equatorial Guinea, Gabon, Mauritius, and São Tomé-&-Príncipe).

WORLD BANK GROUP FCV STRATEGY

The World Bank Group FCV Strategy is structured around a set of guiding principles and four pillars of engagement that are designed to strengthen the WBG's approach and address challenges across the full spectrum of FCV. The four pillars provide specific guidance on how to engage in different types of FCV settings, help inform Country Partnership Frameworks (CPFs) and programs, and ultimately provide more effective and tailored support to both government and private sector clients.

They are:

1. **Preventing violent conflict and interpersonal violence** by addressing the drivers of fragility and immediate- to long-term risks—such as climate change, demographic shocks, gender inequality, patterns of discrimination, economic and social exclusion, and perceptions of grievances and injustice—and strengthening the sources of resilience and peace before tensions turn into full-blown crises.

2. **Remaining engaged during conflict and crisis situations** to preserve hard-won development gains, protect essential institutions, build resilience, and be ready for future recovery.

3. **Helping countries transition out of fragility,** by promoting approaches that can renew the social contract between citizens and the state, foster a healthy local private sector, and strengthen the legitimacy and capacity of core institutions.

4. **Mitigating the spillovers of FCV** to support countries and the most vulnerable and marginalized communities that are impacted by cross-border crises, such as forced displacement or shocks resulting from famines, pandemics, and climate and environmental challenges.

In addition, the WBG will place special emphasis on six high-priority issues in FCV settings: (i) investing in human capital; (ii) supporting macroeconomic stability and debt sustainability; (iii) creating jobs and economic opportunities; (iv) building community resilience and preparedness, especially regarding the impacts of climate change and environmental degradation; (v) engaging on justice and the rule of law; and (vi) developing approaches to dealing with the security sector within the WBG's mandate and comparative advantage. Throughout WBG engagement in FCV settings, a special focus will be put on gender in line with the WBG Gender Strategy.

IMPLEMENTING FCV STRATEGY IN THE FRAMEWORK OF IDA 19

Fragility, Conflict and Violence: IDA commitments aim to help IDA countries ensure that IDA19 provides more—and more tailored—support to IDA FCS that addresses key FCV drivers, takes a regional approach to fragility, boosts long-term human capital in fragile environments, and enhances IDA's operational effectiveness in IDA FCS.

1. IDA19 requests that all CPFs, Country Engagement Notes (CENs) and Performance and Learning Reports (PLRs) in IDA FCS outline how the WBG program, in collaboration with relevant partners, addresses FCV drivers and sources of resilience, based on diagnostics such as Risk and Resilience Assessments (RRAs) or other FCV assessments. Related to this, each RRA/fragility assessment will analyze FCV drivers and sources of resilience and contain operationally relevant recommendations.

2. IDA19 requests that at least three regional programs (including in the Sahel, the Lake Chad, and the Horn of Africa) are developed and under implementation, and that they are informed by Regional RRAs and focus on mitigating key fragility and security risks to promote engagement at the security-development nexus.

3. IDA19 requests that at least 20 IDA FCS country portfolios support improvements in social sector service delivery (i.e., health, education and social protection), with a focus on addressing the differential constraints faced by men and women, boys and girls, and by people with disabilities.

4. IDA19 requests that, by the Mid-Term Review, IDA conduct a systematic review of refugee policy and institutional environments in countries eligible for the Window for Host Communities and Refugees since their initial eligibility, to inform further support for the creation of socio-economic development opportunities for refugee and host communities in these countries.

5. IDA19 requests that IDA support building client capacity in 50 percent of IDA FCS countries to use field-appropriate digital tools for collection and analysis of geo-tagged data and apply this technology to enhance project implementation and coordination.

6. IDA19 requests that Management operationalize the FCV Envelope to provide enhanced and tailored support to IDA FCS. Also, IDA will deploy at least 150 more grade GE+ staff, including extended term consultants, to IDA FCS locations and nearby locations to serve IDA FCS.

In light of these specific challenges, small states do not easily fit the standard development model where low-income and IDA-eligible countries become middle-income and IBRD countries, and then transition to self-sufficiency and graduation. Instead, many small states find themselves caught in a gap between eligibility for concessional financing and self-sufficient capacity to take on sustainable financing at market interest rates. To meet small states' unique constraints, international development institutions need to develop innovative solutions tailored to address their interrelated development and financing issues.

Under IDA19, small states will continue to benefit from the one-time increase of USD 20.7 million per year in the minimum base allocation. They will also benefit from the focus on resilience under the Crisis Response Window (CRW), as well as changes to the regional window. The World Bank recognizes that for many small states, the economic impact of COVID-19 is particularly important, especially for countries relying on tourism industry and remittances. Several countries of the constituency (including Cabo Verde, Mauritius, and São Tomé-&-Príncipe) are affected by this situation, as tourism represents an important part of their economies. The issue of recovery of the sector has been the subject of several discussions within the framework of the Bank's interventions to help overcome the impacts of COVID-19.

Our Office will be focused on following up on the WBG commitment to developing innovative solutions tailored to address the situation of our 8 small states development and financing issues. The Office will monitor and advocate for accelerating the progress that has been made on some of the priority actions outlined in the Roadmap of the Action Plan concluded between the WBG and the Small State Forum launched in 2017, such as increasing concessional financing to small states through IDA resources, changing the approach and expanding the toolkit of disaster risk management for small state, and taking into account the other small state issues outlined in the IBRD and IFC capital increase package. Tackling the recovery of the tourism sector from the impacts of COVID-19 will be also closely monitored with IBRD, IDA, IFC and MIGA.

UPPER MIDDLE-INCOME COUNTRIES/LOWER MIDDLE-INCOME COUNTRIES (UMIC/LMICS)

In the World Bank's definition, a middle-income country (or "MIC") is a country which GDP per capita is above USD 1,000. Reaching MIC status is not a goal in itself. Sustaining growth and making it more pro-poor will be a tall order, as the experience of some of the mature MICs shows. Even at USD 1,000 per capita, many of these countries still have high levels of poverty and poor human development indicators. Nevertheless, reaching middle-income status imply membership in the same group as Indonesia, Mexico and China, will have access to global capital markets and be able to address the country's development needs. Eight (8) of the 23 countries of our constituency are classified as lower middle-income economies (Benin, Cabo Verde, Côte d'Ivoire, Cameroon, Djibouti, Republic of Congo, Mauritania, São Tomé-&-Príncipe),

IDA19'S CRISIS RESPONSE WINDOW

IDA19's Crisis Response Window (CRW) supports slower-onset crises, i.e., diseaseoutbreaks and food insecurity in addition to all other crisis situations. It stresses the importance of developing appropriate operational and governance arrangements for this, including triggers. The CRW will also help galvanize crisis preparedness through Contingent Emergency Response Component (CERC) and establish more explicit linkages between CRW usage for efforts to "build back better" through strengthening countries' post-crisis programming to strengthen resilience to future shocks. IDA is encouraged to support countries to better understand the range of tools available in the crisis toolkit. A proposed CRW envelope of USD 2.5 billion is endorsed, with the opportunity to adjust at the IDA19 Mid-Term Review (MTR) if additional resources are required for crisis response. At the IDA19 MTR, the CRW's experience with the early response framework, especially the triggers and their adequateness will be reviewed and analyzed.

three (3) are upper middle-income economies (Equatorial Guinea, Gabon, Mauritius). However, due to the difficulties to sustain a persistent growth, most of those countries are facing the same challenges as the low-income countries.

The EDS13 Office has developed a more coordinated and strong approach to influence strategic directions to ensure the availability of adequate funding to support WBG commitments at country public sector level. This approach reflects the Office's support for the Bank's strategic vision for Africa. Indeed, the WBG's strategic vision for Middle Income Countries (MICs) in particular is to achieve the overall goals of poverty reduction and shared prosperity by building on the opportunities available in sub-Saharan Africa. In this vision, the middle-income countries (lower and upper brackets) in particular, play a central role in the achievement of the WBG's objectives of assisting in the structural transformation of African countries, in the diversification of their economies, in their development, as well as in resilience and inclusion. These countries are bearing the brunt of long-term megatrends, such as the impact of the shock of the COVID-19 pandemic, rapid demographic changes, growing middle class, urbanization and climate change.

