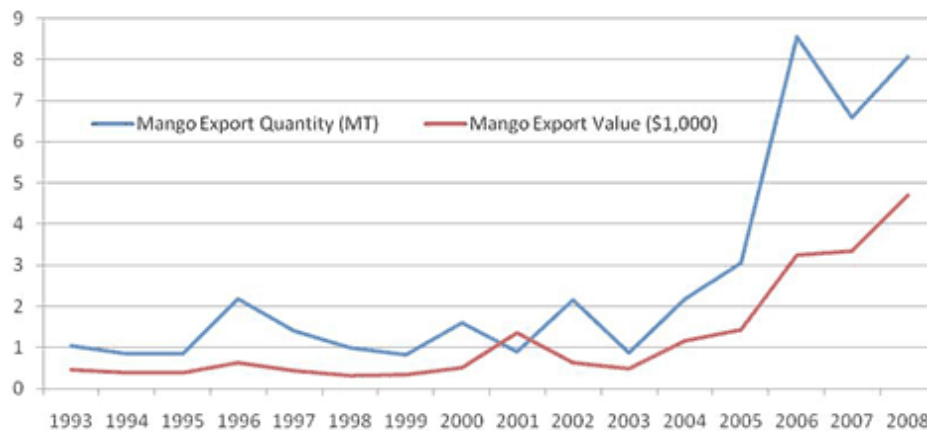


BOX 3 Exporting Mangoes from Mali

Mali is a landlocked country that is heavily economically dependent on agriculture but with limited transportation infrastructure and, until recent years, little market understanding and agricultural export competitiveness. Although the government identified mangoes as an option for diversifying Mali's export base in the 1990s, it faced several significant inefficiencies: high costs of air freight, poor access to seaports, and weak harvesting and postharvest techniques. These problems were further exacerbated by lack of finance, insufficient management capacities, an unfavorable investment climate, poor organization, and an inexistent land market.

In 1993, Mali began implementing a multimodal (road, rail, and sea) transportation system to move mango exports to destination markets in Europe more efficiently. Through partnership with private operators and backed by donor financing, a cold-chain (refrigerated) system was developed, phytosanitary improvements were made, certification and traceability programs were implemented, and training in orchard management practices and postharvest handling was offered to Malian agricultural workers. The overarching goal of the strategy, however, was to increase rural incomes.

Most important, Mali's mango exports increased 1,042 percent between 1993 and 2008, from 1,050 to 11,995 metric tons. Sea-freighted exports, which were zero in 1993, rose to 4,600 metric tons. Transit time for mangoes from Sikasso to northern Europe, meanwhile, decreased from 25 days to 12 days over the same period, and Mali has become an increasingly recognized origin of fruit imports to the European Union. The approach also brought producers a significantly higher price for mangoes at the farm-gate level—CFAF 125 in 2008, up from CFAF 50 in 1993.



Mali's experience underlines the importance of bringing together a combination of ingredients—public-private investment, technical expertise, national capacities, and

innovation—that are likely to drive positive economic change. Additionally, it emphasizes the importance of sustained development over time and highlights the impor-

tance of leveraging established bilateral relationships (in Mali's case, with France and Côte d'Ivoire) in supporting value-chain improvements and export growth.

II. A 10-Year Vision

14. The 10-year vision of the strategy is an Africa where, for at least 20 countries, per capita income would be 50 percent higher than today—implying per capita GDP growth rates of 3–4 percent a year.⁹ Another 20 countries would grow at

an average rate of 1–2 percent.¹⁰ The poverty rate would have declined by 12 percentage points. At least five countries will achieve middle-income status.¹¹ This growth will be achieved with a production mix that is considerably more diversified, with manufacturing and services growing rapidly and ab-

9 A possible list of such countries would include Radelet's (2010) 17 emerging African countries plus Benin, Kenya, and Malawi, all of which averaged approximately 2 percent or higher per capita growth over the last 15 years.

