UNIVERSITÉ DU QUÉBEC EN OUTAOUAIS

Managing Human Right's Projects: The World Bank Case Study

THESIS PRESENTED AS

A REQUIREMENT FOR MASTER OF

SCIENCE IN PROJECT MANAGEMENT

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August 2013

Acknowledgement

I am heartily thankful to my supervisor, Said Boukendour, whose encouragement, guidance and support from the initial to the final level enabled me to develop an understanding of the subject. This thesis would not have been possible without his help.

I would also like to acknowledge my committee member, Prof. Li Yan for his advice, ideas and insight.

My deepest gratitude goes to my wife, Pantea for her unflagging love and support.

Lastly, I would like to show my gratitude to all of those who supported me in any respect during the completion of the project.

Rasul Abbasi

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CHAPTER ONE:

INTRODUCTION

1. Introduction

Recent years have seen a gradual rapprochement and increasing dialogue between the human rights and development communities. The interdependence of the two spheres has been promoted in a number of forums (Cingranelli and Richards, 2001). First, Nobel Prize winning economist Amartya Sen spearheaded the conceptual integration of development and human rights and paved the way for a rights-based approach (Cingranelli and Richards, 2001). Second, the United Nations Declaration on the Right to Development has sparked a process of policy analysis, with the aim of identifying the contents of such a right and its corresponding duties and responsibilities. Third, this rich debate at the academic and policy levels has been supported by a number of international development organizations, which have begun to explore the operational implications of the relationship between development and human rights (Cingranelli and Richards, 2001).

The World Bank Group joins the international community in commemorating the fiftieth anniversary of the Universal Declaration of Human Rights. The principles enshrined in the historic 1948 Declaration, and refined in later international agreements, continue to provide "the common standard of achievement for all peoples and all nations." They also serve as a challenge for the World Bank and other members of the United Nations (U.N.) family to advance through their work the ideals represented in the U.N. Charter (Felicio and Abraham, 2004).

It is important to recall the historic environment in which the Universal Declaration was born. Created three years after the end of World War II, and on the eve of a Cold War that would divide the world's people for nearly half a century, the Declaration gave steadfast promise to the idea that every man, woman, and child has fundamental value and shares inalienable human rights and freedoms (Broding, 2007).

This trend toward a Rights-Based Approach to development has been paralleled by a strategic evolution in the human rights community. Against the backdrop of globalization and the increasing influence of non-state actors, academics, policy-makers and advocates are devolving their attention from the state-centered human rights regimes. The Global Compact, corporate social responsibility and transnational social networks are just some of the concepts that are increasingly shaping the human rights challenge (OHCHR, 2004). In this context, the expansion of functions and responsibilities of international organizations has created a number of gray areas. A significant disjuncture exists between the actual powers of international organizations and the legal and political norms that hold them accountable. This is particularly true for international financial institutions, with the IMF and the World Bank at the center of attention (OHCHR, 2004).

The World Bank has attracted a fair amount of controversy over its human rights scorecard (Ravindra. 2004).This should not come as a surprise. Despite its decreasing relative share in capital transfers to developing countries, the Bank remains a potent player, whose influence goes far beyond financing projects. Structural adjustment lending, country dialogue and loan guarantees impact the livelihoods of people in the developing world considerably. A number of high-profile projects such as the Narmada Dam or the Chad Cameroon Pipeline have highlighted

the Bank's significant, direct and sometimes harmful involvement in areas of human rights concern (Ravindra. 2004).

The links between human rights and development are well understood. Studies have shown that many countries that demonstrate respect for human rights experience a higher rate of economic development(Broding, 2007).Yet, human rights standards are not only important for countries, but also for the development institutions that invest in them. In particular, these standards can help guide development institutions towards investments that focus on the needs of the poor and the vulnerable. Involving the poor in development decision-making can direct attention to the structural causes of poverty, including discrimination, exclusion, and lack of accountability. Human rights standards are also increasingly employed as a tool for managing risks and measuring the effectiveness of development (Broding, 2007).Conversely, violations of human rights, such as the repression of dissent, loss of community access to food and water, dangerous labour conditions, or discrimination against poor communities — can prevent an investment from generating net development benefits (Ravindra. 2004).

This Research will focus on challenges in Human rights based projects through analyzing International Organizations Human Rights projects. The central purpose of human rights projects in the form of case studies is to provide a learning opportunity for all concerned- the reader, the reviewer – and to increase the body of Knowledge related to the practical implementation of the "Global Compact human rights projects" (Ravindra. 2004). Human rights are embedded in every service project that takes place.

As researcher simply need to extract them and look at them in relation to the service being provided. For example, by combining a service project at development project with human rights education about the right to have standard quality of life, learners can learn about how needy people in developing world in their country compares to violations of the right to quality of the life in other parts of the world. They can learn about how being vulnerable affects an individual's access to other rights, such as the right to health or to work, and they can experience what it means to take action to end human rights violations.

Generally what makes Human Rights projects specific is because are about "rights that all people simply have". The basic standards human beings need to live life with, such as fundamental civil and political rights, the right to free speech, religion and rights to participate in government t(OHCHR, 2004). They are based on the principles of universality, interdependence, equality and non- discrimination.

Through Human rights Based projects, people will be empowering to exercise their rights, especially their reproductive rights, and to live free from any violence. It does this by supporting projects aimed at giving men, women, and young people the information, life skills, and all desired services they need to claim their rights (OHCHR, 2004).It also contributes to capacity building among public, officials, teachers, health-care workers and others who have a responsibility to fulfil these rights. In addition, Human Rights Projects strengthens civil society organizations, which often serve as intermediaries between governments and individuals, and promote mechanisms by which duty bearers can be held accountable (OHCHR, 2004).

Human rights are the cornerstone of many international unions and organizations' policy and in the political dialogues the organizations have with third countries or development cooperation or its action in multilateral foray such as United Nations and World Bank.

Today, much of the experience of design and implementation of human rights projects has remained inside organizations. Through this research, a key goal is to share the learning more broadly. We use case studies for in-depth consideration of the results of a project or group of projects or to illustrate given points. Case studies are convincing and capture the reader's attention. But they are not generalizable, a case—no matter how well done—cannot tell you whether it is the only such instance or whether the problem (or success) is widespread.

The advantageous of the case study in respect of this research are numerous. First, it allows a lot of detail to be collected that would not normally be easily obtained by other research designs (Yin, 2009). The data collected is a lot richer and of greater depth than can be found through other experimental designs. Second, because case study in this research provides a great amount of description and detail about challenges in World Bank projects in terms of human rights, it helps dramatically to set the ground work for future studies (Yin, 2009). The detailed qualitative accounts often produced in case studies not only help to explore or describe the data in real-life environment, but also help to explain the complexities of real projects situations which may not be captured through experimental or survey research (Yin, 2009).

I supplemented this primary research with secondary research, for which I extensively reviewed research reports and studies, media reports, human rights reports, and other material related to the human rights and the country context. As noted above, our rigorous research and outreach was necessitated, in part, by the paucity of readily-available information on these

investments. This reflects a general lack of transparency associated with these land investments that is, in and of itself, a cause for concern.

1.1 Statement of the problem

The World Bank believes that creating the conditions for the attainment of human rights is a central and irreducible goal of development. By placing the dignity of every human being, especially the poorest, at the very foundation of its approach to development, the Bank helps people in every part of the world build lives of purpose and hope. And while the Bank has always taken measures to ensure that human rights are fully respected in connection with the projects it supports, it has been less forthcoming about articulating its role in promoting human rights within the countries in which it operates (Malena et al., 2004).

In recent years, the World Bank has placed new emphasis on understanding the relationship between human rights and development: There has been growing recognition of the need for the Bank to address human rights in a more explicit fashion. There have been significant advances in the Bank's thinking on this issue and an increasing understanding of the connection between human rights and development on several levels (Bernard, 2011).

Although its policies, programs and projects have never been explicitly or deliberately aimed towards the realization of human rights, the Bank contributes to the promotion of human rights in different areas, e.g., improving poor people's access to health, education, food and water; promoting the participation of indigenous peoples in decision-making and the accountability of governments to their citizens; supporting justice reforms, fighting corruption and increasing transparency of governments (Colmn and Steve., 2008).

The Bank's Community Driven Development (CDD) program gives voice to communities, promoting empowerment of the poor and informed civic engagement with increased social accountability which is essential to poverty reduction. One of the objectives of CDD was to give communities voice and influence, and to empower them to plan and manage their own economic and social development (Johnson, 2007).

Since 2000, the CDD portfolio has grown from approximately $1 billion to an average of $2 billion of annual investment in 2008. During this time period, lending for CDD totaled approximately $16 billion, or 9% of IBRD/IDA lending, covering more than 630 activities. While the number of projects with CDD components has stabilized over the years, the Bank is continuing to dedicate resources and policy dialogue toward operating at a larger scale and across sectors. In practical terms therefore, many of the World Bank's activities have a human rights dimension. Also, there are wide areas of overlap between substantive areas covered by core human rights treaties and those areas in which the Bank operates (Johnson, 2007).

The Bank contributes directly to the fulfillment of many rights articulated in the Universal Declaration. Through its support of primary education, health care and nutrition, sanitation, housing, and the environment, the Bank has helped hundreds of millions of people attain crucial economic and social rights. In other areas, the Bank's contributions are necessarily less direct, but perhaps equally significant. By helping to fight corruption, improve transparency and accountability in governance, strengthen judicial systems, and modernize financial sectors, the Bank contributes to building environments in which people are better able to pursue a broader range of human rights (Goldman, 2005).

But in this project, the World Bank has encountered with some challenges. These challenges can be in range of political, cultural, social and financial areas. So the present study aims at finding challenges in human right's projects in the Word Bank.

1.2 Significance of the study

There is a growing body of research from development experts that shows the linkage between human rights and development and many development partners are increasingly integrating human rights into their programs (Goldman 2005). Human rights embody value commitments which are not uniformly interpreted. Furthermore, the concept of universality underpinning the international human rights framework is a complex one, which must be assessed in progressive terms, and interpreted according to its current legal, political and historical context. The World Bank needs to undertake analytic work to examine how human rights fit within the constitutional framework and what positive contribution they could make to the development process. While the World Bank is not an enforcer of human rights, it may play a facilitative role in helping its members realize their human rights obligations.

1.3 Objective of the study

The main objective of the present study is finding Challenges in human right's projects by Word Bank. Also the study follows other goals:

- Introducing with World Bank and its human right's projects.

- Finding the most critical challenges in human rights projects.

- Exploring the most factors affecting the success of World Bank human right's projects.

1.4 Research questions

- What is the process of conducting a succeeded human right's projects by World Bank?

- What are the main roles of projects success associated with World Bank management?

- What are the most critical challenges in human rights projects?

1.5 Definitions of key terms

Project management

Project management is the discipline of planning, organizing, securing, managing, leading, and controlling resources to achieve specific goals. A project is a temporary endeavor with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual (or operations), which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies (Paul and Dinsmore, 2005).

Human rights

According to the universal declaration of human rights which has been approved by United Nation, there are three generations of human rights. First known as "negative rights " which include all political and individual freedoms, like freedom of speech , religion and freedom of movement and assembly ,as well as guarantees against discrimination, slavery and torture(UN

,1948 Articles2-15) Another generation of rights known as "positive rights" attempt to ensure each individual an adequate standard of living like good standard in food ,clothing ,housing, medical care and social services . The most important here are rights of education (UN, 1948 Articles 16-27). The third generation of human rights involves collective rights among nations. Under the 1948 declaration, everyone is entitled to a social and international order in which the " the rights and the freedoms" listed in the document can be fully realized (UN,1948 articles 28-30) according to declaration promotion of collective human rights requires intergovernmental co-operations on world issues such as environmental protection and economic development. But in implementing those, still there are problems. According to Kofi Annan Speech (Former UN general assembly, reported on 26 May 2005) the most important challenges which today world is facing are included:

Human Rights Challenges

1. Poverty and global inequities
2. Discrimination
3. Armed conflict and violence
4. Impunity
5. Democracy deficits
6. Weak institutions

The Challenges of Implementation

1. The knowledge gap
2. The capacity gap
3. The commitment gap
4. The security gap

The human rights paradigm has become such a powerful legitimizing force in national politics and international relations that no government in any part of the world today which openly and reject or defy its dictates. Governments will deny that they striving to comply with those norms to the best extent permitted by their local circumstances. They will try to get the benefits of international legitimacy without inconvenience of compliance with human rights standards.

In this case most human rights organizations concentrate on specific aspect of human rights and provide projects in order to increase the public's awareness of human rights issues and force governments to follow human rights standards. They work to improve the lives of the people with a particular focus for example on women and people of color or to the promotion and protection of the human rights of all persons in the specific regions. Most organizations do this by monitoring and advocating for government compliances with universal human rights standards, especially the human rights to employment, housing, health, food, education and other economic, social and political rights.

Some others missions are to use the political process, education and advocacy to ensure and promote dignity, safety, equality for and the civil and human rights of individuals. They seek to promote a society where people of all classes, races, and gender identities can enjoy complete reproductive freedom and expression, as part of life, without fear of harassment, economic or legal penalty. They mostly are committed to the principle that access to political, social, cultural, and economic resources is a fundamental right of all. As discussed above different human rights advocator organizations have different perspective but in this project, specifically I am concentrating on some main and important organizations which are active in human rights issues.

The World Bank

World Bank or the official "International Bank Restoration and Development" is an inter-governmental organization that was founded in 1944. The bank has three important factors:

1) The annual lending in a way that the world's largest source of development assistance;

2) Setting pre-conditions for loans and investments;

3) the most effective source of investment in research and development issues.

The group discussed the character of its three founders are:

1) Human Rights and related economic development is inseparable part.

2) Agreement of the World Bank and should not be viewed as literal values, and policy developments over time will be required, in other words, the value and benefits of higher should be a priority, even if the text's language agreements are in conflict.

3) Human rights in comparison with the material order and the degree of agreement is higher. The World Bank agreement should be interpreted in a manner consistent with human rights is. However, "Abraham F. IP Shath "the bank believes that the authority does not intervene in the political relationship between countries and their citizens. But violations of political rights can impose itself as a problem on bank decisions. Direct economic impacts and should be featured on this violation or breach of international obligations related to the bank. This position has provided us with the material provisions of the letter "only economic considerations should be taken into consideration in decisions about the bank and its employees" are in agreement.

