

GEORGIA AND THE HUMAN CAPITAL PROJECT:

INVESTING IN PEOPLE TO BUILD HUMAN CAPITAL ¹

This note describes the World Bank Group (WBG)'s Human Capital Project (HCP) and its importance for Georgia and alignment with the government's development vision. The note highlights the benefits of the HCP and expected actions by Georgia in the lead up to and post the October 2018 Annual Meetings of the WBG and International Monetary Fund (IMF) when the HCP was officially launched. The note also outlines the ongoing and planned WBG's support program to boost human capital investments in Georgia. The HCP presents an excellent opportunity for Georgia and the WBG to work together and drive transformational progress on human capital outcomes.

I. INTRODUCTION

1. In 2017, the World Bank Group (WBG) announced the Human Capital Project (HCP)² with the goal to accelerate investments in human capital³ as a critical step to boosting inclusive and sustainable growth. The HCP was formally launched at the Annual Meetings of the WBG and International Monetary Fund (IMF) in Indonesia in October 2018. As part of this effort, the WBG is working with countries in several areas: (i) building the analytical and evidence base on the impact of human capital on inclusive and sustainable economic growth; (ii) developing of actionable policies and programs that enhance human capital; (iii) ramping up innovative and results oriented financing options for human capital investments; and (iv) measuring progress on human capital development.

2. The HCP, borne out of the growing recognition that investing in human capital is central to development, delivers substantial economic benefits, and creates more inclusive societies. There is mounting global evidence that countries need to invest more in human capital to sustain growth, prepare workforces for the more highly-skilled jobs of the future and compete effectively in the global economy.^{4,5} Massive gains in countries that invested significantly in human capital, such as South Korea, show that such investments have been both the right and smart thing to do. Healthy, educated, productive, and resilient people can take advantage of new economic

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² The Human Capital Project seeks to raise awareness and increase demand for interventions to build human capital. It aims to accelerate better and more investments in people. The Project has three elements (i) the Human Capital Index, (ii) a program to strengthen research and measurement on human capital; and (iii) support to countries to accelerate progress in raising human capital outcomes. For more information, please visit www.worldbank.org/humancapitalproject

³ Human capital may be defined as the sum total of a population's health, skills, knowledge, experience, and habits.

⁴ The Changing Wealth of Nations, World Bank Group, 2018

⁵ UNESCO 2017. Reducing global poverty through universal primary and secondary education. [[pdf](#)]

opportunities.⁶ Megatrends, such as globalization, urbanization, climate change and demographic shifts, create even greater urgency for countries to invest more in people now to build their human capital.⁷ In addition, technology is changing the nature of work. Individuals need new skills, more opportunities to learn, and higher levels of human capital to stay competitive. In turn, these individuals will create more productive workforces, and lead economies and societies to remain productive, robust, and resilient.

3. When these investments begin in the early years of life, they lay a particularly strong foundation for both adult prosperity and resilience, and the growth and competitiveness of nations. Proper nutrition and stimulation in utero and during early childhood improve physical and mental well-being later in life. Since learning is cumulative, the cognitive and socioemotional developmental gaps that emerge at young ages hinder further learning over the life-cycle, underscoring the importance of investing in quality early learning services and school readiness programs. Although some gaps in cognitive and socioemotional skills that manifest themselves at an early age can be closed later, doing so becomes more expensive as children reach their teens. It is no surprise, then, that focusing on human capital during the first 1,000 days of a child's life is one of the most cost-effective investments governments can make.

4. Georgia is one of the “Early Adopters” of the HCP. The HCP and Georgia's Early Adopter status present the government and the WBG with an excellent opportunity to work together and drive transformational progress on human capital outcomes. As an Early Adopter, Georgia participated at the 2018 Annual Meetings in Indonesia and expressed commitment to accelerate investments in human capital. The WBG team has worked with Georgian counterparts ahead of the Annual Meetings in developing Georgia's Human Capital Index (HCI) and vision to accelerating progress in human capital outcomes.

II. THE HUMAN CAPITAL PROJECT

5. According to the 2018 WBG's *The Changing Wealth of Nations* report, which included for the first-time human capital in its national wealth accounting, human capital is by far the largest component of global wealth. Human capital accounts for an estimated 64 percent of global wealth. It accounts for 70 percent of wealth in rich countries, but only 41 percent in poorer ones (Figure 1).⁸ This underscores the importance of paying attention to human capital, which is a much bigger driver of economic growth and development than it was perhaps understood in the past. In the current era of rapid technological change and attendant uncertainties, those with higher human capital can adapt and take advantage of digital innovations faster and better complement new technologies, an ability that will be increasingly important in the future.