In FY2020, the EDS13 Office initiated a number of discussions to get IBRD to increase its commitments to African MICs beyond its current average level of USD 1,396 million. Unfortunately, COVID-19 pandemic has taken a toll on economic activities, which collapsed

in the first half of 2020. African MICs have been hit by the pandemic, as exemplified by the disruption of international travel and supply chains, and the collapse in commodity prices, especially petroleum and industrial metals. These shocks have exacerbated investor risk aversion and led to unprecedented capital outflows.

In this context, the Office urged the WBG leadership to ensure that IBRD design financing instruments that are better tailored to meet African MICs' needs and realities. Several countries that export industrial raw materials, such as the Republic of Congo and Cameroon, have had to contend with weakening external demand and falling oil and metal prices, along with internal disturbances. Agriculture exporting countries, such as Côte d'Ivoire, have been affected by the collapse of global demand and the disruption of supply chains. The reduction of international travel brought about by the pandemic has taken a heavy toll on countries heavily dependent on travel and tourism, such as Cabo Verde and Mauritius.

One of the objectives of these discussions was to further invite the IBRD to increase its budget support to middle-income countries in Africa whose impacts of the pandemic have made them vulnerable to over-indebtedness, under pressure by the need to borrow to finance larger budget deficits. This is how most of the middle-income countries of the Africa Group II have been able to benefit from budget support or Development Policy Lending (DPL).

In addition, in the current crisis, despite immediate measures, strong, customized and longer-term investments are necessary to support a robust recovery of IBRD countries. Indeed, the lack of public resources could lead not only to a reduction in essential public services during the pandemic but also further reduce economic activity long after the end of the pandemic.

The EDS13 Office will continue making sure that those challenges specific to UMICs and Lower Middle-Income Countries (LMICs) remain a key priority of the WBG. The Office will also take the opportunity of the IBRD capital increase to promote greater access to IBRD resources for the Constituency's IDA lower middle-income countries.

FOCUS AREA II

MOBILIZE FINANCING FOR THE PUBLIC SECTOR DURING COVID-19 AND POST-COVID-19 ERA AND IMPROVE DISBURSEMENT AND ABSORPTION CAPACITIES

Due to the spread of COVID-19, most of African countries are facing an unprecedented health and economic crisis that threatens to throw the region off its stride, reversing the development progress of recent years and slow the region's growth prospects in near future.

As in the rest of the world, the health crisis has led to an unprecedented economic crisis reflecting three large shocks: disruption of production and a sharp reduction in demand; spillovers from a sharp deterioration in global growth and tighter financial conditions; and a severe decline in commodity prices.

As a result, according to the IMF, Sub-Sahara Africa's economy is projected to contract by 1.6 percent in 2020, the worst reading on record. The economic crisis will exacerbate social conditions and aggravate existing economic vulnerabilities, while containment measures and social distancing will inevitably jeopardize the livelihoods of countless people. In this connection, decisive measures and support from the international community will be urgently needed to limit the humanitarian and economic losses and protect the most vulnerable societies.[1]

[1] https://www.imf.org/en/Publications/REO/SSA/Issues/2020/04/01/sreo0420

Guinea, Dalaba, Hafia Village. The making of soap
© Vincent Tremeau/The World Bank

OBJECTIVE 4. ENSURE THAT THE FINANCING PLEDGED FOR THE SECOND PHASE OF THE COVID-19 AND OTHER RESOURCES MOBILIZATION INITIATIVES ARE AVAILABLE AND ACCESSED BY OUR COUNTRIES

Volatility in the global environment due to COVID-19 pandemic, which is taking a heavy toll on human life and placing excessive pressure on health systems, continues to negatively impact Sub-Saharan Africa. Economic and social impacts are immense, costing the region between USD 37 and USD 79 billion in estimated output losses in 2020, reducing agricultural productivity, weakening supply chains, increasing trade tensions, limiting job prospects, and exacerbating political and regulatory uncertainties. Economic growth is expected to contract from 2.4 percent in 2019 to between -2.1 and -5.1percent in 2020, sparking the region's first recession in 25 years. A collapse in economic activity that results from the COVID-19 containment measures and macroeconomic instability will increase poverty and endanger lives and livelihoods. Household welfare is expected to be equally dramatic with welfare losses in the optimistic scenario projected to reach 7% in 2020, compared to a non-pandemic scenario.

The WBG's response to COVID-19 is divided into two phases: (1) an emergency response with an amount of USD 14 billion to address the health crisis; and (2) a socio-economic response to cope with the economic and social impact of the crisis, with a total budget planned of 150 to 160 billion US dollars over 15 months, including the 14 billion dollars of the first phase. The USD 14 billion emergency funding includes: USD 6 billion in blended finance made up of IBRD and IDA resources to organize the health emergency response in countries; and USD 8 billion in funding from IFC that will help support businesses and workers in the face of declining economic activity caused by the spread of the coronavirus. The effectiveness of the WBG's response to COVID-19 will depend on the WBG's financial ability to support its clients. Current estimates indicate that the WBG has the capacity to provide financial support in the order of USUSD 330-350 billion in the period up to end-June 2023. The bulk of this capacity is approximately evenly spread across IBRD, IDA and IFC, with smaller amounts from MIGA and Trust Funds contributing for the rest. Uncertainty remains about the WBG's capacity to face its clients' needs beyond 2023.

On April 15, 2020, G20 finance ministers approved the Debt Service Suspension Initiative (DSSI) in response to the call by the World Bank and the IMF to grant the suspension from servicing the debt to the poorest countries to maximize available resources to managing the severe repercussions of the COVID-19 pandemic. The IMF and the World Bank have been tasked with supporting the implementation of this initiative, in particular by setting up an expenditure surveillance system in response to the crisis and by providing technical assistance in the

dissemination of information on the public debt. Participation in the DSSI will help maximize the budget response in the current context of crisis.

The Board of Directors of the World Bank approved on June 17, 2020, the creation of a Multi-Donor Health Emergency Preparedness Trust Fund (HEPRTF). It entered into force on July 1, 2020. The aim of the HEPRTF is to help eligible countries and territories improve their preparedness, prevention, response and mitigation capacities for the impact of epidemics on populations. The following countries and territories are eligible for HEPRTF support: (i) IDA countries; (ii) member countries that are not in good standing with IDA; (iii) the West Bank and Gaza; and (iv) Jordan and Lebanon for the benefit of Syrian refugees. It is expected that the HEPRTF may, in exceptional cases, support countries eligible for IBRD funding subject to donor agreement. The HEPRTF was established for an initial period of seven years, with a closing date of December 31, 2027. The World Bank is committed to mobilizing resources to adequately fund the HEPRTF. A first pledge of USD 100 million has been received from the Japanese government. Efforts are underway to mobilize more resources to meet the overall funding target of USD 500 million.

As the crisis is still ongoing, more and more resources will be needed to relieve our countries from the COVID-19 and its impacts in order to put them back on track for achieving the SDGs.

The EDS13 Office will ensure that the financing pledged for the second phase of the COVID-19 and other resources mobilization initiatives (Global Health Fund, Global Fund for Debt Repayment etc.) are made available to our countries to support their recovery programs from the pandemic impacts. As for HEPRTF, the additional funds will complement the WBG resources available in the fight against COVID-19. However, the Office deplores the limitations on the conditions of eligibility and will continue working with the World Bank for a better access to the HEPRTF by the countries of the Africa Group II. The Office will also make sure the capacity of the WBG to face the needs of our countries beyond 2023 is guaranteed.