Despite such views, in recent years the World Bank policies and programs are linked with human rights issues. Including the president, "Wolfson James" on the bank, he demanded in a letter to the Indonesian President to intervene for the restoration of peace in East Timor and the international financial community's full support and respect for the referendum and its results depend said. In a paper, "Wolfson" on November 11, 1999 issue of the magazine "Herald Tribune" entitled "A free press is essential for poor countries' releases; press release announced the development of the core. From his view, "If you fail to give poor people the right to vote, if they do not have an opinion, if there is a spotlight on corruption and inappropriate practices, the general consensus about the need for change cannot create"(Wolfson,1999).

Methodology

This Research will focus on challenges in Human rights based projects through analyzing International Organizations Human Rights projects. Case study at the heart of this research evaluates Human Rights challenges in World Bank projects. The case study explores the numerous human rights challenges exist in projects investments and offer preliminary observations based on a careful review of the projects and assessment of the extent to which they reflect the principles. Case study recognised as a tool in many social science studies, the role of case study method in qualitative research becomes more prominent when issues with regard to education, sociology and problem solving (Gulsecen & Kubat, 2006).

Case study as a research strategy has been explored in depth by three writers in particular, Merriam (1998), Yin (1981, 1984, 1994, 1999, 2003a, 2003b, 2005), and Stake (1978/2000, 1994, 1995, 2005, 2008). Merriam (1998) presented a comprehensive overview of case study as an application of qualitative research. According to Merriam (1998) the "single most defining characteristic of case study research lies in delimiting the object of study: the case". The case is a unit, entity, or phenomenon with defined boundaries that the researcher can demarcate or "fence in".

Merriam (1998) maintained that the case study does not claim any specific data collection methods, but "focuses on holistic description and explanation". Within this focus, the case study can be organized as particularistic, heuristic, or descriptive. A descriptive case study is complete and very literal in its reporting of the findings of the research, and it references the "thick description". The descriptive case illustrates the complexities of the situation, and presents information from a wide variety of sources and viewpoints in a variety of ways.

But Yin (2003) provided an extremely comprehensive and systematic outline for undertaking the design and conduct of a case study. He made an important distinction between case study strategy and qualitative research by acknowledging that a case study strategy could also be used with quantitative evidence. Yin (1994) explained that "case studies can be conducted and written with many different motives, including the simple presentation of individual cases or the desire to arrive at broad generalizations based on case study evidence". His approach and language suggest the quantitative paradigm of a positivist.

Stake (2000) in his early work on case study methodology, maintained that "case studies are useful in the study of human affairs because they are down-to-earth and attention-holding". Stake commented that "case studies will often be the preferred method of research because they may be epistemologically in harmony with the reader's experience and thus to that person a natural basis for generalization". Stake concluded that when the purpose of the research is to provide "explanation, propositional knowledge, and law ... the case study will often be at a disadvantage. When the aims are understanding, extension of experience, and increase in conviction in that which is known, the disadvantage disappears".

Stake (2008) acknowledged that the case itself may be studied qualitatively or quantitatively, analytically or holistically, through measures or by interpretation, but the critical factor is that the case is a system with boundaries, and with certain features inside those boundaries. The work of the researcher is to identify "coherence and sequence" (2005, p. 444) of the activities within the boundaries of the case as patterns. According to Stake (2005), the case needs to be organized around issues – complex, situated, problematic relationships – and questions around these issues will help deepen the theme of the case. He noted he noted, "The purpose of case study is not to represent the world, but to represent the case ... the utility of case research to practitioners and policy makers is in its extension of experience". Stake (1994) confirmed the significance of the concept of generalizability of case study research and he agreed that both qualitative and quantitative research could be undertaken through case study.

The discussion of case study research strategy undertaken by Merriam, Yin, and Stake clarified and confirmed the importance of the use of case study methodology in qualitative research, and supported the use of case study in my work. The scope of the case study is bounded and the findings can rarely be generalized, but the case study can provide rich and significant insights into events and behaviours. It can "contribute uniquely to our knowledge of individual, organizational, social, and political phenomena" (Yin, 1984)

The present case study is a descriptive and analytical one, theoretical bases and previous studies collected by reputable sites, books and related articles. After that all subjects were analyzed and conclusions were presented. At first, investigation of Project Management and its Processes was performed in theoretical bases of literature. Also The World Bank and its project management were studied. After that with reference to related articles, Project Preparation of the World Bank and Project Appraisal of the World Bank were specified. Then, the researcher was investigated Human Rights Projects by reading related books and articles. In this way, globalization, development and human rights and different aspect of human rights were defined from related sources. After that by study and checking the World Bank site, human rights projects that performed by this organization was specified. Also in that site, Importance of human rights for the World Bank and Evolution of Human Rights Considerations in The World Bank was demonstrated.

The next step was determination project management of human rights by World Bank via related articles, books and reports. In this way, the researcher perceived that how does the Bank's work contribute to the realization of human rights and what is the way forward for the Bank in the area of human rights. Then it was specified what is the nature of the Bank's cooperation on human rights and The World Bank procurement assessment process by related sites and articles.

Finally, by analyzing all of theoretical bases, evidence and principles, and discussion about issued raised, conclusions were presented.

CHAPTER TWO:

The World Bank and project management

2-1- Project management

Project management is the discipline of planning, organizing, securing, managing, leading, and controlling resources to achieve specific goals. A project is a temporary endeavor with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual (or operations), which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies (Paul and Dinsmore, 2005).

The primary challenge of project management is to achieve all of the project goals and objectives while honoring the preconceived constraints. The primary constraints are scope, time, quality and budget. (Phillips, 2006) The secondary —and more ambitious— challenge is to optimize the allocation of necessary inputs and integrate them to meet pre-defined objectives (Luis, 2006).

2-1-1- Project Management Processes

Project management is one of the critical processes of any project. This is due to the fact that project management is the core process that connects all other project activities and processes together. When it comes to the activities of project management, there are plenty. However, these plenty of project management activities can be categorized into five main processes. Let's have a look at the five main project management processes in detail (Zimmers et al., 1995).

2-1-2- Project Initiation:

Project initiation is the starting point of any project. In this process, all the activities related to wining a project in, takes place. Usually, the main activity of this phase is the pre-sale. During the pre-sale period, the services provider proves the eligibility and ability of completing the project to the client and eventually wins the business. Then, it is the detailed requirements gathering which comes next. During the requirements gathering activity, all the client requirements are gathered and analysed for implementation. In this activity, negotiations may take place to change certain requirements or remove certain requirements all together. Usually, project initiation process ends with requirements sign-off (Turner et al., 1998).

2-1-3- Project Planning:

Project planning is one of the main project management processes. If the project management team gets this step wrong, there could be heavy negative consequences during the next phases of the project. Therefore, the project management team will have paid detailed attention to this process of the project (Kerzner, 1999).

In this process, the project plan is derived in order to address the project requirements such as, requirements scope, budget, and timelines. Once the project plan is derived, then the project schedule is developed. Depending on the budget and the schedule, the resources are then allocated to the project. This phase is the most important phase when it comes to project cost and effort (Johns, 1995).

2-1-4- Project Execution:

After all paper work is done, in this phase, the project management executes the project in order to achieve project objectives. When it comes to execution, each member of the team carries out their own assignments, within the given deadline for each activity. The detailed project schedule will be used for tracking the project progress. During the project execution, there are many reporting activities to be done. The senior management of the company will require daily or weekly status updates on the project progress (Graham, 2000).

In addition to that, the client may also want to track the progress of the project. During the project execution, it is a must to track the effort and cost of the project in order to determine whether the project is progressing in the right direction or not. In addition to reporting, there are multiple deliveries to be made during the project execution. Usually, project deliveries are not one time deliveries made at the end of the project. Instead, the deliveries are scattered throughout the project execution period and delivered upon agreed timelines (Belbin, 1999).

2-1-5- Control and Validation:

During the project life cycle, the project activities should be thoroughly controlled and validated. The controlling can be mainly done by adhering to the initial protocols such as project plan, quality assurance test plan, and communication plan for the project. Sometimes, there can be instances that are not covered by such protocols. In such cases, the project manager should use adequate and necessary measurements in order to control such situations (Kerzner, 1999).

Validation is a supporting activity that runs from first day to the last day of a project. Each and every activity and delivery should have its own validation criteria in order to verify the successful outcome or the successful completion. When it comes to project deliveries and requirements, a separate team called 'quality assurance team' will assist the project team for validation and verifications functions.

2-1-6- Closeout and Evaluation:

Once all the project requirements are achieved, it is time to hand over the implemented system and closeout the project. If the project deliveries are in par with the acceptance criteria defined by the client, the project will be duly accepted and paid by the customer. Once the project closeout takes place, it is time to evaluate the entire project. In this evaluation, the mistakes made by the project team will be identified and will take necessary steps to avoid them in the future projects (Graham, 2000).During the project evaluation process, the services provider may notice that they haven't gained the expected margins for the project and may have exceeded the timelines planned at the beginning. In such cases, the project is not a 100% success to the services provider. Therefore, such instances should be studied carefully and should take necessary actions to avoid in the future.

Project management is a responsible process. The project management process connects all other project activities together and creates the harmony in the project. Therefore, the project management team should have a detailed understanding on the all project management processes and the tools that they can make use for each project management process (Kerzner, 1999).

2-2-The World Bank

The World Bank was created at the end of World War II as a result of many European and Asian countries needing financing to fund reconstruction efforts. Created out of the Bretton Woods agreement of 1944, the Bank was successful in providing financing for these devastated countries. Today, the Bank functions as an international organization that attempts to fight poverty by offering developmental assistance to middle and poor-income countries. By giving loans, and offering advice and training in both the private and public sectors, the World Bank aims to eliminate poverty by helping people help themselves (Baum, 1978). The World Bank is an international financial institution that provides loans to developing countries for capital programs (Goldman, 2005).

The World Bank's official goal is the reduction of poverty. According to the World Bank's Articles of Agreement (as amended effective 16 February 1989), all of its decisions must be guided by a commitment to promote foreign investment, international trade, and facilitate capital investment.(World Bank Group, 2012).

The World Bank differs from the World Bank Group, in that the World Bank comprises only two institutions: the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA), whereas the latter incorporates these two in addition to three more: International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA), and International Center for Settlement of Investment Dispute (ICSID).

Many achievements have brought the Millennium Development Millennium Goals (MDGs) targets for 2015 within reach in some cases. For the goals to be realized, six criteria must be met: stronger and more inclusive growth in Africa and fragile states, more effort in health and education, integration of the development and environment agendas, more and better aid, movement on trade negotiations, and stronger and more focused support from multilateral institutions like the World Bank (World Bank, 2012).

Eradicate Extreme Poverty and Hunger: From 1990 through 2004, the proportion of people living in extreme poverty fell from almost a third to less than a fifth. Although results vary widely within regions and countries, the trend indicates that the world as a whole can meet the goal of halving the percentage of people living in poverty. Africa's poverty, however, is expected to rise, and most of the 36 countries where 90% of the world's undernourished children live are in Africa. Less than a quarter of countries are on track for achieving the goal of halving under-nutrition (World Bank Group, 2012).

Achieve Universal Primary Education: The number of children in school in developing countries increased from 80% in 1991 to 88% in 2005. Still, about 72 million children of primary school age, 57% of them girls, were not being educated as of 2005.

Promote Gender Equality: The tide is turning slowly for women in the labor market, yet far more women than men- worldwide more than 60% – are contributing but unpaid family workers. The World Bank Group Gender Action Plan was created to advance women's economic empowerment and promote shared growth.

Reduce Child Mortality: There is somewhat improvement in survival rates globally; accelerated improvements are needed most urgently in South Asia and Sub-Saharan Africa. An

estimated 10 million-plus child under five died in 2005; most of their deaths were from preventable causes.

Improve Maternal Health: Almost the entire half million women who die during pregnancy or childbirth every year live in Sub-Saharan Africa and Asia. There are numerous causes of maternal death that require a variety of health care interventions to be made widely accessible.

Combat HIV/AIDS, Malaria, and Other Diseases: Annual numbers of new HIV infections and AIDS deaths have fallen, but the number of people living with HIV continues to grow. In the eight worst-hit southern African countries, prevalence is above 15 percent. Treatment has increased globally, but still meets only 30 percent of needs (with wide variations across countries). AIDS remains the leading cause of death in Sub-Saharan Africa (1.6 million deaths in 2007). There are 300 to 500 million cases of malaria each year, leading to more than 1 million deaths. Nearly all the cases and more than 95 percent of the deaths occur in Sub-Saharan Africa.

Ensure Environmental Sustainability: Deforestation remains a critical problem, particularly in regions of biological diversity, which continues to decline. Greenhouse gas emissions are increasing faster than energy technology advancement. (World Bank Group, 2012).

Develop a Global Partnership for Development: Donor countries have renewed their commitment. Donors have to fulfill their pledges to match the current rate of core program development. Emphasis is being placed on the Bank Group's collaboration with multilateral and local partners to quicken progress toward the MDGs' realization.

For the poorest developing countries in the world, the bank's assistance plans are based on poverty reduction strategies; by combining a cross-section of local groups with an extensive

analysis of the country's financial and economic situation the World Bank develops a strategy pertaining uniquely to the country in question. The government then identifies the country's priorities and targets for the reduction of poverty, and the World Bank aligns its aid efforts correspondingly. (World Bank Group, 2012).

Forty-five countries pledged US$25.1 billion in "aid for the world's poorest countries", aid that goes to the World Bank International Development Association (IDA) which distributes the loans to eighty poorer countries. While wealthier nations sometimes fund their own aid projects, including those for diseases, and although IDA is the recipient of criticism, Robert B. Zoellick, the former president of the World Bank, said when the loans were announced on 15 December 2007, that IDA money "is the core funding that the poorest developing countries rely on".

The World Bank Institute (WBI) creates learning opportunities for countries, World Bank staff and clients, and people committed to poverty reduction and sustainable development. WBI's work program includes training, policy consultations, and the creation and support of knowledge networks related to international economic and social development. The World Bank Institute (WBI) can be defined as a "global connector of knowledge, learning and innovation for poverty reduction". It aims to inspire change agents and prepare them with essential tools that can help achieve development results. WBI has four major strategies to approach development problems: innovation for development, knowledge exchange, leadership and coalition building, and structured learning. World Bank Institute (WBI) was formerly known as Economic Development Institute (EDI), established on March 11, 1955 with the support of the Rockefeller and Ford Foundations. The purpose of the institute was to serve as provide an open place where senior officials from developing countries could discuss development policies and programs. Over the years, EDI grew significantly and in 2000, the Institute was renamed as the World Bank Institute.

