World Bank Financed Projects:

Improving the effectiveness of the Preparation, Implementation and Monitoring Processes of World Bank Financed Projects and Improving the Management Quality of Local Project Implementation Units-Turkey Case

Client: Turkey Country Desk-Central Office of the World Bank in D.C.
Turkey Country Office-Local Branch of World Bank in Ankara
Under Secretariat of Treasury (Board of Treasury Controllers and General Directorate of Foreign Economic Relations)
The Office of Economic Consular- Turkish Embassy in D.C.
Local Project Implementation Unit

Issue Definition: The World Bank is one of the world's largest sources of funding and knowledge for transition and developing countries. Its primary focus is on helping the poorest people and the poorest countries. It uses its financial resources, its staff, and its extensive experience to help developing countries reduce poverty, increase economic growth, and improve their quality of life.

There are eight phases for every World Bank Project (Country Assistance Strategy, Identification, Preparation, Appraisal, Negotiation and Board Approval, Implementation and Supervision, Implementation and Completion and Evaluation)

Although the projects the Bank finances are considered and supervised according to this well-designed project cycle, in practice some weaknesses and inconsistencies are observed during at any stage of the project cycle. These weaknesses and inconsistencies create serious discrepancies between the forecasted goals of a certain project and the realized results of same the project at the end. We believe that some of the reasons accounting for these discrepancies are:

- Weaknesses of economy, effectiveness and efficiency of the projects
- Personnel and Staffing
- Clash of World Bank’s demands and local regulations
- Outdated management methods
- Coordination problems between the World Bank and Turkey
- Irregularities and Corruptions
- Accountability and Transparency

In this project, we are going to investigate the reasons for these discrepancies and we will make applicable recommendations to improve preparation, implementation and monitoring processes of World Bank Financed Projects.

1 During the course of the systems project, we might be expecting to come up with different reasons.
**Scope of Work:**

We want to describe the work required in this project in steps and analyze each phase of the World Bank’s Project Cycle. Then we are going to define the reasons for these discrepancies and we will make applicable recommendations to improve preparation, implementation and monitoring processes of World Bank Financed Projects.

1) Data Collection- The projects the Bank finances are considered and supervised according to a well-documented project cycle. We need quantitative and qualitative data which can be obtained from the documents such as PAD (Project Appraisal Documents), progressive reports and interim reports that World Bank Central Office and the local implementation offices offer. All the planned cumulative figures and the detailed information concerning the subcomponents of the project are publicly available in the PAD documents of that specific project.

2) Data Analysis - All the quantitative and qualitative results that we collected will be compared to the forecasted results of a project through management science, empirical methods, organizational design and implementation tools to meet the objective of this system synthesis study.

3) Significant Challenges- The biggest challenge of this project is the difficulty of collection, comparison and analysis of the qualitative data.

**Expected Deliverable:**

Our system synthesis project will include the data collected, its analysis, its conclusions, and its policy recommendations for the funding organization World Bank and the countries that benefit from these funds.

**Skills Required:**

The project will build upon many skills learned during the time spent at Heinz.

Quantitative: Statistical analysis and data collection learned through *Empirical Methods* classes; data organization learned in *Data Analysis*; project management and optimization models learned through *Management Science*; Financing and development skills learned through *Financial Analysis*; economic analysis and identifying appropriate quantitative resources learned in the Applied economic class.

Qualitative: Public speaking skills and writing skills for professional presentation learned through *Public Speaking* and *Professional Writing*; Management Techniques and Control Mechanisms for improving the current state of the organizations learned through *Organizational Design and Implementation*.

Some of the group members have relevant experience in auditing the World Bank Financed projects in Turkey.

**Advisory Board:**

Memduh Aslan Akcay- General Director of Foreign Economic Relations in Under Secretariat of Treasury

Mehmet Ali Ertunc- Economic Consular of Turkish Embassy in D.C.

**Possible Team Members:**

* Ergul Haliscelik
* Aykut Erdogdu
* Mete Demirci
* Pınar Berk
* Jordan Palitto
* most interest