Annual Report 2016

Annual Meetings
Washington DC, USA.
October 6th 2016

Africa Group I
Botswana, Burundi, Eritrea, Ethiopia, The Gambia,
Kenya, Lesotho, Liberia, Malawi, Mozambique, Namibia,
Rwanda, Seychelles, Sierra Leone, Somalia, South
Sudan, Sudan, Swaziland, Tanzania, Uganda, Zambia,
Zimbabwe

Presented by: Dr. Louis, Rene, Peter, LAROSE
EXECUTIVE DIRECTOR
1. Introduction
2. Matters Arising from the Minutes of the Spring Meeting in Washington, DC in April 2016
3. Development in the Global Economy and Future Outlook
4. WBG Operations for the Year FY16 with a focus on SSA Region & our Constituency
5. Current Development in the World Bank Group (WBG)
6. Accomplishments
7. Exit Reflections & Acknowledgements
8. Questions & Answers (Q & A)

For more detailed information about this Presentation (see: Office Annual Report 2016)
Countries in our Constituency with

- Eritrea
- Somalia
- Sudan
- Zimbabwe

In terms of Re-engagement with the World Bank Group

1st Roundtable Meeting was held during IMF/WBG Spring Meetings in Washington DC, April 2016

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1st Roundtable Meeting was held during the IMF/WBG Annual Meetings in Lima, Peru, October 2015
2nd Roundtable Meeting took place during the AfDB Annual Meeting in Lusaka, Zambia, May 2016
This exercise is completed.

Our office was very instrumental in the final print of the ESF document in safeguarding the interests of our Constituency & Africa.

**WBG Support to 2030 Agenda**

**DATA**
- Focus more on analytical evidence and data
- Align core sector indicators

**FINANCING**
Use innovative financing mechanisms with guarantees & blended finance

**IMPLEMENTATION**
- Improve operational focus
- Strengthen inter-agency coordination

**3 most pressing threats:**
1. Natural disasters
2. Migration caused by fragility and conflict situations
3. Risk of pandemics

**WBG’s Response**
1. Help with risk identification, preparedness, financial protection and resilient recovery
2. Promote Disaster Risk Management (DRM) Programs in ALL projects
3. Enhance use of Insurance instruments to mitigate risks

**Diversity & Inclusion**

- Significant progress has been made in recruiting Africans at the technical level by WBG.
- We need more positions at the senior management Level in the Bank including IFC & MIGA respectively.
Domestic Mobilisation of Resources

Money, Money

Financing for Development

Policymakers

- Must think holistically and strategically in tax policy formulation
- Scale up resources to support capacity building in tax administration
- Ensure effectiveness and transparency in tax policy
- Monitor & compare world-wide data on revenue collection, which can be used for further fine-tuning

Panama Papers exposed everything on Illicit Financial Flows

What is the WBG’s Response?

FOR EVERY $1 DEVELOPING COUNTRIES GAIN

- Other official flows 3%
- Charitable 3%
- Portfolio equity inflows & shares 6%
- Aid 10%
- Remittances from migrant workers 34%
- Foreign direct investment 44%

FOR EVERY $1 DEVELOPING COUNTRIES LOSE MORE THAN $2

- Interest repayments on foreign debt 14%
- Profits taken out by foreign investors 42%
- Lending to rich countries 59%
- Illicit financial flows 93%

Matters Arising

He is running away with our money! Catch him with TAXES

Still talking on how to collaborate with other financial institutions
It involves 2 Phases:
1. Agreement on Dynamic Formula
2. Agreement on Allocations under Selective Capital Increase (SCI) and General Capital Increase (GCI)

**Dynamic Formula**
1. Report will be presented to Board of Governors during IMF/WBG Annual Meetings in 2016
2. Executive Directors committed to uphold the Istanbul Principles
   ✓ Shareholding reviews every 5 years
   ✓ Equitable balance of Voting Power
   ✓ Smallest poor member will be protected from dilution of Voting Power

**Update on IDA**

Core concessional resource allocation
Annual minimum base allocation in the PBA will be increased from SDR4 million to SDR15 million for all IDA clients

Exceptional Regimes
a. **Turn-Around Regime** will continue in IDA18 and allocation to increase to SDR2.6 billion
b. **Risk-Mitigation Regime** will be introduced in IDA18

c. **Arrears Clearance Support** will continue in IDA18
   - Regional Programs will increase size of regional window for IDA countries
   - New sub-window for Refugees will be established in IDA18 worth US$2 billion
   - IFC/MIGA Private Sector Window is proposed for a pilot phase with special focus on FCS Countries.