Currently Sanjay Pradhan is the Vice President of the World Bank Institute. (World Bank Group, 2012).

2-2-1- International Monetary fund

International Monetary Fund in 1944 to oversee the international monetary system was established. Some of the business objectives of the fund established under the agreement include (Silverman, 1986).

1) Promote international monetary cooperation through a permanent institutional mechanism for consultation and collaboration on international monetary issues, provide;

2) Facilitate the expansion and balanced growth of international trade and participation in promoting and maintaining high standards of employment and real income and resources beneficial to all members as primary objectives of economic policy. Decision to fund a permanent institution, is an administrative circular, and vote based on each country's economic size and level of participation in the Capital Fund. Members will monitor the Fund's exchange rate policy. When the Fund makes loans to a country, political conditions and specific needs are provided for the loan. Same conditions, the Fund's influence on domestic programs and policies that many developing countries.

Therefore, the charge was entered on the Fund's structural adjustment programs of the historical model that considers the fund as a condition for lending, neoliberal programs, which generally requires a reduction in social welfare programs and related political and social rights and to engage government deregulation and privatization, and the pressure to balance the budget. Fund denies such charges and membership in these institutions with an emphasis on being optional, it is considered that the benefits of membership with the Fund in cooperation with the

countries. But the reality is that countries that are having financial problems, with little option but to cooperate with the International Monetary Fund and do not accept the terms of its loans from 0.2 4 changing IMF conditions. Another question is the transformation of the IMF conditions. In accordance with the terms of the loan fund in 1979, the Fund was approved by the executive circle, only the macroeconomic variables that lead to better implementation of programs to be members, will be considered as a criterion. But in practice, the macroeconomic effects, ambiguous and is relatively widespread.

These changes reflect the consequences of the collapse of communism and the relationship between economic and political reforms. The new view was that the economic efficiency of the functioning of civil society, rule of law, and respect for private property depends. In August 1997, new guidelines were announced by the Fund's executive circle upon which licensing fund political situation in member countries as an essential element of judgment about the prospects for policy implementation, the information request (World Bank Group, 2012).

Primarily from the 1990s, addressing the governance debate in the International Monetary Fund in four new areas was considered:

1) Military expenditures: Since 1993, funds in the report "World Economic Outlook" of this issue as a major problem in poor allocation of resources to leave.

2) An explicit discussion about corruption

3) Express talk about democracy

4) Being sentenced to "strong informal networks" in response to the Asian crisis and being transparent and stable regulatory environment for private sector as a solution.

In 1990, the volume address the topic of human rights in the IMF is much increased. It comes from a new consensus about economic policy and was the New World Order. Moreover, it reflects the idea that the world economy and global institutions of governance that some corrupt, rent-eater, and the military can guarantee individual rights and prosperity. However, addressing such issues, new challenges for the Fund, particularly when dealing with large state, has a stronger military and economic potential, to create. In addition, the Fund's institutional capacity to implement these new trends and guidelines were also questioned. However, adding new expectations can create dangerous movement view (World Bank Group, 2012).

2-3- The World Bank and project management

The World Bank proposes financial, advisory and technical services to help countries identify their priorities and reach their main developments goals. The World Bank lends money to low and middle-income countries to support development and change. Development projects are implemented by borrowing countries following certain rules and procedures to guarantee that the money reaches its intended target. The World Bank works with a borrowing country's government and other stakeholders to determine how financial and other assistance can be designed to have the largest impact. After analytical work is conducted, the borrower and the Bank produce strategies and priorities for reducing poverty and improving living standards (Jacub, 2011).

Identified projects can range across the economic and social spectrum from infrastructure, to education, to health, to government financial management. The World Bank and the government agree on an initial project concept and its beneficiaries, and the Bank's project team outlines the basic elements in a Project Concept Note. This document identifies proposed objectives,

imminent risks, alternative scenarios, and a likely timetable for the project approval process. Two other Bank documents are generated during this phase. The Project Information Document contains useful public resources for tailoring bidding documents to the proposed project, and the publicly available Integrated Safeguards Data Sheet identifies key issues related to the Bank's safeguard policies for environmental and social issues (Johnson et al., 2010).

2-3-1- Project Preparation of the World Bank

The borrower government and its implementing agency or agencies are responsible for the project preparation phase, which can take several years to conduct feasibility studies and prepare engineering and technical designs, to name only a few of the work products required. The government contracts with consultants and other public sector companies for goods, works and services, if necessary, not only during this phase but also later in the project's implementation phase. Beneficiaries and stakeholders are also consulted now to obtain their feedback and enlist their support for the project. Due to the amount of time, effort and resources involved, the full commitment of the government to the project is vital (Jacub, 2011).

The World Bank generally takes an advisory role and offers analysis and advice when requested, during this phase. However, the Bank does assess the relevant capacity of the implementing agencies at this point, in order to reach agreement with the borrower about arrangements for overall project management, such as the systems required for financial management, procurement, reporting, and monitoring and evaluation.

Earlier screening by Bank staff may have determined that a proposed project could have environmental or social impacts that are included under the World Bank's Safeguard Policies. If necessary, the borrower now prepares an Environmental Assessment Report that analyzes the planned project's likely environmental impact and describes steps to mitigate possible harm. In the event of major environmental issues in a country, the borrower's Environmental Action Plan describes the problems, identifies the main causes, and formulates policies and concrete actions to deal with them. From a social point of view, various studies aimed at analyzing a project's potentially adverse effects on the health, productive resources, economies, and cultures of indigenous peoples may be undertaken. An Indigenous Peoples Plan identifies the borrower's planned interventions in indigenous areas that may be needed, with the objective of avoiding or lessening potential negative impacts on the people. These plans are integrated into the design of the project.

2-3-2- Project Appraisal of the World Bank

Appraisal gives stakeholders an opportunity to review the project design in detail and resolve any outstanding questions. The government and the World Bank review the work done during the identification and preparation phases and confirm the expected project outcomes, intended beneficiaries and evaluation tools for monitoring progress. Agreement is reached on the viability of all aspects of the project at this time. The Bank team confirms that all aspects of the project are consistent with all World Bank operations requirements and that the government has institutional arrangements in place to implement the project efficiently. All parties agree on a project timetable and on public disclosure of key documents and identify any unfinished business required for final Bank approval. The final steps are assessment of the project's readiness for implementation and agreement on conditions for effectiveness (agreed upon actions prior to

implementation). The Project Information Document is updated and released when the project is approved for funding (Jacub, 2011).

2-3-2- Project Approval of the World Bank

Once all project details are negotiated and accepted by the government and the World Bank, the project team prepares the Project Appraisal Document (for investment lending) or the Program Document (for development policy lending), along with other financial and legal documents, for submission to the Bank's Board of Executive Directors for consideration and approval. When funding approval is obtained, conditions for effectiveness are met, and the legal documents are accepted and signed, the implementation phase begins. (Johnson et al. 2010)

2-3-3- Project Implementation of the World Bank

The borrower government implements the development project with funds from the World Bank. With technical assistance and support from the Bank's team, the implementing government agency prepares the specifications for the project and carries out all procurement of goods, works and services needed, as well as any environmental and social impact mitigation set out in agreed upon plans. Financial management and procurement specialists on the Bank's project team ensure that adequate fiduciary controls on the use of project funds are in place. All components at this phase are ready, but project delays and unexpected events can sometimes prompt the restructuring of project objectives. Once underway, the implementing government agency reports regularly on project activities. The government and the Bank also join forces and prepare a mid-term review of project progress.

In addition, the World Bank's Report on the Status of Projects in Execution, a brief summary of all Bank-funded projects active at the end of each fiscal year, is available to the public. As projects close during the fiscal year, they are removed from this report, since their individual Implementation Completion and Results Reports are publicly disclosed at that time. The project's progress, outcomes and impact on beneficiaries are monitored by the government and the Bank throughout the implementation phase to obtain data to evaluate and measure the ultimate effectiveness of the operation and the project in terms of results (Johnson et al., 2010).

2-3-4- Project Completion of the World Bank

When a project is completed and closed at the end of the loan disbursement period, a process that can take anywhere from 1-10 years, the World Bank and the borrower government document the results achieved; the problems encountered; the lessons learned; and the knowledge gained from carrying out the project. A World Bank operations team compiles this information and data in an Implementation Completion and Results Report, using input from the implementing government agency, co-financiers, and other partners/stakeholders. The report describes and evaluates final project outcomes. The final outcomes are then compared to expected results. The information gained during this exercise is also often used to determine what additional government measures and capacity improvements are needed to sustain the benefits derived from the project. In addition, the evaluation team assesses how well the entire operation complied with the Bank's operations policies and accounts for the use of Bank resources. The knowledge gained from this results measurement process is intended to benefit similar projects in the future (Johnson et al., 2010).

2-3-5- Project Evaluation of the World Bank

The Bank's Independent Evaluation Group assesses the performance of roughly one project out of four (about 70 projects a year), measuring outcomes against the original objectives, sustainability of results and institutional development impact. From time to time, IEG also produces Impact Evaluation Reports to assess the economic worth of projects and the long-term effects on people and the environment against an explicit counter-factual. (Johnson et al., 2010).

CHAPTER THREE:

The World Bank and Human Rights Projects

3-1- Introduction

There has been much discussion in recent years over which rights constitute the most important human rights. Some argue that political and civil liberties form the true bedrock of human rights, including freedom of the press, speech, and assembly; the right to vote and to petition the government; and entitlement to due process of law and other legal protections. These form what is sometimes called the "traditional" concept of human rights, and are reflected in large part in the International Covenant on Civil and Political Rights. Others contend that a fundamental right to basic necessities for an adequate standard of living, including employment, nutrition, shelter, health care, and education, are more important, particularly for the poor. These rights are similarly articulated in the International Covenant on Economic, Social, and Cultural Rights, as well as in the later Declaration on the Right to Development. This debate has been important to the extent that it reminded the world that all of the principles illuminated in the original Declaration are important (Isham et al, 1997).

Unfortunately, however, public discourse on human rights and development too often ignores their fundamental two-way relationship. The world now accepts that sustainable development is impossible without human rights. What has been missing is the recognition that the advancement of an interconnected set of human rights is impossible without development. Enlightened legislation and vigorous civil society are essential. But they are not enough. Human rights are in a sense both the design and the product of people organized through government. They don't just happen. Many public services will only reach the poor if governments are both capable of delivering them, and do so without the obstacles of corruption; laws created to end child labor will be more effective in economic conditions that allow families to live off of the incomes of parents; and legal rights are better pursued in effective court systems. With the final document of

the 1993 Vienna World Conference on Human Rights, the international community has moved toward accepting the equality and indivisibility of all human rights. Governments must continue to work to advance all human rights for all people (Wolfensohn, 1996).

The Bank contributes directly to the fulfillment of many rights articulated in the Universal Declaration. Through its support of primary education, health care and nutrition, sanitation, housing, and the environment, the Bank has helped hundreds of millions of people attain crucial economic and social rights. In other areas, the Bank's contributions are necessarily less direct, but perhaps equally significant. By helping to fight corruption, improve transparency and accountability in governance, strengthen judicial systems, and modernize financial sectors, the Bank contributes to building environments in which people are better able to pursue a broader range of human rights (World Bank, 1997).

3-2- Globalization, Development and Human rights

Issue of globalization, development and human rights in the speech UN Secretary-General, Mr. Kofi Annan has expressed very well. From his view, "The combination of underdevelopment, globalization and rapid developments in international human rights into a more specific challenge is made. But following the development of discussions, participation in globalization and manage all changes must be incentives in the service of human rights. "These issues, the traditional focus on human rights issues such as trade, development assistance, monetary and fiscal policies, foreign debt, transnational companies and environmentalists are pushing. In this orientation, economic analysis should be complementary political and legal analysis (Acemoglu et al., 2001).

In addition to the traditional framework of central government rather than their human rights responsibilities to other actors, Human rights challenges arising from globalization of space to be paid or the right to development and its possible effects on aid and debt relief to poor countries Dado examined the effects of human rights and the important role the World Bank and International Monetary Fund's review.

The relationship between this phenomenon and by the growing human rights movement is not so difficult; movement that the core of the term "Declaration" includes. Human rights NGOs are an important element in the growth of international civil society and its role and function in both the traditional doctrine of state sovereignty and hegemony have played. Inter-governmental organizations, international growth, awareness and consciousness about human rights must be strengthened. Norms, many governments regulate their behavior and attitudes of many governments now experiences not national, but international agreements and the pressure comes.

Human rights have become a more important aspect of development policy and programming since the end of the Cold War. The 1993 Vienna World Conference on Human Rights, the 2000 Millennium Summit, and the 2005 World Summit all recognise that development and human rights are interdependent and mutually reinforcing. The UN Secretary General's conception of 'in larger freedom' encapsulates the inter-linkages between development, security and human rights. The late 1990s and early 2000s have seen the adoption of policies on human rights in the majority of agencies surveyed in this study, including both bilateral and multilaterals such as the European Commission. Some agencies have recently developed 'second generation' policies, drawing on their past experiences. The UN system has been leading the way with a process of human rights mainstreaming since 1997 and, in 2003, agreement on an interagency common

understanding of a human rights-based approach to development programming. This definition highlights:

• The relationship between development cooperation, the Universal Declaration on Human Rights and international human rights instruments;

• The relevance for development programming of human rights standards and principles derived from these instruments (e.g. equality and non-discrimination; participation and inclusion; accountability and the rule of law);

• The contribution that development cooperation can make to build the capacities of 'duty-bearers' and 'rights-holders' to realise and claim rights. Human rights work is seen as both an objective in its own right and as contributing to improving the quality and effectiveness of development assistance.

The intrinsic reasons include the legal obligations that emanate from the international human rights framework. States party to human rights instruments are under a duty to promote and protect human rights. The concept of human dignity underlying this normative framework drives ethical and political considerations regarding the integration of human rights into development. Human rights are also seen as constitutive of development, drawing on conceptual frameworks such as Amartya Sen's capabilities, human development or multi-dimensional definitions of poverty. Finally, human rights are considered to contribute directly to objectives pursued by donors in the areas of good governance, poverty reduction and aid effectiveness. Agencies have adopted different rationales for working on human rights; some prefer not to work on human rights explicitly. Legal, political or empirical issues are amongst some of the challenges faced by agencies; research and multi-disciplinary exchanges can inform the further development of

policies and their operationalization. The integration of human rights into development can be classified using a five-part typology, as summarised in the table below. Most agencies are situated within the three central categories – project, mainstreaming, and dialogue – a shared feature of which is the positive use of human rights. A number of agencies are moving to human rights-based approaches, which requires institutional change in the provision of aid. In some agencies, an implicit integration can be identified.

