

Document of
The World Bank

Report No: 24357-BUR

PROJECT APPRAISAL DOCUMENT

ON A

PROPOSED LEARNING AND INNOVATION LENDING (CREDIT)
IN THE AMOUNT OF SDR 1.9 MILLION (US\$2.3 MILLION EQUIVALENT)
TO BURKINA FASO

FOR A

DEVELOPMENT LEARNING CENTER PROJECT

**Operations, Quality and Knowledge Services (AFTQK)
Burkina Faso, Mali and Mauritania Country Department
Africa Region**

CURRENCY EQUIVALENTS

(Exchange Rate Effective May 20, 2002)

Currency Unit = F CFA

1 F CFA = US\$ 0.00139

US\$ 1 = 720 F CFA

FISCAL YEAR

January December

ABBREVIATIONS AND ACRONYMS

Faso Baara	Contract Management Agency
CAS	Country Assistance Strategy
C.I.F.	Cost, insurance and freight
CEDO (Center)	<i>Centre d'Enseignement à Distance de Ouagadougou</i> (Development Learning Center)
CO	Country Office
DL	Distance Learning
DLC	Distance Learning Center
FMR	Financial Monitoring Report
FMS	Financial Management System
GDLN	Global Development Learning Network
IBRD	International Bank for Reconstruction and Development
ICB	International Competitive Bidding
IDA	International Development Association
ISG	Information Solutions Group
LIL	Learning and Innovation Loan
MED	Ministry of Economic Development
NCB	National Competitive Bidding
NS	National Shopping
PAR	Procurement Assessment Review
PCU	Project Coordination Unit
PMR	Project Management Report
PPF	Project Preparation Facility
PSR	Project Supervision Report
QCBS	Quality and Cost Based Selection
SA	Special Account
SDR	Special Drawing Rights
SOE(s)	Statement(s) of Expenditure
VSAT	Very Small Aperture Terminal
WBI	World Bank Institute

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DEVELOPMENT LEARNING CENTER PROJECT
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A. LIL Justification

1. What is to be learned (why the piloting)?

The Project will test the viability of a distance learning institution in Burkina Faso and will test the ability of this approach to accessing international knowledge to: (i) improve the implementation of (a) the PRSP and/or the PRSC and (b) the IDA-financed projects; and (ii) help coordinate all the local training institutions in regard to the national capacity building policy.

Despite a lot of expertise in Burkina Faso, there is no means to share information and to exchange success stories. As reforms require capacity and knowledge, the GDLN would be an essential tool providing a forum of discussion for decision makers. There is no coherence among the disjointed approaches offered by the different academic institutions in Burkina Faso. Moreover, trainings abroad are reserved to a few and are very expensive.

The distance learning initiative will aim to (a) strengthen the environment for policy reforms and (b) build capacity in the public and private sectors by increasing local access to global knowledge and specialized information using internet-based technology. Burkina Faso hosts many training institutions, some of them offer very good quality trainings. But there is no coherence among all the different curricula and no coherence between these curricula and the national capacity building policy. The project will try, through the Development Learning Center, to put in coherence all the courses and training offered by the existing training institutions (from private and public sectors).

The Development Learning Center will be governed by a Board including all the main academic institutions. It also includes the public and private sectors, and the civil society, in particular NGOs. Therefore, they will try to offer a common and coherent curricula via distance learning. The presence of the public sector in the Board will ensure the consistency of these courses with the public/private sectors national capacity building policy.

Distance Learning will facilitate the increased dissemination of knowledge and cross-country experience in support of reform. Public and private sector decision-makers will access interactive multimedia training programs developed by the World Bank Institute, major universities, private corporations and technical organizations around the world.

2. How are the results going to be used (vis a vis CAS objectives and any follow-on operation)?

Document number: 21285 **Date of latest CAS discussion:** 11/30/2000

The need to invest in the Global Development Learning Network (GDLN) is not explicitly identified in the current CAS. The Bank agreed to consider providing support in this area at the specific request of the Government. The approach proposed in this LIL is however consistent with the CAS objectives.

3. Other countries or situations where similar efforts have shown promise.

Managed by the GDLN Services at the World Bank Institute (WBI), the Global Development Learning Network (GDLN) is looking to expand its clients' access to learning and knowledge by helping other content providers use distance learning methods that are compatible with GDLN. Typically these providers are already delivering learning services to development decision-makers through seminars and similar events. We are also developing sharing agreements with content providers to access the large number of established courses and other types of instructional content that are currently available from within the Bank and from external content providers. The courses and materials will be modified as necessary and provided through the GDLN to DLC clients.

The GDLN curriculum contains all topics addressed by WBI courses, such as social security and pension reform, policies for economic growth, building knowledge and expertise in infrastructure finance, health sector reform and sustainable health sector financing, water policy reform, social dimensions of development, economics and business journalism, environmental economics for development policy, and macroeconomic management. In order to offer clients a wider range of learning opportunities, we are also working with partners in other divisions of the Bank as well as outside organizations, to help them develop courses for distance learning.

The GDLN has completed its first year of operation with quite significant success in developing programming and content. Already operational in eight countries in Africa and in more than fifteen around the world, the Development Learning Centers are today very successful learning tools. After only one year of operation, the DLC in Dakar has already reached the objectives of the second year in terms of operating costs recovering, learning program and number of clients. The Centers of Tanzania and Uganda use their facilities every day and have reached a use rate of almost 80%.

With Mauritania, Guinea and Mozambique, Burkina Faso will benefit from this new learning network as part of the third phase of the GDLN deployment. Moreover, the Development Learning Center in Ouagadougou will be part of a francophone African DL Center including Senegal, Ivory Coast, and Benin. These three Centers benefit from a close relationship with the DL Center in Paris which provides courses, training and seminars of many French institutions such as Bank of France Institute, HEC, etc. Canada also provides a lot of French content to the GDLN.

B. Structure of the Pilot

1. How will learning take place?

The learning will take place through a pilot distance learning institution which aimed at supporting, in particular but not only, local efforts to strengthen institutional capacity within the civil service. A larger number of Government staff will be trained through distance learning, and will apply what they have learned, improving governance in the public sector. The Pilot will support IDA policy dialogue with regional decision-makers, hitherto excluded from sector deliberations in Burkina Faso. By convening them in one forum, it will also facilitate internal debate on the reform agenda. It will help link the regional decision-makers to the information super highway and facilitate regional input in national planning.

The LIL will likewise test the ability of this approach to enhance private sector efforts to adopt international principles of corporate governance and train executives in financial and management skills. Exposure to modern methods of planning, finance and management will enhance corporate governance. The Pilot will bring together the local public and private sector in high-profile deliberations on issues of national interest.

One of the main goals of the new Burkina Faso Development Learning Center is to respond to the local demand in terms of trainings and workshops. After having accurately assess the burkinabè needs, the DLC Board will try to find, through the Global Development Learning Network (GDLN) and other DL Centers in different countries, the best academic institutions or specialists able to deliver adequate trainings and workshops and so ensure the quality of the courses offered on the GDLN. Another goal is to develop local courses production. The GDLN through its Development Learning Centers is a two-ways interactive tool. Burkinabè experts can provide courses and share their experiences by producing and delivering trainings and workshops locally from the Burkina Faso DLC.

The CEDO has been created as a new, completely autonomous entity, and therefore will not benefit from the facilities of a host institution. The experience in other countries showed that the creation of a DLC as an autonomous entity within the site of an existing Institution was very often a source of conflict. Moreover, given the number of Institutions which really were eager to host the CEDO, the choice of the site would have been a problem and would have delayed the project implementation by months.