6. However, countries often underinvest in human capital because the returns are less immediate than those in more concrete investments, such as infrastructure. Despite the importance

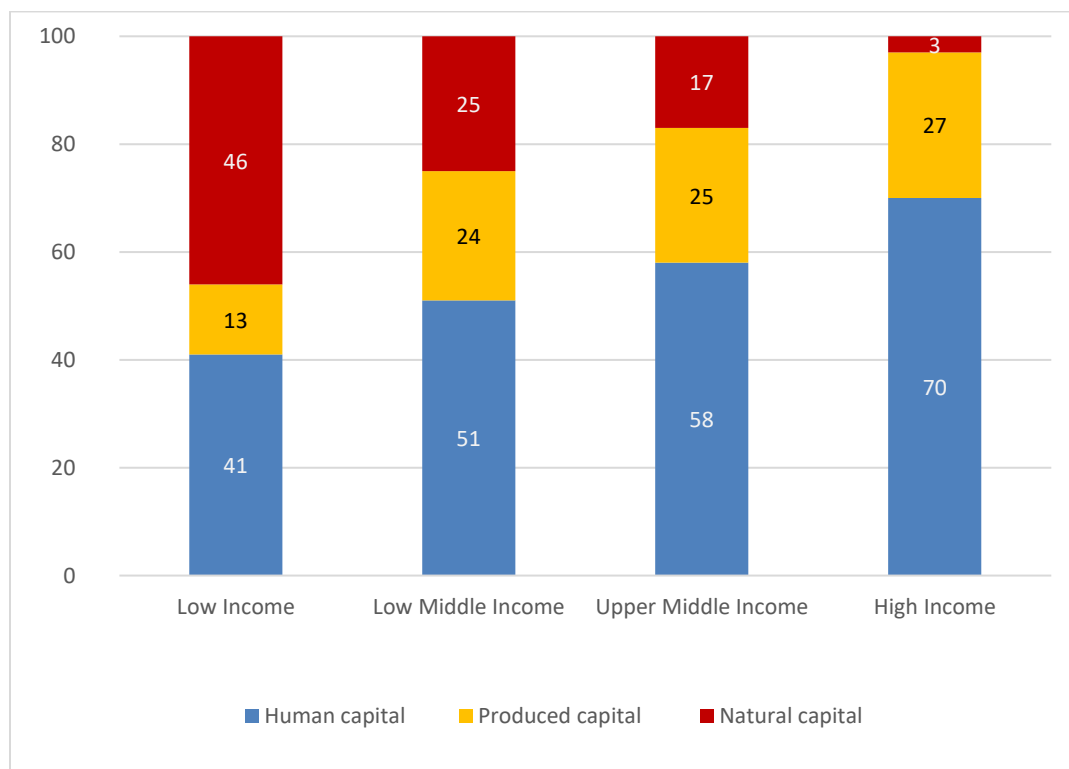
⁶ Hanushek and Woessman, 2015. *The Knowledge Capital of Nations: Education and the Economics of Growth*, MIT press.

⁷ World Bank. *World Development Report 2016: Digital Dividends* [[pdf](#)]

⁸ *The Changing Wealth of Nations*, World Bank Group, 2018

of investing in human capital, politicians often lack the incentive to support policies that may take decades to pay off. Individuals often fail to consider the benefits that investments in people can have on others and society at large. Some of the benefits from improved human capital go beyond the generation that makes those investments, implying the important role for government to play. The HCP is aimed at drawing attention to these and the importance of human capital to sustainable development and help countries break out of the trap of low demand for human capital investment.

Figure 1: Human capital is the largest contributor to global wealth (% of total wealth)



Source: The Changing Wealth of Nations, World Bank Group (2018)

7. The HCP has three main components: (i) **Human Capital Index**, which is expected to provide impetus for prioritizing investment in the human capital of the next generation; (ii) **Measurement** to provide analysis to support investments in human capital formation; and (iii) **Country Engagement** to support Early Adopters (ultimately all countries) to prepare national strategies that accelerate progress on human capital. The HCP will provide countries with an integrated menu of WBG services and support that help enhance human capital at the national level. It will also support further reforms and innovative programs for human capital development as well as achieving greater spending efficiency and leveraging resources, including domestic revenue.

The Human Capital Index (HCI)

8. The HCI component of the HCP measures the amount of human capital that a child born today can expect to attain by the end of secondary school, given the risks to education, health and

social protection that prevail in the country where he or she was born. The HCI is a simple metric that will highlight how investments that improve human capital outcomes today will affect the productivity of the next generation of workers. The HCI will focus on measuring the human capital of the next generation, rather than measuring the stock of human capital of the current workforce, which is largely the result of policy choices taken decades ago when the current workforce was of school age. By measuring how human capital contributes to the productivity of the next generation of workers across countries, HCI is expected to galvanize more—and more effective—investments in people, particularly in the next generation.