OBJECTIVE 5. MONITOR THE USE OF IDA-19 REPLENISHMENT FUNDS AND ENSURE THAT SUFFICIENT RESOURCES ARE MADE AVAILABLE FOR PRE AND POST-COVID-19 RECOVERY FOR OUR COUNTRIES

Building on the strong momentum generated during IDA and under the overarching theme of "Ten Years to 2030: growth, People and resilience", IDA commit to scale up support to the World's poorest and vulnerable, boost economic growth. IDA19 focuses on five special themes: (i) climate change; (ii) fragility, conflict and violence; (iii) gender; (iv) governance and institutions; and (v) jobs and economic transformation. IDA19 also incorporates four cross-cutting issues: (i) debt; (ii) disability; (iii) human capital; and (iv) technology.

Deputies have agreed to a historic financing package of $82 billion USD to implement an ambitious policy package for the next three years (July 1st, 2020–June 30, 2023). On the evolution of the COVID-19 crisis and its implications for IDA, adjustments to IDA18 strategic frameworks and IDA19 were approved to accelerate the economic and social response to the COVID-19 pandemic.

The EDS13 Office will push for additional contributions from IDA partners. Despite the considerable efforts made by IDA in rolling out the first phase of the USD 14 billion fast-track mechanism to help IDA countries cope with the pandemic in March 2020, the demand for resources in IDA countries remains high, and the challenges faced by small states and fragile and conflict-affected countries is even higher. In this regard, we are urging donors to make additional contributions, especially in terms of grants, to enable countries to look beyond the immediate crisis response, accelerate recovery and build economic resilience. The Office will also follow-up on maintaining transfers from IBRD to IDA. We will also monitor the implementation of the proposal to extend eligibility for the IFC-MIGA PSW to mixed countries and gap countries for the fiscal years 2021–2022. Disbursement and absorption rates have been often low in our countries. The office will work with our authorities and the World Bank to help improve those rates. We will also remain active during the upcoming negotiations and replenishment of IDA20.

OBJECTIVE 6. ENHANCE OPPORTUNITIES FOR ADDITIONAL RESOURCES MOBILIZATION

Global funds or thematic funds are international initiatives and new vehicles for aid, aimed at financing thematic, sectoral or sub-sectoral approaches to development. These initiatives have been able to mobilized significant public and private funding for the past twenty years. Recently, some global funds have been created to help countries cope with the crisis created by the COVID-19 pandemic. During fiscal years 2019 and 2020, the EDS13 Office has advocated for the expansion of these funds and for increased access by our countries to these additional financial resources. Apart from the Health Emergency Preparedness Trust Fund and the Global Fund for Debt Repayment mentioned above, our continued actions will target in particular, the Pandemic Emergency Funding Mechanism (PEF), The Global Agriculture and Food Security Program (GAFSP), the Climate Investment Funds (CIF), and the Women Entrepreneurs Finance Initiative (We-Fi).

The PEF was created in July 2017 following the Ebola epidemic that occurred in West Africa in 2014. It constitutes an additional source of funding for countries eligible for IDA. As part of the fight against the Ebola epidemic, the Democratic Republic of Congo (DRC) has been able to access this mechanism to finance emergency actions to contain the epidemic and strengthen health systems. In the context of the COVID-19 crisis, a total of nineteen (19) countries of the Africa Group II were able to benefit from the resources of the PEF.

PEF ALLOCATIONS FOR COVID-19 (as of April 27, 2020) AFRICA GROUP II	
Country	PEF Allocation (USD)
Benin	1,000,000.00
Burkina Faso	4,715,073.93
Cabo Verde	1,000,000.00
Cameroon	7,392,057.22
Central African Republic	1,000,000.00
Chad	2,322,283.63
Comoros	-
Congo. Republic dem. of	13,181,549.40
Congo, Republic of	1,286,905.17
Côte d'Ivoire	2,818,731.45
Djibouti	1,000,000.00
Equatorial Guinea	-
Gabon	-
Guinea	1,700,796.38
Guinea-Bissau	1,000,000.00
Madagascar	1,861,843.59
Mali	3,566,451.53
Mauritius	-
Mauritania	1,000,000.00
Niger	5,347,241.39
São Tomé-&-Príncipe	1,000,000.00
Senegal	1,564,968.47
Togo	1,000,000.00
TOTAL	51,057,105.78

Chad, N'Djamena, Alladou Sylvain works at the Hospital de la Renaissance. © Arne Hoel/The World Bank

The GAFSP was launched in response to the 2007-08 food price crisis to address a clear need for increased investment in agriculture and food security. Since 2010, GAFSP has been providing additional financial and technical resources to several countries of EDS13, with the aim to reduce poverty, hunger, and malnutrition in low-income countries supporting resilient and sustainable agriculture systems.

The CIF is helping countries scale up renewable energy and clean technologies, mainstream climate resilience in development, and support the sustainable management of landscapes. As the largest player on the global climate finance landscape, the CIF is contributing to one quarter of the world's geothermal energy output and one quarter of global concentrated solar power capabilities. The CIF's projects are leveraging USD 53 billion in co-financing, including USD 19 billion from private capital. The CIF has helped improve energy access for 8.5 million people and strengthen climate resilience for 45 million more.

The We-Fi is a groundbreaking partnership that aims to unlock financing for women-led/owned businesses (WSMEs) in developing countries. The We-Fi's partners include 14 governments, six multilateral development banks as implementing partners, including the World Bank, and **numerous other stakeholders in the public and private sector around the world.**

The EDS13 Office will continue to raise countries' awareness on those funds, support dissemination of information on how to access the funds, mobilize the WB/TF for capacity building to access the funds, explore other Trust Funds.

FOCUS AREA III

HELP ATTRACT PRIVATE FINANCING FOR ECONOMIC DIVERSIFICATION AND JOB CREATION

OBJECTIVE 7. ENGAGE THE WORLD BANK TO HELP COUNTRIES IN BUILDING OR STRENGTHENING NATIONAL AND REGIONAL INSTITUTIONS THAT PROMOTE PRIVATE SECTOR

It is proven that private sector is the best engine of growth. Successful businesses drive growth, create jobs and pay the taxes that finance services and investments. In Africa, the private sector generates 90 percent of jobs, funds 60 percent of all investments and provides more than 80 percent of government revenues. Private companies are providing an increasing share of essential services, such as banking, telecommunications, health and education. Sustainable and inclusive private sector-led growth that contributes to reducing poverty does not happen on its own. To do so, the private sector needs to be encouraged and supported so it can produce high and inclusive growth.

The African Continental Free Trade Area (AfCFTA) represents a real opportunity to stimulate growth, reduce poverty and expand economic inclusion in Africa, despite the crisis caused by the coronavirus. Over the past decades, only about 12 percent of Africa's total trade took place within the continent. One of the major reasons for the weakness in the continent's regional trade performance has been the lack of a private sector that is dynamic and vibrant enough

Benin, Adjegounle Village. Felicienne Soton produces cassava flour. © Arne Hoel/The World Bank

to seize existing opportunities in the trading system. Regional integration can simply not happen without the promotion of local entrepreneurs in all sectors both at country and regional levels. This can be done by building and providing to local private sector adequate supporting institutions, physical infrastructure, competitive markets, business support, financial services, capacity building and more.

During the next two years, the EDS13 Office will engage the WBG in helping our countries create two type of institutions for promoting local and regional private sectors working with governments and regional (economic) institutions (RECs). The two types of institutions are; 1) Centers for promotion of small and medium enterprises (SMEs); and 2) Investment funds. The approach for setting up these two types of institutions can be bottom-top, top-down or both, meaning evolving from country level to regional level or vice-versa.

Centers for promotion of small and medium enterprises are institutions that promote private initiative by supporting the training of entrepreneurs, helping for the creation of new businesses, assisting in the rehabilitation or development of existing businesses with a view of promoting the development of the national economy.

Investment funds provide risk capital and advice to SMEs, in the form of equity and loan, and participate in the creation and the development of local and regional SMEs, with the purpose of promoting economic and social development, while generating revenue to shareholders. Investments are made on commercial terms in the form of shared capital and loans to projects. Funds can come from governments, regional institutions, international financial institutions such as the AfDB, the World Bank, the IFC, as well as private investors. The funds are managed by fund managers that are often credible financial companies working with SMEs.

