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# Exploring Critical Success Factors of Community Development Projects

Kevin Wanjama Muchiri  
*Old Dominion University*

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**EXPLORING CRITICAL SUCCESS FACTORS  
OF COMMUNITY DEVELOPMENT PROJECTS**

by

Kevin Wanjama Muchiri  
B.S. May 2011, Old Dominion University  
MEM, May 2013, Old Dominion University

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Approved by:

Rafael Landaeta (Director)

Mamadou Seck (Member)

Stephen B. Gordon (Member)

## ABSTRACT

### EXPLORING CRITICAL SUCCESS FACTORS OF COMMUNITY DEVELOPMENT PROJECTS

Kevin W. Muchiri  
Old Dominion University, 2018  
Director: Rafael Landaeta

The utilization of Community Development Projects in developing nations continues to increase in significance. In the wake of the latest Sustainable Development Goals, developing nations are working towards eliminating poverty, promoting sustainable cities and communities, gender equality, and health and well-being. Although Community Development Projects have become prevalent, the challenge has been that some are successful, while others fail. This dissertation investigates what makes Community Development Projects successful.

This dissertation implemented a comprehensive quantitative analysis using data collected from over one hundred community development projects obtained from The World Bank database. These projects took place in developing nations around the world.

This dissertation contributes a new definition of a Community Development Project, as well as, suggest women participation as a critical success factor in Community Development Projects. This work also identified project duration, project budget, and number of project objectives of Community Development Projects as success factors.

These results are important for the body of knowledge and practice of Project Management. In particular, these results are relevant for designing and implementing customized Community Development Projects in developing nations.

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This dissertation is dedicated to my wife, Neema, thank you for your inspiration. I love you. My parents and sister, I love you guys. You have and continue to give me the motivation to continue fighting daily and finally to the boys I mentor; you guys challenge and inspire me daily to be the best that I can be. Thank you very much. I love you all!

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In Psalms chapter eight, David asks a fundamental question, and one that I am asking myself today: “What is man that YOU should be mindful of him, and the son of man that YOU should visit him?” I am truly grateful to GOD for the journey thus far. From the very first time pursuing a Ph.D. crossed my mind, I wasn’t sure that I was ready for the task. Looking back, it continues to be the Grace of GOD that sustains me.

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My committee members; Dr. Seck and Dr. Gordon. I am humbled! Dr. Seck, I still remember when you started in our department and we connected right away. I thank GOD for your influence over my life and always challenging me to not settle, but keep pushing. Dr. Gordon, when I took your Public Policy and Evaluation class, I was booming with excitement as I asked Dr. Landaeta, that you should be a part of my committee because of your expertise in matters that I was getting ready to work on in my dissertation. More than anything, the three of you have grown to be my friends and confidants as well. I am very much grateful.

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The entire Engineering Management Department, I have loved my time here. From Ms. Chevella Baker, who recruited me for the MEM and working with Ms. Kim Sibson, and the entire EMSE team, we made it more of a home than a workplace. Ms. Kim Miller, I have no words, honestly to thank you! You're amazing! My family appreciates you Momma-Do! We love you!

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team of young warriors and soldiers, you guys are amazing! You have provided a fire for me. How I Pray that you prosper in every way and that you continue good health as it goes well with your soul is prospering.

Family: Dad, Mum and Cathy, you guys have been my number one supporters. I want to sincerely thank you for everything. It's been quite a journey and like we Pray every time, we know that GOD is still in Control. I love you all. My wife, we both know that working towards the completion of a Ph.D. program, dating and getting married has been a lot, but guess what, we've survived all that, I love you! I thank GOD for Pastor Kevin Turpin for his loving nature in taking us through the marriage counselling and continually being there to remind us what it takes to build a solid marriage. Thank you for loving me and being supportive. We know that the war is won, even though some battles are lost. Let's keep pushing, Blessing!

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## PREFACE

This research was conducted to investigate the relationship between project defining factors and project performance factors. The research then proceeded to assess the impact of project contextual factors on that relationship between project defining factors and project performance factors in community development projects in developing nations. The results were then analyzed further and results used to address the present condition of conducting community development projects in developing nations.

# CHAPTER 1

## INTRODUCTION

### 1.1 Statement of the Problem

A review of community development projects conceptual foundations and evidence on their effectiveness shows that projects that rely on community participation have not been particularly effective at targeting the poor. There is some evidence that such projects create effective community infrastructure, but not a single study establishes a causal relationship between any outcome and participatory elements of a community-based development project (Mansuri & Rao, 2004).

In a world that is seeking to find solutions to every problem, it is important to stay structured in both the approach to identifying these problems as well as the methods utilized in solving the very problems. Global initiatives such as the Sustainable Development Goals (SDGs), which were established and agreed upon by United Nations member nations, provide a platform to help in problem-solving (Assembly, 2015).

With the wealth of knowledge and resources available today, failure is much more expensive. Isolating community development projects only to the elites is not ideal; the incorporation of everyone is a necessity. Gone are the days when white elephant type of projects would go unnoticed; thanks to the sophistication of technology and the will of the younger folk today. Project managers and engineering managers need to be equipped with the necessary resources to prepare them for success from the onset.

This dissertation will use the case study approach to explore what the critical success factors for community development projects are, and also provide recommendations that will prepare a platform for the engineering and project managers to incorporate in their day to day handling of such projects.

## 1.2 Background of the Study

Borrowing from the words of Jean-Baptiste Alphonse Karr, a French critic, journalist, and novelist, “the more things change, the more they stay the same.” Nothing could be further away from the truth. Putting things into perspective, in a world where things are continually progressing, it is almost impossible to discount the art of repletion both regarding duplication and also innovation. From the very first model of Henry Ford’s vehicle to the latest Ford Mustang vehicle, one can see the similarities and the desire to remain in the vintage-type of vehicles while at the same time enjoy the pleasure of modern luxury.

Diving into the world of sustainable development, technological advancement has picked up at a very high pace, thus influencing and affecting everything in the world today. Global bodies such as the United Nations continue to promote collaboration not only in the area of world peace but in other areas such as food security.

The interest behind this study emanates from the Millennium Development Goals (MDG’s) that were agreed upon on the 25<sup>th</sup> of September in the year 2000 when the nations of the world agreed to work towards eight anti-poverty targets with a projected end date of the year 2015 (Poverty, 2015). One unique attribute of the goals was that they were relatable both

to the superpowers and the struggling third world countries. Goals number one, seven, and eight of the MDGs resonated well with my desire to explore further. Fast-forwarding fifteen years from the initiation of the MDGs in 2000 to 2015, the SDGs have become the new platinum. The unveiling of the seventeen Sustainable Development Goals (SDGs) provides a new set of lenses for the world to use to re-evaluate its stand, review the MDGs, and decide which direction the world should take in creating a better world for the next generations.

Goals one, seven and eight of the MDGs touch directly on the need for structure to be put in place to ensure the eradication of extreme poverty and hunger, ensure environmental sustainability, and develop global partnerships for developments. The intersection of the SDGs and the MDGs in 2015 provided a new platform to seek out the reasons as to why Sustainable Development remains key if the world is to advance at a reasonable pace and how the gap between the haves and the have nots could be closed.

This dissertation's research discussion focuses on the importance of communities in the attainment of the sustainable development projects. What role do Community Development Projects (CDPs) play? What are these CDPs? How can their value be maximized to bring gain to their respective communities? Do CDPs stand to gain from the field of project management?

### **1.3 Purpose of the Study**

The purpose of this research is to study and explore 101 community development projects that have been completed in developing nations and identify the critical success factors for such projects. The findings of this research will then be brought forward as recommendations and

shared by the experts for verification and then proposed as good practices for both engineering and project managers in the industry.

#### **1.4 Research Objectives**

This research has two aims:

- The first aim is to gain a conceptual insight into the community development projects and understand the problem and opportunities for learning within past projects; and
- The second aim is to construct a framework that investors, project managers, and engineering managers in community development projects may find useful to guide them in overseeing successful community development projects in developing nations.

#### **1.5 Research Question**

This research aims to provide answers to the following theoretical research questions:

- What are the critical success factors in community development projects in developing nations?
  - What are the critical success factors for community development projects?
  - How is success measured in community development projects?

## **1.6 Methodological Considerations**

This dissertation's methodological approach borrows heavily on conceptual insights acquired from an analysis of the literature in the area of sustainable development and community development projects and how previous projects have been planned, executed, managed, and evaluated.

## **1.7 Research Significance**

As portrayed in the next chapter, a review of the available literature establishes an existing gap in the body of knowledge. Although there is much discussion of development projects, there is no succinct operational definition of a community development project or the factors that make a community development project successful.

## **1.8 Research Outline**

Figure 1 below presents the overall methodology applicable to this research and a step-by-step illustration of the different stages through the dissertation.

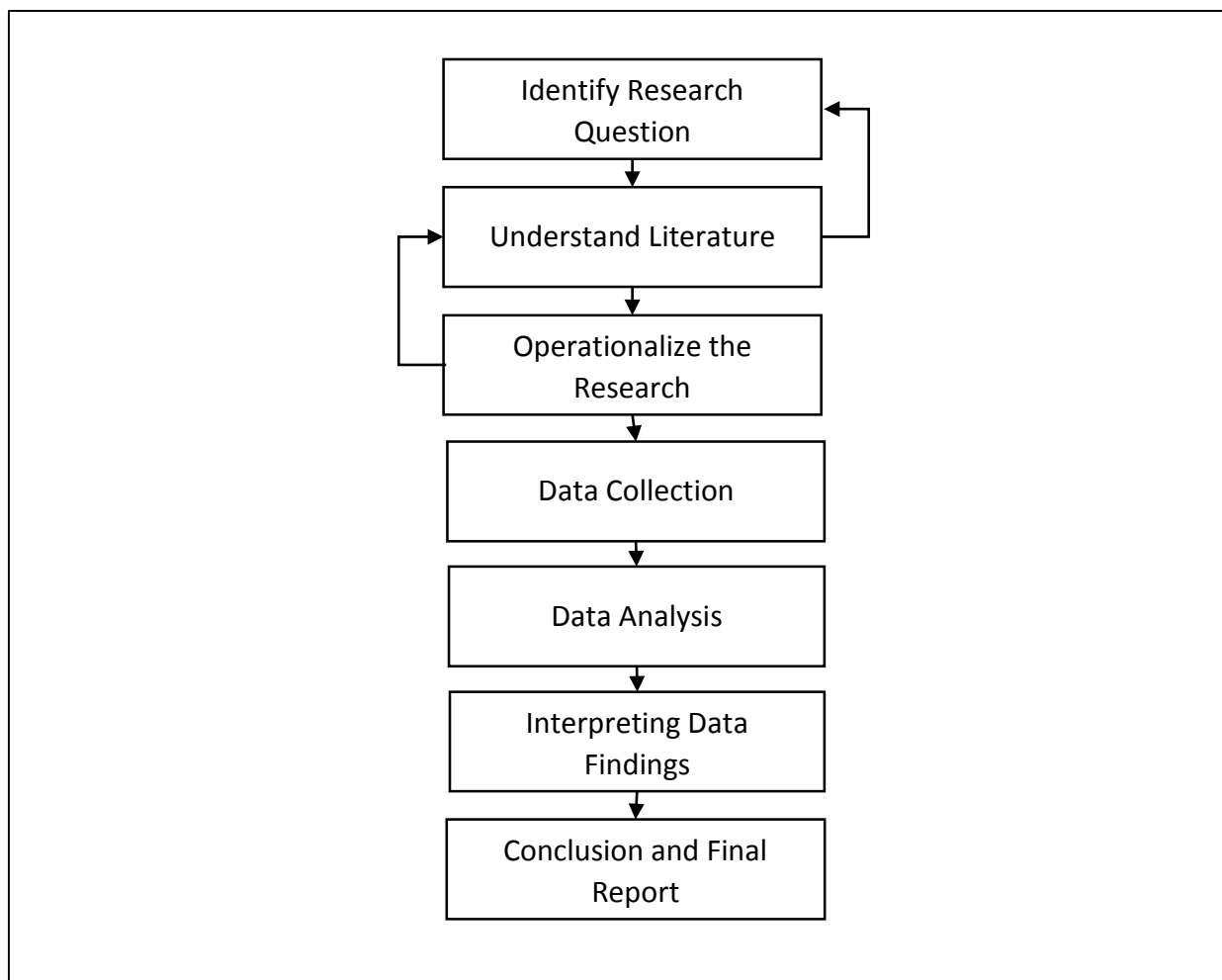


Figure 1. Overall Research Methodology

Chapter one introduces this study, while chapter two provides a deeper analysis of the literature available. Chapter three explains the research methodology, whereas chapter four presents the research results. Chapter five sets forth the conclusions and recommendations drawn from the dissertation results.



## CHAPTER 2

### LITERATURE REVIEW

This dissertation reviewed material from scholarly literature, books, journals, and case studies. By integrating the sources mentioned above, this research aims to be able to package the information succinctly and relevantly as it seeks to accomplish the objectives set out in section 1.4 above.

#### 2.1 Sustainable Development

By reviewing the available literature in the body of knowledge, this research begins by identifying the relationships that exist between this work and those that exist among the seventeen identified Sustainable Development Goals with the one hundred sixty nine associated targets that are to be achieved by the year 2030, as agreed upon in 2015 by the one hundred and ninety three member nations of the United Nations (United Nations, 2015).

As mentioned above in section 1.2, the literature reviewed on community development projects, indicate that it is possible for one to disintegrate the phrase “community development projects” and come up with a conglomerate of different combinations of the independent words that make up “community development projects” with different meanings. The application of this phrase is one that is yet to be bounded.

More often than not, community development projects that emerge in different environments eventually die off since long-term measures and strategies were not implemented

to aid in the planning, monitoring, and evaluation of the said projects (Mansuri & Rao, 2004). The magnitude of sustainable development is too big a phenomenon to be left unbounded.

While still on the definition of sustainable development, one of the base definitions that still holds water to this day emanates from the work done by the Brundtland Commission that came up with sustainable development as *development that meets the needs of the present without compromising the ability of future generations to meet their own needs*. Their definition encapsulates two key concepts:

- i. the concept of “needs,” in particular, the essential needs of a world’s poor, to which overriding priority should be given
- ii. The idea of limitations imposed by the state of technology and social organization on the environment’s ability to meet present and future needs (1987).

As a multi-faceted subject, sustainable development allows for the inclusion of several disciplines to influence the customization of where the emphasis is placed. Merging the discussion with Lele’s “semantic map” in Figure 2 below (1991), there is a wide array that sustainable development can be interpreted into, meaning that the approaches and perspectives will be quite different.

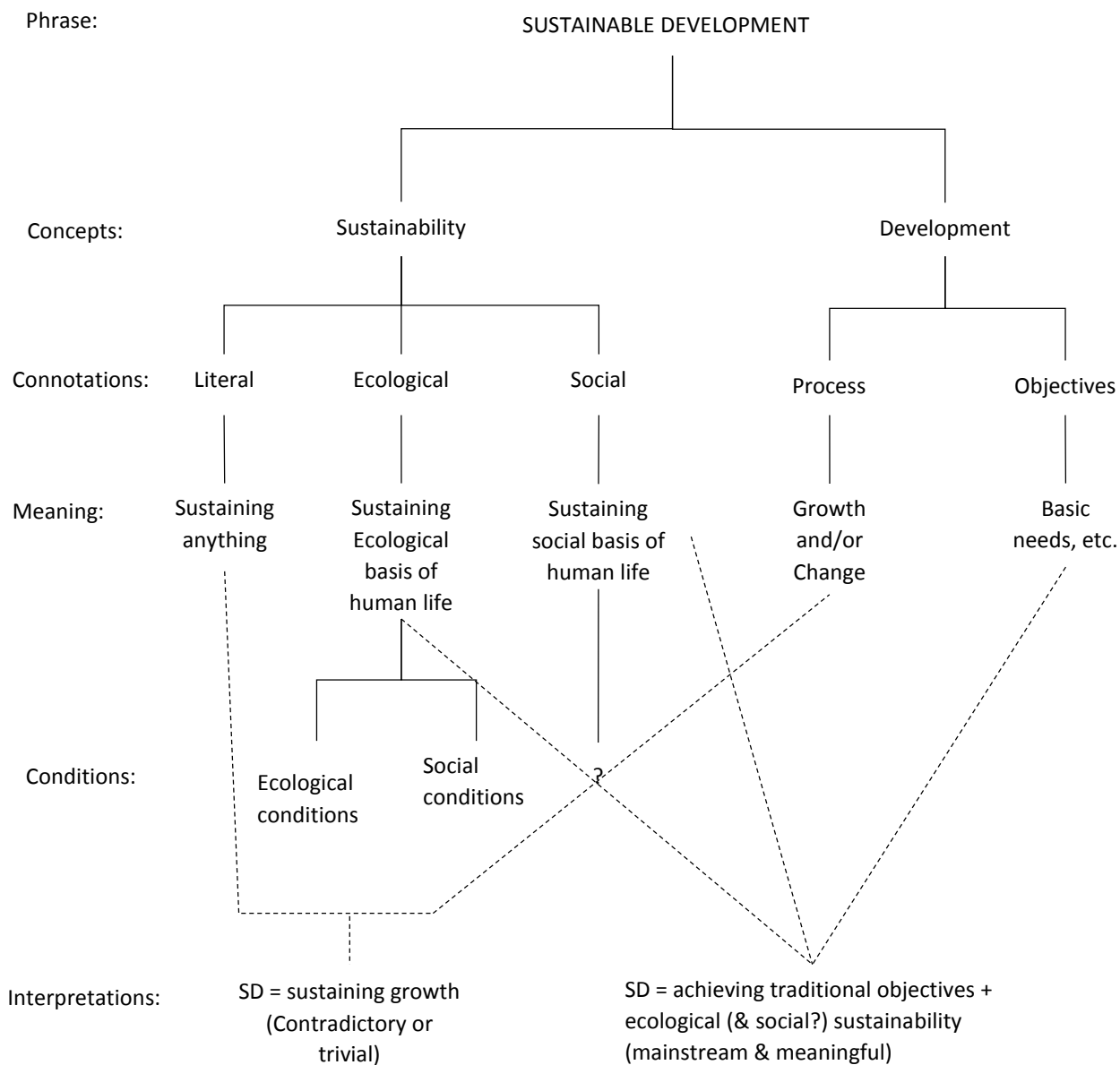


Figure 2. The Semantics of Sustainable Development

*\*Adapted from Lele, S., Sustainable Development: A Critical Review (1991, p. 608)*

Explained in the simplest terms possible, sustainable development would be a development that can be continued— either indefinitely or for the implicit period of concern. Moreover, what does development mean? If we were to consult with what Heinz Arndt, he quotes Alfred Marshall who used the word “development” to denote the emergence of something over a period, for instance, the development of social institutions (Arndt, 1981). The base behind the definitions of development embody both the objectives of the process and the means of achieving the stated objectives. To elaborate more on the interpretation of Lele’s illustration, he states:

*Unfortunately, a distinction between objectives and means is often not made in the development rhetoric. This has led to "sustainable development" frequently being interpreted as simply a process of change that can be continued forever (see Figure 2). Depending upon what characterization of the process is implicit, this interpretation is either impossible or trivial. When development is taken to be synonymous with growth in material consumption –which it often is even today– SD would be "sustaining the growth in material consumption" (presumably indefinitely) (1991, p. 609).*

From Lele’s “semantic map,” the separation of the subject of sustainable development into two schools: sustainability and development, under which different connotations thrive. What this dissertation will be keen to explore further is the social connotation that refers to the “sustaining of the social basis of human life” which will be channeled to magnify the Community Development Projects (CDP) phenomenon (1991). Borrowing from the literal connotation of sustainable development that refers to sustaining anything, herein we see that the CDP’s encapsulate the social aspect of human life.

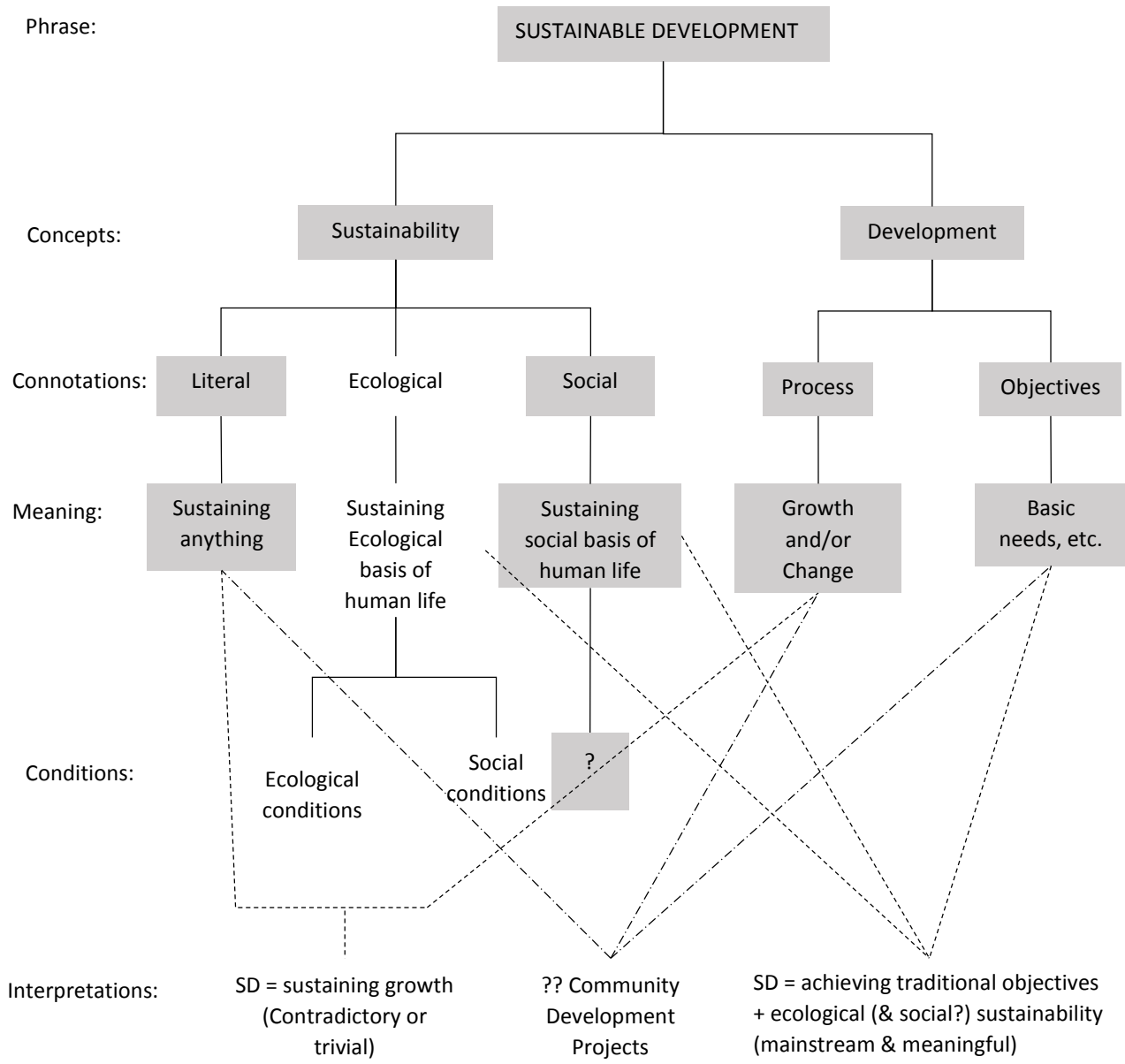


Figure 3: The Semantics of Sustainable Development Explored, Adapted from (1991, p. 608)

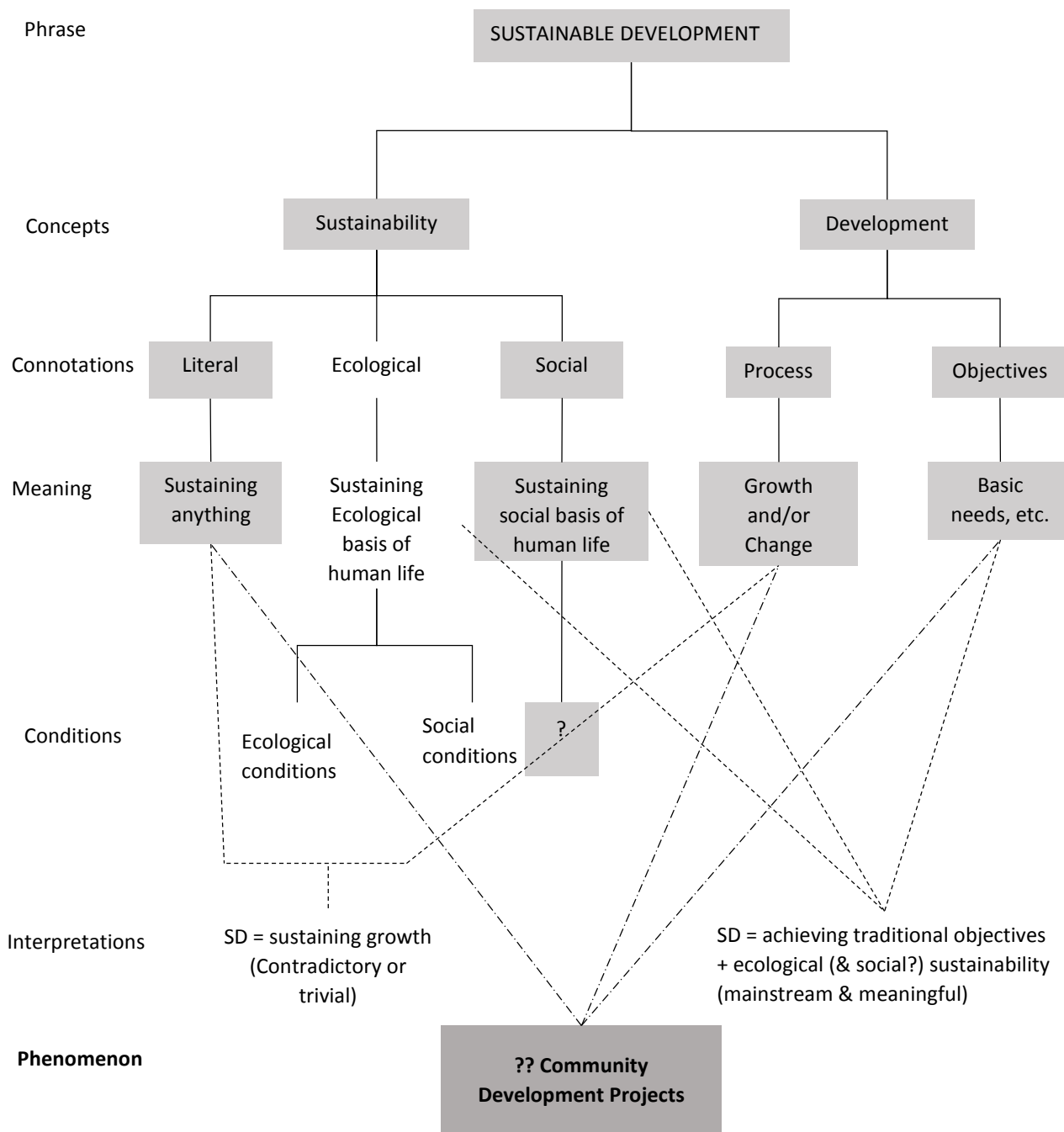


Figure 4: Modified Semantics of Sustainable Development, Adapted from (1991, p. 608)

Figure 3 above presents an update from Lele's Semantics of Sustainable Development table that includes a probable addition to the interpretation of how SD will be explored in work herein. Lele's work captures the various spheres traversed by the topic of sustainable development and leaves a pathway for the theme of community development project to plug into his model as an area of development.

Figure 4 above captures that notion and presents an illustration of how the original semantics of sustainable development could be magnified and presented as a phenomenon that could help close the gap that existed in the sustainability arm of sustainable development under the social branch but also warrants the attention of the other branches of growth and or change, the basic needs, and the literal meaning of sustainability, which is to sustain anything.

Figure 5 below has been presented to indicate the scientific views of the sustainable development goals systems and also shows how complex such a system is in terms of the interrelationships that exist as Indicated by the ISCU/ISSC report (corrected for the number of targets under each goal) (UNDP, 2015, p. 22) . Through Figure 5 below, the community can be seen to have a very important role as the main engine behind all the different themes going on in the world today.

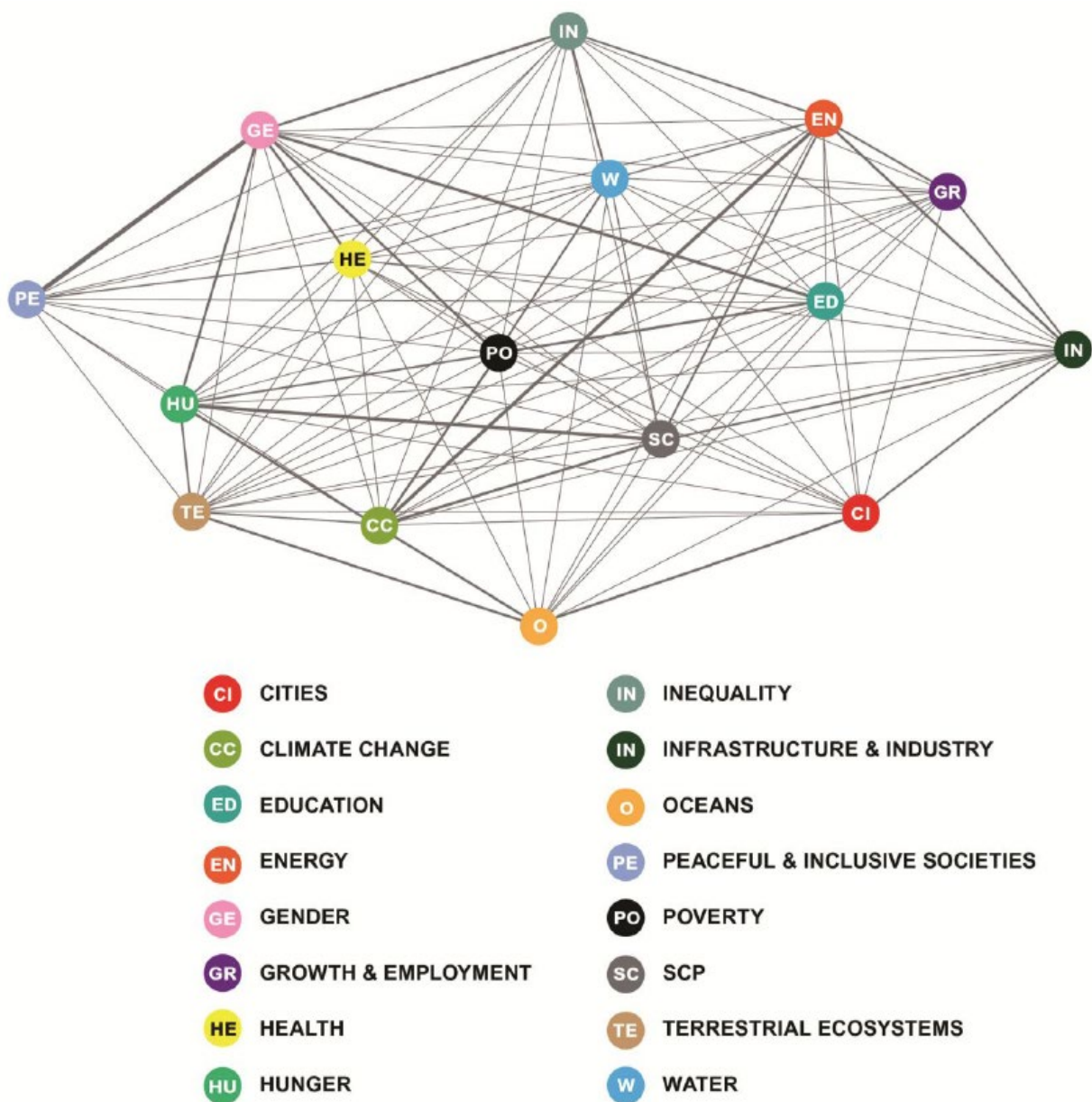


Figure 5: A scientific view of the SDG system, Adapted from (2015, p. 22)



## 2.2 Community Development Projects

What is a Community Development Project (CDP)? In answering that question, it is important to lay the foundation by first defining what a community is. The World Commission on Environment and Development's report defines community as a group of people living in the same place or having a particular characteristic in common (1987). Additionally, other fields contain different meanings accorded to the word community as well as different definitions. Paul S. Denise and Ian M. Harris's definition will offer a guideline for this investigation. In their work, Denise and Harris declare that a community is "a collectivity of people, who can be identified geographically, who have something in common which united them in action... Such a definition includes micro-communities (special interest groups, neighborhoods, subdivisions, villages, towns, etc.) as well as macro communities (cities, megalopolises, areas, regions, states, nations, international alliances, and global humanity) as well as macro communities (cities, megalopolises, areas, regions, states, nations, international alliances, and global humanity)" (1989, p. 7).

The discussion surrounding a community coagulates more with the inclusion of the intricate piece, in the name of resilience. Being the ability to adapt and adjust back to a normal condition; hence an important attribute for any community of people. Resilience as an evolving aspect into the conversation sets up the platform that acknowledges that change is inevitable and constant and communities should have the ability to deal with changes as well as reorganize themselves during the changes and retain their core characteristics (Kruijsen, Owen, & Boyd, 2014).

Moreover, a question may be asked as to what exactly development means. To respond to this question, Kyong-Dong Kim's states, "Perhaps no single word has been more widely and

frequently used by such a large number of people in so many countries of the world today than the term *development*" (1973, p. 1).

The Oxford dictionary defines development as a specified state of growth or advancement. Concerning communities, development implies *improvement, growth, and change* and is historically concerned with the transition of cultures, countries, and communities from less advanced to more advanced social stages. Terms such as *industrialization, modernization, and urbanization* have been used interchangeably with the broader concept of development (Christenson & Robinson, 1989).

Furthermore, Christenson (1989) also explains that the idea of development stems from another vision of society, one that emphasizes planned intervention, which stresses the utilization of knowledge, human capital, and technology to help solve the problems of individuals and groups. It is based on the philosophical idea that in applying systematic and appropriate knowledge to the problems confronting the social system, we can facilitate purposefully directed change for the betterment of some, or ideally, for all members of society.

It is important to highlight that the phrase "community development project" appears in multiple instances from the available literature, thus an almost familiar term. Nevertheless, if one was to try to decipher what exactly a community development project refers to it becomes fuzzy, as there is no standard definition accorded to this phenomenon. While consulting the major scholarly databases to investigate and identify contributions made to the body of knowledge as about the phrase *community development projects*, it becomes imperative that the

layman's definition still rule: a community development project can be explained as a project aimed at boosting the development of a specific community.

Additionally, this investigation sees the need to disintegrate the phrase "community development project" and evaluate the semantics, before developing the different interpretations as a basis for redefining what the phenomenon on hand is. Figure 6 below provides a pictorial representation of the semantic disintegration of the phrase "community development project."

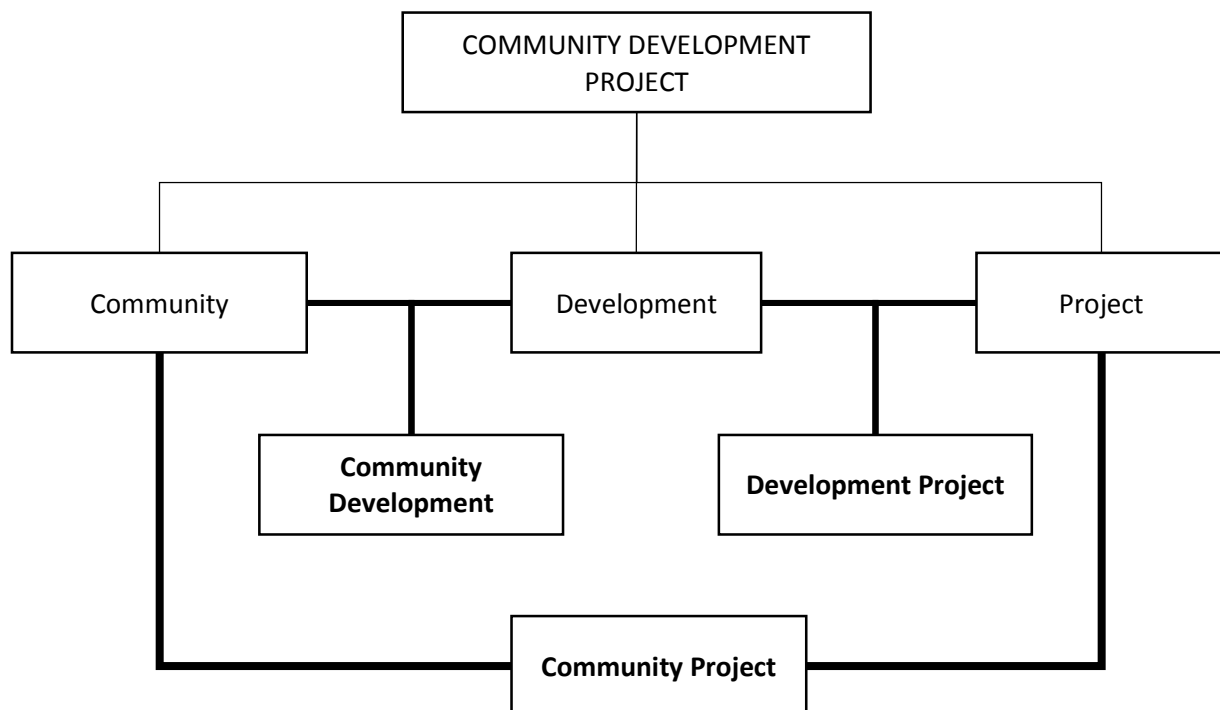


Figure 6: The semantics of Community Development Project

### **What is Community Development?**

In like manner, just as the builders of the great Egyptian pyramids had to define the sizes of the building blocks, this investigation will seek to establish a base that draws the relevance of the subject of community development projects to the Engineering Management Body of Knowledge and the Engineering Management field. The definition of a community development project will lack if it does not highlight what community development is. Despite this research's focus on trying to understand and uncover the theories relating to the subject of community development, the results of the literature review suggest otherwise. So far, there is a very limited amount of community development literature that pertains to the subject with specific definitions and boundaries of what is and what is not considered as community development effort. EMBoK and EM stand to benefit from the development of a succinct definition that will provide guidance as well as introduce structure on how the very projects are handled. Moreover, as suggested by Jnanabrata Bhattacharyya, the purpose of community development should be seen as different both from its methods and techniques to implement the methods. His argument that place or locality which are often used in community development literature as a proxy for the community has become or is becoming analytically irrelevant and practically inadequate (2004).

Table 1 below provides a quick summary of a sample of community development definitions from different experts.

Source	What is Community Development?
<b>Richard Cawley</b>	A deliberate, democratic, developmental activity; focusing on an existing social and geographical grouping of people; who participate in the solution of common problems for the common good (1984, p. 16).
<b>John Darby and Geoffrey Morris</b>	An educational approach which would raise levels of local awareness and increase the confidence an ability of community groups to identify and tackle their problems (1975, p. 43).
<b>John Dunbar</b>	A series of community improvements which take place over time as a result of the common efforts of various groups of people. Each successive improvement is a discrete unit of community development. It meets a human want or need (1972, p. 43).
<b>John M. Huie</b>	The process of local decision-making and the development of programs designed to make their community a better place to live and work (1975, pp. 14-15).
<b>Huey B. Long</b>	An educational process designed to help adults in a community solve their problems by group decision-making and group action. Most community development models include broad citizen involvement and training in problem-solving (1975, p. 29).
<b>Wayne Oberle, James Darby, and Kevin Stowers</b>	A process in which increasingly more members of a given area or environment make and implement socially responsible decisions, the probable consequence of which is an increase in the life chances of some people without a decrease in the life chances of others (1975, p. 64).
<b>Louis Ploch</b>	The active voluntary involvement in a process to improve some identifiable aspect of community life; normally such action leads to the strengthening of the community's pattern of human and institutional relationships (1976, p. 8).
<b>Mel Ravitz</b>	The active involvement of people at the level of the local community in resisting or supporting some cause or issue or program that interests them (1982, p. 2).
<b>Donald Voth</b>	A situation in which some groups, usually locality based such as a neighborhood or local community... attempts to improve [their] social and economic situation through [their] own efforts... using professional assistance and perhaps also financial assistance from the outside... involving all sectors of the community or group to a maximum (1975, p. 148).
<b>Kenneth Wilkinson</b>	Acts by people that open and maintain channels of communication and cooperation among local groups (1972, p. 10).
<b>Denise, Paul S., and Harris, Ian M.</b>	An umbrella concept is embracing the principle that human collectivities can, through mutual consent and appropriate action, improve their living conditions and way of life" (1989, p. 7).

Table 1: Sample of Community Development Definitions

While offering the evidence of the contributions already made by the forerunners, Table 1 above provides a platform for this research's objective to be advanced. This research is aimed at bringing to a consensus all the different schools of thoughts and harmonizing the definition

based on the key components of community development. Beyond defining community development as illustrated in the Table 1 above, Denise and Harris emphasized the belief that community development should be defined such as to encompass the wide spectrum of beliefs of those who practice it. They also pose what can be deemed as a challenge to the editors interested in this area, that of the “field of community development” contains numerous approaches to community development with differing values, beliefs, goals, purposes, and methods – all of which are concerned with improvements of communities (1989, p. 7).

In 1958, Irwin Sanders; a frontrunner in the area of community development, published the “*Theories of Community Development*,” which highlights the genesis of the subject of community development. He pinpoints the two parental forces behind community development with a hope of removing the veil of contemporary social force behind community development by taking into account the yet solid, but spectacular lineage. The paternal side is made up by *economic development*, from which community development takes its “*surname*,” whereas the maternal side is constituted by *community organization*, from which it takes its “*first name*” (1958, p. 2). Delving deeper into the subject of community development which is the backbone of this investigation, Sanders extrapolates the two levels of theoretical formulations available, which in this case are that of *the practitioner*, which is largely administrative and action-oriented, and that of *the social scientist*, which is largely conceptual. He highlights the four ways of viewing community development as:

- (i) *a process* – with a focus upon sequence and interaction,
- (ii) *a method* – as a mean to an end,
- (iii) *a program* – consisting of content as well as procedures.

(iv) *a movement* – involving personal commitment and an emotional dynamic (1958).

<p>I. A PROCESS</p> <p>CD as a process moves by stages from one condition or state to the next. It involves a progression of changes regarding specified criteria. It is a neutral, scientific term, subject to fairly precise definition and measurement expressed chiefly in social relations; e.g., change from state where one or two people or a small elite within or without local community make decision for rest of the people to state where people <i>themselves</i> make these decisions about matters of common concern; from state of minimum to one of maximum co-operation; from state where few participate to one where many participate; from state where all resources and specialists come from outside to one where local people make most use of their own resources, etc. Emphasis is what happens to <i>people</i>, socially and psychologically.</p>	<p>II. A METHOD (Process and Objective)</p> <p>CD is a means to an end; a way of working so that some goal is attained. Other methods (such as change by decree or fiat; change by use of entail rewards, change by education) may be supplementary to the CD method which seeks to carry through the stages suggested under <i>process</i> in order that the will of those using this method (national government, private welfare agency, or local people themselves) may be carried out. The process is guided for a particular purpose, which may prove “harmful” of “helpful” to the local community, depending upon the goal in view and the criteria of the passing judgment. Emphasis is upon some <i>end</i>.</p>
<p>III. A PROGRAM (Method and Content)</p> <p>The method is stated as a set of procedures and the content as a list of activities. By carrying out the procedures, the activities are supposedly accomplished. When the program is highly formalized, as in many Five Year Plans, the focus tends to be on the program rather than upon what is happening to the people involved in the program.</p> <p>It is a <i>program</i> that CD comes into contact with subject-matter specialties such as health, welfare, agriculture, industry, recreation, etc.</p> <p>Emphasis is upon <i>activities</i>.</p>	<p>IV. A MOVEMENT (Program and Emotional Dynamics)</p> <p>CD is a crusade, a cause to which people become committed. It is not neutral (like process) but carries an emotional charge; one is either for it or against it.</p> <p>It is dedicated to <i>progress</i>, as a philosophic and not a scientific concept, since progress must be viewed with reference to values and goals which differ from different political and social systems.</p> <p>CD as a movement tends to become institutionalized, building up its own organizational structure, accepted procedures, and professional practitioners.</p> <p>It stresses and promotes the <i>idea</i> of community development as interpreted by its devotees.</p>

Table 2: Four ways of viewing community development (CD)

*\*Adapted from Irwin T. Sanders, Theories of Community Development (1958, p. 5).*

Table 2 above indicates an excerpt on the fourfold typology of viewing community development in depth as detailed by Sanders (1958, p. 5). Based on the definitions accorded

through the four pairs of lenses provided by Sanders, he points out a few groups of people and what their views of community development are, thus the difference. Some social scientists think of CD as a *process* and focus upon the sequences through which communities go as they transform and move toward the better. Those who are research-oriented tend to think of CD as a *method* to be used to move the attainment of their objectives. Similarly, others think of CD as a *program* which has been carefully thought through in terms of content as well as procedures. Finally, there are those who are dedicated full time in the field of CD and their view of CD as a *movement* which is more than a mere program, important as programs are, but is rather a special kind of program that holds unusual promise and one worthy of unabashed commitment by those who want to see rural revolution take place in underdeveloped countries or who want to see poverty and illness alleviated among the great masses of underprivileged humanity (Sanders, 1958).

To further this discussion, the use of the term community development and community organization appears to be used in an almost synonymous way according to Jack Rothman's work. "*Three Models of Community Organization Practice,*" community development has been viewed by many as Locality Development, which is one of the three models. Rothman's article exerted a profound influence on the definition of community development, in part because its publication coincided with the establishment of community development graduate programs in the United States, and it came in handy (Bhattacharyya, 2004).

Without much reflection, Bhattacharyya explains that community development practitioners interpreted Community Organization (CO) or only Locality Development as community development. Rothman's article and, later, Social Work textbooks on community



organization for instance *Reading in Community Organization Practice*; a book by Kramer & Specht from 1969 and *Strategies of Community Organization: A Book of Readings* by Cox, Ehrlich, Rothman and Tropman from 1974, which were also the textbooks for introductory courses in community development graduate programs. The field was thus allowed to be defined by Social Workers. By adopting these textbooks, academic community developers legitimized the locality development definition while never ceasing to protest that in some inarticulate way community development was different from CO and Social Work. Lee Cary, the founding president of the Community Development Society, reinforced this definition. In his keynote address to the 1982 meeting of the Illinois State Chapter of the Community Development Society, he had observed about Rothman's article that "the first model of practice is identified as *locality development*, what we would refer to as community development," (2004).

Certainly, community development is not lacking in "definitions". Indeed, a surfeit of statements purporting to be definitions has been published each, slightly differently worded in an idiosyncratic frenzy with no explanation as to why the particular terms were chosen. Two observations need to be made about most of these definitions: first, they are conceptually vague; second, they tend to conflate place with the community. To illustrate the point, let us scrutinize the definition in *Community Development in Perspective* edited by Christenson and Robinson. This book was published with the endorsement of the Community Development Society, and it has been fairly influential. Under "Major Concepts", the editors observe: "Community development encompasses a loosely tied group of concepts based on the experiences of community development practitioners." (1989, p. 5). That is, community development is what

community developers do. However, how do we identify a community development practitioner? This is a circular definition (Bhattacharyya, 2004).

*To summarize the discussion surrounding community development (CD) it can be pointed that CD is a crucial yet deliberate decision making process aimed at the improvement, growth, and change of the locality of a collectivity of people identified geographically to advance the community's social setting (Cawley, 1984; Christenson & Robinson, 1989; Paul S Denise & Ian M Harris, 1989; Huie, 1975) or simply as a continuous process leading to a sustainable community.*

*What is Development Project?*

Development is a subject that has attracted a huge interest around it that includes among other parties like governments and nongovernmental organizations. As indicated by Christenson and Robinson, development implies *improvement, growth, and change* and is historically concerned with the transition of cultures, countries, and communities from less advanced to more advanced social stages. Terms such as *industrialization, modernization, and urbanization* have been used interchangeably with the broader concept of development (1989).

Citing De Carteau, Bhattacharyya indicates that the ultimate goal of development should be human autonomy or agency – the capacity of people to order their world, the capacity to create, reproduce, change, and live according to their own meaning systems, to have powers to define themselves as opposed to being defined by others (Bhattacharyya, 2004).

Development as *improvement* means a social transformation in the direction of more egalitarian distribution of social goods such as education, health services, housing, participation in political decision making, and other dimensions of people's life chances. It is improvement from the perspective of those to be affected by change (Christenson & Robinson, 1989).

Development as *growth* focuses on economic prosperity, as it includes the institutional transformation of structures to facilitate technological advancement and improvement in the production and distribution of goods and services (Christenson & Robinson, 1989).

Development in the context of *community change* involves a broader perspective. Development has come to be regarded as a type of social change. While social change can be considered a concept that charts the transformation of societies, states, and communities, development is seen as planned or directed social change. Development does not just happen but entails some deliberate policies that are sustained by those in power. Christenson also continues to explain that development as a social change is putting a particular ideological orientation into action to restructure the social normative and economic order for desired ends. Certainly, when the subject of social change is addressed, there is the split when it comes to societal vision, whereby for some the planned transformation of a society or a city is development, whereas for others it is societal or economic deprivation (Christenson & Robinson, 1989).

Development of *change* involves a broader perspective. Development has come to be regarded as a type of social change (Kim, 1973). While social change can be considered a concept that charts the transformation of societies, states, and communities, development is seen as planned or directed social change. Development does not just happen but entails some deliberate policies that are sustained by those in power as indicated by Alejandro Portes in his journal article; *On the sociology of national development: Theories and issues* contained in the American Journal of Sociology from 1976 (Christenson & Robinson, 1989). Christenson also continues to explain that development as a social change is putting a particular ideological

orientation into action to restructure the social normative and economic order for desired ends. Certainly when the subject of social change is addressed, there are two sides, and as Ilvento, Fendley and Christenson summarize the issue, there is the split when it comes to societal vision, whereby for some the planned transformation of a society or a city is development, whereas for others it is societal or economic deprivation (Ilvento, Fendley, & Christenson, 1988).

While referring to a *project*, Anil Hira and Trevor Parfitt (2004) describe it as being a concept that essentially provides a disciplined and systematic approach to analyzing and managing a set of investment activities. However diverse the specific activities they embrace, projects are likely to include several or all of the following elements, although in varying proportions and with a different emphasis:

- Capital investment in civil works, equipment, or both (the so-called bricks and mortar of the project)
- Provision of services for design and engineering, supervision of construction, and improvement of operations and maintenance
- Strengthening of local institutions concerned with implementing and of operating the project, including the training of local managers and staff
- Improvement in policies – such as those on pricing, subsidies, and cost recovery – that affect project performance and the relationship of the project both to the sector in which it falls and to broader national objectives

- A plan for implementing the above activities to achieve the project's objectives within a given time

These common elements suggest a way to define a project that captures its essential features... a project is taken to be a discrete package of investments, policy measures, and institutional and other actions designed to achieve a specific development objective (or set of objectives) within a designated period (Hira & Parfitt, 2004).

The following addition of a project is much more abstract. According to the Project Management Institute, a project is defined as a *temporary* endeavor undertaken to create a *unique* product, service or result. It is *temporary* because it has both a defined beginning and end time, and therefore defined scope and resources. It is also *unique* in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal (Guide, 2001).

Having some background about the two composite words that make up the term development project, it is necessary to try and gain some traction about what a development project is. Hirschman notes that the development project is a special kind of investment. The term connotes purposefulness, some minimum size, a specific location, the introduction of something qualitatively new, and the expectation that a sequence of further development moves will be set in motion (2011).

Reviewing the scholarly material that is available for publication and journals, the term development project has been utilized, but when it comes down to what exactly it is, the definition lacks in succinctness. The mention is normally preceded by an illustration of what the development project in question is or followed by the explanation.

### *What is Community Development Project?*

Figure 6 above illustrated the semantics of community development project and also how the three independent words that make up the term community development project conglomerate. Interestingly, the theme of community development seems to have developed and evolved over some years. Before settling on what community development is, it would be useful to review and track some of the interesting elements that have helped shape community development into a powerful phenomenon as it appears today and also try to move it as a phenomenon that is unbound in terms of its definition.

