DIGEST







CORPORATE PROFILE

THE ISLAMIC DEVELOPMENT BANK



ESTABLISHMENT

The Islamic Development Bank (IsDB) is a Multilateral Development Bank established pursuant to Articles of Agreement signed in the city of Jeddah, Kingdom of Saudi Arabia, on 21 Rajab 1394H, corresponding to 12 August 1974. The Inaugural Meeting of the Board of Governors took place in Rajab 1395H (July 1975), and the IsDB formally began operations on 15 Shawwal 1395H (20 October 1975).

VISION

The Islamic Development Bank strives to become a world-class development bank, inspired by Islamic principles, that helps to significantly transform the landscape of comprehensive human development in the Muslim world and to restore its dignity.

MISSION

To promote comprehensive human development, with a focus on the priority areas of alleviating poverty, improving health, promoting education, improving governance, and bringing prosperity to the people.

MEMBERSHIP

CHERISHING OUR PAST

CHARTING OUR FUTURE

The IsDB has 57 member countries across various regions. The prime conditions for membership are that the prospective country should be a member of the Organisation of Islamic Cooperation (OIC), that it pays the first instalment of its minimum subscription to the Capital Stock of the IsDB, and that it accepts any terms and conditions that may be decided upon by the Board of Governors.

CAPITAL

At its 45th Annual Meeting, the IsDB's Board of Governors approved the 6th General Capital Increase of ID5.5 billion. As at the end of 2023, the subscribed capital of the IsDB stood at ID55.3 billion.

ISLAMIC DEVELOPMENT BANK GROUP

The IsDB Group comprises five entities: the Islamic Development Bank (IsDB), the Islamic Development Bank Institute (IsDBI), the Islamic Corporation for the Development of the Private Sector (ICD), the Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC), and the International Islamic Trade Finance Corporation (ITFC).

HEADOUARTER AND REGIONAL HUBS

The IsDB is headquartered in Jeddah, the Kingdom of Saudi Arabia, and has 10 Regional Hubs in Abuja, Nigeria; Almaty, Kazakhstan; Ankara, Türkiye; Cairo, Egypt; Dakar, Senegal; Dhaka, Bangladesh; Jakarta, Indonesia; Kampala, Uganda; Paramaribo, Suriname; and Rabat, Morocco, with a Centre of Excellence in Kuala Lumpur, Malaysia.

FINANCIAL YEAR

The IsDB's financial year used to be the lunar Hijra Year (H). However, on 1 January 2016, the financial year was changed to the Solar Hijra year starting from 11th of Capricorn (corresponding to 1 January) and ending on 10th Capricorn (corresponding to 31 December of every year).

ACCOUNTING UNIT

The accounting unit of the IsDB is the Islamic Dinar (ID), which is equivalent to one Special Drawing Right (SDR) of the International Monetary Fund.

LANGUAGE

The official language of the IsDB is Arabic, but English and French are also used as working languages.

MESSAGE FROM THE PRESIDENT

In 2024 the Islamic Development Bank (IsDB) is commemorating 50 years of continuous development interventions aimed at promoting human dignity and advancing Islamic cooperation and solidarity. From its humble beginnings in 1974, IsDB has grown from a single entity to a group of five development entities, with a network of 10 regional hubs. Its membership has increased from 22 to 57 member countries. Its capital and annual financing approvals have also expanded significantly. Accumulated approvals from inception to the end of 2023 reached US\$182.1 billion.

In 2023, IsDB started the implementation of its Realigned Strategy for 2023-2025 and introduced a Results-Based Management Framework to monitor and report transparently on implementation progress. With the Realigned Strategy, IsDB is better positioned to respond to the evolving development needs of its member countries and address the challenges of the new normal, including the impact of COVID-19, poverty reversal, food insecurity, natural disasters, and geopolitical fragmentations. The Food Security Response Program (FSRP) and Emergency Response programs complement the strategy, providing substantial financial support to member countries for recovery and resilience.

The IsDB Group approved a total financing of US\$12 billion (ID9 billion) in 2023, up US\$1.6 billion from the previous year. Out of the total approvals, IsDB contributed US\$4.3 billion (ID3.2 billion), ITFC US\$6.9 billion (ID5.2 billion), ICD US\$531.7 million (ID396.3 million), ISFD US\$213.6 million (ID159.0 million). ICIEC provided US\$13.3 billion (ID9.9 billion) of business insurance.