The most common form of assistance has traditionally been projects, though a strategic use of human rights can be found in the design of country programmes and global initiatives. Donor experiences Human rights have tended to be considered part of the donor governance agenda, and the majority of direct interventions have been civil and political rights projects, often funded through civil society organisations. The shift from rule of law to access to justice policy and programming illustrates a more strategic use of human rights, influencing how situations are analysed, objectives set and aid provided. There appear to be fewer examples of a shift in the rest of the governance agenda, though a different approach to tax reform, based on the recognition of both rights and duties of citizens, illustrates the impact of a human rights perspective beyond civil and political rights projects. Human rights are being mainstreamed in other policy and programming areas, and this study offers a review of selected sectors.

A number of agencies have made significant progress in the area of children's rights, drawing on the Convention on the Rights of the Child. Human rights are also closely associated with gender equality and women's rights initiatives, drawing on the Convention on the Elimination of All Forms of Discrimination against Women and the 1994 Beijing Platform of Action. There appear to have been more successes linking human rights to indigenous peoples than with minorities. There are a growing number of examples of health or education programming, and

some initiatives in livelihoods or infrastructure interventions. These emphasise the relevance of specific human rights standards (e.g. the right to the highest attainable standard of health) and an approach based on human rights principles (e.g. promoting inclusion, participation or accountability), as well as preventing or mitigating human rights violations associated with aid interventions. Though there is an emphasis at a policy level on the positive place of human rights, a degree of human rights conditionality remains a feature of development programmes, with the possibility in extreme cases of suspension or termination of aid following dialogue processes. The application and impact of conditionality have not been well researched and new approaches to aid policy and modalities create opportunities to revisit this area (Ackerman, 2005).

Globalization can be looked at from several perspectives. "He saw" that the state of birth - the modern nation-states between the greater convergence with the rest of the world (globalization) and protection and giving more authority to local groups (local integration) have fluctuated. Despite this long history, the local effects of globalization and integration have been weak. In the twentieth century, globalization and regional integration will significantly speed, so that this distinctive building with previous periods.

Joseph of control, globalization, regional integration and multifaceted responses have been provided, however, on many levels, institutions have an essential role in achieving sustainable development, globalization and regional integration prospects for sustained and rapid growth in countries development will be strengthened. Increased resources and greater efficiency of resources, freer circulation of knowledge, social environment - a culture more freely and more competitive, and improve governance can all contribute to faster growth. But there are risks.

Globalization can lead to destabilizing capital is also the possibility of decentralization is to instability. In addition, the industry focus and expertise in growing urban areas can lead to increased living standards, but in the absence of appropriate policies, probably witnessing the spread of poverty, violence, and misery will be also.

"Harold Kohengie" believes in the new millennium, there are at least three languages between: Money, Internet, and democracy and human rights. From his view, "third globalization" means a transnational network of human rights with public and private actors to the development of international civil society as the ability to promote democracy and human rights standards has helped. Of Harold, now rapidly moving toward a global network of actors with a shared commitment to democracy, the universality of human rights and respect for the rule of law Mary Robinson, "to" Architecture Development, Trade and International Finance "with the emphasis on human rights aspects of the deals" Of his design after World War II international financial system based on the idea that in return for economic liberalization at the international level, national governments need to provide social welfare for their citizens. But in recent years, concern has increased the negative effects of some economic policies. These concerns are reinforced with the recent financial crises and insist on the observance of human impact on fiscal policies and measures have been adopted. Ms. Robinson, to help meet economic, social and cultural development strategies in the design for all four solutions are recommended:

1) adopt a development strategy to achieve the broad social changes, strengthening participation and ownership of, welcomes the role of public and private sectors, communities, families and individuals, and also build human and human rights objectives in development paradigm; 2) observe the humanitarian and human rights aspects of the role of trade bodies, international

economics and finance; 3) Help solve the debt problem, especially in very poor countries as an obstacle to strengthening the human rights of citizens of debtor countries and 4) According to human rights issues in private sector activity due to its powerful role.

3-3- The IMF's conditions on countries

When the Fund makes loans to a country, political conditions and specific needs are provided for the loan. Same conditions, the Fund's influence on domestic programs and policies that many developing countries. Therefore, the charge was entered on the Fund's structural adjustment programs of the historical model that considers the fund as a condition for lending, neoliberal programs, which generally requires a reduction in social welfare programs and related political and social rights and to engage government deregulation and privatization, and the pressure to balance the budget. Fund denies such charges and membership in these institutions with an emphasis on being optional, it is considered that the benefits of membership with the Fund in cooperation with the countries. The new view was that the economic efficiency of the functioning of civil society, rule of law, and respect for private property depends. In August 1997, new guidelines were announced by the Fund's executive circle upon which licensing fund political situation in member countries as an essential element of judgment about the prospects for policy implementation, the information request (Malena et al, 2004).

In 1990, the volume address the topic of human rights in the IMF is much increased. It comes from a new consensus about economic policy and was the New World Order. Moreover, it reflects the idea that the world economy and global institutions of governance that some corrupt, rent-eater, and the military can guarantee individual rights and prosperity. However, addressing such issues, new challenges for the Fund, particularly when dealing with large state, has a

stronger military and economic potential, to create. In addition, the Fund's institutional capacity to implement these new trends and guidelines were also questioned. However, adding new expectations can create dangerous movement view.

3-4- The World Bank and Human Rights

The World Bank is a specialized agency of the United Nations, devoted to economic and social development in its member countries. It now has 181 member countries, each with different historical experiences, social dynamics, and economic and political systems. The Bank's Articles of Agreement set out its broad scope of activity in economic and social development. They also establish guidelines that limit the range of its activities. In particular, the Articles state that, in all its decisions, "only economic considerations shall be relevant."

Some believe that this restriction prevents the Bank from adequately confronting the issue of human rights. And to be sure, some aspects of human rights do fall outside its mandate. But the Bank's economic and social approach to development advances a comprehensive, interconnected vision of human rights that is too often overlooked. There is also practical, operational value in the way the Articles are drafted. Because lending decisions are based on the quality of the project, and the effectiveness of the programs in reducing poverty, the Bank has been able to escape the costly experience of committing scarce funds based on short-term political or ideological considerations, which have little to do with relieving the burden of poverty (NAID, 2002).

None of this means that the Bank views other factors—factors that go to the heart of civil and political rights—as any less important to development. It does mean that, constituted as it is, and with the expertise and resources it possesses, the Bank makes its greatest contribution to development—and simply is able to help more people—by continuing to focus on the important work of economic and social development.

The Articles have also provided the Bank with the flexibility necessary to confront the changing needs of development. Indeed, the Bank's story has been one of change and adaptation. In the immediate postwar years, the new institution focused on rebuilding a weary and ravaged Europe. Soon, the Bank turned its attention and resources to building productive capacity in poorer countries in Latin America, Asia, Africa, and the Middle East. In subsequent years, as new challenges to development appeared, and evolved further, the Bank continued to adapt its approach. From major infrastructure projects to poverty alleviation to refugee resettlement to AIDS prevention to anticorruption strategies, the Bank has dedicated itself to helping its clients confront difficult and rapidly evolving development challenges (OHCHR, 2004).

Just as important, this flexibility has allowed the World Bank to determine where it should commit its limited resources, and where it should count on its many partners. No single institution can or should attempt to do everything. Building durable, widely shared economic growth depends on many factors. Investing in people, transferring know-how and technology, providing essential infrastructure, and creating systems of governance that are open, accountable, and efficient make a difference. Private investors, nongovernmental organizations and civil society, bilateral donors, and multilateral institutions such as the World Bank all have a role to play. Currently, the Bank is expanding its dialogue with civil society in a range of areas both

within and outside of its own mandate and expertise. By seeking out synergy of ideas and complementarity of labor, all of us can be more effective.

The Bank's history, its mission, and, most of all, its people have created an institution that, at the end of every day, makes a real difference. Women are giving birth to healthy babies, children can go to school, parents have economic opportunity, and communities are rebuilding from war to peace. This short booklet, undertaken in commemoration of the Universal Declaration, illustrates the Bank's contribution to a broad spectrum of human rights. Whether they are called economic and social, or civil and political, Bank programs help unlock human potential—the most fundamental human right of all.

For the most part, the World Bank has yet to consider adequately the human rights records of its borrowers or the human rights implications of its projects. Except in situations where the violation of human rights has created conditions hostile to effective implementation of projects or has other adverse economic consequences, or where there are international obligations applicable to the Bank (such as those mandated by binding decisions of the UN Security Council), the World Bank does not take into account non-economic dimensions of human rights in its lending decisions. Thus, for example, it has recognized the close link between its poverty alleviation goal and the fulfillment of the UN International Covenant on Economic, Social and Cultural Rights, which codifies rights to work, to have a minimum standard of living, to be free from hunger, and similar economic-related rights. On the other hand, the Bank has not embraced the UN International.

Covenant on Civil and Political Rights, largely because it maintains that recognition of these rights would constitute interference in the political affairs of member countries and contravene the Bank's Articles of Agreement. The Bank's failure to recognize civil and political rights has led it to ignore serious human rights violations associated with projects and activities it has supported. At the least, the Bank has been complicit in massive and well-documented human rights violations, including resettlement activities associated with India's Narmada dam, Indonesia's Kedung Ombo project, and the more recent China Western Poverty Reduction Project. Although the Bank has begun to take some steps toward recognizing and supporting civil and political rights, the mythology that it simply cannot consider such rights when making project-lending decisions still predominates. To break with its past, the Bank should issue a new policy on human rights that, at a minimum, requires it to take into account international human rights standards.(The World Bank: A Lighter Shade of Green David Hunter)

There is a growing body of research from development experts that shows the linkage between human rights and development and many development partners are increasingly integrating human rights into their programs. Human rights embody value commitments which are not uniformly interpreted. Furthermore, the concept of universality underpinning the international human rights framework is a complex one, which must be assessed in progressive terms, and interpreted according to its current legal, political and historical context. The World Bank needs to undertake analytic work to examine how human rights fit within the constitutional framework and what positive contribution they could make to the development process. While the World Bank is not an enforcer of human rights, it may play a facilitative role in helping its members realize their human rights obligations.

Several developments outside the Bank have underscored the mutual relevance of human rights and development (see e.g., the 2003 *UN Common Understanding on a Human Rights Based Approach to Development* and the Secretary General's 2005 Report *In Larger Freedom*). As early as 1998, the Bank had pronounced itself on human rights; issuing statements about how the Bank supported the realization of human rights, and how it believed that "creating the conditions for the attainment of human rights is a central and irreducible goal of development." (Human Rights and Development: The Role of the World Bank (1998)).

Relevant to the Bank's current approach to human rights are the findings of the *Equity and Development*. The WDR 2006 explores the ways in which structural and distributional inequalities can hinder development. The Report grounds equity in two basic principles: equality of opportunity and the avoidance of absolute deprivation, both of which have human rights dimensions. In addition, research exists linking economic outcomes to respect for human rights. Some research has shown that substantial violations of political and civil rights are related to lower economic growth. 1 Other research has shown respect for civil liberties to be connected with better performance of government projects. 2 There is also research ongoing on the link between governance and human rights, including an exploration of empirical linkages. 3 As background to the internal developments relevant to human rights, mention should also be made to the document issued by the former Senior Vice-President and General Counsel, Roberto Dañino, entitled "Legal Opinion on Human Rights and the Work of the World Bank," dated January 27, 2006. It indicates that human rights may constitute legitimate considerations for the Bank where they have economic ramifications or impacts, and it confirms the facilitative role the Bank may play in supporting its members fulfill their human rights obligations.

Although its policies, programs and projects have never been explicitly or deliberately aimed towards the realization of human rights, the Bank contributes to the promotion of human rights in different areas, e.g., improving poor people's access to health, education, food and water; promoting the participation of indigenous peoples in decision-making and the accountability of governments to their citizens; supporting justice reforms, fighting corruption and increasing transparency of governments. The Bank's Community Driven Development (CDD) program gives voice to communities, promoting empowerment of the poor and informed civic engagement with increased social accountability which is essential to poverty reduction. One of the objectives of CDD was to give communities voice and influence, and to empower them to plan and manage their own economic and social development. Since 2000, the CDD portfolio has grown from approximately $1 billion to an average of $2 billion of annual investment in 2008. During this time period, lending for CDD totaled approximately $16 billion, or 9% of IBRD/IDA lending, covering more than 630 activities.

While the number of projects with CDD components has stabilized over the years, the Bank is continuing to dedicate resources and policy dialogue toward operating at a larger scale and across sectors. In practical terms therefore, many of the World Bank's activities have a human rights dimension. Also, there are wide areas of overlap between substantive areas covered by core human rights treaties and those areas in which the Bank operates. The way forward in this area is premised on the relevance of human rights to the World Bank at three distinct levels: First, in acknowledging and systematizing the fact that many areas of Bank activity have human rights dimensions. The Bank's initiatives on governance and anti-corruption are examples of activities with important human rights dimensions. Second, in recognizing the role of human rights as legal principles, which may inform a broad range of policies and activities, and Third,

in understanding human rights as actionable legal obligations, in certain circumstances and under certain conditions, such as those arising from international treaties, or as they are enshrined in national laws, where the Bank's role is to support its members to fulfill those obligations where they relate to World Bank projects and policies.

3-4-1- Importance of human rights for the World Bank

There is a growing body of research from development experts that shows the linkage between human rights and development and many development partners are increasingly integrating human rights into their programs. Human rights embody value commitments which are not uniformly interpreted. Furthermore, the concept of universality underpinning the international human rights framework is a complex one, which must be assessed in progressive terms, and interpreted according to its current legal, political and historical context. The World Bank needs to undertake analytic work to examine how human rights fit within the constitutional framework and what positive contribution they could make to the development process. While the World Bank is not an enforcer of human rights, it may play a facilitative role in helping its members realize their human rights obligations. Several developments outside the Bank have underscored the mutual relevance of human rights and development (see e.g., the 2003 *UN Common Understanding on a Human Rights Based Approach to Development* and the Secretary General's 2005 Report *In Larger Freedom*).

As early as 1998, the Bank had pronounced itself on human rights; issuing statements about how the Bank supported the realization of human rights, and how it believed that "creating the conditions for the attainment of human rights is a central and irreducible goal of development." (*Human Rights and Development: The Role of the World Bank* (1998)).