2. Outcome-level test to be conducted

The Project will (a) test the viability of this information tool; (b) test the use of new telecommunication technology tools for building capacity and put in coherence all the trainings and curricula available locally. The financial states of the CEDO will be audited at the end of the project to assess its viability. A comparison of the ratio training costs/number of trainees in the administration will be made before and after the pilot implementation to determine whether the use of the DLC allows a wider access to trainings. Regular trainees surveys and CEDO activity reports will show how many training institutions use the Center and the relevance of these training and courses in regard to the national training policy.

3. Steps involved in conducting the pilot

The Pilot will be undertaken utilizing the following steps: (i) identify the local needs in terms of trainings and capacity building; (ii) promote the content available on the GDLN; (iii) put in coherence the content offered by the local training institutions; (iv) develop additional partnerships to meet the local needs; (v) assess the coherence of the trainings and courses offered by the CEDO; (vi) review the financial activities of the CEDO; (vii) conduct evaluation of the CEDO activities; (viii) analyze and report results.

4. Learning expectations to be documented in the pilot

Economic Technical Social Participation
 Financial Institutional Environmental Other

Economic: It is the expectation of the project that increased access to global knowledge will help to facilitate better policies, improved governance.

The project is also expected to demonstrate an economically viable method of delivering relevant training to replace the current and expensive practice of sending officials abroad for specialized training or the import of international trainers. The project will enable more trainees to have access to high-quality training in a wider variety of fields in Burkina Faso. Moreover, increased training will be provided locally at lower cost leading to an effective use of funds.

Technical: The project will introduce advanced communications technologies in trainings. This will increase the use of the Internet in the public sector and introduce administrators to a range of information technology options. The LIL will support the use of the Internet for policy planning and training purposes. The project also will introduce state-of-the-art videoconference facilities in Burkina Faso and so bring knowledge to local engineers in terms of maintenance and concrete use.

Institutional: The CEDO is an autonomous entity run on a commercial basis. Arrangements will be sought for close partnership with the public and private sectors, donors and global education communities, as well as civil society. The Pilot will enhance the capacity of all the sectors to manage together a single entity through its Board and work on achieving the same objectives.

Participation: This LIL relies on a high degree of participation at all levels: (i) active participation of the local training institutions in the elaboration of the CEDO's strategy through its Board; (ii) participation of the potential clients in the evaluation of the Pilot by: (a) proposing a panel of courses and training they need; (b) using the Center when the curriculum meets their needs; (c) assess the quality and the relevance of

the trainings offered by the CEDO.

5. Triggers for a follow-on operation

A follow-on mainstream of this technology, and expansion of the system to include other sites within the country would be justified if:

- the Pilot Institution reaches its financial sustainability by the fourth year of operations
- the surveys show the ability of the DLC to meet with the local demand
- the surveys show the relevance of the trainings offered by the GDLN
- the project monitoring shows the consistency of the GDLN curriculum and the local needs.

6. Results-based Monitoring and Evaluation System

The monitoring and evaluation framework is partly described in Annex 1. Monitoring will be done at two levels: the relevance of the trainings and workshops offered by the CEDO and the viability of the institution.

The overall Monitoring and Evaluation component will be carried out by the PCU (DGEP) at the MED. The PCU will centralize all the reports and results from the different surveys. The M&E models defined during project preparation will allow an overview of the CEDO's activities and viability. The M&E component includes capacity enhancement of the PCU in terms of monitoring and evaluation by contracting independent entities with significant skills such as universities, research centers, etc.

The CEDO management will assess the quality of its curriculum through a survey among the attendees (form to be filled at the end of a session or a training) on a monthly basis. The model will be defined with the assistance of the Board and of the PCU. It will include qualitative indicators. The Center management will also monitor the relevance of its curriculum through a survey to be made among its clients. This survey will have to assess the ability of the CEDO (and the GDLN) to respond to the local demand. The data and results of these surveys will be transmitted to the PCU.

Quarterly reports will be made by the CEDO to monitor both financial sustainability and overall use of the CEDO. Monitoring indicators will be mostly quantitative and financial and will show the number of training institutions that are involved in the curriculum development, the number of organizations using the CEDO and the ratio public/private/civil society among the clients. The PCU will collect the reports and give its feedback to the CEDO Board.

C. Project Components and Implementation Arrangements

1. LIL Components

This LIL has three main components: (i) CEDO's construction and equipment; (ii) Support of the CEDO's operations during three years; and (iii) monitoring and evaluation of the Pilot conducted by the Project Coordination Unit at the MED. The first component is financed through a Project Preparation Facility (PPF). The Credit will only finance the Center's operations during the first three years of operations on a decreasing basis. The first year, the Credit will cover 80% of the Center's operating costs. The second year, it will cover 60%, and the third year 40%.

The first component will be implemented by the Project Coordination Unit at the MED. This component is entirely financed through the PPF.

The second component will start with the credit effectiveness. The CEDO staff must be recruited before the credit effectiveness and so, during the construction of the Center to let the Director: (i) hire his own team and be ready by the end of the Center installation; (ii) make his business-plan based on a market survey. During this transition period all the staff salaries and operating costs are financed by the PPF.

The management staff of the CEDO will elaborate a business-plan which will describe the management policy of the Center. The business-plan will help the CEDO to reach financial sustainability by the fourth year of implementation.

The third component will be implemented by the Project Coordination. A simple and practical monitoring and evaluation (M&E) system would be established to ensure qualitative and quantitative feedback on project performance.

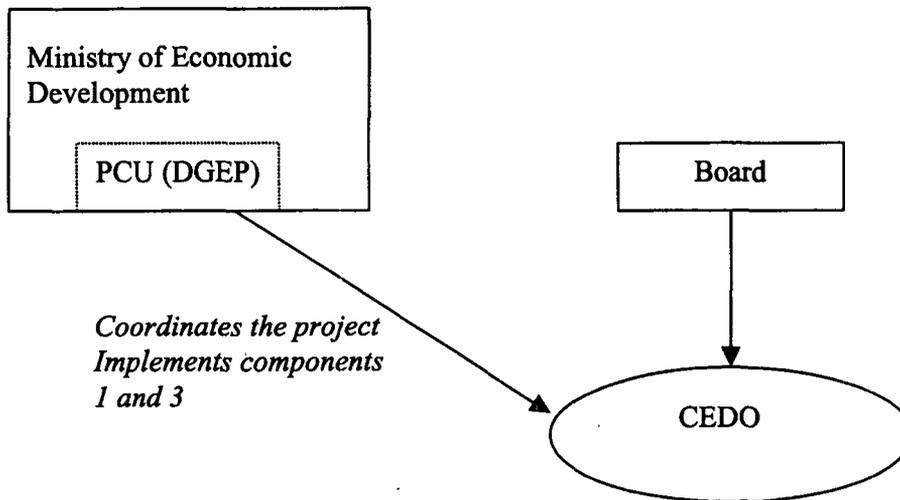
Component	Sector	Indicative Costs (US\$M)	% of Total	Bank financing (US\$M)	% of Bank financing
1. Construction and Establishment of the DLC	Telecommunications & Informatics	1.40	40.0	1.20	52.2
2. Support for DLC Operations	Distance Education/Education Technology	1.95	55.7	1.00	43.5
3. Monitoring & Evaluation	System Reform & Capacity Building	0.15	4.3	0.10	4.3
Total Project Costs		3.50	100.0	2.30	100.0
Total Financing Required		3.50	100.0	2.30	100.0

2. Implementation Arrangements

The Project Coordination Unit (PCU) is located at the *Direction Générale des Etudes et de la Planification* (DGEP) in the *Ministère du Développement Economique* (MED). The PCU is in charge of conducting the first and the third components implementation. The second component will be implemented by the CEDO.

