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Draft Concept Note African Success Stories Study

I. Background

1. Over the past decade Sub-Saharan Africa has seen a remarkable turnaround in economic performance. After decades of stagnating and weak performance, economic growth has spurred—annual average GDP growth has climbed from less than 2.5 percent in the 1990s to around 6 percent in 2003-07. Exports are growing, as is private activity. The region has also begun to make some headway on poverty reduction and on achieving the Millennium Development Goals. This favorable trend is spurred by, among other things, stronger leadership, better governance, an improving business climate, innovation, market-based solutions, a more involved citizenry, and an increasing reliance on home-grown solutions. More and more, Africans are driving African development.

2. This dynamism is evident in a broad swath of African countries and there is optimism that Africa's development performance could be long-lasting and that it could dramatically transform countries in the region. Yet, there is cause for concern as well. For one thing, there are large differences among country performances. For another, historically, Africa's performance has been volatile—with short periods of acceleration followed by long periods of deceleration and decline (Arbache and Page 2008)—as countries in the region have faced recurrent crises. Moreover, the pattern of progress underscores serious shortfalls in some areas, notably in the economic diversification of African economies and in the integration of African countries in the global economy (UNIDO 2009, World Bank-FAO 2009).

3. As a result, questions arise about whether the improved performance is sustainable and whether African countries can transform themselves. The spotlight on development challenges tends to overshadow the region's development achievements and the lessons they offer (Brookings 2007). A useful way to approach these questions and issues is to document some of the impressive achievements that have occurred in recent years. By systematically identifying and assessing positive outcomes one can draw useful lessons regarding what has worked in practice and why.

4. A few recent studies by institutions and researchers have attempted to do that. One notable example is the NBER Africa Project, which is ongoing.¹ This project is identifying and analyzing a large number of economic development successes—35 cases have been already selected for in-depth study and 40 are anticipated—in the region to better understand the factors behind the positive experiences and to evaluate the sustainability of the successes and their transferability to other African countries. The study will cover four broad topics: macroeconomic dimensions of growth; microeconomic aspects of growth; the intersection of health and growth; and cross-regional comparisons. The project has a strong research focus and the findings are

¹ <http://www.nber.org/AfricanSuccesses/index.html>.

expected to inform policymaking. But the full findings of the 4.5 year project (2007-12), which is being supported by the Gates Foundation, will be available only in a few years. Moreover, the focus is not solely on studying successes as the study also analyzes examples of what has not worked and why. Also, the study has a comparative focus—i.e., assessing how the recent African experience compares to that of Asian and Latin American countries.

5. Other studies that have systematically analyzed a large number of African development successes include Devarajan et al. (2001). This study reviews the reform process in ten countries in the 1980s and 1990s and identifies successful reformers and the role of aid in fostering reform. The study presents ten case studies covering a range of policy experience and identifies two countries that undertook significant reform (good policy environment) and where, consequently, aid was beneficial.

6. Several African successes were examined as part of the World Bank's Scaling Up Poverty Reduction research study (started in 2002). The Bank-sponsored study documented and analyzed anti-poverty experiences from across the developing world—including stories with a focus on individual country growth as well as a narrower focus on thematic issues. Nearly a 100 case studies of projects and programs that had proved successful in reducing poverty, and had the potential for scale up, were covered. The analysis and assessment were informed by the perspective of experts, practitioners, policymakers, and development partners. Particular attention was on identifying what approaches worked and why, key factors enabling the successes, and constraints to sustainability and scalability (Moreno-Dodson, 2005). A key objective of the exercise was learning from successful experiences. Over a dozen African successes were covered (Fox et al., 2006). These studies provide evidence of positive experiences in a narrow range of areas—namely, in improving the business climate and delivering services to the poor—and there is only one case study on high and sustained growth (Uganda).

7. A few studies have featured successful African growth performers. The Commission on Growth and Development, which was launched in 2006, researched in detail what matters most for economic growth and development. Individual country growth and poverty reduction experiences were studied for a range of developing countries. Four African countries were included in the study—Botswana, Nigeria, Rwanda, and Senegal. In *In Search for Prosperity (2003)*, Dani Rodrik and other researchers, present well-researched case studies that provide in-sights on what matters for growth issues. Botswana and Mauritius are among the thirteen countries that are studied.