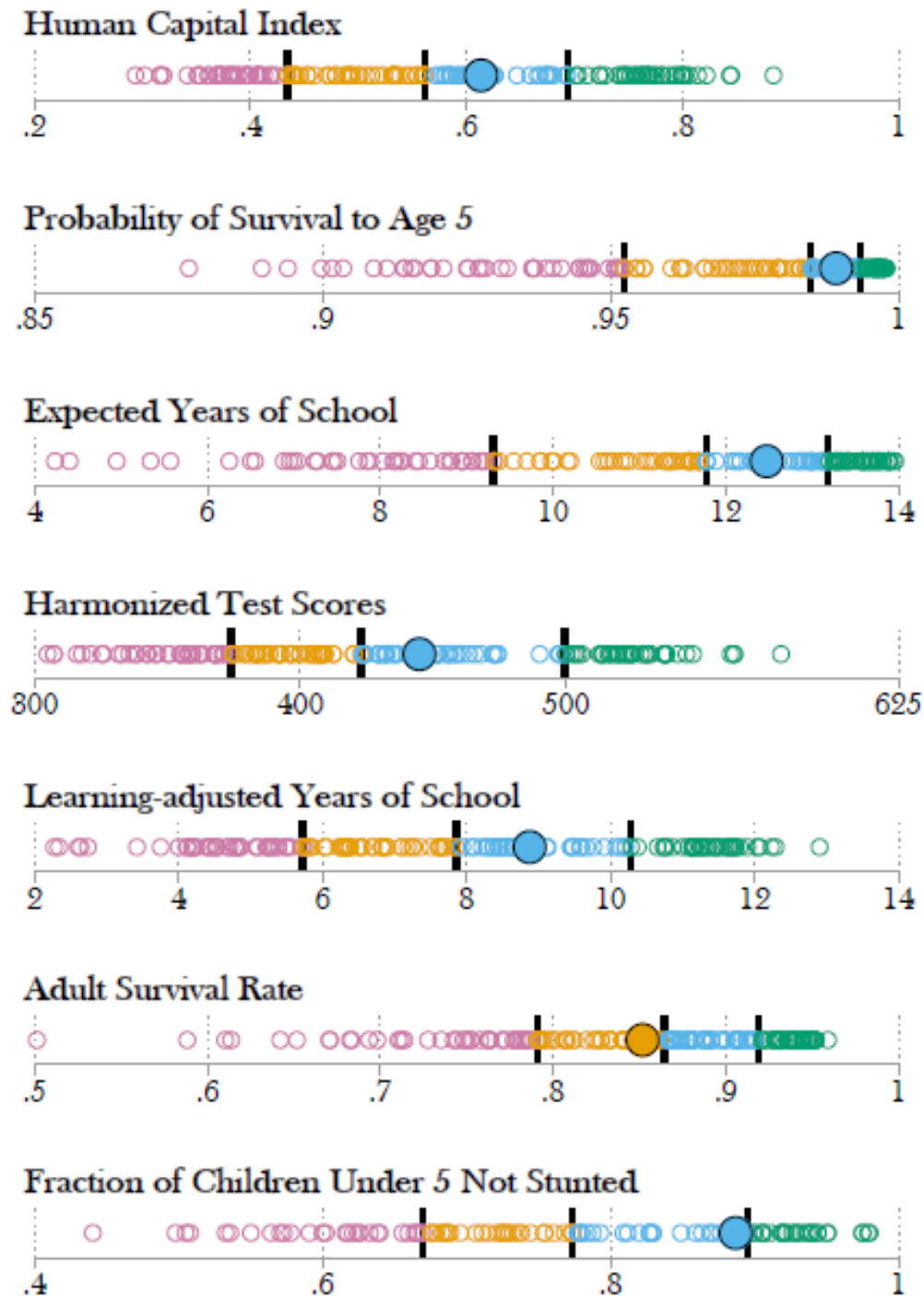
9. The HCI measures the health, as well as the quantity and quality of education, that a child born today can expect to achieve by the age of 18. The three components of the HCI as currently formulated are:

- Component 1: **Survival**, measured using under-5 mortality rates taken from the UN Child Mortality Estimates.
- Component 2: **Expected Years of Quality-Adjusted School**, combining information on the *quantity* and *quality* of education. The *quantity* of education is measured as the expected number of years of primary and secondary school that a child born today can expect to obtain given the prevailing pattern of enrolment and completion rates across grades. The *quality* of education is based on the performance in major international student achievement testing programs, such as PISA and TIMSS. Combining the two allows to measure quality-adjusted years of school or learning-adjusted years of school.
- Component 3: **Health**, captured by two proxies: (i) adult survival rates, defined as the fraction of 15-year olds that survive until the age of 60, and (ii) the rate of stunting for children under the age of 5. Adult survival rates can be interpreted as a proxy for the range of fatal and non-fatal health outcomes that a child born today would experience as an adult if current conditions prevail into the future. Stunting is broadly-accepted as a proxy for the prenatal, infant and early childhood health environment, and so summarizes the risks to good health that children born today are likely to experience in their early years – with important consequences for health and well-being in adulthood.