The CEDO is an Association governed by a Board. The legal statutes of the CEDO and the composition of its Board has been adopted and ratified by the Burkinabè authorities. A Director, in charge of the CEDO's management, will be appointed by the Board before the Credit Effectiveness. The Director, selected through a competitive process, will hire the CEDO's staff (a facilitator, a technician, an accountant and an administrative assistant).

The Board comprises representatives of the public and private sectors, as well as the civil society. The Board will: (i) monitor the CEDO's management team activities; and (ii) ensure that CEDO's activities and services are in adequacy with the objectives of the Pilot.



a. Procurement

A procurement assessment will be carried out by a Bank procurement accredited staff once CEDO is established and in any case, before Credit effectiveness. In the meantime, some mitigating measures are proposed (see details in Annex 6, paragraph 4). The Administrative Assistant of the Center will be in charge of the procurement related matters during the implementation and will need to attend the Procurement Workshops organized annually by the Region.

b. Financial Management

Before the negotiations, an action plan for the establishment of a financial management system was agreed on between the Bank and the CEDO. This system which will cover cash management, accounting, internal control and financial reporting will be fully in place prior to project effectiveness. It will be established by the CEDO before Credit effectiveness and acceptable to IDA, and will provide the CEDO and IDA with accurate and timely information regarding resources and expenditures. In addition, before effectiveness a (i) full-time project accountant/financial management specialist will be hired by the CEDO, and (ii) an external audit firm will be contracted.

Before credit effectiveness, all financial and accounting matters will be handled by the PCU at the MED. ToRs for the financial assessment have already been provided to the PCU. The assessment should start before July 15, 2002.

c. Other

D. Risks

1. Social and Environmental Risk

a. Safeguard Policies

No safeguard policy have been triggered
Environmental Category: C (Not Required)

b. Other Social Risks

The social risks of undertaking this LIL are very low.

2. Other (external, reflecting the failure of the assumptions in the fourth column of Annex 1)

Risk	Risk Rating	Risk Mitigation Measure
From Outputs to Objective		
CEDO training is not relevant to country needs and market demand.	N	
Trainee organizations have not the will and are not able to pay.	M	
From Components to Outputs		
Management team is not business oriented.	M	
Course content not relevant to local needs.	N	
Participating institutions do not want to cover part of training costs.	M	
Private sector do not want to cooperate.	N	
Overall Risk Rating	N	

Risk Rating - H (High Risk), S (Substantial Risk), M (Modest Risk), N (Negligible or Low Risk)

E. Main Loan Conditions

1. Effectiveness Condition

1. The Borrower has adopted the Project Implementation Manual, in form and substance satisfactory to the Association;
2. The Borrower has appointed the independent auditors under terms and conditions acceptable to the Association;
3. CEDO has appointed a General Director and the key staff;
4. The CEDO Subsidiary Grant Agreement has been executed by the Borrower and CEDO;
5. The financial management system for CEDO has been established and is operational;
6. The Borrower and CEDO have furnished to the Association a procurement plan for the carrying out of Parts A and C and Part B, respectively, for the first twelve months following the Effectiveness Date.

2. Other (classify according to covenant types used in the Legal Agreements.)

7. CEDO's Quarterly Activity Report submitted to the CEDO Board and IDA within a month of the end of each quarter.
8. CEDO's Management Evaluation Report submitted to the CEDO Board and IDA within three months of the end of each fiscal year.
9. Financial Audit Report of the Center's accounts submitted to the CEDO Board and IDA within six months of the end of each fiscal year.

F. Readiness for Implementation

- 1. a) The engineering design documents for the first year's activities are complete and ready for the start of project implementation.
- 1. b) Not applicable.

- 2. The procurement documents for the first six months' activities are complete and ready for the start of project implementation; and a framework has been established for agreement on standard bidding documents that will be used for ongoing procurement throughout the life of LIL
- 3. The LIL's Implementation Plan has been appraised and found to be realistic and of satisfactory quality.
- 4. The following items are lacking and are discussed under loan conditions (Section G):

2. b) Not applicable - Most procurement will be performed under the PPF. Procurement under the Credit will be limited to shopping and small works for maintenance of the DLC facility, under contracts not to exceed US\$120,000 in aggregate and the exact mix of such procurement is not known at this time.

G. Compliance with Bank Policies

- 1. This project complies with all applicable Bank policies.
- 2. The following exceptions to Bank policies are recommended for approval. The project complies with all other applicable Bank policies.

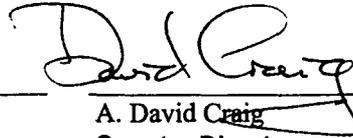


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<p>Burkina Faso</p> <p>3. Test the ability of a DLC to put in coherence all the local training institutions in regard to the national capacity building policy.</p>	<p>operating expenses to be covered by revenue generation by the 3rd year of project implementation).</p> <p>Number of training institutions using the DLC. All the training institutions members of the DLC Board respond in coherence to the local training needs.</p> <p>80 training sessions have been held during the first twelve months of Project Implementation, and 120 such sessions in each twelve months period.</p> <p>Variance of content offered in the training sessions has covered at least 3 specific sectors during the first twelve months of Project Implementation, and 5 such sectors in each twelve months period thereafter.</p>	<p>M&E tracking reports</p>	<p>in the distance learning method.</p> <p>Exposure to the latest technical information and cross country experience will help build a policy consensus on the need for reform.</p>
<p>Output from each Component:</p> <p>1. Distance Learning facilities extensively used to train decision makers, public and private sector managers, and community leaders.</p> <p>2. Viable cost recovery plan in place and operational.</p> <p>3. DLC's overall performance monitored to improve its objectives achievement.</p>	<p>Output Indicators:</p> <p>1.a Number and variety of organizations using the DLC.</p> <p>1.b Number of public and private professionals trained (800 the first year, 1400 the second year, 2400 the third year and 3500 the fourth year).</p> <p>2. DLC self financing at the end of the third year. The DLC recovers 20% of the operating costs the first year, 40% the second year, and 60% the third year.</p> <p>3. M&E reports received on a monthly basis.</p>	<p>Project reports:</p> <p>Quarterly DLC Reports</p> <p>Annual Audit Report</p> <p>M&E tracking reports</p>	<p>(from Outputs to Objective)</p> <p>The relevance of DLC training to country needs and market demand.</p> <p>Trainee organizations' willingness and ability to pay.</p>

Annex 2: Detailed Project Description
BURKINA FASO: Development Learning Center Project

By Component:

Project Component 1 - US\$1.20 million

Construction and Establishment of the CEDO: the project preparation will include the following activities

- (a) building facilities on its own site in Ouaga 2000 for establishment of the CEDO, including:
 - (i) a videoconference room with a 30-person capacity;
 - (ii) a computer room outfitted for 30 computer stations (hardware, software and Internet hook-up);
 - (iii) a technical and administrative center; and
 - (iv) mechanical outfitting such as installation and/or upgrading of electrical and telephone wiring.

- (b) equipment of the CEDO, including
 - (i) a Very Small Aperture Terminal (VSAT) (satellite communication terminal);
 - (ii) video, telecommunications and microprocessor equipment;
 - (iii) office and classroom furniture; and
 - (iv) various other equipment for CEDO operation and security.