8. Several evidence-based studies with a thematic or sector focus have identified and documented African successes. For example, the Gates Foundation-supported initiative by the International Food Policy Research Institute (IFPRI)—*Millions Fed: Proven Successes in Agricultural Development*—documents observed successes in agriculture in developing countries in order to understand what policies, programs, and approaches work in establishing food security and reducing poverty. Nineteen proven successes were identified, including a handful from Africa. The Center of Global Development's

Case Studies in Global Health: Millions Saved (2007)² showcases 20 large-scale successful efforts to improve health outcomes in developing countries, four of them in Africa.³ Chandra (2006) offers 2-3 case studies devoted to African countries which have achieved faster export growth through adaptation of new technologies.

9. The global economic crisis of 2008-09 has adversely impacted the near-term prospects of African economies and added to the challenges facing the region. Nevertheless, the medium- to long-term development issues remain the same. If anything, the recent crisis has heightened the need to highlight positive experiences, understand what has worked, and learn from successes

II. Study Objectives

10. The objective of this research study is to document recent African success stories across a broad range of topics with a view to: (1) broadening dissemination and knowledge within the region of the remarkable transformation that is taking place in many African countries; (2) examining what has worked and why, including re-evaluating some widely accepted past successes, so as to deepen our understanding of the drivers of success in the region; and (3) drawing practical lessons with a view to informing policies and interventions. The goal is to promote regional learning and to facilitate spread of that learning in terms of transferability and adaptation. The main audience is external—primarily African policy makers, development practitioners, researchers, and civil society, as well as development partners and donors.

11. Focusing on positive experiences within the region, spanning a broad range of topics, may provide insights and practical lessons that have a high level of relevance in terms of context and applicability of lessons learned (World Bank 2000). Knowledge from African experiences has the potential to be usable or transferable to other countries in the region. Thus, the research study proposes to document a wide range of development successes—around 20. As development represents an ongoing process, positive experiences are likely to be accompanied by a new set of development challenges. Also, some achievements are likely to have gaps. In reviewing successful experiences, the study will attempt to identify gaps and challenges.

12. Although the study is likely to include examples of progress achieved with IDA support (projects and programs), the idea is to have a more comprehensive approach. This approach also avoids duplicating analysis and work undertaken on what IDA has achieved.⁴

² This report builds upon the 17 cases documented in the 2004 study *Millions Saved: Proven Success in Global Health*.

³ Thee four successes are: controlling onchocerciasis, reducing guinea worm, eliminating measles in southern Africa, and preventing Hib disease in The Gambia.

⁴ See IDA at Work:

<http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:21205382~pagePK:51236175~piPK:437394~theSitePK:73154,00.html>

13. The aim of the project is to go beyond merely listing achievements to providing an understanding of how to get there. This exercise is not a search for a universal formula of success. Rather, the motivation is that sharing of knowledge on successful African experiences, strategies, and approaches will help other countries and communities in the region to design their own development strategies and programs. Such an exchange of ideas should help facilitate adaptation and experimentation in scaling up successful approaches and interventions.

14. It is important to remember that strategies that work in one country may not work in others, as countries are far from homogenous and each country situation might be unique in several ways. Thus, a simple transferring of experience is not useful. What is useful, instead, is the learning from cross-country experiences. Notably, gaining an appreciation of what is possible and a better understanding what works, why it works and how. The purpose is not to come up with a one-size-fits-all approach, but rather to understand how to adapt successful approaches to country and local context.