The EDS13 Office will intensify its advocacy to the WBG, especially with the IFC, to help build and operationalize Centers for promotion of SMEs and Investment funds both at the country and regional levels across our constituency.

OBJECTIVE 8. ENGAGE IFC AND MIGA FOR BETTER INTERVENTIONS THROUGH THE DEPLOYMENT OF THE IFC3.0 TOOLKIT, MOBILIZATION OF CAPITAL, BLENDED FINANCE, AND MIGA2020 STRATEGY

It is now widely recognized that the private sector-led growth is the most viable in developing countries. The IFC and MIGA strategies (IFC3.0 and MIGA2020, respectively), are well positioned to refocus the work of WBG private sector entities from a transaction-oriented approach to a creating-markets approach, with an emphasis on mobilizing private capital for development and de-risking markets. The Africa Continental Free Trade Area (AfCFTA) has designed a Private Sector Investment Financing Framework, which is a private-sector led initiative to boost industry capacity and take advantage of the liberalized pan-African market. The initiative is expected to unlock USD 1 trillion in AfCFTA for certified and accelerated investments.

IFC3.0 signals a shift to a more deliberate and systematic approach to creating markets, rather than simply leveraging existing markets, especially in FCS and IDA countries. It calls for a stronger leadership on the part of IFC in mobilizing private sector resources for development. In the coming years, the effective deployment of IFC 3.0 toolkit, including through the Cascade approach, the Sector Deep Dives, the Country Private Sector Diagnostics (CPSDs), the Creating Market Advisory Window (CMAW), the Anticipated Impact Measurement and Monitoring Framework (AIMM), the IDA Private Sector Window (PSW), and the Managed Co-Lending Portfolio Program (MCPP), will be key to the delivery of IFC3.0.

MIGA2020 sets out MIGA's ambition to creating the markets that will foster private investment in developing countries and contribute to global economic growth. This will be achieved by growing MIGA core business, focusing on projects that deliver the most impact, including in IDA and FCS countries. Through MIGA2020, the Agency will seek to enhance the strategic role it can play alongside IFC to establish the enabling conditions for private sector development and mobilizing private capital for development solutions. Therefore, in the context of the One World Bank Group, MIGA's role in de-risking markets has become more critical than ever.

To facilitate implementation, IFC3.0 and MIGA2020 are now fully integrated into the key country strategy and country diagnostic platforms of the WBG, including the Systematic Country Diagnostics (SCDs), the Country Partnership Frameworks (CPFs), the Regional Coordination Mechanisms (RCMs), the Joint Implementation Plans (JIPs), the Country Private Sector Diagnostics (CPSDs) and the Infrastructure Sector Assessment Programs (InfraSAPs).

Recognizing that the delivery of IFC3.0 will be resource-intensive, IFC shareholders approved in April 2018 a landmark capital increase package of USD 5.5 billion, which more than tripled the amount of paid-in capital IFC has received since inception in 1956. IFC's annual IDA transfers were also suspended, providing along with the paid-in capital, a total of USD 9.2 billion in new capital to support IFC operations.

As a result, IFC is now committed by 2030 to: (i) Increasing annual investment commitments to USD 48 billion (USD 25 billion from IFC's own account, USD 23 billion mobilized from others), (ii) Having 40% of these investments made in IDA and FCS countries, (iii) Making 35% of its own-account investments climate-related, (iv) Scaling-up on gender by investing USD 2.6 billion per year in financial institutions targeting women and increasing by 50% the number of women directors on companies where IFC has a Board seat. As for MIGA, the Agency is committed under MIGA2020 to increase guarantee issuance by 40 percent by FY20 from the FY16 level of USD 4.3 billion. IFC has open more offices in Africa during FY20 to strengthen its presence in the field, materialized by the opening of seven offices in sub-Saharan Africa, including two in the countries of the Africa Group II constituency namely Benin and Togo. The Company has finalized establishment agreement and hired staff for offices in Burkina Faso, Chad, and Niger; these offices are operating virtually until the end of the confinement imposed by the COVID-19. Similar plans are being finalized for Uganda and Mali.

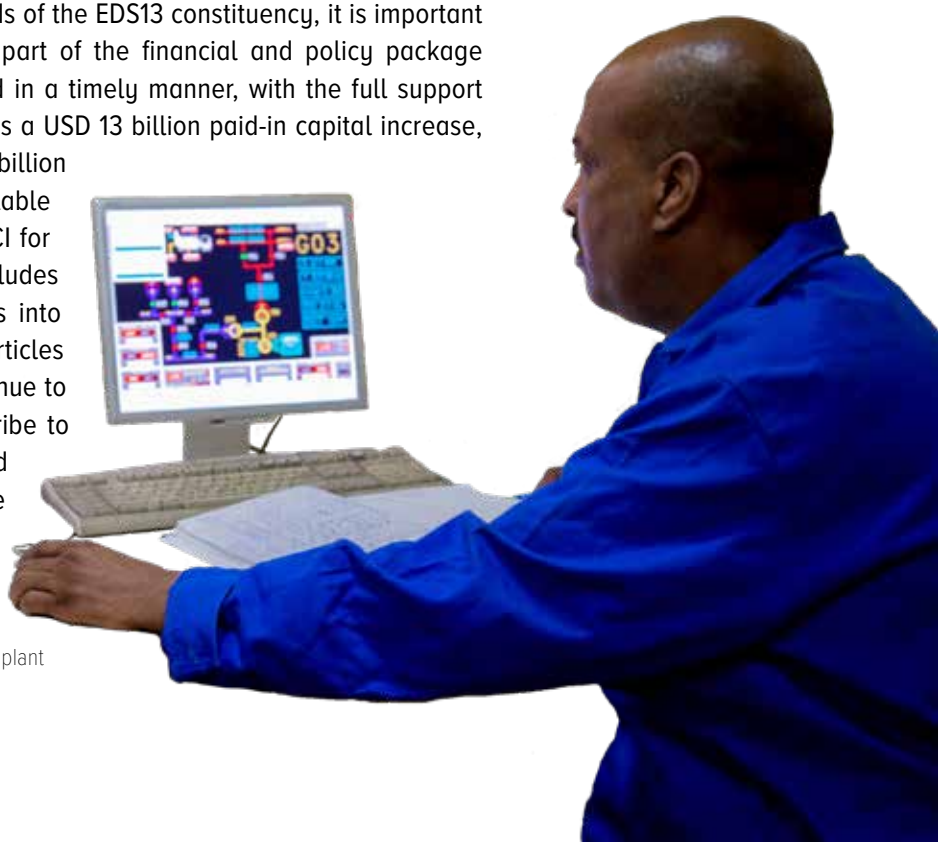
Building on these foundations and targets, the EDS13 Office Strategy will put emphasis on the following three key areas : (i) keep engaging the World Bank to help remove barriers to private sector financing through the use of Development Policy Operations, Financing and Guarantees; (ii) engage IFC for better interventions through the deployment of the IFC3.0 toolkit, mobilization and blended finance, implementation of the footprint program, the use of IDA PSW, the IFC's country strategies, and a greater synergy with the World Bank on the cascade approach which prioritizes private sector solutions when possible; (iii) engage MIGA to attract more Foreign Direct Investment using MIGA de-risking instruments. We will also facilitate connection between our countries' private sector companies and IFC and MIGA as well as connection with State Own Enterprises (SOEs), chambers of Commerce, regional development banks, among others, and push for an increased presence through the opening of more offices in our countries. Finally, the Office will promote closer collaboration and coordination among IFC, MIGA, and AfCFTA to materialize the promises of the African Private Sector Investment Financing Framework.