The Ministry of Economic Development (MED) is responsible for the establishment of the CEDO and the construction of the Center. It will also be responsible for the project coordination and ensuring the participation of the public and private sectors and donor community in project monitoring and training development activities (through the CEDO's Board). The MED will conduct the Monitoring and Evaluation component of the Pilot.

So that distance learning activities could begin as soon as possible after project effectiveness, project preparation included establishment of the CEDO (legal procedures, formation of the CEDO's Board, recruitment of Director and staff) and preparation and equipment of the site (classrooms, videoconference room, computer room, administrative offices, etc. Project preparation activities are handled by the Ministry of Economic Development with the assistance of Faso Baara, for works, equipment, institutional aspects and studies. These activities have been funded through a Project Preparation Facility (PPF) advance. In addition, the Bank, through its Information Solution Group (ISG) Department, will provide assistance and expertise to procure, install and test videoconferencing equipment.

Project Component 2 - US\$1.00 million

Support for CEDO's Operation: This component aims to assist the CEDO begin operation and become financially viable. It includes:

- (a) financing of CEDO operation costs on a decreasing basis over the first three years of operation;
- (b) purchase of a vehicle to facilitate transport and marketing of CEDO services; and
- (c) technical assistance for the training of Center staff, periodic evaluation of Center operation and management effectiveness, and establishment of financial accounts and their annual audit.

This component will be implemented by the CEDO, established as an autonomous nonprofit agency (an

Association) and located in Ouaga 2000. It is considered a nonprofit association in recognition of its role in promoting advances in policy, culture and technology among a wide range of actors.

The CEDO is governed by a Board, comprising representatives of the Ministries of Economic Development, Finance and Education, academic institutions, the private sector and civil society (cultural associations, the media, etc.), and chaired by an official elected from among the members. The CEDO's Board will oversee project implementation, through its executive secretariat. The Board is charged with monitoring CEDO management and deciding CEDO development policy, approving the annual business plan and program of activities, assessing the Center's financial statements and providing recommendations to help the Center become financially self-sustaining.

Daily management of the CEDO will be entrusted to a Director selected on the basis of proven experience in enterprise management or management of similar educational entities. The Director will be assisted by a team consisting of a technician (computer specialist with telecommunications knowledge), a facilitator/trainer, an experienced accountant and an office assistant.

Upon taking office, the Director will prepare a business plan based on a survey of training requests from the public and private sectors. The business plan, to be submitted for CEDO Board and IDA review and approval, will include: market data, budget and sources of financing, training and other services to be provided (lectures, seminars, other), source and programming of training, rates for different types of training and financial projections in the form of a budget, operating account and marketing strategy. The business plan will be updated and submitted for IDA and CEDO Board review and approval on an annual basis. To this effect, the implementing agency will continue to assess demand for training, identify and program appropriate training courses, market the services of the CEDO and increase its visibility in Burkina Faso and abroad.

For the first year of project implementation, most training courses will be selected from those offered by the World Bank Institute through its Global Development Learning Network. However, over the first year, the CEDO management team will identify and establish contacts with a variety of other training institutions capable of providing training over the GDLN. Over subsequent years, the CEDO will match demand for training to the most appropriate supplier institution, both in terms of course content and schedule availability.

Project Component 3 - US\$ 0.10 million

Monitoring and Evaluation of the Pilot: this component will include the following activities:

- (a) monitor the CEDO activities ;
- (b) evaluate the Pilot achievements and performance indicators.

This component will be implemented by the Project Coordination Unit (PCU) at the MED. The PCU will monitor the CEDO's activities and look at the Pilot performance indicators. The PCU will establish a simple and practical monitoring and evaluation (M&E) system to ensure qualitative and quantitative feedback on project implementation.

The PCU with the assistance of the Board and the CEDO's management team will define a monitoring model and monthly reports on CEDO's activities. Quarterly and in particular during the mid-term review, the PCU will report on the overall Pilot implementation.

Annex 3: Estimated Project Costs
BURKINA FASO: Development Learning Center Project

A. Project Costs by Component

	DLC		Faso Baara		Total	Total BA
A. CENTER RETROFITTING AND EQUIPMENT						
1. Civil Works						
Civil Reconstruction	189,000	(189,000)	351,000	(351,000)	540,000	(450,000)
Other Refitting	14,700	(14,700)	27,300	(27,300)	42,000	(35,000)
2. Network Access Equipment						
Global connectivity (3)	79,794	(79,794)	8,866	(8,866)	88,660	(88,660)
Pedagogical tools (4)	238,541	(238,541)	26,505	(26,505)	265,046	(265,046)
Local connectivity (2)	50,449	(50,449)	5,605	(5,605)	56,054	(56,054)
3. Other Equipment and Furniture						
Office Furniture	18,000	(18,000)	54,000	(54,000)	72,000	(60,000)
UPS and Generator	29,400	(29,400)	88,200	(88,200)	117,600	(98,000)
Other Electrical/Electronic equipment	19,380	(19,380)	3,420	(3,420)	22,800	(19,000)
Car	25,500	(25,500)	4,500	(4,500)	30,000	(25,000)
Video and TV Equipment	5,610	(5,610)	990	(990)	6,600	(5,500)
Shipping and Installation of Equipment	91,800	(91,800)	16,200	(16,200)	108,000	(108,000)
Subtotal Component Base Cost	762,174	(762,174)	586,586	(1,343,186)	1,348,760	(1,210,260)
Price Contingencies						
Physical Contingencies	76,217	(49,289)	58,659	(16,541)	134,876	(121,026)
Subtotal Component Cost	838,392	(542,180)	645,245	(181,950)	1,483,636	(1,483,636)
B. SUPPORT FOR CENTER ESTABLISHMENT						
Consultant Services and Training						
Supervision of Work (Faso Baara)	18,000	(18,000)	54,000	(54,000)	72,000	(60,000)
Personnel - Consultant Category	100,500	(118,569)	301,500	(39,523)	402,000	(158,092)
Legal Studies	1,500	(1,500)	4,500	(4,500)	6,000	(5,000)
Training for DLC Staff	9,000	(9,000)	1,000	(1,000)	10,000	(10,000)
Audits	4,500	(4,500)	13,500	(13,500)	18,000	(15,000)
Subtotal Component Base Cost	133,500	(151,569)	374,500	(112,523)	508,000	(248,092)
Price Contingencies						
Physical Contingencies	13,350	(13,350)	37,450	(37,450)	50,800	(24,809)
Subtotal Component Cost	146,850	(164,919)	411,950	(149,973)	558,800	(272,901)
Operating Costs						
Satellite Bandwidth&Servicing Cost	786,000	(351,469)	0	(0)	786,000	(351,469)
Personnel - Operating Cost Category	51,300	(15,518)	83,700	(47,613)	135,000	(63,131)
Maintenance	92,150	(26,654)	150,350	(81,783)	242,500	(108,437)
Utilities	4,560	(1,591)	7,440	(4,881)	12,000	(6,472)
Variable Operating Cost	0	(0)	0	(0)	0	(0)
Subtotal Component Base Cost	934,010	(395,231)	241,490	(134,277)	1,175,500	(529,508)
Price Contingencies						
Physical Contingencies	93,401	(39,523)	24,149	(13,428)	117,550	(52,951)
Subtotal Component Cost	1,027,411	(434,754)	265,639	(147,705)	1,293,050	(582,459)
C. MONITORING & EVALUATION						
Pilot M&E - PCU operating costs	90,000	75,000	30,000	25,000	120,000	(100,000)
Subtotal Component Base Cost	90,000	(90,000)	30,000	(30,000)	120,000	(100,000)
Price Contingencies						
Physical Contingencies	0	(0)	0	(0)	0	(0)
Subtotal Component Cost	90,000	(90,000)	30,000	(30,000)	120,000	100,000