III. Approach and Methodology

15. The approach and methodology adopted by the study cover the following:
- Identify a list of successes for in-depth analysis. The criteria for selecting an achievement will be simple and transparent and will consist of several dimensions. First, the achievement (macro or micro level) has to be observable and measurable. Second, it has to represent a desirable outcome—elements that qualify the outcome as desirable are reasonably established in the literature.⁵ Third, a further selection will be made based on the availability of analytical work—impact evaluations (for micro analysis), evaluations, assessments, and reports—regarding the successful achievement. Fourth, the desirable outcome will need to have been sustained over time in order to qualify for selection. Using these criteria, successful growth will thus encompass elements of high and sustained growth, broad-based and inclusive growth, economic diversification, etc. In light of the above criteria, and because of the potential lessons that can be learned, there will also be an interest in critically evaluating some well recognized success stories.
 - Given resource constraints, the research will adopt a selective approach to choosing issues for study. The aim will be to address major development challenges facing Sub-Saharan African countries. These could manifest at the project, provincial, sub-national, national, or regional level and across themes, programs, and sectors. The research will draw on existing knowledge, particularly on the recent evolution of thinking on African development as presented in key publications, including the Findings of the Growth Commission, Can Africa Claim the 21st Century, Aid and Reform in Africa: Lessons from Ten Case Studies, various WDRs, the 2009 Industrial Development Report, and the Competitive Commercial Agriculture in Sub-Saharan Africa Study.

⁵ What is desirable will depend upon the area that is being studied.

- The case studies will attempt to identify achievements that have the potential to be scaled up or that have elements of transferability.

The proposed approach is similar in some ways to that adopted by the 2004 Shanghai Conference on scaling up poverty reduction.

16. Using this approach, successes can be usefully grouped into the following three categories: The usual suspects; the less well-known successes; and successful, despite the odds. The first category will include established successes that might be questionable in the light of more recent performance.

17. The case study will attempt to cover various dimensions of the following broad topics:

(i) *Aspects of economic growth—pace and quality of growth.* Both a high rate of growth and quality of growth are central to achieving poverty reduction.

- *Sustaining strong economic growth.* High and sustained economic growth is needed if countries are to substantially reduce poverty and achieve the MDGs. A few African countries have grown at a brisk pace over many years. What explains these long periods of growth accelerations? What has been the role of a strong business environment in unleashing growth? Has growth been inclusive?
- *Quality of growth—industrial development.* Industrial development is an important driver of growth in LICs. Empirical evidence shows that countries with more diversified production and more sophisticated production sectors have stronger growth. Africa's industrial development has been disappointing. African economies have remained largely primary and resource-based, and have failed to transition to more industrial-based economies. Indeed, excluding South Africa, the region's share in global manufacturing value added actually declined during 1980-2005. Yet, there are glimmers of progress. How have some African countries achieved more broad-based production?

(ii) *Institutions and governance.* Institutions and governance are central to the development process. How have some countries, especially post-conflict countries, established better governance and transparency?

(iii) *Export dynamism.* Increasing competitiveness and diversifying exports is important if a country is to integrate in the global economy and benefit from globalization. How have some countries managed to diversify exports away from traditional goods? Are there examples where a country/industry was able to build capacity so as to respond to quantity and quality needs of the global market, including compliance with international standards?

(iv) *Agricultural development.* The vast majority of Africa's poor are concentrated in rural areas and are heavily dependent upon agriculture for their livelihoods. Spurring agricultural development will be vital for achieving the MDGs in Africa. Raising agricultural productivity is important for stimulating growth in other sectors

as well. What are the ways in which countries have succeeded in boosting agricultural production, commercial agriculture, and productivity?

(v) *Access to finance.* Financial deepening is part of the development process. Well-functioning financial markets provide access to finance to a wider set of market participants, enabling funds to be channeled to the most productive uses and boosting efficiency and growth. Access to finance is particularly low for small and medium enterprises in LICs. The Enterprise Surveys show that less than 20 percent of African households have an account in a financial institution (World Bank-IMF 2009). Yet, some countries have achieved microfinance penetration, providing access to the poor and women. What are the factors driving the strong performers? How have successful microfinance institutions evolved?

(vi) *Improving infrastructure.* Africa has large and unmet infrastructure needs: the latest estimates point to a financing gap of over \$20 billion a year. Closing the infrastructure gap will require more private investment and operation. But the region has been slow to mobilize private resources, partly because of governance, institutional, and regulatory issues. How have some countries managed to attract private participation in delivering infrastructure services? One way to address the challenge of insufficient financing is through regional collaborations, which provide benefits in terms of pooling limited resources and economies of scale. A range of regional projects, from power to transportation to telecommunications, are emerging. What elements of regional collaboration are proving to be successful in the African context and what are the challenges?