10 The vision could be extended to a 10-year vision of Africa's urban and metropolitan space.

11 The Comoros, Ghana, Kenya, Mauritania, and Zambia are currently on the threshold.

sorbing labor at a rapid clip. Meanwhile, agricultural productivity will increase, with 15 countries—up from the current 8—registering at least 5 percent average annual agricultural GDP growth. The continent’s share in world trade will double (to 8 percent), with regionally integrated infrastructure¹² providing services at globally competitive costs and human development indicators going beyond the MDGs to achieve quality goals in health and education. Access to infrastructure will have doubled so that at least half of households have power. Women’s legal capacity and property rights will have increased significantly. Climate change adaptation measures will have been put in place. Finally, governance indicators will be rising, with the ICT revolution strengthening accountability in the public sector.

15. These objectives are consistent with those in national vision statements, such as Nigeria Vision 2020, Cameroon Vision 2035, and Uganda Vision 2025. A further articulation of that vision is one in which subregional drivers of growth—large or integrated countries such as the Democratic Republic of Congo, Ghana, Kenya, Nigeria, and South Africa—not only are the locomotives of their subregions but also promote regional solutions that help Africa overcome the constraints of small states and markets. Africa’s MICs, especially South Africa, will play a key role, both as dynamic markets in their own right and as links for many low-income countries (LICs) for both inward and outward investment.

¹² Regionally integrated infrastructure is defined as reducing the “missing links” in energy, road, rail, and ICT by 50 percent.

III. Themes of the Strategy

17. The themes of the strategy emerge from the World Bank’s strategic directions following the global crisis. In particular, they pick up on the Post-Crisis Directions’ strategic thrust on creating opportunities for growth. Africa is poised to seize these opportunities and possibly become the next growth pole. Likewise, the Post-Crisis Directions’ focus on the poor and vulnerable is reflected in the Africa Strategy’s emphasis on vulnerability and resilience, which is also a main theme of the IDA16 because LICs have fewer options in responding to shocks. Finally, the events of the past few weeks in the Middle East have

16. To realize this vision, the strategy must be transformative. It cannot rely on a single sector or product to trigger rapid growth and poverty reduction. Even if consensus exists that a particular ingredient is fundamental, such as education—without which nothing can be achieved—realizing the desired level of education requires the coordination of a number of sectors, such as health, education, transport, and communication. Accordingly, the proposed strategy does not divide itself neatly into individual sectors. Instead, it attempts to exploit the synergies among these sectors by organizing around critical themes. This strategy does not mean that individual sectors are not important. Indeed, some, such as health and education, are important in their own right. But achieving health and education goals requires a multidimensional approach, including achieving goals in other sectors. Conversely, infrastructure is not a goal in itself, but rather a critical ingredient in achieving almost all other development objectives, most importantly economic growth. For these reasons, the strategy has been organized around two pillars and a foundation. Lessons from the past, including the AAP, reveal that a sector-by-sector approach will not work. For example, focusing on primary education contributed to the neglect of secondary and tertiary education and learning outcomes. Focusing on health led to a neglect of other factors, such as water and sanitation, that determine child survival. Likewise, gender is a cross-cutting issue because it is central in all three themes.

reinforced the notion that governance lies at the heart of the development challenge.

18. The strategy has two pillars, (a) competitiveness and employment and (b) vulnerability and resilience, and a foundation—governance and public sector capacity. Both the long-term challenges and the emerging issues already described not only fit within these pillars and foundation but also are consistent with the World Bank’s Post-Crisis Directions and the IDA16 policy framework. Table 1 captures these relationships. Addressing them within country strategies will be the catalyst needed to realize the vision.

Table 1: Relationships to global strategies

| Africa Strategy | Post-Crisis Directions | IDA16 framework |
|---------------------------------------|--|---|
| Competitiveness and employment | Create opportunity for growth | Gender (women’s empowerment) |
| Vulnerability and resilience | Target the poor and vulnerable; manage risk and prepare for crisis | Climate change; crisis response; gender (reproductive health) |
| Governance and public sector capacity | Strengthen governance; create global public goods | Fragile states; regional integration |