B. Project Costs by Category

A. CIVIL WORKS						
Base Cost	203,700	(203,700)	378,300	(378,300)	582,000	(485,000)
B. GOODS						
1. Network Access Equipment	460,584	(460,584)	57,176	(57,176)	517,760	(409,760)
2. Other Equipment and Furniture	97,890	(97,890)	151,110	(151,110)	249,000	(207,500)
C. CONSULTANT SERVICES AND TRAINING						
Base Cost	133,500	(133,500)	374,500	(374,500)	736,000	(456,092)
D. OPERATING COST						
1. Satellite Bandwidth Rent	786,000	(351,469)	0	(0)	786,000	(351,469)
2. Operating Expenditure	148,010	(43,762)	241,490	(134,277)	389,500	(178,039)
Total Base Cost	1,829,684	(1,290,905)	1,202,576	(1,095,363)	3,260,260	(2,087,860)
Total Price Contingencies						
Total Physical Contingencies	182,968	(102,162)	120,258	(67,419)	303,226	(198,786)
Total Project Cost	2,012,653	(1,393,067)	1,322,834	(1,162,782)	3,563,486	(2,286,646)

Annex 4: Financial Management

BURKINA FASO: Development Learning Center Project

Government counterparts

The Government's counterpart funds needed to cover 15% of local costs of goods and civil works, and 10% of local costs of consultant services, will be deposited by the Government in a Project Account at a Commercial Bank acceptable to IDA. The Government will make an initial deposit of F CFA 73 million (US\$150.000) representing about a year of project expenditures which will be a condition to project effectiveness, and will subsequently replenish the account on a yearly basis. The Government counterparts will also include the financing of a three-year subsidy to the new postal entity.

Financial Management

Before the negotiations, an action plan for the establishment of a basic financial management system was agreed on between the Bank and the DLC. This system which will cover cash management, accounting, internal control and financial reporting will be fully in place prior to project effectiveness. It will be established by the DLC and acceptable to IDA, and will provide the DLC and IDA with accurate and timely information regarding resources and expenditures. In addition, before effectiveness a (i) full-time project accountant/financial management specialist will be hired by the DLC, and (ii) an external audit firm will be contracted.

Accounting

Internal account controls for the project will be set out in detail in the financial procedures of the Manuals of Procedures to be satisfactory for providing reasonable assurances that accounts are properly recorded and resources safeguarded. The accounting system for the DLC will be computerized using appropriate software before project effectiveness.

Financial reporting

The Project will provide Financial Monitoring Reports (FMRs) every six months. The annual financial statements of the project will be prepared in accordance with generally accepted accounting principles and will include (i) sources and uses of funds, (ii) use of funds by project activities (iii) procurement progress report, and (iv) review of physical progress. The audited financial statements will be submitted to IDA no later than six months after the end of the fiscal year. The computerized accounting system will be customized to ease generate the FMRs required.

Before the effectiveness of the Credit, the project will be assessed by a certified financial management specialist on the project team whether the project can function by using Financial Monitoring Reports (FMRs) based on traditional disbursements methods. There is a need to ensure that the systems put in place will be operating effectively. The monitoring and evaluation process will include output monitoring reports which are consistent with the FMRs requirements.

Auditing

The financial statements of the project will be audited by an independent auditor acceptable to IDA. One auditor will be appointed for the entire life of the project and his selection will be a

condition of effectiveness.

The auditor will provide an opinion on:

- (a) the project's financial statements
- (b) statement of expenditures (SOEs)
- (c) special account
- (d) project account,
- (e) project own revenues,

and will issue a management report on internal controls outlining any recommendation for improving internal controls system (accounting and assets safeguard).

**Annex 5: Project Processing Schedule
BURKINA FASO: Development Learning Center Project**

Project/Schedule	Planned	Actual
Time taken to prepare the project (months)	6	9
First Bank mission (Identification)	07/01/2001	07/01/2001
Appraisal mission departure	03/01/2002	03/11/2002
Negotiations	03/10/2002	03/29/2002
Planned Date of Effectiveness	07/01/2002	

Prepared by:

Ministry of Economic Development

Preparation assistance:

Project Preparation Facility (PPF)

Bank staff who worked on the project included:

Name	Specialty
Jean Mazurelle	Country Office Manager, AFMBF
Marc Lixi	Task Team Leader, AFC14
Marilyne Yaguibou	Project Team Assistant, AFMBF
Amadou Tidiane Toure	Senior Procurement Specialist, AFTQK
Mamadou Yaro	Financial Management Specialist, AFTQK
Pascale Hélène Dubois	Senior Counsel, LEGAF
Renée Desclaux	Disbursement Officer, LOAG1
Eavan O'Halloran	Operations Officer, AFC15
Sivaramen Ramasawmy	Information Officer, ISGGC
Pitroipa Tassere	IT, Analyst, AFMBF
Claude Isaac Salem	GDLN Development Program Manager, WBIKL

Annex 6: Procurement and Disbursement Arrangements
BURKINA FASO: Development Learning Center Project

Procurement

General

The Country Procurement Assessment Review (CPAR) carried out in March - November 1999 and published in November 2000 includes recommendations to: (i) create a procurement system based on efficiency, competition and transparency; (ii) simplify procedures; train and provide accreditation to procurement officials. The CPAR also recommended that the General Procurement Decree be overhauled as to reduce single-tender contracting; introduce flexibility for small contracts with SMEs; and combat corruption. As a result, the Government has taken aggressive steps and has issued a new procurement code which has been found in the whole soundly configured. The new code does not conflict with IDA Guidelines, and allows IDA procedures to take precedence over any contrary provision in national laws and regulations. National Competitive Bidding (NCB), advertised locally, would be carried out in accordance with Burkina procurement laws and regulations acceptable to IDA, provided that: (i) all bidders are given sufficient time to submit bids (four weeks); (ii) bid evaluation and bidder qualification are clearly specified in bidding documents; (iii) no margin of preference is granted to domestic contractors and manufacturers; (iv) no bid is rejected during bid opening; (v) eligible firms are not precluded from participation; and (vi) award is made to the lowest evaluated bid to the bidder who meets the appropriate standards of capability and resources in accordance with predetermined criteria specified in the bidding documents.

Guidelines

1. Procurement of goods and works will be carried out in accordance with the Guidelines for procurement under IBRD loans and IDA credits (published in 1995 and updated in January and August 1996 and in September 1997 and January 1999). The Bank's standard bidding documents for goods and civil works will be used for ICB. Consultant services contracts will be procured in accordance with the Guidelines for the Selection of Consultants by World Bank Borrowers (published in January 1997 and updated in September 1997 and January 1999). The Bank's Standard Request for Proposals will be used and forms of contracts as needed as well as the Sample Form of Evaluation Report for Selection of Consultants. The DLC and the PCU will use standard Faso Baara bidding documents for goods and civil works approved recently by IDA (February 2001) for NCB.

Procurement Notices

2. A General Procurement Notice (GPN) with pertinent information on estimated contract opportunities scheduled during the next twelve months will be published in the UN Development Business (UNDB) after Board approval. Specific Procurement Notices (SPN) for goods and works contracts will be advertised in a national paper of wide circulation and the UNDB where appropriate. Individual contracts for consulting firms are estimated below US\$200 000, consequently, the request for expression of interest will be published only in a national paper of wide circulation. However, if foreign firms express interest, they will not be excluded from consideration.