IsDB's commitment to meeting high expectations has earned it the continuous trust of its member countries, as reflected in their full subscription to the 6th General Capital Increase of ID5.5 billion and the recent Special Capital Increase of ID881.7 million (US\$ 1.2 billion) by Indonesia. This robust and steady shareholder support has helped IsDB maintain an AAA credit rating for 21 consecutive years up to 2023.



The Bank's efforts reflect its dedication to promoting human dignity, sustainable development, and resilience in the face of evolving global challenges.

Recognizing the critical role of its staff in its development mission, IsDB introduced a new Career Management Policy that provides a comprehensive framework for career progression, development, engagement, and retention. Meanwhile, efforts were made to further enhance diversity and geographical representation within the organization as well as staff well-being and equity.

In conclusion, IsDB's 50-year journey is marked by significant growth and substantial financial commitments to meet the aspirations of its member countries. The Bank's efforts reflect its dedication to promoting human dignity, sustainable development, and resilience in the face of evolving global challenges.



Dr. Muhammad Al JasserPresident, Islamic Development Bank
Chairman, Board of Executive Directors



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CHAPTER 1

IsDB GROUP ACTIVITIES

This chapter highlights the main achievements of the IsDB Group, the umbrella organization under which sits the Islamic Development Bank (IsDB), the Islamic Development Bank Institute (IsDBI), the Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC), the Islamic Corporation for the Development of the Private Sector (ICD), and the International Islamic Trade Finance Corporation (ITFC). While the IsDB is the main development bank, the other organizations complement its work to deliver a comprehensive range of projects and activities to support sustainable socio-economic development in its member countries.



CHAPTER 2

ADVANCING INCLUSIVE, GREEN, RESILIENT, AND SUSTAINABLE DEVELOPMENT

The IsDB is committed to ensuring that no one is left behind in the development journey of its member countries. Education, infrastructure, health, environment and gender equality are all essential components of sustainable development. In 2023, the Bank continued to address all of these aspects of development to ensure long-term, inclusive progress towards the SDGs.

CHAPTER 3

REINFORCING INSTITUTIONAL EFFECTIVENESS

The IsDB's impact and effectiveness as an organization is built on a foundation of sound internal structures and processes, including corporate governance, risk management, auditing, compliance and IT. In 2023 we continued to be meticulous in ensuring the integrity and effectiveness of all of these institutional systems.

EXECUTIVE SUMMARYA YEAR IN REVIEW

IsDB has created a legacy of tremendous accomplishments in its development journey over the last 50 years. Meanwhile, the dynamics of development challenges have also become more complicated, and the Bank has realigned its strategy to respond to this new normal. The year 2023 witnessed the successful roll-out of this Realigned Strategy. With the ongoing implementation of the Food Security Response Program, the Bank also extended emergency aid to the member countries affected by earthquakes and conflicts in 2023.

The IsDB Group approved US\$12 billion (ID9 billion) for development financing, an increase of 15.3% over the 2022 total approvals. Out of this total approval amount, IsDB contributed US\$4.3 billion (ID3.2 billion), ITFC US\$6.9 billion (ID5.2 billion), ICD US\$531.7 million (ID396.3 million), ISFD US\$213.6 million (ID159.0 million), and ICIEC provided US\$13.3 billion (ID9.9 billion) of business insurance. These approvals will address recovery, food security, resilience, green growth, and inclusive human development. Furthermore, the Bank implemented several activities in 2023 to reinforce institutional and financial soundness. The highlights of our operations in 2023 are outlined below.

BOOSTING RECOVERY AND FOOD SECURITY

- The IsDB Group is continuing with the operationalization of the Food Security Response Program (FSRP) approved in July 2022. The amount allocated for the program is US\$10.54 billion, plus US\$500 million of credit and political risk insurance.
- In 2023, the total amount of financing approved under FSRP stood at US\$4.0 billion, representing 46% of the pledged amount (excluding ICIEC insurance approvals). Out of this amount, US\$906.3 million was approved by ISDB, US\$3.0 billion by ITFC, US\$100 million by ICD, and US\$19.1 million by ISFD. Also, US\$788.5 million worth of business credit and political risk insurance was approved by ICIEC toward the FSRP.
- US\$581.9 million worth of accelerated disbursements have been made as part of IsDB financing from 85 active projects relevant to the FSRP.
- The IsDB provided substantial support to its member countries (MCs) in 2023 through Emergency Response grants. Türkiye, Syria, Sudan, Libya, and Morocco collectively received US\$7.0 million in rapid financial assistance, demonstrating a dedicated effort to aid member countries impacted by humanitarian crises.