Relevant to the Bank's current approach to human rights are the findings of the 2006 World Development Report, *Equity and Development*. The WDR 2006 explores the ways in which structural and distributional inequalities can hinder development. The Report grounds equity in two basic principles: equality of opportunity and the avoidance of absolute deprivation, both of which have human rights dimensions. In addition, research exists linking economic outcomes to respect for human rights.

3-4-2- Evolution of Human Rights Considerations in the World Bank

Throughout its existence, the World Bank has faced a tension between its narrow, technocratic self-understanding as an economic development agency and various efforts to broaden its mandate. As far as human rights issues are concerned, the Bank had its first major skirmish. In the 1960s, when the United Nations General Assembly passed a series of resolutions successively inviting urging and requesting. The Bank has to stop lending to South Africa and Portugal because of their respective apartheid and colonial policies. Nevertheless, the Bank insisted on its apolitical character and approved a number of loans in defiance of the UN resolutions.

In the early 1990s, the Bank strengthened and expanded its operational policy framework. The increasing complexity of activities made it necessary to cover, in a more systematic fashion, various operational parameters. This included an increased emphasis on participation of local stakeholders as well as the .safeguard policies, which deal with environmental, social and legal implications of Bank operations. Two of these policies - involuntary resettlement and indigenous peoples are of direct relevance for human rights issues and cover some of the most controversial aspects of Bank operations.

While these policy reforms were considered an important step toward greater accountability, serious flaws in their implementation permeated many operations. A highly critical report on the Banks involvement with the controversial Narmada Dam in India, and an internal review of the organizations operations highlighted the disconnection between policy guidance and implementation on the ground. As a result of these reports, calls for an accountability mechanism became louder, and finally, in 1994, the Inspection Panel was established. This quasi-judicial organ represents an interesting addition to the landscape of human rights institutions as, for the first time; individuals harmed by the activities of a multilateral development bank were given some form of recourse.

3-4-3- Human Rights and the World Bank Mandate

Any analysis of the Bank's ability to protect and promote human rights must depart from the text of its constituent instrument, the Articles of Agreement Article I establishes the mandate of the Bank to engage in economic and financial assistance in the reconstruction and development of Europe after World War Two. While in pursuit of these objectives, the Bank, according to Article IV/10, prohibited from engaging in any political activity.

The provision reads:

> *"The Bank and its officers shall not interfere in the political affairs of any member; nor shall they be influenced in their decisions by the political character of the member or members concerned. Only economic considerations shall be relevant to their decisions, and these considerations shall be weighed impartially in order to achieve the purposes stated in Article I."*

The key concepts of development political and economic while intuitively clear, are not defined in the Articles of Agreement. Together with the evolving practice of the organization, in a

number of non-economic areas, this ambiguity has fuelled a rather protracted debate inside and outside the Bank about human rights issues in Bank operations. Opinions range from a narrow functionalist interpretation of the Banks mandate precluding involvement in human rights, to the postulation of an affirmative duty of the organization to protect and promote human rights in line with evolving international law.

A human rights oriented interpretation is evident in the Banks own practice, which has continuously stretched its role as a financier of economic development. The Bank has not shied away from investigating, inspecting, assessing and monitoring every conceivable aspect of its borrowers. Economies, as with other issues such as environmental protection or the conservation of cultural property, a few human rights concerns have been integrated into operations and have become conditions for loan approval.

In light of the emergence of rights-based approaches to development, and given the World Bank's increasing involvement in human rights issues, the organization is under increasing pressure to address this challenge and develop its own set of policies, like other development organizations. Some of the operational policies on involuntary resettlement and indigenous peoples, as well as the establishment of the Inspection Panel, are positive steps in this direction. They cannot, however, replace a more comprehensive set of principles and operational guidelines to deal with the broad range of civil, political, economic, and social rights that Bank interventions invariably affect. Such a World Bank human rights policy must address both the significant opportunities to promote human rights through Bank operations and address those situations where Bank interventions conflict with or openly violate the doctrine of universal human rights.

3-4-4- The World Bank and Poverty Reduction

This ambitious statement, which forms the basis of the economic and social aspects of the Universal Declaration, stands as a promise that today remains far out of reach for too many of the world's people. The Bank's experience, however, shows that real progress is possible. We know it because we see it happen. Over the past 25 years, developing countries have made dramatic progress in improving living standards. Infant mortality has been halved. On average, people are living longer by nearly a decade. Even in Sub-Saharan Africa, where progress in reducing poverty has been most difficult, infant mortality rates have decreased by a third, and life expectancy has risen from 44 years to 52. Average incomes per person in the developing world have doubled since 1970—an achievement that took the United States nearly 40 years, and the United Kingdom nearly 60, to achieve. And yet, despite this progress, more than 3 billion people in the developing world still struggle in grinding poverty, and the number continues to grow.

Every year nearly 8 million children die from diseases caused by dirty water and poisoned air; 50 million children are mentally or physically damaged because of inadequate nutrition, and 130 million—80 percent of them girls—are denied a chance to go to school. The shocking fact is that in many parts of Sub-Saharan Africa, a child born today is still more likely to be malnourished than to go to primary school, and is as likely to die before the age of five as to enter secondary school. The first element in the Bank's approach to development understands, in each of the countries and communities in which it works, the particular causes—and effects—of poverty. This means talking with people—asking the poor themselves what they need most and what will make the biggest difference in their lives.

Since the Bank introduced poverty assessments nearly 10 years ago, 94 assessments have been prepared for 83 countries, covering approximately 90 percent of the world's poor. These findings, reflected in the Bank's Country Assistance Strategies, become the basis of the loan programs for each country.

These assessments and other research inform the Bank's poverty reduction strategy. Its key components include increasing the productivity of the poor through investments in human capital, support for improved economic policies, funding rural and agricultural economic development programs, and debt relief (OHCHR, 2004).

3-4-5- Health and Education

In developing countries, the leading cause of death and disability among women is childbirth. Every day, more than 1,600 women die from the complications of pregnancy: 1 in every 48 women in all developing countries, and 1 in 16 in Africa. (In North America, the number is one in 3,700.) And if a child survives birth, he is likely to face a short life of illness and hunger. Today, 150 million children under the age of 5 are gravely malnourished, another 260 million suffer from anemia or other vitamin or mineral deficiencies. In 1998, 11 million children will die unnecessarily from diseases as simple and treatable as diarrhea. For those children who do survive, little chance exists for education and opportunity to escape poverty. The Bank has placed health and education at the center of its lending and advisory programs in poor countries. In fiscal 1998, Bank lending in health, population, and nutrition amounted to more than US$1.9 billion.

The Bank is supporting projects designed to reduce child mortality through improved maternal health care and education, programs that support inoculation, basic nutrition, and the construction of rural health clinics. These health programs are complemented by US$665 million (fiscal 1998) in lending for basic infrastructure such as water supply and sanitation facilities. While some diseases are easily treatable, the incidence of others can be reduced through prevention and education. The Bank is helping here, too, most notably with regard to the AIDS epidemic. Of the more than 30 million people worldwide who are currently living with HIV/AIDS, 90 percent are in developing countries; more than 40 percent of those infected are women. Because the disease initially attacks the most productive segment of a population (people aged 15 to 49 years), in many countries it is now one of the greatest threats of development. AIDS destroys economic activity, education, child and elderly care, and other complex social patterns that lie at development's heart. Left unchecked, particularly in Africa, the disease threatens the progress that has been made over recent years.

The World Bank is one of the leading financiers of HIV/AIDS activities in the world. To date, the Bank has committed more than US$800 million to more than 70 current and future projects around the world that are aimed at preventing and controlling HIV/AIDS and sexually transmitted diseases (STDs). As one of six cosponsors of the Joint United Nations Program on HIV/AIDS (UNAIDS), the Bank is playing a role in shaping the global response to the growing crisis, helping to create a multifaceted strategy to contain the spread of the disease and to help those already ill. Other participants include the United Nations Children's Fund (UNICEF), the United Nations Development Program (UNDP), the United Nations Population Fund (UNFPA), the United Nations Education, Scientific and Cultural Organization (UNESCO), and the World Health Organization (WHO). A key factor in this strategy is education. The Bank is the single

largest external source of finance for education in the developing world. During the past 35 years, the Bank has loaned US$24 billion for education, supporting nearly 600 projects in more than 100 countries. In the past five years, Bank lending for education has averaged US$1.7 billion annually. It is placing greater emphasis on primary education, and working with countries to open the doors to those previously excluded, particularly girls, the rural poor and linguistic minorities. It is also reaching out to the more than 900 million illiterate adults, of whom 600 million are women, to bring education into the homes and villages.

3-4-6- Economic Growth

The Bank has learned a great deal about what works best in fighting poverty. Widely shared economic and social development depends on a number of complex, interdependent factors. Countries will differ somewhat in the approach they take, reflecting important social or cultural dynamics. But no matter the country, or the mix of policy choices, long-term economic growth is the sine qua none of poverty reduction. No country has achieved sustained decreases in poverty without it.

The international community understands better than ever which policies most effectively contribute to economic growth: Openness to trade and investment, stable exchange rates, low inflation, sound fiscal policies, and acquisition of high technology are the basics. These policies not only generate investment, but help maximize the benefits of development assistance. The Bank, through its research and experience, has been a leader in developing these lessons, and has worked successfully with many of its member countries in the design and implementation of policies that have helped produce high growth rates and rapid poverty reduction.

Over the years, these policies have sometimes been the subject of concern for the Bank's partners in civil society, including in the human rights community. Some believe that reform programs—when they result in the cutting of subsidies, the adoption of trade liberalization, and privatization—place undue stress on the poor. And it is true that economic policy reforms can cause real pain to real people. However, these programs have come a long way since the beginning, in terms of cushioning the impact on the poor and expanding the benefits of reform to all people. This is the challenge for governments and lenders. But the difficulty of the policies should not be mistaken for their necessity.

Countries that do not adopt a broad mix of outward-oriented, pro-growth policies risk being left behind in an increasingly global economy, with the poor suffering the most severe consequences. It is not, therefore, economic reform lending that should raise concerns about human rights, but rather, how those programs are implemented, and what measures are taken to ensure that the needs of the poor are not neglected. The Bank has learned a great deal during the past 15 years about how to design social safety nets and other programs to ease the transition into reforms. Those who design sound economic policies must pay particularly close attention to social spending in countries dealing with high external debt obligations.

3-4-7- Debt Relief and the Heavily Indebted

Poor Countries Initiative For approximately 40 poor and highly indebted countries, official debt owed to bilateral and multilateral creditors has grown so high that governments are finding it difficult to both service their debt and make important investments in health care and education—the building blocks of development. Concern about the relationship between poverty and debt has never been more acute than today. Many have called it the "great moral question of

our time." The severity of the problem and the recognition of all parties —borrowers and lenders alike —share responsibility for its resolution has led the international community to work together to find a solution.

In September 1996 the Bank, with the International Monetary Fund, endorsed the establishment of the Heavily Indebted Poor Countries Initiative. The HIPC framework marks an important change in traditional approaches to debt relief in that it focuses on debt sustainability, and on the need for joint action in providing debt relief by all creditors, including, for the first time, multilateral institutions. The initiative reduces the overall amount of debt owed and cuts debt servicing payments within a sustainable development strategy, with particular focus on investments in primary health care and education. As part of an improved economic environment, HIPC debt relief will be used to expand programs aimed directly at poverty reduction. By helping to sustain better economic policies, it will also increase private investment and generate domestic enterprise.

3-4-8- Cultural Heritage and Development

The Universal Declaration is careful to place culture as a fundamental right alongside basic economic and political rights. The role cultures play in war and social violence is clear. The practical impact of culture on development is becoming equally apparent, and the World Bank has been increasing the attention it gives to this relationship.

In the 1980s, the Bank adopted a policy to prevent projects it supported from injuring cultural heritage sites, and in the early 1990s, it developed policies to address the importance of indigenous cultures. Recently, however, the institution has embraced a broader vision of culture as not just connected with, but fundamental to, successful development. Culture is defined as the

whole complex of distinctive spiritual, material, intellectual, and emotional features that characterize a society or social group. It includes not only arts and letters, but also modes of life, the fundamental rights of the human being, value systems, traditions, and beliefs.

The Bank can contribute to the preservation and advancement of culture in three distinct areas. First, at a conceptual level, to identify how culture defines roles in society, both in empowering and restricting people's social and economic contributions. In a related manner, it will examine the economic justifications for investments in culture, to place extrinsic value on those things worth saving. This is essential, just as the valuation of environmental assets, including biodiversity, was crucial to generating world commitment to protecting the environment. Second, it intends to support, financially and technically, appropriate programs designed to safeguard important cultural heritage. Finally, more important than analysis and funding, the Bank can help create a cultural alliance with governments, the private sector, and civil society, and complement common initiatives through ongoing support of education, health, science, technology, telecommunications, and other investments.

The Bank is working closely with UNESCO and a broad range of international, national, and local cultural and development institutions to identify how to strengthen these partnerships for the future. In sum, building water treatment plants, providing maternity care to poor women and AIDS sufferers, reducing external debt, and working to open the door to school for millions of girls are not the first things that come to mind when discussing human rights. But when these basic services are denied to people through mismanagement, corruption, or intentional exclusion, serious questions of human rights arise. Inequality in the provision of services can largely be traced to the failure and corruption of institutions. Strengthening these institutions, and making government more transparent, is a key function of the Bank's mission. Protection for the

Vulnerable Poverty is not about policies; it is about people. Poverty is weakness and painful hunger; it is children too small to be steady on their feet enduring back-breaking labor; it is living in deplorable conditions and lonely isolation; and it is all too often fear and violence, sometimes on a grand scale. Development initiatives are most effective when they identify the most vulnerable among us.

3-4-9- Women rights

In many parts of world, women are denied equal status through oppressive economic conditions and a range of legal, cultural, economic, and political constraints. The destructive impact of these barriers to economic growth is compounded by the high proportion of female-headed households, particularly among low-income groups, and the major economic responsibility that women have for the economic and social welfare for this important sector of society.

The Bank complements its efforts to increase women's access to education, health care, and credit in a range of other social and economic areas. Most World Bank poverty assessments now specifically examine gender differences in the impacts of poverty and in responses to poverty reduction policies and programs. Women are frequently more severely affected by extreme poverty because they often bear the burden of ensuring household survival. In practice, this means having to go farther afield to seek fuel and water, to engage in time-consuming barter arrangements to obtain essential supplies—all the while having to take care of the family's immediate needs. Documentation of experiences in designing projects to reduce women's time burden and to ensure the continued provision of essential services is available, in particular, documentation on social funds—one very promising approach. There is also increasing

awareness that conventional survey methods do not adequately capture the gender dimensions of poverty and that they must be combined with participatory evaluation methods.