FOCUS AREA IV

STRENGTHEN THE VOICE AND REPRESENTATION OF AFRICA GROUP II

OBJECTIVE 9. ENSURE TIMELY IMPLEMENTATION OF THE 2018 CAPITAL PACKAGE

In order to address the interests and financial needs of the EDS13 constituency, it is important that the capital increase package agreed to as part of the financial and policy package during the Spring Meetings 2018, be implemented in a timely manner, with the full support of our constituency. The financial package includes a USD 13 billion paid-in capital increase, consisting of USD 7.5 billion for IBRD and USD 5.5 billion for IFC, as well as a USD 52.6 billion increase in callable capital for IBRD, achieved through a SCI and a GCI for each of IBRD and IFC. For IFC, the package also includes a proposal for a conversion of retained earnings into paid-in capital stock and an amendment of its Articles of Agreement. The Office is following-up and continue to encourage the EDS13 member countries to subscribe to their shares based on the Resolutions of the Board of Governors for the 2018 General and Selective



Mauritania. Nouakchott. Control room of thermal power plant
© Arne Hoel/The World Bank

Capital Increases which provide for a process of subscription and payment that spans over 5 years, with the possibility of extension for the IBRD GCI and SCI and the IFC GCI. The Office will ensure EDS13 member countries take advantage of the timing allocated to submit their documents and fulfill their payments to avoid an irrevocable loss of allocated shares. Drawing lessons from the 2010 capital increase subscription, the Office will continue its engagement with countries started in early 2019 and will take further proactive steps to ensure smooth process and respect of timeframe allocated for this process.

The EDS13 Office will ensure that the Voice and Participation of the Africa Group II remain important and protected in line with the shareholding review principles. This will entail protecting the interests of the EDS13 member countries by making sure that the financial capacity of the WBG get strengthened to deliver the vision of the Forward Look and achieve the 2030 development agenda in each of our member countries. All EDS13 Constituency's member countries will all benefit from the long-term financial sustainability of the WBG.

OBJECTIVE 10. ADVANCE CONTACTS ON REGIONAL BASIS BETWEEN OUR AUTHORITIES AND THE MANAGEMENT OF THE WBG

Regional integration is a significant dimension of economic development, more so in countries of EDS13. Around the world, building regional markets has been the key to unlocking greater economic opportunities. Market development necessitates working across borders, and historically the most successful markets have been those that have effectively and efficiently spanned countries and regions. A crucial part of unlocking economic potential is spatial planning-building infrastructure and institutions where they are needed. Although regional integration is inherently political, economic considerations drive the process. However, even though African regional integration efforts date back many years, overall progress has been slow and has faced many setbacks. Today, regional integration appears to be gaining considerable momentum in Africa again. Our constituency counts at least 3 major regional integration organizations spanning mostly between western and central Africa: Economic Organization of West African States (ECOWAS), West African Economic and Monetary Union (WAEMU), Economic Community of Central African States (ECCAS), the Central African Economic and Monetary Community (CEMAC).

The WBG is committed to continue to support inclusive and sustainable regional integration to foster growth of businesses and creation of good local jobs in participating countries, through connective infrastructure and complementary policy and institutional reforms. The WBG's regional integration toolbox includes analytical work, convening power, advisory services, and lending, investing, and mobilization. Examples of WBG engagements that leverage collaboration with other development partners include: The Eastern Africa Electricity Highway and West Africa Power Pool, Caisse Régionale de Refinancement Hypothécaire de L'UEMOA (IFC's first committed PSW project), the OHADA Uniform Acts Reform Phase Two Advisory Project, the Eastern African Submarine Cable System, and the African Continental Free Trade Area. The Regional Program under IDA19 has expanded to USD 7 billion, reflecting the growing demand for regional solutions to support integration efforts, facilitate access to regional and international markets, manage shared natural resources, and address regional public goods. For example, the recent IDA project under the West Africa Coastal Areas Resilience program adopts a regional approach to address climate change challenges. Finally, upon request of African Chairs, the World Bank has recently created a regional integration department for Africa within the Africa region of the Bank to foster the WBG support to regional integration on the continent. This department has been working on the World Bank's regional integration strategy for Africa since 2019 in concertation with all Sub-Saharan Africa regional integration organizations.

The EDS13 Office will seek opportunities for the Governors and other authorities from our countries to engage in an active dialogue with the WBG Senior Management on regional issues such as the implementation of the World Bank's regional integration strategy for Africa; the regional DPOs that will address reforms and policies at regional levels; the development of the regional private sector; and common issues of insecurity, fragility, climate change, famine and lack of affordable housing financing solutions; the regional window within IDA, as well as the Sahel, the Great lakes, the Lake Chad Basin regional initiatives, and institutional issues facing the regional integration organizations in the constituency.

OBJECTIVE 11. ADVANCE THE DIVERSITY AND INCLUSION AGENDA

The WBG recognizes the Diversity and Inclusion (D&I) as an important agenda to best serve clients and deliver solutions to complex development challenges. The diversity of Staff is one of the key assets of the institution that helps leverage a full range of knowledge and experience to achieve the WBG twin goals. In advancing the D&I agenda, the WBG has set ambitious targets to measure progress towards the D&I goals and objectives, including the Sub-Saharan African/

Caribbean (SSA/CR) GF+ target. In 2017, the World Bank was able to achieve the SSA/CR GF+ target of 12.5 percent. Our Office has urged the IFC to seize the opportunity of the restructuring of its staff to achieve the same target of diversity. In a letter dated February 11, 2019 to all three African chairs of the Board, the IFC management has informed them of the achievement of a figure of 12.6 percent of staff of African descent. Following extensive exchanges in the context of the budget discussions, MIGA is firmly committed to increasing its staff in sub-Saharan Africa from 2020, including through the recruitment and deployment of African professionals.

As for the World Bank, having reached the target of 12.5% in 2017, it will continue to lead a promotional effort for the progression of its index and encourage young African graduates to apply for its annual recruitment program dedicated to young professionals (Young Professional Program), which is the breeding ground for future leaders. Their progression in the hierarchy should allow Africa to have a better representation within the management of the World Bank in the future.

The issue of race discrimination and exclusion has gained momentum in 2020. The WBG is committed to tackle this issue not only within the institution but also in its interactions with client countries. To that effect, the WBG has set up a Task Force on Race in June 2020 and issued revised guidance of its operational work to ensure considerations over race discrimination and exclusion are mainstreamed in projects, DPOs, and Programs for Results.

The EDS13 Office remains committed to working with the WBG in maintaining the momentum and intensifying progress made to date on the D&I agenda. The Office will continue to develop specific actions to increase the stock of SSA talents among the WBG staff. As part of the objective to strengthen the Representation of the Africa Group II, the Office has discussed and set up with the HR Management a program specifically tailored to the Constituency's needs to help enhance capacity in our constituent government agencies at regional and country levels, alongside the Voice Secondment Program (VSP) which was approved by the Board in April 2004. The implementation of the program with HR has started with an agreement between the Bank and Côte d'Ivoire in which the latter will establish a Trust Fund for capacity building of its nationals. The proposed capacity building program will allow direct involvement of selected participants in Bank operations, thereby contributing to the WBG D&I objectives, and will indirectly enhance the dialogue between the Constituency and the WBG. However, the regional dimension of the program requires the establishment of a Trust Fund and the identification of potential donors to provide funding and ensure its long-term sustainability. The Office is determined to pursue the D&I agenda, and to ensure that considerations over race discrimination and exclusion are addressed in the WBG programs and operations.

OBJECTIVE 12. CREATE CONSULTATION CHANNELS BETWEEN THE OFFICE AND OUR GOVERNORS ON STRATEGIC ISSUES

Executive Directors are appointed or elected by the Governors. Under the organization of the World Bank Group, the decision-making on major issues is vested in the Governors. The Board of Governors is the supreme decision-making body, a large part of which it delegates to the Board of Directors. As such, hierarchical and functional relationship between the Governors' offices and the EDs Offices is statutory. Frequent consultations with the Governors are thus essential for the mission of the ED.

For the EDs representing a single country, hierarchical and functional relations with their Governors' offices are easier and more fluid. The exchanges on the issues discussed at the Board of Directors and on the policies of the Bank as well as the positions of the authorities that must be defended can be obtained in real time. The office of the Governor provides, in real time, inputs and guidance for the ED's written and oral statements to the Board. This approach will be difficult to implement in the case of an ED representing 23 countries.