DRIVING RESILIENCE AND GREEN GROWTH

- The Bank's initiatives in 2023 provided comprehensive support to member countries grappling with various challenges, including natural disasters, conflict, and fragility. In doing so, it demonstrated a commitment to being a reliable partner during critical times and fostering impactful contributions to address complex global challenges.
- The Bank actively engaged in COP28, pledging US\$1.0 billion for climate adaptation financing for fragile member countries. This marked a significant milestone in its efforts to address climate challenges.
- In 2023, IsDB developed a greenhouse gas (GHG) accounting system and accompanying staff guidance to identify, measure, and report on operational and organizational GHG emissions, aligning with the Paris Agreement targets and Sustainable Development Goals (SDGs).

The Bank's initiatives in 2023 provided comprehensive support to member countries grappling with various challenges, including natural disasters, conflict, and fragility.

- In terms of climate finance, IsDB has exceeded its target of a 35% climate finance share of total financial commitments by 2025, with 37% already achieved.
- As part of efforts under the Small-Scale Renewable Energy Applications in Rural Areas program, the Bank approved US\$200 million for the establishment of a new 400kV Jasra subsystem in Mauritania.
- In 2023, IsDB approved 13 transport projects totaling US\$1.2 billion, with the aim of developing sustainable, reliable, cost-effective, and resilient transportation systems to accelerate socioeconomic activities, growth, and poverty reduction in IsDB member countries.
- A total of US\$392.3 million was approved in 2023 for urban development projects, including US\$298 million for peri-urban and rural housing finance in Bangladesh, US\$15.3 million for the Slums Upgrading and Integrated Urban Development program in Djibouti, and US\$79 million for affordable, resilient, and energyefficient housing for underserved populations in the Kyrgyz Republic.
- IsDB also embarked on a journey to reduce the digital divide in its 57 member countries, launching the Technology Deployment Cooperation Program (TDCP) to facilitate the transfer and deployment of cost-effective technologies to address development challenges and improve digital inclusion.
- In partnership with Microsoft, the Bank supported the efforts of the Technology for Social Change and Development (Tech4Dev) initiative by implementing a Women Techsters Fellowship Program that aims to empower five million women across all 54 African countries by 2030.

BUILDING INCLUSIVE HUMAN CAPITAL DEVELOPMENT

- In 2023, IsDB boosted its development financing to help deliver education for all, universal healthcare, and poverty reduction as part of its aim to build inclusive human capital in its member countries.
- IsDB investments in education are aimed at driving a shift from schooling to learning. Approvals for education in 2023 reached a new high of US\$420.59 million, leveraging US\$71.67 million in grants including US\$65 million from the Global Partnership for Education (GPE), and US\$21.72 million in co-financing from Arab Coordination Group (ACG) partners.

- The approvals for education include US\$86 million for Tajikistan under the GPE and US\$220.25 million for Uzbekistan to improve the quality and efficiency of its education services.
- In addition, the first pilot project under the Bank's human capital development initiative in partnership with WFP – "Investing in the Future of Learners" – was approved for Benin through blended financing amounting to US\$25.51 million.
- In 2023, the Bank awarded scholarships to 524 students from 57 countries, including 180 candidates from 27 Muslim communities in non-member countries (NMCs). As of December 2023, the scholarship program continues to support 1,804 students and scholars, with 1,321 from 98 countries studying in 68 countries, and 483 students being in the process of securing admission to start their study programs.
- In 2023, IsDB approved 12 projects with U\$\;2.64 million of funding to support education, technical and vocational education and training (TVET), and capacity development in NMCs.
- In 2023, IsDB also approved US\$1.4 billion for healthrelated projects. This included US\$846 million towards health transformation in Indonesia.
- In line with this, IsDB is also at the core of the New Global Financing Pact for providing health and wellbeing for all through universal health coverage in lowand low-middle-income countries.
- IsDB supported telehealth in 2023 as a Reverse Linkage Project between Somalia and Egypt. Upon completion of the project, critically ill patients will be able to benefit from an Intensive Care Unit operated by Somalian medical staff in the East Africa University Hospital
- Furthermore, as part of its participation in the Alliance to Fight Avoidable Blindness, the Bank formulated an eyecare program aimed at empowering 10 million children in 13 African countries to fight avoidable blindness.
- In 2023, US\$213.6 million was approved through ISFD for poverty reduction projects in the member countries.
- IsDB has also continued to facilitate the transfer of development solutions among its member countries through mechanisms such as the Technical Cooperation Programme (TCP) and the Reverse Linkage mechanism, which brings member countries together to tackle shared challenges.