One area where African countries have seen rapid progress is in the mobile telecommunications segment of the ICT sector. Deployment of this technology holds the potential for large benefits—for example, connecting people and firms to formal financial markets and connecting farmers to output markets. The African private sector has responded to competition in this market in unprecedented ways. What is behind the vibrancy of this market and what is the scope for scaling up innovative uses of ICT in African countries?

(vii) *Investing in people.* Sub-Saharan Africa lags on all the health and education MDGs. Yet, there has been significant progress in improving health and education outcomes in some countries. How have some countries achieved rapid progress? What policies and approaches have worked and why? What has been the role of public and private donors in improving service delivery?

18. Individual case studies will be selected from a stocktaking exercise. Various internal and external sources were consulted in identifying a list of successes for the stocktaking exercise. The stocktaking process, which is ongoing, has yielded a list of successes (Annex 1). The stocktaking exercise will help inform the selection of about 20 cases for in-depth coverage and analysis. Each in-depth case study will provide a detailed analysis of the success. The main components of the analysis will include the following:

- (i) A description of the achievement and the elements that qualify the outcome as successful.
- (ii) An assessment of the main policies, interventions, actions, and other factors that influenced the outcome—i.e., the ingredients of success.
- (iii) A presentation of the lessons learned and the contribution to our thinking on African development.
- (iv) Some insights on the usability or applicability of the learning in terms of the potential for scaling up the interventions and actions.

19. Individual case studies will examine the role of the key stakeholders in facilitating and promoting the success. For example, the narrative will explain the extent to which government policies and actions facilitated the achievement. Similarly, it will discuss the extent to which donors, private foreign investors and entities contributed to the outcome. Importantly, the role of the private participants will be assessed.

20. In examining the role of the government in promoting successful outcomes, the focus will be on the quality of economic policies and actions—that is, whether policies/actions provided macroeconomic stability, improved the investment climate, enhanced competitiveness and access to markets, reduced constraints to growth, promoted human development, or leveraged the global economy. How well strategies and policies adjusted in response to changes in the local and external economic environment will also be addressed. The country narrative will avoid being prescriptive because there are several policy combinations for achieving desirable goals.

21. Economic policies and incentives have distributional implications, possibly benefiting one group more than others. Given the importance of inclusiveness in sustaining growth, the case studies on growth will discuss (given data availability) the extent to which growth is inclusive. For other case studies as well, an attempt will be made to review distributional effects and consider which groups benefited the most.

22. The research will complement and benefit from ongoing initiatives and analytical work within the Bank and outside. Amongst initiatives that the research team is planning to draw on are the ongoing project by AFR and DEC on African competitiveness and the recently released flagship report on Africa's infrastructure. The study is also benefiting from the preparatory work for the IDA-15 Mid-Term Review—particularly, the compilation of successful IDA projects for the mid-term review—and the team has collaborated with the Innovation for a Changing World initiative. Regarding external studies, the research team is looking forward to sharing information with the NBER Africa Project and to participating in upcoming conferences planned by the NBER project.

IV. Dissemination and outreach

23. The research project will seek to engage a broad range of development actors in the learning process, from the preparatory stage to the dissemination of findings. Given the importance of stimulating dialogue and debate in the region on development

successes, a continuous dissemination process is envisioned. The dissemination process has already begun. For example, the initial stocktaking exercise was informed by external consultations through the Chief Economist's blog, where the proposal stimulated a very lively debate. Through the web, the project will continue to seek dialogue with a wide audience. The project will need to identify additional funding sources to support the overall dissemination effort.

24. **Seminars:** The case studies will be presented at 2 to 3 seminars. The venue and format of the seminars is to be determined, and will depend on available financing. The main focus of the seminars will be on learning activities: presentation of the case studies, lessons offered, exchange of ideas on the transferability of successful experiences, and consultation with practitioners, researchers, policymakers, and other stakeholders on development issues central to Africa.

25. **Conference:** A policy-oriented conference will be held around the Spring Meetings (April 2010) and will target African policymakers, the development community of practitioners, researchers, youth, CSOs, and businesses, as well as foreign donors, foundations, and international organizations. The key findings of the studies will help to inform the conference. A report will be prepared for the conference, synthesizing the key findings of the success stories, especially the ingredients underlying the successes and providing a better understanding of how to get there; and discussing practical ways to scale up success. The venue of the conference is to be determined.