Credit Ratings – Sept 21st 2016
- Moody’s - Aaa
- S&P Global Ratings - AAA

***More details will be provided by IDA Borrowers Representatives***
<table>
<thead>
<tr>
<th>Country</th>
<th>SCI Allocated</th>
<th>SCI Paid</th>
<th>% Paid</th>
<th>GCI Allocated</th>
<th>GCI Paid</th>
<th>% Paid</th>
<th>SCI Deadline</th>
<th>GCI Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Botswana</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>164</td>
<td>0</td>
<td>N/A</td>
<td>March 16, 2018</td>
</tr>
<tr>
<td>Burundi</td>
<td>107</td>
<td>107</td>
<td>100.00%</td>
<td>220</td>
<td>220</td>
<td>100.00%</td>
<td>completed</td>
<td>completed</td>
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<tr>
<td>Eritrea</td>
<td>77</td>
<td>0</td>
<td>0.00%</td>
<td>179</td>
<td>0</td>
<td>0.00%</td>
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<td>March 16, 2018</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>182</td>
<td>0</td>
<td>0.00%</td>
<td>310</td>
<td>0</td>
<td>0.00%</td>
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<td>March 16, 2018</td>
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<tr>
<td>Gambia, The</td>
<td>70</td>
<td>0</td>
<td>0.00%</td>
<td>164</td>
<td>0</td>
<td>0.00%</td>
<td>March 16, 2017</td>
<td>March 16, 2018</td>
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<tr>
<td>Kenya</td>
<td>250</td>
<td>250</td>
<td>100.00%</td>
<td>724</td>
<td>0</td>
<td>0.00%</td>
<td>completed</td>
<td>March 16, 2018</td>
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<tr>
<td>Lesotho</td>
<td>83</td>
<td>0</td>
<td>0.00%</td>
<td>199</td>
<td>0</td>
<td>0.00%</td>
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<td>March 16, 2018</td>
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<tr>
<td>Liberia</td>
<td>74</td>
<td>0</td>
<td>0.00%</td>
<td>143</td>
<td>0</td>
<td>0.00%</td>
<td>March 16, 2017</td>
<td>March 16, 2018</td>
</tr>
<tr>
<td>Malawi</td>
<td>148</td>
<td>0</td>
<td>0.00%</td>
<td>332</td>
<td>0</td>
<td>0.00%</td>
<td>March 16, 2017</td>
<td>March 16, 2018</td>
</tr>
<tr>
<td>Mozambique</td>
<td>121</td>
<td>121</td>
<td>100.00%</td>
<td>281</td>
<td>0</td>
<td>0.00%</td>
<td>completed</td>
<td>March 16, 2018</td>
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<tr>
<td>Namibia</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>407</td>
<td>0</td>
<td>N/A</td>
<td>March 16, 2018</td>
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<tr>
<td>Rwanda</td>
<td>139</td>
<td>0</td>
<td>0.00%</td>
<td>317</td>
<td>0</td>
<td>0.00%</td>
<td>March 16, 2017</td>
<td>March 16, 2018</td>
</tr>
<tr>
<td>Seychelles</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>70</td>
<td>0</td>
<td>0.00%</td>
<td>N/A</td>
<td>March 16, 2018</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>105</td>
<td>105</td>
<td>100.00%</td>
<td>220</td>
<td>0</td>
<td>0.00%</td>
<td>completed</td>
<td>March 16, 2018</td>
</tr>
<tr>
<td>Somalia</td>
<td>80</td>
<td>0</td>
<td>0.00%</td>
<td>169</td>
<td>0</td>
<td>0.00%</td>
<td>March 16, 2017</td>
<td>March 16, 2018</td>
</tr>
<tr>
<td>South Sudan</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>384</td>
<td>0</td>
<td>0.00%</td>
<td>N/A</td>
<td>March 16, 2018</td>
</tr>
<tr>
<td>Sudan</td>
<td>720</td>
<td>0</td>
<td>0.00%</td>
<td>419</td>
<td>0</td>
<td>0.00%</td>
<td>March 16, 2017</td>
<td>March 16, 2018</td>
</tr>
<tr>
<td>Swaziland</td>
<td>59</td>
<td>0</td>
<td>0.00%</td>
<td>133</td>
<td>0</td>
<td>0.00%</td>
<td>March 16, 2017</td>
<td>March 16, 2018</td>
</tr>
<tr>
<td>Tanzania</td>
<td>176</td>
<td>0</td>
<td>0.00%</td>
<td>393</td>
<td>0</td>
<td>0.00%</td>
<td>March 16, 2017</td>
<td>March 16, 2018</td>
</tr>
<tr>
<td>Uganda</td>
<td>115</td>
<td>0</td>
<td>0.00%</td>
<td>196</td>
<td>0</td>
<td>0.00%</td>
<td>March 16, 2017</td>
<td>March 16, 2018</td>
</tr>
<tr>
<td>Zambia</td>
<td>250</td>
<td>0</td>
<td>0.00%</td>
<td>818</td>
<td>0</td>
<td>0.00%</td>
<td>March 16, 2017</td>
<td>March 16, 2018</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>250</td>
<td>250</td>
<td>100.00%</td>
<td>955</td>
<td>0</td>
<td>0.00%</td>
<td>completed</td>
<td>March 16, 2018</td>
</tr>
</tbody>
</table>