Based on the findings in this investigation, it appears that community development projects emerge as a derived phenomenon from Lele's critical review on sustainable development. Therein, he presents the argument that in as much sustainable development or SD is thriving with both governmental and non-governmental organizations having a buy in, a challenge lies in the lack of consistency in its interpretation. Presented below is a diagrammatic illustration of what Lele developed (1991).

An argument can arise as to why the subject of sustainable development is being introduced to something that has nothing to do with community development. The definition offered by Lele of sustainable development entails "a form of societal change that, in addition to traditional developmental objects, has the objective or constraint or ecological sustainability," (1991). He chooses to use that definition since it is the most dominant one surrounding the sustainable development debate.

Additionally, the Brundtland Commission came up with one of the more popular definitions of sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Commission, 1987). The commission’s definition alludes to preserving something for future generations. Looking at the dictionary’s definition of sustainable, it is defined as, “pertaining to a system that maintains its own viability by using techniques that allow for continual reuse.” (“Sustainable | Define Sustainable ", 2015). Additionally, the Webster New International version defines “sustain” as - to cause to continue (as in existence or a certain state, or in force or intensity); to keep up, especially without interruption diminution, flagging, etc.; to prolong."

While still on the subject of sustainable development, the relationship between the “sustainability tripod” and the concept of sustainable development is a key one to review. Introduced by Mohan Munasinghe, the sustainable tripod was aimed at explain the linkages among the key drivers of a sustainable development. It is based on three pillars, the environmental, the social, and the economic (Munasinghe & Cruz, 1995). Figure 2 above presents us with a pictorial representation of the linkages that exists for there to be a sustainable development.

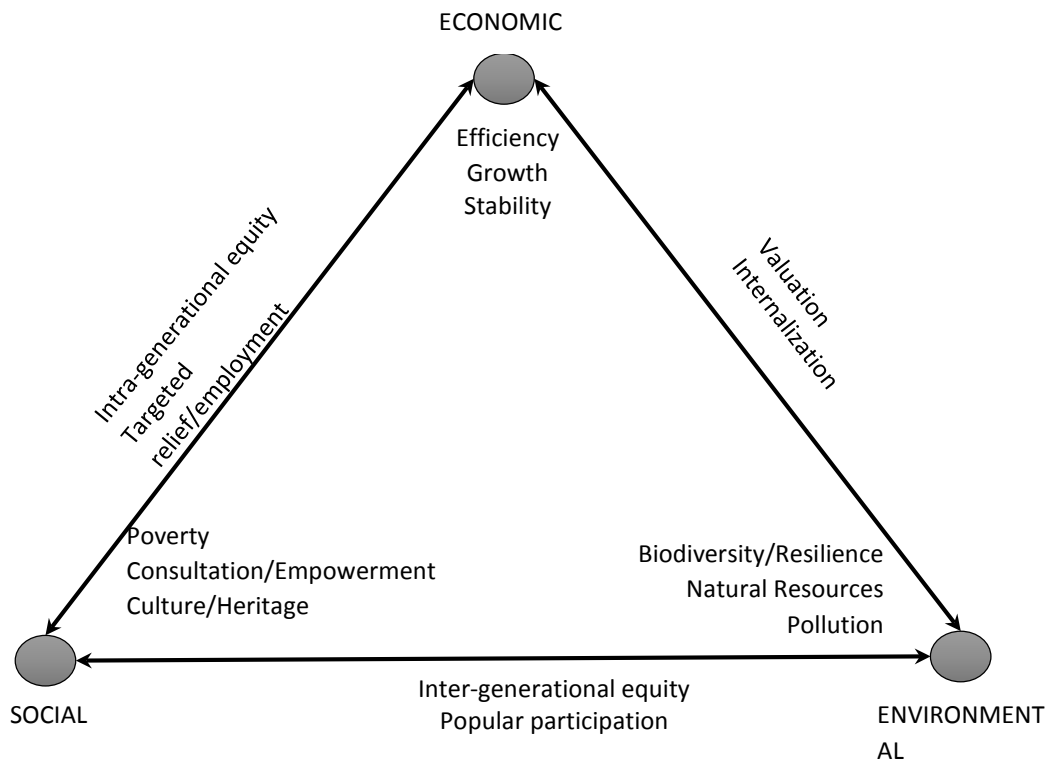


Figure 7: Approaches to Sustainable Development

Employing the lenses of community development project to look at the sustainable tripod, the relationship highlights the significance of the community in sustainable development projects. Examining each arm of the tripod,

- The *economic* approach from the sustainability tripod is based on the concept of the maximum flow of income that could be generated while at least maintaining the stock of assets (or capital) which yields those benefits. Notions of optimality and economic efficiency underlie the allocation and use of the scarce resources. Questions arise about what kinds of capital need to be maintained (e.g., natural, manufactured and human capital) and their substitutability. There are also difficulties in valuing these assets, particularly ecological resources. The issues of uncertainty, irreversibility, and catastrophic collapse pose additional difficulties (Hardaker, 1997).



- The *social* concept of sustainability is people-oriented and relates to the maintenance of the stability of social and cultural systems, including the reduction of destructive conflicts. Equity is an important consideration from this perspective. Preservation of cultural diversity and cultural capital across the globe and the better use of knowledge concerning sustainable practices embedded in less dominant cultures are seen as desirable. There is a perceived need for modern society to encourage and incorporate pluralism and grass-root participation into a more effective decision-making framework for socially sustainable development which correctly describes the community involvement piece of community development (Hardaker, 1997).
- The *environmental* view of sustainable development focuses on the stability of biological and physical systems. Of particular importance is the viability of subsystems that are critical to the global stability of the overall ecosystem. Furthermore, 'natural' systems and habitats may be interpreted broadly to include man-made environments such as cities. The emphasis is on preserving the resilience and dynamic ability of such systems to adapt to change, rather than conservation of some 'ideal' static state. Natural resource degradation, pollution, and loss of biodiversity reduce system resilience (Hardaker, 1997).

Reconciling these concepts and making them operational means that the attainment of sustainable development is a formidable task since all three elements must be given balanced consideration. The interfaces among the three approaches are also important. Thus, the economic and social elements interact to give rise to issues such as inter-generation equity (income distribution) and targeted relief for the poor. The economic-environmental interface has

yielded new ideas on valuation and internalizing environmental impacts. Finally, the social-environmental linkage has led to renewed interest in such areas as inter-generation equity (rights of future generations) and people's participation (Hardaker, 1997).

In their paper, Ika, Diallo, and Thuillier (2012) cover a lot of ground in their quest to investigate the critical success factors for World Bank projects. Their goal is to analyze results of a survey that aims to explore World Bank project success factors specifically the relationship between critical success factors (CSFs) and project success as perceived by the World Bank Task Team Leaders (project supervisors). Among the things that stand out in their work is their specific observation that very little has been written on international development project success, success criteria, and critical success factors (Diallo & Thuillier, 2004, 2005; Do Ba & Tun Lin, 2008; L. A. Ika, Diallo, & Thuillier, 2010).

Whereas their focus was mostly on the World Bank projects: which unlike community developments are characterized by their unique environment that includes a rare complexity, a high delicacy and relative intangibility of their ultimate objective of poverty reduction, a large number of heterogeneous stakeholders, alongside the divergent perspectives among the stakeholders, the need for compromise, their charm in the eyes of politicians, the profound cultural and geographic gap between project designers and their beneficiaries, and the prevalence of their rather bureaucratic rules and procedures as cited (Lavagnon A Ika et al., 2012). Community development projects mirror the same complexity matrix but on a smaller magnitude.

Another significant discussion point from Lavagnon A Ika et al. is the potential impact their research holds in shedding light on CSFs for the international development project (Lavagnon A

Ika et al., 2012). Looking at the CDPs and World Bank caliber projects, the relative aspect to consider in the discussion for community development projects is the relative similarities that exist between the CDPs and the International Development Project Management.

In the presentation of the World Bank success criteria, Ika et al. indicate that there seems to be a consensus that in considering project success, the criteria should entail the two important aspects of efficiency (*the extent to which the project uses the least costly resources possible to achieve the desired outcomes,*) and effectiveness (*the extent to which the project meets the objectives*).

The World Bank recognizes that community developed-driven development (CDD) approaches and actions are important elements of an effective poverty reduction and sustainable development strategy (Yalegama, Chileshe, & Ma, 2016, p. 644). Other authors have also indicated the absence of literature on critical success factors on community development projects, “However, studies that recognize the critical success factors of CDD projects from a community perspective could not be found in the literature (Yalegama et al., 2016, p. 645).

### *Project Success*

The word success, when applied to projects, is very elusive. De Wit (1988) and many other researchers make a distinction between project success and project management success. For instance, they contend that project success is measured by comparing the project outcomes to the overall objectives of the project; whereas project management success tends to be measured against the traditional measures of performance, namely, cost, time and quality. Moreover, a further distinction is made between project success criteria and project success factors. In De

Wit's (1988) view, success criteria refer to the measures by which success or failure of a project or business will be evaluated; whereas success factors are those inputs to the management system that lead directly or indirectly to the success of the project or business. According to Cooke-Davies (2002), it requires answering three questions, not one, to answer the question: "What are the critical factors that 'really' lead to successful projects?" These three questions are:

1. "What factors are critical to project management success?"
2. "What factors are critical to the success of an individual project?"
3. "What factors lead to consistently successful projects?"

Cooke-Davies (2002) in a study of 136 European projects executed between 1994 and 2000 by a total of 23 organizations found that there was a strong correlation between schedule delay and cost escalation. However, cost escalation was not primarily caused by simply a schedule delay but due to a lack of a mature scope change process. Furthermore, Cooke-Davies (2002) found that an analysis of six project management bodies of knowledge suggested that anticipated benefits were a major criterion for formal and informal assessment of project success by senior management. Moreover, it was found that benefits are not delivered or realized by the project manager and project team, but require actions from operations management and close cooperation between the project team on the one hand and the sponsor or customer on the other.

It was also found that delivering project success is more difficult than delivering project management success because it predictably involves aspects which may be beyond the control of the project team. With these second-order controls, both goals and methods are prone to change; whereas project management success may be achieved by holding goals constant but

changing practices to meet the predetermined goals. Cooke-Davies (2002) argues that the ultimate aim of an organization should be to introduce practices that allow the enterprise to resourcefully develop? or create? A portfolio of projects that are rationally and dynamically matched to the corporate strategy and business objectives.

Sutton (2005) enhances this view further by contending that projects are not dichotomous; it is not a matter of success or failure, but that there are degrees of success and failure. He identifies four distinct levels of success, each having its own discipline, tools, and techniques. Thus, excellence at each level is critical for absolute success. These four levels are similar to those of Cooke-Davies(2002) and consist of the following:

- Project Management Success, (*did the project produce the desired output*)
- Repeatable Project Management Success, (*do our projects consistently produce the desired outputs?*)
- Project Success, (*did the project outputs produce the desired outcomes?*)
- Corporate Success, (*do the outcomes produced have the intended impact on Business Strategy?*)

### 2.3 Gap Analysis of the Literature

As previously indicated earlier in this dissertation document, the existing gap covered by this research is presented through the table below. Table 3 below presents the different themes that have been utilized to steer this research and the authors who have participated in doing work under each one of them. The glossary below helps to explain:

	Community Development	Development Project	Community Project	Community Development Project	Sustainable Development
(Bhattacharyya, 2004)	1	-	-	-	-
(Bradshaw, 2000)	1	-	-	1	-
(Commission, 1987)	-	-	-	-	1
(Choe, 2005)	-	1	-	-	-
(Diallo & Thuillier, 2004)	-	1	-	-	-
(Diallo & Thuillier, 2005)	-	1	-	-	-
(Do Ba & Tun Lin, 2008)	-	1	-	-	-
(Dorsner, 2004)	1	1	1	1	-
(Finsterbusch & Van Wicklin, 1987)	1	1	-	-	-
(Frank & Smith, 1999)	1	-	-	-	-
(Lavagnon A Ika, 2012)	-	1	-	-	-
(L. A. Ika et al., 2010)	-	1	-	-	-
(Lavagnon A Ika et al., 2012)	-	1	-	-	-
(Ilieva-Koleva & Dobрева, 2015)	-	-	-	-	-
(Kruijzen et al., 2014)	1	-	-	-	1
(S. Lele, 2013)	-	-	-	-	1
(S. M. Lele, 1991)	-	-	-	-	1
(Mair, Robinson, & Hockerts, 2006)	1	-	-	-	1
(Mansuri & Rao, 2004)	1	1	-	-	-
(Munroe, 1976)	1	-	-	-	-
(Nuttavuthisit, Jindahra, & Prasarnphanich, 2014)	1	1	-	-	-
(Redclift, 2002)	-	-	-	-	1
(Simpson, Wood, & Daws, 2003)	1	1	-	1	-
(Soubotina, 2004)	-	-	-	-	1
(Stokke, 1991)	-	-	-	-	1
(Turner, 2009)	1	1	1	1	-
(Nations, 2015)	-	-	-	-	1
(Yalegama et al., 2016)	1	-	1	-	-
(Yanarella, Levine, & Lancaster, 2009)	-	-	-	-	1
(Zahedi & Otterpohl, 2015)	-	-	-	-	1
<b>This Research</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Table 3: GAP Analysis Table

**Glossary:**

-	Not addressed
1	Addressed

**2.4: Research Hypothesis**

Figure 8 below presents a conceptual framework that forms the backbone of this research. The available literature findings indicated an interesting relationship between the project defining factors and those of the project performance factors. Through the hypothesis made for this research, this research takes the notion that in community development projects, the project contextual factors do not play a role in shaping the existing relationship between the project defining factors and project performance factors. Table 4 below provides an explanation of each of the hypothesis made below.

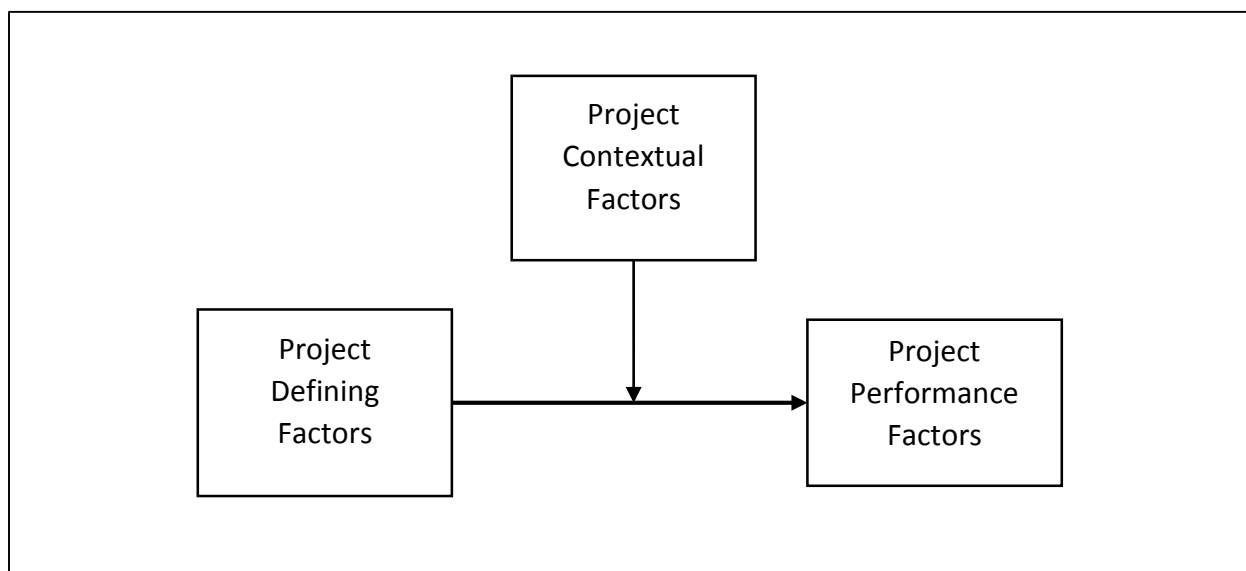


Figure 8: Conceptual Framework

H1<sub>0</sub> – There is no statistically significant relationship between the project performance of a community development project and defining factors of World Bank’s developing nations projects.

H2<sub>0</sub> – The contextual factors of projects do not moderate the impact that the project defining factors has on the project performance.

	Statement	Support for the evaluation
H1 <sub>0</sub>	There is no statistically significant relationship between the success of a community development project and the defining factors of World Bank’s developing nation’s projects.	To provide an understanding through research on the importance of the defining factors and show the relationship that exists with the community development projects in World Bank’s developing nation’s projects.
H2 <sub>0</sub>	The contextual factors of projects do not moderate the impact that the project defining factors has on the project performance.	To indicate the influence of the project contextual factors on the existing relationship between the project defining factors and the project performance.

Table 4: Support for the Evaluation of the Hypothesis



## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter examines the design and methodology used in this research. It focuses on identifying the critical success factors of community development projects using projects undertaken in developing nations. The mixed methods approach is employed in this research because it uses a pragmatic worldview that accommodates both the qualitative and quantitative research methods. It also broadened the scope of the research findings interpretation.

This chapter presents the research design and methodology employed in this research as well as a discussion of the different design components of the research. This chapter also includes a discussion of the philosophical basis for the perspective taken on the proposed research methodology.

#### 3.2 Research Paradigms

Regarding research paradigms, John W. Creswell (2009, p. 6) presents the term “worldview” and defines it as a basic set of beliefs that guide action. His definition also captures the essence of a research paradigm. Creswell (2009) argues that each researcher brings their own theories, frameworks, and hunches into their research. The path taken in this research was birthed from observations made through the literature review as an area of need.

The philosophical basis for this research revolved around the identification of critical success factors of a community development project. This is a phenomenon that will rely on the *constructivism-pragmatism* approach. Creswell (2009) provides an explanation of the constructivist worldview as one that holds the assumption that individuals seek to understand of the world in which they live and work in and that the individuals develop subject meanings of their experiences-- meanings directed toward certain objects of things. Potter (1996) also adds to the discussion by defining constructivism as possessing the following attributes (p. 37):

- There is an interrelationship of the researcher and what is being researched, and it is impossible to separate.
- Human experience is context-bound.
- The reality of the perceptions is, therefore, contingent on the context used to interpret the phenomenon.
- There are multiple constructed realities that can be studied only holistically; an inquiry into these multiple realities will inevitably diverge.
- The reality is not something to be known, but instead something to be constructed through a creative process.
- The subject and the object become one; what is investigated is not independent of the process of research.
- Instruments do not have a standing independent of what they are designed to measure; they are extensions of the researcher.

The pragmatics worldview arises out of actions, situations, and consequences rather than antecedent conditions (John W. Creswell, 2009). This worldview allows the researcher to look to

the what and how of research based on the intended consequences and it also does not commit to any one system of philosophy and reality, giving the researcher freedom to choose the methods, techniques, and procedures of research that best meets the needs of their research (2009).

This study employs the mixed methodology as the research method of choice. With the selection of the sequential exploratory design method selected, the qualitative research is carried out first and followed by quantitative research.

In the selected methodology, a debate about dominance may arise in terms of qualitative versus quantitative research methods. As noted by Onwuegbuzie and Teddlie (2003), some individuals who engage in the qualitative versus quantitative paradigm debate appear to confuse the *logic of justification* with research methods. Justification, in this case, arises from comparing the methodology directly with the epistemology. Johnson and Onwuegbuzie (2004) add that researchers who are interested in applying pragmatism in their works should consider the shortcomings, which also need to be addressed by philosophically inclined methodologists as they work on the project of developing a fully working philosophy for mixed methods research. Practicing researchers should be reflexive and strategic in avoiding the potential consequences of these weaknesses in their works (2004).

#### *Criticisms of the Research Methodology*

Criticisms may arise from the research methodology identified for various angles, with the first one most likely challenging the selection of the research method selected. Another criticism that

could arise from the issue of dealing with sampling bias as pointed out by Johnson and Onwuegbuzie (2004) that a researcher may miss out on phenomena occurring because of the focus on theory or hypothesis testing rather than theory or hypothesis generation (called confirmation bias). Another criticism that may be awakened by this research is the notion of the potential researcher's bias based on the theories and frameworks and hunches (John W. Creswell, 2009) that may be brought into the research by the researcher. Another criticism that may arise from the research is the eventual impact of how the research plugs into the body of knowledge, adding value. The implications of the mentioned probable scholarly criticisms may be damaging if the mentioned items are not addressed in the best possible way by the researcher. To better be prepared to respond to the mentioned criticisms for the research design strategies for this research, the following safeguards are utilized in this research:

- 1) *Method selected*: Words, pictures, and narratives (*qualitative*) can be used to add meaning to numbers (*quantitative*). This method also allows the researcher to ascertain the critical success factors to provide a stronger evidence for a conclusion through the convergence and corroboration of findings from the different methods used (Johnson & Onwuegbuzie, 2004).
- 2) *Sampling bias*: This research aims to diversify the focus groups. As a source of data, the World Bank provides a unique platform, since it is a funding agency, working in different regions and with different fields of expertise. These factors combined together would provide a workable team that will then be divided into different focus groups.
- 3) *Researcher's bias*: As mentioned by Creswell, there is the potential researcher's bias based on the theories and frameworks (2009). The documentation of all possible

assumptions by the researcher will help at least to some extent to eliminate the researcher's bias. Also, the research should be able to stand alone, independent of the researcher, requiring that mechanisms be put in place to create that separation.

- 4) *Fit in the Body of Knowledge*: The desired objective of this research is not only to identify the critical success factors but also to utilize Engineering Management's expertise in the performance of projects, programs, and successful projects and programs, to make a sizeable contribution to the world by providing an adequate source of information that is relevant in terms of how to define community development projects and determine and organize these projects. Lastly, this research will produce an initial definition of what a community development project is and its success factors and use the results to enable future research in community development projects.

Research is one area that can either intentionally or unintentionally complicate a situation. Due to the sensitivity and subtleness involved, it makes sense that the overall objective of a doctoral degree is to produce "new" knowledge. What is construed to be new is another question.

### 3.3 Research Design

This research was designed to follow the following steps, which also are presented in Figure 9 below:

- 1) Identify and define the research question
- 2) Understand the literature

- 3) Operationalize the research
- 4) Data Collection
- 5) Data Analysis
- 6) Interpreting Data Findings
- 7) Conclusion and Final Report

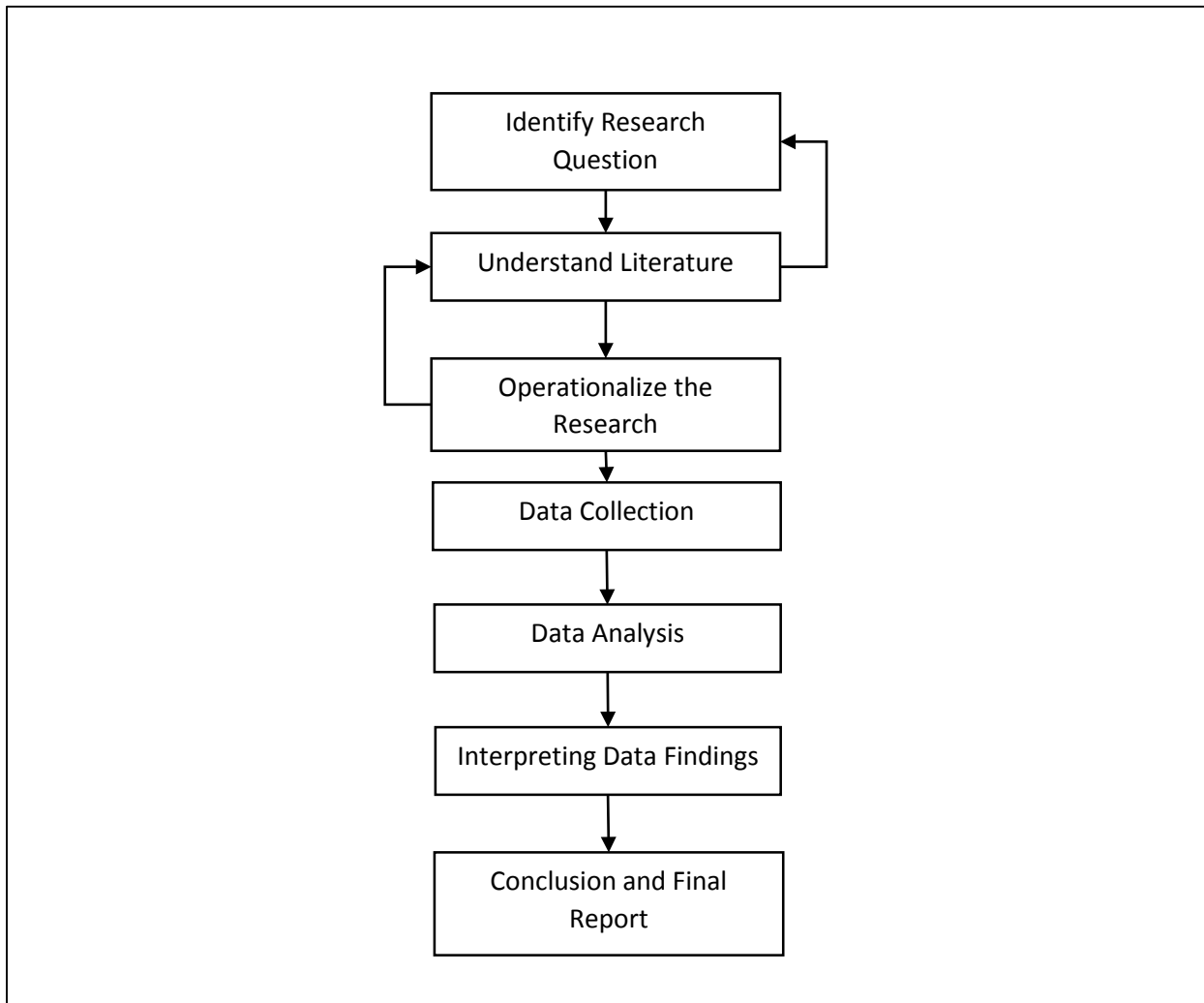


Figure 9: Overall Research Methodology

### Goal of the Research Methodology

The primary goal of this research is to establish validity in the research process. In research, different validity indexes enhance the credibility of process and results. Table 5 provides a summary of the validity indexes considered in this research:

Validity Index	Definition	Method/Test
Internal Validity	“The validity of the statements regarding the effect of the independent variable(s) on the dependent variable(s)” (Pedhazur & Schmelkin, 2013, p. 224)	<ul style="list-style-type: none"> <li>Collecting data from different populations</li> <li>Collecting and analyzing data using multiple methods and sources (i.e., Triangulation)</li> </ul>
External Validity	“The generalizability of findings to or across target populations, settings, times, and the like.” (Onwuegbuzie, 2000, p. 7)	<ul style="list-style-type: none"> <li>Sharing results with experts</li> <li>Sharing results with professionals/organization</li> <li>Supporting results with literature</li> </ul>
Construct Validity	The extent to which indicators are associated with each other and represent a single concept (Hattie, 1985).	Performing the Confirmatory Factor Analysis of a construct’s measurement model or that of a set of constructs (Jöreskog & Sörbom, 1989; J. Long, 1983)
Research Topic Validity	The extent to which the investigation’s objectives address the current literature gaps and the practitioners’ concerns.	<ul style="list-style-type: none"> <li>Gap Analysis Table</li> <li>Consulting other authors work to find support of the research objectives</li> </ul>
Research Model Validity	The extent to which the research model and the research method seem to work together leading to the attainment of the research objectives.	Checking the alignment of the research model and research method against the research objectives.
Face Validity	The extent to which the measurement instrument (after it has been developed) “looks like” it measures what it is intended to measure (Nunnally & Bernstein, 1978)	Conduct a pilot project
Content Validity	The extent to which the measurement instrument covers the domain of the concept (Carmines & Zeller, 1979; Kerlinger, 1986)	<ul style="list-style-type: none"> <li>Consult prior literature in the research area</li> <li>Seek expert knowledge and insight</li> </ul>
Nomological Validity	The extent to which constructs of the framework relate to each other in a manner consistent with theory and/or prior research (Peter, 1981)	Assess relationships through correlation, regression or other multivariate analysis procedure.

Table 5: Summary of the Validity indexes of the research methodology

## Phase 1: Define the Research Question

Phase one's objective is to define the research question(s) and sub-questions that will guide the study efforts. The research questions need to be:

- **Objective:** The research question should be aimed at a legitimate specific gap area where not much research has been concentrated before to fill the void.
- **Relevant and Significant:** The research questions need to address concurrent and future practitioners' challenges and needs.
- **Complex:** The research questions should be complex enough to be considered as a Ph.D. seeking degree study.
- **Evocative:** The research questions should inspire the researcher to complete the research. They should also inspire the audience to review the research findings, and finally, they should inspire the field of academia and arouse more interest to advance the research in the area.

To develop the research questions, the research needs to be properly defined including conducting a thorough internal assessment of the research needs and capabilities, as well as the external assessment of the related industry and academia needs that are relevant to the definition of the research area. The identification of areas closely relating to the research area will help the researcher to isolate and focus on the important things that influence the research.

Additionally, the significance of knowledge acquisition must be emphasized. To gain a good grounding in the research, the researcher will rely on one of two ways to gain insight from a research area, either direct or indirect experience. Direct experience gained from working



directly with the research area or indirect experience gained by studying the theoretical constructs of research areas such as the one under review here. The main research question for this research is:

- What are the critical success factors in community development projects in developing nations?

From the main research question two sub-questions are drawn:

- What are the critical success factors for a community development project?
- How is success measured in community development projects?

## Phase 2: Understand the Literature

Phase two's objective is to make sure there is a proper understanding of the literature in the research area. To fulfill this objective, the researcher's mandate is to conduct extensive readings and reviews to determine the extent to which the body of knowledge can provide answers to the research question. Proper identification of the relevant bodies of knowledge that address the subject on hand is critical. Proper identification of relevant bodies of knowledge will not only help expose the researcher to the material available in print or online but also point one to the authors and experts in the interested field of research.

There is also a gap analysis table that is produced as a result of understanding what is known and what is unknown in the focus area of research. This table helps to inform the critical missing areas in the body of knowledge that need to be addressed by the researcher through the investigation.

## Phase 2.1: Research Design Selection

As part of understanding the available literature, it is also important to touch on the significance of how the research design was arrived at and the identification of the preferred selected strategies of inquiry, research methods, and the prescribed philosophical worldviews in order to determine what design to use (John W. Creswell, 2009).

The mixed research method was preferred because it helps “to draw from the strengths and minimize the weaknesses of both in single research studies and across studies” (Johnson & Onwuegbuzie, 2004, pp. 14-15). As defined by Creswell, Plano Clark, Gutmann & Hanson (2003, p. 212), “A mixed methods study involves the collection or analysis of both quantitative and/or qualitative data in a single study in which the data are collected concurrently or sequentially, are given a priority and involve the integration of the data at one or more stages in the process of research.” The bringing together of methods utilized under the qualitative and quantitative research methods only yield a wider spectrum covering a wider base than it would if only those two methods were to be utilized while also bridging the schism caused by either research method (p. 15). And as also noted by Creswell (2009) this is an approach to inquiry that combines both or associates both qualitative and quantitative forms of research.

When it comes to the successful implementation of the mixed methods approach for this project, no single method could adequately address each aspect of the questions in either the qualitative research method or quantitative research method. For this research, Yin’s work provides a backbone as to why the case study method was selected. The ability of case studies to be utilized by either qualitative evidence or quantitative evidence (Yin, 1981).

The use of case study in this research as a research strategy attempts to examine a contemporary phenomenon in its real-life context. Another reason why case study has been selected for this research is that as an exploratory case study it consists of an accurate rendition of the facts of the case, some consideration of alternative explanations of these facts, and a conclusion based on the single explanation that appears most congruent with the facts (Yin, 1981).

The other reason as to why case studies are suitable for this research is that it allows for the utilization of the case-comparison approach, and Yin also provides a solid case of doing detective work. "Assume that a detective has already produced a tentative explanation for a single crime (within-case analysis). Now the detective is confronted with another case, where the relevant conditions appear to be similar to those of the first case, and where the detective may be able to use the first explanation and establish that both crimes were committed by the same person. Modification may be necessary in applying the explanation to the second case and the detective must learn to ignore the irrelevant variations from case to case. How the detective carries out this work in (a) constructing an adequate explanation for each case singly, and (b) knowing the acceptable levels of modification in the original explanation as new cases are encountered, may be considered analogous to what confronts the researcher in doing case-case-analysis." (Yin, 1981, p. 63).

In this research, a number of steps that were crafted in this will be described in the preceding section that will be implemented until conclusions from the research are made (Bock, 2014; John W Creswell et al., 2003; Johnson & Onwuegbuzie, 2004).

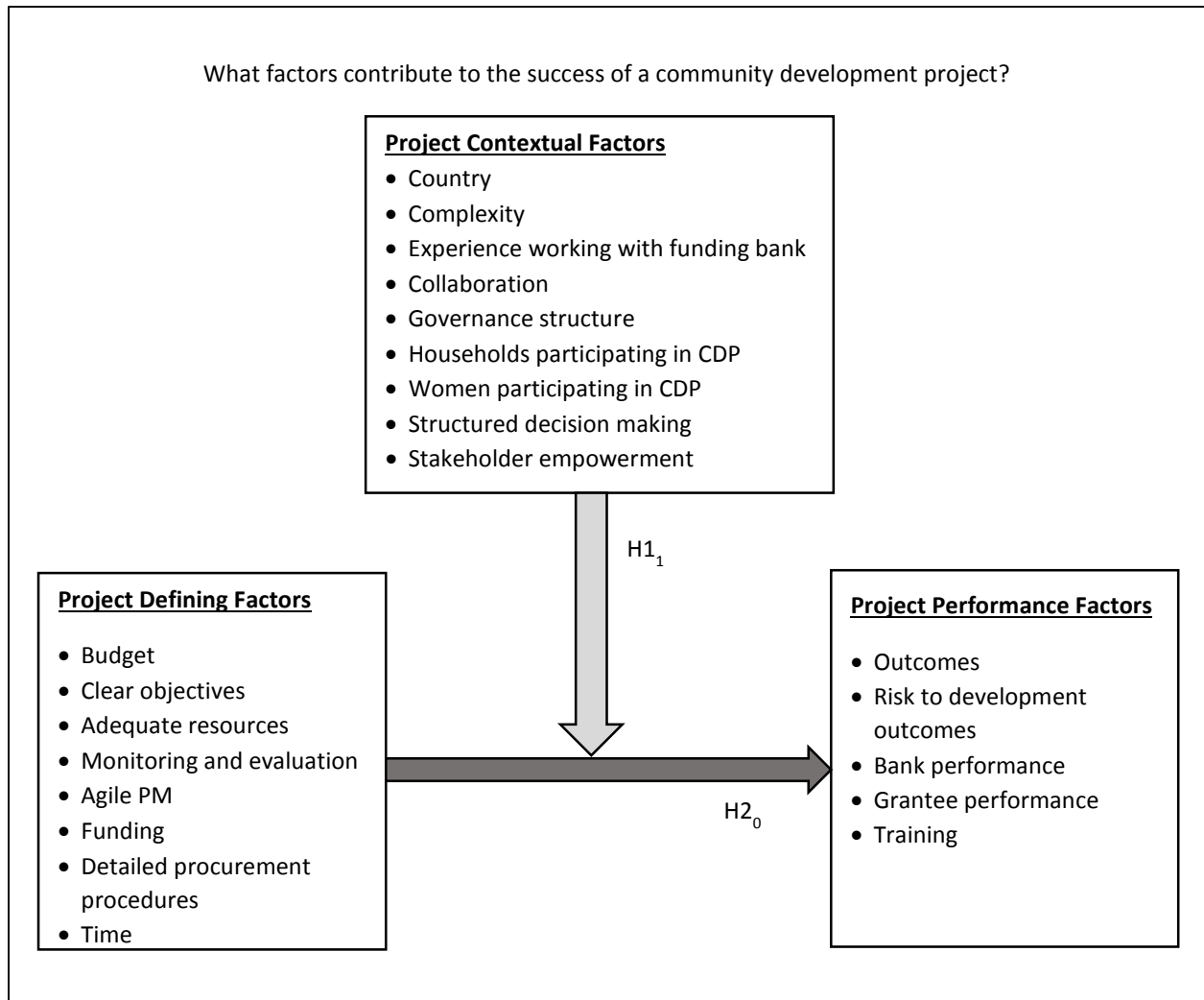


Figure 10: Research Model

Figure 10 above indicates the original research model for this investigation, detailing the prescribed project defining factors, the probable project contextual factors and the selected project performance factors, whereas Figure 11 below presents a focused research model to be employed in this research.

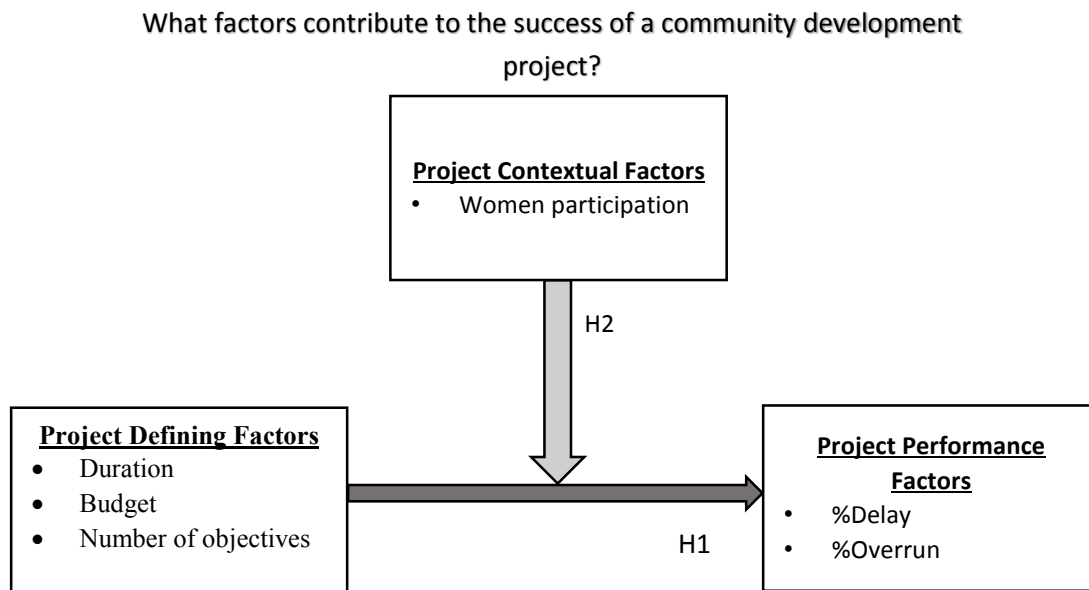


Figure 11: Focused Research Model

### Phase 3: Operational Definitions

Phase three's objective is to provide the operational definitions of the variables used in the research. The definitions of the variables within the "Project Defining Factors" and of the "Project Contextual Factors" have been extracted from the literature used in the specific project reports from the World Bank database containing the developing nation's community development projects. The definition of the variables of the "Project Performance Factors" was developed with the advice of a "Project Management Expert" and project management literature as described in the next paragraph.

Literature available on the assessment and importance of the performance of projects is extensive. In general terms, project performance refers to the extent to which a project team achieves the expectations of the project key stakeholders (i.e., achieve success) (Baccarini, 1999;

Kerzner, 2013; Pillai, Joshi, & Rao, 2002; Pinto & Mantel, 1990). Common measures of project performance include cost, schedule, and quality of deliverables (Cooke-Davies, 2002; Love & Edwards, 2004; Pinto & Mantel, 1990; Pinto & Prescott, 1988; Pinto & Slevin, 1987; White & Fortune, 2002), although other measures of project performance have been suggested to be important for practitioners as well (e.g., number of disruptions caused by the project, satisfaction of the key project stakeholders, learning) (T. Kotnour, 2000; T. G. Kotnour, 1999; Pillai et al., 2002; White & Fortune, 2002).

Therefore, the measures of project performance can be segregated in objective or technical (e.g., compliance to project budget) and subjective or human (e.g., the satisfaction of project stakeholders, learning) (Hughes, Tippett, & Thomas, 2004). Other important factors in assessing the performance of a project include: the type of project (e.g., R&D project) (Pillai et al., 2002), the type of organizations housing the project (e.g., project-based) (Pillai et al., 2002), the level at which the performance is being assessed (e.g., technical or product performance, strategic or management performance) (Baccarini, 1999; Pillai et al., 2002), the perspectives, experience, and links to the project of the entities assessing the performance of the project (Hughes et al., 2004), and the period of project time in which performance is being assessed (e.g., at the end of a project stage, at the end of a project) (Pillai et al., 2002; Pinto & Prescott, 1988).

Figure 12 below provides the operational definitions in this research.

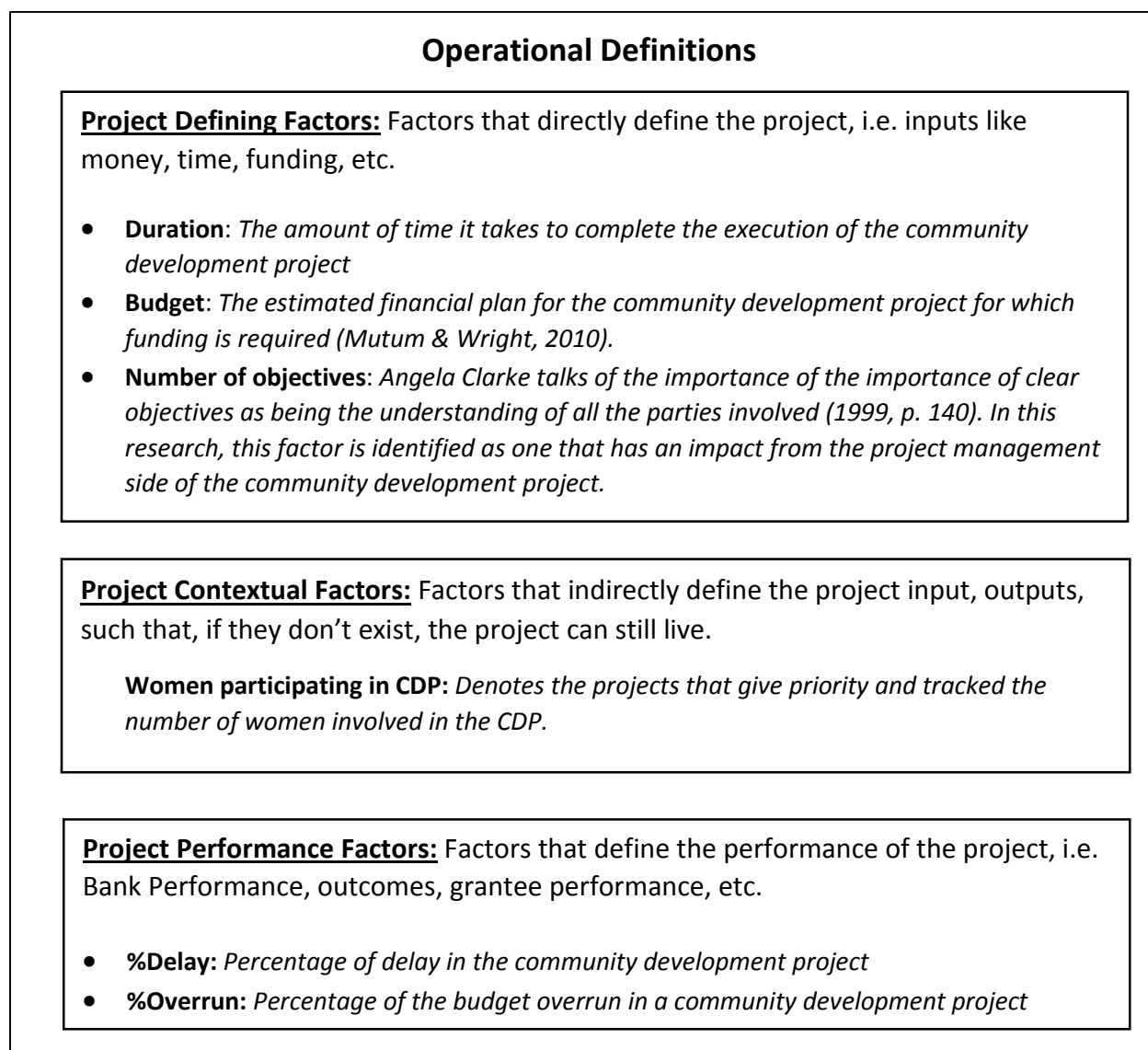


Figure 12: Operational Definitions – Project Defining, Contextual and Defining Factors

#### Phase 4: Data Collection

Phase four's objective is to define the data collection model, the data collection instruments to be used, and the data collection plan, all of which are necessary to fulfill this segment of the research process. Data collection is aimed at collecting meaningful data that'll be usable to answer the research questions. Figure 13 below represents the data collection model.

### *Data Collection Instrument*

This research capitalizes on the use of a questionnaire, within the case study approach, to capture data from the project completion reports provided by the World Bank on the community development projects in developing nations (i.e., the cases and unit of analysis of this investigation). The objective of this phase is to define the final data collection instrument that will be used to analyzing the pilot data collected in the research study of the community development projects as provided by the World Bank for developing nations. Through the analysis of the pilot project study, the strengths, weaknesses, opportunities, and threats of the research method and data collection instruments identified are uncovered. The analysis of the pilot project's data will be achieved through a limited data analysis exercise that includes, but not limited to: factor analysis, reliability analysis, correlation analysis, regression analysis, moderated regression analysis, and descriptive statistical analysis.

After the strengths, weaknesses, opportunities, and threats of the research method and data collection method have been identified, the data collection model needs to be refined and enhanced. The processes of refining and enhancing the data collection model include: add new questions to the questionnaire, delete irrelevant and/or problematic questions from the questionnaire, and enhance existing questions. The validity indexes that need to be achieved and/or increased in this phase are faced validity and content validity.



### Data Collection Plan

The data collection plan is intended to provide a stepwise illustration of how the data collection will be handled in this research. It represents a set of actions that are vital in order to successfully execute the collection of data. The data collection plan aids the researcher through the different steps that facilitate success in the process. Figure 13 below presents a diagrammatic representation of the data collection plan.

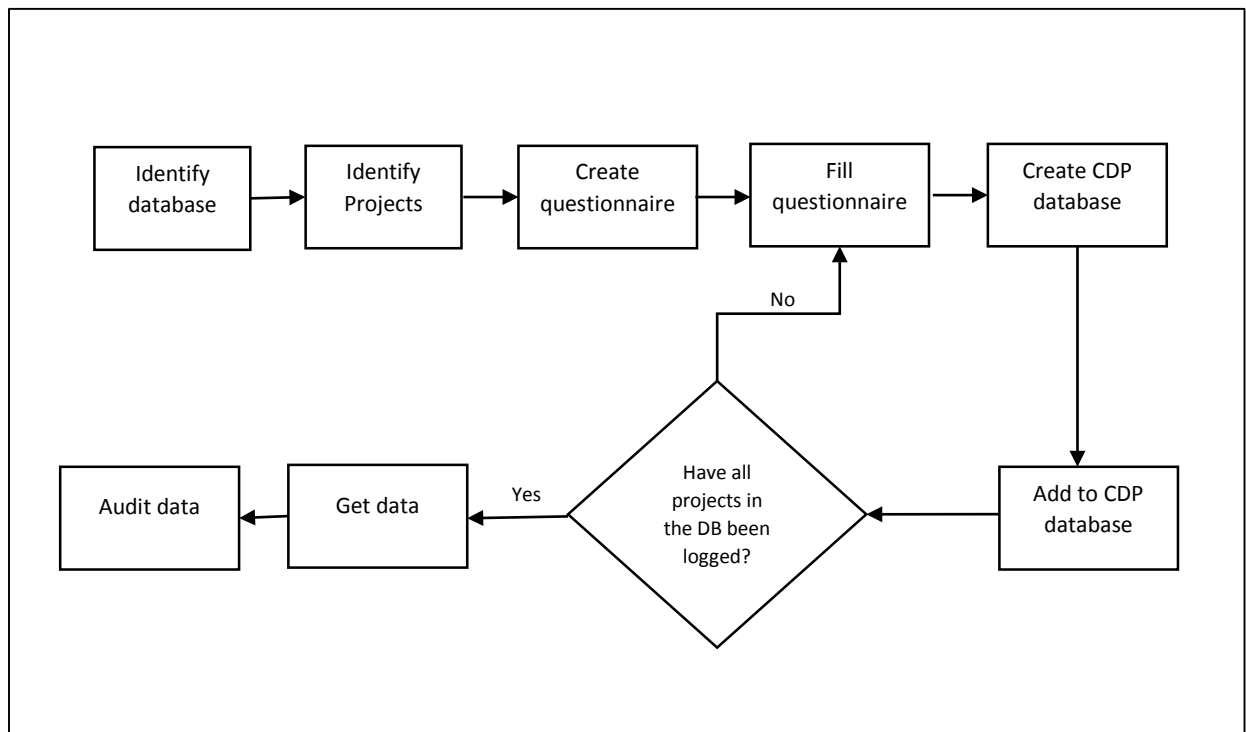


Figure 13: Data Collection Plan

*Data Collection Instrument: Questionnaire*

1. What is the CDP's project ID number?
2. What country is the project taking place?
3. What is the CDP project's original opening date?
4. What is the CDP project's revised/actual opening date?
5. What is the CDP project's original closing date?
6. What is the CDP project's revised/actual closing date?
7. What is the CDP project duration (in Months)?
8. What is the delay experienced in the CDP?
9. What is the percentage delay experienced in the CDP project?
10. What is the budget cost amount in millions of dollars?
11. What is the final cost of the project?
12. What is the percentage cost overrun of the CDP project?
13. What is the budget overrun of the CDP?
14. How many objectives does the community development project have?
15. Did the community development project specifically/intentionally prioritize women participation in the CDP?

Phase 5: Data Analysis

Phase five's objective is to define the data analysis, which represents a set of actions that are necessary for the successful analysis of the collected data. The objective of this phase is to create

a path that the researcher will use to successfully analyze the data to generate valid results and conclusions.

In figure 14 below, the data analysis plan presents a set of actions organized in two different levels. The first level is aimed at developing the data collection instrument, where validating of the measures of the constructs and refining the data collection instrument is done. The second level is aimed at calculating descriptive statistics, testing the hypothesis, and determining managerial implications based off of the results.

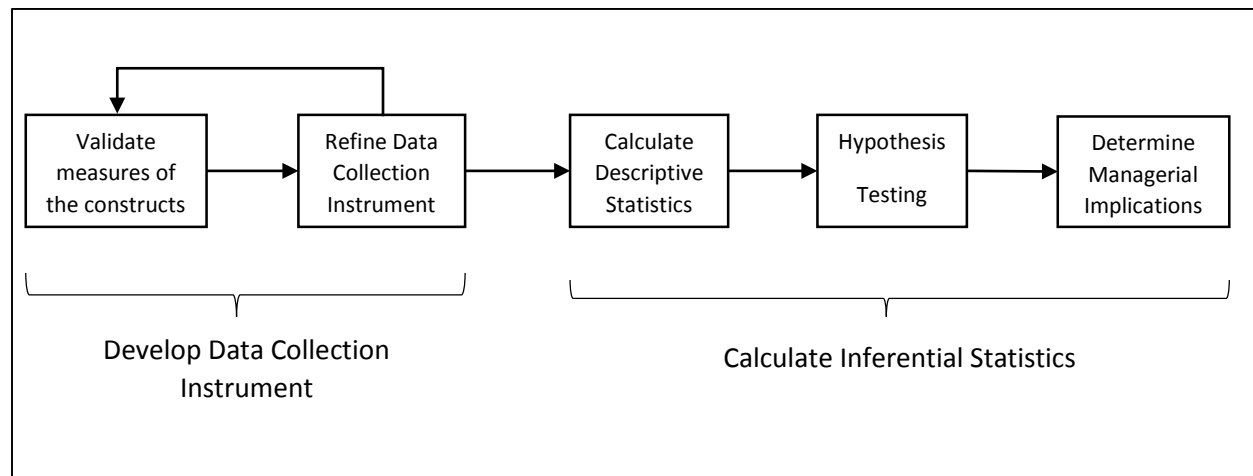


Figure 14: Data Analysis Plan

#### Phase 5.1: Develop the Data Collection Instrument

This stage includes two action stages and an additional stage that audits the necessary stages in the research. The stages involved are:

- Validating measures of the constructs

At this level, the questionnaire is reviewed and the questions checked once again to make sure that they capture their correctness and confirmed as accurate.