10. The three components –expressed in terms of their relative contributions to worker productivity – are multiplied together to generate a HCI that measures the productivity of a worker relative to the benchmark of full health and complete education. As such, HCI ranges from zero to one. A value x of HCI means that a worker of the next generation will be only $x \times 100$ percent as productive as she or he would be under the benchmark of complete education and full health. Equivalently, the gap between x and one measures the shortfall in worker productivity due to gaps in education and health relative to the benchmark.

11. As an example, consider a country with an HCI equal to around 0.5. This means that, if current education and health conditions persist, a child born today will only be half as productive as she could have been relative to the benchmark of complete education (14 years of quality-adjusted school) and full health (100 percent survival to age 5, and 100 percent adult survival rates).

Figure 2: Georgia's Human Capital Index and its Components



Source: World Bank (2018).

Note: The graph above shows the distribution of the 5 components of the Human Capital Index as well as the distribution of the overall Human Capital Index based on the latest data available. Large circle represents Georgia and small circles represent other countries. Thick, vertical lines and color of circles reflect quartiles of the distribution.

12. Figure 2 presents Georgia's HCI and its components. The HCI, so far constructed for 157 countries, conveys the productivity of the next generation of workers compared to a benchmark of complete education and full health. Globally, 56 percent of all children born today will grow up to be, at best, half as productive as they could be; and 92 percent will grow up to be, at best, 75 percent as productive as they could be. A child born in Georgia today will be 61 percent as productive when she grows up as she could be if she enjoyed complete education and full health. This suggests that there is a significant gap from its potential frontier and thus Georgia is foregoing substantial amount of growth and development by not adequately prioritizing investment in human capital. Georgia's large gap in human capital index is largely attributable to poor quality of education. In Georgia, a child who starts school at age 4 can expect to complete 12.5 years of school by her 18th birthday. However, factoring in what children actually learn and quality of education, expected years of school is only 8.9 years, a learning gap of 3.6 years. Similarly, 11 out of 100 Georgian children are stunted, and so at risk of cognitive and physical limitations that can last a lifetime.

13. In addition to their intrinsic value, the health and education components of human capital described above are also critical components of worker productivity. Measuring the economic benefits of investments in human capital in this way does not diminish the social and intrinsic value of better health and education. Rather, it calls attention to the economic costs of failing to provide them. By demonstrating the beneficial effects that investing in human capital has on worker productivity, the HCI is expected to provide impetus to policy-makers to pay as much attention to what is happening in their schools and hospitals as what is happening in their fiscal and monetary policies.

Measurement and Research

14. While the many benefits of improving human capital are well known among scholars, their knowledge has not turned into a convincing call for action among developing countries. One constraining factor is the shortage of credible data that make clear the benefits of investing in human capital for policy-makers, including not only those in the ministries of health and education but also for heads of state and ministries of finance and economies. Within countries, credible measurement is expected to lead to insights into what works and where to target resources. It also increases policy makers' awareness of the importance of investing in human capital, creating momentum for action. Globally, comprehensive measurement sheds light on the differences between countries, and spurs demand for investments in people.

Country Engagement

15. The Human Capital Project will help countries tackle barriers to human capital development, using a "whole of government" approach. This component of the HCP is aimed at improving our understanding of how to increase people's human capital through cost-effective policies, allowing countries to identify avenues for strategic and effective investments. Measurement and analysis of a wide range of education and health outcomes and contributing factors will help in closing information gaps on the effectiveness of programs that aim to increase

human capital. The WBG will support these efforts to measure and analyze factors contributing to human capital formation, allowing countries to track progress towards outcomes. Activities under measurement component include:

- Supporting countries to participate in international tests and national surveys to better measure and benchmark countries on the different components of the HCI
- Measuring progress in the contributing factors, allowing countries to track progress towards outcomes, accounting for the lag between investments and returns in human capital
- Assisting countries in identifying effective policies to address critical constraints to improving human capital
- Analysis of public spending on human capital effectiveness and financing gaps
- Supporting domestic resource mobilization for human capital through mobilizing demand from the private sector, and harnessing of partner support, and looking for innovative financing mechanisms to leverage greater resources.