Studies have illustrated the dramatic economic rate of return of investing in girls' education. When the social returns are considered, particularly improved health and education levels of children and lower population growth rates, the case for girls' education is even stronger. Although differences are decreasing in many countries, gender differences in access to education and educational performance are maintained by a range of economic, cultural, administrative, and even political considerations. At the same time the Bank now has a substantial body of experience on how to overcome or reduce these barriers.

3-4-10- Children: Reducing Child Labor

The International Labor Organization (ILO) estimates the number of working children between 5 and 14 years old in developing countries to be about 250 million—nearly the entire population of the United States. More than 120 million of these children work full time. Although the incidence of children working is actually falling, the problem is still daunting. Few practices elicit public protest and calls for international action like that of child labor. Nightmarish stories of children toiling away their lives in dangerous conditions shock the senses (Basu and Tzanatos, 2003).

At the same time, child labor must be understood in context. This means recognizing that, out of necessity, children do very different work, in varying conditions. In many countries, particularly in rural areas, children work alongside their parents in stable, even nurturing environments, and benefit from formal and informal training and education. Indeed, roughly three-quarters of the world's working children are in small enterprises run by their family. Most

of this work is done to meet domestic consumption. Child workers in export industries, such as textiles, clothing, carpets and footwear, are relatively few. In total, less than 5 percent of all child laborers are employed in the export manufacturing or mining sectors, and only 1 to 2 percent are employed in export-oriented agriculture. What do these numbers mean? Child labor presents development and poverty reduction strategies with an enormously complex challenge. In some cases, children's labor is essential to keeping families above levels of bare subsistence—the difference between life and death.

Acknowledging this does not in any way minimize the outrage about the many children who suffer from brutal working conditions, child prostitution, and bonded labor. This must be brought to an end. A full understanding of the problem, however, will allow for the creation of a more effective, coordinated strategy to improve conditions for the majority of children, and for forceful action to end the nightmare for the others (Bhalotra and Heady, 2003).

3-4-11- Victims of War and Violence: Post conflict Reconstruction

There is no greater threat to human rights than war. Approximately 40 countries are today experiencing major conflicts. Unlike those that have come to define the twentieth century, most conflicts today take place within rather than between states. The composition of combatants is also changing. Once the province of professional soldiers fighting against a foreign enemy, today's struggles overwhelmingly involve civilians both as soldiers and victims. Too often it is children who are on the front line. In World War I, 90 percent of casualties were soldiers, 10 percent civilians; today those numbers are reversed.

Women and children suffer the most, social and family structures are devastated, and whole ways of life, developed over generations, are wiped out. Growing populations, deteriorating ecologies, and poor resource management combine to create the conditions for even more conflict in the future. Violence, in short, is powerfully linked to desperate economic and social conditions. Fifteen of the 20 poorest countries in the world have had a major conflict in the past 15 years. Unequal access to productive resources such as land, capital, skills, and basic services, especially health care and education, can inflame other social and ethnic tensions. Rwanda, for example, had the highest population- to-usable land ratio in all of Sub-Saharan Africa before its war erupted. And in Angola, war was fueled in part by competition for control of oil and diamonds. To understand how we can achieve a permanent resolution of conflict, it is critical to see war, in part, as a direct manifestation of poverty. Hunger, illiteracy, weakness of government, and the vulnerability of natural resources lead, sometimes directly, to violence. These tensions are exacerbated severely when the state is either too weak or too corrupt to deal with them efficiently and fairly. Where government is unable or unwilling to create opportunity and ensure a reasonably fair distribution of public goods, the doors are opened wide to manipulation by those with access to power and by those willing to resort to violence. In such cases, the rule of law collapses and social order gives way to anarchy.

The Bank has committed itself to making post-conflict reconstruction an important part of its operations. Its work in countries emerging from conflict has focused on two main goals: first, to prepare a knowledge base and build the foundation for comprehensive reconstruction programs that can sustain peace, and second, to decentralize programs to help communities cope with instability and continue with economic development. Examples include the ongoing work in Colombia where the country assistance strategy (CAS) identifies reduction of violence as a key

goal of Bank-supported investments. The early entry of the Bank into post-conflict situations through the new "watching brief" (an instrument that enables the Bank to monitor developments in a conflict country when no active portfolio is possible) and the presence of the Bank as an economic advisor at peace accords, as for example in Bosnia and Guatemala, help to ensure that the Bank's advice is linked to the pressures of peace-related expenditures. It also should help ensure that the promises made during peace accords are attainable—that is, that there are sufficient domestic and international resources to finance commitments made to each side. Peace accords that cannot be implemented because they are based on unrealistic assumptions on the availability of resources to finance them are equally a risk.

An important step in developing lasting peace settlements is, where necessary, ridding former war areas of land mines. More than 100 million land mines have been laid throughout many poor countries, causing casualties and blocking economic development and the resumption of normal community life long after the fighting stops. As part of an integrated strategy of post conflict assistance, the Bank will work to support land mine action programs, including mine surveys and demining of key infrastructure. Finally, the Bank is in the early stages of developing policies to normalize financial borrowing arrangements with post conflict countries by planning a workout of arrears, debt rescheduling, and the longer-term path to financial normalization.

Pilot programs are being implemented that help empower communities to take control of their own development even in the current background of violence and insecurity. In Central Asia, Bank teams were on the ground in Tajikistan even before the conflict subsided and projects were in place, working through international NGOs to promote local community-based development. Missions have also recently been sent to Afghanistan, Liberia, Sierra Leone, Sri Lanka, and northern Albania (near Kosovo) to help lay the groundwork for reconstruction in

these countries, provide the necessary "watching briefs," and restate to the governments the relationship between political stability and development.

3-4-12- Participation and Partnership

The seriousness of the conditions outlined in this book calls for many interventions by many different sources. Some dedicated and talented individuals from across civil society are addressing human need on an intimate, personal basis that is irreplaceable; others advocate relentlessly for the interests of the poor and illuminate suffering where it is too easily hidden. Official organizations, such as many in the United Nations family, provide rapid humanitarian relief in every kind of crisis (Isham et al., 1996).

People whose lives are affected—and possibly harmed—by development projects and policies must be able to participate in their design and implementation. This is critical not just for the obvious concern for equity and voice, but also for the bottom line: stakeholder participation leads to better projects and more dynamic development. It helps meet peoples' real needs and priorities. Participation strategies are especially crucial in reaching out to and empowering the poorest and most disadvantaged people. Encouraging participation from all parts of society, but especially from the very poor, is a central part of the Bank's approach to poverty reduction. From merely mitigating the social costs of development, primarily for displaced populations and vulnerable ethnic groups, the Bank has moved to an ambitious social agenda that promotes community based development, engages in public consultations, and reaches out to a host of new stakeholders.

As part of its renewal program, commonly known as the Strategic Compact, the Bank is mainstreaming social analysis into project design by developing action plans that focus on poverty, participation, resettlement, indigenous people, and gender. Social assessments that use participatory approaches are now a mainstay of project design. During fiscal 1998 alone, 120 social assessments were planned or underway. The Bank is building its own capacity in social analysis by increasing its cadre of social scientists, by expanding staff training in innovative participatory approaches, and by appointing social development specialists and NGO liaisons in 64 field offices to maintain in-country contacts with civil society.

The Structural Adjustment Participatory Review Initiative, or SAPRI, is an example of how the Bank is utilizing more participatory approaches, even in research. Together with a network of 500 civil society groups, the Bank has begun an unprecedented joint study that will use highly participatory research methods to evaluate the impact of structural adjustment programs and to assess how participation can improve the formulation of future adjustment programs in seven countries: Bangladesh, Ecuador, Ghana, Hungary, Mali, Uganda, and Zimbabwe.

This program is important for two reasons. First, economic reform lending in some form will continue to be a necessary step in the development process for many countries. But it will also continue to be difficult, in particular for the poor and otherwise vulnerable groups of people. Reform programs are often begun during periods of economic distress and result in policies that, at least in the short run, can cause further pain. Second, the success of such reform programs depends critically on the understanding and support of those people who are most affected. It is because of this inherent tension that the SAPRI initiative is so important. The SAPRI review provides a unique opportunity for the Bank, governments, NGOs, and other civil society organizations to dialogue openly about how economic reform plans work—to discuss their

beneficial, as well as any adverse, effects on poverty reduction and to learn how we can all do them better (Isham et al., 1996).

3-5- Rights Based Approaches to Development

The promotion and defense of human rights have become increasingly important values in the world today. The vast majority of countries have signed the International Covenants on Civil & Political Rights and Economic, Social & Cultural Rights. In addition, the Universal Declaration of Human Rights holds sway over national practices and international relations. Indeed, human rights talk is perhaps even more mainstreamed today than talk about democracy. It is difficult for a country to explicitly defend non-democratic politics, but it is almost impossible for it to affirmatively promote violations of human rights.

People typically think of human rights as involving the defense of what are called civil and political rights, the so-called "first generation" of human rights. This involves rights such as those to life, liberty and security, protection against torture, and freedom of speech and assembly. Nevertheless, according to the principal of the "indivisibility" of human rights, "whether of a civil, cultural, economic, political or social nature, they are all inherent to the dignity of every human person. Consequently, they all have equal status as rights, and cannot be ranked, a priori, in hierarchical order" (UN 2003:1). Therefore, "economic" and "social" rights (often referred to as "second generation rights") like the right to work, social security, education and health are just as fundamental as civil and political rights.

Upon signing the principle international covenants, states are thereby obliged to defend and promote all of the fundamental human rights of their citizens. There are always issues of resource scarcity and "justiceability"1 which complicate this task. This is especially the case in the area of "second generation" rights. Nevertheless, governments who sign these agreements have placed upon themselves the duty to do all that they can to guarantee a minimum floor of livelihood for the population. The "progressive realization" of rights is sometimes the only possibility. It is not always possible to fulfill all rights all of the time. Sometimes tough choices need to be made in order to guarantee overall forward progress. Nevertheless, there is a self-obligation to move toward the fulfillment of all rights in the medium to long term.

In addition to self-obligation, the international human rights agenda usually implies international pressure and sanction through conditionality or other means. If a country or an international organization has a "human rights policy" this is normally interpreted to mean that it is willing to consider this also as the basis of its foreign policy or development assistance. This agenda is essentially judgmental. If a country is evaluated as having failed to defend the basic human rights of its inhabitants it is marginalized from the international scene. The World Bank has been hesitant to adopt such a stance since it appears to violate Article IV, Section 10 of its Articles of Agreement which state that "the Bank and its officers shall not interfere in the political affairs of any member; nor shall they be influenced in their decisions by the political character of the member or members concerned." Conditionality based on the human rights record of a country has therefore been interpreted to be equivalent to meddling in "political" affairs.

Nevertheless, the World Bank has found other ways to talk about human rights. As already cited above, on occasion of the fiftieth anniversary of the Universal Declaration of Human Rights the World Bank clearly stated its commitment to promoting human rights. In this document, the World Bank enumerates how it "contributes directly to the fulfillment of many rights articulated in the Universal Declaration. Through its support of primary education, health care and nutrition, sanitation, housing, and the environment, the World Bank has helped hundreds of millions of people attain crucial economic and social rights" (World Bank 1998: 3).

The document also mentions how the World Bank contributes in a "less direct, but perhaps equally significant" manner to the strengthening of human rights. "By helping to fight corruption, improve transparency and accountability in governance, strengthen judicial systems, and modernize financial sectors, the World Bank contributes to building environments in which people are better able to pursue a broad range of human rights" (World Bank 1998: 3).

The World Bank's effort to engage with the practice and discourse of human rights in this document and others is clearly a move in the right direction. This is a much more fruitful strategy than simply writing off human rights as a purely "political matter". The World Bank here implicitly takes the contrasting position that the defense of human rights is a moral or ethical issue intimately linked to the process of economic development.

Nevertheless, the perspective offered in this document is a long way from what has come to be considered a "rights based approach to development" (RBA). This is because the World Bank here envisions human rights as purely an outcome, not a method of intervention. According to the World Bank, any action that leads to the fulfillment of basic necessities automatically also helps the realization of human rights precisely because it resolves basic necessities. This

argument is circular and it folds economic development and human rights promotion into one. From this perspective, there is no value-added to incorporating human rights into economic development.

RBA should therefore be distinguished both from the application of international pressure and conditionality and from perspectives like those of the World Bank's 1998 text on Development and Human Rights. The central question for RBA is not so much whether a particular regime does or does not respect the rights of its citizens or what the final result of a development project is with regard to the rights of the population, but how we approach the task of development. Specifically, the core objective of RBA is to invert the power relationships between policy makers, service providers and the poor. Instead of envisioning development as a process by which governments, foundations or international agencies channel resources to "help" excluded groups overcome poverty and suffering, the human rights approach starts by acknowledging the entitlements of the poor. As a result, according to this perspective "service providers" and "policy makers" are better conceptualized as "duty-bearers". It is their obligation, not their choice, to guarantee the human rights of the poor, the "rights-holders".

The legal structures which make the claims of the "rights-holders" judicially defensible are not always in place. Although some countries have constitutional provisions which guarantee citizens right to employment, health care and education, many others simply do not. In addition, even in those countries which do have such legal guarantees, there are few examples in which normal citizens have actually successfully brought legal suits against the government for the failure to fulfill basic economic, social and cultural rights. Regardless, from the perspective of RBA, development programs should be designed as if these structures were in place. This does

not mean that development planners should always be watching their backs, wary of the next potential law suit.

But it does mean that development should be conceptualized as something which originally belongs to the people, not to the government or to international agencies. In practice, this means that development projects should live up to the following five basic principles common to most understandings of RBA:

• First, the poor should be placed at the center of the design, control, oversight and evaluation of the development projects, programs or policies that affect them. Empowerment and active participation of the poor is one of the backbones of RBA. Indeed, according to authors such as Clare Ferguson (1999) and J. Hausermann (1998) the right to participation should be seen as the foundational base of the rights approach since it is the prerequisite to claiming all of the rest of the human rights. The very act of demanding the fulfillment of one's rights requires an active subject who is in control of his or her life, a participant in his or her own process of development.

• Second, the institutions responsible for implementing development programs or policies should be fully accountable for their actions. As "duty bearers" they are obliged to behave responsibly, look out for the larger public interest and be open to public scrutiny. From this perspective, corruption, inefficiency and secrecy are more than just unfortunate practices. They are morally wrong and constitute an aggression against humanity.