IsDB continues to nurture its most critical asset: its staff. The Bank has prepared a new Career Management Policy to provide a comprehensive framework for career progression, development, engagement, and retention.

- IsDB approved 38 TCP operations in 2023, amounting to US\$0.9 million. Meanwhile, a grant of US\$2.93 million was approved for Reverse Linkage, benefiting Chad, Djibouti, Mauritania, and Mozambique in areas such as education and rural and urban development.
- The Bank has intensified its efforts to mainstream regional integration into its operations. To this end, the Bank allocated US\$0.96 million in 2023 to support regional integration and investment promotion and mobilized US\$2.15 million for its regional integration and investment promotion operations in member countries.

REINFORCING INSTITUTIONAL AND FINANCIAL SOUNDNESS

- In 2023, IsDB executed several institutional and financial soundness programs to reinforce its good governance and financial sustainability.
- In this context, the implementation of a Bank-wide Enterprise Risk Management Project with advanced risk and finance analytics, including an integrated DataMart, reached an advanced stage in defining the institution's capacity and willingness to bear risk exposures.
- The Bank implemented the LIBOR transition project to ensure a smooth transition to alternate benchmark rates
- In 2023 IsDB completed 11 project evaluations across 10 member countries and one instance of Special Assistance, and finalized eight Corporate, Country, and Thematic evaluations initiated in 2022.
- IsDB member countries have contributed to the Bank's financial sustainability through ongoing shareholder support with multiple equity injections in the form of both General Capital Increases (GCIs) and Special Capital Increases (SCIs).

- At the 2023 Annual Meeting, IsDB's capital base was bolstered once again when the Honourable Board of Governors approved an SCI for the Republic of Indonesia amounting to a cash injection of ID881.7 million (US\$1.2 billion).
- High capitalization levels with very high subscription rates strengthen the financial sustainability of the Bank and reinforce its ability to withstand financial crises. This status is also viewed very positively by the global rating agencies who by 2023 had maintained IsDB's top-tier AAA-rating for 21 consecutive years.
- IsDB also continues to nurture its most critical asset: its staff. The Bank has prepared a new Career Management Policy to provide a comprehensive framework for career progression, development, engagement, and retention.
- Our commitment to diversity was evident, particularly in terms of attracting skilled professionals, both males, and females, and improving geographical representation. Vacancy requisition increased 38% in 2023, with applications coming from 166 countries. Our female staff were accorded equal access to benefits such as educational grants and dependency allowances.
- In 2023 the Bank resolved 1,231 compliance issues and rigorously followed up on the implementation of the Management Action Plans (MAPs). The IsDBG Administrative Tribunal became fully operational and is the highest body in the internal justice system of the Bank. The decisions of the Tribunal are final and binding.

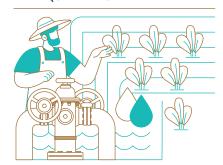
IsDB GROUP **ACCOMPLISHMENTS**

IsDB-OCR approval has continued to increase markedly over the years. In 2023, IsDB-OCR approval rose to US\$4.3 billion from US\$3.0 billion in 2022 and exceeded the annual target by 7.5%. This year's approval covers 65 operations in 27 member countries, with the health and transportation sectors accounting for the largest shares. This reflects the increased response of the IsDB-OCR to the development dynamics prevailing in the member countries. The new approvals are expected to bring promising developmental results to member countries and to Muslim communities around the world. Highlights of anticipated results, once the 2023 approved operations are completed, include:



POLIO VACCINATION FOR MILLION CHILDREN AGED UNDER 5 IN PAKISTAN.

GREEN EMERGENCY HOSPITALS FOR THE POPULATION AFFECTED BY THE EARTHOUAKE IN TÜRKIYE.



