

# How The Project Cycle Works

## 1. Country Assistance Strategy

The World Bank proposes financial, advisory and technical services to help countries identify their priorities and reach their main development goals.

## 2. Identification

Ideas for creating meaningful change are discussed. Borrower and Bank representatives weigh development objectives and project impacts, risks, alternatives and timetable.

## 6. Evaluation

After a Borrower completes a project, the Bank's Independent Evaluation Group (IEG) measures the outcomes against original objectives and assesses whether or not the project's results can be maintained over the long term. A number of projects are further scrutinized in detailed impact evaluation reports.

## 3. Preparation, Appraisal and Board Approval

With advice and financial assistance from the Bank, the Borrower conducts studies and prepares detailed project documentation. The Bank assesses the economic, technical, institutional, financial, environmental and social aspects of the project. When the Bank and the Borrower agree on the terms of a loan or credit, the project is presented to the Bank's Board of Executive Directors for approval.

## 5. Implementation and Completion

At the end of the loan or credit disbursement period (anywhere from 1-10 years), a completion report identifying project results, problems and lessons learned is submitted by operations staff to the Bank's Board of Executive Directors for information purposes.

## 4. Implementation and Supervision

The Borrower implements the project, issuing contracts through a competitive bidding process that follows the Bank's procurement guidelines. World Bank staff periodically supervises the project to make sure that the loan proceeds are used for intended purposes and with due regard for economy, efficiency and effectiveness.