Unsubscribed - May include members who submitted their documents but who have not yet paid their subscriptions.

Fully subscribed

N/A - no shares were allocated - no action needed.

**Deadline for SCI Subscriptions is March 16th, 2017. Please note: Members who do not subscribe to these shares by that DATE will lose their shares**
**Middle-Income Countries (MICs) Strategy**

- There is NO specific strategy as yet for MICs
- IBRD combine with IFC lending will be necessary
- Countries expect to benefit more from Reimbursable Advisory Services (RAS)

**Small States Strategy**

- Support with Catastrophic Debt Drawdown Options (CAT DDO)
- Capacity building
- Management is in the process of preparing for a Roadmap
- Management of “climate shocks”
- Group of Executive Directors have set up to promote the interests of Small States
WBG Operations for Full Year (FY16) with a focus on SSA Region & our Constituency

MIGA Guarantees in SSA Countries – FY16

<table>
<thead>
<tr>
<th>Name of beneficiary Country</th>
<th>No. of Projects</th>
<th>Sector</th>
<th>Guarantee Amount (US$ million)</th>
<th>In % of SSA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mozambique</td>
<td>1</td>
<td>Infrastructure</td>
<td>115.4</td>
<td>6.6</td>
</tr>
<tr>
<td>Other SSA</td>
<td>7</td>
<td>Financial/Infrastructure/Oil &amp; Gas/Tourism/Services</td>
<td>1,642.2</td>
<td>93.4</td>
</tr>
<tr>
<td>Total SSA</td>
<td>8</td>
<td></td>
<td>1,757.6</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: MIGA

Breakdown of MIGA Guarantees by Priority Area – FY16

<table>
<thead>
<tr>
<th>Priority area¹</th>
<th>No. of projects supported</th>
<th>Share (%)</th>
<th>Guarantee Amount (US$ million)</th>
<th>Share (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDA-eligible countries</td>
<td>9</td>
<td>53</td>
<td>2,268.1</td>
<td>53</td>
</tr>
<tr>
<td>Fragile countries</td>
<td>1</td>
<td>6</td>
<td>49.6</td>
<td>1</td>
</tr>
<tr>
<td>Innovative Projects²</td>
<td>1</td>
<td>6</td>
<td>491.8</td>
<td>12</td>
</tr>
<tr>
<td>Climate and Energy Efficiency</td>
<td>2</td>
<td>12</td>
<td>255.1</td>
<td>6</td>
</tr>
</tbody>
</table>

Source: MIGA

¹ Some projects address more than one priority area; as a result, share figures may not add to 100%.

² Innovative projects include public-private blend financing, and new industries.
**Gross IBRD and IDA Disbursements (US$ million)**