26. A final report will be published containing the case studies and the conference report. All materials will be posted on the web as they become available.

IV. Resources

27. **Staffing:** The project will be anchored by AFRCE and led by Punam Chuhan-Pole (Lead Economist, TTL). The team includes a short-term consultant. Africa Region staff will provide inputs at various stages of the project, including in selecting case studies, developing case studies, and providing guidance to case study authors. The work will be carried out under the guidance of Shanta Devarajan, Chief Economist of the Africa Region.

28. **Partners/collaborators:** The project team will collaborate with a wide range of internal and external partners. In particular, the team will draw on Bank economists in other VPUs, such as CFP, DEC, and PREM, in identifying and developing case studies. It will also work with external partners such as the African Economic Research Consortium, local academics, think tanks, business groups, and bilateral donors. In developing the case studies, the project will draw on a wide number of researchers, academics and practitioners, including those from Africa. Drawing on Africans to prepare reports will help to strengthen linkages among African development experts and it will provide an opportunity for presenting African perspectives on relevant issues.

29. An advisory committee will be formed of leading development experts on Africa and will be drawn from academia, think tanks, and practitioners. The committee will provide overall direction on positioning the findings of the study and strategic thinking on engaging stakeholders.

30. **Estimated Costs:** The project, including 2-3 seminars and a conference, is estimated to cost \$429,000.

<u>Estimated Costs</u>	
Staff costs	= \$150,000
Consultants (case study authors)	= \$150,000
Dissemination and seminars (3 seminars)	= \$ 50,000
Conference	= \$ 10,000
Report of case studies and findings	= \$ 40,000
Sub-Total	= \$400,000
Contingencies (10%)	= \$ 40,000
Total	= \$440,000

31. **Funding:** The project has received \$200,000 from the African Regional Studies Program. It is anticipated that the remaining financial resources (excluding staff costs)—\$90,000—will come from trust funds and donors.

32. **Timeline for outputs (2009-10):**

- Concept Note November 5, 2009
- Finalized list of case study selections December 15, 2009
- Case study reports (first set) completed January 31, 2009
- All case study reports completed March 15, 2010
- Seminars February-April 2010
- Conference w stakeholders April 30, 2010
- Report on case studies and findings May 31, 2010

ANNEX 1

African Successes – Stocktaking Exercise
List of Success Stories

I. Successful growth experiences—pace and quality of economic growth

1. Achieving shared growth in post-stabilization **Mozambique**
2. Successful reformer: **Tanzania's** transformation to an open market economy
3. **Uganda:** A decade of strong growth, but limited economic transformation
4. After growing at a steady pace for over a decade, **Burkina Faso** is beginning to diversify its highly cotton-dependent economy
5. **Mauritius:** Adapting to a changing world
6. **Botswana:** Sustained economic progress through prudent macroeconomic management, institutional development, and good governance

II. Institutions and governance

7. Rebuilding local governments in post-conflict **Sierra Leone**
8. Promoting fiscal accountability and transparency in post-conflict economies: **Liberia's** Governance and Economic Management Assistance Program (GEMAP)
9. **South Africa's** political transformation and sound macroeconomic management: laying the foundation for sustained growth and development
10. Fiscal decentralization: **Lagos State's** progress in strengthening public finance management and service delivery

III. Competitiveness and export dynamism

Agri-business

11. Exporting fruits: Mangoes from **Mali**; bananas and pineapples from **Ghana**
12. Reforms have transformed **Rwanda's** coffee sector and boosted exports
13. **Uganda**: Scaling up quantity and quality: success of the fish-processing industry
14. **Kenya's** success in increasing its global market share of cut flowers
15. **Zambia** and **Cameroon**: Following different paths to developing the cotton sector
16. **Ghana's** cocoa sector is showing impressive growth as supply has responded to policy reforms, which allow a larger pass through of world cocoa prices to producers

Manufacturing

17. Improvements in product quality, marketing and management are helping to re-establish and grow **Ethiopia's** footwear industry
18. Responding to trade opportunities: The case of **Lesotho's** apparel industry
19. Leveraging regional markets to build **Africa's** domestic manufacturing sector
20. Indigenous **African** financial services companies: Venturing into the regional market