THE CREATION OF OF HYDRO-AGRICULTURAL **DEVELOPMENT. THE PROTECTION OF HECTARES** THROUGH SOIL CONSERVATION, AND THE CONSTRUCTION OF VILLAGE HYDRAULIC SYSTEMS IN MALI. THE CONSTRUCTION AND EOUIPPING OF

CLASSROOMS IN MOZAMBIOUE.

AN INCREASE OF HIGHER EDUCATION **CAPACITY BY U** STUDENTS

IN MAURITANIA.



ACCESS TO EQUITABLE AND QUALITY HIGHER EDUCATION FOR

STUDENTS IN CHAD.

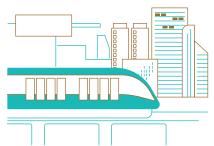
THE PROVISION OF ACCESS TO





THE PROVISION OF MÚLTI-STORIED HOUSING **DEVELOPMENTS FOR** LOWER AND MIDDLE-INCOME PEOPLE IN BANGLADESH, ALONG WITH

CLIMATE-RESILIENT HOUSING **DEVELOPMENTS AND ECO-FRIENDLY HOUSING** DEVELOPMENTS.



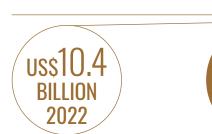
OF GREEN CLIMATE-RESILIENT **ELECTRIC EXPRESS RAILWAY IN EGYPT.**

OF 2X2 HIGHWAY IN CÔTE D'IVOIRE.





2023 IN NUMBERS



US\$12 BILLION 2023

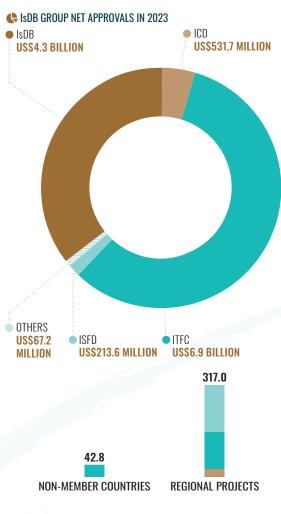
THE ISDB GROUP APPROVED

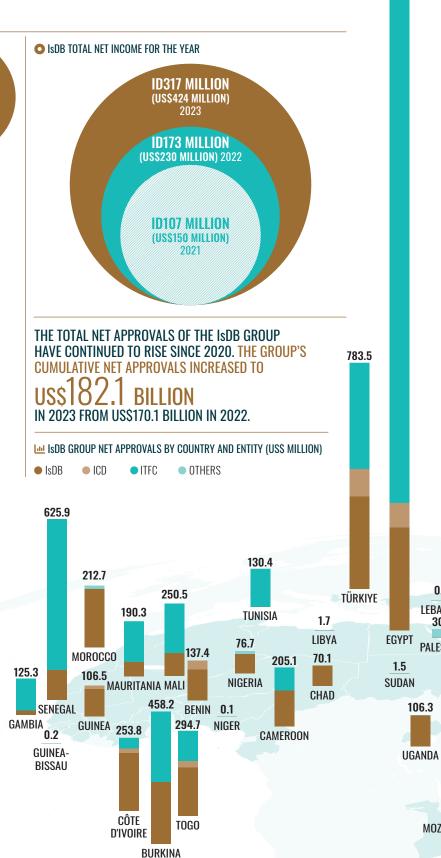
US\$12 BILLION (ID9 BILLION)

FOR DEVELOPMENT FINANCING, AN INCREASE OF

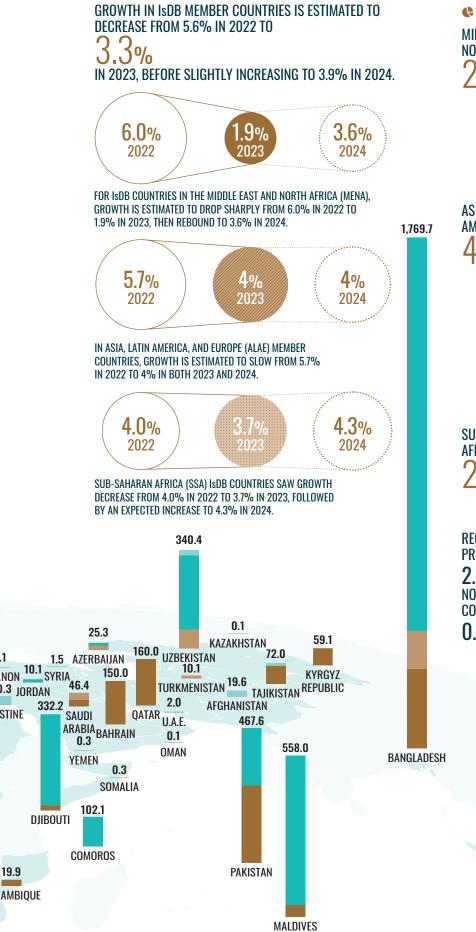
15.3%

OVER THE 2022 TOTAL APPROVALS.