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AFG1</strong></td>
<td>3,326.67</td>
<td>3,362.83</td>
</tr>
<tr>
<td><strong>IBRD</strong></td>
<td>31.08</td>
<td>42.89</td>
</tr>
<tr>
<td>Botswana</td>
<td>14.57</td>
<td>31.57</td>
</tr>
<tr>
<td>Seychelles</td>
<td>7.04</td>
<td>5.01</td>
</tr>
<tr>
<td>Swaziland</td>
<td>9.48</td>
<td>6.31</td>
</tr>
<tr>
<td><strong>IDA</strong>(^1)</td>
<td>3,295.59</td>
<td>3,319.94</td>
</tr>
<tr>
<td>Burundi</td>
<td>59.73</td>
<td>23.28</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>744.23</td>
<td>1,103.22</td>
</tr>
<tr>
<td>Gambia, The</td>
<td>9.27</td>
<td>17.32</td>
</tr>
<tr>
<td>Kenya</td>
<td>530.24</td>
<td>489.29</td>
</tr>
<tr>
<td>Lesotho</td>
<td>11.72</td>
<td>20.14</td>
</tr>
<tr>
<td>Liberia</td>
<td>183.60</td>
<td>131.01</td>
</tr>
<tr>
<td>Malawi</td>
<td>114.28</td>
<td>175.18</td>
</tr>
<tr>
<td>Mozambique</td>
<td>361.94</td>
<td>367.21</td>
</tr>
<tr>
<td>Rwanda</td>
<td>204.35</td>
<td>234.50</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>154.86</td>
<td>55.75</td>
</tr>
<tr>
<td>South Sudan</td>
<td>36.57</td>
<td>28.65</td>
</tr>
<tr>
<td>Tanzania</td>
<td>630.09</td>
<td>430.18</td>
</tr>
<tr>
<td>Uganda</td>
<td>183.52</td>
<td>177.77</td>
</tr>
<tr>
<td>Zambia</td>
<td>71.19</td>
<td>66.43</td>
</tr>
</tbody>
</table>

Source: World Bank

Notes:
Eritrea, Namibia, Somali, Sudan and Zimbabwe did not have any active lending programs with the World Bank in FY15 and
### WBG Operations for Full Year (FY16) with a focus on SSA Region & our Constituency

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IBRD Commitments (SSA)</strong></td>
<td>0.2</td>
<td>0.1</td>
<td>0.4</td>
<td>1.2</td>
<td>0.7</td>
</tr>
<tr>
<td><strong>IBRD Disbursements (SSA)</strong></td>
<td>0.5</td>
<td>0.4</td>
<td>0.3</td>
<td>0.8</td>
<td>0.9</td>
</tr>
<tr>
<td><strong>IDA Commitments (SSA)</strong></td>
<td>7.5</td>
<td>8.2</td>
<td>10.2</td>
<td>10.4</td>
<td>8.7</td>
</tr>
<tr>
<td><strong>IDA Disbursements (SSA)</strong></td>
<td>5.7</td>
<td>5.8</td>
<td>6.6</td>
<td>6.5</td>
<td>6.8</td>
</tr>
<tr>
<td><strong>IFC Approvals</strong></td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>2.3</td>
<td>2.6</td>
</tr>
<tr>
<td><strong>IFC Disbursements</strong></td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>1.4</td>
<td>1.9</td>
</tr>
</tbody>
</table>

| **MIGA Guarantees**       |      |      |      |      |      |
| **Projects (Number)**     | 7    | 11   | 8    |      |      |
| **Amount (US$ million)**  | 515  | 201  | 1,775|      |      |

*Source: WBG Report 2016*
Developments in the New Economy

Hello, my name is the New Economy

- Inevitable Bailout
- Stimulus
- Fiscal Cliff
- Tax Increase

Where are we in 2016?

- G8 Countries
- G7 Countries
- G20 Countries

What is the Solution?

- Heavy Politics
- Global Insecurity
- High Volatility in Markets
- Currency Crisis
- Brexit
- Weak Growth
- Low Commodity Prices
- Trade Deficit
- Refor.ms in China & Asia

Meanwhile, what happens at Home?

- Toxic Assets

Hello, my name is the New Economy
The Global Recovery might become Weaker

- BREXIT has triggered a new wave of uncertainty
- Same old medium-term vulnerabilities are still present

No Shortage of Risks in the World
- Geological Risks: Refugee Crisis, Unstable Parliaments, Global Terrorism, Cyber Crimes (e.g. Hacking)
- Slow Adjustments in China Stagflation, Deflation, Currency Crises

More Growth & Stability Required

3 pronged approach
- Monetary + Fiscal + Structural Reforms - No One Size fits all
- Continue improving financial stability framework
- Time for a more comprehensive policy approach

What is happening inside this building?

Current Development in the World Bank Group (WBG)

1. Global Agriculture & Food Security Program (GAFSP)
2. Role of Data Revolution
3. WBG Responses to Climate Change
5. WBG Study on Major Development Needs
6. WBG Support to Capital Market Development
7. WBG support to enhancing Industry-Specific Productivity & Competitiveness
Global Agriculture & Food Security Program (GAFSP)

Role of Data Revolution

4 CRITICAL QUESTIONS AT THIS STAGE
1. Is Data Revolution underway and if so, who will Benefit?
2. What can we learn from Data Revolution?
3. Do we know how many people currently live in poverty?
4. Who will be responsible to finance Data Revolution?