III. WHY INVESTING IN HUMAN CAPITAL IS VITAL FOR GEORGIA

16. Georgia has made tremendous progress in multiple fronts since its independence in the early 1990s. It ranks high on governance and doing business indicators. There are appreciable improvements in infrastructure and other foundations for economic growth. Georgia has mature institutions and enjoys the commitment of its citizens to invest in the future. The rules and regulations in place make it easier to start and grow a business, as recognized by international ratings on business friendliness. Georgia now is a middle-income country, with improved living standards for its citizens and a vibrant civil society.

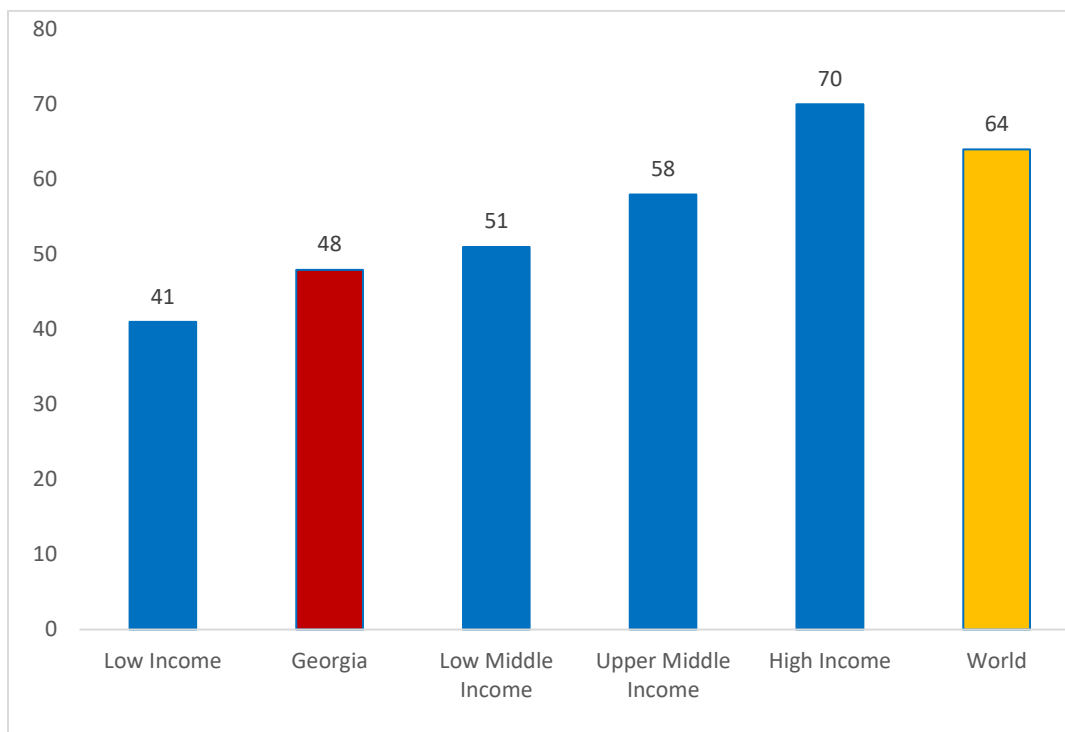
17. Despite the achievements so far, Georgia faces many challenges in maintaining the gains made and in securing a more prosperous future for all its citizens. We highlight some of the challenges facing Georgia today. First, Georgia, with a Gini coefficient of 36.5 percent, has one of the highest levels of inequality in the ECA region. Related to this, there is a widening income gap between major urban areas and a large, mostly rural, hinterland that has not benefited as much from growth. Second, Georgia is undergoing significant demographic changes, with population aging and shrinking at the same time. Third, Georgia's small open economy and its geography make it vulnerable to external shocks, while at the same time offering opportunities for export-oriented development and to serve as a transit hub. Finally, Georgia also has considerable social challenges, including high unemployment and low activity rates, particularly among women and youth and nearly half of the population vulnerable to falling into poverty.

18. How can Georgia build on its past progress, prepare its people for the challenges and opportunities that lie ahead? According to the recently completed WBG Systematic Country Diagnostic report, enhanced investment in its people and their human capital can be a key in ensuring Georgia's growth and competitiveness, achieving sustainable poverty reduction, and narrowing the gap between social and spatial groups.⁹ Empirical research shows that sustaining

⁹ Georgia: From Reformer to Performer: A Systematic Country Diagnostic, World Bank Group, 2018

economic growth over the long term and capacity to avoid the ‘middle-income trap’¹⁰ would require significant investments in human capital formation. The confluence of rapid technical change, globalization and demographic changes would require that Georgia prioritizes human capital as a key strategy for economic competitiveness and growth. Such investments are also vital for alleviating the adverse impacts of the demographic changes and help reduce inequality.