FAS0



0.3 JORDAN

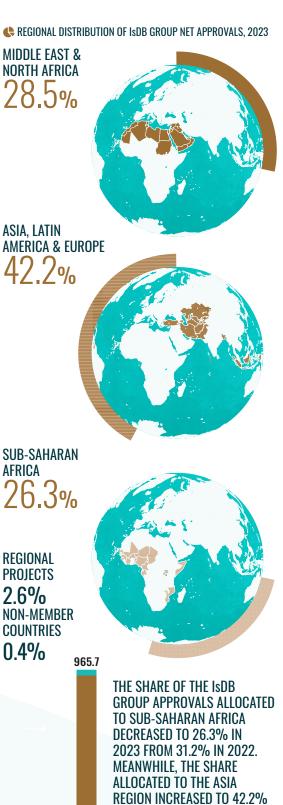
STINE

19.9

AMBIQUE

332.2

DJIBOUTI



IN 2023 FROM 37% IN 2022.

INDONESIA

2023 AT A GLANCE

EMERGENCY RESPONSE



TÜRKIYE

IN TÜRKIYE, MORE THAN **FOOD PACKAGES WERE DISTRIBUTED TO 128.000 FAMILIES** IN RESPONSE TO THE EARTHQUAKE.



SYRIA

PROJECT WAS LAUNCHED IN RESPONSE TO THE SYRIAN EARTHQUAKE, IN PARTNERSHIP WITH THE **QATAR RED CRESCENT** SOCIETY.



FOLLOWING THE EARTHOUAKE IN MOROCCO. IsDB PROVIDED GRANT FINANCING OF

USS1.5 MILLION FOR EMERGENCY REHABILITATION.

SUDAN

US\$1.5 MILLION WAS ALLOCATED TO **SUPPORTING** 125.000 PEOPLE

AFFECTED BY THE CONFLICT IN SUDAN.



LIBYA

MILLION

PACKAGE OF SUPPORT WENT TO LIBYA IN RESPONSE TO THE FLOODS OF SEPTEMBER 2023, PROVIDING SHELTER, HEALTHCARE, WATER AND SANITATION.



FOOD SECURITY



THE ISDB GROUP'S FOOD SECURITY RESPONSE PROGRAM (FSRP) IS A COMPREHENSIVE PACKAGE WORTH

us\$10.54 billion

WITH THE OBJECTIVE OF PROVIDING CRUCIAL SUPPORT TO ISDB MEMBER COUNTRIES IN COMBATING FOOD CRISES.

AT THE END OF 2023, THE TOTAL AMOUNT OF FINANCING APPROVED FOR THE FOOD SECURITY RESPONSE PROGRAM STOOD AT

US\$4.0 BILLION,
REPRESENTING 46% OF THE PLEDGED
AMOUNT UNDER APPROVAL.

THE INTERNATIONAL ISLAMIC TRADE FINANCE CORPORATION (ITFC), A MEMBER OF THE ISDB GROUP, HAS COMMITTED

US\$4.5 BILLION
OF THE TOTAL US\$10.54 BILLION
COMMITMENT OVER 3.5 YEARS
(JULY 2022-DECEMBER 2025).

HFAITH



IN 2023, ISDB APPROVED US\$1.4 BILLION FOR HEALTH FINANCING ACROSS 6 COUNTRIES.

ISDB HAS ALLOCATED
US\$ 46
MILLION
TO A HEALTH
TRANSFORMATION
PROGRAM IN INDONESIA,
AS PART OF A
US\$4.2 BILLION
PARTNERSHIP
WITH OTHER MULTILATERAL

DEVELOPMENT BANKS.