Key Ingredients Required
a. Credible and inclusive governance
b. Ability to bring together different strands
c. Clarify what the market is all about
d. Ability to create incentives for change beyond the project
e. How much is Data Revolution likely to Cost and Save?

WBG Responses
- Partnership and coordination
- Private Sector Participation
- World and Users Forums

GAFSP comprised of 2 financing windows:
Public Sector Window – intends to mobilize and consolidate Concessional funding that is additional to current programs
Private Sector Window - provides short/long-term loans, credit Guarantees, equity investment and Technical Assistance (TA)

4th Call for Proposals for Public Sector Window – for IDA only Countries that are in non-accrual status –
Deadline, Monday, January 9th 2017
Steering Committee intends to make allocation decisions by end of March 2017.
Innovating to Meet the Climate Challenge

**WBG Responses**

Supporting transformational policies and institutions: the right policy and investment environment and stronger institutional capacity are vital to redirect investment flows to where needed.

**Watch out for Climate Change**

Leveraging Resources: meeting global climate goals requires trillions of dollars.

**Scaling up climate action**

with a focus on high impact areas and more help to countries to adapt to a changing climate.

**Working with Partners to boost Climate Action**

this includes screening all Bank projects for climate risk and working with others on new, and innovative solutions.

**Financing Solar Home Systems**
The Road to a better Bank

**Assisting all Client Segments**
- Review of WBG Operational Response to MICs
- Work with Private Sector “Creating Markets”
- IDA 16 Replenishment/Special Themes
- Climate Change
- Gender Equality
- Fragility, Conflict, & Violence
- Governance & Institution Building

**Leading on Global Issues**
- Implementation of Climate Change Action Plan
- WBG Crisis Response Approach

**Mobilization of Resources**
- Scale Up Mobilization & Guarantees
- Private Sector Mobilization Targets
- Enhanced Coordination IBRD, IDA, IFC & MIGA
- Expanded Finance for Development (FFD) Agenda
- Innovative Approaches to crowd in Finance for Infrastructure

**Improving Business Model**
- Strengthening Knowledge Work
- Agile WBG Pilots Implementation
- Shared Service Strategy & Improved Service Pilots

**Ensuring Adequate Financial Capacity**
- Completion of IDA 18 Replenishment
- Review of Approach to IDA Transfers
- Completion of Expenditure Report
- Continued Business Reviews
- Options of Ensuring Adequate Financial Capacity
- Package to ensure Financial Capacity
Stylized Facts  WBG Study on Major Development Needs

Do not be Shocked – Reality!

- 2 Billion people expected to be living in slump by the Year 2030
- 1.5 Billion people live in conflict countries
- 2.7 Billion rely on biomass for cooking
- US$1 Trillion Annual Infrastructure Financing Gap
- 1.2 Billion people lack access to Electricity
- 2.5 Billion people lack basic sanitation services
- No less than 400 million people lack effective health coverage
- 1.1 Billion Female, lack access to financial services out of 2 billion adults
- US$300 Billion Female SME owners' credit gap

Source: Forward Look Document by WBG – date September 13th 2016 – Page 6
Support to enhancing Industry-Specific Productivity and Competitiveness

1. Integrate capital market development within WBG access different areas of support
2. Enhance the use of FSAP instrument to underpin capital markets intervention designs
3. Strengthen knowledge management with the capital market & develop a frontier global knowledge program
4. Review funding sources available for capital market development

WBG Support to Capital Market Development

Source: CODE – September 21st, 2016 – Pages 116-119
1. Visited 21 countries in 22 months during my term of 2 years
2. Management has developed a Small States Roadmap
3. Have started the process to get 4 countries in our Constituency to re-engage with WBG
4. Pandemic Emergency Facility (PEF) and Disaster Risk Management Program has been set up
5. Played a leading role in the formulation of ESF document in ensuring Africa’s interests are protected
6. Compelled Senior Management Team to recruit more Africans for the WBG positions
7. Successfully promoted Country Office Staff remuneration and welfare
8. Successfully articulated the need of a strong IDA 18 Replenishment vis-à-vis development partners
9. Encouraged IFC and MIGA to invest more in our Constituency countries
10. Reviewed/updated the Constituency Rules, Guidelines & Procedures
11. Organized a number of social functions to promote our Constituency countries’ heritage in WBG
12. Organized at least one social function for our Constituency Ambassadors in Washington, DC
13. Our office is now one of the most respected Executive Directors’ offices in WBG
14. Defended and promoted Africans’ interests in every opportunity in WBG
15. Sought Budget Support for countries in fiscal difficulties

