

# The World Bank

*Partnering for Bulgaria's European Future*

## Successful Project Implementation Experience

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# What is a project as per the World Bank's terminology?

- The World Bank lends money to low and middle-income countries to support development and change. Development projects are implemented by borrowing countries following certain rules and procedures to guarantee that the money reaches its intended target.
- The World Bank also administers grant funds for or on behalf of its clients – these grant operations also often follow the general project framework.

# The Starting Point: General Project Cycle

- [Identification](#)
- [Preparation](#)
- [Appraisal](#)
- [Approval](#)
- [Implementation](#)
- [Completion](#)
- [Evaluation](#)

# What makes a project successful?

- All elements from the previous slide make a project successful: careful preliminary analysis; preparation and appropriate design; taking risks into consideration and preparing for them; good procurement and financial management practices; implementation support; completion reporting and lessons learned...

# Focus: Links Between Objectives and Results

- A Project can be smooth, well-disbursing, produce beautiful infrastructure and services and leave multitude of happy people behind but it is NOT successful unless... proven so!

# What is Attribution?

- Attribution is the visible and proven contribution of the project's **outputs** (whatever the project “bought”) to the improvement of the intended result (outcome).
- It should be as simple and visible as scales – you put a coin on one side of the scale and the other side of the scale goes up by certain number of centimeters...



# Example

- **Project Objective:** To improve the standard of living of people who are locked in persisting pockets of poverty in Bulgaria, concentrated regionally, among the long-term unemployed, and among specific ethnic minorities (Roma, Turkish). Because these targeted vulnerable groups suffer from multiple disadvantages (e.g., exclusion, weak social capital, poor access to markets and basic services, low employment, low income), the project will achieve its objective through complementing the existing, relatively good social protection system by offering a range of instruments, all focused on building the assets, individual and communal, of poor and vulnerable people living in these pockets.

# Example Cont'd

- So what indicators do you use? (“Lower poverty headcount, shorter spells spent as unemployed or under the poverty line, more vibrant community driven in targeted poor communities...”)
- How do you measure them over time?
- How do you prove you were successful?



# Example Cont'd

- End Result – very satisfactory to all clients and beneficiaries...
- ...But difficult to prove the success to the **evaluators**: “The [objective]...was to reduce poverty and increase social capital among the socially most vulnerable groups... Although ...the PDO Indicators 1 and 2 related to poverty reduction were not measured, the PDO Indicators 3 and 4 were measure and achieved. Based on partial achievement of PDO Indicators and partial achievement of Components’ Outcomes and Outputs... the [project is rated for] achievement of Project Development Objective as ***Moderately Satisfactory***. “

# Conclusion

- Prepare well: define carefully an **achievable** objective.
- Make sure the objective is directly linked to measurable indicators.
- Ensure the changes to the indicators are *attributable* to the outputs of the project (whatever the project purchases).
- Follow and collect indicators all the way through.