•Third, non-discrimination, equality and inclusiveness should underlie the practice of development. Development should be understood as a "public good", similar to public parks or national defense, from which no one can be excluded and the benefits are shared among all. If

development is seen to be the privilege of a few or projects are managed in an exclusive fashion favoring only those with "good connections" or from the "right" ethnic group we have departed from the RBA approach. This also means that participation should not be limited to "professional", "well behaved" NGOs. Grassroots and political organizations should also be included.

• Fourth, citizen participation and voices should be "scaled up" and linked with national and international policy processes and international rights frameworks.

All too often participation occurs at the local community or neighborhood level with regard to program implementation, but citizens are not involved in the broader decisions that have an impact on the structure of national public policy. A human rights approach obliges development programs to constantly be on the lookout for the links between the local, the national and the global, between service delivery, public policy and international relations.

• Fifth, RBA encourages the active linkage between development and law. This means at least two different but related things. On the one hand, the citizen participation, accountability and inclusiveness which ground the RBA approach should be institutionalized in law, not left to the good will of public servants or the presence of specific civil society leaders. On the other hand, development projects should use the language of rights explicitly and encourage citizens to pursue the legal defense of their rights at the national and international levels3. RBA therefore gives a very different taste to development. As Andrea Cornwall has argued, instead of talking about "beneficiaries with needs" or "consumers with choices" the human rights approach speaks of "citizens with rights" (Cornwall, 2000, 2002).

Citizens are active subjects in the political sphere, not objects of intervention by government programs or passive choosers in the marketplace. This of course does not mean that RBA cannot be applied when working with "consumers" or "beneficiaries". To the contrary, these areas offer some of the most productive opportunities for applying this approach. For instance, the organization of consumers to evaluate the quality of the goods provided at a local store or the intervention of beneficiaries in the design of government social development programs are both good examples of the RBA approach. RBA draws on the "logic" of political citizenship but it can and should be applied to all areas of human life, including the market, society, and service delivery.

In the end, RBA can be envisioned as the application of the basic principles of the Universal Declaration of Human Rights in the area of development. For instance, the Norwegian government has defined RBA as "a concept that integrates all human rights norms, standards and principles of international human rights systems, including the right to development, into the plans, policies and processes of development" (NAID 2002, as cited in Interaction 2004).

CHAPTER FOUR:

Project Management of Human Rights by World Bank

Introduction

For the first few decades of its history the Bank addressed development primarily as a technocratic challenge. The implicit model was that good advisers and technical experts would design good policies and good projects, which good governments with adequate resources would then implement for the benefit of society. The Bank has learned, however, that at least as important as the policies and the resources for development are the efficiency and transparency of the institutions that carry out the policies.

Irrespective of political systems, public decisions must be brought right out into the sunshine of public scrutiny. Not simply to please the markets but to build the broad social consensus without which even the best-conceived economic strategies will ultimately fail. This theme is strongly supported by World Bank research, which suggests the strong link between economic performance with accountability and the openness of governance.

The World Bank helps its client countries build better governance. This assistance in improving the efficiency and integrity of public sector institutions—from banking regulation to government auditing functions to the court system—has a singularly important, although indirect, impact on creating the structural environment in which citizens can pursue and continue to strengthen all areas of human rights. The debate about the role and size of government, which at times over the years has been waged at the extremes, appears to be reaching constructive middle ground. The last 50 years have illustrated vividly both the good and the harm an active state can do.

Today, instead of focusing on an optimal size for government, or particular industries in which the state should and should not be involved, emphasis is increasingly placed on efficiency and transparency: Governments of whatever form work best when the policies they pursue are decided openly and implemented uniformly, with ongoing participation of individual citizens and civil society.

In the World Development Report 1997: The State in a Changing World, the World Bank identified five fundamental tasks that governments must administer to ensure sustainable, widely shared development.

- Establishing the foundation of law

- Maintaining a non-discriminatory policy environment, including macroeconomic stability

- Investing in basic social services and infrastructure

- Protecting the vulnerable

- Protecting the environment

Transparency, the Fight against Corruption

For governments to be effective, they must have the trust and confidence of the people they are meant to serve. Public institutions must operate free of bias and establish a fair, predictable set of rules around which people can organize economic and social enterprise. This trust is manifested through institutions such as courts, tax administration, the civil service, the provision of public services, and the design of public policies. In many countries, a threat to this process is corruption—the misappropriation of public power for private gain. When corruption is left

unchecked, public resources are diverted to those with power, and policies designed to help the poor and support economic activity cannot succeed. Market liberalization can achieve the benefits of increased competition only if goods are not held up at ports and transit points by bribes; benefits from increased spending on health are compromised if pharmaceuticals and medical supplies are stolen by ministry officials; and environmental programs to preserve endangered ecologies are useless if timber contracts are sold under the table. While corruption is ultimately carried out by people, it is fundamentally a problem of governance, particularly the conglomeration of power and discretion combined with the lack of accountability and scrutiny.

The challenge is to design institutions and systems that cut down on both the incentive for, and the capability of, public officials to engage in corrupt activity. Incentives are addressed through merit-based promotion and better pay on one end and tighter monitoring and harsher penalties on the other. Capability is enhanced by constructing institutional checks, including introducing competition in the provision of licenses, permits, and other public services.

The World Bank is working with its member countries in a number of areas to build transparency and openness in government. The Bank has worked for many years on the internal regulatory mechanisms of the government—accounting and audit, procurement and personnel, greater understanding of the monitoring and enforcement functions that are rooted in a country's constitutional separation of powers—including the coordination of the mutual monitoring roles of legislatures and executives, the diffusion of power associated with decentralization, and, of course, the powers of an independent judiciary—is clearly needed.

Corruption is often an international problem, requiring international solutions involving both the public and private sector. For many years, bribery and fraud were simply an accepted part of doing business across borders. Foreign business agents assumed that bribery placed them in preferred positions to secure contracts and maximize profits, and local officials rationalized that under-the-table arrangements fueled the economy. The evidence is now in, however, that both sides were mistaken.

Survey research undertaken by the Bank and others finds that foreign firms that engage in bribery actually spent more time with bureaucrats, negotiating licenses and agreements, than those that did not bribe, and that the effects of bribery on the economy over time are devastating. Corruption eventually scares away investors, both foreign and domestic, capital disappears, jobs are lost, and the poor are hit the hardest. As a global, multilateral organization, the World Bank is working with its partners to shine a spotlight on the problem of corruption in international business transactions. One important area of international coordination is criminalizing the bribery of foreign officials.

The Bank is working with regional organizations such as the Organization of American States (OAS), the Asian Development Bank (ADB), the Organization for Economic Cooperation and Development (OECD), the Council of Europe, and others to keep a focus on the issue, share research and knowledge, and in drafting international conventions. In addition to working with other official organizations, the Bank is building partnerships with the business community and civil society, in particular with Transparency International, which has been leading the way in civil society in the fight against corruption.

How does the Bank's work contribute to the realization of human rights?

Although its policies, programs and projects have never been explicitly or deliberately aimed towards the realization of human rights, the Bank contributes to the promotion of human rights in different areas, e.g., improving poor people's access to health, education, food and water; promoting the participation of indigenous peoples in decision-making and the accountability of governments to their citizens; supporting justice reforms, fighting corruption and increasing transparency of governments.

The Bank's Community Driven Development (CDD) program gives voice to communities, promoting empowerment of the poor and informed civic engagement with increased social accountability which is essential to poverty reduction. One of the objectives of CDD was to give communities voice and influence, and to empower them to plan and manage their own economic and social development.

Since 2000, the CDD portfolio has grown from approximately $1 billion to an average of $2 billion of annual investment in 2008. During this time period, lending for CDD totaled approximately $16 billion, or 9% of IBRD/IDA lending, covering more than 630 activities. While the number of projects with CDD components has stabilized over the years, the Bank is continuing to dedicate resources and policy dialogue toward operating at a larger scale and across sectors. In practical terms therefore, many of the World Bank's activities have a human rights dimension. Also, there are wide areas of overlap between substantive areas covered by core human rights treaties and those areas in which the Bank operates.

What is the way forward for the Bank in the area of human rights?

The way forward in this area is premised on the relevance of human rights to the World Bank at three distinct levels:

First, in acknowledging and systematizing the fact that many areas of Bank activity have human rights dimensions. The Bank's initiatives on governance and anti-corruption are examples of activities with important human rights dimensions.

Second, in recognizing the role of human rights as legal principles, which may inform a broad range of policies and activities, and

Third, in understanding human rights as actionable legal obligations, in certain circumstances and under certain conditions, such as those arising from international treaties, or as they are enshrined in national laws, where the Bank's role is to support its members to fulfill those obligations where they relate to World Bank projects and policies.

What is the nature of the Bank's cooperation on human rights?

We recognize that our partners in the broader UN family have a comparative advantage in this area. Unlike the World Bank, many of them have mandates that contain an explicit commitment to human rights, including, in some cases, monitoring and enforcement capabilities. We have been working closely with the Office of the High Commissioner of Human Rights on several initiatives, for example supporting countries to take human rights considerations into account in the preparation of their Poverty Reduction Strategies. The Bank also has participated in the UN High-Level Task Force on the Implementation of the Right to Development, and we

regularly dialogue with other UN agencies to learn from their experience and on expert meetings on human rights indicators.

Under the aegis of the OECD in the DAC Govnet's Human Rights Task Team, the Bank has collaborated with several international partners, including the UN, on an action-oriented policy paper on human rights in development for the DAC. A product from that work is an OECD commissioned study on Integrating Human Rights in Development: A Synthesis of Donor Approaches and Experiences, in which the Bank participated actively. The Bank is developing other partnerships to further its understanding of human rights, through a "learning by doing" approach and we are exploring the establishment of a Justice and Human Rights Trust Fund to further support the Bank's work in such an exercise.

We will continue to dialogue and form strategic alliances with the rest of the UN family, with other international organizations, donors, and civil society organizations where they can complement and add value to our work. Carrying out procurement efficiently under World Bank-financed projects is critical to good project implementation, to the attainment of the objectives of the projects, and to their sustainability. Equally, the Bank, as part of its developmental role, is interested in strengthening the capacity of its borrowers to administer public procurement in an effective and transparent way as part of sound governance and good project management.

To this end, the Bank has established procurement rules to be followed by borrowers for the purchase of goods, works, and services required for the projects financed by the Bank, and procedures for Bank review of the procurement decisions made by borrowers. World Bank project teams are required as an integral part of project preparation and appraisal, to make an assessment of the capacity of the project implementing agency or project implementation unit to

administer procurement. Procurement can become particularly challenging in emergency (post-disaster and post-conflict) operations, even for a government with established procurement capacity. Therefore, assessment of procurement capacity takes on special importance in emergency operations.

Public Procurement in Bank Operations

It is the Bank's fiduciary responsibility to ensure that the proceeds of its loans are used only for specified purposes, and that attention is paid to economy and efficiency, without regard to political and other non-economic influences or considerations. Therefore, the Bank has established procurement rules to be followed by borrowers for the procurement of goods, works, and services required for the projects financed by the Bank, and procedures for Bank review of the procurement decisions made by borrowers.

World Bank Operating Policies (OPs) establish the parameters for the conduct of operations and describe the circumstances under which exceptions to policy can be made. They are based on the Bank's Articles of Agreement, the general conditions, and policies. Bank Procedures (BPs) explain the procedures and documentation required to carry out the policies set out in the OPs.

Operational Policies

Procurement rules and instructions, the rules that apply to the procurement of all goods, works, and services financed with Bank loan proceeds are detailed in the Procurement Guidelines3 and the Procurement Policies and Procedures, 4 and those that apply to the selection and employment of consultant services are detailed in the Consultant Guidelines5 and the Consulting Services Manual.6 The guidelines are incorporated by reference in the Loan Agreement, and are binding on the borrower.

Principles of procurement: Four basic principles guide the Bank's procurement requirements:

- Ensuring economy and efficiency in the procurement of goods, works, and services, as mandated by the Articles

- Giving eligible bidders from developed and developing countries a fair opportunity to compete in providing goods, works, and services financed by the Bank

- Encouraging the development of domestic industries—contracting, manufacturing, and consulting industries—in borrowing countries

- Providing for transparency in the procurement process

Competition, economy, and efficiency: Competition is the basis for economic and efficient procurement. The Bank prefers procurement methods that maximize competition. Procurement of goods and works normally requires the use of international competitive bidding, and, for the selection of consultants, it normally requires the use of quality and cost-based selection(QCBS). Some exceptions are permitted.

Eligibility to compete: Any firm from any member country is eligible to compete for Bank-financed contracts except in any of the following circumstances.

- The borrower country prohibits commercial relations with the firm's country.

- The firm has a conflict of interest.

- The firm is owned by government, unless it is legally and financially autonomous, operates under commercial law, and is not a dependent agency of the borrower.

- The firm is under sanction by the Bank for having engaged in corrupt or fraudulent practices.

Domestic preference: To encourage the development of domestic industries, the Bank permits:

- Preference to bids offering goods manufactured within its country;

- Preference to bids for works contracts from eligible domestic contractors in countries below a specified per capita income threshold; and

- Credit to proposals for consulting services that include nationals as key staff.

Transparency is an essential part of the Bank's efforts to ensure effective use of loan funds and to combat fraud and corruption. To promote transparency, the Bank:

- requires public notification of procurement opportunities;

- favors the use of open competitive procedures that include public bid opening;

- provides a specific mechanism by which a losing bidder may request, and receive, an explanation as to why its bid was not selected; and

-discloses the results of bidding processes, including the names of firms or individuals awarded contracts and the value of the contracts.

Role of the borrower and the Bank: The borrower is responsible for all aspects of project implementation, including procurement. For each project, the Bank assesses the capacity of the implementing agencies to carry out the required procurement and determines the level of associated risk. The borrower prepares a procurement plan that covers the activities necessary to ensure that project procurement will be carried out efficiently and professionally. The Bank assists the borrower in planning for procurement, including preparation of the procurement plan, and it supervises and monitors procurement decisions throughout project implementation.

If a borrower fails to carry out procurement in accordance with the procedures agreed to in the Loan Agreement, the Bank can cancel the amount of the loan allocated to the goods, works, or services that have been mis- procured. The Bank may also apply other legal remedies. Country procurement assessments: The Bank and the borrower's government together periodically assess the effectiveness of the borrower's procurement system and identify reforms to address deficiencies in the system. The findings of this assessment are incorporated into the Country Assistance Strategy.