Consultation missions with countries and short interactions during IMF/WBG Spring and Annual Meetings are not enough to create an adequate framework for productive and regular consultation on positions and issues that our Constituency's member countries would like to see taken on by the WBG . Regular and real-time communications with 23 Governors are not easy. But, the ED will find a way to solicit from our Governors more inputs to the EDS13 Office's initiatives. In this regard, the Office will create a regular communication channel with its Governors on specific areas of implementation of the Strategy to share information, discuss key strategic issues, and explore options forward for their respective countries and for the Constituency.

OBJECTIVE 13. REINFORCE THE COORDINATION WITH THE OTHER AFRICAN EDS ON ISSUES OF COMMON INTEREST TO ENHANCE THE VOICE OF AFRICA

All powers of the Bank are vested in the Boards of Governors, the Bank's senior decision-making body according to the Articles of Agreement. However, the Boards of Governors has delegated all powers to the Executive Directors except those mentioned in the Articles of Agreement

which are: to admit and suspend members; increase or decrease the authorized capital stock; determine the distribution of the net income of the Bank; decide appeals from interpretations of the Articles of Agreement by the Executive Directors; make formal comprehensive arrangements to cooperate with other international organizations; suspend permanently the operations of the Bank; increase the number of elected Executive Directors; and approve amendments to the Articles of Agreement. Except those domains, the 25 chairs of the Board decide on all operational and functional matters.

The World Bank Group Board of Directors refers to four separate Boards of Directors, namely the Boards of the International Bank for Reconstruction and Development (IBRD), the International Development Agency (IDA), the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA). Each Board is responsible for the general operations of their respective organization. The WBG is organized so as to coincide the chairs on the Boards of all institutions within the Group. Almost all the decisions of the Board are taken on a consensus basis although the Articles of Agreement provide for vote in case it is necessary. The Executive Directors select the World Bank President, who is the Chairman of the Board of Directors. The President is the presiding officer, and ordinarily has no vote except a deciding vote in case of an equally divided Board.

As shown in the table of the voting rights of the IBRD below, the three Sub-Saharan Africa (SSA) chairs at the Board have collectively the most number of countries represented (48) at the Board of all 4 institutions (IBRD, IDA, IFC, MIGA) whereas the second largest constituency covers only 15 countries. The combined percentage of voting power of SSA chairs on the Board of IBRD is 5.53 percent only, while alone USA and Japan have, each, 15.86 and 7.71, respectively.. The combined SSA's share of voting power is higher than the ones of China (4.75), Germany (4.05), France (3.77), and the United Kingdom (3.77). Also, as the development challenges are more and more concentrated on SSA, the voices of SSA chairs are more and more influential particularly in a consensus-based decision taking processes. Therefore, speaking with "one voice" at the Board, in its Committees, and within the WBG, can only be beneficial to SSA countries.

The EDS13 Office is determined to bring the three SSA chairs speak in one voice on the 4 Boards of the WBG to allow our countries better take advantage of their voting power and their influential capacity in the decision-making. Convinced that an enhanced collaboration is the best way to deliver results for Africa, the EDS13 Office has initiated a forum of SSA Alternate EDs (AEDs) on the 2018–2020 Board. Those AEDs are now the EDs of the 2020–2022 Board. Thus, the early collaboration initiated by the then AED of EDS13 is continuing at the ED level for the Board of 2020–2022.

This will translate into formal coordination meetings of the SSA Chairs, namely, to discuss the activities of the Board, adopt common or harmonized positions on issues regarding any SSA country or the continent as a whole, as well as policy and strategy papers presented to the Board. This platform will also serve for concertation on key issues facing our countries and for advocacy on any subject of common interest inside and outside the WBG. The cluster of SSA EDs will establish a frank, honest relationship with the Management of the WBG, especially the Africa Region VPs, in order to achieve mutual support within the Institution. The SSA EDs will meet as needed with the President, the MDs, and the VPs.

VOTING RIGHTS IN IBRD

COUNTRY/GROUP	VOTING RIGHTS	PERCENTAGE OF THE TOTAL
Africa Group II (23 countries)	50,894	2.02
Africa Group I (22 countries)	47,898	1.91
Africa Group III (South Africa /Angola/Nigeria)	40,300	1.60
Total Percentage SSA		5.53
USA	398,732	15.86
Japan	193,715	7.71
China	119,370	4.75
Germany	101,712	4.05
France	94,743	3.77
United Kingdom	94,743	3.77
Group Belgium/Austria/Turkey (10 countries)	121,720	4,84
Group Spain/Mexico/Venezuela (8 countries)	118,211	4.70
Group The Netherlands (13 countries)	101,845	4.05
Group Australia/South Korea/ New Zeeland (15 countries)	99,497	3.96
Group Canada/Ireland /Carib (13 countries)	99,276	3.95
Group Brazil/Colombia/Philippines (9 countries)	92,492	3.68
Group India (4 countries)	91,276	3.63
Group Italy/Portugal (7 countries)	83,350	3.32
Group Suisse/Poland (9 countries)	76,231	3.03
Group Nordic countries (8 countries)	76,088	3.03
Group Pakistan/Iran/Algeria/Morocco (7 countries)	75,603	3.01
Group Indonesia/Malaysia/ Thailand (11 countries)	72,502	2.88
Group Russia/Syria (2 countries)	70,433	2.80
Group Arab countries (12 countries)	68,818	2.74
Saudi Arabia	67,243	2.67
Group Argentina/Chile/Peru (6 countries)	57,113	2.27
Total	2,513,885	100.00

Chad, Downtown N'Djamena. © Arne Hoel/The World Bank

Guinea, Koba, Prefecture of Dalaba. © Vincent Tremeau/The World Bank

CHAPTER III

Implementation and Timelines

For the implementation of this Strategy and progress tracking of its 13 objectives, the EDS13 Office will, in particular:

- develop concrete actions to be implemented for swift achievement of the objectives;
- delineate criteria for results evaluation;
- monitor progress towards achieving the set objectives within the required timeframe; and
- produce a semi-annual report on progress towards achievement of objectives including, when needed, the necessary corrective actions.

All the actions and criteria for evaluating the results will be put together in a matrix for monitoring the implementation of the Strategy. The individual semi-annual reports on each of the objectives will be compiled into a semi-annual Strategy implementation report, which will be fed into the EDS13 Office's Annual Report to the Constituency's Governors.

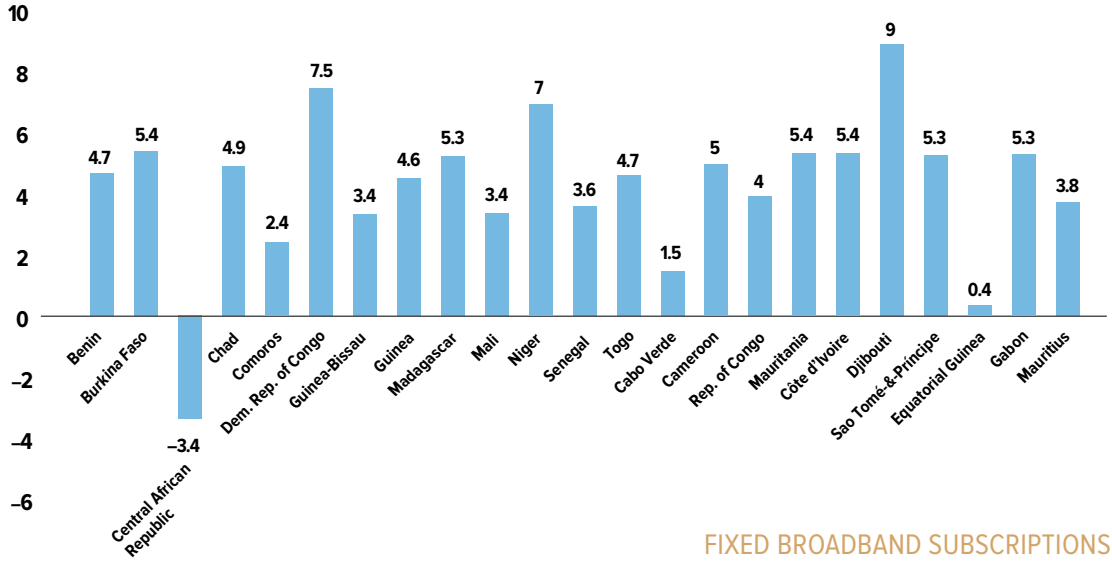
Cabo Verde, Mindelo, Island of Sao Vicente. © Van Leggelo/The World Bank