Figure 3: Contribution of Human Capital to Georgia’s and World’s Wealth (% of total wealth)



Source: The Changing Wealth of Nations, World Bank (2018)

19. While human capital already contributes substantial amount to its national wealth, Georgia remains far away from its potential frontier or from that its aspirational peers. Human capital, measured by the value of earnings over a person’s lifetime, contributes about 48 percent of Georgia’s wealth, compared to 70 percent for high income countries (Figure 3). There are several contributing factors for Georgia’s low performance in the contribution to human capital to its national wealth. We highlight a few of these factors in the following paragraphs.

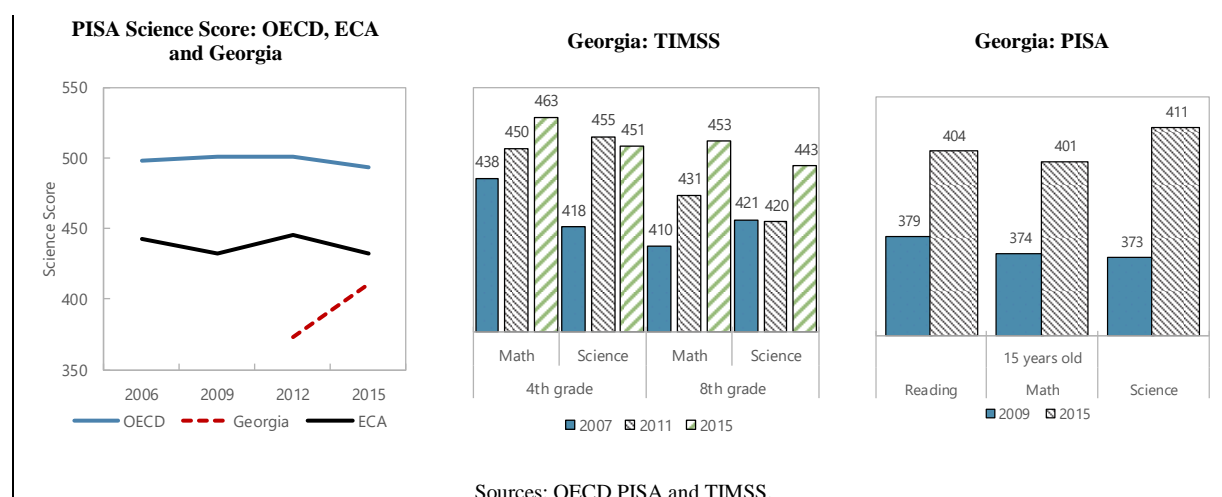
20. Despite two decades of education reforms that helped improve school governance, curriculum design, teaching methodology, grades assessment and education financing practices, there still are several areas of concern in Georgia’s education system. Quality and relevance of education fail to approach international standards and thus to mobilize the full competitiveness potential of its people and economy. Businesses in Georgia highlight the poor quality of general

¹⁰ Middle income trap is an economic development situation, where a country which attains a certain income, will get stuck at that level. Avoiding the middle-income trap entails identifying strategies that enhance productivity and innovation and building a high-quality education system which encourages creativity and supports breakthroughs in science and technology.

basic and secondary education and vocational education and higher education. Significant numbers of Georgians with high levels of formal qualifications end up unemployed, working in jobs that underutilize their skills or emigrating to other countries. There is large skills gap—between the outcomes of education and labor market expectations, which remains as one of the most important factors hindering employment prospects.

21. The quality of education and student learning outcomes, which have strong correlation with economic growth, have improved in recent years but remain poor.¹¹ A large proportion of Georgian children score poorly on international learning assessments. There are substantial in-country differences in performance by location, wealth, and availability of school resources. Children growing up in rural areas perform poorly. In the most recent PISA (2015), Georgia remains two and a half years behind the average for countries in the Organization for Economic Co-operation and Development (OECD) in science achievement, and more than half of all children in Georgia perform below basic proficiency levels in literacy and numeracy (Figure 4). As Figure 2 shows low learning outcomes contributed substantially to Georgia’s apparently low HCI.