“Self-confidence” is the foundation of success and achievements.
Attention Honorable Governors – Know Your Bank

Where does your Power lies?
“Life can only be understood backwards; but it must be lived forwards.” — Søren Kierkegaard

**Administrative**

- Governors are the Shareholders’ representing their respective Government
- Governors are the “Owners & Bosses” of the World Bank Group (WBG)
- When our Heads of States visit Washington, the meeting with WBG President should take place in the hotel
- Governors should be vocal, when the need arise
- Governors should demand Annual Performance Assessment of ED’s Office
- ED is the Representative, Voice & Advisor of the Constituency countries’ Governments.
- Use the ED’s Office for the main channel of communication to WBG President & management

**Operations**

- It is time for Governors to argue that WBG lending should NOT be based on GDP per capita but instead to focus on a country’s needs
- Request for a monthly briefing on the country’s portfolio review from the Country Office Staff
- Disbursements should be made ASAP as per the needs – NOT capped at 28% Annually of the Total Portfolio Value
- Projects Portfolio should NOT overlap with the IDA Allocations
- Response to Disbursements for Emergency requests should be done ASAP – NOT 9 months after Incident
- Countries should explore South-South cooperation on their own – NOT to rely on WBG for facilitation
2016 Award from CIVICUS
World Alliance for Citizen Participation
Joint 1st Price Winner for the most Innovative web page

The winner was determined by a Scorecard measuring the Executive Director offices progress in increasing:
1. Transparency,
2. Announcing official travel schedules,
3. Listing names
4. Contact information of Staff Members & their areas of responsibilities
5. Publishing official positions on Policies
6. Projects brought to the Board of Directors

“It is an honor and privilege for me to accept this award on behalf of the Constituency Governors, Alternate Governors and the office. Our staff deserves our appreciation.”
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<tr>
<th>Botswana</th>
<th>Burundi</th>
<th>Eritrea</th>
<th>Ethiopia</th>
<th>Gambia, The</th>
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I have done my best to raise the flags of our Countries & Africa

*Original Quote by: Dr. Louis, Rene, Peter LAROSE*
*Washington DC, USA October 8th, 2016.*
His Excellency, President Dr. James Alix Michel, His Excellency, Vice-President Dr. Danny Faure, Honorable Minister of Finance, Trade and Blue Economy, Jean Paul Adam, & Government of the Republic of Seychelles for their unreserved support all the way.

- Chairman of the Constituency, Honorable Governor Abdulaziz Mohammed
- Vice-Chairman of the Constituency, Honorable Governor Honorable Abdou Kolley
- Chairman of the Constituency Panel, Honorable Governor Abdulaziz Mohammed
- Vice-Chairman of the Constituency Panel, Honorable Governor Abdou Kolley
- Other Constituency Panel Members Honorable Governor Francis Hloaele, Honorable Governor Felix Mutati, Honorable Governor Stephen Dhieu Dau Ayik
- Development Committee (DC) Member Representative, Honorable Governor Matia Kasaija
- Alternate Development Committee (DC) Member, Honorable Governor Dr. Philip Mpango
- Associates Development Committee (DC) Member, Honorable Governor Carl Hermann Schlettwein, Honorable Governor Adriano Maleiane, Honorable Governor Patrick Chinamasa, Honorable Governor Momodu Kargbo, Honorable Governors
- Honorable Alternate Governors
- IDA Borrowers’ Representatives, Dr. Denny Kalyalya, and Mr. Charles Chuka
- Distinguished Delegates
Mr. Andrew Bvumbe – Alternate Executive Director

Senior Advisors
Mr. Anthony Barclay
Mr. Felleke Mammo
Mr. Sheku Bangura
Mr. Chris Hoveka
Mr. Wilson Banda
Ms. Solome Lumala

Advisors
Mr. Chola Milambo
Mr. Antonio Fernando
Mr. Edouard Ngirente
Mr. Dismas Baransaka
Mr. Allan Ncube

Mrs. Wubalech Mekonnen – Senior Executive Assistant
Mr. Mohammed Ahmed - Program Assistant
Ms. Lozi Sapele - Program Assistant
Ms. Orita Perry - Temporary Assistant
I owe a **Debt of Gratitude** to my Family

THANK YOU, MERCI, A SANTE SANA, OBRIGADO, شكراً
Acknowledgements to the owners of the graphics & pictures.