Madagascar, Antsirabe II. Ms. Marguerritte Nogliarimanana teaching at Meva. © Arne Hoel/The World Bank

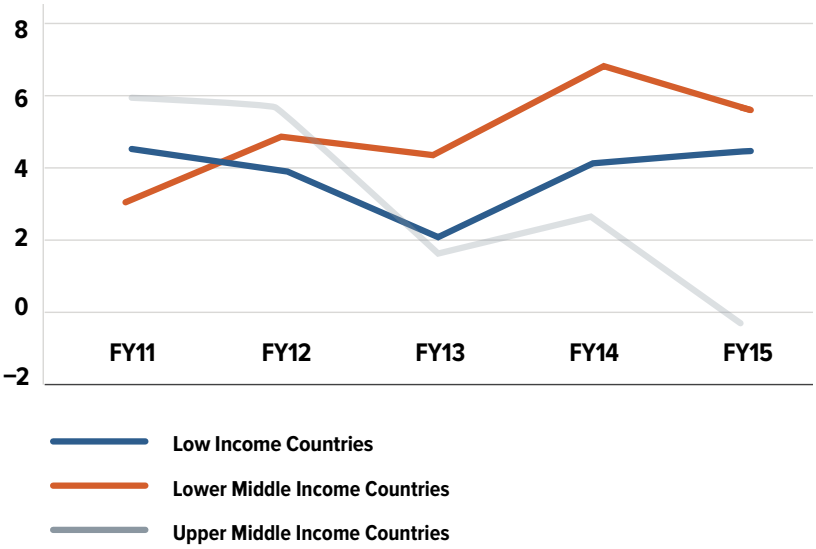
ANNEXES

KEY INDICATORS

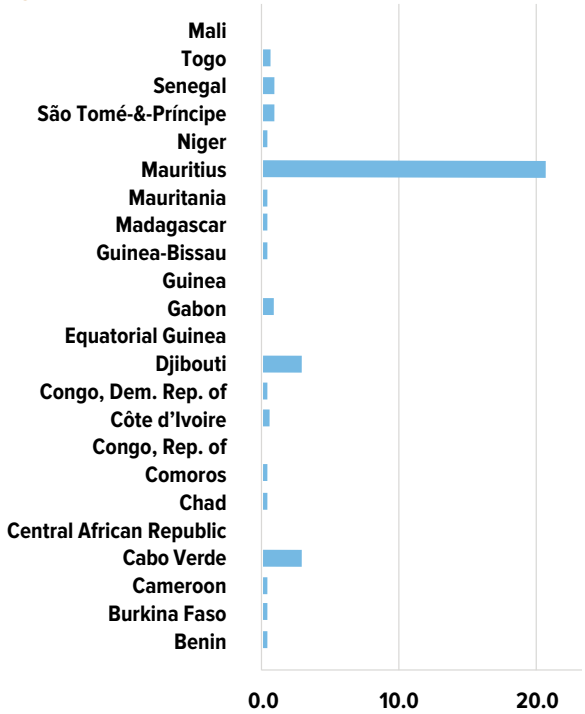
AVERAGE GROWTH RATES IN EDS13, FY11–15



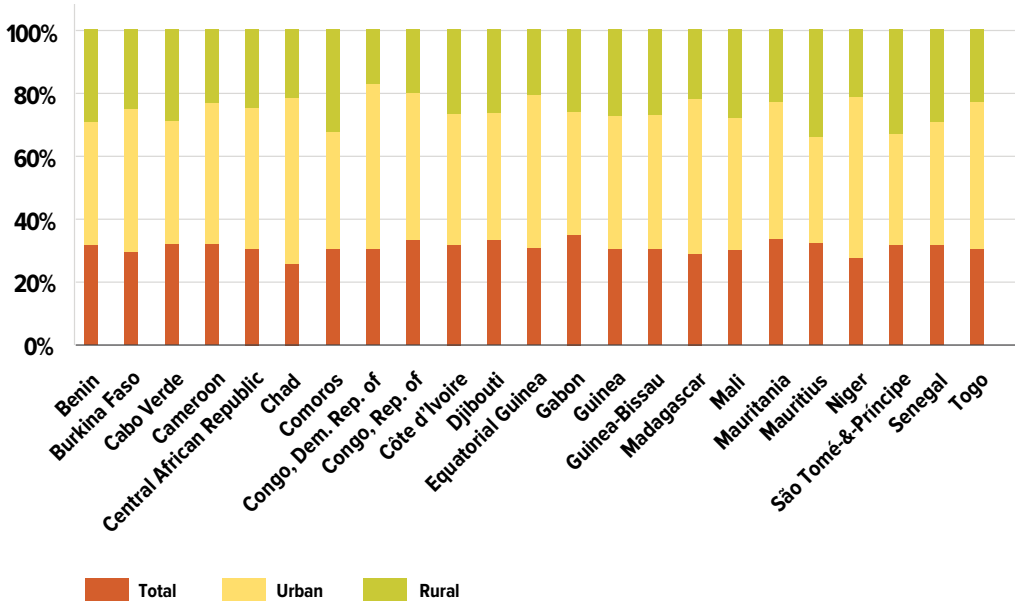
AVERAGE GDP GROWTH IN EDS13 BY COUNTRY GROUPS, FY11–15



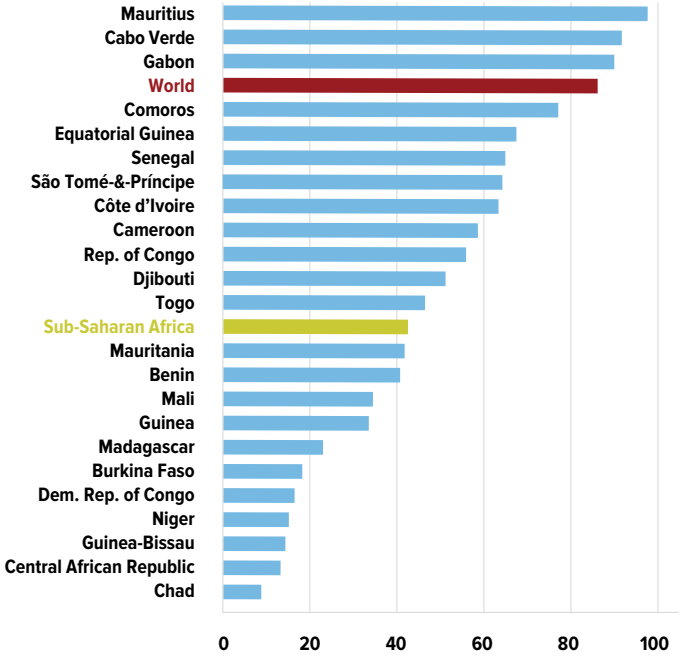
FIXED BROADBAND SUBSCRIPTIONS (PER 100 PEOPLE), 2017

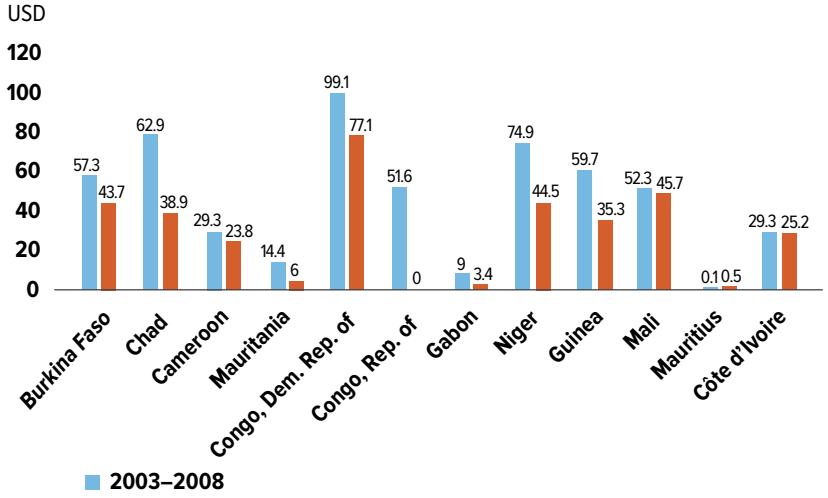


PEAPLE USING AT LEAST BASIC DRINKING WATER SERVICE URBAN AND RURAL, IN 2015



ACCESS TO ELECTRICITY (% OF POPULATION) EDS13 IN 2016





Source: Data from World Development Indicators, last update: August 28, 2018.