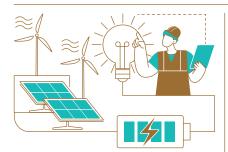
AS PART OF THE ALLIANCE TO FIGHT AVOIDABLE BLINDNESS, THE BANK FORMULATED AN EYECARE PROGRAM TO EMPOWER

10 MILLION CHILDREN IN 13 AFRICAN COUNTRIES

TO FIGHT AVOIDABLE BLINDNESS. THE PROGRAM WILL PROVIDE MORE THAN 320,000 CORRECTIVE GLASSES FOR CHILDREN.

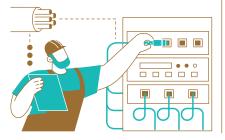


INFRASTRUCTURE



IN 2023, THE BANK APPROVED US\$387.9 MILLION FOR ENERGY DEVELOPMENT.

SINCE ITS INCEPTION, THE ISLAMIC DEVELOPMENT BANK GROUP HAS IMPLEMENTED A TOTAL OF 90 ICT SECTOR OPERATIONS WORTH OVER US\$936 MILLION.



IN 2023, ISDB APPROVED

13 TRANSPORT

PROJECTS

WITH A TOTAL VALUE OF

US\$ 1.2 BILLION,

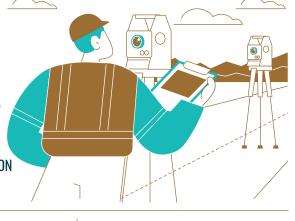
DESIGNED TO DEVELOP

SUSTAINABLE, RELIABLE,

COST-EFFECTIVE, AND

RESILIENT TRANSPORTATION

SYSTEMS.

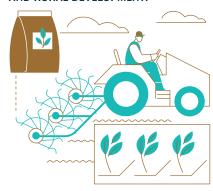




IN 2023 A TOTAL OF US\$392.3 MILLION WAS APPROVED FOR URBAN DEVELOPMENT PROJECTS.

IN 2023, ISDB APPROVED PROJECTS WORTH

US\$365.72 MILLION
IN AGRICULTURE, WATER RESOURCES,
AND RURAL DEVELOPMENT.



SOUTH-SOUTH DEVELOPMENT

A TOTAL OF

38

TECHNICAL COOPERATION

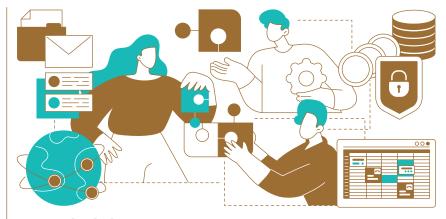
PROGRAMME (TCP)

OPERATIONS WERE APPROVED IN

uss900,000,

2023, AMOUNTING TO

PRIORITY WAS GIVEN TO LEAST DEVELOPED MEMBER COUNTRIES, AND TO INTERVENTIONS IN AGRICULTURE, EDUCATION, HEALTH, ISLAMIC FINANCE, AND TECHNOLOGY DEPLOYMENT.



A USS 2.93 MILLION

GRANT WAS ALLOCATED FOR REVERSE LINKAGE IN 2023, BENEFITING CHAD, DJIBOUTI, MAURITANIA, AND MOZAMBIQUE IN AREAS SUCH AS EDUCATION AND RURAL AND URBAN DEVELOPMENT.

SPECIAL ASSISTANCE



IN 2023, THE COMMUNITIES OUTREACH PROGRAM APPROVED

12 PROJECTS
TOTALING
US\$ 2.638 MILLION,

SUPPORTING EDUCATION, TVET, AND CAPACITY DEVELOPMENT.

DURING 2023, A TOTAL OF

38 PROJECTS

WERE COMPLETED ACROSS

AFRICA 19

EUROPE 2

ASIA 12

AND AMERICA 5.

SINCE ITS INCEPTION IN 1981, THE PROGRAM HAS APPROVED

1,869 PROJECTS

US\$908 MILLION,

WITH 1,096 BEING DEVELOPMENTAL PROJECTS AND 773 BEING RELIEF PROJECTS.

WOMEN AND YOUTH

USS 55.6 MILLION

HAS BEEN ALLOCATED TO THE IMPLEMENTATION OF SIX PROGRAMS THAT AIM TO SUPPORT WOMEN-OWNED/LED SMALL AND MEDIUM ENTERPRISES (WSMES) IN NINE COUNTRIES.

IN PARTNERSHIP WITH MICROSOFT, THE WOMEN TECHSTERS INITIATIVE AIMS TO EMPOWER

5 MILLION WOMEN
ACROSS ALL 54 AFRICAN COUNTRIES

BY 2030.