Procurement Implementation Arrangements

3. The Center will be implemented by the *Centre d'Enseignement à Distance de Ouagadougou (CEDO)*, headed by a Board, under the Ministry of Economic Development (MED). The Ministry has already extensive experience with managing Bank projects and its staff is familiar with Bank procedures. However, the Director of CEDO will be assisted by an Office Assistant who has procurement experience to monitor procurement activities and ensure timely project execution.

Capacity assessment

4. CEDO was not in place yet and its capacity could not be assessed at the time of appraisal. However, as all major procurement would be taken care of under the PPF, it is expected that procurement would be minimal and will involve very small amounts. In addition, the overall capacity of the Ministry of Finance has been found commensurate with the activities to be implemented under the credit. Nevertheless, there is risk that there would still be some procurement anticipated under the PPF, yet to be pursued before Credit effectiveness. Mitigating measures to address the risk include (i) the hiring before Credit effectiveness of an Office Assistant who has procurement experience (ii) training on contract management and on the new features of Bank procedures related to the hiring of Consultants (iii) proper coverage of procurement under the Operational Manual to be finalized by Credit Effectiveness. In addition, as most procurement under the credit would be done through shopping, CEDO shall have a proper filing system to ensure that all records are properly maintained for easy retrieval and reviewed by supervision missions and auditors. The capacity assessment will be carried out once CEDO is in place and in any case, before Credit effectiveness.

Civil Works (US\$0.12 Million)

5. Main civil works are financed under the PPF for an amount of \$450,000 and will start in July 2002. The procurement and supervision of works will be conducted by the Faso Baara agency. Faso Baara signed a Convention of Delegated Management with the MED to procure and supervise the construction and installation of the Center. All the contracts signed under this Convention will be financed under the PPF.

The project main civil works component under the Credit will be the maintenance and improvement of the CEDO facilities. These contracts estimated to cost less than US\$30,000, equivalent, up to an aggregate amount of US\$120,000, would be procured under lump-sum, fixed-price contracts awarded on the basis of quotations obtained from three qualified domestic contractors invited in writing to bid. The invitation shall include a detailed description of the works, including basic specifications, the required completion date, a basic form of agreement acceptable to IDA, and relevant drawings where applicable. The awards will be made to the contractors who offer the lowest price quotation for the required work, provided they demonstrate they have the experience and resources to complete the contract successfully.

Goods (US\$0.12 Million)

6. Most of goods will be procured under the PPF. Satellite and informatic equipment will be procured with the assistance of ISG department of the World Bank. Furniture and other goods necessary to the Center installation will be procured under the Convention of Delegated Management signed with Faso Baara.

Goods financed under the project's Credit would include a vehicle, additional computers, and equipment for the implementing agency. Prudent shopping based on written price quotations obtained from at least three reliable suppliers can be used for small quantities of goods, provided that: (a) these goods cannot be grouped into packages of at least US\$50,000; and (b) the aggregate amount does not exceed US\$120,000.

7. The above aggregate for non-ICB procurement methods for goods and works are limitative and cannot be exceeded without the prior no-objection of the Bank. The procurement unit responsible for the project will maintain a tracking system to monitor such procurement in order to alert the Bank timely when this may occur.

Consulting services and Training (US\$0.3 Million)

8. The project will finance consultant services provided by firms to assist the DL Center to (i) organize workshops and seminars (ii) provide assistance in the Monitoring and Evaluation, and (iii) finance the key personnel's salaries. Except as otherwise indicated, The *Quality and Cost Based Selection* (QCBS) method will be used for consulting assignments carried out by firms. Services for supervision of works contracts, and the organization of a National Workshop and other training assignments to be carried out by firms or training institutions, estimated to cost less than the equivalent of US\$50,000, may be awarded based on *Consultant qualifications*. For audit contracts estimated to cost less than the equivalent of US\$50,000, the *Least-Cost Selection* (LCS) will be the most appropriate method: the firm with the lowest price will be selected, provided technical proposals received the minimal score

9. Short-lists of consultants for contracts estimated to cost less than the equivalent of US\$100,000 may be comprised entirely of national consultants, if a sufficient number of qualified firms (at least three) are locally available at competitive cost.

10. Services for small assignments, studies, organization of or lecturing at seminars, workshops or study tours which can be carried out by *individual consultants* including consultants recruited as DLC key staff, will be selected through comparison of qualification and experience among those expressing interest in the assignment or approached directly.

Operating Costs (US\$0.6 Million)

11. The project will finance the DLC operating costs on a decreasing basis. The credit will cover 80% of the DLC operating costs the first year, 60% the second year, and 40% the third year. The operating costs will include: (i) the support staff salary; (ii) the payment of the satellite bandwidth; (iii) the maintenance of the Network/Communication equipment; (iv) the purchase of office supply; (v) the maintenance and operation of the vehicle.

The procurement methods and related amounts are summarized in table A below.

Table A: Project Costs by Procurement Arrangements
(US\$ million equivalent)

Expenditure Category	Procurement		Method ¹	N.B.F.	Total Cost
	ICB	NCB	Other ²		
1. Works	0.00	0.00	0.12	0.00	0.12
	(0.00)	(0.00)	(0.10)	(0.00)	(0.10)
2. Goods	0.00	0.00	0.12	0.00	0.12
	(0.00)	(0.00)	(0.10)	(0.00)	(0.10)
3. Services	0.00	0.00	0.50	0.00	0.50
	(0.00)	(0.00)	(0.30)	(0.00)	(0.30)
4. Training	0.00	0.00	0.05	0.00	0.05
	(0.00)	(0.00)	(0.05)	(0.00)	(0.05)
5. Operating Costs	0.00	0.00	1.40	0.00	1.40
	(0.00)	(0.00)	(0.60)	(0.00)	(0.60)
6. Reimbursement of PPFs	0.00	0.00	0.00	1.20	1.20
	(0.00)	(0.00)	(0.00)	(1.20)	(1.20)
Total	0.00	0.00	2.19	1.20	3.39
	(0.00)	(0.00)	(1.15)	(1.20)	(2.35)

Overall Procurement Risk Assessment: Low

First supervision mission to be carried out six months after effectiveness and once every year thereafter.

^{1/}	Figures in parenthesis are the amounts to be financed by the IDA Credit. All costs include contingencies.
^{2/}	Includes small civil works and goods to be procured through national shopping, consulting services, services of contracted staff of the project management office, training, technical assistance services, and incremental operating costs related to managing the project

IDA reviews

12. Goods and works contracts estimated to cost the equivalent of US\$100,000 or more will be subject to prior review by IDA. All other contracts will be subject to post review during supervision missions and audits.

13. Consultant services : All contracts with consulting firms exceeding US\$100,000 equivalent; and with individual consultants exceeding US\$50,000 equivalent will be subject to prior review. For contracts with firms above US\$50,000, but less than US\$100,000, IDA will be notified of the results of the technical evaluation before the financial envelopes are opened. All other contracts will be subjected to post review. However, this exception for prior review will not apply to terms of references of such contracts, to single source selection of consultants, amendments of contracts with firms raising the contract value to US\$100,000, amendments of contracts with individuals raising the contract value to US\$50,000, and to contracts for audits. For training abroad or in the country, the program containing names of candidates, cost estimates, courses, period of training and institutions selected would be reviewed by IDA semi-annually. Selective post-review of contracts awarded below the threshold levels will apply to about

one in five contracts during supervision missions, and procurement audits.