Fraud and corruption: The Bank requires that borrowers and bidders observe the highest standards of ethics during the procurement and execution of Bank-financed contracts. Firms found to have participated in fraudulent or corrupt practices or activities are declared ineligible to be awarded future Bank-financed contracts, either indefinitely or for a stated period of time. If a representative of the borrower is found to be engaging in such corrupt or fraudulent practices, the

Bank cancels the amount of the loan allocated to the contract in question, unless the borrower takes action to remedy the situation that is satisfactory to the Bank.

Bank Procedures

Project preparation, appraisal, and implementation: For each project proposed for Bank financing, a procurement specialist (PS) is included in the task team from its inception. Procurement capacity assessment and planning: The PS assesses the capacity of the agencies that will implement the operation to carry out project procurement, and the risks associated with procurement under the operation. The PS uses the most current applicable Country Procurement Assessment Report (CPAR) for this assessment. If the assessment reveals deficiencies, the Bank works with the borrower to formulate an action plan to strengthen capacity (including training or technical assistance, as appropriate) and mitigate the identified risks.

As soon as the nature and main components of the proposed project are identified, the PS assists the borrower in preparing the project procurement plan for an initial period of at least 18 months, taking into account any technical, financial, or management constraints the borrower may be facing. The procurement plan, which is updated annually or as needed during project implementation, covers:

- The list of contract packages;

- The project procurement program, including timing of the contracts;

- The methods for procuring the necessary goods, works, and services;

- The required Bank standard bidding documents; and

- The institutional arrangements to carry out the procurement.

For projects for which the contracting schedule and specific contracts cannot be precisely defined, the procurement plan consists of a description of all administrative aspects of procurement and consultant selection, including:

- Criteria for efficient contract packaging and appropriate procurement methods;

- Timing of all procurement activities and the system to monitor procurement progress; and

- Actions to keep the business community informed of opportunities and outcomes of project procurement.

Project appraisal and negotiations: During appraisal, the Bank develops a procurement supervision plan and agrees with the borrower on standard bidding documents to be used for the project. The Bank and the borrower also agree on any activities to strengthen the procurement capacity of the borrower during implementation. These agreements are incorporated in the Loan Agreement.

Project implementation: During project implementation, the Bank evaluates whether the borrower's procurement actions comply with the provisions of the Loan Agreement, and monitors adherence to the procurement plan and progress with the strengthening of the implementing agency. If major deficiencies occur, corrective actions are proposed.

Role of Bank staff in procurement activities: In working with borrowers on procurement matters, Bank staff maintains strict neutrality and impartiality. Staff does not:

- recommend to borrowers that they use particular consulting firms, suppliers, or contractors;

- undertake activities that are the responsibility of borrowers; or

- participate in evaluating bids or proposals.

Allegations of fraud and corruption and mis- procurement: Complaints alleging fraudulent or corrupt practices by a bidder, supplier, contractor, or consultant in the procurement process of a Bank-financed contract are referred by Bank staff to the Department of Institutional Integrity. When Bank staff determines that the borrower has followed procurement procedures that are not in accordance with those set out in the Loan Agreement, the borrower is notified in writing. The notice brings the violation to the borrower's attention and advises that, if the situation is not rectified, the Bank may declare mis-procurement. One of the key Bank specialists involved in these situations is the Regional Procurement Adviser.

The World Bank Procurement Assessment Process

One of the main responsibilities of the Bank with respect to procurement is to help borrower countries improve their procurement systems. Sound public procurement policies and practices are essential to good governance. Procurement assessment takes place at two levels: for the country as a whole and for the individual government agency that is being proposed as the executing agency for a World Bank project. This section briefly describes the methods for assessing the procurement capacity of both entities.

Using the country procurement assessment, the Bank assists its member countries in analyzing the quality of their public procurement policies, organization, and procedures. The result of this assessment is the CPAR. Many countries' CPARs are available on the World Bank Web site.

Purpose of the Country Assessment

The main purpose of the country procurement assessment is to establish the need for and guide the development of an action plan to improve a country's system for procuring goods, works, and consulting services. To accomplish this, the primary objectives of a country procurement assessment are to:

- Analyze the country's public sector procurement system, and how well it works in practice;

- Identify institutional, organizational, and other risks associated with the procurement process, including procurement practices unacceptable for use in Bank-financed projects;

- Develop a prioritized action plan to bring about institutional improvements; and

- Assess the competitiveness and performance of local private industry participation in public procurement and the commercial practices that relate to public procurement.

Scope of the country assessment

The Bank considers a country's procurement system to be composed of the following elements, each of which is analyzed in the country procurement assessment:

- Legal framework

- Procurement system organizational framework

- Procurement capacity building system/institutions

- Procurement procedures/tools

- Decision-making and control system

- Anticorruption initiatives and programs

- Private sector participation in the system

- Contract administration and management

- System for addressing complaints

Besides examining these elements, the country procurement assessment also examines how procurement is supposed to be carried out for goods, works, and consultant services, including, where applicable, large and/or complex turnkey, supply/install, management of public utilities, concession, information technology, and other contracts. More importantly, the country procurement assessment examines the application of the rules and enforcement in practice.

Poor dissemination of rules, inadequate training of personnel, lack of enforcement, failure to maintain good records, endemic corruption, and a variety of other factors create risks that can undermine an otherwise seemingly adequate system.

Outcome of the Country Assessment

The result of the country assessment is the CPAR. Each CPAR will be different and reflect the scope and content as agreed to in the approved memorandum that is developed before the initiation of the assessment. The CPAR will generally include a discussion and analysis of findings for both the public sector and the private sector components of the assessment, a recommended action plan and sequence of actions, recommendations on technical assistance that will be needed to implement the action plan and sources of financing for it, and a monitoring plan for the project.

Tilburg Guiding Principles on World Bank, IMF and Human Rights

The Tilburg Guiding Principles on World Bank, IMF and Human Rights have been drafted by a group of experts, meeting at Tilburg University, The Netherlands, in October 2001 and April 2002. They relate to human rights obligations for international financial institutions (like the World Bank and the International Monetary Fund), link these legal obligations in the field of human rights to the economic and political realities the organizations are confronted with, and discuss the possible redress of adverse human rights impacts of the activities of the financial institutions.

The World Bank Inspection Panel

The World Bank Inspection Panel (the Panel) was created in 1993 to enhance the accountability of the World Bank to people who are affected by its projects and programs. According to its mandate, the Panel may hear claims from any two or more persons "with common interests or concerns" who believe they have been, or are likely to be, harmed as a result of the Bank's failure to follow its policies and procedures during the design, appraisal and/or implementation of projects. The Panel does not prescribe remedies or recommend how the policy violations it uncovers should be redressed.

Rather, Bank Management proposes remedies and corrective action plans for approval by the Board of Executive Directors.

The Panel has always been careful to respect the jurisdictional limits on its mandate. It has scrupulously avoided drawing conclusions that relate to matters other than the Bank's compliance with its own policies. For example, when the borrowing country and the Bank have overlapping policy and legal/regulatory obligations, the Panel has endeavored to isolate and evaluate only the Bank's implementation of its policy commitments - avoiding comment on the government's fidelity to its own obligations.

The Panel has only rarely been asked to consider claims that have been framed explicitly in human rights terms. Nevertheless, in its consideration of claims that directly or indirectly raise human rights concerns it has identified four circumstances in which Bank policies and procedures may require the Bank to take human rights issues into account:

1. The Bank must ensure that its projects do not contravene the borrower's international human rights commitments;

2. The Bank must determine whether human rights issues may impede compliance with Bank Policies as part of its project due-diligence;

3. The Bank must interpret the requirements of the Indigenous Peoples policy in accordance with the policy's human rights objective; and

4. The Bank must consider human rights protections enshrined in national constitutions or other sources of domestic law.

CHAPTER FIVE:

CONCLUSIONS AND DISCUSSION

5-1- Answering research questions

- What is the process of conducting a succeeded human right's projects by World Bank?

Fifty years after the adoption of the Universal Declaration of Human Rights, we live in a world of greater opportunity. Communications and technology may allow us to accelerate the development process in many poor countries, perhaps by generations. Growing knowledge about the effects of economic policy choices and the benefits of sound institutions is helping dozens of countries and many millions of people join the global economy. And in every part of the world, there is an emerging consensus that all people have a right to voice and justice.

Reaching the goal defined 50 years ago will depend on all of us doing our part. Governments must not only dedicate themselves to the advancement of human rights, but build systems that foster human rights. This can only work when the citizens themselves are informed about, and integrally involved in, the decision-making process. Civil society must continue to press the needs of the neglected, the isolated, and the victimized. The free organization of people into groups based on shared concerns and common goals is a fundamental part of a dynamic, successful society. Finally, international organizations must continue to learn as much as possible about what works, what doesn't, and how to be more effective in all that they do.

For the World Bank, protecting and advancing human rights means helping the world's poorest people escape poverty. But this will require commitment from all sides. It is ironic that today, just as we are learning the keys to reducing poverty, official development assistance is reaching all-time lows. Developing countries are now better able to turn financial resources into effective growth, and invest in the needs of their people. And donors are better able to identify those countries. We know that aid reduces poverty; and now we know how to make aid work

better, at lower cost. Despite the progress made in recent years, and the possibilities held out by modern technology and better policies, 3 billion people are desperately poor. Many suffer unnecessarily from disease and malnutrition, others from the scourge of violence. How we reach out to those in need will determine what is said 50 years from now of the promises we have made.

The World Bank proposes financial, advisory and technical services to help countries identify their priorities and reach their main developments goals. The World Bank lends money to low and middle-income countries to support development and change. Development projects are implemented by borrowing countries following certain rules and procedures to guarantee that the money reaches its intended target. The World Bank works with a borrowing country's government and other stakeholders to determine how financial and other assistance can be designed to have the largest impact. After analytical work is conducted, the borrower and the Bank produce strategies and priorities for reducing poverty and improving living standards.

Although its policies, programs and projects have never been explicitly or deliberately aimed towards the realization of human rights, the Bank contributes to the promotion of human rights in different areas, e.g., improving poor people's access to health, education, food and water; promoting the participation of indigenous peoples in decision-making and the accountability of governments to their citizens; supporting justice reforms, fighting corruption and increasing transparency of governments.

The way forward in this area is premised on the relevance of human rights to the World Bank at three distinct levels:

First, in acknowledging and systematizing the fact that many areas of Bank activity have human rights dimensions. The Bank's initiatives on governance and anti-corruption are examples of activities with important human rights dimensions.

Second, in recognizing the role of human rights as legal principles, which may inform a broad range of policies and activities, and

Third, in understanding human rights as actionable legal obligations, in certain circumstances and under certain conditions, such as those arising from international treaties, or as they are enshrined in national laws, where the Bank's role is to support its members to fulfill those obligations where they relate to World Bank projects and policies.

- What are the main roles of projects success associated with World Bank management?

Identified projects can range across the economic and social spectrum from infrastructure, to education, to health, to government financial management. The World Bank and the government agree on an initial project concept and its beneficiaries, and the Bank's project team outlines the basic elements in a Project Concept Note. This document identifies proposed objectives, imminent risks, alternative scenarios, and a likely timetable for the project approval process. Two other Bank documents are generated during this phase. The Project Information Document contains useful public resources for tailoring bidding documents to the proposed project, and the publicly available Integrated Safeguards Data Sheet identifies key issues related to the Bank's safeguard policies for environmental and social issues.

The World Bank helps its client countries build better governance. This assistance in improving the efficiency and integrity of public sector institutions—from banking regulation to government auditing functions to the court system—has a singularly important, although indirect, impact on creating the structural environment in which citizens can pursue and continue to strengthen all areas of human rights. The debate about the role and size of government, which at times over the years has been waged at the extremes, appears to be reaching constructive middle ground. The last 50 years have illustrated vividly both the good and the harm an active state can do.

The World Bank is working with its member countries in a number of areas to build transparency and openness in government. The Bank has worked for many years on the internal regulatory mechanisms of government accounting and audit, procurement and personnel, greater understanding of the monitoring and enforcement functions that are rooted in a country's constitutional separation of powers—including the coordination of the mutual monitoring roles of legislatures and executives, the diffusion of power associated with decentralization, and, of course, the powers of an independent judiciary—is clearly needed.

- What are the most critical challenges in human rights projects?

In light of the emergence of rights-based approaches to development, and given the World Bank's increasing involvement in human rights issues, the organization is under increasing pressure to address this challenge and develop its own set of policies, like other development organizations. Some of the operational policies on involuntary resettlement and indigenous peoples, as well as the establishment of the Inspection Panel, are positive steps in this direction. They cannot, however, replace a more comprehensive set of principles and operational guidelines to deal with the broad range of civil, political, economic, and social rights that Bank interventions invariably affect. Such a World Bank human rights policy must address both the significant opportunities to promote human rights through Bank operations and address those situations where Bank interventions conflict with or openly violate the doctrine of universal human rights.

Conclusions

The phenomenal growth of human rights interventions by International Organizations as well as governmental and inter-governmental organisations has brought to the fore questions of assessing and measuring the extent of their challenges. By and large, despite the many different approaches and methodologies of assessment, the field is dominated by ambivalences and inconsistencies, especially over questions of how to apply measurement techniques to change processes informed by human rights. Advocates also point to donor preoccupations and suggest that measurement techniques often capture effects only partially or imperfectly, focusing on only the measureable aspects while perhaps missing those that are more important but less measureable. This, in turn, has led to fears of human rights work being oriented accordingly, especially by certain donors. Also, metrics have a strong political dimension, and approaches to them are loaded with assumptions about issues such as social change, the nature of rights, accountability, or the donor–grantee relationship.

The World Bank's approach to human rights can be characterized as broadly supportive of human rights discourse without being explicitly, systematically, or strategically engaged in it. Since the late 1990s, the Bank has posited its role as supporting the realization of human rights. Although some of its public statements have emphasized economic and social rights more than civil and political rights, others have underscored the indirect benefits of its activities on a broader range of human rights. Marking the 50th anniversary of the Universal Declaration of Human Rights, the Bank issued a publication entitled Development and Human Rights: The Role of the World Bank (1998).

It states: The Bank contributes directly to the fulfilment of many human rights articulated in the Universal Declaration. Through its support of primary education, health care and nutrition, sanitation, housing and the environment, the Bank has helped hundreds of millions of people attain crucial economic and social rights. In other areas, the Bank's contributions are necessarily less direct, but perhaps equally significant. By helping to fight corruption, improve transparency and accountability in governance, strengthening judicial systems and modernizing financial sectors, the Bank contributes to building environments in which people are better able to pursue a broader range of human rights.

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