Figure 4: Georgian Student Performance in International Assessments



22. Research shows that investing in the early years of life are most effective way of building human capital and driving economic growth and equity. In Georgia, there are limited availability and access to quality preschool education, which is essential for development of higher-order cognitive and socio-emotional skills, along with a strong sense of teamwork and empathy, and preparing for the future of work. Many children in Georgia arrive at school unprepared to benefit fully from the education system. Since learning is cumulative, the cognitive and socioemotional developmental gaps that emerge at young ages hinder further learning over the life-cycle. Future jobs will invariably demand soft skills – such as teamwork, knowledge of digital tools, understanding of rules, responsibility and commitment. Investments in the early years are among the best investments to build these skills and result in high rates of returns.

¹¹ Hanushek and Woessman, 2015. The Knowledge Capital of Nations: Education and the Economics of Growth, MIT press.

23. Georgia has made substantial progress in improving its health care system, partly through the introduction of the Universal Health Coverage (UHC) in 2013. It has made steady progress in infant and under-five mortality rates and prevalence of stunting. Infant mortality has declined from 41.6 per 1,000 live births in 1995 to 8.6 in 2015, and under-five mortality declined from 44.3 per 1,000 live births to 10.2 during the same period.¹² Average life expectancy in Georgia at 74 years is about comparable to other countries at a similar level of income, but remains below the EU average of 81 years. Despite good progress in infant and under-five mortality rates, Georgia continues to fare poorly in these health outcomes relative to other countries in the region and at a similar level of income. Up to 60 percent of health expenditures is still out of pocket, primary health care and the management of the chronic diseases of older adults receive insufficient attention, and primary and hospital care are poorly integrated.

24. In Georgia, despite significant recent increase, education and health spending is much lower than the average for new member states in the European Union or comparable countries in the Commonwealth of Independent States (about 8 percent).

Why Georgia should Pay More Attention to its Human Capital?

25. The role of human capital as driver of economic growth for Georgia cannot be overstated. In the future, Georgia may not be able to rely on the same pathways to development that other countries followed in the past, or those Georgia followed recently. Georgia must invest more and better in people to get to high-income status, as the future world is going to need even healthier and better educated people than ever before. Georgia needs to more widely adopt digital technology as well as better human capital through improved education and training and health systems to ensure that the youth take full advantage of the opportunities created by the digital revolution. Investing in human capital is one of the most important things that Georgia can do to prepare for a much more complex, technology-driven world.

26. Global evidence shows that human capital is a huge factor in propelling economies around the world and reducing inequality.^{13,14} In Georgia, children born in major urban areas and to more affluent parents start having access to better opportunities early in life, and these lead to lifelong advantages, whereas children born in rural areas and to poorer parents miss out on these opportunities. Good education is one of the most effective ways for children from poor backgrounds to rise in the economic hierarchy and break the vicious cycle of poverty. Indeed, inequality is more generally related to inequality in all types of human capital: in training and health as well as in schooling.

27. The ongoing technological disruptions have increased the premiums on human capital. Countries and firms with a higher share of educated workers do better at innovating and exploiting new technologies. Increasingly globalized and automated economies put a higher premium on human capabilities that cannot be fully mimicked by machines.

¹² 2017 Georgia Public Expenditure Review (PER), World Bank.

¹³ For example, with greater access to secondary education, income inequality fell by 7 percentage points over 2 decades in Brazil, France and Malaysia.

¹⁴ UNESCO 2014. Reducing global poverty through universal primary and secondary education. [[pdf](#)]

28. The level of human capital will determine the degree of technology adoption and digitization of the Georgian economy. As technological innovation and automation accelerate at a fast pace, adoption of new technology can be a pathway to a better tomorrow and a key growth engine for Georgia. The jobs of the future will demand new, more sophisticated skills. Georgia needs to more widely adopt digital technology, as faster technology diffusion will be crucial to speed up and make growth more inclusive. This requires two main actions: (i) embrace and promote technology and innovation; and (ii) better human capital through improved education and training systems are needed to ensure that the youth take full advantage of the opportunities created by the digital revolution. Without these skills, the advanced technologies could end up increasing inequality by benefiting only the highly educated and displacing those left behind.

IV. WHAT DO THE HCP AND BEING AN EARLY ADOPTER MEAN FOR GEORGIA?

29. Georgia's vision for development is driven by the "Georgia 2020" Platform, which emphasizes freedom, rapid development, and prosperity through four policy goals—economic reform, education reform, spatial arrangement and infrastructure, and governance. The strategy envisions human capital development and its effective engagement in development of Georgia. Similarly, recognizing that investments in human capital will play the central role in shaping the trajectory of Georgia in the coming decades, the WBG is making a strategic shift to focus its support more on human development. This in line with the findings and recommendations of the recently completed Systematic Country Diagnostic (SCD) that took stock of Georgia's important achievements and recommended that Georgia needs to now shift gears to extend past progress into the future by investing in its people and skills formation. Similarly, the WBG's FY19-22 Country Partnership Framework (CPF) proposed a strategic shift in the WBG's focus from an infrastructure-heavy program to one that emphasizes human capital.