- Refining the data collection instruments

Once again, at this level, the questions that have been validated are reviewed once again and checked for the content and analyzed for the correctness and conformance to project management body of knowledge principles. Since this research focuses on the evaluation of community development projects and what makes them successful, the identified factors from the provided projects in the World Bank database for developing nations bear any relevance.

- Validating updated measures of the constructs

The presence of the feedback loop after refining the data collection instrument in the data analysis plan is aimed at bringing stability in the research to ensure that the iteration is present in the research to restore balance and ensure that everything in the research is vetted properly and validated as per the data analysis plan presented above.

## Phase 5.2: Hypothesis Testing

The next stage of the data analysis is hypothesis testing. To prove the research hypothesis, the researcher will seek to find support in rejecting the null hypothesis. Following are the statements of the hypotheses of this investigation:

1.  $H_{10}$  – There is no statistically significant relationship between the project performance of a community development project and defining factors of World Bank's developing nations projects.

- H1<sub>0a</sub> – There is no statistically significant relationship to indicate that the duration of a community development project impacts the delay of the project.
  - H1<sub>0b</sub> – There is no statistically significant relationship to indicate that the duration of a community development project impacts the budget overrun of the project.
  - H1<sub>0c</sub> – There is no statistically significant relationship to indicate that the budget of a community development project impacts the delay of the project.
  - H1<sub>0d</sub> – There is no statistically significant relationship to indicate that the budget of a community development project impacts the budget overrun of the project.
  - H1<sub>0e</sub> – There is no statistically significant relationship to indicate that the number of objectives of a community development project impacts the delay of the project.
  - H1<sub>0f</sub> – There is no statistically significant relationship to indicate that the number of objectives of a community development project impacts the budget overrun of the project.
2. H2<sub>0</sub> – The contextual factors of projects do not moderate the impact that the project defining factors has on the project performance.
- H2<sub>0a</sub> – There is no statistically significant relationship to indicate that the duration of a community development project impacts the delay of the project

Figures 15 and 16 below indicate the different statistical testing and evaluation methods employed in this research.

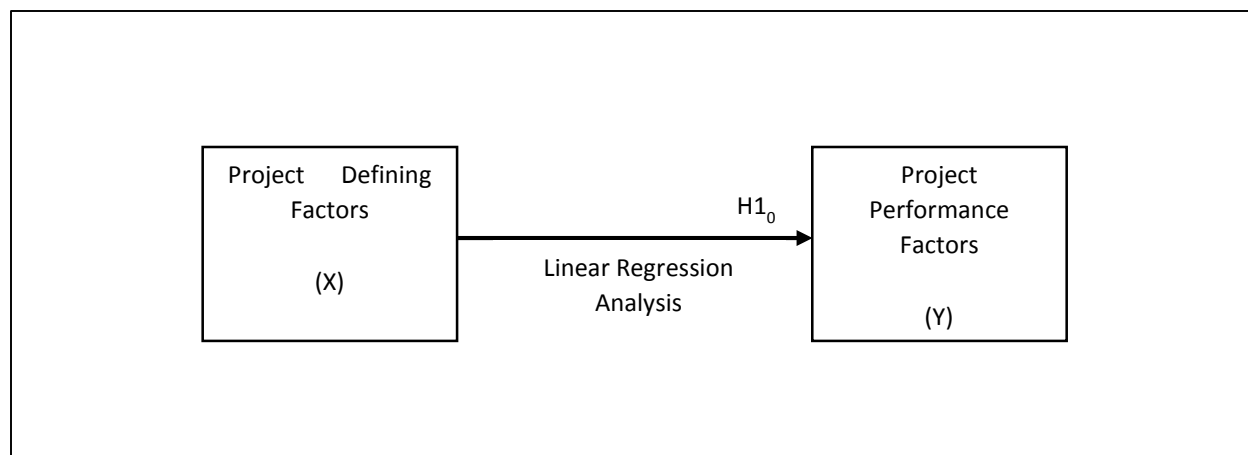


Figure 15: Linear regression analysis: Testing the causal relationship between constructs

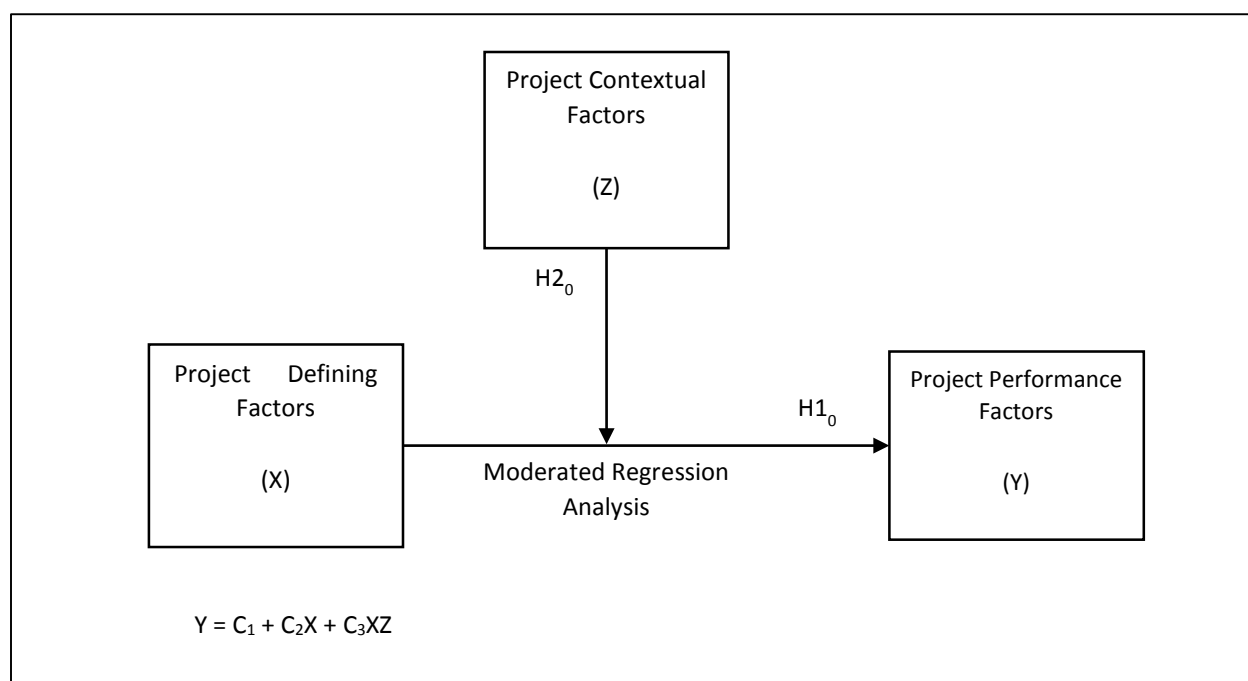


Figure 16: Moderated regression analysis: Testing moderated relationship among constructs

Next, a more detailed process of the survey development and hypothesis testing is provided taking in consideration the validity of the research. As previously stated, a concept used to assess the quality of a research is the validity of the research process and research

results. In Table 5, an explanation of the different set of validity indexes is provided. Next, a detailed step by step research process, adapted from (Bock, 2014) is described graphically using flowcharts represented in Figure 17 and Figure 18.

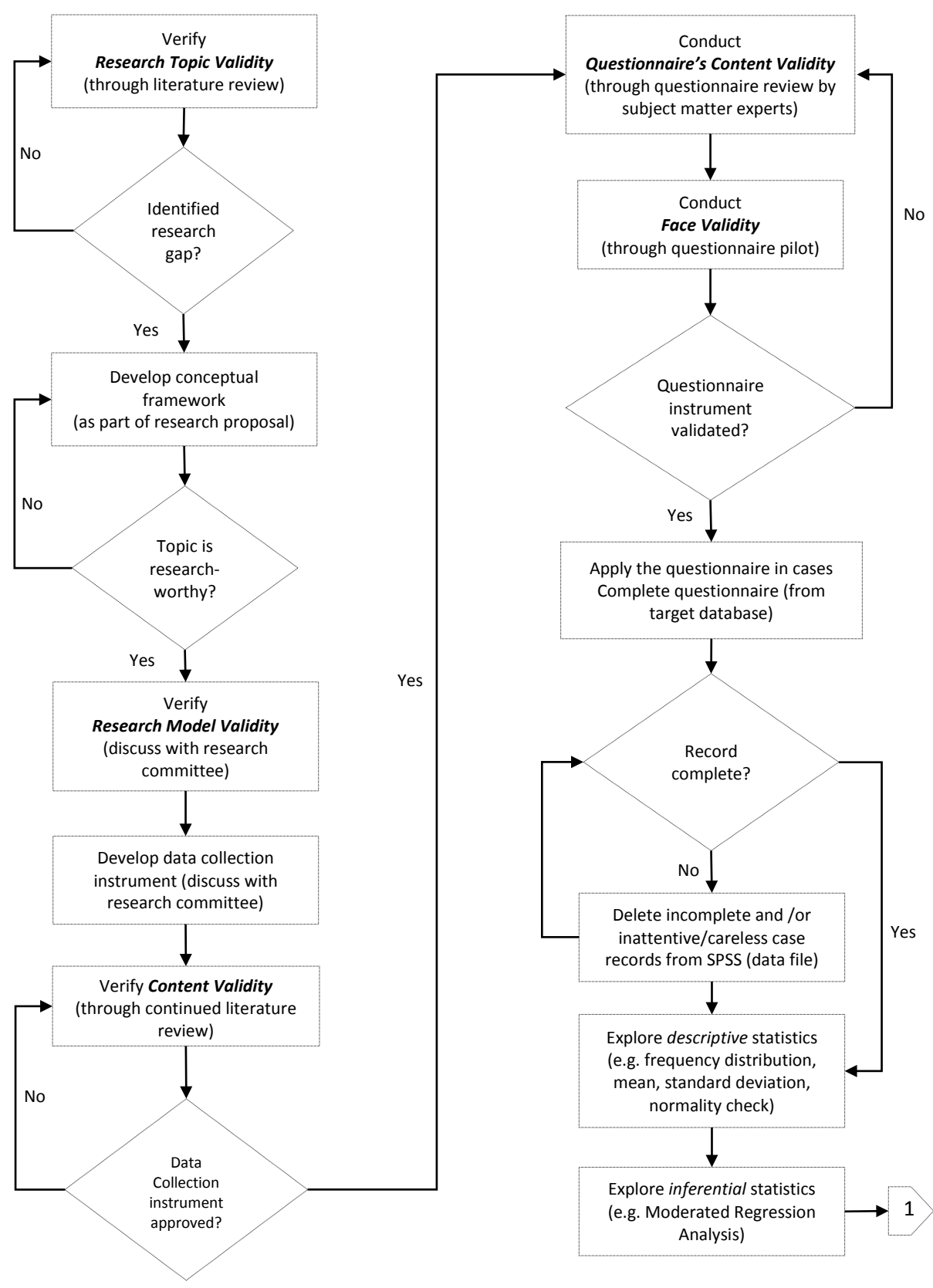


Figure 17: Research Design and Data Analysis Flowchart, Adapted from (Bock, 2014) (Page 1)



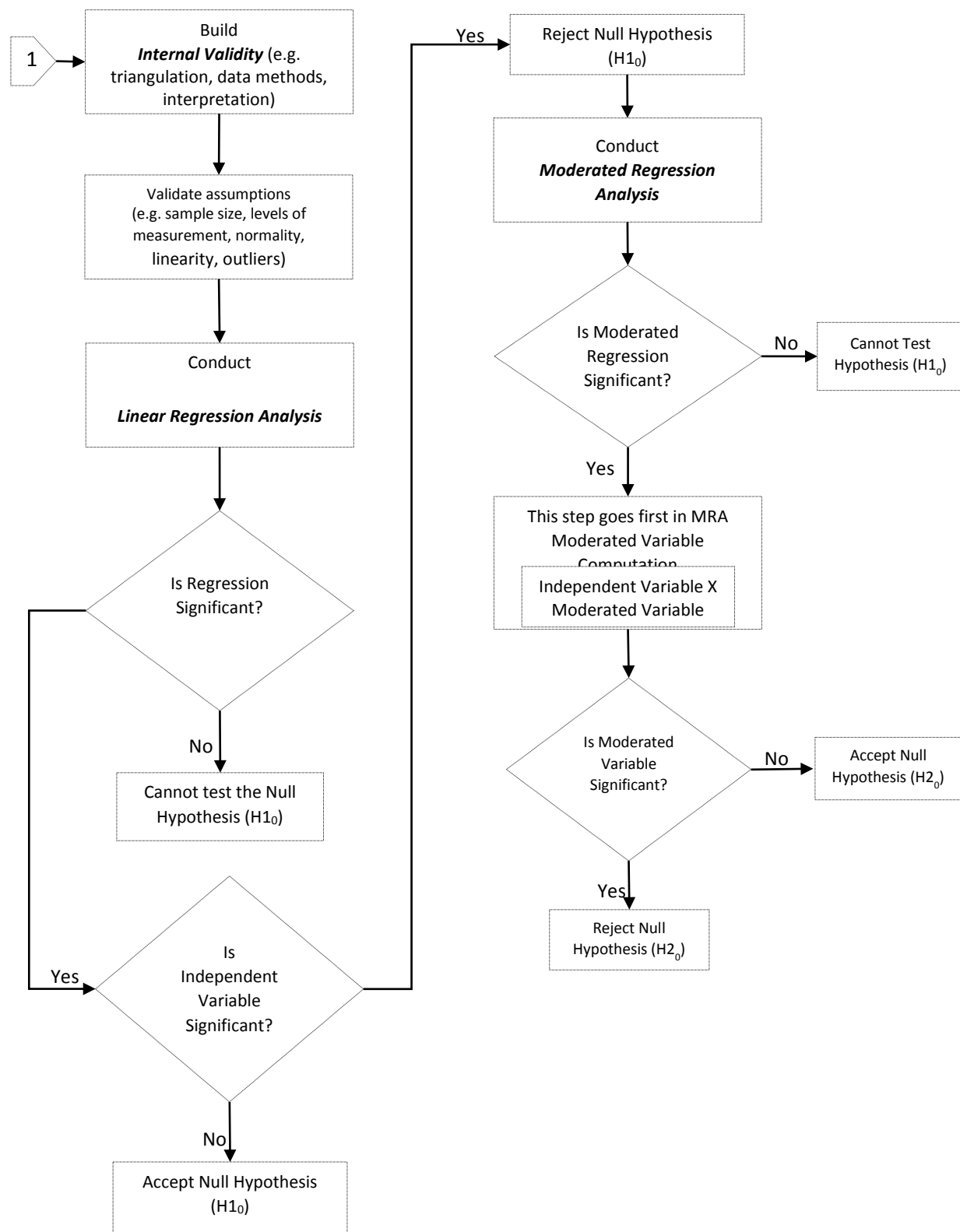


Figure 18: Research Design and Data Analysis Flowchart, Adapted from (Bock, 2014) (Page 2)

### *Phase 5.3: Determine Managerial Implications*

As per the data analysis plan presented above, the last and integral piece for the data analysis in this research is the determining of the managerial repercussions that may arise depending on the analysis. The determination is solely dependent on the calculation of the descriptive statistics that are collated from the research.

One of the sources of the managerial actions here would emanate from the frequency analysis for each question's response. The frequency analysis will lead to the identification of significance of factors per their frequency and appearance from the different CDP project analysis. An example would be a question pertaining to government support. If for many of the projects that are under study point to this factor being true, then this will strengthen this factor as among the critical factors to the success of a community development project and an engineering project manager can keep it in mind to ensure that they have government support when overseeing a community development project.

#### 5.3.1 Verify Research Topic Validity

This process captures the essence of this research as it validates that the research topic has been vetted to an extent that its investigation's objectives address the current literature gaps and challenges that exist per the practitioners. This process is arrived at through reviewing the literature and the establishing of the gap analysis table which helps to identify where the gaps are in the field of interest.

### 5.3.2 Develop Conceptual framework

This process captures the essence of this research as it validates that the research topic has been developed to reflect the current research gaps and other practitioners' concerns in the field of study. Figure 8 above represents a synthesized model developed as a result of reviewing the present literature in the subject of interest and presents a model that will drive the research.

### 5.3.3 Verify Research Model Validity

This process seeks to ensure that the identified research model in Figure 10 and the research method are fashioned to work together to attain the research objectives as stated in section 1.4 above. Data collection plan follows to make sure that it provides an instrument that supports the research model created.

### 5.3.4 Verify Content Validity

This process is to ensure that measurement instrument selected for this research covers the domain of the content as explained by both Carmines and Zeller (1979) and Kerlinger (1986).

### 5.3.5 Conducting the Questionnaire's Content Validity

This step allows for the testing of the questionnaire's content validity to be established through the sharing of the questions on the questionnaire with the experts to vet the individual issues to establish if they capture the intended subject matter in the topic. Once the questionnaire has been validated, it is then used in a pilot test, where the questionnaire is used in the field of research to collect data through answering of the questions.

### 5.3.6 Regression Analysis

Given the hypothesis in Phase 5.3, Figure 15 above captures what Figure 18 portrays in the process where linear regression analysis is incorporated into the research design and data analysis flowchart. Through hypothesis testing, the linear regression analysis method is meant to check if the regression is significant or not in order to check the testability of the first null hypothesis ( $H_{10}$ ) that states that: There is no statistically significant relationship between the project performance of a community development project and defining factors of World Bank's developing nations projects.

If the regression is not significant, then one cannot test the null hypothesis  $H_{10}$ . If the regression is found to be significant, another step is to test if the independent variable is significant. If the independent variable is not significant, then the null hypothesis is accepted: there is no statistically significant relationship between the project performance of a community development project and defining factors of World Bank's developing nations projects.

If the independent variable is found to be significant, then you reject the null hypothesis  $H_{10}$  and one proceeds to the next step whose snapshot is captured by Figure 16 and is embedded in Figure 18 above. Upon the rejection of the first null hypothesis  $H_{10}$  that, there is no statistically significant relationship between the project performance of a community development project and defining factors of World Bank's developing nations projects. Conducting the moderated variable computation or checking for the interaction effect by calculating the independent variable and the moderated variable, after which the multiple regression analysis with moderated variable and independent variable.

If the regression from the above calculation is not found to be significant then, the hypothesis  $H_{20}$  cannot be tested. If the regression is found to be significant, then the next step would be to check if the moderated variable is significant. If the moderated variable is not significant, then the second null hypothesis is accepted: the contextual factors of projects do not moderate the impact that the project defining factors has on the project performance. If the moderated variable is significant, then the second null hypothesis is rejected  $H_{20}$ .

Table 6 below presents a summary of the quality checks to be performed during the MRA:

Inquiry	Purpose	Threshold	Reference
Check skewness and kurtosis	Values close to zero for skewness and kurtosis indicate that the data is normally distributed.	Absolute values of each divided by their respective standard error; Possible minor concern if they are significant at $z = +/- 1.96$ ( $p < .05$ )	(Field, 2009)
Assess Histograms for the variables	Bell curves for the variables indicate the data is normally distributed.	Possible concern if bell-shape is not detected in the histograms.	(Field, 2009)
Check VIF and tolerance	Reduce measurement error in the measurement of effects by assessing the collinearity statistics.	VIF below 4, tolerance above .25	(O'brien, 2007)
Assess variable regression coefficients	Regression coefficients that are significant are included in the model.	Regression coefficients statistically significant at $p < .05$	(Whisman & McClelland, 2005)
Assess $R^2$ change and significance	The amount of variance in each independent variable explained by all other independent variables should increase a statistically significant amount if a variable is a moderator.	Change in $R^2$ should be significant at $p < .05$	(Whisman & McClelland, 2005)

Table 6: Summary of Quality Checks during Factor Analysis

In conducting parametric statistics, it is important to consider the following assumptions: the randomness of the data, the independence of the data, the homoscedasticity (constant variance of errors), and the use of minimally interval data (Pell, 2005). The presence of the above

assumptions facilitates the appropriateness of using conclusions based on the data set using parametric techniques, irrespective of the measurement process by which the data is generated. In fact, blatant deviation from the alleged requisite assumptions (e.g. normality) tends to have little influence on the validity of the parametric statistics: According to Harris (2014, p. 31), “the validity of parametric statistics is often affected very little by even relatively gross departures from [the usual assumptions made for parametric data]” (p. 31).

While the assumptions seem intimidating, comfort can be found in the fact that it is not even possible to investigate all of the assumptions without estimating the actual regression model of interest itself: “It is a common misconception that assumption checking can and should be fully completed prior to the running of substantive analyses; in reality, assumption checking should be an ongoing process throughout any data analysis” (Williams, Grajales, & Kurkiewicz, 2013, p. 9). However, in the event that the data appears to be unfit for parametric statistical analysis, bootstrapping is a valid, nonparametric technique that can be used for testing a moderation model in substitution of the previously described method; it can also mitigate a circumstance where the sample size is small, by means of resampling with replacement (Preacher & Hayes, 2004). Research has shown that power may sometimes be sacrificed, but that, in many cases, the difference is negligible (Hayes, 2009).

### ***Moderated Regression Analysis***

As indicated in the research design and data analysis flowchart in Figures 17 and 18, moderated regression was used in the research to evaluate the identified individual factors that foster or hinder lineal relationships. Figure 19 below illustrates a model depiction of the conceptual

diagram as provided by Andrew Hayes (2012) and Figure 20 provides a diagram detailing the research model's conceptual model with the variables therein. A normality check is applied on the identified variables in this research by analyzing the skewness, kurtosis, and histogram plots of the sample data. It is also important to highlight that according to Glass, Peckham, and Sanders (1972) normality is not necessarily a required assumption for the regression, because it is very robust (not sensitive to false positives) even with minor deviations from normality.

A moderation model is intended to examine the effect of a moderating variable on the relationship between the independent variable and dependent variable, by generating two separate linear models and evaluating their difference (Baron & Kenny, 1986). The first model examines the relationship between the independent variable and the dependent variable and the relationship between the moderator variable and the dependent variable. In the second model, the same two linear relationships are evaluated, as well as the relationship between the product of the independent variable and moderator variable against the dependent variable. The conceptual diagrams (Figure 19) and statistical diagram (Figure 20) provide a visual representation of moderation:

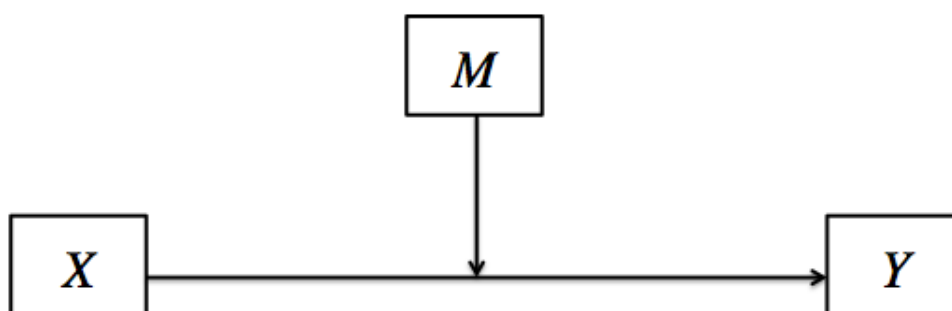


Figure 19: A simple moderated model: Conceptual Diagram, Adapted from (Hayes, 2012)

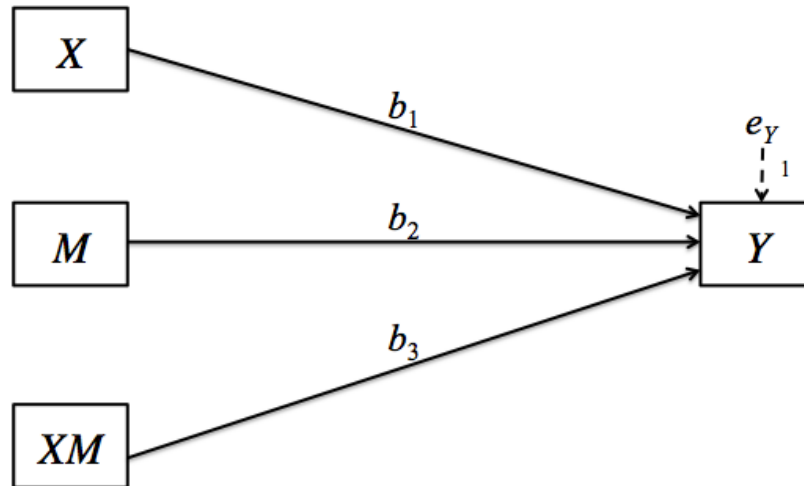


Figure 20: Statistical Diagram, Adapted from (Hayes, 2012)

As portrayed in the research model in Figure 11, women participation is hypothesized as a moderating variable in this research. The moderator variable suggests the existence of a lineal relationship between independent project defining variables and the dependent project performance variables. Whisman and McClelland (2005) provide a detailed procedure on testing for moderation that can be used for testing whether the difference between the additive and moderator models is statistically significant: The three steps are listed below,

- i. Testing whether the increment in the squared multiple correlation ( $\Delta R^2$ ) is significantly greater than zero,
- ii. Testing whether the coefficient  $b_3$  differs from 0, and is significant ( $p$  less than .05),
- iii. Testing whether the partial correlation between the product moderator product and dependent variable (while controlling for the independent and moderator variable) differs from zero.



If the interaction variable is statistical significant, the next step is to verify if the moderator enables (if positive) or hinders (if negative) the relationship between the project defining factors and project performance factor.

Table 7 below summarizes the researcher's procedure in testing for moderation:

Step	Task
1	Create a new variable $X*M$ (Interaction effect) defined as the product of the independent variable $X$ and the proposed moderator variable $M$ .
2	First, test the model using $X$ and $M$ as predictor variables, with $Y$ as the dependent/criterion variable.
3	Second, test the model with the interaction effect term. Here, there are three separate predictor variables: $X$ , $M$ , and $X*M$ , tested against the dependent/criterion variable, $Y$ .
4	If the interaction term is significantly different than 0, $M$ is a moderator variable, and different levels of $M$ will change or strengthen the relationship between $X$ and $Y$ . If moderation is suspected, perform other tests and inquiries to confirm this assessment.

Table 7: Procedure to Test for Moderation

Findings from the initial research entailed the use of a moderation regression model for data analysis. According to Edwards and Lambert (2007), moderation is usually tested with analysis of variance (ANOVA) or regression analysis, in which the dependent variable  $Y$  is regressed on the independent variable  $X$ , the moderator variable  $Z$ , and their product  $XZ$ , as follows:

$$Y = b_{01} + b_{x1}X + b_{z1}Z + b_{xz1} + e_{y1}. \quad (1)$$

In equation 1 above, the moderation aspect is inferred by the test on the coefficient on XZ (i.e.,  $b_{xz1}$ ). This research is interested in evaluating the impact of women participation in community development. Basing upon the United Nation's 17 Sustainable Development Goals (SDG's) which were developed with an aim of building upon the Millennium Development Goals (MDG's). SDG goal number five highlights the need of attaining and promoting gender equality and empowering all women and girls. In as much as all the 17 goals work to fulfill 169 different targets, goal number five was unique in that in developing nations (Assembly, 2015).

#### Phase 6: Interpretation of the Findings

Phase six's objective is to interpret the findings of this research. Through the finding's interpretation, the basis to either accept or reject the hypothesis will be established and the implications or conclusions about what decisions need to be made will be made from the research findings. The interpretations of the findings will coalesce through inductive reasoning, incorporating experts and organizations in the team to discuss the results of the findings, and reviewing of the present literature on community development projects in the developing nations.

#### Phase 6.1 Conduct inductive reasoning

For this type of research, the inclusion of a carefully crafted and deeply analyzed research is dependent on a wide perspective of the research findings toward to the advancement of knowledge in Engineering Management body of knowledge. Conducting inductive reasoning helps in meeting the research objectives of this research as indicated in Chapter 1 earlier on.

## Phase 6.2 Share results with experts and organization

The opinion of experts in the areas in the following fields:

- Community development projects
- World Bank
- Statistics
- Project management

Is necessary to achieve external validity of the research finding and minimize the bias of the research findings. The experts mentioned above and their organizations will be consulted to provide feedback and recommendations upon the research findings and initial conclusions drawn by the researcher. The experts will be specifically asked to provide feedback on the quality of the research findings, as well as, actions that the researcher can execute to make improvement and enhance the research findings and conclusions.

On the other hand, the organization or better known as practitioners will be consulted to provide a higher-level view by evaluating the initial conclusions of the research from their point of view. This exercise is also aimed at improving the external validity of the research. Finally, since the practitioners have experience in the field, their feedback will be integral as they state their agreement or disapproval of the research.

## Phase 6.3 Review the literature

The review of the literature allows the researcher to build on their understanding as well as build the external validity of the study by seeking to identify the relevant literature in the field of

community development projects in developing nations. The literature available or missing, will either support the research or undermine the research findings.

#### Phase 7: Conclusion and Final Report

Phase seven's objective is to refine and enhance the final results of the investigation taking into account the information and insights collected in the previous phase. Three groups of actions enable the execution of this phase: identify weaknesses of the research conclusions and research findings, identify opportunities to enhance the research conclusions and research findings, and execute the research enhancements, and produce the final research results.

##### Phase 7.1 Identify weaknesses

The objective of this action is to identify weaknesses of the research conclusions and research findings. The objective can be accomplished by analyzing: the expert opinions, the feedback from the respondents/organizations, and the similar or dissimilar findings of the literature all at the same time.

##### Phase 7.2 Identify opportunities

The objective of this action is to identify opportunities to enhance the research conclusions and research findings are to determine possible areas that can enhance the research conclusions and the research findings. The steps to achieve the objective include: to analyze the expert recommendations and the feedback from the respondents/organizations.

### Phase 7.3 Execute research enhancements and produce final results

The objective of this action is to implement the research enhancements and produce the final results. To attain this objective, the researcher must ensure that:

- The research scope is understood and better explained through refining and/or enhancing:
  - Refining the research question, research hypothesis, research model
- Ensuring that the conclusion is drawn on the:
  - research question
  - research hypothesis
  - research model
  - research method
    - Data collection instrument.
    - Data analysis process.
- The assessment and identification of what needs to be covered in future research, to establish continuity in the area of study and the discipline of engineering management.

The final report and conclusions should adhere to the regulations stipulated in the Graduate Handbook of Old Dominion University.

## CHAPTER 4

### RESEARCH RESULTS

The purpose of this study is to explore the research question: *What are the critical success factors in community development projects in developing nations?* To try and answer the research question, a research model was built. The research model was used to portray the logical process of analysis. Data was obtained from the World Bank online database to empirically test the research model. This database provided informational documents from the different country case projects funded through the World Bank Group; which is *an international financial institution comprised of five organizations providing loans and technical assistance to developing nations for capital programs* (Group, 2016).

This study utilized the case study method to facilitate the research. The case study approach was significant because it allowed the utilization of different country cases that included profiles of the different projects and a high-level independent expert analysis report. A questionnaire was developed to provide guidance in the data collected from the individual cases published by the World Bank.

It is important to note that there exists a relationship between the factors identified in this research and those in traditional project management. Whereas things like cost, time, and quality seem to be most prevalent and important (Atkinson, 1999), they are equally important in community development projects, and they have been captured in this research as well.

This research adopted two initial hypotheses to stay on the objective of identifying the critical success factors in community development projects in developing nations. As per the research model developed for this research, the developed hypothesis statements were:

1.  $H_{10}$  – There is no statistically significant relationship between the project performance of a community development project and defining factors of World Bank's developing nations projects.
2.  $H_{20}$  – The contextual factors of projects do not moderate the impact that the project defining factors has on the project performance.

The data collection involved the creation and utilization of a questionnaire to be used for data collection from the Implementation Completion, and Results Report documents provided for the completed country cases detailing how the project was handled and reporting on the various portions of the community development project. This research obtained 101 cases that were studied and utilized to test the hypotheses and answer the research question. This chapter summarizes the results of the data analysis of the responses obtained from the different country cases studied for this research.

By investigating the critical success factors for community development projects, this research adopts a special interest on the role played by women as active participants in these projects. This isolation and focus on women participation allows this research to build a moderation model with women participation as a moderator used to evaluate the relationship that exists between the impact of community development project's defining factors to a community development project's performance factors. Though several moderators had been

proposed in the initial model, after a series of tests, most were dropped because they did produce any significant results for this research.

Following the updates on the project factors, the hypothesis statements were also updated as indicated below:

1. H1<sub>0</sub> – There is no statistically significant relationship between the project performance of a community development project and defining factors of World Bank’s developing nations projects.
  - 1.1. H1<sub>0a</sub> – There is no statistically significant relationship to indicate that the duration of a community development project impacts the delay of the project.
  - 1.2. H1<sub>0b</sub> – There is no statistically significant relationship to indicate that the duration of a community development project impacts the budget overrun of the project.
  - 1.3. H1<sub>0c</sub> – There is no statistically significant relationship to indicate that the budget of a community development project impacts the delay of the project.
  - 1.4. H1<sub>0d</sub> – There is no statistically significant relationship to indicate that the budget of a community development project impacts the delay of the project.
  - 1.5. H1<sub>0e</sub> – There is no statistically significant relationship to indicate that the number of objectives of a community development project impacts the delay of the project.
  - 1.6. H1<sub>0f</sub> – There is no statistically significant relationship to indicate that the number of objectives of a community development project impacts the delay of the project.
2. H2<sub>0</sub> – The contextual factors of projects do not moderate the impact that the project defining factors has on the project performance.



In the proceeding sections, a detailed outline presentation of lessons learned from the data collection and analysis so far will be presented as well as a coverage of data results, including descriptive and inferential statistics.

#### 4.1 Data Collection

Importantly, the selection of project cases used in this research have been identified to be tactically in alignment with the seventeen agreed upon Sustainable Development Goals (SDG's) in 2015 by 170 countries and territories (UNDP, 2017). Being a very close partner with the United Nations (Otteroy, 2014), World Bank funded projects aimed at attaining its two set goals which are (Group, 2016):

- End extreme poverty by decreasing the percentage of people living on less than \$1.90 a day to no more than 3%
- Promote shared prosperity by fostering the income growth of the bottom 40% for every country

Through those goals, the applicants seeking financial help from the World Bank Group are compelled to comply with their standards before they can be taken aboard. This research focuses on projects that had been marked complete and closed by the World Bank from the World Bank database that keeps track of country case projects that are funded through them. This is the unit of analysis of this research.

The purpose of this research is to explore the following research questions: *What are the critical success factors in community development projects in developing nations?* And the two sub questions are: *a) What are the critical success factors for community development project?* *b) How is success measured in community development projects?*

The research model developed for this research aims at reviewing and evaluating the different cases from a sample population of community development projects funded through The World Bank Group. The data was carefully sorted, selected, and collected from the World Bank online database. The search was specific to closed projects that included “community development” aspects in them. At the time of collection, there were a total of 135 available project cases that were marked closed and reviewed in this research. Out of the 135, only 101 cases were found to have full documentation required by this study. This research used the Implementation Completion and Results report (Bank, 2011), which are intended to increase development effectiveness through a continuous process of self-evaluation, lesson learning and application, sharing of knowledge, and being accountable for results.

As part of the data collection, a questionnaire was developed as part of the case study approach, which helped to ensure consistency through all the project cases that were consulted by this research. A listing of the questionnaire questions utilized in the data collection instrument are listed below:

1. What is the CDP’s project ID number?
2. What country is the project taking place?
3. What is the CDP project’s original opening date?
4. What is the CDP project’s revised/actual opening date?

5. What is the CDP project's original closing date?
6. What is the CDP project's revised/actual closing date?
7. What is the CDP project duration (in Months)?
8. What is the delay experienced in the CDP?
9. What is the percentage delay experienced in the CDP project?
10. What is the budget cost amount in millions of dollars?
11. What is the final cost of the project?
12. What is the percentage cost overrun of the CDP project?
13. What is the budget overrun of the CDP?
14. How many objectives does the community development project have?
15. Did the community development project specifically/intentionally prioritize women participation in the CDP?

## 4.2 Findings

This section will present results from the statistical analysis and hypothesis testing. The research design and data analysis flowchart in Figure 17 & 18, provided a step-wise procedural order of how things would be run. As initially indicated, the variable selection was made with strong convictions that the identified factors in cost and duration directly impact the percentage of project delays incurred and the percentage of project cost overruns. Shenhar, Dviri, Levy, and Maltz (2001) discuss project success as a multidimensional strategic concept, where traditionally, projects were perceived as successful when they met the set time, budget, and performance goals. In as much as that is still true, with the development of the project management field, there's more to those three pillars (e.g., learning, stakeholders' satisfaction, impact on the natural environment), which are considered to be the iron triangle of project management by Roger Atkinson (1999).

In addressing the research question posed earlier, *“What are the critical success factors in community development projects in developing nations?”* This research required conducting a literature review to try and answer the question. A gap table was then created as presented in table 3 above. Resulting from the gap table was the posing of the hypothesis in order to shape the course of the research. A research model in figure 10 was then built and data collection conducted to aid in testing the hypothesis and consequently the research model.

The research model repeated through the research design and data analysis flowchart in Figures 18 and 19 above allows the researcher to employ moderated regression analysis to assess the impact that cost and duration have on the project performance specifically on the percentage delay experiences in projects, and the influence of women participation, which is the moderating variable in this research, as pertaining to community development projects.

This research reviewed one hundred and one project cases. The mean project duration for the community development projects reviewed is about 64 months and a standard deviation of 17.5 months. Community development projects pose an average cost of \$54.28 million and a standard deviation of \$69.28 million. The community development projects also have an average of 1.44 objectives for each project case reviewed with a standard deviation .8296. The CDP’s also have an 18.95% chance of project delay with a standard deviation of 18.75% and a 3.20% chance of the community development project incurring a cost overrun and a standard deviation 22.36%. It is also important to note that each of the community development project cases reviewed has a 0.88 chance of having women participating in them.

Observations reported from the standard deviations in these findings indicate that only the number of objectives at 0.83 and women participation at 0.33 are normally spread; whereby

most of the observations made are usually spread within three standard deviations on each side of the mean (Howell, Rogier, Yzerbyt, & Bestgen, 1998). Duration has a standard deviation of 17.47, the Budget has 69.28, whereas percentage delay and percentage overran have standard deviations of 18.74 and 22.36 respectively.

As a first practical implication derived from this research, both the practitioners and the academicians can use the succinct derived definition of community development projects as a guide to projects being funded, supported or studied.

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
DURA	101	64.198	17.466	-.050
BUDGET	101	\$54.277	\$69.283	3.072
OBJT	101	1.436	.830	2.138
%DELAY	101	18.951%	18.750%	-.625
%OVERRAN	101	3.204%	22.357%	1.099
WMPT	101	.881	.325	-2.392

Table 8: Descriptive Statistics

Note: Variables are normally distributed if skewness number value is close to zero (Field, 2009)

#### 4.2.1 Descriptive Statistics

Trochim points out that descriptive statistics are used to describe the basic features of the data in a study and that descriptive statistics provide simple summaries about the sample and the measures, alongside the simple graphics analysis, forming the basis of virtually every quantitative analysis of data (2006). The following sub-sections provide additional details on descriptive statistics. Table 9 below provides a summary of the descriptive statistics for this research, which

describe the characteristics of the sample used by highlighting the mean, standard deviation, minimum, maximum skewness and kurtosis values for each of the project defining factors, where the unit of analysis is the independent closed/completed country case projects.

	N	Minimum	Maximum	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
DURA	101	2.000	114.000	64.198	1.738	17.466	-.050	.240	1.254	.476
BUDGET	101	\$1.660	\$395.350	\$54.277	\$6.894	\$69.283	3.072	.240	10.764	.476
OBJT	101	1.000	5.000	1.436	.083	.830	2.138	.240	4.470	.476
%DELAY	101	-70.760%	67.500%	18.951 %	1.866%	18.750%	-.625	.240	4.516	.476
%OVERRA N	101	-60.870%	83.270%	3.204%	2.225%	22.357%	1.099	.240	3.865	.476
WMPT	101	.000	1.000	.881	.0324	.325	-2.392	.240	3.796	.476
Valid N (listwise)	101									

Table 9: Expanded Descriptive Statistics

**NOTES:**

DURA refers to the Number of months the project took from start to finish

BUDGET refers to the amount invested in the project in millions of dollars

OBJT refers to the number of objectives that the project was set out to accomplish

%DELAY refers to the percentage of time the project delayed by from the projected project finish date

%OVERRAN refers to the percentage of Cost Overran from the initial projected project cost

WMPT refers to the Presence (1) of or Absence (0) of women participation in projects

#### 4.2.2 Inferential Statistics

The term inferential statistics refers to an analysis method that allows the use of sample data to reach a certain conclusion about the characteristics of a larger population that can be represented by the drawn sample (Urdan, 2011). In this research, two inferential statistics

methods are used: Lineal Regression Analysis and Moderated Regression Analysis (MRA) as covered in chapter 3 above.

#### 4.2.2.1 Linear Regression Analysis

Table 10 below provides the linear regression model resulting from the relationship between project defining factors (*Independent Variables*) and the project performance factors (*Dependent Variables*). From the results, the relationship between duration (DURA) and percentage delay (%DELAY) of a community development project is statistically significant with a p-value of .000. The other relationships analyzed in this research did not provide any statistically significant results. Duration and the percentage cost overrun of a project (%OVERRUN), reported a p-value of .566. BUDGET does not seem to present a statistically significant relationship with a p-value of .467, the same case with budget and the percentage of cost overrun that has a p-value of .766. Similarly, the number of objectives' (OBJT) relationship with %DELAY reports a p-value of .814, and OBJT with %OVERRUN also gives a p-value of .950, which are both not statistically significant as they are above the acceptable p-value of .05.

Independent Variable	Dependent Variable	REGRESSION p-Value	REGRESSION Significance
DURA	%DELAY	.000	Yes
DURA	%OVERRUN	.566	No
BUDGET	%DELAY	.467	No
BUDGET	%OVERRUN	.766	No
OBJT	%DELAY	.814	No
OBJT	%OVERRUN	.950	No

Table 10: Linear Regression—Project Defining Factors versus Project Performance Factors

Since the DURA - %DELAY is the only significant relationship, this allows for this relationship to be examined further through moderated regression analysis.

#### 4.2.2.2 Moderated Regression Analysis (MRA)

A moderation model is intended to examine the effect of a moderating variable on the relationship between the independent variable and dependent variable, by generating two separate linear models and evaluating their difference (Baron & Kenny, 1986). In this evaluation, the first step is to examine the relationship between the independent variable and the dependent variable and the relationship between the moderator variable and the dependent variable. The second step, the same two linear relationships are evaluated, as well as the relationship between the product of the independent variable and moderator variable against the dependent variable.

Table 11 below present the results from the ANOVA table with the first scenario of the moderated regression using the interaction effect, without using Women Participation (WMPT) as an independent variable as portrayed in Figure 20 above. Table 17 below also captures the coefficients from the moderated regression that did not account for WMPT directly, but only the interaction effect.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6632.796	2	3316.398	11.395	.000 <sup>b</sup>
	Residual	28522.258	98	291.043		
	Total	35155.054	100			

a. Dependent Variable: %DELAY

b. Predictors: (Constant), DURA, DURAxWMPT

Table 11: Moderated Regression Analysis ANOVA Table



Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
(Constant)	-8.634	6.536		-1.321	.190					
1 DURA	.611	.130	.569	4.682	.000	.375	.428	.426	.561	1.783
DURAxWMPT	-.204	.085	-.292	-2.406	.018	.085	-.236	-.219	.561	1.783

a. Dependent Variable: %DELAY

Table 12: Moderated Regression Analysis Coefficient Tables

The coefficients table above shows the duration and DURAxWMPT being statistically significant with VIF values of 1.783 well below the rule of thumb of 4 or 10. That indicates that the variance is not shared among the independent variable (O'brien, 2007). Coefficient B for the DURA is 0.611 and it reflects the unstandardized slope of duration, meaning the model predicts an increase of 0.611 for each unit of duration. Considering the moderation effect (DURAxWMPT), it is significant with a p-value of 0.018, demonstrating that the moderation effect has an impact on the model when combined with the duration of the project.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.434 <sup>a</sup>	.189	.172	17.060%	.189	11.395	2	98	.000

a. Predictors: (Constant), DURAxWMPT, DURA

Table 13: Moderated Regression Analysis Model Summary

From the model summary above (Table 13), it can be deduced that the model is both significant with a p-value of .000 and has an adjusted R Square of 17.2%. The resulting equation from the model is:

$$Y = 0.611(\text{DURA}) - 0.204(\text{DURAxWMPT})$$

Additionally, the researcher also explored the step-wise regression method to ensure nomological validity of the results. In the step-wise regression, the first step entailed using duration (DURA) as an independent variable and the second step entailed using the interaction effect between duration and women participation in projects (DURAxWMPT). The results from the step-wise regression are presented below:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4947.417	1	4947.417	16.214	.000 <sup>b</sup>
	Residual	30207.637	99	305.128		
	Total	35155.054	100			
2	Regression	6632.796	2	3316.398	11.395	.000 <sup>c</sup>
	Residual	28522.258	98	291.043		
	Total	35155.054	100			

a. Dependent Variable: %DELAY

b. Predictors: (Constant), DURA

c. Predictors: (Constant), DURA, DURAxWMPT

Table 14: Step-Wise Regression ANOVA Table

Similar to Table 11, Table 14's ANOVA results are not indifferent, but indicate that DURA is a predictor by itself as well as the interaction effect (DURAxWMPT), which both are strongly significant with p-values of .000.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-6.902	6.652		-1.038	.302	
	DURA	.403	.100	.375	4.027	.000	1.000
2	(Constant)	-8.634	6.536		-1.321	.190	
	DURA	.611	.130	.569	4.682	.000	.561
	DURAxWMPT	-.204	.085	-.292	-2.406	.018	.561

a. Dependent Variable: %DELAY

Table 15: Step-wise Regression Coefficient Table

Table 15 above shows the two steps; (1) DURA and (2) DURA and DURAxWMPT. Both models are statistically significant with VIF values of 1.783 well below the rule of thumb of 4 or 10. That indicates that the variance is not shared among the independent variable (O'Brien, 2007). In model 2, the Coefficient B for DURA is 0.611, which reflects the unstandardized slope of duration, meaning the model predicts an increase of 0.611 for each unit of duration. Considering the moderation effect (DURAxWMPT), it is significant with a p-value of 0.018, demonstrating that the moderation effect has an impact on the model when combined with the duration of the project.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.375 <sup>a</sup>	.141	.132	17.468%	.141	16.214	1	99	.000	
2	.434 <sup>b</sup>	.189	.172	17.060%	.048	5.791	1	98	.018	2.134

a. Predictors: (Constant), DURA

b. Predictors: (Constant), DURA, DURAxWMPT

c. Dependent Variable: %DELAY

Table 16: Step-wise Regression Model Summary Table

Findings from the model summary indicate that both models are significant, (1) DURA with a p-value of .000 and (2) DURA, DURAxWMPT with a p-value of .018. Aside from the change in R-Square value from Model 1 and 2, which indicate that the model fits better, Appendix A contains a Histogram, Normal P-P Plot and the Residual/Scatter Plot, that explain normality.

In conclusion, based on the findings of the linear regression and the moderated multiple regression analysis, the following observations can be made:

Reject the null hypothesis,  $H1_o$  – There is no statistically significant relationship between the project performance of a community development project and defining factors of World Bank’s developing nations projects.

Also, reject null hypothesis  $H1_{oa}$  – There is no statistically significant relationship to indicate that the duration of a community development project impacts the delay of the project.

Accept null hypothesis  $H1_{ob}$  – There is no statistically significant relationship to indicate that the duration of a community development project impacts the budget overrun of the project.

Accept null hypothesis  $H1_{oc}$  – There is no statistically significant relationship to indicate that the budget of a community development project impacts the delay of the project.

Accept null hypothesis  $H1_{od}$  – There is no statistically significant relationship to indicate that the budget of a community development project impacts the delay of the project.

Accept null hypothesis  $H1_{oe}$  – There is no statistically significant relationship to indicate that the number of objectives of a community development project impacts the delay of the project.

Accept null hypothesis  $H1_{of}$  – There is no statistically significant relationship to indicate that the number of objectives of a community development project impacts the delay of the project.

Reject the alternate hypothesis  $H2_o$  – The contextual factors of projects do not moderate the impact that the project defining factors has on the project performance.

There was a positive relationship between project duration and percentage of delayed projects, as well as a positive relationship between the moderating variable, women participation, and the percentage of delay in the projects. Additionally, the interaction term involving duration and women participation [DURAxWMPT], posted a statistically significant relationship with a p-value of .018, suggesting that women participation moderates the relationship between project duration and the percentage of delay in community development projects.

In conclusion, research findings from this work have established reason enough to lead to the conclusion that participation of women in community development projects in developing impacts the relationship between the community development project's duration and the percentage of community development projects that experience delay. This research's findings indicate that the presence of women participation reduces the chances of community development projects from experiencing delays.

## CHAPTER 5

### CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Research Limitations

Like any other research, this research was not exempt from limitations or challenges such as the research sample population, time constraints among other factors that were beyond the researcher's control. One of the key limitations of this research was identifying and obtaining the data. The challenge is because the data used in this research was coded differently in some instance depending on the period when the case project was fulfilled.

Another limitation experienced by the researcher was the development of the survey questions used to obtain the data. An explanation for that is that the researcher had their own beliefs and little to not enough literature support with regarding what to consider as being critical concerning the factors that surrounded community development projects. Having stated that, some of the project cases differed in their form of presentation when it came to the specific wordings which the researcher was looking for, hence, making the data collection a little bit of a challenge.

During the analysis of the research, the researcher came across different challenges and had to adjust the initially prescribed research design and data analysis as some of the processes prescribed could not be pursued because the analysis proved that the data failed to meet whatever conditions were set to be pursued. It is difficult to rule out potential bias in the research following the assumption that project management and community development project

management differed completely. The research opened the researcher's eyes to the realization that there more commonalities as well as differences.

Another limitation would be that the research acknowledges but fails to consider the geographical regions of where the different project cases were implemented, their scope and the project's complexities context. The rich context includes the political, social, and institutional environments of the various developing nations, as well as their readiness regarding skill and expertise in both project and engineering management of the various nations and their experience working with the funding banks

## 5.2 Research Implications

This section will discuss the implications that emanate from this research under different lenses.

The research findings reject the null hypothesis,  $H_{10}$  because there is a statistically significant relationship between the project performance factors of community development projects and the project defining factors of these projects funded by the World Bank. Regressing the project performance factors against the project defining factors point to the presence of some relationships among the variables in the two clusters. Furthermore, the research points to the following:

Reject null hypothesis  $H_{10a}$  – There is a statistically significant relationship to indicate that the duration of a community development project impacts the delay of the project. For community development stakeholders, this points to the presence of a statistically significant

relationship to indicate the likelihood that the longer a project is, the more likely to experience delays.

Accepting the null hypothesis  $H_{10b}$  – There is no statistically significant relationship to indicate that the duration of a community development project impacts the budget overrun of the project. For community development stakeholders, this points to the lack of any statistically significant relationship or evidence to stake that a project's duration directly causes the project to experience budget overruns.

Accepting the null hypothesis  $H_{10c}$  – There is no statistically significant relationship to indicate that the budget of a community development project impacts the delay of the project. For community development stakeholders, this points to the lack of any statistically significant relationship or evidence to stake that a project's delay directly impacts its cost.

Accepting the null hypothesis  $H_{10d}$  – There is no statistically significant relationship to indicate that the budget of a community development project impacts the budget overrun of the project. For community development stakeholders, this points to the lack of any statistically significant relationship or evidence to stake that a project's cost directly causes the project to experience budget overruns.

Accepting the null hypothesis  $H_{10e}$  – There is no statistically significant relationship to indicate that the number of objectives of a community development project impacts the delay of the project. For community development stakeholders, this points to the lack of any statistically significant relationship or evidence to stake that the number of project objective(s) directly causes a delay in the project.



Accepting the null hypothesis  $H_{1of}$  – There is no statistically significant relationship to indicate that the number of objectives of a community development project impacts the budget overrun of the project. For community development stakeholders, this points to the lack of any statistically significant relationship or evidence to stake that the number of project objective(s) directly causes there to be a budget overrun.