14. The Office assistant/Procurement specialist, the financial management agents and the Heads of DLC will be recruited with IDA no-objection based on comparison of at least three resumes.

15. As a condition for effectiveness, the Government will submit to IDA: (a) a Project Operations Manual with a specific section on procurement detailing (i) procedures for planning, calling for bids, selecting contractors, suppliers and consultants, and (b) a Project Implementation Plan and a procurement plan for the first year of operations.

16. The Government has given assurances at negotiations that it will: (a) use the Project Operations Manual and Project Implementation Plan for Project Implementation (b) use Bank standard bidding documents for ICB; and requests for proposal and models of contracts for consultant services (c) apply the procurement procedures and arrangements outlined in the above documents; The Government has agreed on the principle that the Manual of Procedures will only be modified with prior IDA approval.

Disbursement

The IDA credit will be disbursed against (i) for goods and civil works: 100% of foreign expenditure, 80% of local expenditures; (ii) for consultants, including training and workshops: 80% of expenditures; and for (iii) operating costs: 80% of expenditures the first year.

The IDA Credit will be disbursed from October 10, 2002, to December 31, 2006. The estimated disbursement schedule for the proposed IDA credit is:

IDA in US\$m

Fiscal Year	2003	2004	2005	2006
Annual	1.40	0.40	0.30	0.20
Accumulated	1.40	1.80	2.10	2.30

Table B: Allocation of Credit Proceeds

Expenditure Category	Amount in US\$million	Financing Percentage
Civil Works	0.10	100% of foreign expenditures and 80% of local expenditures
Goods	0.10	100% of foreign expenditures and 80% of local expenditures
Consultant Services & Training	0.30	80%
Operating Costs	0.60	80%
PPF reimbursement	1.20	
Total Project Costs	2.30	
Total	2.30	

The project is expected to be completed over a three-year period according to the categories shown in Table B above, and the Credit closing date would be six months after the third year to allow payment of last invoices for contracts completed before the completion time. Government counterpart funds needed for each fiscal year to cover the share of recurrent costs not financed by IDA will be deposited by the Government in a Project Account managed by the CEDO on a semi-annual basis.

Use of Statement of Expenditures (SOEs). Disbursements for all expenditures would be made against full documentation, except for items of expenditures for: (a) contracts for consulting firms in an amount inferior to US\$100,000 equivalent, (b) contracts for individual consultants in an amount inferior to US\$50,000 equivalent, and (c) contracts for works and goods, in an amount inferior to US\$100,000 and operating costs, which would be claimed on the basis of Statement of Expenditures (SOEs). All supporting documentation for SOEs would be retained at a suitable location at the CEDO and readily accessible for review by periodic IDA supervision missions and external auditors.

Special Account. To facilitate project implementation and reduce the volume of withdrawal applications, the CEDO would open a Special Account in FCFA in a commercial bank on terms and conditions acceptable to IDA. The Special Account would finance all project expenditures and the authorized allocation would be 160,000,000 FCFA and would cover about six months of eligible expenditures. Upon credit effectiveness, IDA would deposit the amount of 80,000,000 FCFA into the Special Account representing fifty percent of the authorized allocations. The remaining balance would be made available when the aggregate amount of withdrawals from the credit account plus the total amount of all outstanding special commitments entered into by the Association shall be equal or exceed the equivalent of \$1 million.

The Special Account would be used for all payments inferior to twenty percent of the authorized allocation and replenishment applications would be submitted monthly. Further deposits by IDA into the Special Account would be made against withdrawal applications supported by appropriate documents.

Annex 7: Documents in the Project File*
BURKINA FASO: Development Learning Center Project

A. Project Implementation Plan

A Project Implementation Plan (PIP) was not necessary because the project financing is mainly for building of the center and providing equipment for its functioning. However, the Project Coordination Unit prepared a draft PIP during the Appraisal of the Project. A first-year Business Plan for the CEDO will be prepared and submitted to IDA's review as a condition of effectiveness.

Ei. Bank Staff Assessments

C. Other

Minutes of Negotiations (held March 29, 2002)

Minutes of the Decision Meeting (held on February 28, 2002) - e mail dated March 6, 2002

*Including electronic files

Annex 8: Statement of Loans and Credits
BURKINA FASO: Development Learning Center Project
03-Jun-2002

Project ID	FY	Purpose	Original Amount in US\$ Millions		Cancel.	Undisb.	Difference between expected and actual disbursements*	
			IBRD	IDA			Orig	Frm Rev'd
P071433	2002	HIV/AIDS Disaster Response Project	0.00	22.00	0.00	20.62	-1.00	0.00
P000309	2002	BASIC EDUCATION SECTOR PROJECT	0.00	32.60	0.00	32.23	0.00	0.00
P000306	2001	OUAGADOUGOU WATER SUPPLY PROJECT	0.00	70.00	0.00	65.45	-3.16	0.00
P035673	2001	COMMUNITY-BASED RURAL DEVELOPMENT	0.00	68.70	0.00	60.16	-2.83	0.00
P050886	1999	PRIVATE IRRIGATION	0.00	5.20	0.00	2.33	1.92	0.00
P000296	1998	AG SERVICES II	0.00	41.30	0.00	21.60	23.37	23.31
P000304	1997	POST-PRIMARY EDUC.	0.00	26.00	0.00	10.20	12.34	11.41
P000283	1997	MINING CAPACITY BUIL	0.00	21.40	0.00	8.87	10.61	0.00
P000297	1995	URBAN ENV	0.00	37.00	0.00	27.99	9.67	9.61
Total:			0.00	322.20	0.00	249.43	50.92	44.33

BURKINA FASO
STATEMENT OF IFC's
Held and Disbursed Portfolio
Jan - 2002
In Millions US Dollars

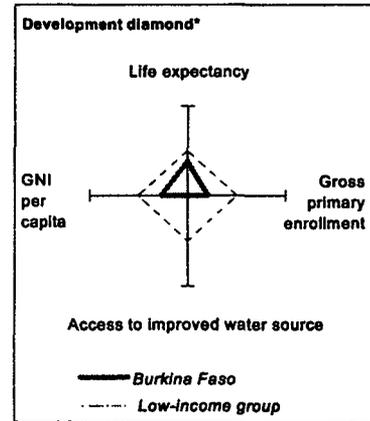
FY Approval	Company	Committed				Disbursed			
		IFC				IFC			
		Loan	Equity	Quasi	Partic	Loan	Equity	Quasi	Partic
1999	AEF FasoMine	0.00	0.39	0.00	0.00	0.00	0.00	0.00	0.00
1997	Ecobank-Burkina	0.00	0.25	0.00	0.00	0.00	0.25	0.00	0.00
1998	SGBB	0.00	0.38	0.00	0.00	0.00	0.38	0.00	0.00
	Total Portfolio:	0.00	1.02	0.00	0.00	0.00	0.63	0.00	0.00

FY Approval	Company	Approvals Pending Commitment			
		Loan	Equity	Quasi	Partic
	Total Pending Commitment:	0.00	0.00	0.00	0.00