30. The HCP thus comes at an opportune time and will provide Georgia and the WBG with an excellent platform to work together to address the existing and emerging challenges in human development and shape future Georgia.

Benefits and Expectations of the HCP and being an Early Adopter

31. While all countries will ultimately benefit from the HCP, Georgia stands to gain its benefits much earlier than many other countries. As an Early Adopter, Georgia will receive copies of HCI component data and analysis in advance of the Annual Meetings and have an opportunity to shape the narrative related to the release of the HCI. Georgia will be recognized as founding member in a global group committed to the human capital agenda. In addition, below are some of the benefits for Georgia from the HCP as an Early Adopter:

- *Enhanced access to policy benchmarking tools to identify resources for metrics, programming and financing for efficient and effective human capital interventions.* The WBG offers a host of benchmarking and diagnostic tools, including Systems Approach for

Better Education Results (SABER); the Atlas of Social Protection Indicators of Resilience and Equity (ASPIRE); Universal Health Coverage (UHC); Service Delivery Indicators (SDI); Primary Health Care Performance Indicators (PHCPI); Water Supply, Sanitation, and Hygiene (WASH); and Poverty Diagnostics.

- *Monitoring and analysis of intermediate human capital outcomes.* Beyond its existing resources and tools, the WBG is preparing a Human Capital Dashboard to help inform, motivate, and monitor how governments are progressing on a range of policy-related actions that can lead to improved human capital outcomes.
- *Support to improve measurement and monitoring of human capital outcomes.* While the HCI is an important benchmarking tool, policymakers need the capacity to measure and monitor progress on human capital outcomes in a timebound fashion to inform policymaking. The WBG will help harmonize the various measurement efforts across the different dimensions of human capital, support efforts to collect more and better information, and advise policymakers how to use it in the design of effective interventions.
- *Advice on evidence-based interventions based on the country context.* The WBG is uniquely positioned to support efforts to increase human capital because of its global experience with a variety of countries in implementing various reforms.
- *Opportunity for peer learning on how to raise ambition for human capital achievement.* Starting with the Early Adopter countries, the WBG will facilitate a variety of opportunities for Georgia to connect with others to discuss aspirations, plans, opportunities, and implementation challenges. This community of practice may be supplemented by twinning or partnering relationships, staff exchange programs, or the establishment of an HCP Fellows program.
- *Support to improve resource allocation efficiency by focusing on and demonstrating results, including through expenditure reviews, governance reforms and program effectiveness.* The WBG will continue to support public expenditure reviews to help identify efficiency improvements in the social sector.
- *Support to increase resources for human capital through resource mobilization or reallocation.* The WBG can provide support to close tax loopholes and exceptions, improve revenue collection, explore excise taxes, and reorient spending to enhance human capital outcomes.
- *Finally, the WBG will work with Georgia in developing strategy to transform human capital,* which will be presented during the October 2018 Annual Meetings and its eventual implementation.

Timeline and Expected Actions by Georgia

- *Georgia commits to accelerate investments in human capital during the October 2018 Annual Meetings in Bali, Indonesia.* It articulates commitments to address the challenges

in human capital development, including improved measurements/assessments, diagnostics, policies, and financing gaps.

- *Georgia ensures support for a cross-sectoral or “whole of government” approach and develops an action plan.* To ensure a coordinated approach and commitment, Georgia has already identified a “champion” in the Ministry of Finance. This will help ensure cross-sectoral initiatives are supported across various line ministries.

	Action	Deadline
1.	Confirm participation and designate HCP Champion at highest level to coordinate initiative	Completed
2.	Receive component data and sources for HCI from the WBG	Completed
3.	Receive guidance from the WBG on expected content/format for Human Capital strategy/acceleration plan	Completed
4.	Complete stock-taking and gap analysis of recent and current human capital related initiatives, including support from local development partners	Completed
5.	Receive 2-page summary of HCI as input to strategy development from the WBG	Completed
6.	Assess existing measurement gaps and opportunities related to human capital	Completed
7.	Finalize strategy/acceleration plans and share draft with WBG counterparts	Completed
8.	Engage with other Early Adopters at HCP-related events at WBG’s Annual Meetings in Bali, Indonesia	Completed
9.	Participate actively in collaboration and knowledge sharing with other Early Adopters; Follow-through on human capital strategy/action plan	Nov 2018 - Apr 2019
10.	Report progress at WBG’s Spring Meetings in Washington, DC	Apr 12-14 th , 2019