Reject the null hypothesis  $H_{2o}$  – The contextual factors of community development projects moderate the impact that the project defining factors has on the project performance. For community development stakeholders, this points to the presence of a statistically significant relationship or evidence to state that a project's contextual factors directly moderates the relationship between the project's defining factors and project performance factors. In this case, women participation, which was identified as a moderator, and used in the calculation as an interaction effect moderator. In the case described, the interaction effect was statistically significant. What this means is that women participation in the project is significant. As pointed in table 17, the presence of women in community development projects reduces the percentage of project delays, which in turn informs that for community development projects to be successful, women participation is significant.

### 5.2.1 MANAGERIAL IMPLICATIONS

*Project Management:* For engineers who are called to manage community development projects, this research indicates that when building a team of a CDP, we should strongly consider adding women to the project. The findings of this research point to there being a twenty percent chance that the inclusion of women participation in community development projects could lead

to a reduction in the amount of percentage delays experienced by community development projects in developing nations. It also indicates that there is an implication with respect to the project duration and the probability of not meeting its deadline. The longer the duration, the more likely its completion is going to be delayed. Below is a list of some of the areas that are impacted in project management:

- *Diversity and inclusivity:* For the project manager, the findings of this research point to there being statistically significant evidence to suggest that women participation in community development projects yields good results. In situations or cultures where women inclusion is still suppressed, this research provides a wakeup call to transition towards inclusivity and diversifying our workforce.
- *Cultural issues:* Similar to the point on diversity and inclusivity, this research also exposes some of the backward practices that are male chauvinistic and look down upon women. According to the findings of this research, there is actually a substantial reason to suggest that including women participation yields good results by helping in reducing the chances of the percentage delay on projects.

*Engineering Management Body of Knowledge:* This research paves the way for a solid definition of what a community development project is and helps to erase the fuzziness surrounding the different terms used in defining community development projects. The research's definition is:

*A one-time undertaking in a locality, by a collectivity of people, identified geographically, and aiming at improving, growing and changing the community's social setting, by investing into*

*specified and agreed upon community's goals that are accomplished by work performed under the leadership of a project lead/manager that administers and directs the utilization of resources during its constrained duration.*

*The World Bank:* This research not only helps provide an external perspective completed projects conducted by the world bank in developing nations but it also highlights the significance of advancing goals number 1). No poverty, 5). Gender equality and 11). Sustainable cities and communities. As an affiliate of the United Nations that created the Sustainable Development Goals, providing funds for the actualization of the various projects in developing nations, is moving the world forward indeed.

The finding that women participation helps to improve community development project's chances of experiencing project delay by 20% is insightful and will help by contributing to how projects are structured in developing countries. This research points to an urgent need to review World Bank's policies and rules of engagement. There's an opportunity to formulate gender policies at international, national and NGO levels, as well as, integration with sectorial planning.

This research also assists in the clarification of both technical and political constraints in the implementation of planning practice of community development projects in the developing nations.

More than anything, this research suggests that when all communities and governments are involved, it makes the whole venture not only worthwhile, but also feasible and achievable.

### 5.3 Future Research Directions

The section focuses on identifying the areas of opportunities that we either uncovered or not addressed through this research.

- *How can project management improve community development projects performance?*

As it has been the case in many developing nations, since that is the scope for this research, more research needs to be done to identify what the critical success factors are in these projects, across the different cultures to better come up with solid recommendations that are contextually relevant.

- *How do we objectively determine the impact of women participation in community development projects?*

This research provides a trigger with the fact that a statistically significant relationship was discovered in the research. This informs that in community development projects, the inclusion of women participants in the project lifecycle, will most likely help influence the project delivery to be fulfilled on time.

### 5.4 Chapter Summary

A review of community development projects conceptual foundations and evidence on their effectiveness shows that projects that rely on community participation have not been particularly effective at targeting the poor. There is some evidence that such projects create effective community infrastructure, but not a single study establishes a causal relationship between any

outcome and participatory elements of a community-based development project (Mansuri & Rao, 2004).

In a world that is seeking to find solutions to every problem, it is important to stay structured in both the approach to identifying these problems as well as the methods utilized in solving the very problems. Through global initiatives such as the Sustainable Development Goals (SDG's); established and agreed upon by United Nations member nations, a platform is availed to help in problem-solving. SDG's goals of eradicating poverty and hunger, and developing a global partnership for development stand out as the thorns faced by this generation (Assembly, 2015).

With the wealth of knowledge and resources available today, failure is much more expensive. Isolating community development projects only to the elites is not ideal, the incorporation of everyone is a necessity. Gone are the days when white elephant type of projects would go unnoticed; thanks to the sophistication of technology and the will of the younger folk today. Project managers and engineering managers need to be equipped with the necessary resources to prepare them for success from the onset.

The stated purpose of this research is to study and explore the different community development projects that have been completed in developing nations and identify the critical success factors for such projects. The findings of this research will then be brought forward as recommendations and shared by the experts for verification and then proposed as good practices for both engineering and project managers in the industry. This research started with two aims as it investigated community development projects in developing nations and sought to identify

the critical success factors for their success from the perspective of a project manager. The two aims are:

- Gain a conceptual insight into the community development projects and understand the problem and opportunities for learning within past projects; and
- Construct a framework that investors, project, and engineering managers in the community development projects may find useful to guide them in overseeing successful community development projects in developing nations.

Through the above listed aims of the project, the following theoretical research questions were used to guide the research:

- What are the critical success factors in community development projects in developing nations?
  - What are the critical success factors for community development project?
  - How is success measured in community development projects?

In the initial analysis of community development projects, a lot of influence was drawn from the Millennium Development Goals and the recently updated Sustainable Development Goal. It must be stated that the view upheld and which the researcher still holds is that for community development projects, the focus must be placed on people who execute the project at the grassroots level.

It must be stated that the projects reviewed under this research touched on the themes of education, infrastructure, and health. Through the World Bank database, it was possible to sort through the data provided on completed projects that took place in developing nations. After a series of revisions through regression testing the initially suggested variables, the list of variables was revised and updated to include variables that were found to be significant.

This research then proceeded to examine the impact of women participation on the success of community development projects in developing nations on projects funded through the World Bank. Through considering the project duration and cost as well as the number of objectives a project has and their impact on the percentage of projects that experience a delay as well those with a cost. Women participation was used as a moderator. From the research findings, it became evident that is a significant factor on moderating the relationship between project defining factors and project performance factors. Most specifically, the project defining factor that was impacted was project duration and its relationship with the percentage of delay experienced by a community development project. Women participation seem to reduce the percentage delay on community development project delivery. Women participation seemed to cut down delays by up to twenty percent.

Overall, the research has been able to successfully contribute to the body of knowledge by informing the standardized definition of what a community development project is. It has also opened up a path for further research to explore the impact of women participation on the success of community development projects.

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## APPENDIX A: IMPLEMENTATION COMPLETION AND RESULTS REPORT

### DATA FOR CASES UNDER STUDY

Project ID: **P103457**

Project Name: **Community Based Settlement Rehabilitation for Yogyakarta**

Country: **Indonesia**

Ratings Summary

<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Grantee Performance:	Satisfactory

Country's Experience working with the World Bank Group

prepare a comprehensive damage and loss assessment. A key conclusion from the assessment was to implement a strategy of community-based reconstruction and rehabilitation, with which the Bank had built up significant experience in Aceh and Nias following the 2004 Indian Ocean tsunami.

Number of Objectives

to assist in meeting the needs of Eligible Households for earthquake-resistant housing and community infrastructure in the affected areas.

Change in Objectives

Not applicable

Training

a substantial risk that housing would not be rebuilt to adequate standards. This risk was mitigated by training local contractors in seismic-resistant construction, conducting technical audits (which were undertaken by two local universities, UNDIP and UGM) and

Collaboration

most important), to ensure that efforts would not be redundant. This platform of collaboration proved extremely effective. Because of the short preparation time, extensive stakeholder involvement in project design was not possible, though the design benefited

## Household Participating in the CDP

infrastructure in the Affected Areas”. At appraisal, the natural disasters in 2006 had rendered over 350,000 households homeless, and the project was designed to help reconstruct and rehabilitate housing units for 18,000 of these households, as well as community infrastructure in the villages where these units were located. At closing, the

## Women Participating in the CDP

levels with project processes and outputs by adjusting the KPI with AF1. To strengthen the role of women in the preparation and execution of CSPs, the project not only set a target for female participation in decision-making meetings, but also required that at least 30%

## Procurement Staff

60. To supervise project implementation, the Bank mobilized a multi-disciplinary supervision team with expertise in project management, financial management, procurement, monitoring, and safeguards; the team was based in Jakarta and mainly comprised of persons who were also involved in preparing the project. A team of Bank

## Procurement Policies/Standards

*Procurement.* The project complied with the Bank’s procurement guidelines.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	10/23/2006	Effectiveness:	04/09/2007	04/09/2007
Appraisal:	11/29/2010	Restructuring(s):		12/08/2008
				04/05/2010
				04/12/2010
				03/01/2011
				03/23/2011
				09/13/2013
				11/28/2014
Approval:	01/05/2007	Mid-term Review:		03/03/2008
		Closing:	11/30/2014	06/30/2015

Project ID: **P074102**

Project Name: Decentralization and Community Development Project

Country: **Rwanda**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Low or Negligible
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

1.4 The main engagement by the Bank with the government in the area of decentralization during this period was through the CRDP, a \$5 million LIL Credit.<sup>2</sup> The project was approved on October 15, 1998, became effective March 31, 1999, and closed on June 30, 2003). The project was a community-driven development operation that provided

Number of Objectives

2.1 According to the Development Grant Agreement (DGA, p.20), the project's development objective (PDO) was "to boost the emergence of a dynamic local economy through empowerment of communities to lead their own development process under effective local government." The PDO in the Project Appraisal Document (PAD) was

Change in Objectives

**b. Were the project objectives/key associated outcome targets revised during implementation?**

No

Training

groups. Activities financed by the project included a broad spectrum workshops and job training at all levels of implementation: national, provincial, district, secteur and cellule level- based on identified needs. During the territorial reform in 2006,

Collaboration

(p. 20), "the dedication and commitment of the staff during implementation and following project closing has been highly professional ... [project] management, based on its success and strong collaboration with local governments and communities, established a solid and positive reputation with the Government and throughout the country."

## Household Participating in the CDP

Table B.3 lists DCDP allocations on a district per-capita basis and sub-project. The table also scales per-resident allocations by average household expenditures. The last

## Women Participating in the CDP

N/A

## Procurement Staff

October: Rwanda joins East African Community; decides all education Rwanda Public Procurement Authority established

## Procurement Policies/Standards

estimated budgets and procurement plans, and conducting environmental and social screening to conform with IDA requirements; (iv) supervising implementation of the sub-

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	01/23/2003	Effectiveness:	12/23/2004	12/23/2004
Appraisal:	02/13/2004	Restructuring(s):		06/24/2009
Approval:	06/15/2004	Mid-term Review:	12/23/2007	11/01/2007
		Closing:	09/30/2009	12/31/2010

Project ID: **P105897**

Project Name: Reading Education (READ-PNG) Project

Country: **Papua New Guinea**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Satisfactory
Risk to Development Outcome:	Substantial
Bank Performance:	Moderately Satisfactory
Grantee Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

and limited experience with Bank processes given the decade of no Bank lending; (ii) substantial for fiduciary because of no direct experience with Bank procurement or financial

Number of Objectives

The principal development objective of the proposed READ-PNG project is to improve the reading skills of elementary and primary education students.

Change in Objectives

The revised project development objective is to promote better teaching and learning of reading skills in elementary and primary education.

Training

reading skills as part of the daily curriculum. The component was to support the distribution of some teacher's guides to classroom teachers along with training materials designed to help teachers to encourage reading habits. Simple bookshelves were also to be procured

Collaboration

20. Project preparation was collaborative and benefitted from a deliberative process between NDoE, donor partners and the Bank. The Bank preparation and appraisal teams

Household Participating in the CDP

N/A

Women Participating in the CDP

N/A

## Procurement Staff

**Procurement** - Clear, step-by-step processes for all procurement activities need to be established before the project begins implementation. Good quality, technical support from a procurement specialist was very helpful to the READ PNG project.

## Procurement Policies/Standards

**Procurement** - Clear, step-by-step processes for all procurement activities need to be established before the project begins implementation. Good quality, technical support from a procurement specialist was very helpful to the READ PNG project.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	05/27/2010	Effectiveness:	11/31/2011	11/31/2011
Appraisal:		Restructuring(s):		03/21/2014 05/28/2015
Approval:	03/03/2011	Mid-term Review:	09/16/2013	11/04/2013
		Closing:	06/30/2014	12/31/2015



Project ID: **P079320**

Project Name: Third Agricultural Rehabilitation Project

Country: **Timor-Leste**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Unsatisfactory
Risk to Development Outcome:	Substantial
Bank Performance:	Moderately Unsatisfactory
Borrower Performance:	Moderately Unsatisfactory

Country's Experience working with the World Bank Group

Assessment of project preparation indicates that the rationale for Bank involvement was strong, building on a solid foundation of experience through ARP I and II. At the time there was no Country Assistance Strategy (CAS), but the 2000 Transitional Support Strategy and the PAD carefully showed how the project was aligned with both the country's National Development Plan 2002-07 (NDP), MAF's Road Map programs and the World Bank's strategy. The following four

Number of Objectives

The project development objective was to strengthen the capacity of the Ministry of Agriculture, Forestry and Fisheries (MAFF) and its Development Partners to assist rural communities in increasing their production and income in a sustainable way.

Change in Objectives

**Revised Project Development Objectives**

Not applicable.

Training

external shocks. This included grants to farmer groups, training of farmers in Natural Resource Management (NRM) activities, training of MAF staff, facilitators and NGOs, technical assistance and financing of equipment and incremental operating costs for MAF.

Collaboration

- weak monitoring of and poor technical quality of advisors:** there was no suitable mechanism to monitor international advisor performance and it was also difficult to ensure good collaboration between individual consultants;

## Household Participating in the CDP

The estimated number of beneficiaries for the project (see Annex 10) indicate that the project benefited only around 66,000 households (including overlap), i.e. 30 percent of the project target. This is due to implementation problems for some components as already discussed, but

## Women Participating in the CDP

Gender targets under natural resource management were supposed to be achieved through quotas for village facilitators (at least 50 percent) and criteria for farmer group beneficiaries (at least half of the grants were supposed to be directed to groups of only by women or to mixed groups). Under irrigation activities 20 percent of members of WUAs were supposed to be women.

## Procurement Staff

gained from ARP I and II, which had followed similar implementation procedures; and (c) a large team of international advisors providing technical support to implementation (in particular, adequate support to financial management and procurement services).

## Procurement Policies/Standards

➤ Procurement Manual for ARP III, December 2003.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	02/03/2003	Effectiveness:	01/25/2004	(a) 03/05/2004; (b) 09/30/2004
Appraisal:	09/02/2003	Restructuring(s):	-	-
Approval:	12/29/2003	Mid-term Review:	03/27/2006	02/27/2006
		Closing:	(a) 06/30/2007; (b) 12/31/2007	12/31/2008

Project ID: **P101844**

Project Name: Sustainable Development in Poor Rural Communities

Country: **China**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes	Satisfactory
Risk to Development Outcome	Negligible to Low
Bank Performance	Moderately Satisfactory
Borrower Performance	Moderately Satisfactory

Country's Experience working with the World Bank Group

Finally, the Project was the fifth in a series of grassroots poverty reduction projects undertaken by LGPR with the support of the World Bank.<sup>4</sup> This series of projects

Number of Objectives

The Project's development objective was to explore and pilot more effective and innovative ways of providing poverty reduction assistance to the poorest communities and households in Henan Province, Shaanxi Province, and Chongqing Municipality (the Project Provinces) through CDD and participatory approaches.

Change in Objectives

The Project's development objective remained unchanged throughout the implementation period.

Training

large scale rural-to-urban migration through support to (a) improve migrant workers dormitories and service centers, provide vocational training and job placement assistance, and establish migrant community service centers to provide social services; (b) provide Migrant Laborers Microenterprise Support financing;

Collaboration

are much feasible, operable, and could better reflect the outcome of the project. IPRCC considered the revising of the results framework as a good example showing good collaboration between implementing agencies with the World Bank in timely identifying problems that may hinder the project management and solving the problems based on common efforts.

## Household Participating in the CDP

<b>CDD (a): % of households participating in the CDD activities compared to the total households in the Project villages.</b>	<b>0</b>	<b>N/A</b>	<b>75%</b>	<b>92.25%</b>
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## Women Participating in the CDP

<b>CDD (b): % of women participating in CDD activities compared to total women population in the Project villages.</b>	<b>0</b>	<b>N/A</b>	<b>60%</b>	<b>65.6%</b>
--	----------	------------	------------	--------------

## Procurement Staff

and scattered areas of the three provinces. The financial management and procurement teams were continuously engaged in supporting Project activities. Similarly, the social and

## Procurement Policies/Standards

**Procurement.** Based on procurement supervision and procurement post reviews, it appears that procurement procedures agreed upon in the legal agreements were well followed in the procurement processes. For the CDD component, under the instruction of

## Time Delay

<b>Sustainable Development in Poor Rural Communities (GEF) - P101844</b>				
<b>Process</b>	<b>Date</b>	<b>Process</b>	<b>Original Date</b>	<b>Revised / Actual Date(s)</b>
Concept Review:	06/19/2007	Effectiveness:	10/20/2010	11/16/2010
Appraisal:	10/20/2008	Restructuring(s):		10/18/2013
Approval:	06/10/2010	Mid-term Review:		6/5/2012
		Closing:	12/31/2015	12/31/2015

Project ID: **P128278**

Project Name: Wetland Conservation and Coral Reef Monitoring for Adaptation to Climate Change

Country: **Republic of Maldives**

Ratings Summary

C.1 Performance Rating (by ICR)	
Outcome	Moderately Unsatisfactory
Risk to Development Outcome	High
Bank Performance	Moderately Satisfactory
Borrower Or Grantee Performance	Moderately Satisfactory

Country's Experience working with the World Bank Group

conservation of biological diversity. The project was in line with the World Bank's Country Assistance Strategy (CAS) for Maldives 2008-2012. The CAS identified enhanced capacity to manage the country's pristine, but fragile, natural environment as one of the three strategic development outcomes. The Bank was already engaged in a solid waste management project under the Post-Tsunami Emergency Recovery Project, funded by European Union, and the IDA (International Development Agency)-financed Maldives Environmental Management Project (MEMP). One of the key outputs of the MEMP was a National Coral Reef

Number of Objectives

8. The project had two development objectives, namely to (a) strengthen institutional capacity of Ministry of Housing and Environment (MOHE)<sup>1</sup> and local councils for planning and demonstration of community based wetland and water resources management; and (b) implement a coral reef monitoring system.

Change in Objectives

### 1.3 Revised PDO and Key Indicators and Reasons/Justifications

10. No changes were made to the PDO or Key Indicators

Training

thereby build capacity to adapt to and tackle climate change. The underlying design principle to build the capacity of local councils was through "learning by delivering" in addition, to the formal training sessions on climate change. Previously, planning and implementation of



### Collaboration

23. Both components of the project were innovative and pioneering in nature and were therefore, in a sense piloting the approach of the project in working with local councils and testing out a private-public partnership in the area of coral reef monitoring. Rapid changes in the political

### Household Participating in the CDP

59. The project had no focus on poverty alleviation and other social issues. However, attention has been given in the CBWMP to provide alternate livelihoods to households that were hitherto dependent on the wetland. The driving force for the CBWMP is the development of

### Women Participating in the CDP

58. The project had no specific focus on these themes, but participation of women in community consultations was ensured. Due to migration of men in search of better employment opportunities, women run households in many islands of Maldives. In most of the

### Procurement Staff

Project Director. The project was managed by a Project Management Unit (PMU) which had a Project Manager, financial and procurement staff as well as Project Coordinators and Facilitation Officers at island levels whom were guided by a Technical Advisor.

### Procurement Policies/Standards

to improved design and higher quality civil works. There was robust social due-diligence process established and the Bank's procurement standards were followed strictly, which lead to a transparent bidding process. The Bank emphasized and encouraged on the beneficiary participation from the beginning of the project and visited the beneficiary communities on a timely basis.

### Time Delay

Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review	10/26/2010	Effectiveness	11/30/2011	04/26/2012
Appraisal	09/13/2011	Restructuring		NA
Approval	02/16/2012	Mid-term Review	NA	
		Closing	09/30/2014	11/30/2014

Project ID: **P115226**

Project Name: Community Based Rural Land Development Project

Country: **Malawi**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

**N/A**

Number of Objectives

**Project Development Objectives (from Project Appraisal Document)**

To increase the incomes of about 15,000 poor rural families by implementing a decentralized community-based approach to land acquisition and farm development in four districts.

Change in Objectives

**Revised Project Development Objectives (as approved by original approving authority)**

To increase the agricultural productivity and incomes of about 15,000 poor rural families through the implementation of a decentralized, voluntary community-based land reform program on eligible land in the Project districts.

Training

titles in June 2009). The Project provided training and equipment but capacity in surveying and registration are still low and remain a critical constraint to land reform and potential scaling-up. The 2009 additional financing helped fix some of

Collaboration

critical limiting factors to scaling-up. The original project design had also included the provision of social amenities to resettled households but it was decided that the Malawi Social Action Fund (MASAF)<sup>7</sup> should, in collaboration with the District Assemblies facilitate the provision of these amenities, through the District Development Planning Framework. Relevant linkages were established to effectively deliver through MASAF

## Household Participating in the CDP

critical limiting factors to scaling-up. The original project design had also included the provision of social amenities to resettled households but it was decided that the Malawi Social Action Fund (MASAF)<sup>7</sup> should, in collaboration with the District Assemblies

## Women Participating in the CDP

60. **Gender:** Out of the 15,142 beneficiary households, 3,687 (24 percent) were female-headed. It should be noted that participation of women in the Project was higher than this rate, as women took also part to IEC and training activities. Even though crop

## Procurement Staff

Johnstone Nyirenda	Procurement Specialist	AFTPC	Procurement
Tesfaalem Gebreyesus	Procurement Specialist	AFTPC	Procurement

## Procurement Policies/Standards

*Procurement:* Despite the initial delay in preparing and approving the first procurement plan, subsequent procurement plans were revised accordingly and appropriate procedures were followed in procuring goods and services.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	07/20/2001	Effectiveness:	07/12/2004	07/12/2004
Appraisal:	12/02/2003	Restructuring(s):		
Approval:	04/13/2004	Mid-term Review:	11/30/2007	03/30/2007
		Closing:	06/30/2009	09/30/2011



Project ID: **P104257**

Project Name: Village and Neighborhood Development Project

Country: **West Bank and Gaza**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

25. The project design incorporated relevant lessons learned from the substantial global body of **experience** from Bank-financed CDD projects and from the three previous community development projects in the WBG. The Integrated Community Development

Number of Objectives

**Project Development Objectives (from Project Appraisal Document)**

The Project Development Objective (PDO) was: within a fragile context, to promote a coordinated development approach which builds the capacity of communities to plan for and manage development resources.

Change in Objectives

**Revised Project Development Objectives (as approved by original approving authority)**

The PDO was not revised.

Training

socio-economic geography of the WBG. The PMT was established in the MOLG, with preliminary **training** carried out, Project Implementation Manuals (including M&E, procurement, youth inclusion, and financial management manuals<sup>7</sup>) and key external consultants already on board during project preparation. The PDO and M&E framework

Collaboration

36. The learning process for the PMT and OCs was replicated at the local level, where community members, by virtue of the VNDP, had to learn new ways of **collaboration**. PSGs were established in each village and neighborhood, and ADPs were

Household Participating in the CDP

**N/A**

Women Participating in the CDP

- 66 percent of the direct beneficiaries say that the PSGs within their communities included 1-2 women members. 29 percent say the PSGs included 3-4 women members and 4 percent say they included more than 4 women members.

Procurement Staff

56. The PMT was responsible for all procurement under the project – initially with the support of a procurement specialist, before the MOLG staff took over from the MTR onward. Due to slow procurement processing in Cycle 1, the procurement rating was

Procurement Policies/Standards

periodic post-reviews as part of supervision mission activities. The Bank carried out 4 ex-post procurement reviews during the project lifetime; no major noncompliance was noted. Bank procurement procedures were complied with.

Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	05/17/2007	Effectiveness:	06/02/2008	10/24/2008
Appraisal:	01/15/2008	Restructuring(s):		03/20/2012
Approval:	04/22/2008	Mid-term Review:	04/01/2010	04/04/2011
		Closing:	04/30/2012	10/31/2013

Project ID: **P082498**

Project Name: Ry-Social Fund for Development III

Country: **Yemen**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Highly Satisfactory

Country's Experience working with the World Bank Group

For the third phase, stronger focus was given to enhancing the quality of health services. Given the **experience** in previous operations, SFD continued to refrain from building health care facilities unless upfront assurances from the MoH were secured to provide

Since the creation of SFD in 1997, the World Bank has been the lead donor in providing financial and technical assistance, supporting the management team to make SFD a successful program in Yemen. During the 1st ,2nd and 3rd phase, SFD has been working

Number of Objectives

According to the Development Credit Agreement (DCA), the project development objective (PDO) was to *"improve the range of services and economic opportunities available to the poorer segments of the population through the carrying out of community development, micro-finance and capacity building programs"*.

Change in Objectives

There were inconsistencies in the definitions of the PDO in the PAD and in the DCA. The original PDO in the PAD which aimed to *"further improve access of low income groups to basic social services, while providing an example of an effective, efficient, and transparent institutional mechanism for providing social services in Yemen by: (i) refining social service delivery approaches and (ii) empowering local communities and councils to take charge of their local development"* was revised to align with the PDO in the DCA described above.

Training

medical waste. Under SFD3, building the skills of staff (and consultants) in appraising and supervising environmental projects and in some cases opening up **trainings** to technicians from water and sanitation authorities (courses on low-cost wastewater treatment method, O&M of wastewater treatment plants) were emphasized.

## Collaboration

empower them to lead their local development process; (iv) strengthening collaboration and synergies between SFD and line ministries which have the mandate to deliver basic services; (v) the importance of only supporting health infrastructure improvement in

## Household Participating in the CDP

poverty cutoffs. According to this analysis SFD targeting is still strongly pro-poor: 30% of SFD resources go to the extreme poor, 54% to both extreme and moderate poor, and 79% to all poor households. (See Annex 3B for more detailed explanation on targeting outcomes.)

## Women Participating in the CDP

consolidation and gradual transformation of promising programs into MFIs. MF programs provided financial services (loans, savings) to low-income clients, especially women, to improve their living standards and increase their income/economic activity.

## Procurement Staff

World Bank has supported SFD in auditing and improving its procurement guidelines. DFID has also financed the development of the HR section, Impact and Institutional Evaluations, developing SFD communication strategy, and improving SFD GIS. In

## Procurement Policies/Standards

against the planned US\$963 million. Its accounting, financial and procurement procedures are recognized by all donors including the World Bank to be transparent and cost-effective. Quality of sub-projects is high while unit costs remain low despite cost

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised/Actual Date(s)
Concept Review:	05/28/2003	Effectiveness:	08/15/2004	08/15/2004
Appraisal:	09/24/2003	Restructuring(s):	-	06/19/2007
Approval:	02/26/2004	Mid-term Review:	12/04/2006	12/02/2006
		Closing:	12/31/2008	12/31/2009

Project ID: **P048315**

Project Name: Protected Areas Management Project

Country: **Tunisia**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Global Environment Outcome	Moderate
Bank Performance:	Moderately Unsatisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

as well as national levels. Also, the project was meant to build on the momentum generated by previous projects – such as the Second Forestry Development Project closed in 2001 – and to link with ongoing national and donor-financed projects. The objective set for the project was

Number of Objectives

The project's main development objective is improved management and protection of selected national parks for the purposes of conserving biodiversity of global importance and contributing to the overall improvement in welfare of local populations.

Change in Objectives

**N/A**

Training

community development programs (essentially the construction/rehabilitation of social infrastructures, the promotion of income generating activities and the provision of basic training).

Collaboration

opportunity to organize and discuss their needs and priorities. Finally, the establishment of the AADs assisted in building local social capital and an opportunity for longer-term collaboration among the communities and with potential financing bodies to sustain the efforts started in the development of income generating activities.

Household Participating in the CDP

**N/A**



### Women Participating in the CDP

In particular, women are benefiting since they are directly involved in several of the income generating activities, for example handicraft, carpet weaving and bee keeping. Furthermore, the

### Procurement Staff

missions and successfully rectified over the course of the project. The procurement management issues faced during implementation have been outlined under section 2.2 above, and relate to the limited knowledge at the regional and park levels with Bank procedures and the complications resulting from the need to adhere to both Bank and GOT guidelines. These led to implementation

### Procurement Policies/Standards

A delay occurred at the beginning of the Project caused by lengthy procurement procedures necessitating several administrative steps and therefore a lot of time. This,

### Time Delay

<b>B. Key Dates</b>				
<b>Process</b>	<b>Date</b>	<b>Process</b>	<b>Original Date</b>	<b>Revised / Actual Date(s)</b>
Concept Review:	03/22/2001	Effectiveness:	10/11/2002	10/11/2002
Appraisal:	02/25/2002	Restructuring(s):		
Approval:	06/27/2002	Mid-term Review:	11/06/2006	11/27/2006
		Closing:	08/31/2008	02/28/2009

Project ID: **P071040**

Project Name: The Palestinian NGO Project (II)

Country: **West Bank and Gaza**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	High
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

In addition, the Bank hired a procurement consultant to provide training for the PMO staff. Based on the experience of PNGOII, NDC, as the implementer of PNGOIII has already hired an experienced procurement specialist dedicated for this activity.

Number of Objectives

The project aims at strengthening the capacity of Non-Governmental Organizations (NGOs) to deliver sustainable services to poor and marginalized Palestinians while supporting the overall professional and strategic development of the Palestinian NGO sector.

Change in Objectives

The PDO was not revised but the key indicators in the PAD and the ISRs differ slightly in formulation following a retrofit into the new reporting format. The ICR reverts to the original PAD indicators.

Training

procurement plans and quicker turn around time for the review of bidding documents. To address the challenges in addressing the project's procurement needs, one key staff member received procurement training in Turin, Italy.

Collaboration

with small community based organizations and provided a model for knowledge transfer. It also developed long lasting collaborative partnerships among NGOs in an environment where competition among NGOs is rife. The

Household Participating in the CDP

**N/A**

### Women Participating in the CDP

4. The project had made a positive impact on the lives of women and children but this impact was felt in an indirect way through the adult members of their families. Again, women and children in the Southern region of the West Bank had the lowest impact.

### Procurement Staff

In addition, the Bank hired a procurement consultant to provide training for the PMO staff. Based on the experience of PNGOII, NDC, as the implementer of PNGOIII has already hired an experienced procurement specialist dedicated for this activity.

### Procurement Policies/Standards

of the complex and time consuming procurement requirements of the Bank. Despite training offered by the Bank, it was reported that the Bank could have provided more support through guidance in preparing annual procurement plans and quicker turn around time for the review of bidding documents. To address the challenges in addressing the project's procurement needs, one key staff member received procurement training in Turin, Italy.

### Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	02/08/2001	Effectiveness:		11/14/2001
Appraisal:	04/24/2001	Restructuring(s):		
Approval:	06/21/2001	Mid-term Review:		09/27/2003
		Closing:	02/15/2005	06/30/2006



Project ID: **P056978**

Project Name: Irrigation Based Community Development

Country: **Morocco**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

Cost estimates were based on actual experience in Bank-financed and other projects, and proved quite accurate.

Number of Objectives

- (i) to improve the incomes and quality of life of rural communities centered on small and medium irrigation (SMI) in 3 provinces (Azilal, Khenifra and Al Haouz),
- (ii) to pilot new institutional arrangements designed to ensure greater community participation and integration of sectoral programs through Rural Development Fund (RDF).

Change in Objectives

**N/A**

Training

elaboration of the PIC, with sessions lasting three to five days each. Participatory Programming team members were particularly targeted though the trainings often took place after launch of project activities. It is necessary to note however that the starting of activities in Azilal before the

Collaboration

three agro-ecological zones, taking into account all agricultural activities. This manual was to be prepared with the assistance of international and national consultants, in close collaboration with the target-groups.

## Household Participating in the CDP

The financial results are based on field surveys carried out by the FAO post-evaluation team in nine irrigation perimeters (three in each of the three provinces). These surveys covered 135 households with an average size close to nine persons per household. Despite the limited size of their holdings, the livestock that the household owns is relatively important ; two heads of cattle and 37 sheep and goats

## Women Participating in the CDP

attributable to the same three components. In addition, the introduction under the project of revenue generating activities targeted at vulnerable groups, notably women, had the effect of increasing incomes for the poorest. These impacts have not been quantified.

## Procurement Staff

the shortcoming was any real attention paid to environment during supervision. Supervision of procurement was regular, with frequent post-reviews and comprehensive discussion in the aide memoires. Financial management supervision was appropriate in frequency and quality. Issues were

## Procurement Policies/Standards

Regarding fiduciary aspects, procurement, although slow, was satisfactorily carried out, as confirmed by regular post-reviews conducted by the Bank. Financial management was adequate, Financial

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	12/09/1999	Effectiveness:		07/24/2002
Appraisal:	03/29/2000	Restructuring(s):		
Approval:	05/31/2001	Mid-term Review:	05/08/2005	04/11/2005
		Closing:	06/30/2006	12/31/2008

Project ID: **P087145**

Project Name: Second Community Development and Livelihood Improvement Project

Country: **Sri Lanka**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Satisfactory
Risk to Development Outcome:	Substantial
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

senior government officials. The project had built on previous experiences of Phase 1 and had a feedback and communication mechanism that worked well internally but was not externalized to inform and engage higher officials about project results. In spite of repeated

Number of Objectives

The objective of the APL was to enhance incomes and quality of life of poor households in the poorest divisions in the territory of the Recipient through: (i) empowering the poor and developing and strengthening institutions of the poor; (ii) improving access of the poor to basic infrastructure and social services and providing support for productive activities; and (iii) developing policies, rules, systems, procedures and institutional arrangements to enable the Recipient to transfer funds directly to communities and local governments.

Change in Objectives

The revised PDO was to enhance incomes and quality of life of the poor households in the poorest divisions in the country while building capacity of government agencies, local governments and community organizations for service delivery and overall project implementation.

Training

to contribute positively to their engagement with communities. Capacity development for both PS staff and the community office bearers were undertaken in eleven PSs, with more than 380 training programs undertaken on a range of relevant topics of the Community

Collaboration

agreed rules (**PDO-3: target of 70% was exceeded**). The engagement of support from Technical Service Providers, while at times challenging due to lack of experience and weak technical TSP skills, broadened their abilities for expanding collaboration to deliver needed services to the communities. Coordination efforts also incorporated implementation inputs

## Household Participating in the CDP

higher. The IA found that the level of satisfaction of households on the infrastructure development was very high (97% surveyed were satisfied with services provided to them).

## Women Participating in the CDP

profitable agricultural activities and inculcated an entrepreneurial culture among them. A high percentage of women (67% against a project target of 50%) had taken up decision making roles in various committees of the VOs. Their active participation in the project

## Procurement Staff

G. W. Anjali U. Perera Vitharanage	Procurement Analyst	GGODR
Sunethra Chandrika Samarakoon	Procurement Specialist	GGODR

## Procurement Policies/Standards

**Procurement Arrangements.** Procurement of all works, goods and technical services under the project followed the Procurement Guidelines “Procurement under IBRD Loans and IDA Credits”. There were lapses in procurement carried out by agencies mainly at the

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	02/05/2008	Effectiveness:	01/22/2010	12/11/2009
Appraisal:	04/27/2009	Restructuring(s):		05/13/2013 02/14/2014
Approval:	09/10/2009	Mid-term Review:	04/29/2013	04/22/2013
		Closing:	03/31/2014	09/30/2014

Project ID: **P074872**

Project Name: Community Development and Livelihood Improvement “Gemi Diriya” Project

Country: **Sri Lanka**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	High
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country’s Experience working with the World Bank Group

targeted anti-poverty interventions, especially in poorer regions. The Project was designed to be one such intervention, building on a successful **experience** piloted under an earlier IDA operation. Specifically, the Village Self-Help Learning Initiative (VSHLI), conceived in 1998 and piloted in Polonnaruwa district under the Mahaweli Restructuring and Rehabilitation Project of 2001, was yielding promising early results. IDA and the Government (GOSL) therefore decided to strengthen and scale up

Number of Objectives

The development objective of the 12-year Gemi Diriya APL was to enable the rural poor to improve their livelihood and quality of life. The objective of the Project, which

Change in Objectives

**N/A**

Training

areas. There was focus on both staff **training** and incentives to encourage good performance and results on the ground. These incentives included simply recognizing the teams, promotions, annual salary

Collaboration

events. It was observed that the high degree of **collaboration** resulting from making joint decisions and sharing responsibility of implementation from the Bank team caused a cohesive team effort to use the tools for supervision and implementation support

Household Participating in the CDP

(see Section 1.7 below). The project was to cover approximately 150,000 **households** and approximately 700,000 people, equivalent to about 20% of the population of the two primary provinces (PAD Annex 4). Targeting to reach poor and disadvantaged groups would take place at three levels.

### Women Participating in the CDP

frequently in ICR mission interviews and workshops, as well as highlighted by local politicians. The VSCOs' membership was primarily of women (71%) and their leadership dominated by women. As a consequence loans were taken mainly by women. About 20,000 women leaders have emerged as a result of the project.

### Procurement Staff

Dhimant Jayendraray Baxi	Sr Procurement Spec.	SARPS	Procurement
Miriam Witana	Procurement Specialist	EAPPR	Procurement

### Procurement Policies/Standards

**Fiduciary.** Financial management and procurement have been satisfactory throughout the Project. Systems and capacity for sound financial management and procurement were largely in place from an early stage, and were supported by transparent and clear procedures that were rigorously implemented and monitored by the communities themselves. VOs as companies have had to do annual audits and

### Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	02/25/2003	Effectiveness:	10/28/2004	10/28/2004
Appraisal:	12/04/2003	Restructuring(s):		
Approval:	03/30/2004	Mid-term Review:	05/14/2007	06/15/2007
		Closing:	03/31/2009	03/31/2010



Project ID: **P073369**

Project Name: Maharashtra Rural Water Supply and Sanitation "Jalswarajya" Project

Country: **India**

Ratings Summary

<b>C. Ratings summary</b>	
<b>C.1 Performance rating by ICR</b>	
Outcomes:	Satisfactory
Risk to development outcome:	Low
Bank performance:	Satisfactory
Borrower performance:	Satisfactory

Country's Experience working with the World Bank Group

**Quality at entry.** The World Bank team prepared the project in close consultation with the GoM, specifically the WSSD. The project design was based on the successful results of two previous IDA-supported RWSS projects—Kerala and Karnataka II—that supported broad sector reform programs in both states. The project's institutional structure was based on a careful analysis of

Number of Objectives

To: (i) increase rural households' access to improved and sustainable drinking water supply and sanitation (WSS) services; and (ii) institutionalize decentralization of rural water supply and sanitation (RWSS) service delivery to rural local governments and communities.

Change in Objectives

**Revised project development objectives (as approved by original approving authority)**

Not applicable.

Training

<b>Training</b>	
No. of training workshops conducted	56,728
No. of persons trained	2,097,325

Collaboration

**Aquifer management and multivillage collaborations.** Even if on a limited scale, the Component D2 (groundwater aquifer management pilot) has demonstrated that villages sharing common aquifers can successfully work together to recharge groundwater tables.

## Household Participating in the CDP

efforts toward this. By credit closure, 78 percent of project households (57% - direct, rest - group) had been provided with HSCs.

The overall access to household toilets in Jalswarajaya villages has increased from 25% to 77%.

## Women Participating in the CDP

**(ii) Women Empowerment Fund**

*Objective.* This component aims to empower women to play an effective role in villages in the planning, implementation, and management of WSS facilities.

## Procurement Staff

of review by the World Bank remained unfulfilled because of the absence of a fully accredited procurement staff at the state level". Again it has to be mentioned that procurement issues were

## Procurement Policies/Standards

statement. Similarly under procurement management also it says that "some of the requirements of review by the World Bank remained unfulfilled because of the absence of a fully accredited

## Time Delay

<b>B. Key dates</b>				
<b>Process</b>	<b>Date</b>	<b>Process</b>	<b>Original date</b>	<b>Revised/actual date(s)</b>
Concept review:	11/12/2002	Effectiveness:	10/29/2003	10/29/2003
Appraisal:	05/08/2003	Restructuring(s):	NA	NA
Approval:	08/26/2003	Midterm review:	09/30/2006	01/05/2007
		Closing:	09/30/2009	09/30/2009



Project ID: **P073094**

Project Name: Andhra Pradesh Community Forest Management Project

Country: **India**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

issues. Based on a wide range of experiences from Bank financed operations in the country and

Number of Objectives

The PDO was to reduce rural poverty through improved forest management with community participation. A specific intended outcome of this objective was for the poor and primarily tribal

Change in Objectives

project log-frame to capture more accurately the renewed focus on livelihoods development, the PDO and KPIs were not officially revised.

Training

The project provided training to 382,397 persons in (i) forest management; (ii) financial management; (iii) social development; (iii) marketing management; and (v) information technology (see Annex 2 for details).

Collaboration

12. Co-ordination and collaboration with territorial officers and staff by Research wing on laying and conducting Multilocational Clonal Trials and Natural Forest Management Trials.

Household Participating in the CDP

The PAD estimated that 326,000 households or about 1.8 million people in 14 districts<sup>4</sup> would benefit from the project, which covered 1.3 million ha of forest land (50 percent of which was estimated as open forest or scrub forests). There was a special focus on the poorest and most

Women Participating in the CDP

**Gender Aspects:** Through the project, women have enhanced their participation in public affairs and community decision-making. Mandatory representation of women in the General Body and

## Procurement Staff

D.J. Baxi	Procurement
Priti Jain	Senior Procurement Specialist
Santhanam Krishnan	Consultant - Procurement

## Procurement Policies/Standards

Consultants for evaluation of some of its developmental programmes. The procurement procedures of the World Bank are found to be robust and transparent and are being adopted for internal utility within the APFD with due modification.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	05/29/2001	Effectiveness:	11/26/2002	11/26/2002
Appraisal:	02/20/2002	Restructuring(s):		03/28/2008 03/30/2009
Approval:	07/16/2002	Mid-term Review:	10/10/2005	05/01/2006
		Closing:	03/31/2008	03/31/2010

Project ID: **P071454**

Project Name: AJK Community Infrastructure and Services Project

Country: **Pakistan**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

2.2.1 With successful experiences gained in the RWSS project, which had a different institutional arrangement and approach to communities, it took quite sometime for the project staff to get used to the

Number of Objectives

1.2.1 The development objective of the Project was to assist in delivering cost effective and sustainable community development programs and basic infrastructure services to under-served rural, urban and peri-urban communities in AJK, using participatory community-based approaches, and, to that end: (a) to

Change in Objectives

1.3.1 The PDO remained unchanged, but the inconsistency of the indicators of the PAD was adjusted and revised in the mid-term review (MTR). The agreed indicators were:

Training

carried out on periodic basis. As a result, a total of more than 2,100 government and project staff members with 80 events were trained under the overall training window of the component. The themes of the

Collaboration

**N/A**

Household Participating in the CDP

CPI schemes with some sort of contribution including cash and/or labour. It is estimated around 119,000 households participated in the CPI schemes. The beneficiary population in urban/peri urban areas is

Women Participating in the CDP

E	Women were involved in CAP formulation	22	24	50%	52%
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## Procurement Staff

additional charge. Procurement suffered from delay due to lack of qualified staff. The project staff

## Procurement Policies/Standards

2.4.2 The procedures followed in procurement were in accordance with the Bank's procurement guidelines and as agreed between the GoAJK and the Bank. Comprehensive procurement plans were

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	12/20/2000	Effectiveness:		09/18/2002
Appraisal:	10/25/2001	Restructuring(s):		
Approval:	07/09/2002	Mid-term Review:	04/25/2005	04/26/2005
		Closing:	12/31/2006	11/30/2010

Project ID: **P071033**

Project Name: Karnataka Community-Based Tank Management Project

Country: **India**

Ratings Summary

<b>C. RATING SUMMARY</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

**N/A**

Number of Objectives

The original PDO was *to improve the rural livelihoods and reduce poverty through community based approaches for improving and managing selected tank systems*, with an end of project date of January 2009. It had the following indicators:

Change in Objectives

The PDO was not changed during the project. However there was a refinement of the indicators for the PDO and intermediate outcome of the project during the Additional Financing

Training

last few years. The project had prepared excellent guidelines, manual and had setup induction trainings with the help of leading ANGOs and other agencies (as also briefed in Section 5.1). The

Collaboration

technical training to be conducted at each cluster of tanks. Specifically the PAD mentioned "The design and implementation of the demonstrations will be the responsibility of the universities and Krishi Vigyan Kendras (Agricultural Science Center) in collaboration with the line agencies at the taluk level and the TUGs". Regardless discussion with farmers and TUGs during ICR

Household Participating in the CDP

beneficiary. About 48% of these beneficiaries are from SC and ST groups and 21% of the beneficiaries are landless labor households.

## Women Participating in the CDP

other vulnerable groups have large representation in TUGs. The participation of women in the project is 48.68% (general body), and 40.74% (EC of TUGs), 12.86% (presidents), 21.9% (secretaries) and 69.90% (treasurers). Representation of SC and ST communities in TUG membership is 18.28% and 11.50% respectively.

## Procurement Staff

Ashish Bhateja	Senior Procurement Specialist
Assaye Legesse	Senior Agriculture Economist
Deborah Ricks	Program Assistant
Deepak Ahluwalia	Senior Economist
Dhimant J. Baxi	Senior Procurement Specialist

## Procurement Policies/Standards

N/A

## Time Delay

B. KEY DATES				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	06/20/2001	Effectiveness:	07/08/2002	07/08/2002
Appraisal:	01/07/2002	Restructuring(s):		04/29/2005 03/25/2010
Approval:	04/25/2002	Mid-term Review:	2004	07/05/2004, 06/22/2006
		Closing:	01/31/2009	01/31/2012

Project ID: **P059242**

Project Name: Madhya Pradesh District Poverty Initiatives Project

Country: **India**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

7. The Bank brought its global **experience** on decentralized community driven rural development to India. There was still a great need in India to promote 'alternative'

Number of Objectives

8. The Project's Development Objective (PDO) is to improve opportunities for the poor and vulnerable, especially women, to meet their own social and economic development objectives in the poorest villages of Fourteen districts of the state. To

Change in Objectives

**1.3 Revised PDO (as approved by original approving authority) and Key Indicators, and reasons/justification**

10. The PDO was not revised.

Training

- After proper **training** and capacity building of VDCs and appointing the trained village resource person (VRP), total deposited amount kept as FDRs in DPSUs have been transferred to VDCs.

Collaboration

**N/A**



## Household Participating in the CDP

- CIG households have recorded a 52 percent increase in incomes from agriculture production compared to Non-CIG households (10%) and Non-Project (-10%). Income from Animal Husbandry has recorded a substantial increase across all three household categories.

## Women Participating in the CDP

The project's development objective is to improve opportunities for the poor and vulnerable, especially women, to meet their own social and economic development

## Procurement Staff

Mam Chand	Consultant	SASFP	Procurement
Deepal Fernando	Senior Procurement Specialist	SARPS	Procurement

## Procurement Policies/Standards

development sub projects. The review of procurement of goods was also in accordance with the provisions stipulated in the Credit Agreement and the Bank's Guidelines for Procurement. As part of the MTR process, the Bank conducted an

Withdrawal claims were submitted on a timely basis. Procurement of all works, goods and technical services under the project followed the Procurement Guidelines "Procurement under IBRD Loans and IDA Credits". The procurement

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	05/05/1999	Effectiveness:	02/27/2001	02/27/2001
Appraisal:	06/19/2000	Restructuring(s):		
Approval:	11/07/2000	Mid-term Review:		04/16/2004
		Closing:	06/30/2006	06/30/2008



Project ID: **P045049**

Project Name: Andhra Pradesh District Poverty Initiatives Project

Country: **India**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Low or Negligible
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

Based on wide experience of the poverty reduction projects in other regions and experience with rural projects in India, the Bank was well placed to add value by facilitating transfer of innovative ideas to poverty reduction work in India and Andhra Pradesh.

Number of Objectives

The main objective of the project is to improve opportunities for the rural poor to meet priority social and economic needs in the six poorest Districts of Andhra Pradesh, namely Chittoor, Srikakulam, Adilabad, Vizianagaram, Mahabubnagar and Anantapur.

Change in Objectives

**N/A**

Training

unemployed youth from the poor households and provide them suitable placement. The project also facilitated training of youth in employment oriented construction activities with the support of National Academy of Construction in all project districts. Similar partnerships were developed with many private

Collaboration

The project preparation involved active participation by the primary beneficiaries and a broad-based collaboration with various types of civil society institutions. Consultations were held during project

Household Participating in the CDP

316 MSs at the mandal level and 6 ZSs at the district level. The project currently covers 90 percent of all rural poor households in six project districts of AP. The coverage is much higher than originally

### Women Participating in the CDP

Women are managing most enterprises run by the VOs, MSs and ZSs. This has led to an increase in participation of women in the rural market economy as they are negotiating with traders, private sector and public sector representatives. Women have demonstrated their leadership ability and management skills through the successful management of food security program, collective procurement and marketing and supply of different types of inputs including seed, plant material, and fertilizers.

### Procurement Staff

Dhimant J. Baxi	Senior Procurement Specialist	SARPS	Procurement
Deepal Fernando	Procurement Specialist	SARPS	Procurement

### Procurement Policies/Standards

8,500 sub projects already approved. The review of procurement of goods was also in accordance with the provisions stipulated in the Credit Agreement and the Bank's Guidelines for Procurement. For ensuring

### Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	05/05/1999	Effectiveness:	08/07/2000	08/07/2000
Appraisal:	11/25/1999	Restructuring(s):		
Approval:	04/11/2000	Mid-term Review:	03/31/2002	11/12/2003
		Closing:	12/31/2005	12/31/2006

Project ID: **P096993**

Project Name: Agricultural Investments and Services Project

Country: **Kyrgyz Republic**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

**N/A**

Number of Objectives

**8. The project sought to improve the institutional and infrastructure environment for farmers and herders, with a strong emphasis on the livestock sector.** More specifically, it

Change in Objectives

**11. The PDO was modified after the project approval to reflect additional financing for**

Training

and milk yields which increase by about 1.5 percent and 4.5 percent respectively. Net incremental benefits of the RAS were generated primarily through extension advice and training to farmers which resulted in higher crop and livestock yields. Net incremental benefits of the

Collaboration

**36. Collaboration with other donors worked out as planned and proved to be very successful** as achievement of project results wouldn't be possible without their contribution. As

Household Participating in the CDP

households, female headed households, and families of work migrants. About 19,500 vulnerable households received material support in the form of various crops seeds and fertilizers, and about 5,000 poor households received potatoes seeds for free, which boosted their incomes. In 2010-

## Women Participating in the CDP

components: the provision of seed potatoes for poor families (200 tons of seed potatoes were distributed to 5 000 families in 508 villages.); support to vulnerable women's groups (more than 300 families headed by women have received vegetable seeds); support for vulnerable families of migrant workers (1490 migrant families received vegetable seeds and trainings).

## Procurement Staff

beyond the control of the implementing agency. The implementing agency had sufficient procurement capacity with two-three procurement specialists with experience in international procurement employed full time depending on the workload. The filing system was adequate,

## Procurement Policies/Standards

All tenders and procurement work are carried out according to the World Bank procedures. On a

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	03/12/2007	Effectiveness:	08/22/2008	08/22/2008
Appraisal:	09/21/2007	Restructuring(s):		08/22/2008 06/29/2010 12/15/2011 04/04/2013
Approval:	04/29/2008	Mid-term Review:	05/16/2011	05/16/2011
		Closing:	06/30/2013	06/30/2013

Project ID: **P073973**

Project Name: Village Investment Project

Country: **Kyrgyzstan**

Ratings Summary

<b>C.1. Performance Rating by ICR</b>	
<i>Outcome:</i>	Highly Satisfactory
<i>Risk to Development Outcome:</i>	Moderate
<i>Bank Performance:</i>	Satisfactory
<i>Borrower Performance:</i>	Satisfactory

Country's Experience working with the World Bank Group

One of the key factors in VIP success was the thorough preparation process, including learning about approaches and successful experiences in the area of CDD in other operations in Kyrgyzstan and worldwide. During the pilot stage, funded by the Japan Social Development Fund (JSDF), there were extensive consultations held with various donor funded projects. While learning successful approaches and mechanisms, the joint WB and Government preparation team also considered lessons learnt and problems encountered by these partners in Kyrgyzstan. A CDD practitioner's forum was organized by the preparation team and supported

Number of Objectives

The overarching aim of the project is to contribute to the alleviation of rural poverty. It

Change in Objectives

The PDOs were not formally revised.