IDA19 USE OF RESOURCES (IN USD AND SDR BILLION)

	In US$ billion		*In SDR billion*[i]	
	IDA18[ii]	**IDA19**	**IDA18**[ii]	**IDA19**
1. Concessional	**63.6**	**73.8**	**45.3**	**53.4**
I. CORE IDA	**52.4**	**60.5**	**37.4**	**43.7**
FCS/FCV[iii]	*14.7*	*18.7*	*10.5*	*13.5*
o/w FCV Envelope	4.7	7.5	3.4	5.4
Syria	1.0	1.0	0.7	0.7
Non-FCS	*37.7*	*41.8*	*26.9*	*30.2*
II. NON-CORE IDA	**11.1**	**13.3**	**7.9**	**9.6**
Regional & Public Goods Envelope				
Regional Window	5.0	7.6	3.6	5.5
Window for Host Communities and Refugees	2.0	2.2	1.4	1.6
Crisis Response Window	3.0	2.5	2.1	1.8
Arrears Clearance	1.1	1.0	0.8	0.7
2. Non-Concessional	**9.0**	**5.7**	**6.4**	**4.1**
Scale-up Window	6.2	5.7	4.4	4.1
Transitional support	2.8	-	2.0	-
3. Private Sector Window	**2.5**	**2.5**	**1.8**	**1.8**
Total	**75**	**82**	**53**	**59**
Grants	*16.5*	*21.6*	*11.9*	*15.6*
Grant element: concessional IDA	*58%*	*59%*	*58%*	*59%*
Grant element: overall replenishment	*49%*	*53%*	*49%*	*53%*

Key notes:

(i) Reflects the planned IDA envelope with SDR53.5 billion based on IDA18 foreign exchange reference rate of SDR/US$ 1.40207 and the agreed IDA19 SDR/US$ exchange rate of 1.38318.

(ii) IDA18 agreed as reflected in the IDA18 Deputies Report. This was revised at IDA18 MTR and further reallocations were implemented in FY20.

(iii) Allocations estimated based on FY19 FCS harmonized list. For the comparison, IDA18 amounts are also based on the FCS countries but include national additional amounts due to special regimes such as RMR. Turn-around, and post-conflict exceptional allocation, as well special set-aside (e.g. Syria).

Annex 3

SOCIO-ECONOMIC INDICATORS | CPIA, SELECTED INDICATORS

COUNTRY NAME	CPIA BUSINESS REGULATORY ENVIRONMENT RATING (1=LOW TO 6=HIGH)	CPIA POLICY AND INSTITUTIONS FOR ENVIRONMENTAL SUSTAINABILITY RATING (1=LOW TO 6=HIGH	CPIA PROPERTY RIGHTS AND RULE-BASED GOVERNANCE RATING (1=LOW TO 6=HIGH)	CPIA PUBLIC SECTOR MANAGEMENT AND INSTITUTIONS CLUSTER AVERAGE (1=LOW TO 6=HIGH)
Benin	3.5	3.5	3	3.3
Burkina Faso	3.5	4	3	3.4
Cabo Verde	3.5	3.5	4	3.9
Cameroon	3	3	2.5	3
Central African Republic	2	2.5	2	2.3
Chad	2.5	2.5	2.5	2.7
Comoros	3	3	3	2.6
Congo, Dem. Rep. of	3	3	2	2.5
Congo, Rep. of	2	2.5	2.5	2.5
Côte d'Ivoire	3	3.5	3	3.2
Guinea	3	3.5	2.5	2.9
Guinea-Bissau	2.5	2.5	2	2
Madagascar	3	3	2.5	2.8
Mali	3.5	3.5	2.5	3
Mauritania	3	3.5	3	3.3
Niger	3.5	3	3	3.1
São Tomé-&-Príncipe	3	3.5	3	3.2
Senegal	3.5	3.5	4	3.6
Togo	3	4	2.5	2.8
Djibouti	2.5	2.5	2.5	2.7
Sub-Saharan Africa	3.0	3.2	2.8	2.9
World	3.0	3.1	2.9	3.0

Annex 4

NEW SUBDIVISION OF THE AFRICA REGION FROM JULY 2020

REGION	COUNTRY MANAGEMENT UNIT (CMU)	COUNTRY DIRECTOR	COUNTRY
WEST AND CENTRAL AFRICA : VICE-PRESIDENT, OUSMANE DIAGANA			
WEST AFRICA	AFCW1	Pierre Laporte	Ghana
			Liberia
			Sierra Leone
	AFCW2	Shubham CHAUDHURI	Nigeria
	AFCW3	Soukeyna KANE	Mali
			Burkina Faso
			Chad
			Niger
	AFCF1	Nathan BELETE	Senegal
			Cabo Verde
			Gambia
			Guinea-Bissau
			Mauritania
	AFCF2	Coralie GEVERS	Côte d'Ivoire
			Benin
			Guinea
			Togo
CENTRAL AFRICA	AFCC1	Abdoulaye SECK	Cameroon
			Congo, Rep. du
			São Tomé-&-Príncipe
			Gabon
			Equatorial-Guinea
			Central African Republic

REGION	COUNTRY MANAGEMENT UNIT (CMU)	COUNTRY DIRECTOR	COUNTRY
EASTERN AND SOUTHERN AFRICA : VICE-PRESIDENT, HAFEZ GHANEM			
EASTERN AFRICA	AFCE1	Mara WARWICK	Tanzania
			Malawi
			Zambia
			Zimbabwe
	AFCE2	Carlos Felipe JARAMILLO	Kenya
			Rwanda
			Somalia
			Ouganda
	AFCE3	Carolyn TURK	Ethiopia
			Erythrea
			South Soudan • Juba
			Soudan • Khartoum
SOUTHERN AFRICA	AFCS1	Marie Françoise MARIE-NELLY	South Africa
			Botswana
			Eswatini
			Lesotho
			Namibia
	AFCS2	Mark R. LUNDELL	Mozambique
			Comoros
			Madagascar
			Seychelles
			Mauritius
	AFCC2	Jean-Christophe CARRET	Congo, Dem. Rep. of
			Burundi
			Angola

Benin

Burkina Faso

Cabo Verde

Cameroon

Central Africa Republic

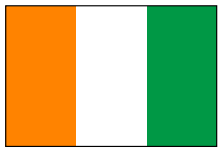
Chad

Comoros

Congo, Rep. of

Congo, Rep. dem. of

Côte d'Ivoire



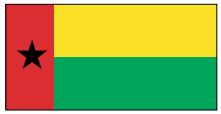
Djibouti

Equatorial Guinea

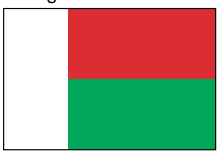
Gabon

Guinea

Guinea-Bissau



Madagascar



Mali

Mauritania

Mauritius

Niger

São Tomé-&-Príncipe

Senegal

Togo

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AFRIQUE GROUP II, EDS13 COUNTRIES

Benin
Burkina Faso
Cabo Verde
Cameroon
Central Africa Republic
Chad
Comoros
Congo, Republic of
Congo, Democratic Republic of
Côte d'Ivoire
Djibouti
Equatorial Guinea
Gabon
Guinea
Guinea-Bissau
Madagascar
Mali
Mauritania
Mauritius
Niger
São Tomé-&-Príncipe
Senegal
Togo

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