Tourism

21. **Rwanda**: Leveraging gorilla tourism for development
22. **Cape Verde**: tourism has played a key role in the country's successful graduation to middle income status

Services

23. An early reformer: **Senegal's** privatization of its telecommunications operator Sonatel
24. Uganda-Rural development fund: **Uganda** is benefiting from having one of the most liberal ICT markets in the region

IV. Agriculture and rural development

25. KickStart Irrigation Pumps: Adapting technology to development challenges
26. Raising yields: The case for fertilizer subsidies (recent experience from Malawi)
27. New Rice for Africa—Nerica Rice—technology to boost output and fight hunger

V. Access to finance

28. Improving the availability of finance: recent financial sector reforms in Ghana and **Nigeria**
Microfinance providing access and financial products for underserved populations
29. Reaching rural markets: Equity Building Society of **Kenya** and **Ethiopia's** Amhara Credit and Savings Institution
30. Kenyan Finance Women's Trust—bringing financial services to women
31. **Burkina Faso**: Providing financial services to rural populations through financial cooperatives - the case of RCPB

VI. Infrastructure - improving efficiency and leveraging the private sector

32. **Information communication technology.** Connecting a continent: **Africa's** mobile success story

33. **M-Pesa:** Developing mobile money service

Transport.

34. Road funding institutional schemes implemented across African countries are showing some steady improvements in road quality associated with more management oriented financing

35. **Lagos** City's Bus Rapid Transit system—the first of its kind in sub-Saharan Africa, and the first example of a comprehensive and integrated approach to improving public transport—is providing clean, safe, and reliable public transport

36. **Power. Mali** is expanding rural electrification through an adaptive and multi-layered approach that mobilizes local private sector operators and community organizations in the delivery of energy services

Access to safe water and sanitation

37. Connecting rural populations to water supply: **Ethiopia** - making progress on the water MDG; **Uganda** - progress in expanding

well/borehole coverage for rural populations

38. The **Ouagadougou** Water Supply Project has connected over 90% of the city's population to the water supply system from 30% in 2001 and improved efficiency of the public utility

39. The Rural Water Supply and Sanitation Pilot Project in **Madagascar** brings "eau pour tous" and revives a neglected sector

Improving health and education outcomes

40. **Africa's** best and fastest performers on health outcomes (child mortality and nutrition) as well as delivery of services (assisted delivery, family planning, use of ITNs): Results from DHS surveys

41. **Rwanda:** Scaling up results-based financing and performance incentives to improve health delivery.

42. Controlling malaria, saving lives: **Eritrea** has dramatically lowered the incidence of malaria—malaria deaths were 80% lower in 2006 compared to 2001; the **Zambia** Malaria Booster Project has contributed to reducing malaria cases and deaths—malaria cases declined by 31% and malaria deaths by 37% between 2006-08; **Ethiopia** and **Rwanda** have scaled up the use of ITNs .

43. Addressing the HIV epidemic: HIV prevention efforts are having an impact: A majority of Sub-Saharan African countries observed improvements in behavior change of men and women aged 15-24, with 67% of countries that conducted a population-based survey reporting an increase in the use of condoms during last sex with a non-regular partner. Many Sub-Saharan African countries have seen a remarkable increase in HIV treatment coverage: in **Namibia**, antiretroviral therapy coverage has risen from under 1% in 2003 to 88% in 2007; in **Rwanda**, therapeutic coverage increased from 1% in 2003 to almost 71% in 2007, aided by a 40-fold growth in the number of antiretroviral treatment sites; in **Botswana**, the coverage rate was around 80%; and in the **Democratic Republic of Congo**, treatment adherence rates in some conflict-affected areas are comparable with those reported in non-conflict settings.

44. Eliminating Measles--the Southern Africa initiative has through vaccinations virtually eliminated childhood death from measles in seven African countries.

45. Health insurance in **Rwanda** and **Ghana:** two SSA countries that have achieved universal coverage with health insurance

46. Raising primary school completion rates: **Guinea** and **Niger** have more than doubled primary school completion rates since 2000.

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