Training

Counterpart Consortium (a national association of NGOs). Training was conducted on VIP processes and principles, as well as on business development, infrastructure planning and operation, and good practices for avoiding or mitigating environmental impacts of micro-projects.

Collaboration

Community contributions and collaboration of our Local Investment Committees (LICs) and Village Investment Committees (VICs) with other donor organizations has to be notable. For

## Household Participating in the CDP

	well as 500 CDs distributed describing community activities. Although the BIA shows that only about 50% of respondents are aware of the information boards, the relative majority (67.4%) of households receive information about implemented micro projects, micro projects approved for funding (60,3%), about decisions made at village meetings organized by ARIS (58,7%). The
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## Women Participating in the CDP

MPs created only 0.4 jobs. Sewing shops are the most supported income generating microprojects by communities (224 MPs) and created 968 jobs for women. 329 jobs were
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## Procurement Staff

Naushad Khan	Lead Procurement Specialist	ECSSD	
Nurbek Kurmanaliev	Procurement Analyst	ECSPS	
Fasliddin Rakhimov	Procurement Specialist	ECSPS	
Nurbek Kurmanaliev	Procurement Specialist	ECSPS	
Irina Goncharova	Procurement Analyst	ECSPS	

## Procurement Policies/Standards

manage micro projects as well as to keep financial reporting and to carry out procurement in line with the World Bank procedures; (iv) leaders of micro project groups learned how to carry out
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## Time Delay

Process	Date	Process	Original Date	Revised/Actual Date(s)
<i>Concept review:</i>	September 22, 2003	<i>Effectiveness:</i>	January 1, 2004	March 2004
<i>Appraisal:</i>	September 15, 2003	<i>Restructuring(s):</i>		
<i>Approval:</i>	December 16, 2003	<i>Mid-term Review:</i>	End of PY2 (2005)	September 23, 2005- October 12, 2005
		<i>Closing:</i>	August 31 2008	March 1, 2008

Project ID: **P079529**

Project Name: Community Development Fund 2 Project

Country: **Kosovo**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Low or Negligible
Bank Performance:	Satisfactory
Borrower Performance:	Highly Satisfactory

Country's Experience working with the World Bank Group

A two-stage poverty targeting strategy (see Annex 10) experience gained over the four-year implementation period of the Kosovo CDF I Project; (ii) key lessons learned in Bank funded projects in supporting the transition of countries involved in conflict; and (iii) World Bank experience with social funds in more than 95 countries since 1987.

Number of Objectives

The objectives of the CDF II Project were to: (i) improve the quality, access, and availability of community infrastructure and services in poor and conflict-affected communities, and for the most vulnerable groups, including returnees; and (ii) promote institutional capacity building at the community and municipal levels so as to improve the quality and sustainability of service delivery, and enhance stakeholder participation and empowerment in local development.

Change in Objectives

The project objectives and key indicators were not revised.

Training

(c) the environmental assessment process including staff training on environmental assessment.

Collaboration

shared with the PISG and other development agencies. The Ministry of Mining and Energy has already begun to collaborate with the CDF because of their interest in the Sibovc community in the Obiliq Municipality.



## Household Participating in the CDP

Project impacts are often measured by household surveys. This was not economically justifiable

## Women Participating in the CDP

**Gender Aspects.** Eleven of the social services projects were specifically targeted to women. For

## Procurement Staff

Maria Vannari	Procurement Officer	ECSPS	Procurement Specialist
Plamen Stoyanov Kirov	Procurement Spec.	ECSPS	Procurement Spec.

## Procurement Policies/Standards

I operation. No specific procurement issues and complaints have been reported during the discussions on the implementation of the procurement activities and the procurement plan.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	04/30/2003	Effectiveness:	04/19/2004	04/19/2004
Appraisal:	07/21/2003	Restructuring(s):		
Approval:	12/02/2003	Mid-term Review:	08/15/2005	11/04/2006
		Closing:	06/30/2007	06/30/2007



Project ID: **P074361**

Project Name: Social Investment Fund 2 Project

Country: **Georgia**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

*Partnership Arrangements with USAID.* In April 2004, after extensive discussions between the WB, GSIF and USAID, the proposed arrangement with USAID to co-finance the GSIF II capacity building component through the continuation of two ongoing USAID capacity building programs was dropped. This did not

Number of Objectives

The Second Georgia Social Investment Fund Project (GSIF II) had the following development objectives: (i) participating local self-governments use enhanced management skills and a participatory process in establishing local development plans and setting investment priorities; (ii) participating poor communities apply for, manage and use micro-projects in a sustainable manner; and (iii) participating poor communities benefit from improved social and economic infrastructure and related services.

Change in Objectives

**N/A**

Training

<b>IO Indicator 5:</b>	Number of GSIF staff who have participated in training covering a number of areas (procurement, disbursements, environmental safeguards, local governance, quality of works)			
Value (quantitative or Qualitative)	0 at the start of the project given that new communities were targeted under SIF II.	37 GSIF staff participating in training		37 GSIF staff participated in training.
Date achieved	02/15/2003	12/31/2007		12/18/2007
Comments (incl. % achievement)	<b>Fully achieved.</b>			

## Collaboration

and participatory approaches used throughout the micro-project cycle. This process was key, as it facilitated communities to develop their ability to work in partnership with other stakeholders, and to gain their trust. The project also helped build the institutional capacity of the State Department of Statistics to

## Household Participating in the CDP

their trust. The project also helped build the institutional capacity of the State Department of Statistics to conduct household surveys and to produce reliable poverty evaluations. However, more work needed to be

## Women Participating in the CDP

For the most part, this level of participation was explained by the fact that the community works projects did not for the most part provide employment to women and women were busy with their traditional workloads in the households. Women did participate in some projects more than others, providing meals to the workers and cleaning the micro-project sites.

## Procurement Staff

Yingwei Wu	Sr. Procurement Specialist	ECSPS	
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## Procurement Policies/Standards

carried out by the Bank. Procurement plans were submitted on a timely basis and procedures in the GSIF were judged to be satisfactory and in compliance with Bank requirements. Bid documentation was found

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	03/28/2002	Effectiveness:	10/29/2003	10/29/2003
Appraisal:	03/24/2003	Restructuring(s):		
Approval:	05/15/2003	Mid-term Review:	05/31/2006	05/31/2006
		Closing:	09/30/2007	12/31/2007

Project ID: **P008860**

Project Name: Poverty Alleviation 2 Project

Country: **Tajikistan**

Ratings Summary

C. Ratings Summary	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

in investing in social funds worldwide, including in 24 social funds in ECA. In Tajikistan, the

Bank had accumulated experience on how to make a good use of the social fund instrument for alleviating poverty among the poorest based on the lessons learned from the Pilot Poverty Alleviation Project's (PPAP) controversial implementation record. The Bank had supported the

Number of Objectives

To improve the living standards of the poor and increase their access to economic and social services.

Change in Objectives

The PDO, as stated in the DCA, has not been revised. However, because the microfinance

Training

SPAP managed to avoid the most serious risks associated with the implementation of PPAP. This was achieved through intensive training and capacity building for good governance at NSIFT and

Collaboration

The Technical Audit of NSIFT (2005) concluded that the poverty targeting of SPAP was effective since most MPs were implemented in poor communities or villages, since these projects appeared as priorities on the lists of the communities and since they have been identified in collaboration of local NGOs at project start-up. The audit also revealed, however, that the poverty targeting

Household Participating in the CDP

Education. Although not all households need school services, 89% of respondents said that their household uses the services of the rehabilitated school, and 95% said that they were satisfied with the rehabilitated/constructed facility. NSIFT impact as measured by difference-

## Women Participating in the CDP

Type of activities	Number of activities	Number of participants						
		Total	Including		Authority representatives			
			women	NGO	Jamoats	District authority	Region	Republic
CDC and Community training	323	22586	6036	0	611	87	-	-
Workshops, trainings, study tours:	126	1292	378	116	105	109	30	35
For CDC, initiative groups	22	320	71	12	8	12	-	-
For Government structures	25	364	140	45	83	81	24	24
for NGOs	16	195	86	42	10	9	4	11
For NSIFT staff	63	413	81	16	4	7	2	-
Total	449	23878	6414	116	716	196	30	35

## Procurement Staff

Fasliddin Rakhimov	Procurement Specialist.	ECSPS	
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## Procurement Policies/Standards

Procurement and financial management reviews found no significant gaps in use of funds and application of Bank procedures.
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## Time Delay

B. Key Dates				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	08/21/2001	Effectiveness:	09/30/2002	09/30/2002
Appraisal:	02/05/2002	Restructuring(s):		
Approval:	05/21/2002	Mid-term Review:	02/15/2005	01/20/2005
		Closing:	12/31/2006	12/31/2006

Project ID: **P068808**

Project Name: Social Development Fund 2 (APL #2) (SDF2)

Country: **Romania**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Highly Satisfactory
Risk to Development Outcome:	Low or Negligible
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

Under SDF II – built on the experiences acquired during the implementation of the first phase – a greater emphasis was put on output and impact indicators, a fact reflected in the structure and content of the key performance indicators agreed with the IBRD: (1) 80% level of satisfaction

Number of Objectives

**PDO:** To contribute to poverty alleviation and community driven development through: (a) improving the livelihood of Beneficiaries from poor rural communities and disadvantaged groups; and (b) promoting social capital enhancement and civic engagement among Project Beneficiaries.

Change in Objectives

The PDO was not revised. The key performance indicators were not formally revised either.

Training

appraisers' assistance during field evaluation  
**46 training** sessions were organized for 1083 sub-project leaders

Collaboration

As discussed in section 2.1 above, quality at entry was in many respects exemplary. Particularly noteworthy was the **collaboration** between the World Bank's Human Development and Social Development Networks during project preparation (and supervision), particularly given that this project was prepared at a time when there was little cross-sectoral collaboration in the Bank. This

## Household Participating in the CDP

trouble sustaining the reforms and poverty remained a significant problem. In particular, the poverty profile reported in the Country Assistance Strategy of 2001 noted that 60 percent of farmers were still poor, as were 70 percent of households headed by the unemployed, and 90 percent of Roma-headed households.

## Women Participating in the CDP

With respect to gender, it should be noted that women are well represented in RSDF; indeed half of the Steering Committee is female as are both the Executive Director and the Deputy Director.

## Procurement Staff

Evelyn Villatoro	Procurement Specialist	ECSPS	Procurement
Vladislav Krasikov	Sr Procurement Spec.	ECSPS	Procurement

## Procurement Policies/Standards

Procurement has not been a significant issue as the procurement arrangements were relatively simple and RSDF had already developed appropriate procurement capacity during the first phase of the Program.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	04/09/2001	Effectiveness:	05/16/2002	05/16/2002
Appraisal:	09/25/2001	Restructuring(s):		
Approval:	12/20/2001	Mid-term Review:		04/08/2004
		Closing:	08/31/2006	02/28/2007

Project ID: **P069858**

Project Name: Social Investment Fund Project

Country: **Ukraine**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Unsatisfactory
Risk to Development Outcome:	Substantial
Bank Performance:	Moderately Unsatisfactory
Borrower Performance:	Moderately Unsatisfactory

Country's Experience working with the World Bank Group

region. It also benefited from the Bank's substantial experience with social investment funds in other countries. This experience was reflected in the targeting of beneficiaries, the selected social sector

Number of Objectives

The project development objectives were: (i) improved living conditions of poor communities and vulnerable groups in target areas; (ii) empowered communities and vulnerable groups in targeted areas to address local social needs; and (iii) assistance to reform social protection by creating models of targeting and service provision.

Change in Objectives

The PDOs stayed the same throughout project implementation. An additional indicator to measure

Training

All civil works were accompanied by training for communities and contractors, and this was contracted for separately. A Japanese Grant (April 21, 2005) in the amount of US\$1.7 million provided additional

Collaboration

**N/A**

Household Participating in the CDP

**N/A**

Women Participating in the CDP

vulnerable groups, including disabled children and youth, elderly, and street children. Also, in view of the nature of the infrastructure and training provided under the project, women no doubt benefited substantially from the social services and social care micro-projects.



## Procurement Staff

Kartina Mostipan	Procurement Specialist	ECSPS	Procurement
Irina Shmeliova	Procurement Analyst	ECSPS	Procurement

## Procurement Policies/Standards

Bank. <b>Actions taken:</b> After consulting INT, the Bank hired an international consulting firm, which completed a performance audit of 12 social services micro-projects, to identify any systematic irregularities in procurement and/or implementation, in July 2008. The audit noted various issues related
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## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	09/21/2000	Effectiveness:		03/20/2002
Appraisal:	04/18/2001	Restructuring(s):		
Approval:	12/04/2001	Mid-term Review:	04/04/2005	05/10/2005
		Closing:	06/30/2008	06/30/2008



Project ID: **P070995**

Project Name: Community Development Project

Country: **Bosnia and Herzegovina**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

whole. To that end, we expect your further assistance and initiative to design a new project, which would be implemented with the World Bank support, benefiting from the good experiences gained and lessons learned from CDP Project and other projects we implemented together in the past.

Number of Objectives

- Improvement of basic services and facilities for low-income and poor communities in under-served municipalities (through investments in non-revenue generating socially oriented projects and programs).
- Improvement of governance and capacity of local governments to deliver services to the poor through better partnerships between poor communities and municipalities in investment identification and decisions. The Project was to build the capacity of municipalities to lead community development processes, thus increasing the voice of local communities in investment decisions.

Change in Objectives

The PDO was not revised during project implementation. An Additional Financing (AF) credit in the

Training

these services. Few training programs delivered on agricultural activities as well as in small business start-ups, enabled limited promotion of self-employment in farming and commercial/service activities. Also, since the citizens co-financing was mainly in-kind, some short term employment

Collaboration

**N/A**

## Household Participating in the CDP

exceeding the original target of a 10 percent increase [KPI 10]. The number of households having access to these kinds of roads, exceeded by 33.4 percent the original target of 150,000 households, reaching the number of 200,214 households. Also the access to regular 24 hour water supply was improved, having 119,209 households benefiting (82,318 in the FBH and 36,891 in the RS), compared with original target of 109,250.

## Women Participating in the CDP

N/A

## Procurement Staff

Lucas Janssens	Procurement Specialist	ECSC2	
Mikola Kerleta	Procurement Analyst	ECSC2	

## Procurement Policies/Standards

the project implementation. All the fiduciary responsibilities (procurement, financial management) as well as safeguards compliance, were properly carried out by both implementing agencies, in line with the World Bank guidelines and procedures. Both implementation units (FSD and DEF) continue to

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	12/20/2000	Effectiveness:	03/26/2002	03/26/2002
Appraisal:	04/23/2001	Restructuring(s):		
Approval:	06/26/2001	Mid-term Review:		04/17/2004
		Closing:	03/31/2005	08/31/2009

Project ID: **P063577**

Project Name: Community Development & Culture Project (LIL)

Country: **Macedonia**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

voluntary sectors in its museum, publications, and other activities. The Government places importance on its cultural assets and has asked the World Bank for assistance in improving their management and conservation.

Number of Objectives

To establish conditions that facilitate community-based socioeconomic development by leveraging one of the country's untapped resources, its cultural assets, to create culture-based industries (notably handicrafts and community-based tourism) in areas adjacent to cultural heritage sites, while improving the management of cultural assets, particularly at the local level.

Change in Objectives

The PDO and Key Indicators were not revised.

Training

In the context of the Institutional Development component and particularly with regards to the Inventory activity, the beneficiaries received training regarding (*inter alia*) operations and maintenance. Particular emphasis was placed on the weekly backing up

Collaboration

crafts development and marketing. This measure was fully and successfully applied through close collaboration with the local chapter of an international NGO (Aid to Artisans), a local NGO (Macedonian Artisan Trade Association), the recruiting of experts to carry out the assessment, and continuous technical assistance in product design and development, marketing and training overseen by a crafts dedicated staff member at the PCU.

Household Participating in the CDP

**N/A**

Women Participating in the CDP

are not gender specific domains, provided equal opportunities for both genders. While the activities foreseen in component 2 were pre-established and their implementation was based on expertise, they too did not preclude the participation of women.

Procurement Staff

Naushad A. Khan	Lead Procurement Specialist	ECSPS	Lead Proc. Specialist
Julian A. Lampietti	Lead Specialist	ECSSD	Economic Analysis
Arben Maho	Procurement Analyst	ECSPS	Procurement Specialist
Bremala Nathan	Operations Officer	AFTRL	Operation Assistance
Beulah C. Noble	Program Assistant	ECSSD	Program Assistant
Daphne Sawyerr-Dunn	Program Assistant	ECSSD	Program Assistant
Kenneth E. Sigrist	Consultant	PRMPS	Inst. Devel. & Learning
Gurdev Singh	Consultant	ECSSD	Procurement
<b>Supervision/ICR</b>			
Elmas Arisoy	Sr. Procurement Spec.	EAPCO	Procurement supervision

Procurement Policies/Standards

expertise was recruited at a pace that corresponded to the increase in the workload. Administrative activities such as procurement, disbursement and financial management were carried out faultlessly. However, the PCU encountered serious problems in obtaining qualified individuals in certain areas of expertise such as Community

Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	05/04/2000	Effectiveness:	03/11/2002	03/11/2002
Appraisal:	03/12/2001	Restructuring(s):		
Approval:	06/21/2001	Mid-term Review:		12/07/2004
		Closing:	06/30/2006	06/30/2006

Project ID: **P064536**

Project Name: Child Welfare Reform Project

Country: **Bulgaria**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

**N/A**

Number of Objectives

The project development objective was to improve child welfare and to protect children's rights in Bulgaria through promoting community-based child welfare approaches such as de-institutionalization, abandonment prevention and street children services, as cost-effective alternatives to institutionalized child care.

Change in Objectives

There was no revision of the project development objectives.

Training

framework needed for the reforms implementation. The newly established institutions: SACP and CPDs were supported by the Project with staff training, technical assistance and office equipment, so that in relatively short period of time they became key players in the child protection system administration and reforms implementation. Some 337 staff

Collaboration

The close collaboration of the Bank with all the potential development partners, backed up by the strong Government commitment to reforms, secured additional financial support for both project preparation and implementation phases supporting the investments in the soft areas such TA and training, as reflected in Annex 1 (Project Costs and Financing).

Household Participating in the CDP

**N/A**

Women Participating in the CDP  
N/A

Procurement Staff

Svetlana Georgieva Raykova	Program Assistant	ECSHD	
Antonia G. Viyachka	Procurement Officer	ECSPS	

Procurement Policies/Standards

The procurement procedures have been conducted in accordance with the WB rules.
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Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	07/18/2000	Effectiveness:	05/02/2001	05/02/2001
Appraisal:	09/18/2000	Restructuring(s):		02/08/2005
Approval:	03/06/2001	Mid-term Review:		12/02/2003
		Closing:	06/30/2004	06/30/2006



Project ID: **P057952**

Project Name: Social Investment Fund 2 Project (SIF 2)

Country: **Armenia**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Low or Negligible
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

preparation should benefit from an improved methodology for poverty targeting. Taking into account a Bank review of social fund experiences worldwide, the Fund elected to apply lessons learned of having clearly formulated targeting and allocations using objective criteria and poverty data.

Number of Objectives

and to strengthen institutions at the local level. The specific objectives of the project were to:

(i) Improve basic social and economic infrastructure that can result in immediate improvements of the living conditions of the poorest among the population and short-term employment opportunities.

(ii) Develop partnerships at the local level between the local government authorities and communities through effective outreach programs to improve planning, coordination, management, and information dissemination activities.

(iii) Enhance greater stakeholder participation and empowerment at the local level, by supporting the decentralization of activities which will provide clearer roles, and greater accountability for the local governments and communities in the design, implementation, sustainability of microprojects, and the eventual transition to direct contracting of works.

(iv) Promote institution building and social capital formation at the local level focusing on strengthening local government and communities in decentralized management of basic public services.

(v) Promote private sector development by creating opportunities for the local construction industry, fostering competitive bidding processes, and by training small-scale contractors.

Change in Objectives

**Revised Project Development Objectives (as approved by original approving authority)**  
The Project objectives were not revised

## Training

<b>Indicator 8 :</b>	Trained local municipal officers in financial management, budgeting and accounting, and asset management and number of three-year plans developed by municipal officers as a result of financial management training received.
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## Collaboration

instabilities in municipal administrations. Barring substantial changes in these areas, it might be advisable to confine future efforts in this area to solely seeking further progress in upgrading local public administrations' collaboration with the Fund, perhaps mainly in Armenia's smaller communities.
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## Household Participating in the CDP

by military conflicts. The poverty data for this annex is based on the findings of the Household Budget Survey of 1996/97 and the Bank's report entitled "Improving Social Assistance in Armenia" of June 1999, as presented in the ASIF II Project Appraisal Document. The main
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## Women Participating in the CDP

Value quantitative or Qualitative)	No Baseline value due to the link of the training program to demand	A total of 1,000 municipal officers targeted.	A total of 1,050 mayors (485 were women) were
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## Procurement Staff

Evelyn Villatoro	Sr. Procurement Spec.	ECSHD	Procurement
Plamen Stoyanov Kirov	Procurement Spec.	ECSPS	Procurement

## Procurement Policies/Standards

of microprojects, particularly on seismic construction. These were better enforced through specialists' oversight of procurement procedures and the Fund's own supervision, supplemented
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## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	09/02/1998	Effectiveness:	10/23/2000	10/23/2000
Appraisal:	01/31/2000	Restructuring(s):		
Approval:	05/11/2000	Mid-term Review:	03/17/2003	10/06/2003
		Closing:	12/31/2005	08/31/2006



Project ID: **P049200**

Project Name: Social Development Fund (SDF) (APL #1)

Country: **Romania**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* HS

*Sustainability:* L

*Institutional Development Impact:* SU

*Bank Performance:* HS

*Borrower Performance:* HS

QAG (if available)

ICR

*Quality at Entry:*

HS

*Project at Risk at Any Time:* No

Country's Experience working with the World Bank Group

N/A

Number of Objectives

**The Social Development Fund (SDF) Program. The objectives of the program are to: contribute to poverty alleviation and to community-driven development through: (a) improving the livelihood of project beneficiaries/ recipients in poor rural communities and disadvantaged groups; and (b) increasing the local organizational and self-help capacity. The SDF Program is financed by an Adaptable Program Loan (APL)**

Change in Objectives

**3.2 Revised Objective:**

**The objectives were not revised during implementation.**

Training

**staff hired. However, the increasing number of applications to be processed could not be covered entirely, which is why the workload for the RSDF staff was extremely high. This was the reason why, despite the availability of financial resources for training for RSDF staff, the participation in such training programs was low.**

Collaboration

**N/A**

Household Participating in the CDP

**N/A**

Women Participating in the CDP

**relevant communities. A number of sub-projects especially targeted women and marginalized groups, mainly within the income generating and social services categories.**

Procurement Staff

**sub-projects. Community PMCs (each consisting in a president, a secretary and a treasurer) were trained under SDF I on accounting, procurement procedures, implementation procedures and project management, before starting the sub-project implementation. Training on managing on-going projects was also delivered,**

Procurement Policies/Standards

**Enhanced support would be welcome from the Bank in what regards community procurement; more specifically, Bank's clearance on the procurement guide for communities, designed according to the Bank's procurement guidelines, would be useful for confirmation of an exact understanding of the guidelines.**

Time Delay

**KEY DATES**

	<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i> 09/30/1997	<i>Effective:</i> 01/29/1999	03/30/1999
<i>Appraisal:</i> 06/03/1997	<i>MTR:</i>	
<i>Approval:</i> 01/19/1999	<i>Closing:</i> 12/31/2001	12/31/2001

Project ID: **P040544**

Project Name: Farm Privatization Project

Country: **Azerbaijan**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* HS

*Sustainability:* HL

*Institutional Development Impact:* H

*Bank Performance:* S

*Borrower Performance:* HS

QAG (if available)

ICR

*Quality at Entry:* S

S

*Project at Risk at Any Time:* Yes

*project was considered as at risk during the early stages*

Country's Experience working with the World Bank Group

This component was designed in light of lessons learned during the transition, as the project preparation team – the Government of Azerbaijan, the pilot farm members, the Bank and IFAD – sought to avoid a negative effect on those who would not be able to earn a living at farming: the

Number of Objectives

The objective of the Farm Privatization Project was to assist the Government in accelerating land privatization and restructuring of state and collective farms and to develop models for farm privatization in pilot areas that could serve as a basis for wider geographic replication.

Change in Objectives

*3.2 Revised Objective:*

The objectives remained unchanged during the life of the project.

Training

and liaison from all affected agencies. This component also promoted training and capacity building within the implementing agency, to promote sustainability of project-funded initiatives.

## Collaboration

A workshop was held in Baku on May 25, 2004, to gather the views of project stakeholders. Workshop participants included private farmers, employees of the project PMU (the Agency for Support to the Development of the Agricultural Private Sector), representatives of Agrarcreditbank, the Agrarian Reform Department of the Ministry of Agriculture, the State Land Committee and the State Irrigation Committee, and the World Bank's Resident Representative in Baku, among others.

## Household Participating in the CDP

incentive to produce cotton. Farmers have therefore switched out of cotton and into others more supportive of household incomes, such as sugar beet.

## Women Participating in the CDP

N/A

## Procurement Staff

N/A

## Procurement Policies/Standards

N/A

## Time Delay

KEY DATES	<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i> 05/25/1995	<i>Effective:</i> 04/16/1997	05/20/1997
<i>Appraisal:</i> 04/10/1996	<i>MTR:</i> 10/01/1999	11/01/2000
<i>Approval:</i> 01/16/1997	<i>Closing:</i> 06/30/2002	12/31/2003

Project ID: **P099751**

Project Name: Sustainable Development in Poor Rural Areas

Country: **China**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes	Satisfactory
Risk to Development Outcome	Negligible to Low
Bank Performance	Moderately Satisfactory
Borrower Performance	Moderately Satisfactory

Country's Experience working with the World Bank Group

The Project's development objective was to explore and pilot more effective and innovative ways of providing poverty reduction assistance to the poorest communities and households in Henan Province, Shaanxi Province, and Chongqing Municipality (the Project Provinces) through CDD and participatory approaches.

Number of Objectives

The Project's development objective remained unchanged throughout the implementation period.

Change in Objectives

Finally, the Project was the fifth in a series of grassroots poverty reduction projects undertaken by LGPR with the support of the World Bank.<sup>4</sup> This series of projects

Training

levels; and c) procurement training was provided regularly by the Bank and central/provincial PMOs to Project staff at different levels and, in addition, county PMOs were required to provide hands-on training to community facilitators and villages to teach them how to manage Project procurement properly. These mitigation measures worked

Collaboration

are much feasible, operable, and could better reflect the outcome of the project. IPRCC considered the revising of the results framework as a good example showing good collaboration between implementing agencies with the World Bank in timely identifying problems that may hinder the project management and solving the problems based on common efforts.

## Household Participating in the CDP

<p><b>Component Two: CDF</b> Empowered communities (better capacity of self-governance and self-development) through managing CDF and increased farmers' income through successfully utilizing assistance provided by CDF.</p>	<p>70% of poorest households benefit from CDF.</p>	<ul style="list-style-type: none"> <li>• Evaluate whether CDF is operating successfully.</li> <li>• Evaluate whether poor farmers have benefited from CDF assistance.</li> <li>• Evaluate whether the training plan and capacity building program are feasible and practical.</li> </ul>
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## Women Participating in the CDP

<p><b>CDD (b): % of women participating in CDD activities compared to total women population in the Project villages.</b></p>	<p>0</p>	<p>N/A</p>	<p>60%</p>	<p>65.6%</p>
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## Procurement Staff

<p>Manual, including detailed procurement procedures for community participation, and sample procurement documents, was prepared and disseminated to Project staff at different levels; and c) procurement training was provided regularly by the Bank and</p>
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## Procurement Policies/Standards

<p>central/provincial PMOs to Project staff at different levels and, in addition, county PMOs were required to provide hands-on training to community facilitators and villages to teach them how to manage Project procurement properly. These mitigation measures worked</p>
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## Time Delay

<p><b>B. Key Dates</b></p>				
<p><b>Sustainable Development in Poor Rural Areas - P099751</b></p>				
<p>Process</p>	<p>Date</p>	<p>Process</p>	<p>Original Date</p>	<p>Revised / Actual Date(s)</p>
<p>Concept Review:</p>	<p>06/19/2007</p>	<p>Effectiveness:</p>	<p>10/20/2010</p>	<p>11/16/2010</p>
<p>Appraisal:</p>	<p>10/20/2008</p>	<p>Restructuring(s):</p>		<p>10/18/2013</p>
<p>Approval:</p>	<p>06/10/2010</p>	<p>Mid-term Review:</p>		<p>6/5/2012</p>
		<p>Closing:</p>	<p>12/31/2015</p>	<p>12/31/2015</p>

Project ID: **P114863**

Project Name: Community Nutrition Project

Country: **Laos**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

17. **It built on prior CCT experience in the country as well as drew upon experiences from other countries.** The CNP design builds upon the successful CCT experience in the country to promote tuberculosis testing and treatment, supported by the Global Fund to Fight AIDS, Tuberculosis and Malaria. For registering beneficiaries, the project strengthened an

Number of Objectives

To improve coverage of essential maternal and child health services and improve mother and child caring practices among pregnant and lactating women and children less than 2 years old in the seven southern and central provinces.

Change in Objectives

**Revised Project Development Objectives (as approved by original approving authority)**  
Not applicable

Training

levels continued to be challenging. While HCs were often the site for VF training and their staff assisted in the training, they were not involved in supervision of VFs, for which the LWU district

Collaboration

additional ways in which institutional capacity was further strengthened include: (i) fostering cross-sectoral collaboration and sensitizing counterparts to the multi-sectoral nature of programs that would be needed to address malnutrition. This was achieved through the participation, at the

Household Participating in the CDP

(i) CCT and CBN messaging delivered by trained local volunteers can effectively improve utilization of key MCH services and improve critical nutrition behaviors, especially among poor households, living in remote areas. The CNP technical intervention package has high allocative



## Women Participating in the CDP

(a) Behavior change requires provision of more intense and sustained support to women beyond the provision of messages, such as help to solve problems (e.g., initiation of breastfeeding), involving other members of the household to support behavior change (e.g., elders, husbands). This will require a strengthened training package, counselling tools,

## Procurement Staff

Chinnakorn Chantra	Procurement Specialist	EASHD	Procurement
Chinnakorn Chantra	Procurement Specialist	EASRP-HIS	

## Procurement Policies/Standards

innovative support from the task team. The task team successfully worked with the implementing agency, facilitated drawing upon FM and procurement expertise from another World Bank-financed operation to provide interim support and to build the capacity of the implementing

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	07/17/2008	Effectiveness:	10/03/2009	10/03/2009
Appraisal:	04/13/2009	Restructuring(s):		09/19/2011 07/25/2012
Approval:	08/27/2009	Mid-term Review:	10/31/2011	10/24/2011
		Closing:	09/30/2012	09/30/2013



Project ID: **P059936**

Project Name: Northern Mountains Poverty Reduction Project

Country: **Vietnam**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

The project has drawn on the experiences of decentralized and participatory projects in Vietnam, such as UNDP/IFAD/UNCDF projects, as well as projects in the other countries in the region such as the First and Second Village Infrastructure Projects in Indonesia and the Southwest and Qinba Mountains Poverty Reduction Projects in China.

Number of Objectives

The project's development objective is for poor villagers in the northern mountains to use a variety of improved and sustainable infrastructure and social services, and to increase the institutional capacity of upland communes and districts. Progress towards

Change in Objectives

PDO has not been revised.

Training

Value	No experience at	No training target set at appraisal; all communes in project to be	16,980 persons attended training by the project.
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Collaboration

and 3,500 villages) and the effectiveness of the training. NMPRP's approach was different from many other projects in Vietnam by integrating project training activities into the province training systems, by collaborating with the Province Training Schools mandated to and experienced in providing training to commune and village cadres. In total, 339 courses (each lasting 3 to 5 days)

## Household Participating in the CDP

Value quantitative or Qualitative)	Average income per household VND 4,300,000	No targets set at appraisal	Average income per household in project area (survey 2007): VND 10,600,000)
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## Women Participating in the CDP

During preparation, guidelines for project design and planning were issued to pay special attention to ensure that women were adequately represented in the identification and prioritization of project activities and provided with equal opportunity. During

## Procurement Staff

Thang Chien Nguyen	Procurement Specialist	EAPCO	Procurement Specialist
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## Procurement Policies/Standards

review (MTR), and the strength of the institutional partnership. The project had a slow start and was considered “unsatisfactory” until 2003 due to the complex management responsibilities, complicated procurement procedures, and weak institutional capacity.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	11/16/1999	Effectiveness:	03/06/2002	03/06/2002
Appraisal:	12/04/2000	Restructuring(s):		
Approval:	10/25/2001	Mid-term Review:	10/03/2005	04/29/2004
		Closing:	12/31/2007	12/31/2007

Project ID: **P073025**

Project Name: Kecamatan Development Project (02)

Country: **Indonesia**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Low or Negligible
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

During preparation and appraisal, the Bank took into account the lessons and experiences emerging from KDP1 in designing the KDP2. Bank undertook significant upstream work on community-level institutions

Number of Objectives

Objectives of the proposed four year project are: (i) support participatory planning and development management in villages; (ii) support a broad construction of social and economic infrastructure in poor villages; and (iii) strengthen local formal and informal institutions by making them more inclusive, accountable, and effective at meeting villagers' self -identified development needs. The project is a

Change in Objectives

On April 15, 2005, the project agreement was amended (approved by the acting Country Director at the time) to add funds specifically to help respond with post-disaster reconstruction. The project's development objectives were not changed; the additional funds simply allowed the project to expand coverage in disaster-affected areas and cover more villages. The "open menu" was not changed but explicit approval was provided for the use of project funds for emergency social needs. The project cycle and procedures were not amended, but flexibility was allowed to shorten planning and speed up disbursement.

Training

<b>Indicator 12 :</b>	<b>% of village participating in technical training courses</b>		
Value quantitative or Qualitative)	0%	50%	100%
Date achieved	02/29/2004	12/31/2006	12/31/2007

Collaboration

**N/A**

Household Participating in the CDP

*Assess project impact* – through the 4,600 household impact survey, case studies, audits and Bi-annual World Bank supervision missions.

## Women Participating in the CDP

*Participation of women and poor*

c) Participation of women in KDP meetings and activities averages over 40%. Significant impacts on

## Procurement Staff

Naseer Rana Senior Procurement Specialist EAPCO Procurement

## Procurement Policies/Standards

satisfied the Bank's financial management requirements. Procurement of all works, goods and technical services under the project followed the Procurement Guidelines "Procurement under IBRD Loans and

IDA Credits". The procurement aspects of the project in relation to the social and economic infrastructure at the community level were managed in a satisfactory manner by the PMD.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	02/15/2001	Effectiveness:	08/31/2001	01/17/2002
Appraisal:	05/10/2001	Restructuring(s):		
Approval:	06/26/2001	Mid-term Review:	April 2005	04/27/05
		Closing:	12/31/2006	12/31/2007

Project ID: **P069762**

Project Name: East Timor Community and Local Governance Project

Country: **Timor-Leste**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* UN

*Institutional Development Impact:* M

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available)

ICR

*Quality at Entry:*

*Project at Risk at Any Time:*

Country's Experience working with the World Bank Group

**N/A**

Number of Objectives

Japanese PHRD grant (TF026209). The original development objective of CEP I was "to strengthen local level social capital to build institutions that reduce poverty and support inclusive patterns of growth".

Change in Objectives

The objectives as stated in the CEP I PAD were revised in the TFET Grant Agreement for CEP II to be:

Training

Training was done by a cascade model where central PMU staff trained the village facilitators, who transferred their acquired skills to the councils through *in situ* training between the various phases of a

Collaboration

**N/A**

Household Participating in the CDP

infrastructure component of the project (reconstruction of road, bridges, water supply, irrigation work, rehabilitation of houses and schools etc.) even a simple quantifiable indicator showing the number of households having access to the facility before and after the project implementation would have given a

## Women Participating in the CDP

no gender disaggregated data to indicate the actual composition of the groups that have obtained credit. A total of USD 69,524 (2% of the overall grant) has been provided specifically to women's groups for more traditional activities such as sewing and weaving, the total figure also includes the training costs.

## Procurement Staff

Stage of Project Cycle Month/Year	No. of Persons and Specialty (e.g. 2 Economists, 1 FMS, etc.)		Performance Rating	
	Count	Specialty	Implementation Progress	Development Objective
<b>Supervision</b>				
10/14/2000	6	NGO SPECIALIST (1); DEV. COMMUNICATIONS (1); RADIO ENGINEER (1); FINANCIAL MANAGEMENT (1); GENDER/TTL (1); PROJECT MANAGEMENT (1)	S	S
12/07/2000	5	GENDER SPECIALIST/TTL (1); OPERATIONS (1); TECHNICAL AND ENV. (1); MEDIA AND COMMS. (1); PROJECT MANAGEMENT (1)	S	S
03/31/2001	5	TTL (1); OPERATIONS SPECIALIST (1); COMMUNICATIONS (1); NGO (1); PROCUREMENT (1)	S	S

## Procurement Policies/Standards

many markets had few or very limited supplies. The procurement and delivery of these items was to be facilitated by a procurement agent under an interim contract financed by the project.

## Time Delay

KEY DATES	Original	Revised/Actual
PCD: 12/06/1999	Effective: 12/06/1999	12/06/1999
Appraisal: 12/14/1999	MTR: 12/13/1999	01/26/2000
Approval: 02/21/2000	Closing: 02/03/2000	02/21/2000

Project ID: **P059971**

Project Name: Education Quality Improvement Project (02)

Country: **Cambodia**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* L

*Institutional Development Impact:* SU

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available)

ICR

*Quality at Entry:* S

S

*Project at Risk at Any Time:* No

Country's Experience working with the World Bank Group

The overall government implementation performance was satisfactory. MOEYS, at both the national and provincial levels, had never implemented a World Bank project before EQIP.

Number of Objectives

The objective of the project was to develop and put into practice "a participatory approach to school quality improvement and performance based resource management." More specifically,

Change in Objectives

3.2 Revised Objective:  
Not Applicable

Training

In-service teacher training was the most common activity implemented, expending over 50 percent of grant funds. The EQIP impact evaluation study showed a robust relationship between

Collaboration

repeatedly expressed their commitment to improve the PAP disbursement schedule. The Asian Development Bank and the European Commission have been collaborating with MOEYS to strengthen the PAP system.

Household Participating in the CDP

N/A



## Women Participating in the CDP

N/A

## Procurement Staff

		Operations/Procurement Specialist (1); Program Assistant (1)		
05/10/2002	1	Education Specialist (1)	S	S
09/13/2002	2	Education Specialist (1); Procurement/Financial Specialists (1)	S	HS
02/20/2003	5	Education Specialist/TTL (1); Operations Assistant (1); Sr. Education Specialist (1); Sr. Procurement Specialist (1); Gender Specialist (1)	HS	HS

## Procurement Policies/Standards

funds. There was a largely flawless procurement process with no misprocurements. All in all, the service of the implementing units was excellent.

## Time Delay

KEY DATES	Original	Revised/Actual
<i>PCD:</i> 09/09/1998	<i>Effective:</i> 12/20/1999	12/20/1999
<i>Appraisal:</i> 05/25/1999	<i>MTR:</i> 10/08/2001	10/08/2001
<i>Approval:</i> 08/31/1999	<i>Closing:</i> 03/31/2004	03/31/2004



Project ID: **P055821**

Project Name: Urban Poverty Project

Country: **Indonesia**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

<i>Outcome:</i>	S
<i>Sustainability:</i>	HL
<i>Institutional Development Impact:</i>	SU
<i>Bank Performance:</i>	S
<i>Borrower Performance:</i>	S

	QAG (if available)	ICR
<i>Quality at Entry:</i>		S
<i>Project at Risk at Any Time:</i>	Yes	

Country's Experience working with the World Bank Group

to prepare the project in record time and with economy. During a time of political uncertainty, GOI requested the Bank team to execute a project preparation grant which the Bank did very efficiently.

Number of Objectives

UPP's development objective was: "Through a bottom-up and transparent approach, the project seeks to improve basic infrastructure in poor urban neighborhoods and to promote sustainable income generation for its poor urban residents who are mostly long-term poor, have incomes eroded by high inflation, or lost sources of income in the economic downturn. Also, the project seeks to strengthen the capability of local agencies to assist poor communities."

Change in Objectives

3.2 Revised Objective:  
n.a.

Training

level, 2,261 kelurahan project facilitators, and the training of 9,271 non-paid community volunteers. TA

Collaboration

Alleviation Partnership Grant, was added to continue to engage BKM and foster collaboration with local governments. UPP3 incorporates more learning from UPP and UPP2, and will expand its concept to all

## Household Participating in the CDP

most seriously affected by the economic crisis. These kelurahans covered about 7.8 million households or 31.2 million people. The selected kelurahans were chosen according to their incidence of poverty, with the

## Women Participating in the CDP

project was able to actively involve women through various processes. About 38% of the beneficiaries (KSM members) were women, 37% participated in the election process, and on average about 20% of the BKM members were women. Therefore, the project's coverage largely met or surpassed expectations, with

## Procurement Staff

03/18/2003	6	(1); PROCUREMENT (1) URB POVERTY SPEC. (1); MUNICIPAL ENG (1); URBAN SPECIALIST (1); COMMUNITY DEVELOPMENT (1); DISBURSEMENTS OFFICER (1); FINANCIAL MGMT (1)	S	S
09/10/2003	9	MUNICIPAL ENG (1); URBAN SPEC (1); URBAN POVERTY SPEC (1); DISBURSEMENT OFF (1); COMM DEV SPEC (3); FINANCIAL MGMT SPEC (1); PROCUREMENT SPEC (1)	S	S
06/04/2004	9	MISSION LEADER& OPSOFF (1); DISBURSEMENT ANALYST (1); FIN MGMT OFFICER (1); COMM DEV SPECIALIST (3); PROCUREMENT SPEC (1);	S	S

## Procurement Policies/Standards

N/A

## Time Delay

KEY DATES	Original	Revised/Actual
PCD: 06/30/1998	Effective:	06/21/1999
Appraisal: 09/15/1998	MTR:	04/09/2001
Approval: 05/18/1999	Closing: 06/30/2002	06/30/2004

Project ID: **P056269**

Project Name: Social Investment Project

Country: **Thailand**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* L

*Institutional Development Impact:* SU

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available)

ICR

*Quality at Entry:* S

S

*Project at Risk at Any Time:* No

Country's Experience working with the World Bank Group

A critical factor causing initial implementation delays was lack of familiarity with Bank procedures among the PIUs, but technical assistance from the Bank, cofinanciers, and PCU helped mitigate these problems to some extent. Frequent staff turnover and insufficient allocations for staffing, administrative expenses, and

Number of Objectives

As stated in the Project Appraisal Document (PAD), the objectives of the SIP were to: i) respond to the financial crisis through the rapid creation of employment opportunities and the provision of essential social services to the unemployed and poor and ii) use the crisis as an opportunity to support bottom-up service delivery through financing locally-identified and managed development initiatives and through promoting decentralization, local capacity building, and community development.

Change in Objectives

The original objectives remained unchanged.

Training

transfers, allowing the number of training projects to be increased from 2,665 as originally planned to 5,007 and the number of trainees to be increased from 53,596 to 101,522, which represented about 2% of the area's labor force. The quality of training and its relevance to the labor market are unclear, particularly

Collaboration

procurement and financial management support to the PCU and PIUs. The Bank demonstrated prudent flexibility in allowing implementing agencies to address disbursement problems or other constraints with pragmatic alternatives and in working collaboratively to introduce Menu 5 under the SIF.

## Household Participating in the CDP

difference has been attributed to the need to use machines rather than manual labor for certain tasks. In terms of indirect benefits, the SSIRP helped raise crop productivity and net household incomes from the cultivation of land and livestock, and it increased public involvement in effective water management.

## Women Participating in the CDP

Persons with Disabilities, under the Department of Public Welfare; and (iii) Local Job Training for Women

## Procurement Staff

<p><b>Appraisal/Negotiation</b> 03/28/1998 / 04/06/1998</p>	<p>10</p>	<p>Procurement Specialists (2); Private Sector Development Specialist (1); Monitoring Specialists (2); Education and Training Specialists (2); Poverty and Monitoring Specialist (1); Social Assessment (1); Public Finance Specialist (1); Accounting and Auditing (1); Urban Development and Public Works (1); Social Assessment Specialist (1); Health Specialist (1)</p> <p>Task Team Leader (1); Poverty and Social Fund Specialist (1); Social Fund and Public Works Specialist (1); Procurement Specialist (1); Private Sector</p>		
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## Procurement Policies/Standards

The SIP's institutional development impact was substantial. The SIP introduced several new project and financial management innovations, such as a new procurement framework for national competitive bidding.

## Time Delay

KEY DATES	<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i> 03/09/1998	<i>Effective:</i> 08/01/1998	11/09/1998
<i>Appraisal:</i> 03/26/1998	<i>MTR:</i> 12/31/1999	11/07/2000
<i>Approval:</i> 07/09/1998	<i>Closing:</i> 04/30/2002	04/30/2004

Project ID: **P040521**

Project Name: Second Village Infrastructure Project

Country: **Indonesia**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* HS

*Sustainability:* L

*Institutional Development Impact:* H

*Bank Performance:* HS

*Borrower Performance:* HS

QAG (if available)

ICR

*Quality at Entry:* HS

HS

*Project at Risk at Any Time:* No

Country's Experience working with the World Bank Group

with the World Bank-funded version expanding onto the island of Sumatra from its original base on Java.

It was clear from the VIP-I experience on Java that the project could be extended there with no difficulties. The first year of the project had been surprisingly successful — a surprise because so

Number of Objectives

*3.1 Original Objective:*

*Objectives.* The main project objective was to build small infrastructures in some 2,600 poor villages on Java and Sumatra, where most of Indonesia's poor live. Secondary objectives were to provide temporary

Change in Objectives

The original project objectives did not change but the number of villages assisted increased from the 2,600 intended to 7,044. In the first year of implementation, 1997, Indonesia experienced severe economic crisis.

Training

*Training.* Village administration teams were trained; they indicated in surveys that they had learned from the project and could employ the skills in other projects. Project engineers went through intensive training

Collaboration

**N/A**

## Household Participating in the CDP

consulting firm would have cost 10 times more). The Bank supervised closely preparation of the survey, which included a structured questionnaire and a methodology to select the households and respondents to be interviewed, to obtain objective answers and the possibility of quantitative aggregation and comparisons.

## Women Participating in the CDP

participation of women. In predominantly Muslim areas, women participated in the project when the program was well advertised and they knew they were eligible. Local leaders set the tone for the

## Procurement Staff

- Procurement of materials and equipment above a certain amount required formal bids and subcontracts, otherwise by comparative shopping

## Procurement Policies/Standards

well, they will comply superficially or only report compliance with central dictates. A procurement system overhaul may be needed for better governance and lower public costs. Transparency can be introduced into non-transparent systems, and transparency is more useful than central controls.

## Time Delay

KEY DATES		
	<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i> 12/08/95	<i>Effective:</i> 01/15/97	03/05/97
<i>Appraisal:</i> 06/25/96	<i>MTR:</i> 02/28/98	03/01/98
<i>Approval:</i> 10/10/96	<i>Closing:</i> 12/31/99	07/31/2000

Project ID: **P091299**

Project Name: JM Inner City Basic Services for the Poor Project

Country: **Jamaica**

Ratings Summary

C. Ratings Summary	
C.1 Performance Rating by ICR	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

added complexity and stretched financial and human resources thin. JSIF had past experience implementing World Bank projects and a high capacity to implement social capacity building projects,

Number of Objectives

The project development objective is to improve quality of life in 12 Jamaican inner-city areas and poor urban informal settlements through improved access to basic urban infrastructure, financial services, land tenure regularization, enhanced community capacity and improvements in public safety.

Change in Objectives

**Revised Project Development Objectives (as approved by original approving authority)**

n/a

Training

detail). Cumulative participation reached 37,140,<sup>38</sup> far surpassing the Project's target of training 3,270 residents. These community capacity training activities improved community members' perception of safety in the neighborhoods. Given that this Project was the first of its kind in Jamaica and that there was

Collaboration

**N/A**

Household Participating in the CDP

Comments (incl. %)	communities. The indicator measured the number of households that have access to any of the following: (i) improved basic services; (ii) microfinance; or (iii) security of
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## Women Participating in the CDP

officers and members of the Project sought to promote the role of women as workers in construction
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## Procurement Staff

Norma Rodriguez	Procurement Analyst	LCSPT
Patricia E. Macgowan	Senior Procurement Specialist	LCSPT

## Procurement Policies/Standards

could have, as part of the procurement plan, better facilitated the engagement of local firms. In addition,
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## Time Delay

B. Key Dates				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	10/06/2004	Effectiveness:		06/27/2006
Appraisal:	02/27/2006	Restructuring(s):		07/28/2011 11/8/2013
Approval:	03/29/2006	Mid-term Review:	02/08/2010	
		Closing:	12/31/2011	12/31/2013



Project ID: **P052256**

Project Name: Rural Poverty Reduction Project - Minas Gerais

Country: **Brazil**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Low
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

**N/A**

Number of Objectives

**The Project aimed to assist the State of Minas Gerais to reduce high levels of rural poverty**

Change in Objectives

**The PDO was not revised.**

Training

**Component 2 - Institutional development** (US\$ 3.30 million, of which US\$3.30 million Bank-financed) supported technical assistance and training to increase the capacity of implementing

Collaboration

- Excellent Bank/Client collaboration during project preparation, particularly after almost 10 years since the closing of the previous R-NRDP.

Household Participating in the CDP

with the highest incidence of rural poverty. Statewide, at Project appraisal, some 631,000 rural households earned less than US\$2.50 per day - or less than US\$1 per person per day – and most of these households were in the Project area. Additionally, some 50% of poor rural households

Women Participating in the CDP

- Regarding social welfare, focus groups for 16 SPs strong cited outcomes such as: (i) improved working conditions; (ii) shortening of distances and time saving for women with family care responsibilities; and (iii) new income generation opportunities. On water supply SPs, 79% of

## Procurement Staff

Irani Escolano	Procurement Analyst	LCSE
João Barbosa de Lucena	Consultant	LCSRE
Jose Augusto Carvalho	Consultant	LEGLA
Luis Coirolo	Lead Sector Specialist, Team Leader	LCSRE
Luiz Gazoni	Lead Procurement Specialist	LCOPR
Luciano Wuerzius	Procurement Specialist	LCSPT

## Procurement Policies/Standards

expected; 87% that equipment procurement was in accordance with procedures outlined in the subproject agreement and the Project operational manual; 83% informed that the
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## Time Delay

<b>B. Key Dates</b>				
<b>Process</b>	<b>Date</b>	<b>Process</b>	<b>Original Date</b>	<b>Revised / Actual Date(s)</b>
Concept Review:	10/10/2000	Effectiveness:	03/31/2006	03/31/2006
Appraisal:	08/05/2005	Restructuring(s):	10/31/2008	10/31/2008
Approval:	09/06/2005	Mid-term Review:	05/09/2008	05/09/2008
		Closing:	07/31/2010	07/31/2010

Project ID: **P076837**

Project Name: National Community Development Project

Country: **Jamaica**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

(CDD). The previous Bank-funded Jamaica Social Investment Fund Project was rated by the ICR and IEG project evaluation reports as having satisfactorily met its development objectives with a modest institutional impact. Concerns were raised about sustainability

Number of Objectives

Project DO are: (a) to help communities in areas affected by economic decline and lack of basic services and (b) to assist the Government of Jamaica to promote greater social and community development, especially among the poor.

Change in Objectives

PDOs not formally revised.