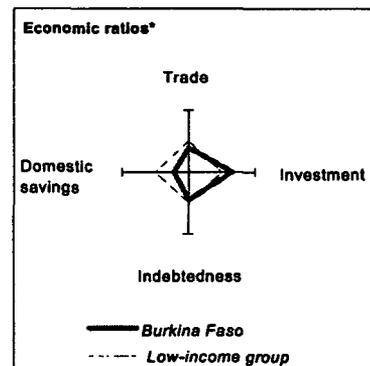
Annex 9: Country at a Glance

BURKINA FASO: Development Learning Center Project

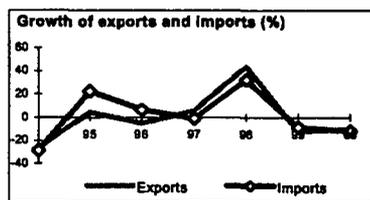
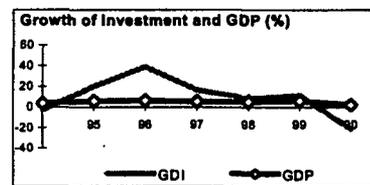
POVERTY and SOCIAL	Burkina Faso	Sub-Saharan Africa	Low-income
2000			
Population, mid-year (millions)	11.3	659	2,459
GNI per capita (Atlas method, US\$)	220	480	420
GNI (Atlas method, US\$ billions)	2.5	313	1,030
Average annual growth, 1994-00			
Population (%)	2.4	2.6	1.9
Labor force (%)	1.9	2.6	2.4
Most recent estimate (latest year available, 1994-00)			
Poverty (% of population below national poverty line)
Urban population (% of total population)	19	34	32
Life expectancy at birth (years)	45	47	59
Infant mortality (per 1,000 live births)	105	92	77
Child malnutrition (% of children under 5)
Access to an improved water source (% of population)	..	55	78
Illiteracy (% of population age 15+)	76	38	38
Gross primary enrollment (% of school-age population)	40	78	98
Male	48	85	102
Female	31	71	86



KEY ECONOMIC RATIOS and LONG-TERM TRENDS	1980	1990	1999	2000	
GDP (US\$ billions)	1.7	2.8	2.5	2.2	
Gross domestic investment/GDP	..	20.6	27.2	27.9	
Exports of goods and services/GDP	10.1	12.7	11.5	10.7	
Gross domestic savings/GDP	-5.8	7.7	9.4	8.9	
Gross national savings/GDP	..	16.9	23.0	21.6	
Current account balance/GDP	..	-3.7	-5.0	-8.7	
Interest payments/GDP	0.4	0.4	0.2	0.2	
Total debt/GDP	19.3	30.2	58.3	68.8	
Total debt service/exports	5.9	6.7	16.3	23.9	
Present value of debt/GDP	25.3	..	
Present value of debt/exports	165.2	..	
(average annual growth)					
GDP	..	4.5	6.2	2.2	6.0
GDP per capita	..	1.9	3.3	4.9	2.0
Exports of goods and services	-0.4	0.0	-11.7	-10.0	10.3



STRUCTURE of the ECONOMY	1980	1990	1999	2000
(% of GDP)				
Primary sector	33.2	32.3	41.6	40.5
Secondary sector	22.0	22.3	19.1	18.1
Manufacturing
Services	44.8	45.3	39.3	41.4
Private consumption	95.4	77.4	76.5	76.2
General government consumption	10.4	14.9	14.1	14.9
Imports of goods and services	33.0	25.6	29.3	29.7
(average annual growth)				
Primary sector	3.1	3.9	3.7	-1.0
Secondary sector	3.8	3.8	11.2	3.9
Manufacturing	2.2
Services	4.6	5.4	7.0	6.9
Private consumption	2.6	2.7	0.8	-1.1
General government consumption	6.2	-0.7	3.2	2.5
Gross domestic investment	..	10.0	11.5	-21.4
Imports of goods and services	2.6	1.7	-8.5	-11.8

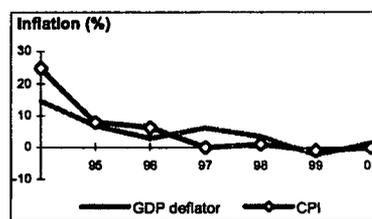


Note: 2000 data are preliminary estimates.

* The diamonds show four key indicators in the country (in bold) compared with its income-group average. If data are missing, the diamond will be incomplete.

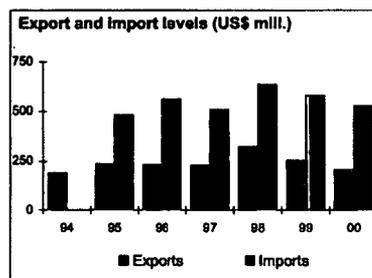
PRICES and GOVERNMENT FINANCE

	1980	1990	1999	2000
Domestic prices				
(% change)				
Consumer prices	..	-0.8	-1.1	-0.2
Implicit GDP deflator	-2.4	1.2
Government finance				
(% of GDP, includes current grants)				
Current revenue	..	12.5	14.4	12.8
Current budget balance	..	-1.6	5.2	3.1
Overall surplus/deficit	..	-7.1	-3.5	-4.2



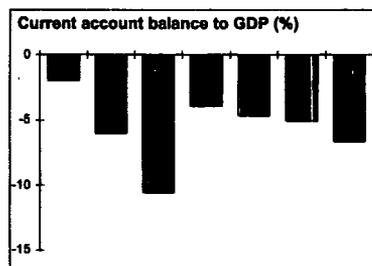
TRADE

	1980	1990	1999	2000
TRADE				
(US\$ millions)				
Total exports (fob)	..	283	254	210
Cotton	..	97	136	102
Meat	..	38	48	49
Manufactures
Total imports (cif)	..	542	581	530
Food	..	97	75	57
Fuel and energy	..	83	81	121
Capital goods	..	129	203	178
Export price index (1995=100)	..	51	91	98
Import price index (1995=100)	..	56	106	126
Terms of trade (1995=100)	..	91	86	77



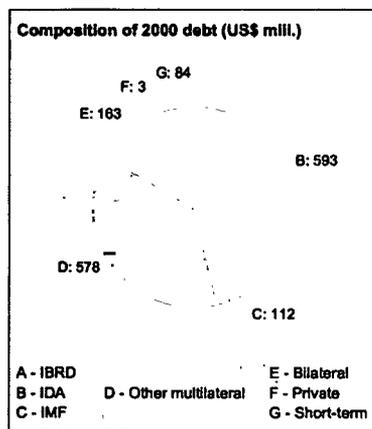
BALANCE of PAYMENTS

	1980	1990	1999	2000
BALANCE of PAYMENTS				
(US\$ millions)				
Exports of goods and services	210	352	287	240
Imports of goods and services	577	709	730	664
Resource balance	-367	-357	-442	-424
Net income	..	-7	-18	-20
Net current transfers	112	263	335	295
Current account balance	..	-101	-126	-149
Financing items (net)	..	103	111	106
Changes in net reserves	..	-2	15	43
Memo:				
Reserves including gold (US\$ millions)	..	301	407	426
Conversion rate (DEC, local/US\$)	211.3	272.3	615.7	712.0



EXTERNAL DEBT and RESOURCE FLOWS

	1980	1990	1999	2000
EXTERNAL DEBT and RESOURCE FLOWS				
(US\$ millions)				
Total debt outstanding and disbursed	330	834	1,452	1,533
IBRD	0	0	0	0
IDA	77	282	753	593
Total debt service	22	34	62	74
IBRD	0	0	0	0
IDA	1	3	11	8
Composition of net resource flows				
Official grants	88	158	13	158
Official creditors	51	61	68	-109
Private creditors	4	0	0	0
Foreign direct investment	0	0
Portfolio equity	0	0	0	0
World Bank program				
Commitments	21	0	30	67
Disbursements	12	15	63	37
Principal repayments	0	1	6	2
Net flows	12	14	57	35
Interest payments	1	2	5	5
Net transfers	11	12	52	30



IMAGING

Report No.:
Type: PAD

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