Training

maintenance planning to be lacking. JSIF is completing the community maintenance training through the on-going Bank-funded Hurricane Dean Emergency Recovery Loan.

Collaboration

The governance of the CBOs was realized through collaboration with the Department of Cooperatives and Friendly Societies. CBOs were trained, assessed

Household Participating in the CDP

to hamper the ability of poor communities to rise out of poverty. Inequality remained a key social and economic issue, with the poorest quintile households accounting for only 6 percent of national consumption. Unemployment remained high at 15% of labor-force

## Women Participating in the CDP

- Women were the main beneficiaries of this health impact, with focus groups noting a large increase in utilization by pregnant women.

## Procurement Staff

Guido Paolucci	Sr Procurement Spec.	LCSPT	
Norma M. Rodriguez	Procurement Analyst	LCSPT	
Heinrich K. Unger	Consultant	EAPCO	
Evelyn Villatoro	Sr Procurement Spec.	LCSPT	

## Procurement Policies/Standards

completed facilities at post implementation. The training received in basic fiduciary management and procurement procedures helped to build the sustainable skills of the community. Other benefits cited by beneficiaries included

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	01/24/2002	Effectiveness:	04/08/2003	04/08/2003
Appraisal:	03/25/2002	Restructuring(s):		
Approval:	05/30/2002	Mid-term Review:	12/05/2005	01/09/2006
		Closing:	12/31/2007	06/30/2008

Project ID: **P070374**

Project Name: ProFam: Family Strengthening and Social Capital Promotion

Country: **Argentina**

Ratings Summary

<b>3. Ratings Summary</b>	
<b>3.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Low/Negligible
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

for a cohesive society. The ultimate goal of the Government's new approach was to incorporate a gender perspective into public policies, social development programs and Bank-financed operations. In contrast to previous social capital approaches, this new approach had as its cornerstone the reduction of gender disparities among poor households. The Government's lack of experience in implementing this new approach, coupled with the mixed results of Argentina's achievements in reducing gender disparities, was the rationale for the development of a Learning and Innovation Loan (LIL) that would test and monitor the implementation of this new social capital approach at a local and decentralized level. Gender issues would be integrated in community based interventions

Number of Objectives

PROFAM's objective was to test and monitor a social capital approach that addressed the vulnerability of the poor by targeting families as cohesive units and promoting gender equity.

Change in Objectives

**6.3 Revised PDO and Key Indicators (as approved by original approving authority), and reasons/justification**  
*Not applicable.*

Training

had to respond with additional training. For instance, in the domestic violence theme, 50.8% of the organizations had to provide training in legal advice for victims, 32.8% in domestic violence detection, and 26.2% in establishing and management shelters for victims. The

Collaboration

To achieve this objective, the LIL was designed to be implemented in close collaboration with LG, CBO and NGOs and support, monitor, and learn from: (i) initiatives that promoted

## Household Participating in the CDP

buy food if they received credits from the GOA. Also, 55% of the beneficiaries belonged to households with five members or more. Thus, by supporting the empowerment of poor families, PROFAM did contribute to an enhancement of opportunities for both women and

## Women Participating in the CDP

with the family unit; the benefits of targeting women given their active role in securing their family's well-being; and, the effectiveness of social networks in enhancing family members' opportunities, which can potentially reduce their dependency on social welfare programs.

## Procurement Staff

Andres Mac Gaul	Sr Procurement Spec.	LCSPT	Procurement Specialist
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## Procurement Policies/Standards

**N/A**

## Time Delay

<b>2. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	09/15/2000	Effectiveness:	11/26/2002	11/26/2002
Appraisal:	11/20/2000	Restructuring(s):		
Approval:	11/13/2001	Mid-term Review:	04/11/2005	04/11/2005
		Closing:		12/31/2006



Project ID: **P057692**

Project Name: Second Magdalena Medio Regional Development Project

Country: **Colombia**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* HL

*Institutional Development Impact:* H

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available)

ICR

*Quality at Entry:* S

S

*Project at Risk at Any Time:* No

Country's Experience working with the World Bank Group

thanks to the support provided by the World Bank, the Government of Colombia has been able to take a successful experience to national scale, with a degree of consolidation that allows its

Number of Objectives

The Project Development Objective was to test new forms of managing and operating the Magdalena Medio Regional Development Program (PDPMM), resulting in: (a) an increase in the influence of citizens in local and regional development; (b) local institutions which are responsive and accountable to citizens; and (c) tangible social and economic benefits. Learning objectives focused on:

Change in Objectives

*3.2 Revised Objective:*

Not applicable.

Training

obstacle that will affect program activities in various ways. The Project helped to build local capacity for democratic governance and leadership in community development, strengthened citizen forums, assisted local agencies in becoming more responsive to citizens, developed more than 75 productive subprojects, and supported communities in providing accessible education and technical training. Community-driven projects have demonstrated sound design and tangible results, and they are gaining experience with credit management that can open doors to ongoing development.

## Collaboration

where the community likewise developed a sugarcane commercialization project. In these communities, seriously affected by violence, the results demonstrate a new ability for inter-institutional collaboration. Following these models, there are plans to work in 13

## Household Participating in the CDP

- increased revenues and assets of households that are members of productive associations supported by the LIL.	The CDPMM will contract the economic evaluation of a number of productive subprojects to identify economic gains by project beneficiaries.	Economic analysis of 5 subprojects (pottery, cocoa, palma, yuca, banano bocadillo) show satisfactory IRRs. In 3 out of 5 IRRs are greater than 50%.
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## Women Participating in the CDP

sustainable development initiatives. These types of subprojects were expected to increase the capacity of community groups, especially women's organizations, and to address critical and fundamental needs, including food security, primary health, and basic education. These

## Procurement Staff

		Procurement Specialist (1), Institutional and Rural Development Specialist (1), Social Assessment and Institutional Arrangements (1), Social Evaluation and Institutional Strengthening Specialist (1)		
<b>Appraisal/Negotiation</b> 07/21/2001	1	Financial Management Specialist (1)		
09/18/2001	6	Task Team Leader (1), Lawyer (1), Disbursement Officer (1), Procurement Specialist (1),		

## Procurement Policies/Standards

**N/A**

## Time Delay

KEY DATES	Original	Revised/Actual
PCD: 02/06/2001	Effective: 09/15/2001	11/21/2001
Appraisal: 08/15/2001	MTR:	
Approval: 09/27/2001	Closing: 12/31/2003	05/28/2004



Project ID: **P050772**

Project Name: Land-Based Poverty Alleviation Project I

Country: **Brazil**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

1.1.6 The Bank's involvement in further scaling-up this community-based land reform mechanism was justified as follows. First, the Bank's Country Assistance Strategy (CAS) for Brazil (20160-BR, March 30, 2000) identified the reduction of poverty and inequality as central objectives of the Bank's assistance efforts and recommended priority attention to the Northeast Region. The CAS recommended expanding the community-based, market-driven methodology

Number of Objectives

The project seeks to reduce rural poverty in 14 states of Brazil by increasing the incomes of about 50,000 poor rural and peri-urban families by extending the community-based approach to land acquisition and participation in complementary, demand-driven community subprojects.

Change in Objectives

**N/A**

Training

physical sustainability are in the hands of the States and beneficiaries. The STUs now have considerable experience after receiving considerable training and guidance under the Project. Even so, adherence levels are unpredictable and the future of the program may rest with a few,

Collaboration

connection, increasing the potential for stress over collective activities. Specialized technical assistance is needed to foster forms of collaboration and cooperation which do not impose a collective straitjacket on individual endeavors.

## Household Participating in the CDP

considered indicative for CF. The analysis presents the impact on income, assets and agricultural value of output of program beneficiaries, as well as a cost-benefit analysis and internal rate of return from household data collected in 2000 and 2006. The analysis (Romano et al., 2008), included both control and treatment groups totaling 730 households, of which 320 were CdaT beneficiaries from 104 settlements, and 410 were control households. The survey covered five

## Women Participating in the CDP

under the CdaT. Women's modest direct participation may stem from the fact that female-headed households were among the poorest and in a project where demand for participation greatly outstripped supply, traditional attitudes may have prevailed.

## Procurement Staff

Enzo de Laurentiis	Sr. Procurement Officer	LCSPR	Procurement
<b>Supervision / ICR</b>			
Jorge A. Muñoz	Lead Rural Development Specialist	LCSAR	TTL, Agric. Econ.
Susana Amaral	Financial Management Specialist	LCSFM	Fin. Management
Tulio Barbosa	Consultant	LCSAR	Agric. Economist
Joao Barbosa-De Lucena	Consultant	LCSAR	Agriculturalist
Edward Bresnyan	Senior Rural Develop. Specialist	LCSAR	Agric. Economist
Raimundo N. Caminha	Consultant	LCSAR	Agriculturalist
Luis O. Coirola	Consultant	SASDA	Agric. Economist
Mark R. Lundell	Sector Leader	LCSSD	Economist
Anna Roumani	Consultant	LCSAR	RD Specialist
Luciano Wuerzius	Procurement Specialist	LCSPT	Project Proc'ment

## Procurement Policies/Standards

"This procurement procedure is appropriate because most subprojects would be small and/or implemented in scattered and remote areas and therefore it will be difficult to obtain competitive proposals". The procurement provisions of the Operational Manual were not amended during implementation.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	12/15/1998	Effectiveness:		10/16/2001
Appraisal:	12/19/1998	Restructuring(s):		
Approval:	11/30/2000	Mid-term Review:		11/07/2003
		Closing:	09/30/2004	12/31/2008

Project ID: **P0574473**

Project Name Indigenous Community Development LIL

Country: **Argentina**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Moderately Unsatisfactory

Country's Experience working with the World Bank Group

2.1.1. This was the first project directly targeting indigenous populations that the Bank had supported in Argentina. The main issue to be addressed by the Project was how to put into operation the concept of indigenous community-driven development. The Project made a series

Number of Objectives

1.2.1 The Project development objective was to establish the basis for community-driven development and the management and protection of natural resources on indigenous community lands. This included strengthening social organization and culture, formulating local development

Change in Objectives

1.3.1 Neither the PDO nor the Key Indicators were revised.

Training

while a large number constituted project-related groups and associations. Some 8,000 women were direct beneficiaries of training, workshops and capacity building; about 4,550 women

Collaboration

confidence and motivation. Delays in funding due to management problems, lack of collaboration on the provision of labor in some communities and, in a few subprojects less than transparent management have the capacity to erode community commitment.

Household Participating in the CDP

(b) **Participation:** About 53% of interviewees had benefited from a subproject either individually or as a household (a high of 97% in Misiones and low of 38% in Salta). About 36% responded

## Women Participating in the CDP

human/social capital evolution and socio-economic benefits for women by end-Project. Gender sensitivity bisects cultural sensitivity: indigenous women do not necessarily have prominent roles or easily adapt to non-indigenous concepts of empowerment and autonomous action. A targeted

## Procurement Staff

Sandra Cesilini	Sr. Social Devt & Civil Society Spec.	LCC7C	Social/Indigenous
Ana Maria Grofsmacht	Procurement Analyst	LCSPT	Procurement
Ricardo Eduardo Lugea	Procurement Specialist	LCSPT	Procurement
Andres Mac Gaul	Sr. Procurement Specialist	LCSPT	Procurement

## Procurement Policies/Standards

2.4.5 **Procurement:** A Procurement Post-Review conducted in April 2006 concluded that the Project was risky, due to weak project management and systems rather than misprocurement per se. Nonetheless, procurement processes overall were rated Satisfactory with only minor issues.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	02/26/1999	Effectiveness:	05/21/2002	05/21/2002
Appraisal:	04/24/2000	Restructuring(s):		03/23/2004 05/17/2005
Approval:	09/18/2000	Mid-term Review:	06/14/2005	11/08/2004
		Closing:		12/31/2006

Project ID: **P057530**

Project Name: Rural Development in Marginal Areas Project – APL II

Country: **Mexico**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

<i>Outcome:</i>	S
<i>Sustainability:</i>	L
<i>Institutional Development Impact:</i>	M
<i>Bank Performance:</i>	S
<i>Borrower Performance:</i>	S

	QAG (if available)	ICR
<i>Quality at Entry:</i>	HS	S

Country's Experience working with the World Bank Group

smallholders' productivity and food security in a sustainable way in nine new marginal areas. The second phase expanded geographically on the first phase and drew from the experience of phase I.

Number of Objectives

smallholders' productivity and food security in a sustainable way in nine new marginal areas. The second phase expanded geographically on the first phase and drew from the experience of phase I.

Change in Objectives

Program objectives remained unchanged during the period of implementation.

Training

3.3.3. **Technical Support** (US\$17 million, 23.3% of total project cost): This component covered the provision of extension services, technical assistance, workshops, and training for farmers, producers' organizations, women's groups, and small entrepreneurs. The support was primarily to address needs for

Collaboration

assist to resolve problems. The Bank team established a collaborative relationship with the borrower and supervision missions were usually well regarded both as technical assistance and as a mechanism for messages from local stakeholders and field and state operating staff to be discussed with the federal authorities.

## Household Participating in the CDP

Households that adopt improved technology for traspatio production increase their consumption of vegetables and meat. Projects are still operating two years after the financing of the investment.	Increase  70%	39.7% of beneficiaries used project support to improve household food production. [4]  79.7% of beneficiaries had project support functioning satisfactorily by 2001, but length of time projects were operating is not clear [4].
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## Women Participating in the CDP

11. Women handicrafts workshop (production of traditional clothes and handicrafts including, purses, backpack, hats);
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## Procurement Staff

Appraisal/Negotiation Appraisal Mission: 06/1999	10	Procurement Spec.(1), Natural Resource Mgmt. Spec (1), Financial Mgmt. Spec.(1); Rural Finance Spec.(1); Monitoring And Evaluation Spec.(1), Sr. Legal Council(1); Anthropologist (1); Commodity Spec. (1)  Sector Leader/Task Manager (1); Economist (1), Social Development Spec.(1); Procurement Spec.(1),		
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## Procurement Policies/Standards

expenditure of national funds into disbursements from the Bank. The executing agencies (SAGARPA and the State governments) had no incentive to bear the incremental transaction costs associated with the Bank's financial management, procurement and disbursement requirements as they would have access to the same amount of resources from the national budget with or without the Bank financing. This was the
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## Time Delay

KEY DATES	Original	Revised/Actual
PCD: 05/14/1999	Effective: 04/15/2000	08/31/2000
Appraisal: 10/18/1999	MTR:	
Approval: 12/15/1999	Closing: 06/30/2005	06/30/2003



Project ID: **P055480**

Project Name: Municipal Development Project (02)

Country: **Chile**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

<i>Outcome:</i>	S		
<i>Sustainability:</i>	HL		
<i>Institutional Development Impact:</i>	H		
<i>Bank Performance:</i>	S		
<i>Borrower Performance:</i>	S		
		<b>QAG (if available)</b>	<b>ICR</b>
	<i>Quality at Entry:</i> S		S
	<i>Project at Risk at Any Time:</i> Yes		

Country's Experience working with the World Bank Group

The loan objectives were consistent with those of the Bank as articulated in the 1990s as well as the government's own priorities in terms of decentralization and municipal strengthening. Drawing from the Bank's previous operational and sector work in Chile's municipal sector, the project correctly identified key actions that needed to be taken to support Chile's decentralization program and included them in this operation. In particular:

Number of Objectives

The specific project objectives included: (a) developing innovative methodologies and strategies in local accountability, especially in the development and implementation of management information systems and budget and asset management; (b) contributing to a permanent system of training and technical assistance to the municipalities, incorporating diverse institutional actors, including the regional governments; and (c) strengthening and improving local management, especially in terms of finances, human resources and municipal services, as well as harmonizing and equalizing local management capabilities with respect to the legal and institutional reforms being pursued by the central government.

Change in Objectives

### 3.2 Revised Objective:

The loan's objectives remained unchanged during implementation.

Training

- There has been a substantial increase in technical capacity as the result of, among other actions, the training of 2,119 municipal personnel—equivalent to 79 percent of total personnel in the 100 municipalities—in areas that had been identified as relevant by the municipalities themselves. Thirty-three percent of the municipalities now include training as part of their annual budget—none of them did before the Program—signaling the success of the training program.

## Collaboration

has had on the three pilot municipalities—i.e., Talcahuano, San Bernardo, and Punta Arenas. It acted as a catalyst for the first collaboration of key government and non-government entities, including the *Fundación de la Familia*, *Servicio Nacional de Menores*, *Servicio Nacional de la Mujer*, *Asociación Chilena de Municipalidades*, FOSIS, and the Ministries of Education and Health and their beneficiaries.

## Household Participating in the CDP

N/A

## Women Participating in the CDP

N/A

## Procurement Staff

06/2002	5	PROCUREMENT SPECIALISTS (3); MUNICIPAL DEV. SPECIALIST (1); OPERATIONS CONSULTANT (1)	S	S
11/02	4	TASK MANAGER (1); PROCUREMENT SPECIALISTS (2); MUNICIPAL DEV. SPECIALIST (1); OPERATIONS CONSULTANT (1)	S	S
03/03	5	TASK MANAGER (1); PROCUREMENT SPECIALIST (1); MUNICIPAL DEV. SPECIALIST (1); OPERATIONS CONSULTANT (1)	S	S

## Procurement Policies/Standards

There were some problems, however, during implementation in terms of procurement. In 2003, the ranking of the project's procurement administration was downgraded to Unsatisfactory, as Bank guidelines were not always followed and there were some instances of incomplete documentation corresponding to the procurement processes conducted by the central unit and the municipalities. As a

## Time Delay

KEY DATES	Original	Revised/Actual
PCD: 05/22/1998	Effective: 07/01/1999	07/01/1999
Appraisal: 06/26/1998	MTR:	01/04/2001
Approval: 12/22/1998	Closing: 06/30/2002	12/30/2004



Project ID: **P040198**

Project Name: Social Investment Fund Project (02)

Country: **Guatemala**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* L

*Institutional Development Impact:* SU

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available)

ICR

*Quality at Entry:*

S

*Project at Risk at Any Time:* No

Country's Experience working with the World Bank Group

Number of Objectives

by developing arrangements for subproject operations and maintenance. The main objectives of the project were to:

- (a) Provide high priority social and economic infrastructure and complementary goods and services;
- (b) Provide training and consultant services to support capacity building and project sustainability in the communities; and
- (c) Strengthen the central and regional offices of FIS; ensure closer coordination with local governments and line ministries; carry out ex-post and impact evaluations of completed subprojects and beneficiary assessments; and develop a coherent framework for the social safety net.

Change in Objectives

### 3.2 Revised Objective:

The original objectives were not revised. However, in October 1998, just before the loan was approved,

Training

content and impact of community capacity building programs. The project design also benefited from the Bank's experience with social funds worldwide and the lessons learned from FIS I and other social funds in Guatemala, including FONAPAZ, and addressed issues related to:

## Collaboration

Regarding the capacity building initiatives carried out in the micro-regions, according to the Impact Evaluation, nearly all beneficiaries involved in such activities, reported that the subprojects allowed for an increase in collaboration with the committees, participation in meetings, and collaboration and participation in resolving community problems. Based on interviews with beneficiaries, there was strong participation in

## Household Participating in the CDP

locating wells, make this type of project conflict-ridden, costly and difficult to implement. However, the SIF managed to construct 130 systems with 15,271 household or community connections, thereby significantly expanding coverage. In addition, 18 sewer projects with 4,095 connections were financed and

## Women Participating in the CDP

5.6 TABLE. PROJECTS BENEFITING WOMEN					
SECTOR	TYPE OF PROJECT	No. of PROJECTS	No. of BENEFS.	COMMUNITY CONTRIBUTION	TOTAL SIF/IBRD 4407 INVESTMENT
HEALTH AND NUTRITION	TRG. OF TRADITIONAL MIDWIVES	6	121,027	96,500.00	1,418,712.60
WATER	SYSTEMS	130	93,734	10,437,348	44,365,088.79
ENVIRONMENT	IMPROVED STOVES	214	84,992	2,060,187.00	25,073,003.63
ENVIRONMENT	PUBLIC LAUNDRY FACILITIES	16	21,205	128,284.60	1,205,405.42
TOTALS		366	320,967	12,722,319.00	72,562,210.44

## Procurement Staff

01/02/2002	1	PROCUREMENT ASSISTANT (1).	S	S
05/17/2002	4	TASK MANAGER (1); SOC DEV. SPECIALIST (1); PROCUREMENT ASSISTANT (1); PROCUREMENT SPECIALIST (1).	S	S

## Procurement Policies/Standards

the Project. These missions provided guidance and necessary support without any major differences with the SIF arising, except for one—on the procurement manual—which failed to arrive at constructive agreements. The SIF benefited from observations in financial audit reports and audit reports on physical

## Time Delay

KEY DATES	Original	Revised/Actual
PCD: 04/16/1998	Effective: 01/01/1999	03/02/1999
Appraisal: 08/14/1998	MTR: 01/01/2001	07/27/2000
Approval: 11/12/1998	Closing: 06/30/2003	12/31/2003

Project ID: **P040174**

Project Name: Caracas Slum-Upgrading Project

Country: **Venezuela**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

**N/A**

Number of Objectives

The objective of the Project is to improve the quality of life of the inhabitants of a selected number of barrios (representing 15 percent of total barrio population) in the Metropolitan Area of Caracas (MAC), through the development and implementation of a community driven, sustainable and replicable infrastructure improvement program.

Change in Objectives

The project development objective was not revised, with exception of the percentage change from 15% to 9.8% of the barrio population in Caracas affected by the Project. The

Training

The training activities included workshops on: administration of projects of urban and social development; community organization; leadership; social control; formulation, administration and evaluation of social projects; community management. For this

Collaboration

Units) and local (UDU - Urban Design Units) levels. The Project reflects this approach to service provision to the urban poor by integrating a more intensive collaboration with municipalities in subproject planning and implementation as well as linking proposed investments to the integrated planning framework.

Household Participating in the CDP

Low-income households financed their new home construction needs through personal savings and informal credit sources, including relatives, supplier credits, rotating savings and credit associations and moneylenders. These sources remain expensive and unreliable,

## Women Participating in the CDP

While the Project did not have explicit gender equity goals, it has had a significant impact on the empowerment of **women** in project areas. Women have disproportionately participated in all stages of project planning and execution through community consultations, training programs,

## Procurement Staff

Roberto Cucullu	Lawyer	AVAILABLE FROM PAD
Efraim Jimenez	Procurement	
Issam Abousleiman	Disbursement	
Pedro Belli	Economist	
Keisgner Alfaro	Procurement	

## Procurement Policies/Standards

improvement in the execution of the Project and rate of disbursement. The extension was then granted by Bank management and by 2004, the Project was able to commit 97% of assigned resources foreseen in the annual **procurement plan**, a significant improvement over previous periods.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	04/12/1997	Effectiveness:	12/21/1999	12/21/1999
Appraisal:	06/16/1998	Restructuring(s):		12/21/1999 03/02/2000 10/23/2001 03/02/2004 09/27/2005 03/09/2006
Approval:	10/22/1998	Mid-term Review:		06/19/2002
		Closing:	06/30/2004	06/30/2006

Project ID: **P049386**

Project Name: Reconstruction and Local Development Project

Country: **Guatemala**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Unsatisfactory
Risk to Development Outcome:	Substantial
Bank Performance:	Moderately Unsatisfactory
Borrower Performance:	Moderately Unsatisfactory

Country's Experience working with the World Bank Group

**N/A**

Number of Objectives

<p>1. Improve living standards and self-development in the municipalities of San Marcos and Huehuetenango through support for the planning, execution and maintenance of small-scale social, economic and cultural projects.</p> <p>2. Strengthen the capacity of local governments and local community organizations to address the most critical needs of the populations they serve.</p>
---

Change in Objectives

<b>Revised Project Development Objectives (as approved by original approving authority)</b>
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Training

<b>Indicator 15 :</b>	Number of community members participating in training events.		
Value (quantitative or Qualitative)	Zero.		180
Date achieved	02/24/1999		06/30/2006

Collaboration

<p>The Project allocated the equivalent of US\$2.2 million under the matching grants scheme to improve collaboration between local authorities (municipal mayors) and organized communities by increasing municipal participation in the formulation, co-financing, and</p>
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## Household Participating in the CDP

million). Through 43 community water and sanitation subprojects (during which, we wish to point out, 3,489 household connections were made), drinking water coverage was expanded and

## Women Participating in the CDP

expressed satisfaction with the attention they received; and (ii) during the training procedures leading to the award of subprojects, we asked that women be included among the three appointed representatives of the communities, since many of them had assumed responsibility for checking quantities and costs. If women are to be given greater opportunities, the right spaces need to be created and visible evidence provided of the importance of their participation.

## Procurement Staff

resumed especially when a new administration took office in early 2004. This resulted in several changes not only in Project Coordinators but also in other key staff within the PCU, such as the procurement specialist and the accountant. Additionally, a lengthy process to fill vacant positions

## Procurement Policies/Standards

water and sanitation. These subprojects were executed by consultants and contractors hired by FONAPAZ, using Bank procurement procedures.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	10/06/1997	Effectiveness:	02/24/1999	02/24/1999
Appraisal:	02/16/1998	Restructuring(s):		
Approval:	07/28/1998	Mid-term Review:		
		Closing:	06/30/2003	06/30/2006

Project ID: **P040086**

Project Name: Indigenous and Afro-Ecuadorian Peoples Development Project

Country: **Ecuador**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome: S*

*Sustainability: L*

*Institutional Development Impact: SU*

*Bank Performance: S*

*Borrower Performance: S*

QAG (if available)

ICR

*Quality at Entry: S*

S

*Project at Risk at Any Time: Yes*

Country's Experience working with the World Bank Group

Project design considered the relevant lessons from previous Bank operations in the sector, applying them to each of the components. Specifically, the Project design included: i) activities to improve the policy framework, as traditionally in Latin America there have been legal and

Number of Objectives

The project development objective as defined in the Project Appraisal Document<sup>1</sup> (PAD), was to improve the quality of life of poor rural indigenous and Afro-Ecuadorian communities by providing improved access to land resources and financing for investment subprojects. Such

Change in Objectives

*3.2 Revised Objective:*

No revision to the original objective was made.

Training

Number of technical staff trained through semi-formal training programs: 484.	646 technical staff trained through semi-formal training programs. 33% more than appraised
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Collaboration

**N/A**



## Household Participating in the CDP

with historic, economic, political, social and cultural roots, is seen in: (i) little or no access to services aimed to meet the basic needs of rural households; (ii) incomes below the minimum

## Women Participating in the CDP

terms of education. While the overall country illiteracy index is 10.8 %, this indicator reaches 42.5 % in indigenous populations and 53.2 % among indigenous women. Similarly, although the nation-wide average for schooling is 7.6 years, indigenous people have an average level of 2.4 years and indigenous women barely 1.7. Consequently, indigenous and afro-Ecuadorian people

## Procurement Staff

Supervision			Procurement Specialist(1)		
11/13/1998	3	Team Leader (1) Sociologist (1)		S	S
4/20/1999	3	Procurement Specialist (1) Task Manager (1) Sociologist (1)		S	S
11/09/1999	5	Procurement Specialist (1) Task Manager (1) Sociologist (1)		S	S
4/26/2000	4	Procurement Assistant (1) Social Dev. Specialist (1) Task Team Leader (1) Senior Sociologist (1) Social Devt. Specialist (1) Procurement Analyst (1)		S	S

## Procurement Policies/Standards

The Project followed applicable Bank safeguard policies and all financial management and procurement requirements were met. No specific targets or activities for gender inclusion were

## Time Delay

KEY DATES		Original	Revised/Actual
PCD:	02/02/1996	Effective:	09/11/1998
Appraisal:	12/15/1997	MTR:	10/07/2000
Approval:	01/29/1998	Closing:	12/31/2002



Project ID: **P007711**

Project Name: Rural Development in Marginal Areas Project

Country: **Mexico**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

<i>Outcome:</i>	S
<i>Sustainability:</i>	L
<i>Institutional Development Impact:</i>	M
<i>Bank Performance:</i>	S
<i>Borrower Performance:</i>	S

	QAG (if available)	ICR
<i>Quality at Entry:</i>		S

*Project at Risk at Any Time:* No

Country's Experience working with the World Bank Group

**N/A**

Number of Objectives

The Rural Development in Marginal Areas Program, of which this project is the first phase (APL I) seeks to improve the well-being and the income of smallholders in about 24 targeted marginal areas<sup>(\*)</sup>, which are among the poorest of the country, through sustainable increases in productivity and better food security.

Change in Objectives

### 3.2 Revised Objective:

Program objectives remained unchanged during the period of implementation.

Training

activities community-driven investments for which cost recovery was not expected. Activities included: (i) preparation of community-based natural resources management, plans and small works associated with them; (ii) small projects related to community activities of indirect benefits; and (iii) training and workshops to facilitate beneficiaries participation in the project (interchanges with other communities,

Collaboration

assist to resolve problems. The Bank team established a collaborative relationship with the borrower and supervision missions were usually well regarded both as technical assistance and as a mechanism for messages from local stakeholders and field and state operating staff to be discussed with the federal authorities.

## Household Participating in the CDP

estimated 70 percent of the population was eligible to participate in the project. About 40,000 families, constituting poor small farming households, were to directly benefit from project support.

## Women Participating in the CDP

security in a first group of six marginal areas. The project would promote the participation of indigenous people, as they represent about 67 percent of this target population, and women, as they play a key role in both agricultural and in family nutrition.

## Procurement Staff

11/2002	6	Financial Management (1); Sr. Procurement Spec. (1) Task Team Leader/Sr. Nat.Res. Spec.(1) ; Sector Manager (1); Agroecologist (1); Social Spec. (1); Financial Mgmt. (1); Sr. Procurement Spec. (1)	S	S
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## Procurement Policies/Standards

Bank's financial management, procurement and disbursement requirements as they would have access to the same amount of resources from the national budget with or without the Bank financing. This was the

## Time Delay

KEY DATES	<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i> 04/05/1997	<i>Effective:</i> 03/15/1998	10/14/1998
<i>Appraisal:</i> 06/24/1997	<i>MTR:</i>	05/21/2001
<i>Approval:</i> 01/27/1998	<i>Closing:</i> 06/30/2003	06/30/2003

Project ID: **P007837**

Project Name: Social Investment Project

Country: **Panama**

Ratings Summary

<b>2. Principal Performance Ratings</b>		
(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)		
<i>Outcome:</i>	U	
<i>Sustainability:</i>	L	
<i>Institutional Development Impact:</i>	M	
<i>Bank Performance:</i>	U	
<i>Borrower Performance:</i>	U	
	QAG (if available)	ICR
<i>Quality at Entry:</i>		S
<i>Project at Risk at Any Time:</i>	Yes	

Country's Experience working with the World Bank Group

groups, gender, environment, and fiduciary aspects. The findings helped the Bank, Government, and FIS to decide on the project scope and composition, as well as a range of implementation issues covered in the PIP. The Bank mobilized lessons learned from other social fund programs, and lessons from previous projects in Panama, and from previous experiences under the FIS itself, were all duly considered and incorporated into the design of the program. During preparation, it was decided that FIS would help fund

Number of Objectives

The Panama Social Investment Fund Project aimed to contribute to the higher order Country Assistance Strategy (CAS) objective of poverty alleviation by helping to improve the policies, and expand and strengthen the operations of the *Fondo de Emergencia Social* (FES), and specifically by: (a) providing

Change in Objectives

*3.2 Revised Objective:*  
No revisions were made to the project objective. In November 1999, the name of the implementing agency

Training

j. Infrastructure subprojects showed good construction quality, their sustainability was guaranteed and appropriate training was achieved.

Collaboration

mothers prepare the daily meal at the school. Another success of the program is the close and continuous collaboration with the Ministry of Education since the regional offices ensured adequate supervision during program implementation. However, no impact evaluation was conducted therefore, there is no evidence of

## Household Participating in the CDP

N/A

## Women Participating in the CDP

students), and expanding micro-credit were all addressed by the project. The project appropriately focused on the poorer, rural, isolated communities, as well as vulnerable population groups (children, women, the elderly, Afro-Panamanians, and indigenous population). This project was designed to be implemented as

## Procurement Staff

October 2002	1	PROCUREMENT		
June 2001	2	PROCUREMENT (2) a/		

## Procurement Policies/Standards

That being said, the Bank's performance during supervision was not fully unsatisfactory. During implementation, the Bank provided ample support to FIS with the preparation of the LSMS, the indigenous peoples development plan, the vulnerable group approach, the school supplemental feeding program, and the micro-credit program, as well as training on procurement and disbursement policies. These efforts

## Time Delay

KEY DATES	Original	Revised/Actual
PCD: 10/24/1995	Effective: 08/31/1997	01/05/1998
Appraisal: 01/01/1997	MTR:	
Approval: 06/17/1997	Closing: 12/31/2001	06/30/2004

Project ID: **P006475**

Project Name: Land Reform and Poverty Alleviation Pilot Project

Country: **Brazil**

Ratings Summary

KEY DATES	Original	Revised/Actual
<i>PCD:</i> 11/20/1996	<i>Effective:</i> 05/31/1997	07/31/1997
<i>Appraisal:</i> 01/20/1997	<i>MTR:</i> 12/31/1998	02/01/2000
<i>Approval:</i> 04/22/1997	<i>Closing:</i> 06/30/2001	12/31/2002

Country's Experience working with the World Bank Group

along with the rationale for a QAG Best Practice rating for quality at entry. Project concept, design and strategy were rooted firmly in the following: (i) the lessons of global experience; (ii) successful experiences with participatory, demand-driven and adaptable mechanisms for rural poverty alleviation in the targeted region; (iii) exceptionally strong demand from Brazilian Federal and State Governments looking for cost-effective and non-conflictive complementary mechanisms for land re-distribution; (iv) level of pent-up demand from poor, landless rural

Number of Objectives

Project objectives were: (i) increase the incomes of about 15,000 poor rural families through improved access to land and participation in complementary, demand-driven community subprojects; (ii) raise the agricultural output of lands included in the project; and (iii) pilot-test a market-based approach to land reform in which beneficiaries would obtain financing for the purchase of suitable properties negotiated directly between rural communities and willing sellers and which, if it proved successful, would enable the Government to accelerate the pace and lower the cost of its programs to improve land access by the rural poor throughout the Northeast and elsewhere in Brazil.

Change in Objectives

Project objectives were not revised.

Training

subprojects and specific types of farming activities, and the STUs facilitated this process. The five STUs organized a total 95 formal mass training events for community leaders covering subjects such as public policies and programs, organization, financial administration, environmental issues and associative action. In addition numerous meetings took place over the project period

Collaboration

NEAD's collaboration with the UNICAMP evaluation team was particularly fruitful. The project

## Household Participating in the CDP

(ii) *Self-selection for participation effectively pinpoints the rural poor* and in particular, the “entrepreneurial poor”, those more likely to settle and produce successfully. The vast majority of beneficiaries have had **household** incomes/characteristics consistent with the targeted group.

## Women Participating in the CDP

**Women’s participation:** While women undoubtedly benefit in many ways from land access programs and especially, in the case of CT, from on-farm investments in water supply, electricity and many other types of investments, the vast majority of **direct** beneficiaries of land purchase were male. While it was intended that women participate and no restriction limited this, State

## Procurement Staff

**N/A**

## Procurement Policies/Standards

investment, contracting firms for specific purposes, **abiding by procurement rules for acquiring goods and services needed for the project**, applying for credit from financial agents are, in tandem

## Time Delay

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* L

*Institutional Development Impact:* SU

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available)

ICR

*Quality at Entry:* HS

S

*Project at Risk at Any Time:* No

Project ID: **P039292**

Project Name: Social Investment Fund

Country: **Belize**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* L

*Institutional Development Impact:* M

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available)

ICR

*Quality at Entry:*

S

*Project at Risk at Any Time:* No

Country's Experience working with the World Bank Group

Project design fully reflected the lessons learnt from the Bank's experience in financing SIFs in the Latin America and Caribbean Region and other regions. It also drew upon the Bank's lending experience in Belize and upon the SIF pilot phase experience.

Number of Objectives

The overall objective of the Social Investment Fund Project (SIF) was to improve the access of the poor in relatively disadvantaged communities of Belize to basic social and economic infrastructure and services, largely by supporting small-scale projects, identified and implemented with a high degree of community

Change in Objectives

The project's objective was not changed. However, the agreed focus on the poorer communities was

Training

made by the SIF to take corrective action. In August 2000, a number of the SIF staff received training in participatory needs assessment and planning methodologies. Unfortunately, only a few months later, Belize

Collaboration

- Community participation through information sharing and close collaboration to promote "ownership" and ensure sustainability; and

Household Participating in the CDP

N/A



### Women Participating in the CDP

the SIF's control. Once underway, the component did contribute to strengthening the NGO functioning as financial intermediary and to providing credit to a considerable number of otherwise frequently ineligible borrowers, 58 percent of them women. However, the Micro-credit Component was reduced in scope due to

### Procurement Staff

From the standpoint of the Bank, these factors consisted of a delay in assigning an officer in charge of the project in the first two years and the turnover in procurement staff.

### Procurement Policies/Standards

immediate payments. Procurement management was affected by staff turnover. Initially, this was not a major issue, since most procurement turned out to be for small contracts, requiring only direct contracting or three quotations (see Annex 2). However, National Competitive Bidding (NCB) contracting in more recent years would have benefited from the continued presence of experienced staff. Finally, as noted

### Time Delay

#### KEY DATES

<i>PCD:</i>	01/18/1995	<i>Original</i>	<i>Revised/Actual</i>
<i>Appraisal:</i>	10/07/1996	<i>Effective:</i>	07/01/1997
<i>Approval:</i>	03/18/1997	<i>MTR:</i>	02/28/2000
		<i>Closing:</i>	12/31/2001
			08/04/1997
			06/02/2000
			03/31/2003



Project ID: **P038896**

Project Name: Rural Poverty Alleviation – Rio Grande do Norte

Country: **Brazil**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* L

*Institutional Development Impact:* SU

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available)

ICR

*Quality at Entry:*

S

*Project at Risk at Any Time:* No

Country's Experience working with the World Bank Group

**N/A**

Number of Objectives

The objectives of the Rural Poverty Alleviation Project (RPAP) in Rio Grande do Norte, as stated in the Loan Agreement were to “assist the Borrower’s efforts to alleviate rural poverty in the Municipalities by: (a) providing basic social and economic infrastructure and employment and income-generating opportunities; (b) supporting rural communities in planning and implementing their own subprojects; (c) providing a safety net for the rural poor; and (d) leveraging revenue mobilization at the community and municipal levels.” The project was part of the Bank’s Program of Targeted Interventions. Accurate poverty targeting and the direct transfer of funds to the poorest communities, combined with supporting decentralized decision-making at the state, municipal and local levels, were important complementary objectives.

Change in Objectives

### 3.2 Revised Objective:

Project objectives were not revised.

Training

~~Overall approach is administratively uncomplicated – there are no intermediary agencies or the~~ coordination stresses which often accompanied earlier programs. This ensures that the vast majority (about 93%) of project funds are used for direct subproject investment, the remainder being used mainly for technical assistance and **training** of beneficiaries and FUMAC Councils.

### Collaboration

Rio Grande do Norte has hosted numerous visits from foreign delegations interested in CDD and in successful experiences with community exporting, high quality Councils, regional development and collaboration with NGOs.

### Household Participating in the CDP

Project objectives were appropriate given the state's rural circumstances. At the time of appraisal, severe poverty affected a high proportion of the rural population: 73% of rural heads of household had a monthly income at or below one minimum wage (then about US\$112 and now about US\$57 at current rates of exchange); 54% of rural adults over 15 were illiterate; 90% of rural families lacked access to safe water, 57% lacked proper sanitation facilities and 67% had no electricity; about one-third of rural children under five were chronically malnourished.

### Women Participating in the CDP

Participation of women was high, directly as the beneficiaries of specific forms of subprojects and more generally (see below). Experience with the FUMAC Councils demonstrates that the

### Procurement Staff

received a LAC Performance Award and a Social Development Award for Excellence in Project Quality in 2000, while the project's community cost-sharing requirements were cited as best practice by a Bank procurement audit team, for fostering cost-effective and efficient procurement.

### Procurement Policies/Standards

public companies/institutions. The use of *parametros tecnicos* and unit costs (as per the Operational Manual) and providing associations with procurement guidelines, simplified procurement, reduced the under- or over-sizing of subprojects and made supervision and monitoring easier.\* The only issue affecting procurement efficiency was a tendency for

### Time Delay

#### KEY DATES

		<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i>	03/09/1996	<i>Effective:</i>	08/29/1997
<i>Appraisal:</i>	00/00/0000	<i>MTR:</i>	02/15/2000
<i>Approval:</i>	12/12/1996	<i>Closing:</i>	06/30/2002

Project ID: **P039029**

Project Name: Social Investment Project

Country:

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* UN

*Institutional Development Impact:* M

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available)

ICR

*Quality at Entry:* S

*Project at Risk at Any Time:* Yes

Country's Experience working with the World Bank Group

annexes. In some instances, these accomplishments are discussed by comparing the Bank's experience with other social fund projects (Social Funds 2000 study, and Social Fund report prepared by the Operations Evaluation Department for the IBRD Board's Committee on Development Effectiveness (ref. "CODEE2001-0090")).

Number of Objectives

The project's primary goal was to assist the Jamaican Government in responding to the unfulfilled needs of its poor, who were not adequately served by on-going programs and institutions. The project

Change in Objectives

3.2 Revised Objective:

N/A

Training

**scale community based projects'. JSIF has provided considerable training to representatives from public, private and non-government sector partners mostly through grant assistance. The Government of**

Collaboration

accumulation." This focus is also manifested in JSIF's increasing collaboration with the Social Development Commission (SDC), which forms part of the Local Government.

## Household Participating in the CDP

sub-projects, whose activities were calculated to be 79 percent of IBRD-derived support. Furthermore, the impact evaluation found a high level of participation of community households in these activities, principally in terms of contributions of unpaid labor. The study also noted a high degree of correspondence

## Women Participating in the CDP

N/A

## Procurement Staff

	1	Procurement Specialist		
	1	FMS		
6/99	1	Team Leader/Economist	S	S
	1	Social Funds Specialist,		
12/99	1	Team Leader/Social Funds Specialist, procurement, FMS, NGO/Economist,	S	S
	1	Team Leader/Social Funds Specialist, supervision specialist	U	S
1/00	1	Team Leader/Social Funds Specialist, procurement specialist	S	S
3/00	1	Team Leader/Social Funds Specialist, procurement specialist		

## Procurement Policies/Standards

Similarly, procurement supervision grew stronger during project implementation. An ex-post procurement review of JSIF's contracting procedures and practices carried out in the year 2000 revealed weaknesses that led the Bank to declare misprocurement in the case of two contracts. The Government took appropriate action to remedy the situation so that, after some months, procurement could be rated "satisfactory".

## Time Delay

KEY DATES		
	<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i> 01/18/1995	<i>Effective:</i> 01/06/1997	11/04/1996
<i>Appraisal:</i> 04/09/1996	<i>MTR:</i> 01/11/1999	01/11/1999
<i>Approval:</i> 09/05/1996	<i>Closing:</i> 03/31/2001	07/31/2001

Project ID: **P120631**

Project Name: Comoros – Emergency Crises Response Project

Country: **Comoros**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

17. **Design factors.** The project's design was based on the Bank Group's past and ongoing social protection and crisis response experience in the country and the Africa

Number of Objectives

**Project Development Objectives (from Project Appraisal Document)**

Increase access to short-term employment and to basic social and economic services in areas affected by the crises, both global and internally-generated.

Change in Objectives

**Revised Project Development Objectives (as approved by original approving authority)**  
n/a

Training

implement community-based projects. It also provided adequate support and continuous training to the intermediary implementing agencies, *les bureaux d'etudes* and NGOs, to enable them to meet implementation timetables and standards. Having established its

Collaboration

73. **Donor collaboration.** Governments can get more value for each donor dollar and reduce transaction costs if they can get donors to collaborate and fund more of the successful projects/models of development in each sector. The Japanese and the French, for example, have recognized FADC's successful model for community development and have routed some of their assistance in the same manner. Furthermore, the Bank's Fisheries

## Household Participating in the CDP

- **Education.** For classrooms, the impact on households is realized mainly by the reduction of time students spent walking to reach school. There are also

## Women Participating in the CDP

3. Communities for the survey were chosen randomly, and at least 50 percent of the respondents were women.

## Procurement Staff

Sylvain Rambeloson	Sr. Procurement Specialist	AFTPC	Procurement
Sylvain Auguste Rambeloson	Sr. Procurement Specialist	GGODR	Procurement

## Procurement Policies/Standards

26. The performance of the implementing agency FADC was rated satisfactory in financial and procurement management, M&E, and implementation of safeguards throughout the project after some minor difficulties in the initial phase with the office in Anjouan, which were promptly dealt with by replacing non-performing staff. The FADC

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	02/01/2010	Effectiveness:	-	-
Appraisal:	02/24/2010	Restructuring(s):	-	-
Approval:	06/01/2010	Mid-term Review:	03/31/2014	02/13/2014
		Closing:	06/30/2014	06/30/2015



Project ID: **P0114740**

Project Name: Services Support Project (Co-Financing and Restructuring)

Country: **Comoros**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Substantial
Bank Performance:	Satisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

Comoros. As noted above, under the TSSU, the SSP was the Bank's only lending operation in Comoros due to the Government's limited implementation capacity. International best practices supported this approach. The Low Income Countries Under Stress (LICUS) principles

Number of Objectives

(IDA Credit 3868-COM). Its original PDOs were to (i) maintain basic social and economic infrastructure for a significant number of disadvantaged communities and specific vulnerable groups and (ii) contribute to building the basic capacity of communities and local actors to conduct a local development process. The key indicators of the original PDOs were:

Change in Objectives

8. The Project's Additional Financing in the amount of USD 5.0 million (SDR 3.4 million) increased the total SSP allocation to USD 18.3 million (SDR 12.4 million). It was approved on December 21, 2006 and became effective on May 22, 2007 (IDA Grant H265-COM). The Additional Financing maintained the original PDO and key indicators, while scaling up activities for community-based sub-projects and capacity building and also providing incremental resources for Project M&E and audits.

Training

c) **Health services** (USD 1.2 million): the technical capacity of selected medical personnel in Comoros was to be strengthened through training in specialized fields and through the acquisition of critical medical equipment. This component correlates with the Project's

Collaboration

➤ The synergy and collaboration between local and regional stakeholders (local authorities, decentralized departments, project managers) still have deficits, which contribute to inefficient cost recovery.

## Household Participating in the CDP

increase further the supply of education in the three islands. The impacts on households are realized mainly by the reduction of time students spent walking time to reach school.

## Women Participating in the CDP

improved access to such services. The proximity of the water sources allowed community members, particularly women and girls, to reallocate time previously devoted to finding potable water toward more productive economic activities and education. Sampled communities self-

## Procurement Staff

implemented the recommendations of the April 2009 mission and the institutional audit, including more clearly defining the responsibilities of procurement staff as well as hiring additional personnel. By the November 2009 mission, the Task Team witnessed improvements

## Procurement Policies/Standards

33. Procurement was rated Unsatisfactory from June 2009 to June 2010. A procurement post review conducted in April 2009 found weaknesses in all procurement areas, including managerial organization, controls and potential conflicts of interest, procurement processes, management of contracts, and filing systems. Two contracts, totaling KMF 1,733,000

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	07/07/2003	Effectiveness:	09/29/2004	09/29/2004
Appraisal:	12/03/2003	Restructuring(s):		07/10/2009
Approval:	03/11/2004	Mid-term Review:		09/07/2006
		Closing:	11/30/2008	06/30/2011



Project ID: **P111633**

Project Name: Second Northern Uganda Social Action Fund Project (NUSAF2)

Country: **Uganda**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

74. The project was prepared with frequent and systematic consultation with the Government's project preparation team. Experience from previous operations (the NUSAF1) and international experience were extensively used. The project design had clear relevance to the intended

Number of Objectives

7. The original project development objective (PDO) was "to improve access of beneficiary households in Northern Uganda to income-earning opportunities and better basic socioeconomic services." At project design, the PDO indicators were as follows:

Change in Objectives

8. The Original PDO for the project was not revised during the period of implementation.

Training

18. The subcomponent was very active in the subregion of Karamoja. Overall, the project extended resources to equip districts with vehicles, photocopiers, and printers. In addition, capacity-building trainings were provided to communities, subcounties, and district stakeholders, including implementing agencies that assisted in the region to implement the projects. Trainings

Collaboration

was undertaken by the beneficiary communities. The OPM provided close follow-up and showed commitment and collaboration with districts to ensure all CIR subprojects were successfully completed, including those in Karamoja subregion where delays had been noted during the final World Bank supervision mission.

## Household Participating in the CDP

enhancements include (a) effective targeting of households according to clear agreed criteria related to poverty and vulnerability implemented using a participatory and transparent community-targeting approach; (b) improved participatory labor-intensive public works planning based on

## Women Participating in the CDP

increased accumulation of productive assets for both men and women. A larger proportion of beneficiaries (54.9 percent) were women (Beneficiary Assessment Report 2015). All HISP subprojects financed asset accumulation. The report showed that 65.1 percent of the subprojects

## Procurement Staff

Howard Bariira Centenary	Senior Procurement Specialist	OPSPF	
Grace Nakuya Musoke Munanura	Senior Procurement Specialist	GGO01	

## Procurement Policies/Standards

Services under IDA Loans 2009. Procurement procedures were generally of good quality, timely, and transparent. The OPM and the TST supported the districts' stakeholders and communities through training on community procurement procedures and records management. At the

## Time Delay

B. Key Dates				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	06/24/2008	Effectiveness:		11/25/2009
Appraisal:	02/23/2009	Restructuring(s):		06/09/2014 08/03/2015
Approval:	05/28/2009	Mid-term Review:	01/30/2012	06/14/2013
		Closing:	08/31/2014	02/29/2016

Project ID: **P113134**

Project Name: Madagascar – Emergency Food Security and Reconstruction Project

Country: **Madagascar**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

**Design factors.** The Bank's safety net and reconstruction response built on its extensive social protection experience in the country and the Africa Region. The Bank had supported the FID since its creation in 1993 as an autonomous public agency to support investments in small-scale infrastructure in the poorest communities in Madagascar. FID had experience in

Number of Objectives

The Project Development Objectives are to: (i) increase access to short-term employment in targeted food-insecure areas; and (ii) restore access to social and economic services following natural disasters in targeted communities. To this end, the project supported four components

Change in Objectives

**1.3 Revised PDO (as approved by original approving authority) and Key Indicators, and reasons/justification**

N.A.

Training

- e) FID signed an agreement with the Ministry of Public Health to facilitate improved service delivery in basic health at the sub-project work sites, encompassing awareness training on HIV-AIDS and family planning, child immunization and nutrition support, reaching almost 30,000 people.

Collaboration

infrastructure in the aftermath of natural. To supplement effective implementation of policies in the area of social protection, the Government, in collaboration with stakeholders and partners led by the World Bank, had developed a National Risk Management and Social Protection Strategy (NRMSPS) in 2007. Among the priority areas of the NRMSPS, the

## Household Participating in the CDP

consumption. A combination of geographical and community-based targeting backed by the development of guideline proxy-means indicators was able to target benefits to food insecure households. To further develop this targeting approach, the FID is now working with the

## Women Participating in the CDP

Sixty-one percent of these beneficiaries of the cash-for-work sub-projects were women, exceeding the original target of over 50 percent. Ex-post targeting analysis found that 92

## Procurement Staff

Sylvain Rambeloson	Sr. Procurement Specialist	AFTPC	Procurement
Renganaden Soopramanien	Sr. Counsel	LEGA	Legal
Suzanne Morris	Sr. Finance Officer	LOAFC	Disbursements
Tristram Barrett	Consultant		
Julia Honvitz	Consultant		
Thembi M. Kumapley	Program Assistant	AFTSW	
Noroso V. Andrianaivo	Language Program Assistant	AFTH3	
<b>Supervision/ICR</b>			
Philippe Auffret	Sr. Social Protection Specialist	AFTSE	TTL
Renee M. Desclaux	Sr. Finance Officer	CTRLD	FM
Paul-Jean Feno	Sr. Environmental Specialist	AFTN1	Safeguards
Jean Charles Amon Kra	Sr. Financial Management Specialist	AFTME	FM
Nadege K. Nouviale	Program Assistant	HDNSP	
Francois Rakotoarimanana	Sr. Financial Management Specialist	AFTME	FM
Sylvain Auguste Rambeloson	Sr. Procurement Specialist	AFTPE	Procurement

## Procurement Policies/Standards

foresighted fashion. Financial management and procurement functions were always rated as satisfactory. Ex-post reviews found, overall, that documentation on contracting and financial transactions was adequately done and standard financial reports to the Bank were delivered on time and of satisfactory quality.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	09/04/2008	Effectiveness:		03/09/2009
Appraisal:	11/10/2008	Restructuring(s):		
Approval:	12/16/2008	Mid-term Review:	07/31/2012	n.a.
		Closing:	12/31/2011	06/30/2013

Project ID: **P102354**

Project Name: Community Action Program (PAC2)

Country: **Niger**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes	Satisfactory
Risk to Development Outcome	Moderate
Bank Performance	Satisfactory
Borrower Performance	Satisfactory

Country's Experience working with the World Bank Group

that improved their access to education, health services, and potable water. The Bank's earlier economic sector work on the impacts of sustainable land management programs on land management practices, agricultural production, and poverty in Niger also have demonstrated favorable economic impacts of several land management practices.

Number of Objectives

The project's development objective is to improve Rural Communes' capacity to design and implement in a participatory manner Communal Development Plans (CDP) and Annual Investment Plans (AIP) and therefore contributing to enhance rural livelihoods.

Change in Objectives

**Revised Project Development Objectives** (as approved by original approving authority)  
Not Applicable

Training

and CAP 2, even with central government contributions, is a clear cause for concern. This concern is augmented by the newness and frequent changes of local elected bodies and the training of their staffs, which remains limited. (As mentioned by stakeholders, more training and other forms of

Collaboration

Annex 6). Collaboration agreements or other similar arrangements have been made with all of the most relevant donor-funded projects. Throughout implementation, CAP 2 received such high marks for financial

Household Participating in the CDP

29. In any event, the ICR mission is confident that the financial and economic returns are sufficient to justify the range of microprojects financed under CAP 2, except for the grain mills—which could be justified only on the basis of reduced drudgery for women or higher milling fees, if households are willing to pay higher fees against the saving of women's time. Overall, the appraisal mission's estimations of the

## Women Participating in the CDP

27. In any event, the FRR mission is confident that the financial and economic returns are sufficient to justify the range of microprojects financed under CAP 2, except for the grain mills—which could be justified only on the basis of reduced drudgery for women or higher milling fees, if households are willing to pay higher fees against the saving of women's time. Overall, the appraisal mission's estimations of the FRR and ERR at around 24–27 percent appear to be validated by the INS study.

## Procurement Staff

Ibrah Rahamane Sanoussi	Procurement Specialist	AFTPC	
Janet M. Owens	Senior Economist	AFTP3	
Mamadou Yaro	Senior Financial Management Specialist	AFTFM	
Michele Denise B. Egan	Senior Communications Officer	EXTCC	
Nko Etesin Umoren	Resource Management Analyst	AFTRM	
Sidy Diop	Procurement Specialist	AFTPC	

## Procurement Policies/Standards

- The personnel and committees in the new departments and communes were not familiar with the project's procedures, especially those relating to procurement. The terms of reference, technical specifications, approval of contracts, and filing procedures were often inadequate, though they improved toward the end of the project

## Time Delay

<b>B. Key Dates</b>				
<b>COMMUNITY ACTION PROGRAM (PAC2) - P102354</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	02/28/2008	Effectiveness:	12/24/2008	12/24/2008
Appraisal:	03/10/2008	Restructuring(s):		
Approval:	08/29/2008	Mid-term Review:	04/15/2011	05/09/2011
		Closing:	04/30/2013	04/30/2013



Project ID: **P108932**

Project Name: Pastoral Community Development Project II

Country: **Ethiopia**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Satisfactory
Risk to Development Outcome:	Substantial
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

91. The Bank effectively used experience from PCDP I to improve performance of PCDP II.

Number of Objectives

10. The project development objective (PDO) was to increase the resilience of Ethiopian pastoralists to external shocks and to improve the livelihoods of targeted communities.

Change in Objectives

11. The original PDO was not revised during restructuring, nor were any of the indicator targets. However, as Table 1 shows, there were substantial revisions to the PDO indicators,

Training

Desks (WCPDs). MSTs provided basic training and support to pastoral RUSACCO's at community level in areas where WCPDs require support. There was difficulty with high

Collaboration

relatively high performance note. In addition, part of the evidence for this high rating is the joint supervision and implementation support mission and collaboration model between WB and IFAD that was implemented in this project under the leadership of the Bank TTL. This successful arrangement stands out as a positive reference point in

Household Participating in the CDP

<i>Woreda</i> Amibera Kebale Bedul-Ali	DPSIP Water point 3/24	Completed 6 mos. earlier, at a cost of Br3.2 million. Water point serves 500 households. Has not yet received delivery of sufficiently sized pump that will convey water to the water tank for animals (400 m from source). Women
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## Women Participating in the CDP

services. RUSACCOs' objective is to facilitate income generating activities (IGAs) and to increase involvement of women in economic activity. The subcomponent drew upon the

## Procurement Staff

Samuel Haile Selassie	Senior Procurement Specialist	SARPS	
Roxanne Hakim	Senior Social Development Spec	EASVS	
Jean Charles Amon Kra	Sr. Financial Management Specialist	AFTMW	
Rahel Lulu	Program Assistant	AFCE3	
Azeb Fissha Mekonnen	Operations Analyst	AES	
Sarah G. Michael	Senior Social Development Spec	ECSSO	
Ingrid Marie Pierre Mollard	Consultant	MNSSU	
Richard Olowo	Lead Procurement Specialist	AFTPE	

## Procurement Policies/Standards

53. **Procurement.** Procurement capacity assessment was carried out as well as training on contract administration and documentation. Still capacity inadequacies were evident in the poor quality of the record keeping and procurement documentation. The ISR rated procurement

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	01/28/2008	Effectiveness:	10/09/2008	10/09/2008
Appraisal:	04/02/2008	Restructuring(s):		12/09/2011
Approval:	05/29/2008	Mid-term Review:	04/12/2011	06/01/2011
		Closing:	06/30/2013	12/31/2013



Project ID: **P098378**

Project Name: Second Phase Community Based Rural Development Project

Country: **Burkina Faso**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Low
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

8. Compared to other donors, the World Bank was in a unique position to provide Burkina Faso with long-term, programmatic financing and nationwide support. Such long-term, nationwide

Number of Objectives

9. The project development objective was the following: *In support of the National Program for Decentralized Rural Development, rural municipalities plan and implement local development activities in a participatory and sustainable manner.* Key result indicators (to be disaggregated

Change in Objectives

11. The PDO and key indicators were not revised.

Training

activities. For Component C, the indicators were: (i) the law on land tenure is passed and (ii) 50 percent of rural municipal council members have received training on the new law. For

Collaboration

activities, to be useful and relevant. They also regarded the capacity building as instrumental in enhancing collaboration among all of the stakeholders in the decentralization process and improving their understanding of their corresponding roles and duties.

Household Participating in the CDP

implementation of investment plans. This component accounted for 65.79 percent of the project budget (US\$57,020,000). The project achieved impressive results in making basic services available in rural areas, with 75 percent of rural households having access to at least one basic service by the end of the project.

### Women Participating in the CDP

Overall, 18,583 persons, including 2,980 women, were sensitized on the new strategy, and 20,276 on the new law. The project disseminated 36,500 leaflets on the strategy, the law, and operational tools for rural municipalities.

### Procurement Staff

interaction between the Bank team and the project team. The team also benefitted from regular support from experienced safeguards, financial management, and procurement staff.

### Procurement Policies/Standards

44. **Procurement.** Procurement under the project was **satisfactory**. A procurement plan was prepared every year, regularly updated, and approved. The filing of procurement documents

### Time Delay

<b>B. Key Dates</b>				
<b>Process</b>	<b>Date</b>	<b>Process</b>	<b>Original Date</b>	<b>Revised / Actual Date(s)</b>
Concept Review:	05/23/2006	Effectiveness:	07/13/2007	07/13/2007
Appraisal:	01/08/2007	Restructuring(s):		
Approval:	03/27/2007	Midterm Review:	02/26/2010	03/10/2010
		Closing:	11/30/2012	05/31/2013

Project ID: **P082969**

Project Name: Community-Driven Development Project

Country: **The Gambia**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

**N/A**

Number of Objectives

5. The Project's development objective was to support benefiting rural communities in planning, implementing and maintaining their priority social and economic investments, in partnership with Local Government Authorities. The project was

Change in Objectives

7. The PDO was not revised; however, two of the intermediate indicators related to

Training

building on procurement was well taken and internalized. Procurement training conducted under the project has helped developing good governance capacity at the local level as confirmed by interaction with local council authorities.

Collaboration

study confirmed recommendations in the ESMF. The collaboration between the CDDP and UTG was particularly useful in training the MDFTs and EFP on basic EIA process and procedures to enable them to properly screen CDDP village sub-projects. Similarly,

Household Participating in the CDP

execution of subprojects. These subprojects which included both economic and social infrastructures have generally impacted positively on the beneficiary households and communities such as improved access to social amenities like water, sanitation, road, education, improved access to key agricultural inputs and savings culture. Likewise, the

## Women Participating in the CDP

the risk of water borne diseases which were prevalent before project intervention. The reduction of time in search for water would benefit women and child girls more because they spend disproportionate time fetching water for the household. Reduced disease

## Procurement Staff

BouramaDiaite	Senior Procurement Specialist	AFTPW	
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## Procurement Policies/Standards

building on procurement was well taken and internalized. Procurement training conducted under the project has helped developing good governance capacity at the local level as confirmed by interaction with local council authorities.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	01/18/2005	Effectiveness:	11/02/2007	11/02/2007
Appraisal:	04/10/2006	Restructuring(s):		04/26/2012
Approval:	08/31/2006	Mid-term Review:	06/30/2009	07/12/2010
		Closing:	04/30/2012	10/31/2012

Project ID: **P070656**

Project Name: Forest and Environment Development Program

Country: **Cameroon**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes	Unsatisfactory
Risk to Development Outcome	Substantial
Bank Performance	Moderately Unsatisfactory
Borrower Performance	Moderately Unsatisfactory

Country's Experience working with the World Bank Group

66. It should be noted that this was the first DPO of the Bank in Africa; therefore, the team could not draw lessons on past experiences in the region to further inform the design of the operation. In hindsight and based on the clarity that now exists on what a

Number of Objectives

8. The PDOs and GEOs were combined and were to strengthen public and private efforts to achieve socially, economically, and ecologically sustainable use of national forest and wildlife resources. The outcome indicators of the program are detailed in the

Change in Objectives

10. The PDOs/GEOs outcome indicators remained unchanged during implementation.

Training

Personnel have been trained on policy, law, and regulation (2,000 man-days of training were provided on these topics) and incentives (such as performance awards) were introduced. But these incentives were

Collaboration

*particularly the impact of the FEDPG. Public consultation mechanisms and collaboration with civil society are improved.*

## Household Participating in the CDP

example, agriculture, mining, and infrastructure). Program objectives for the wood-processing industry in the South (see Policy Area 2 in the Program Document) and household energy in the North (see Policy Area 4 in the Program Document) were not reached, in a significant part due to weak cooperation between the MINFOF and the ministries of industry and energy.

## Women Participating in the CDP

N/A

## Procurement Staff

N/A

## Procurement Policies/Standards

- The February 2009 manual of management and procurement procedures of community forests, which greatly improved access to the timber resources, thanks to the signing of an interim management agreement allowing the opening, under

## Time Delay

<b>B. Key Dates</b>				
<b>Forest and Environment Development Program - P070656</b>				
<b>Process</b>	<b>Date</b>	<b>Process</b>	<b>Original Date</b>	<b>Revised / Actual Date(s)</b>
Concept Review:	02/24/2000	Effectiveness:	08/30/2006	09/18/2006
Appraisal:	05/10/2004	Restructuring(s):		
Approval:	02/28/2006	Mid-term Review:	07/13/2009	10/14/2008
		Closing:	12/31/2009	10/11/2011

Project ID: **P040653**

Project Name: Rural Community Development Project

Country: **Mali**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

environment. Mali's Poverty Reduction Strategy Paper (PRSP) was completed in May 2002, endorsed by the Boards of the World Bank and IMF in March 2003 and supported by the donor community. In 2002-2003, Mali made satisfactory progress towards

Number of Objectives

6. The PDO aimed "to improve the living conditions of project-supported rural communities in terms of (i) access to basic socio-economic services, and (ii) a sustainable increase in incomes, while promoting improved natural resources management practices".

Change in Objectives

10. No changes were made to the PDO: it was assessed during Mid-Term Review (MTR) and during the Additional Financing (AF) preparation that PDO remained fully relevant to rural community needs. However, PDO indicators were revised, for the reasons indicated in Table 1 below.

Training

driven by the private sector, which responded to a more decentralized regulatory environment. Mali's Poverty Reduction Strategy Paper (PRSP) was completed in May 2002, endorsed by the Boards of the World Bank and IMF in March 2003 and supported by the donor community. In 2002-2003, Mali made satisfactory progress towards

Collaboration

**N/A**



## Household Participating in the CDP

outcome. The new Reconstruction and Economic Recovery Project (P144442) includes one component aimed at supporting productive investments to redress the impacts of the crisis on communities and households in the north as well as one component aimed at strengthening the engagement of communities and communes in the planning, prioritization and oversight of local development activities, and to put in place elements of local governance. Further, the Technical Assistance Support to Financial Institutions

## Women Participating in the CDP

mainstreaming gender and social equity in the local development agenda. However, traditional social structures continue to hamper these positive developments, and women's participation in the decision-making process still has room for improvement.

## Procurement Staff

Moustapha Ould El Bechir	Senior Procurement Specialist	AFTPW
Rokhayatou Sarr Samb	Procurement Specialist	AFTPE
Yeyande Kasse Sangho	Senior Agribusiness Specialist	AFTA1
Cheick A Traoré	Senior Procurement Specialist	AFTPW
Moussa Fode Sidbe	Program Assistant	AFMML
Celestin Niamien	Sr. Financial Management Specialist	AFTMW
Mahamadou Bambo Sissoko	Sr. Procurement Specialist	AFTPW
Mamadou Sangare	Procurement Specialist	AFTPW

## Procurement Policies/Standards

organizations, management bodies of socio-collective investments. Training was also provided to elected officials in areas such as implementation support, procurement procedures, community development planning, mobilization of resources and role of stakeholders.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	10/08/2002	Effectiveness:	03/24/2006	03/24/2006
Appraisal:	02/01/2005	Restructuring(s):		05/31/2013
Approval:	09/15/2005	Mid-term Review:		05/18/2010
		Closing:	06/17/2012	12/31/2013



Project ID: **P070823**

Project Name: Education Sector Support Project 1

Country: **Malawi**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Satisfactory
Risk to Development Outcome:	Negligible
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

### **2.1 Project Preparation, Design and Quality at Entry**

The project was designed based on extensive sector work (2004 ~Country Status Report) and through a collaborative process to address a limited number of strategic areas within the government's policy framework. The task team made consultations with stakeholders,

Number of Objectives

(DGA) was to improve the education quality in the Recipient's territory through development of a broad education sector policy, enhancing the capacity and number of qualified teachers, enhancing the capacity and quality of the education service delivery and improving learning outcomes.

Change in Objectives

**N/A**

Training

(masters and PhD levels) training opportunities were provided to 29 lectures which resulted in development of new teacher training programs and innovative pedagogical practices that improved capacity of both the instructors and teacher graduates. Enrollment

Collaboration

school committees. A manual to guide implementation was developed and school committees trained on the same. SHN component was implemented through manuals, campaigns and other routine activities at primary schools developed in collaboration by MoEST, MoH, NGOs and development partners such as UNICEF, GTZ and WHO

## Household Participating in the CDP

construction of the new Machinga Teacher Training College (TTC) in Liwonde called for site specific assessments. Voluntary resettlement and monetary compensation of households in the villages of Mliwo (42) and Mbaya (33) was negotiated and implemented – although delays were reported to have affected the start of civil works. All

## Women Participating in the CDP

prevailing international tobacco prices. Further restraints are experienced because of recurrent drought, a high incidence of HIV/AIDS (25% prevalence rate among women) and chronic malnutrition (49%). Concurrently, incomes remain decidedly inequitable

## Procurement Staff

Sylvester Kofi Awanyo	Lead Procurement Specialist	EAPPR	Procurement
Simon B. Chenjerani Chirwa	Senior Procurement Specialist	AFTPC	Procurement
Fenwick M. Chitalu	Financial Management Specialist	AFTFM	Financial management
Rae Galloway	Sr. Nutrition Specialist	AFTH1 - HIS	Health and Nutrition
Wedex Ilunga	Senior Procurement Specialist	AFTPC	Procurement

## Procurement Policies/Standards

mitigate some of the risks. With regard to fiduciary compliance, all financial and procurement procedures agreed to at the time of design were complied notwithstanding some delays for the civil works procurements; staff positions were also filled in a bid to strengthen the ministry's capacity to implement the project. Four external audits were also undertaken.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	01/28/2004	Effectiveness:	06/21/2005	06/21/2005
Appraisal:	06/07/2004	Restructuring(s):	none	none
Approval:	05/03/2005	Mid-term Review:	11/20/2007	11/19/2007
		Closing:	09/15/2010	12/15/2010

Project ID: **P083180**

Project Name: HIV/AIDS, Malaria and TB Control Project (HAMSET)

Country: **Angola**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

project Governments payment of its contribution only reached 55 percent of what was due. The problems regarding the counterpart contribution was a portfolio wide issues and was experienced by many WB funded projects in Angola.

Number of Objectives

**7. The projects development objectives as defined in the Project Appraisal Document (PAD) are to:** (i) reduce the spread of HIV/AIDS in the Angolan population through a multi-sector approach that strengthens institutional capacity and increases access and utilization of health services for prevention, diagnosis, care, and support; (ii) strengthen the capacity of the health sector to detect new cases of TB, improve treatment compliance, and increase the completion rate; and (iii) strengthen the capacity of the MOH for effective case management of malaria. It should be noted that the PAD and the Grant Agreement articulate the PDO slightly differently, although the substance is essentially the same. In the grant agreement the objective of

Change in Objectives

8. The project objective was not revised.

Training

services. Support was also provided for Artemisinin based Combination Therapy (ACT) roll out through training and the provision of 4 vehicles and 18 motorbikes. The project also helped create

Collaboration

**N/A**

Household Participating in the CDP

15. % of households with at least one ITN	22	80	66.7	Not achieved. 08/09 MICS
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## Women Participating in the CDP

<b>Indicator 1 :</b>	HIV/AIDS prevalence in pregnant women aged 15-49			
Value quantitative or Qualitative)	2.8% Dec 04 11% (PAD/DGA)	19%	Less than 5%	2%
Date achieved	12/22/2004	12/22/2004	04/18/2008	06/30/2011
Comments (incl. % achievement)	Achieved. Current HIV prevalence for 15-49 year olds is 2% (INLS 2010)			

## Procurement Staff

<sup>22</sup> One agency and 5 procurement specialist were hired during the five years of the project
<sup>23</sup> One procurement process was not completed and cancelled (solar panels)

## Procurement Policies/Standards

HIV, TB and Malaria programs. Second, the project extension included support by the HAMSET PCU to help prepare the new Municipal Health Sector Services project (MHSS) worth US\$ 70.8m which was approved by the Board in May 2010. The PCU team helped put together the operational manual and the procurement plan, sharing lessons learned from HAMSET.
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## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	10/09/2003	Effectiveness:	10/20/2005	10/20/2005
Appraisal:	09/20/2004	Restructuring(s):		06/22/2010
Approval:	12/21/2004	Mid-term Review:	06/30/2007	04/18/2008
		Closing:	06/30/2010	06/30/2011

Project ID: **P081484**

Project Name: BN – National Community Driven Development Project

Country: **Benin**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Low or Negligible
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

July 16, 2003 was fully aligned with the PRSP. The PNDCC was a core part of the CAS and built on the experience of three successful World Bank-funded community-level operations as well as the Bank's international experience in CDD. CDD had been adopted as a corporate

PNDCC	<i>Projet National d'Appui au Développement Conduit par les Communautés</i> (National Community Development Support Project)
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Number of Objectives

The original project objective (before revision) in the Legal Agreement was to promote the use of the community-driven development approach by line ministries, decentralized local governments and local communities to improve the access of the poorest communities to basic social and financial services, so that the line ministries and decentralized local governments will be ready for further implementation of community-driven development activities through programmatic support<sup>1</sup>.

Change in Objectives

The Additional Financing (AF) Project grant of US\$12.0 million equivalent was approved June 17, 2010 under the Crisis Response Window (CRW). The AF was an urgent response to the global financial crisis which aimed to cover a financing gap in the program and support technical assistance on the development of social safety nets. **The approval of the AF included approval**

Training

management training covered three-quarters of the targeted 1,500 communities. CDD training was being carried out in the 74 participating communes, 12 prefectures, and the core sectoral ministries. Half of all targeted communes and communities had implemented at least one small-

Collaboration

**N/A**



## Household Participating in the CDP

In terms of impacts on access of households in poor communities to basic social services:

Schools built created 158,500 primary school spaces in the 3,170 classrooms constructed, representing about 10 percent of total primary school enrollment in the country. This included a combination of better buildings for existing students that were in make-shift or outdoor 'classrooms' as well as creating space for enrollment increases. The PNDCC constructed one-third of the classroom built under the Fast Track Initiative in Benin.

## Women Participating in the CDP

**Table 3: Beneficiary Assessment (2008)**

	Heard of PNDCC	Objectives of Project in Line with Community Needs	Satisfied with Project Selection process	Satisfied with Management of Project	Unsatisfied with Impact of Project	Well-Satisfied with Impact of the Project
Men	95%	79%	78%	77%	2%	80%
Women	91%	72%	77%	70%	1%	82%
Total	94%	77%*	78%	76%	2%	80%

## Procurement Staff

Itchi Gnon Ayindo	Senior Procurement Specialist	AFTPC
Gbetoho Joachim Boko	Consultant	AFTSP
Ayite-Fily D'Almeida	Senior Operations Officer	AFTHE
Nadiath Allake Dende	Public Information Assistant	AFRSC
Sylvie Charlotte Ida do Rego	Program Assistant	AFMBJ
Mathias Goghounga	Procurement Specialist	AFTPC

## Procurement Policies/Standards

health centers, water networks, inter-village rural roads and market infrastructure. Each commune received a US\$240,000 allocation with no individual sub-project limit, though national procurement rules limited municipalities to contracts no larger than US\$60,000. Single village or

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	12/09/2003	Effectiveness:	05/02/2005	05/02/2005
Appraisal:	03/22/2004	Restructuring(s):		07/06/2010
Approval:	10/07/2004	Mid-term Review:	04/30/2008	04/30/2008
		Closing:	05/30/2010	04/30/2012

Project ID: **P066998**

Project Name: Local Development Program Support Project

Country: **Chad**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

(PIDR) and improve the provision of basic services in rural areas. In addition, project financing was needed for a related program, that is, decentralization of Government administration and services. The Bank had earlier committed to supporting Chad's strategy for poverty reduction, and key elements in that strategy were decentralization and community-based or -driven development. The Bank also financed a Project Preparation Facility and advised the Government on the preparation and shared experience from similar projects, for instance, in Burkina Faso and Niger. The appraisal

Number of Objectives

**Project Development Objectives (from Project Appraisal Document)**  
 PROADEL (Phase 1 of the Local Development Program) would assist the Government of Chad in designing and implementing a decentralized and participatory financing mechanism that will empower local communities and decentralized authorities to manage development funds by (i) strengthening the capacity and responsibility of local communities and decentralized authorities, (ii) implementing demand-driven subprojects, and (iii) supporting the emerging process of decentralization.

Change in Objectives

**N/A**

Training

<b><i>Component 2: Capacity building for local development stakeholders</i></b>			
Training sessions of information/sensitization campaigns for local communities	784	612	78%

## Collaboration

(iii) Supervision missions, although not carried out as frequently as planned because of the protracted cessation of the Bank's operations in Chad, were characterized by strong collaboration between the Bank task team and project staff. These

## Household Participating in the CDP

Percentage of households in the targeted communities having access to points of drinking water	30%	20%	66%
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## Women Participating in the CDP

**Gender and youth**

The original Project Development Objective stated that "particular attention will be paid on women, youth and marginalized groups." <sup>17</sup> Among the 405 subprojects financed under the

## Procurement Staff

51. Every supervision mission of the Bank carried out a procurement review. The performance of the procurement team that operated out of the project's main office was consistently rated satisfactory, but it was pointed out on numerous occasions that Local

## Procurement Policies/Standards

consistently rated satisfactory, but it was pointed out on numerous occasions that Local Development Committees sometimes failed to follow required procurement procedures.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	11/08/2001	Effectiveness:	03/28/2005	03/28/2005
Appraisal:	11/25/2002	Restructuring(s):		
Approval:	09/16/2004	Mid-term Review:	06/08/2009	06/08/2009
		Closing:	06/30/2009	06/30/2010



Project ID: **P081482**

Project Name: Community-Based Rural Development

Country: **Ghana**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Low or Negligible
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

The team's counterparts from government were assisted to visit Bank-supported projects in Indonesia and Thailand that offered lessons to improve the design of the CBRDP. The team's

Number of Objectives

The project's development objective was to strengthen rural communities' capacity to enhance their quality of life by improving their productive assets, rural infrastructure, and access to key support services from private and public sources. To achieve this objective, six PDO indicators

Change in Objectives

The PDO was not revised.<sup>1</sup> The task team revised the key indicators to be more outcome focused, however, when the government sought additional financing in 2008. The additional

Training

Comments (incl. % achievement)	The target was exceeded. Facility users/management groups are able to repair broken down systems quicker as a result of extensive training provided.
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Collaboration

The task team ensured that its collaboration with development partners supporting the decentralization agenda was optimal throughout project preparation. The team consulted widely

Household Participating in the CDP

**N/A**

### Women Participating in the CDP

intervention benefited about 289,901 persons—124,591 men (44 percent) and 160,320 women (56 percent). The construction of Community-Based Health Planning Service (CHPS) compounds benefited 92,278 people—40,382 men (44 percent) and 51,726 women (56 percent).

### Procurement Staff

ensure that implementation was done correctly. The project placed qualified staff (engineers, institutional development specialists, procurement specialists, and accountants) in the regions to work closely with the RPCUs and DAs to supervise and monitor progress and address implementation issues on a day-to-day basis. Implementation was also delayed for about three

### Procurement Policies/Standards

team developed and incorporated capacity-building interventions into the CBRPD's design. To mitigate the risk that DAs and ACs could not fully comply with the government's procurement law or the Bank's procurement procedures, project staff substantially assisted DAs and ACs to

### Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	09/24/2003	Effectiveness:		11/02/2004
Appraisal:	03/29/2004	Restructuring(s):		
Approval:	07/29/2004	Mid-term Review:	10/30/2006	06/15/2007
		Closing:	02/15/2009	06/30/2011

Project ID: **P075247**

Project Name: Community-Based Rural Development Project

Country: **Malawi**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

to the release of unused land to the market (rental or sale). Bank involvement in the proposed operation relied on extensive experience and lessons learned from community-driven development land reform in Brazil.

Number of Objectives

6. The original Project Development Objective (PDO) as stated in the Development Grant Agreement (DGA) was *"to increase the incomes of about 15,000 poor rural families through the implementation of a decentralized, voluntary community-based land reform pilot program on eligible land in the Project districts"*<sup>3</sup>.

Change in Objectives

10. The PDO was slightly revised in October 2009 when processing an additional financing to include the "agricultural productivity" dimension. The revised PDO is *"To increase the agricultural productivity and incomes of about 15,000 poor rural families through the implementation of a decentralized, voluntary community-based land reform program on eligible land in the Project districts."*

Training

titles in June 2009). The Project provided training and equipment but capacity in surveying and registration are still low and remain a critical constraint to land

Collaboration

**4. Access to Potable Water - Collaboration between District councils and beneficiaries.**

## Household Participating in the CDP

**Target beneficiary households:** A total of 15,142 households had relocated against a target of 15,000, representing 101 percent; acquired 33,428 ha against 33,000, representing 101 percent; and group land title transfer registration of 641 against 666, representing 96 percent (Table 4). Each household had received approximately 2.2 ha on which to farm and reside.

## Women Participating in the CDP

households in voluntary development programmes. It should be noted that participation of women in the Project was higher than this rate. Female-headed households generally

## Procurement Staff

Johnstone Nyirenda	Procurement Specialist	AFTPC	Procurement
Tesfaalem Gebreyesus	Procurement Specialist	AFTPC	Procurement

## Procurement Policies/Standards

**Procurement:** Despite the initial delay in preparing and approving the first procurement plan, subsequent procurement plans were revised accordingly and appropriate procedures were followed in procuring goods and services.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	07/20/2001	Effectiveness:	07/12/2004	07/12/2004
Appraisal:	12/02/2003	Restructuring(s):		
Approval:	04/13/2004	Mid-term Review:	11/30/2007	03/30/2007
		Closing:	06/30/2009	09/30/2011

Project ID: **P073629**

Project Name: CM – Community Development Program Support Project

Country: **Cameroon**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes	Satisfactory
Risk to Development Outcome	Moderate
Bank Performance	Satisfactory
Borrower Performance	Satisfactory

Country's Experience working with the World Bank Group

learned from community development initiatives in Cameroon and other countries. The project design drew on significant community development experience in Cameroon of the World Bank and other development partners, including the *Programme National pour la Vulgarisation et la Recherche Agricole* (PNVRA), the GEF-funded Biodiversity project, pilot activities undertaken during project's preparation, and the *Programme de Développement de l'Ouest Bénoué* (PDOB, financed by the French Development Agency).

Number of Objectives

the program. Its objective is to assist the Government of Cameroon in setting up and implementing a decentralized financing mechanism to ensure participatory community development in rural areas. It would (i) establish a system for channeling funds to rural

Change in Objectives

**N/A**

Training

these forms was successful in almost all cases. In addition, the Project provided training for members of the subproject management committees on environment safeguard issues that are most likely to influence activities identified local and communal development plans. Throughout the life of the Project, significant efforts were made to implement

Collaboration

**quality insurance and greater fiduciary compliance at local level.** The Project has prepared, in collaboration with various partner groups (including donors, sector ministries and service providers) a *Practicing Manual for Preparing Local and Communal Development Plans*. This document served as the basis for the preparation of a local

## Household Participating in the CDP

population. The percentage of households with electricity in rural areas has increased by 4.3 percentage points, from 50.8 percent to 55.1 percent (Table 5.6).

## Women Participating in the CDP

to them. Special efforts will be undertaken for enable marginalized people (indigenous communities, nomads, women, etc.) to participate in the project.

## Procurement Staff

Francois Honore Mkouonga	Rural Development Specialist	AFTAR	
Fridolin Ondobo	Financial Management Specialis	AFTFM	
Germaine Mafougong	Program Assistant	AFTAR	
Helene Simonne Ndjebet Yaka	Operations Analyst	AFCC1	
Henri A. Aka	Procurement Specialist	AFTPC	
Kouami Hounsinou Messan	Procurement Spec.	AFTPC	

## Procurement Policies/Standards

<b>Indicator 3 :</b>	Number of communes in the project area, trained on procurement procedures, budget planning and execution.
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## Time Delay

<b>B. Key Dates</b>				
<b>CM-Community Development Program Support Project - P073629</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	06/26/2001	Effectiveness:		10/04/2004
Appraisal:	06/23/2003	Restructuring(s):		05/19/2007
Approval:	03/18/2004	Mid-term Review:	03/12/2007	05/19/2007
		Closing:	12/31/2008	11/30/2009



Project ID: **P081558**

Project Name: Third Social Action Fund (FAS III)

Country: **Angola**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Highly Satisfactory

Country's Experience working with the World Bank Group

79. FAS III's design was fully aligned with GoA long-term development objectives and built on the lessons learned from the previous two operations assisted by the Bank in Angola. The

Number of Objectives

The PDO was "to achieve improved, expanded, sustainable utilization of basic social and economic services and to support a governance system where local government and communities can gradually become mutually accountable."

Change in Objectives

**Revised Project Development Objectives (as approved by original approving authority)**  
The PDO was not revised.

Training

access to information as critical elements for meaningful participation.<sup>83</sup> Overall, FAS organized 251 trainings and workshops on a range of themes related to local development planning and expenditure management.<sup>84</sup>

Collaboration

80. Supervision missions were conducted, for the most part, twice a year during Project implementation in close collaboration with FAS staff and partners. The missions included field

## Household Participating in the CDP

and economic services. According to the 2007 impact evaluation conducted with a sample of 1,156 households from 156 communities in six provinces:<sup>103</sup>

- 13.8 percent of interviewed individuals perceived a reduction of health problems;
- 16.3 percent perceived a reduction of the malaria prevalence;
- 40.9 percent perceived a reduction of number of days lost to illness; and
- 18.2 percent stated satisfaction with the school facilities.<sup>104</sup>

## Women Participating in the CDP

The impact of FAS on gender relations is not yet significant, although its concern is recognized with the selection of water and sanitation subprojects (45 percent) that have to do with the conditions of life of women. The environmental impact is non-existence, as there is no

## Procurement Staff

Baltazar Roque, Procurement and Infrastructure Assistant

Alexandre Luis Domingos, Procurement and Infrastructure Assistant

## Procurement Policies/Standards

found by the Bank. As in the case of FM (see paragraph 2.4.4), procurement processes were rated Satisfactory (S) throughout implementation, and downgraded to Moderately Unsatisfactory (MU) due to the unsatisfactory performance of another Project incorrectly attributed to FAS in a draft Bank Internal Audit Report. Thus, despite the final MU rating for Procurement, the closing Procurement ISR rating for the Project is Satisfactory (S).

tribute and get things done. If the rain damages the school will all join hands to repair at is ours (Trader, iguela).

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:		Effectiveness:	03/15/2004	03/15/2004
Appraisal:	05/21/2003	Restructuring(s):		
Approval:	07/29/2003	Mid-term Review:	01/23/2006	01/23/2006
		Closing:	06/30/2008	06/30/2009



Project ID: **P075911**

Project Name: Third Social Action Fund (MASAF III)

Country: **Malawi**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

1. ***The extent to which the design of MASAF III APL I took into account lessons from the MASAF II:*** The design of MASAF III took into account lessons generated under the I and II. However, the overall design of the MASAF programme was based on the community needs assessment that was carried out by the Malawi Government in collaboration with the World Bank – where, major issues pointed to the need to have a

Number of Objectives

To empower individuals, households, communities, and their development partners in the implementation of measures which can assist them in better managing risks associated with health, education, sanitation, water, transportation, energy and food

insecurity, and to provide support to the critically vulnerable through a variety of sustainable interventions.

Change in Objectives

**Revised Project Development Objectives (as approved by original approving authority)**

Training

- (iii) ***The Community Savings and Investment Promotion (COMSIP):*** This component was used to finance community savings mobilization through provision of business skills training and provision of 80% of the costs towards the construction of infrastructure required for Savings Clubs. The

Collaboration

24. Auditing arrangements for projects funds worked very well, involving both internal and external auditors, in collaboration with the National Local Government

## Household Participating in the CDP

**Project Development Objectives (from Project Appraisal Document)**

To empower individuals, households, communities, and their development partners in the implementation of measures which can assist them in better managing risks associated with health, education, sanitation, water, transportation, energy and food

## Women Participating in the CDP

them. The project has also contributed to community empowerment especially that of women, according to the beneficiary feedback generated through the community score card process undertaken in 2005. This has long-term human capital development implications.

## Procurement Staff

Simon Chirwa	Procurement Specialist	EAPCO	
Janet Chido Bvumbe	Program Assistant	AFMZW	
Alfred Sambirani Chirwa	Population & Health Spec.	AFTH1	
Lori A. Geurts	Senior Program Assistant	AFTH1	
Hardwick Tchale	Agricultural Economist	AFTAR	
Sylvester Kofi Awanyo	Sr. Procurement Specialist	EAPCO	
Wedex Ilunga	Procurement Spec.	AFTPC	

## Procurement Policies/Standards

related services in a transparent and accountable way. The component supported the provision of technically competent staff to MASAF MU and strengthened LAs capacity to implement community sub-projects using financial accountability and community procurement procedures put in place under MASAF II. The initial cost estimate for this component was

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	01/24/2002	Effectiveness:	04/08/2003	04/08/2003
Appraisal:	03/25/2002	Restructuring(s):		
Approval:	05/30/2002	Mid-term Review:	02/01/2006	01/30/2006
		Closing:	12/31/2006	12/31/2007

Project ID: **P075915**

Project Name: Pastoral Community Development Project

Country: **Ethiopia**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Moderately Unsatisfactory
Borrower Performance:	Moderately Unsatisfactory

Country's Experience working with the World Bank Group

4. **The World Bank assisted GoE in preparing the Pastoral Community Development Program (PCDP)—a 15-year, three-phase Adaptable Program Loan (APL).** PCDP related to the central features of GOE's Rural Development Strategy for pastoral areas by promoting an integrated and holistic approach that focuses on people, not merely their animals or the rangeland that they inhabit. Phase I of PCDP (2003-08) aimed to: (i) help pastoral livelihoods through economic and social development investments owned and managed by communities and local governments; (ii) protect these livelihoods and reduce risks faced by pastoralists by improving the knowledge of pastoral economies and coping mechanisms; and (iii) strengthen policies that promote pastoral area development. PCDP I, (financed with an IDA grant of US\$30 million equivalent and co-financed by IFAD with a loan of US\$20 million) was approved on May 20, 2003 and became effective on September 30, 2003.

Number of Objectives

For selected woredas in pastoral areas, to provide capacity-building and establish effective models of public service delivery, investment, and disaster management that address communities' needs and reduce their vulnerability.

Change in Objectives

**Revised Project Development Objectives (as approved by original approving authority)**  
Not Applicable

Training

52. **PDO Part (i).** The project has been **satisfactory** in providing capacity building training at community and public service provider levels. In the Beneficiary Assessment (May 2007) and

## Collaboration

13. The Bank responded promptly to GoE's request to donors to reduce the information gap on pastoral development, and Bank staff worked closely with donors and research programs on rangeland management issues. In collaboration with IFAD and FAO, the Bank undertook Economic and Sector Work (ESW) in FY01, which evolved into the FY03 operation. Project

## Household Participating in the CDP

46. Lessons learned in Phase I have informed the design PCDP II, which will expand its activities to 57 woredas covering about 600,000 rural households, institutionalize many activities and strengthen pastoral risk management.

## Women Participating in the CDP

77. According to PCDP data, women make up 67 percent of the beneficiaries from IGAs in SNNPR, 71 percent in Somali Region and 88 percent in Oromia Region. Gender-disaggregated data on the IGA's were not available for Afar Region. Women were also reported as the major beneficiaries of micro-projects and social investments (40 percent of the Grade 1-4 pupils in a PCDP-financed school were girls, and women benefitted disproportionately from increased access to water, health posts/infant care, and grain mills).

## Procurement Staff

Samuel Haile Selassie	Sr. Procurement Specialist	AFC06	Procurement
Eshetu Yimer	Financial Management Specialist	AFC06	Financial Mmnt.
Steve Gaginis	Disbursement Officer	LOAG2	Disbursement
Tesfalem Gebreyesus	Procurement Specialist	AFTPC	Procurement
<b>Supervision/ICR</b>			
Assaye Legesse	Sr. Agr.Economist, TTL, 2003-10/06 and Dec. 2008	AFTAR	Team Leadership
Azeb Fissaha	Consultant	AFTAR	Research
Abiy Admassu Temechew	Procurement Analyst	AFTPC	Procurement

## Procurement Policies/Standards

of consultants. However, during post procurement review, rationales for deviation from the procurement procedures in the selection of consultant was found un-acceptable by the World Bank and declared mis-procurement which resulted in the cancellation of that portion of contract from the grant and reimbursement of payment executed to IDA.

Time Delay

<b>B. Key Dates</b>				
<b>Process</b>	<b>Date</b>	<b>Process</b>	<b>Original Date</b>	<b>Revised / Actual Date(s)</b>
Concept Review:	04/16/2002	Effectiveness:		09/30/2003
Appraisal:	02/18/2003	Restructuring(s):		
Approval:	05/20/2003	Mid-term Review:	06/05/2006	06/30/2006
		Closing:	12/31/2008	12/31/2008

Project ID: **P065991**

Project Name: Community Action Program

Country: **Niger**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes	Satisfactory
Risk to Development Outcome	Moderate
Bank Performance	Satisfactory
Borrower Performance	Satisfactory

Country's Experience working with the World Bank Group

view of the emergency nature and novelty of the avian flu component, project preparation and background analysis were as sound as could be expected at the time the Project Paper was prepared, particularly because the document was formulated by Bank staff who were very experienced in Nigerien rural development and governmental administration, in collaboration

Number of Objectives

10. The original PDO, as described in the PAD, was to establish and operationalize decentralized, participatory, and transparent financing mechanisms that empower poor communities and local governments to take charge of their own development.<sup>3</sup>

Change in Objectives

13. The PDO was not revised. The key performance indicators were defined more precisely at midterm to better measure the achievements and to match with the approach in

Training

report evaluated the Bank's assistance as valuable. There had been no formal implementation support mission, although admittedly Bank staff had often been available for the component management, and the Bank had organized training of component staff.

Collaboration

ministries together for a common course of action. Perhaps as its biggest achievement, the avian flu component succeeded in building new, collaborative networks at all four levels (central, regional, departmental, and local communities) to fight avian flu.

Household Participating in the CDP



## Women Participating in the CDP

compensating the potential losses of the poultry farmers.<sup>21</sup> Women and children also had been considered when planning the fight against the disease because of their role as primary domestic handlers of poultry. During implementation of the component and

## Procurement Staff

Ibrah Rahamane Sanoussi	Procurement Spec.	AFTPC	Team member
Ibrahim Cheik Diop	Communications Officer	AFREX	Team member
Issa Faye	Economist	AFTAR	Team member
Joelle Dehasse	Senior Operations Officer	AFCCI	Team member
Mamadou Yaro	Sr Financial Management Specia	AFTFM	Team member
Marie-Claudine Fundi	Language Program Assistant	AFTAR	Team member
Patrick Verissimo	Senior Sector Economist	AFTAR	Team leader 2
Salifou Noma	E T Temporary	AFMNE	Team member
Soulemane Fofana	Operations Officer	AFTAR	Team member
Taoufiq Bennouna	Sr Environmental Spec.	AFTEN	Team member
Valerie Layrol	Senior Operations Officer	AFTSN	Team member
Yao Wottor	Procurement Specialist	LCSPT	Team member

## Procurement Policies/Standards

partially not even started when the component was approved or became effective. The operations manual, other manuals, identification of requirements and preparation of a detailed implementation plan, annual budgeting, logical framework, procurement plan, and so on--all had to be done before the component's work could properly proceed. Thus,

## Time Delay

<b>B. Key Dates</b>				
<b>Community Action Program - P065991</b>				
<b>Process</b>	<b>Date</b>	<b>Process</b>	<b>Original Date</b>	<b>Revised / Actual Date(s)</b>
Concept Review:	01/06/2000	Effectiveness:		12/11/2003
Appraisal:	04/30/2002	Restructuring(s):		12/18/2007
Approval:	03/20/2003	Mid-term Review:	02/15/2006	03/07/2006
		Closing:	06/30/2007	12/31/2010

Project ID: **P073011**

Project Name: Community-based Integrated Ecosystem Management

Country: **Niger**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes	Satisfactory
Risk to Development Outcome	Moderate
Bank Performance	Satisfactory
Borrower Performance	Satisfactory

Country's Experience working with the World Bank Group

view of the emergency nature and novelty of the avian flu component, project preparation and background analysis were as sound as could be expected at the time the Project Paper was prepared, particularly because the document was formulated by Bank staff who were very experienced in Nigerien rural development and governmental administration, in collaboration

Number of Objectives

10. The original PDO, as described in the PAD, was to establish and operationalize decentralized, participatory, and transparent financing mechanisms that empower poor communities and local governments to take charge of their own development.<sup>3</sup>

Change in Objectives

13. The PDO was not revised. The key performance indicators were defined more precisely at midterm to better measure the achievements and to match with the approach in

Training

report evaluated the Bank's assistance as valuable. There had been no formal implementation support mission, although admittedly Bank staff had often been available for the component management, and the Bank had organized training of component staff.

Collaboration

ministries together for a common course of action. Perhaps as its biggest achievement, the avian flu component succeeded in building new, collaborative networks at all four levels (central, regional, departmental, and local communities) to fight avian flu.



## Household Participating in the CDP

border with Nigeria), resulted in the culling of 17,891 birds; some 1,950 affected households were compensated with FCFA 18,871,000 (US\$37,700 equivalent), by French development aid. If such an outbreak were to happen again and without compensation,

## Women Participating in the CDP

compensating the potential losses of the poultry farmers.<sup>21</sup> Women and children also had been considered when planning the fight against the disease because of their role as primary domestic handlers of poultry. During implementation of the component and

## Procurement Staff

Ibrah Rahamane Sanoussi	Procurement Spec.	AFTPC	Team member
Ibrahim Cheik Diop	Communications Officer	AFREX	Team member
Issa Faye	Economist	AFTAR	Team member
Joelle Dehasse	Senior Operations Officer	AFCCI	Team member
Mamadou Yaro	Sr Financial Management Specia	AFTFM	Team member
Marie-Claudine Fundi	Language Program Assistant	AFTAR	Team member
Patrick Verissimo	Senior Sector Economist	AFTAR	Team leader 2
Salifou Noma	E T Temporary	AFMNE	Team member
Soulemane Fofana	Operations Officer	AFTAR	Team member
Taoufiq Bennouna	Sr Environmental Spec.	AFTEN	Team member
Valerie Layrol	Senior Operations Officer	AFTSN	Team member
Yao Wottor	Procurement Specialist	LCSPT	Team member

## Procurement Policies/Standards

partially not even started when the component was approved or became effective. The operations manual, other manuals, identification of requirements and preparation of a detailed implementation plan, annual budgeting, logical framework, procurement plan, and so on--all had to be done before the component's work could properly proceed. Thus,

## Time Delay

Community-based Integrated Ecosystem Management - P073011				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	01/06/2000	Effectiveness:	09/28/2003	12/11/2003
Appraisal:	04/30/2002	Restructuring(s):		
Approval:	03/20/2003	Mid-term Review:	02/15/2006	02/21/2006
		Closing:	06/30/2007	06/30/2008

Project ID: **P003248**

Project Name: Zambia National Response to HIV/AIDS (ZANARA)

Country: **Zambia**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

coordinating HIV and AIDS as well as beneficiaries of the grants. World Bank's "learning by doing" approach also provided flexibility that enabled the staff to be innovative during the implementation of the project.

Number of Objectives

8. The project's development objective (PDO) was to significantly increase access to and use of HIV and AIDS prevention, care, and impact mitigation programs with particular emphasis on vulnerable populations (e.g. youth, women of childbearing age, widows, child or women-headed households, people living with HIV and AIDS, and other groups at increased risk of being infected or affected).

Change in Objectives

10. There was no revision of the PDO but continuity with the original PDO and key indicators.

Training

9. Training in Positive Living for PLWHAs has helped a lot of people to come out in the open and disclose their HIV status. This has led to an increase in the formation

Collaboration

10. Involvement of the local leadership (including traditional leaders) enhances implementation of sub-projects as they provide guidance and are keen to ensure that the sub-projects in their areas do well. Frequent monitoring to the sub-

Household Participating in the CDP

been trained in providing them with care; 630 households with PLHAs had received nutrition support and some 285 care-givers had been trained in home based care; 170

## Women Participating in the CDP

<b>Indicator 3 :</b>	Percentage of pregnant women aged 15-19 years who are HIV infected reduced from 17 percent to 15 percent.		
Value quantitative or Qualitative)	17 percent	15 percent	8.7 percent
Date achieved	12/31/1998	02/28/2008	08/31/2006

## Procurement Staff

Cassandra De Souza	Operations Analyst	AFTHV	
Phoebe M. Folger	Operations Analyst	SASHD	
Serigne Omar Fye	Consultant	AFTH1	
Tesfaalem Gebreyesus	Senior Procurement Spec.	AFTPC	
Wedex Ilunga	Procurement Spec.	AFTPC	
Richard Matikanya	Consultant	HDNGA	

## Procurement Policies/Standards

fiduciary risks. Generally throughout implementation, the proactive approach of the PAU procurement unit was commendable as it responded to the changing demands, anticipated procurement needs early, and submitted revised procurement plans as necessary.

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	01/22/2001	Effectiveness:		07/08/2003
Appraisal:	04/16/2001	Restructuring(s):		
Approval:	12/30/2002	Mid-term Review:	08/15/2005	08/23/2005
		Closing:	02/28/2008	08/31/2008

Project ID: **P002952**

Project Name: Northern Uganda Social Action Fund Project

Country: **Uganda**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

was dismally weak. In response to all of these factors, the Government of Uganda (GoU), under the coordination of the Office of the Prime Minister (OPM), initiated the implementation of the NUSAF project with a credit of US\$100 million from the International Development Association (IDA). Northern Uganda Social Action Fund (NUSAF) was designed and carried

Number of Objectives

4. The PDO was to empower communities in 18 districts in Northern Uganda by enhancing their capacity to systematically identify, prioritize, and plan for their needs, and implement sustainable development initiatives that improve socioeconomic services and opportunities—thereby contributing to improved livelihoods by placing money in the hands of communities.

Change in Objectives

18. The project components were not revised.

Training

10. In a bid to enhance the involvement of communities in monitoring their subprojects, the project held trainings with sub-county technical staff who in turn mentored local communities in basic monitoring. The direct involvement of communities in monitoring enhanced subproject

Collaboration

sector representatives; (c) computerize the financial management system; (d) strengthen collaboration between NUSAF and other programs; and (e) improve targeting of IEC messages to vulnerable groups.

## Household Participating in the CDP

50. The number of households utilizing subprojects was 1,076,000 by the end of the project period, against the target of 200,000. The difference is attributed to: (a) exchange rate gains of

## Women Participating in the CDP

67. While there were positive gender impacts, there were also challenges. Women's participation in projects may have increased demands on their time. In order to strengthen its gender outcomes, implementation of NUSAF should have taken into consideration the fact that women experience difficulties combining responsibilities in the projects with their other household responsibilities and chores. This was not sufficiently addressed in the project design.

## Procurement Staff

Grace Nakuya Musoke Munanura	Procurement Specialist	AFTPC
Samuel Dawuna Mutono	Senior Water & Sanitation Specialist	ETWAF
Maimuna Nalubega	Consultant	ETWAF
Suleiman Namara	Senior Social Protection Specialist	AFTH1
Wilson Onyang Odwongo	Rural Development Specialist	AFTAR
Peter Okwero	Senior Health Specialist	AFTH1
Richard Olowo	Senior Procurement Specialist	AFTPC

## Procurement Policies/Standards

37. Procurement performance was satisfactory almost throughout project implementation. Although community procurement is legal according to the Public Procurement and Disposal of Assets Act, it had never been implemented in local governments in Northern Uganda. A simplified procurement and stores manual for use by communities in subproject implementation was developed and made available for use. This manual has since been adopted by other projects in the country, including the National Agricultural Advisory Services Project (NAADS) and Local Government Management and Service Delivery Project. In addition, communities were trained in procurement practices, procurement supervision, and procurement record keeping. However, these achievements were not without challenges, the most significant being the high turnover of procurement staff in the Project Management Unit due to location. These

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	02/21/2001	Effectiveness:		02/05/2003
Appraisal:	03/18/2002	Restructuring(s):		10/17/2005
Approval:	07/23/2002	Mid-term Review:	05/30/2005	06/06/2005
		Closing:	03/31/2008	03/31/2009



Project ID: **P071371**

Project Name: Multisectoral HIV/AIDS Control and Orphans Project

Country: **Burundi**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Satisfactory
Risk to Development Outcome:	Substantial
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Moderately Satisfactory

Country's Experience working with the World Bank Group

participated and in which 38 focus group discussions were held with over 2000 persons participating. The project design also drew extensively on lessons learned from first generation Bank MAP-supported projects,

from successful HIV/AIDS programs in Uganda and Senegal and, even from Burundi's own decentralized, community-based operations (Social Action Projects and two community nutrition projects).

Number of Objectives

and its underlying 2002-2006 NASP. Overarching objectives of both the program and the project were to: (i) slow the spread of HIV/AIDS in the general population; and (ii) mitigate the impact on those infected with or affected by HIV/AIDS.

Change in Objectives

6. Over the project life, no formal revisions were made to the PDOs or to the 10 core KPIs. However, a spirit of "learning by doing" pervaded the MAOP, as in many first generation MAP projects. TTLs exercised considerable discretion in selection and use of indicators to report on PDO progress as better HIV/AIDS information became available, the M&E system matured, and project-supported activities

Training

pharmacist. With this improved capacity, the unit produced solid guidelines for treatment, certification of facilities and staff training, and improved projections of pharmaceutical needs. In 2006 an in-depth cross-

Collaboration

organizations supported under Component 2." Among the CSOs that received MAOP grant financing under performance-based contracts signed with the NAC to deliver medical services, their operations were carried out in close collaboration with public health centers and hospitals. Thus it is not possible to

## Household Participating in the CDP

1. As the Bank required, prior to expanding the geographic coverage of this component beyond the pilot provinces of Karuzi, Kayanza and Muramvya, the government undertook a 2005 qualitative and quantitative impact analysis of the pilot activity based on a survey of 2602 beneficiaries, one-half of whom were children birth to 18 years of age; and the other half heads of households where they resided.

## Women Participating in the CDP

scale up of effort, unmet needs for PMCT are significant, with less than 8 percent of HIV infected pregnant women covered by the project's end, as highlighted below.

## Procurement Staff

**Procurement Specialist** helped to improve procurement processes nationally, one of the most important project legacies. In 2007 delayed communications between the Technical and Finance departments of the

## Procurement Policies/Standards

53. **Procurement:** Project-supported procurement proceeded smoothly overall, with a total of 116 tenders over the project life, all successfully concluded within budget. Disaggregating total procurement by category, almost 90 percent of the project's \$13.5 million was spent on equipment and supplies.

54. Procurement was facilitated by: (i) recruitment and retention, from preparation through the end of the project, of a two-person procurement team well versed in Bank procedures from prior work on a Bank-supported health project; and (ii) continuous technical support from the procurement specialist at the Bank country office. Intensive capacity building across the diverse line ministries, CSOs and community

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	05/03/2001	Effectiveness:		10/07/2002
Appraisal:	11/19/2001	Restructuring(s):		
Approval:	06/27/2002	Mid-term Review:	03/14/2005	03/14/2005
		Closing:	12/31/2006	11/30/2008

Project ID: **P055166**

Project Name: Community Development Project

Country: Madagascar

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

39. The Project design incorporated lessons from social funds supported by the Bank and by other agencies in many regions of the world, as well as from the Bank's experiences with the earlier social funds projects with FID in Madagascar. It emphasized

Number of Objectives

objective of the Project was "to contribute to the improved use of, and satisfaction with, social and economic services provided thereunder amongst participating rural communities". The Project Appraisal Document (PAD) dated March 23, 2001 has a

Change in Objectives

including urban areas that were most affected by the crisis. Therefore, the Project Development Objective (PDO) was slightly amended to include urban communities, and it reads as follows: "The objective of the Project is to contribute to the improved use of, and satisfaction with, social and economic services provided thereunder amongst participating rural and urban communities". The PDO amendment was not submitted to

Training

sub-project. This framework agreement defined: (i) the training of FID staff on environment-related matters; (ii) a plan to train and create awareness on environmental

Collaboration

society to solicit their views as how best to address issues in rural areas. The 2004 Additional Financing emphasized also the participatory approach, with maximum community involvement in all phases of the project cycle.



## Household Participating in the CDP

and eighty-four percent of households were satisfied with the sub-projects financed by FID.

## Women Participating in the CDP

effects of the Elita and Gafilo cyclones. The objective of the new component was to improve the living conditions of the most affected households for a six months period, including distribution of nutritional supplements and other provisions for pregnant and lactating women, as well as children under five; critical medicines to combat disease

## Procurement Staff

Sylvain Auguste Rambelason	Senior Procurement Specialist	AFTPC	Procurement
Lova Niaina Ravaoarimino	Procurement Analyst	AFTPC	Procurement
Gilles Marie Veillot	Sr Counsel	LEGAF	Lawyer
Frank-Borge Wietzke	Consultant	LCSP	Poverty
Maryanne Sharp	Operations Officer	AFTH3	Operations
Slaheddine Ben-Halima	Sr. Procurement Specialist	AFTPC	Procurement
Wolfgang Chadab	Finance Officer	LOAG2	Finance

## Procurement Policies/Standards

implemented by communities and communes, procurement of civil works, goods and services financed by IDA would be done in accordance with FID's Manual of Procedures,

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	12/21/1999	Effectiveness:		10/23/2001
Appraisal:	02/05/2001	Restructuring(s):		10/22/2002
Approval:	04/19/2001	Mid-term Review:	11/30/2003	04/01/2005
		Closing:	06/30/2007	12/31/2008

Project ID: **P041566**

Project Name: Social Development Fund Project

Country: **Senegal**

Ratings Summary

<b>3. Ratings Summary</b>	
<b>3.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

The rationale for Bank involvement was twofold. The Bank's technical expertise in the design of social funds in general as well as related specific interventions in Senegal (female literacy, AGETIP, etc.) was considered highly relevant. And second, the Bank had always spearheaded living condition assessments in Senegal and was considered the main agency for poverty analysis and monitoring.

Number of Objectives

The project was designed as a ten-year Adjustable Program Loan (APL). The overall program goal was that poor communities effectively manage their own development resources and economic and social services with equal participation of vulnerable groups. Phase 1 (3 years) was to set up the institutional mechanisms in five regions and

Change in Objectives

The objective was not revised.

Training

within villages. The component supported training for 1,215 community relays, 21,960 members of CBOs took part in the 5 day core GMT training, CBO members and relays in turn trained 658,800 community members in GMT, as well as specific training to IGA members and local government representatives. Key outputs of the poverty monitoring

Collaboration

- The sectoral evaluations (in health, education, water supply, and employment generation) were conducted in collaboration with the relevant sectoral ministries which was an innovation for a multi-sectoral program. However, the quality

## Household Participating in the CDP

their needs and 97 percent felt it was of good quality. Seventy percent of households in the intervention areas have to walk less than 100 meters to obtain water, reducing the time burden on women and children. The impact evaluation

## Women Participating in the CDP

Income generating activities reached 27,515 direct beneficiaries, three-quarters of whom were women. The goal was to create economic opportunities for vulnerable groups in the

## Procurement Staff

Aissatou Diack	Sr Public Health Spec.	AFTH2	
Bourama Diaite	Sr Procurement Spec.	AFTPC	
Astou Diaw-Ba	Team Assistant	AFCF1	
Geraldo Joao Martins	Sr Education Spec.	AFTH2	

## Procurement Policies/Standards

management of resources. Financial management and procurement functions were executed according to Bank standards. Despite weaknesses

## Time Delay

<b>2. Key Dates</b>				
<b>Process</b>	<b>Date</b>	<b>Process</b>	<b>Original Date</b>	<b>Revised / Actual Date(s)</b>
Concept Review:	10/15/1999	Effectiveness:	07/06/2001	07/06/2001
Appraisal:	06/22/2000	Restructuring(s):		
Approval:	12/22/2000	Mid-term Review:		06/11/2003
		Closing:	12/31/2004	06/30/2006

Project ID: **P068463**

Project Name: Integrated Early Childhood Development Project

Country: **Eritrea**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Satisfactory
Risk to Development Outcome:	Substantial
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

Country's Experience working with the World Bank Group

The first two years of the Project were very challenging as neither the Bank nor the Borrower had any previous experience of implementing a complex operation in a "no war no peace" environment. The following two years saw the PMT gain considerable traction in harmonizing

Number of Objectives

The objectives of the Project are: (i) to promote healthy growth and development of children under six years of age; (ii) to expand access to, and improve the quality of, services that address the basic needs of young children; (iii) to support orphans and children facing especially difficult circumstances; and (iv) to improve health and nutrition of children in primary schools.

Change in Objectives

There were no revisions to the PDOs.

Training

- Training of health workers and teaching staff in case management and implementation support for community Integrated Management of Childhood Illnesses (C-IMCI).
- Training of Community Health Workers (CHWs) and Volunteer Health Counselors (VHCs) in C-IMCI.
- Training of 101 health workers and 15 for implementation support of the community level activities.

Collaboration

- The Ministry of Agriculture (MoA) in collaboration with the Ministry of Health (MoH) had developed a food security strategy supporting interventions that included increasing agricultural and livestock production, financial support to farmers through a credit window, and training for selected income generating activities for households. Guidelines

## Household Participating in the CDP

and non-formal preschool curricula; (vi) improving household and community level food security; and (vii) promoting environmental hygiene, sanitation and access to safe water.

## Women Participating in the CDP

- 130 water pumps for irrigation were provided to groups of ten women in select villages.

## Procurement Staff

Peter Gaius-Obaseki	Research Analyst	AFTHI	
Efrem Fitwi	Procurement Analyst	AFTPC	
Francesco Sarno	Procurement Specialist	AFTPC	
Rogati Kayani	Procurement Specialist	AFTPC	

## Procurement Policies/Standards

Eritrea. Procurement processes were smooth; however there were some delays during the latter

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	10/26/1999	Effectiveness:	09/27/2000	09/27/2000
Appraisal:	01/24/2000	Restructuring(s):		
Approval:	07/27/2000	Mid-term Review:		01/19/2004
		Closing:	12/31/2005	03/31/2007

Project ID: **P045091**

Project Name: Human Resources Development Project

Country: **Rwanda**

Ratings Summary

<b>C. Ratings Summary</b>	
<b>C.1 Performance Rating by ICR</b>	
Outcomes:	Moderately Unsatisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Moderately Unsatisfactory
Borrower Performance:	Moderately Unsatisfactory

Country's Experience working with the World Bank Group

68. This approach was in line with the Rwandan government's decentralization policy. This component was envisaged to build on the successful experience under the Bank-financed Community Reintegration and Development Project (CRDP) which was developed as a learning and innovation loan (LIL).

Number of Objectives

6. The main objective of the project was to assist Rwanda in its effort to develop and implement a sustained program of capacity building through education and skills development in order to redress human resources deficiencies and develop a critical mass of trained human resources. Specific actions were

Change in Objectives

8. The PDO did not change during project implementation. However, the objectives agreed at negotiations were reformulated for clarity in October 2004 by the government in collaboration with the Bank team. The wording of the PDO in the PAD lacked clarity and precision which made it more difficult to track effectively. This new wording of the PDO, which was the same as the old PDO in terms of intent, was reflected in the December 2004 Implementation Supervision Report (ISR). The principal difference is that the clarified PDO

Training

Value (quantitative or Qualitative)	N/A	20% of planned training programs executed	No data since this indicator was not tracked after the first three years of the project
Date achieved	01/19/2001	06/30/2006	11/30/2009

Collaboration

percent community contribution. It appears the CSRDP may have been ahead of its time in designing a component which required close collaboration between communities and government. Communities were still recovering from the war and the value placed on education by communities was potentially overestimated.



## Household Participating in the CDP

103. Despite the abolition of school fees at the primary level in 2003, the amount invested by households at this level still remains high compared to 2000 (22 percent against 19 percent). However, it has allowed

## Women Participating in the CDP

alternative land. This form of compensation is known as land for land and included the complete construction of the houses destroyed which is another highly accepted and recommended compensation process by the Bank especially when dealing with vulnerable groups like women etc.

## Procurement Staff

Chantal Kajangwe	Procurement Analyst	AFTPC	
Antoinette Kamanzi	Procurement Asst.	AFMR W	
Alex Kamurase	Social Protection Specialist	AFTSP	
Pierre Morin	Senior Procurement Specialist	AFTPC	

## Procurement Policies/Standards

60. The World Bank's Independent Procurement Review (IPR) carried out in Oct 2005 detected 21 contracts awarded were in violation of World Bank procurement regulations which resulted in US\$1.56 million being cancelled from the Credit. A large contract was fragmented in order to avoid the thresholds for International

## Time Delay

<b>B. Key Dates</b>				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	08/05/1999	Effectiveness:	01/19/2001	01/19/2001
Appraisal:	02/22/2000	Restructuring(s):		06/26/2006 05/19/2008 06/29/2009
Approval:	06/06/2000	Mid-term Review:		12/02/2003
		Closing:	06/30/2006	12/31/2009

Project ID: **P058050**

Project Name: Community Development Support Project

Country: **Lesotho**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

<i>Outcome:</i>	HU		
<i>Sustainability:</i>	HUN		
<i>Institutional Development Impact:</i>	N		
<i>Bank Performance:</i>	U		
<i>Borrower Performance:</i>	HU		
		QAG (if available)	ICR
		<i>Quality at Entry:</i>	U
		<i>Project at Risk at Any Time:</i>	Yes

Country's Experience working with the World Bank Group

**N/A**

Number of Objectives

The first objective of the Lesotho Community Development Support Project (LCDSP) was to test demand-driven and participatory approaches through a multi-sectoral special fund and draw lessons on how to support community development in Lesotho. It was expected to explore whether the LFCD could (a) effectively promote sustainable community development by supporting participatory project planning approaches, and (b) address the needs of poor communities by funding participatory CDD activities in a more efficient and effective manner than supply-driven programs. LCDSP would fund the testing of these hypotheses in 22 poor communities identified during preparation. The second objective was to test various mechanisms and tools to monitor poverty trends in Lesotho and to coordinate national poverty monitoring and analysis activities. The Project sought to contribute to the overall implementation of

Change in Objectives

*3.2 Revised Objective:*  
The objectives were not revised.

Training

ultimately skewed in favor of Ministers. On a positive note, LFCD staff did receive training in management and operational skills.

Collaboration

(MODP). The day-to-day management of the first two components was the responsibility of the newly established Management Unit (MU) in LFCD, and would involve close collaboration with national, district and community level structures. An OM had been prepared, providing the sub-project cycle as well as



Household Participating in the CDP

**N/A**

Women Participating in the CDP

**N/A**

Procurement Staff

<b>ICR</b>	05/31/2003	6	(1); <b>PROCUREMENT (1)</b> ; SOC FUND/POL DIALOGUE (1)	U	U
			TTL/SR. ECONOMIST (1); FINANCIAL MANAGEMENT (1); <b>PROCUREMENT (1)</b> ;		

Procurement Policies/Standards

responsible for procurement, project development, and justification were never established. The Board's decision to reduce the number of staff at the MU, which was also expected to provide financial and administrative support to the poverty components, affected the MU's ability to fulfill that duty. Failure to seek clarification on **Bank procedures in procurement** and disbursement resulted in the MU utilizing GOL funds to undertake activities that should have been funded from LCDSP; this partially contributed to disbursement lags. The choice of the Board to halt IEC activities, when GOL abolished the Councils at

Time Delay

<b>KEY DATES</b>	<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i> 03/19/1998	<i>Effective:</i> 04/18/2000	07/17/2000
<i>Appraisal:</i> 02/19/1999	<i>MTR:</i> 09/30/2001	
<i>Approval:</i> 12/20/1999	<b>Closing:</b> 09/30/2003	<b>09/30/2003</b>

Project ID: **P040659**

Project Name: Community-Based Poverty Reduction Project

Country: **Ghana**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* L

*Institutional Development Impact:* SU

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available)

ICR

*Quality at Entry:*

S

*Project at Risk at Any Time:* No

Country's Experience working with the World Bank Group

assistance by the Bank. As one of the first learning and innovation loans (LIL) approved by the Board, the CBPR project provided the Ghanaian government with a new instrument to test its new and promising development hypotheses in the areas of malnutrition, street children and poverty monitoring.

Number of Objectives

The main objectives of the Ghana CBPR project were to: (a) test approaches and mechanisms for delivering, coordinating, monitoring and evaluating community-based poverty reduction actions through community nutrition and food security interventions and activities to assist street children, and (b) build capacity, at national and local levels, for designing, coordinating, monitoring and evaluating community-based poverty reduction programs. These objectives were consistent with the Government's

Change in Objectives

*3.2 Revised Objective:*

The objectives were not revised.

Training

monitoring systems, aimed at monitoring individual/household as well community-level poverty. More specifically, the support would include training in poverty measurement, information technology, facilities to enable the districts to store and analyze data, and a monitoring system to enhance learning.

Collaboration

increasing awareness of the phenomenon of street children through advocacy programs and increased collaboration among relevant institutions, both governmental, nongovernmental and aid agencies.

## Household Participating in the CDP

status of children in the beneficiary communities: (i) use of volunteers as community growth promoters to undertake growth monitoring sessions, which allowed to reach all households in the community; (ii)

## Women Participating in the CDP

almost doubled in all beneficiary districts; (ii) the share of women practicing exclusive breast feeding increased significantly in all four districts, with Sefwi Wiawso having the largest percentage increase at

## Procurement Staff

10/29/2003	8	IMPELMENTATION (1); PROCUREMENT SPECIALIST (1); CON., FIN. MNGT. SPEC. (1); PROGRAM ASSISTANT (1); SR. NUTRITIONIST (1); STATISTICIAN (1); STATISTICS/ST. CHILDRN (1); TASK TEAM LEADER (1)	S	S
05/14/2004	6	OPERATIONS OFFICER (1); TASK TEAM LEADER (1); PROCUREMENT SPECIALIST (1); FIN. MNGT. SPECIALIST (1); SENIOR ECONOMIST (1); PROGRAM ASSISTANT (1)	S	S
04/19/2005	6	TEAM LEADER (1); OPERATIONS OFFICER (1); PROCUREMENT SPECIALIST (1); FINANCIAL SR.	S	S

## Procurement Policies/Standards

**N/A**

## Time Delay

KEY DATES	<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i> 01/25/1999	<i>Effective:</i> 09/15/1999	10/23/2001
<i>Appraisal:</i> 03/31/1999	<i>MTR:</i> 06/30/2001	09/08/2003
<i>Approval:</i> 06/09/1999	<i>Closing:</i> 12/31/2004	12/31/2005

Project ID: **P000432**

Project Name: Social Sector Development

Country: **Cape Verde**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* L

*Institutional Development Impact:* SU

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available)

ICR

*Quality at Entry:*

U

*Project at Risk at Any Time:* Yes

Country's Experience working with the World Bank Group

debate between the Bank and the Government. While the Bank recommended the establishment of an Agetip-type outfit (AGECABO) based on demonstrated successful experience in the sub-region, Government argued for open competition among the various national entities (e.g., firms, NGOs) to participate as potential Delegated Contract Management Agencies (DCMAs). During negotiations, it was

Number of Objectives

The Project Development Objective was to contribute to poverty reduction among the 30 percent of the population living below the poverty line by: (a) assisting the Government of Cape Verde (GoCV) in the restructuring of the labor-intensive public works program (FAIMO) by creating an institutional capacity (AGECABO) to execute public works that are: (i) economically and/or socially useful; (ii) executed cost-effectively by the private sector; and (iii) based on labor-intensive techniques; (b) building the capacity of municipalities, communities and NGOs, in planning, implementing and monitoring cost-effective poverty alleviation interventions; and (c) establishing a central capacity to coordinate, monitor and evaluate the 1998-2002 National Poverty Alleviation Program (NPAP).

Change in Objectives

*3.2 Revised Objective:*

The project objectives were not revised.

Training

Annex 1 for more details, as well as section 4.2 below). All 17 municipalities received training in project planning and management, and training evaluations consistently reveal high levels of satisfaction. Participants included members of the Municipal Partners Commissions set up by the project. These

## Collaboration

appears high. It is important to note that these mixed commissions have made it possible to set up successful collaborations among municipal authorities and NGOs/associations in social service delivery. For example, most multipurpose community centers have been built by municipalities and are

## Household Participating in the CDP

be tapped to tackle other challenges. Job creation, vocational training, literacy, increased availability of running water for household use, bathrooms for all, affordable housing, micro-credit, communication and

## Women Participating in the CDP

government and donor resources to alleviate poverty, and (b) supported the priorities identified in the CAS, namely, sustaining macroeconomic stability, encouraging private sector development, improving human development --especially of women and children, and decentralizing responsibilities and resources to municipalities. However, the project objectives could have been expressed in a more streamlined fashion,

## Procurement Staff

10/2001	5	TASK TEAM LEADER (1); PROCUREMENT SPECIALIST (1); FINANCIAL MANAGEMENT (1); CONSULTANT (2)	S	S
05/2002	1	SR. STATISTICIAN (1)	S	S
10/2002	4	TASK TEAM LEADER (1); FINANCIAL MANAGEMENT (1); PROCUREMENT SPECIALIST (1); ENGINEER -	S	S

## Procurement Policies/Standards

of key stakeholders and by the lack of experience in using this approach in the country. The Government and the Bank did, however, reach a compromise on adapting the approach to allow for other national entities to participate in a competitive process aimed at selecting DCMAs in accordance with the Bank's guidelines on procurement. A better assessment of municipality's technical capacity to estimate the cost of

## Time Delay

KEY DATES	<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i> 04/03/1997	<i>Effective:</i> 10/04/1999	10/04/1999
<i>Appraisal:</i> 02/11/1999	<i>MTR:</i> 10/09/2001	10/09/2001
<i>Approval:</i> 05/25/1999	<i>Closing:</i> 08/31/2003	03/31/2005

Project ID: **P049599**

Project Name: Second Social Action Fund (MASAF II)

Country: **Malawi**

## Ratings Summary

**2. Principal Performance Ratings**

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* L

*Institutional Development Impact:* SU

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available) ICR

*Quality at Entry:* S

*Project at Risk at Any Time:* No

## Country's Experience working with the World Bank Group

The GOM prepared a project concept document, requested the Bank for support, prepared the pre-appraisal/appraisal jointly with the Bank team, negotiated and fulfilled effectiveness conditions. The design process was participatory. Design studies were undertaken, and workshops and other stakeholder meetings were financed through the PHRD Grant. The preparation team included line ministry staff, Local Government officials, donors and other agencies, and took into account lessons gained from MASAF I. The

## Number of Objectives

US\$66 million Credit became effective while MASAF I was still under implementation. The development objective of MASAF II was to enhance and sustain the provision and use of resource endowments by beneficiary communities which would contribute to poverty reduction through: (a) addressing the need for socio-economic infrastructure development in rural and urban areas; (b) supporting safety net programs through creation of temporary employment for the very poor and financing initiatives to assist the most vulnerable groups such as orphans, street children, persons with disabilities, the aged and those affected by Acquired Immune Deficiency Syndrome (AIDS); and (c) enhancing in-country capacity to identify, prioritize and implement projects by training of stakeholders at national, regional, district and community levels.

## Change in Objectives

*3.3 Original Components:*

The project had the following five components.

## Training

152 IGA Projects supported

86 Vocational Skills Training Projects undertaken

4 Home Based Care training projects undertaken



### Collaboration

Sponsored Sub-Projects (SSP) was going to support initiatives identified by NGOs/CBOs in collaboration with the vulnerable groups such as orphans, street children, persons with disabilities, the aged and the HIV/AIDS affected. All sub-projects were implemented through agencies including NGOs, CBOs and

### Household Participating in the CDP

meetings is too high to be afforded. Impressive outputs were also recorded in the number of households receiving employment: 119,039 compared to the set target of 80,000. Sub-project costs going towards

### Women Participating in the CDP

than estimated, the period for which an individual received wages was for a longer duration. The number of women in receipt of wages for at least two months exceeded the targets by 144% (i.e., 244,274 women received wages for at least two months against the target of 100,000); however the percentage of women in PWP PMCs was only 25% against the target of 50%. The reasons advanced are that women in very poor

### Procurement Staff

10/04/1999	9	(1); PROCUREMENT (1) TEAM LEADER (1); OPERATIONS (1); COMMUNICATIONS (1); ECONOMIST(1); RURAL DEVELOPMENT (1); FMS (1); PROCUREMENT (1) INFRASTRUCTURE (1) MIS (1)	S	S
04/15/2000	5	TEAM LEADER (1); COMMUNICATIONS (1); FMS (1); PROCUREMENT (1);	S	S

### Procurement Policies/Standards

- 97% of CBOs/NGOs followed MASAF Community Procurement Procedures.

### Time Delay

KEY DATES	<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i> 03/15/1997	<i>Effective:</i> 02/10/1999	02/10/1999
<i>Appraisal:</i> 04/14/1998	<i>MTR:</i>	02/15/2002
<i>Approval:</i> 10/15/1998	<i>Closing:</i> 05/31/2003	11/30/2003

Project ID: **P051931**

Project Name: Community Reintegration and Development Project

Country: **Rwanda**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* HS

*Sustainability:* HL

*Institutional Development Impact:* SU

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available)

ICR

*Quality at Entry:* HS

HS

*Project at Risk at Any Time:* No

Country's Experience working with the World Bank Group

Normally, this report is produced within six months after the close of the project. The case of this Community Reintegration and Development Project (CRDP) is different, since a new project is being readied, and preparation of a project that follows a Learning and Innovation Loan (LIL) must be based on lessons learned from the earlier experience. The ICR has three main objectives: (i) to examine the

Number of Objectives

The development objective of the US\$5.28 million project (Credit US\$5.00 million) was to demonstrate that community reintegration and development can effectively take place through a process of government decentralization and community participation. To that end, the project sought to: (a) assist

Change in Objectives

The project development objective did not change during the project life time.

Training

➤ Preparation of training modules for CDC members with varying levels of education (e.g.

Collaboration

in the training component and 63 percent in the income-generating project component). At the start, the project worked in close collaboration with the pilot CDCs, in which men and women

Household Participating in the CDP

into local communities. The communities responded to the needs of the vulnerable and provided micro-credits to enable vulnerable persons and households to resume agricultural and pastoral activities to support themselves. Each of the 161 CDC commune members, plus the 24 local CRDP staff, participated



### Women Participating in the CDP

implementation, with 100 percent of funds disbursed. These sub-projects have a significant impact on the communities, directly benefiting 6,795 people, of whom 63% are women. Almost 35% of the activities

### Procurement Staff

Bank fiduciary accountability, with procurement and financial management staff involvement in the supervision of this project including a procurement specialist and a Financial Management Specialist (FMS) from Africa Technical Unit for Quality and Knowledge (AFTQK) ; a Disbursement Officer and a Disbursement Analyst from Loan Department, Africa Region (LOA). The team had also taken the

### Procurement Policies/Standards

Decisions are taken in a sovereign manner. CDCs have been able to, among others: prepare procurement and disbursement plans; elaborate sub-project proposals; carry out the procurement procedures as required by the project and the NTB; prepare quarterly work plans and quarterly progress reports; and monitor the execution of sub-projects.

### Time Delay

KEY DATES		<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i>	01/22/1998	<i>Effective:</i> 10/01/1998	03/31/1999
<i>Appraisal:</i>	02/16/1998	<i>MTR:</i> 10/01/2000	03/05/2001
<i>Approval:</i>	10/15/1998	<i>Closing:</i> 12/31/2001	06/30/2003

Project ID: **P035636**

Project Name: Pilot Community Infrastructure Works and Capacity Building Project

Country: **Gabon**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* L

*Institutional Development Impact:* SU

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available)

ICR

*Quality at Entry:*

S

*Project at Risk at Any Time:* Yes

Country's Experience working with the World Bank Group

Lending Instruments. The Project's concept, objectives and approach were largely given high ratings. There was a feeling that this type of poverty alleviation project was important for an oil exporting economy, that the objectives were clear, and that the Project used neighboring country experience. The pilot was well

Number of Objectives

The objective of the project, as stated in the PAD, was to design and test, in selected poor urban areas, management methods and procedures for carrying out small-scale urban infrastructure works, and to disseminate information on such methods and procedures, aiming at strengthening the private construction sector and increasing employment in that sector.

Change in Objectives

*3.2 Revised Objective:*

The objective was not revised.

Training

enterprises were trained in contract and project management. Municipal employees received training in contract supervision. In 2002 the approach was modified. The component was to be implemented together

Collaboration

and reference documents for contracts and procurement were prepared. Informal training was carried out for small and medium contractors in collaboration with municipalities. For micro community projects, 48

Household Participating in the CDP

**N/A**

Women Participating in the CDP

**N/A**

Procurement Staff

roads in Libreville. Since PAPSUT had qualified staff with experience in Bank procurement, reporting and other aspects of project management, it was selected to be the main implementing agency. Standard

Procurement Policies/Standards

infrastructure works. Transparent procurement methods are being used. The potential role of SMEs in carrying out these types of works has been demonstrated. Information on the methods and procedures has

Time Delay

KEY DATES	<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i> 01/20/1998	<i>Effective:</i> 01/27/1999	01/24/2000
<i>Appraisal:</i> 03/19/1998	<i>MTR:</i>	
<i>Approval:</i> 08/24/1998	<i>Closing:</i> 06/30/2001	06/20/2004

Project ID: **P057345**

Project Name: Borgou Pilot RSP

Country: **Benin**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* HS

*Sustainability:* L

*Institutional Development Impact:* H

*Bank Performance:* HS

*Borrower Performance:* HS

QAG (if available)

ICR

*Quality at Entry:*

HS

*Project at Risk at Any Time:* No

Country's Experience working with the World Bank Group

The Bank also built on its experience in the country in executing several rural development support projects/programs, such as the Natural Resources Management Project (PGRN), the Community-Based Food Security Project (PILSA), and Agricultural Services Restructuration Project (PRSA). The project

Number of Objectives

As stated in Schedule 2 to the DCA "the objectives of the project (PAMR) are to: (a) improve the capacity of about 250 village communities in the Borgou Region to better manage their socio-economic environment through sustainable development activities designed and implemented through a participatory approach ; and (b) assess the Borrower and Beneficiaries' planning and implementation capabilities before phased replication of the tested participatory approach in other parts of the Borrower's territory."

Change in Objectives

### 3.2 Revised Objective:

The original objective remains pertinent. After the Mid -Term Review of the project (January 2001), it was still considered valid, and was thus unrevised.

Training

2. Implementation of a program of field trips and study tours. Improvement of local radio stations, in Parakou and Banikoara, through the provision of staff training and small equipment acquisition.

## Collaboration

implementation of the project. It assisted the project and the Benin authorities in adapting the "Bank Financial Management for Community Action Programs" Guidelines in order to develop a flexible procurement procedure allowing the communities to play the main role in the bidding process, as well as in selecting the operators for the implementation of their micro-projects. This collaboration was a cornerstone for the main achievements of the project in terms of the amount and implementation period (3 years) of the micro-projects, as well as in terms of the ownership of these projects by the communities. The Borrower

## Household Participating in the CDP

N/A

## Women Participating in the CDP

shortcomings. Ethnic minorities (Fulani herders) were well represented in the CCs (they represent 17 percent of the population at large and 28 percent of CC membership), but women accounted for only 23 percent of membership of these committees.

## Procurement Staff

implementation of the project. It assisted the project and the Benin authorities in adapting the "Bank Financial Management for Community Action Programs" Guidelines in order to develop a flexible procurement procedure allowing the communities to play the main role in the bidding process, as well as in

## Procurement Policies/Standards

The bulk of procurement (civil works and training) was achieved through Community-Based procurement procedures based on Bank guidelines. Procurement for vehicles and equipment (computers) for the TSU

## Time Delay

KEY DATES		
	<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i> 02/15/1998	<i>Effective:</i> 09/01/1998	03/18/1999
<i>Appraisal:</i> 04/09/1998	<i>MTR:</i> 09/18/2000	01/05/2001
<i>Approval:</i> 06/16/1998	<i>Closing:</i> 12/31/2001	06/30/2002

Project ID: **P035645**

Project Name: Social Fund

Country: **Benin**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* L

*Institutional Development Impact:* SU

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available)

ICR

*Quality at Entry:*

S

*Project at Risk at Any Time:* No

Country's Experience working with the World Bank Group

The Social Fund project has made an important contribution to community-based development in Benin. Along with two other Bank projects in Benin that also employed the CDD approach, the Social Fund provided a basis for the decentralization process currently underway in the country. Activities started under the Social Fund project are included in the country's PRSC process and will be also continued in the Benin National CDD Project currently under preparation by the Government and the World Bank.

Number of Objectives

Project Objectives. The Benin Social Fund project had three objectives:

- i) improved access to basic social services;
- ii) community empowerment; and
- iii) increased income-generation by the poor.

Change in Objectives

*3.2 Revised Objective:*

The original objectives of the project were not changed.

Training

implementation, local procurement, and M&E. For Component 2, the Social Fund provided training sessions on financial intermediation, preparation of project feasibility studies, and institutional strengthening of informal savings and credit groups. Training included peer visits and this was effective

### Collaboration

officials of the Ministry in charge of Plan and other sectoral ministries met regularly with supervision teams of the Bank and provided valuable inputs into the project supervision. This close collaboration between the Government and the Bank allowed both sides to draw important lessons from the Social Fund and to integrate these lessons into the preparation of Benin National CDD Project. Given the successful

### Household Participating in the CDP

To be able to evaluate the effect of the school component of the AGeFIB, we need to define a treatment group and a control group. The treatment group includes households links to 36 AGeFIB school, while the

### Women Participating in the CDP

development strategy via promotion of community-based development and employment. In addition, the project also addressed the CAS objective to "promote women's participation in economic activities."

### Procurement Staff

		DISBURSEMENT ANALYST (1); PROCUREMENT (1)		
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### Procurement Policies/Standards

**N/A**

### Time Delay

KEY DATES	<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i> 08/31/1995	<i>Effective:</i> 09/30/1998	04/12/1999
<i>Appraisal:</i> 04/30/1997	<i>MTR:</i> 06/05/2001	06/15/2001
<i>Approval:</i> 05/19/1998	<i>Closing:</i> 12/31/2003	12/31/2003

Project ID: **P039264**

Project Name: Community Development Project Fund Project

Country: **Eritrea**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* L

*Institutional Development Impact:* SU

*Bank Performance:* S

*Borrower Performance:* HS

QAG (if available)

ICR

*Quality at Entry:*

S

*Project at Risk at Any Time:* No

Country's Experience working with the World Bank Group

consistent with the priorities of the country, the Government's development strategy, including its priorities for poverty alleviation; and confirmed by the Bank's CAS; (ii) **knowledge and lessons learned:** project was designed on the basis of successful experiences and lessons learned from the ECRF pilot and other social fund operations; local culture and local practices were taken into account; (iii) **participation:** project

Number of Objectives

**Objective:** The Project's objectives were to finance community-based sub-projects which would: (i) support the rehabilitation and development of basic social and economic infrastructure critical to the improvement and development of the social and economic conditions of the population, especially in the rural and war-devastated areas of Eritrea; and (ii) improve the income-generating capacity of poor people and households. Underlying these objectives was the shift from the ECRF pilot's emphasis on recovery and rehabilitation to more sustainable development. Project interventions to achieve these objectives were intended to be national in scope

Change in Objectives

**3.2 Revised Objective:**

Project objectives were not formally revised.

Training

the two most complex sub-projects. For water supply sub-projects, ECDF established one-year Transitional Management Teams to provide more intensive training and technical support to communities in managing and maintaining their respective water systems. The three month revenue generated from



## Collaboration

previously had in project design, implementation, and maintenance. The positive results of this process, which was not previously present in the government's processes, helped forge greater collaboration and coordination with both regional/local governments and local communities, key factors that have important implications for enhanced sustainability of ECDF interventions and the ongoing decentralization. The

## Household Participating in the CDP

5. **Methodology and sampling.** This report is based on the results of: (i) 1350 sample survey questionnaires, with random selection of household respondents; (ii) 242 in-depth follow-up interviews, including

## Women Participating in the CDP

3. **Overall project rating.** Overall, the Project made a significant contribution to the provision of national social and economic infrastructure, reaching more than 600,000 beneficiaries of which 42% are women. A high

## Procurement Staff

ECDF staff participated in a few study tours to enhance their understanding of how social funds operate and how to design project interventions in specific sectors (e.g. water supply, feeder roads, and micro rural finance). The development of a well-functioning and transparent financial management and accounting system increased the Project's overall efficiency in managing Project funds and ensuring timely disbursements. Several studies, assessments, and evaluations were completed. These included: (i) sector-specific technical, design, and feasibility studies, including technical handbooks; (ii) a beneficiary assessment; (iii) an impact evaluation study; (iv) an assessment of procurement practices; (v) a diagnostic assessment of ECDF's current

## Procurement Policies/Standards

(ii) **Procurement and Disbursement.** Although some initial difficulties with procurement were encountered, they were overcome with the assistance and guidance of Bank staff and the Bank's Senior Procurement Specialist. Several procurement workshops and short term sessions were conducted that helped smooth the procurement process. Replenishment was being conducted smoothly and no major delays were faced. No-Objections were received on time. ECDF is satisfied with the arrangement.

## Time Delay

### KEY DATES

		<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i>	02/02/95	<i>Effective:</i> 06/24/96	06/24/96
<i>Appraisal:</i>	06/19/95	<i>MTR:</i> 12/01/98	12/07/98
<i>Approval:</i>	02/29/96	<i>Closing:</i> 12/31/2001	12/31/2001

Project ID: **P001331**

Project Name: Arid Lands Resource Management Project

Country: **Kenya**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

<i>Outcome:</i>	S
<i>Sustainability:</i>	L
<i>Institutional Development Impact:</i>	SU
<i>Bank Performance:</i>	S
<i>Borrower Performance:</i>	S

	QAG (if available)	ICR
<i>Quality at Entry:</i>		S
<i>Project at Risk at Any Time:</i>	No	

Country's Experience working with the World Bank Group

Lessons were also learned from the implementation experience of the IDA financed Emergency Drought Recovery Project - EDRP (Cr. 2460-KE), while the GOK District Focus Strategy (DFS) provided policy encouragement for a more devolved system of project implementation.

Number of Objectives

The project objectives at appraisal were to strengthen and support community driven initiatives to: (a) reduce the widespread poverty and enhance food security in the arid districts of Turkana, Marsabit, Mandera, Wajir, Garissa, Tana River, Isiolo, Samburu, and the arid divisions of Baringo District<sup>1</sup> (this and subsequent end notes are found in Section 10); and (b) conserve the natural resource base in the arid lands through: (i) improving crop and livestock resilience to drought; (ii) increasing economic linkages with the rest of the economy; and (iii) improving basic health services, water supply and other social services.

Change in Objectives

The Mid-Term Review (MTR) in November 1999 improved the focus of the project objective which was formally amended "to build the capacity of communities in the arid districts of Kenya to better cope with drought". This objective was the focus of implementation performance during the remainder of the project period. This restructuring of the project was done for several reasons, including an explicit intention of the

Training

**Animal Health** interventions included improved capacity in terms of Community Animal Health Workers (CAHWs), improved clinical treatment of livestock, and support for epidemic control has had a modest, but positive impact. The project has financed training of 1,011 CAHWs and a further 745 have graduated through the collaboration of partner agencies. The vastness of the AL, the poor infrastructure, the high

For this a major training program was undertaken, including training of implementers and community leaders/facilitators; community members on planning-implementing and operating initiatives; and specialized training of project and district level departmental staff and local administration staff on thematic areas related to the project. The program included courses, workshops, exchange visits and study

#### Collaboration

financial and procurement systems at district level, implementation performance has been very good. Most importantly the project has been able to become a very useful focal point of collaboration for other donors and has enabled a well coordinated approach to be made to drought management and relief in the ALs of northern and eastern Kenya. Implementing agency performance is therefore rated as highly satisfactory.

#### Household Participating in the CDP

**N/A**

#### Women Participating in the CDP

activities. Community Development Committees (CDCs) identify, implement and manage CD investments. The participation of women in the CDCs, and the general strengthening of women's groups, mainly for small-scale trading, has been successful and appears to be growing independent from the project's

#### Procurement Staff

<b>Appraisal/Negotiation</b> 07/27/1994	8	TASK MANAGER (1), OPERATIONS OFFICER (1), ANTHROPOLOGIST (1), FM SPECIALIST (1), PROCUREMENT SPECIALIST (1), LAWYER		
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#### Procurement Policies/Standards

Agreement (DCA) amendment in July 2000 (creating the rapid response category), since there was no specific procurement category in the original agreement. CFs have been utilized for facilitating conflict

#### Time Delay

KEY DATES	<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i> 11/11/1993	<i>Effective:</i> 07/12/1996	07/12/1996
<i>Appraisal:</i> 06/13/1994	<i>MTR:</i> 09/15/1999	10/04/1999
<i>Approval:</i> 12/14/1995	<i>Closing:</i> 09/30/2001	06/30/2003

Project ID: **P003210**

Project Name: Social Recovery (02) Project

Country: **Zambia**

Ratings Summary

## 2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

*Outcome:* S

*Sustainability:* L

*Institutional Development Impact:* SU

*Bank Performance:* S

*Borrower Performance:* S

QAG (if available)

ICR

*Quality at Entry:*

S

*Project at Risk at Any Time:* No

Country's Experience working with the World Bank Group

administrative and financial management skills. As a second generation social fund operation, lessons learned from SRP1, and participatory assessments informed on the design of the components; experiences in-country, and social funds generally were taken into account in the components' design

Number of Objectives

The Second Social Recovery Project (SRP2) aimed to assist the Government of the Republic of Zambia's (GRZ) poverty reduction program through (a) financing of community initiatives and (b) building capacity for both quantitative and qualitative poverty analysis and monitoring. The community initiatives to be

Change in Objectives

3.2 Revised Objective:  
Not applicable

Training

demands supported by the Project. The provision of training to district level staff also supported the Government's efforts in decentralization and devolution of responsibility to districts

## Collaboration

1996/97	NGO Policy for Zambia	The study was undertaken in collaboration with the Ministry of Community Development and Social Services. Provided clear and focused policy guidelines for collaboration between government and NGOs on issues such as social safety nets and possibly shedding these responsibilities to NGOs. Cabinet approved the report in principle by late 1997 and the Policy has since been adopted.
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## Household Participating in the CDP

some evidence that school rehabilitation increased attendance, particularly in rural areas. Households are willing to spend more on education in SRP supported communities
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## Women Participating in the CDP

Women's participation in project was assessed and although cash contributions to a project are made by households and not by individual men and women, women contributed more labor than men, even though they did not attend meetings. If women attended meetings, they did not speak and did not actively contribute ideas to the discussion. Average female representation on project committees at the project identification
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## Procurement Staff

		Informatics Specialist Procurement Officer Procurement Specialist Financial Officer		
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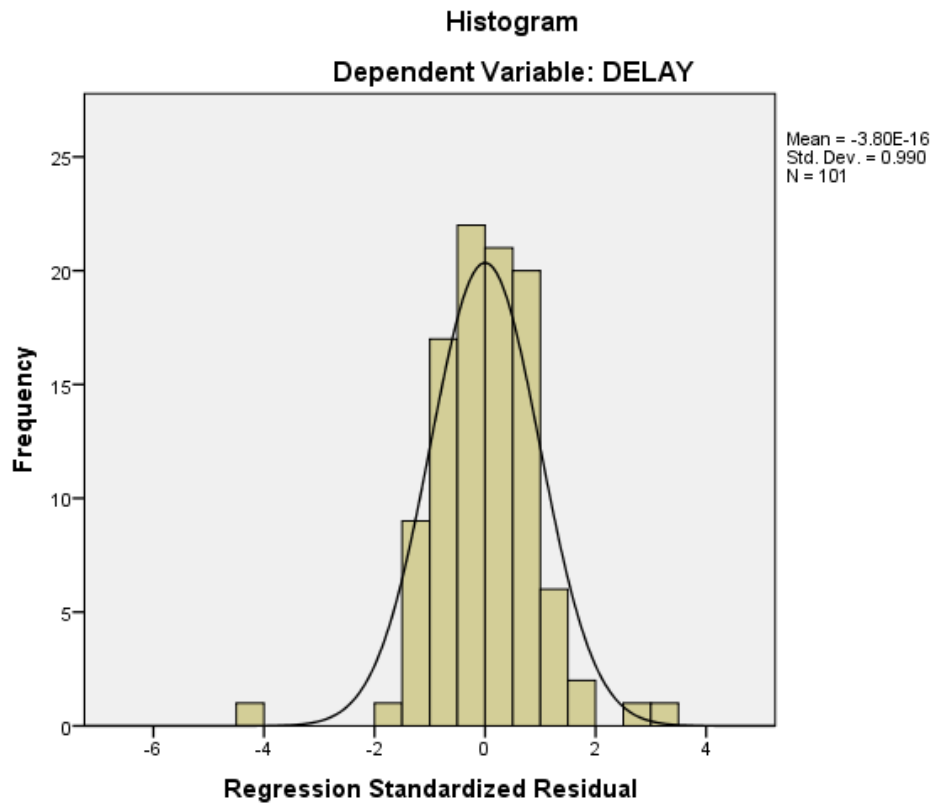
## Procurement Policies/Standards

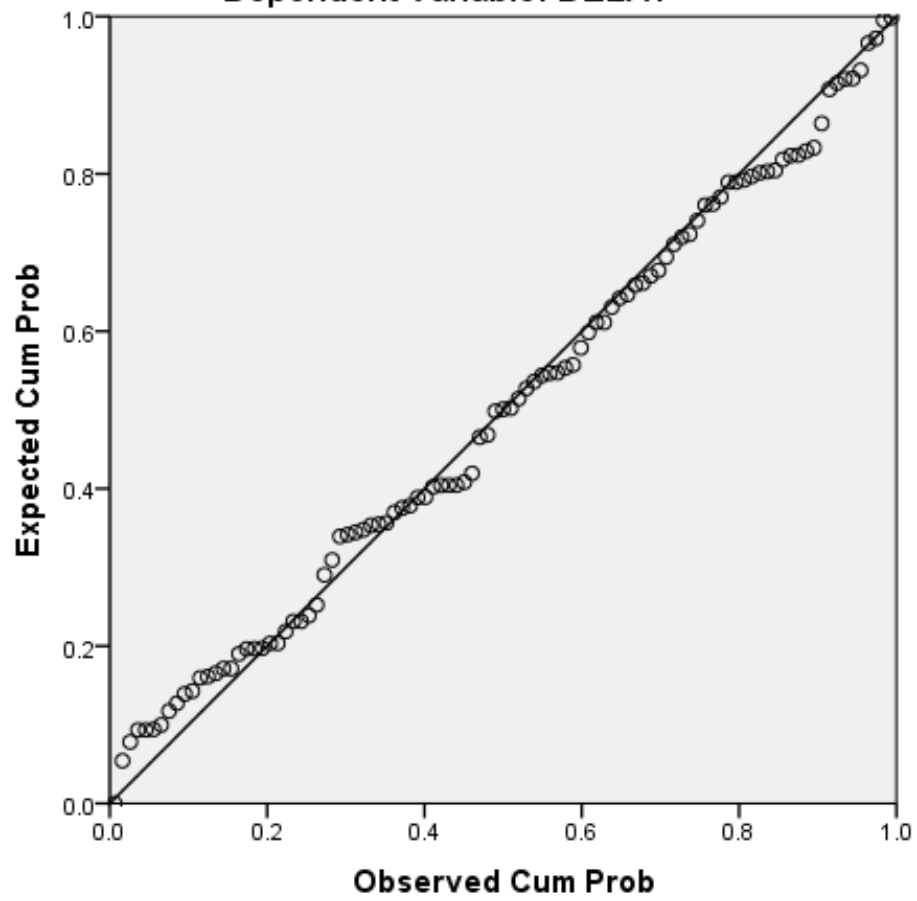
implementation of the Project. Financial management, procurement efficiency and appropriate utilization of technical assistance (see Annex 10 for a list of consultancies) were excellent. The MPU has consistently
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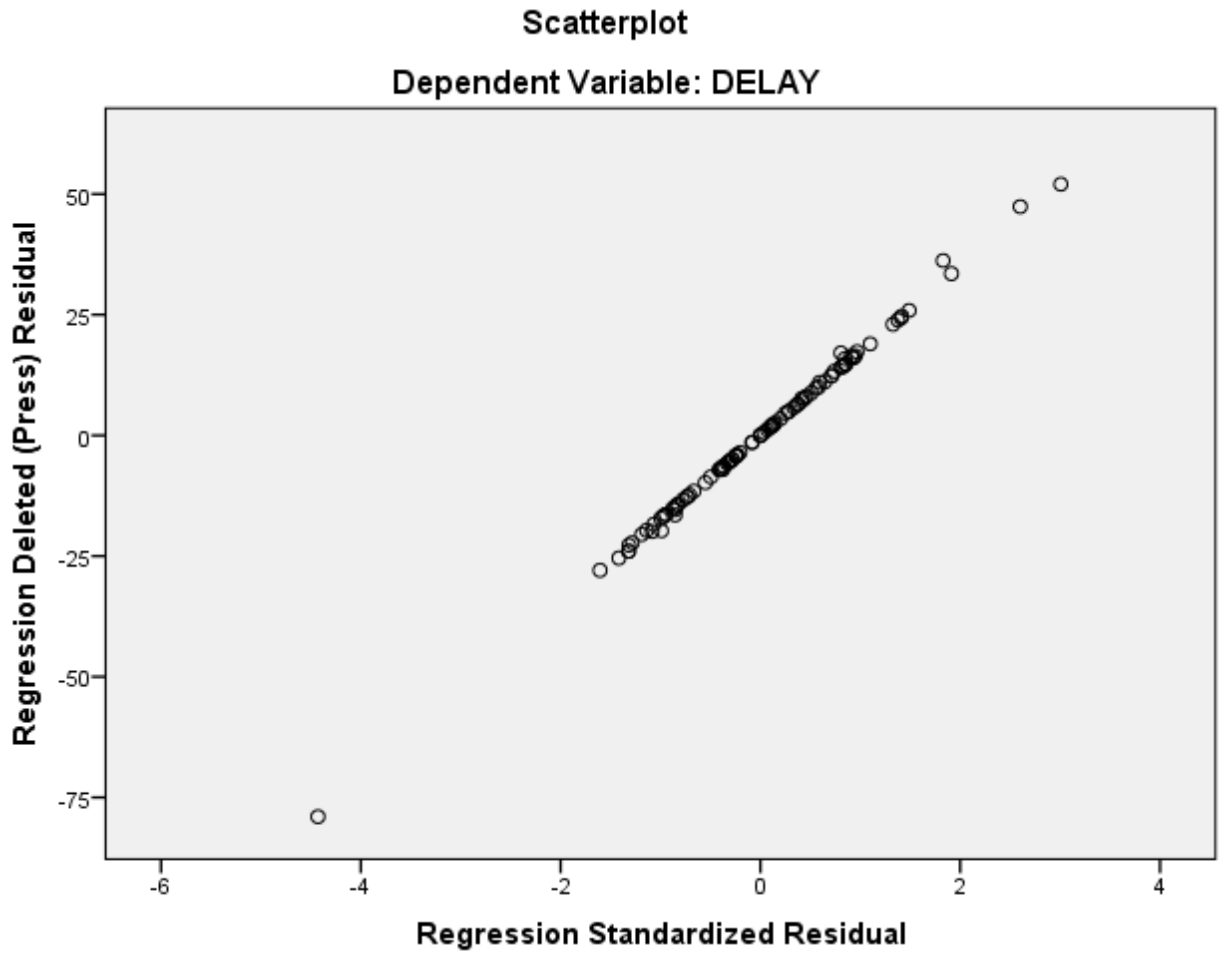
## Time Delay

KEY DATES		Original	Revised/Actual
PCD:	09/08/94	Effective: 10/16/95	10/16/95
Appraisal:	03/06/95	MTR: 07/15/98	09/15/98
Approval:	06/28/95	Closing: 12/31/2000	12/31/2000

## APPENDIX B: GRAPHING PLOTS



**Normal P-P Plot of Regression Standardized Residual****Dependent Variable: DELAY**





## VITA

**KEVIN W. MUCHIRI**

2101 Engineering Systems Building, Norfolk, VA 23529

kmuchiri@odu.edu/kmuchiri@outlook.com

**EDUCATION****Ph.D. in Engineering Management and Systems Engineering** December 2018

Old Dominion University, Norfolk, VA

Dissertation Title: "Exploring Critical Success Factors of Community Development Projects"

**Graduate Certificate in Project Management** May 2017**Master of Engineering Management, Old Dominion University** 2013**Bachelor of Science, Information Systems, Old Dominion University** 2011**TEACHING EXPERIENCE****Old Dominion University, Norfolk, VA** August 2014 - Present*Instructor*, Department of Engineering Management and Systems Engineering, Batten College of Engineering and Technology

Taught and developed curriculum for the following classes:

- ENMA 301- **Introduction to Engineering Management**
- ENMA 401 – **Project Management**
- ENMA 480 – **Ethics and Philosophy in Engineering Applications**