

# **2002 Thematic Group Leader Survey**

## **Report of Findings**

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# Main Findings

## **Background**

Since the formal launching of Thematic Groups (TGs) in 1997 as one of the central elements of the World Bank's knowledge management initiative, there have been various types of evaluations to determine the effectiveness of these so called "communities of practice."<sup>1</sup>

These evaluations have utilized different methodologies such as TG self-evaluations (i.e. a survey of their own members), case studies of individual TGs done by internal and external evaluators, a survey of all TG members (2000), a survey of TG Leaders (1998), and most recently, a survey done by Operations Evaluation (OED) focusing on a stratified sample of TG Leaders which is due to be released later this year as part of a broader study of the Bank's knowledge initiatives.

The purpose of this survey is to establish a baseline for all known TGs, allowing us to better understand how they have changed during the past few years and to assess their needs. It complements a similar OED study, as well as the Sector Board evaluation currently being undertaken by the Quality Assurance Group. The survey also allows us to identify specific measures that might be introduced to support TGs in the future, and to create opportunities for TGs to learn from each other in what could evolve as a community of TGs.

## **Methodology**

The methodology chosen for this evaluation was self-selected, self-assessment. The information which the survey was seeking was the views of the TG Leaders regarding their operations, strengths, weaknesses and challenges ahead. No efforts were made to stratify the sample of respondents. Instead, responses were based on the interest of those being surveyed.

In October 2002, an electronic survey was sent to the "Leaders" of 119 pre-identified Thematic Groups (TGs). This list was compiled based on the findings of the TG member survey conducted in 2000, as well as additional information which has become available in the time since the 2000 survey.<sup>2</sup>

Of the target population of 119, only 76 TGs confirmed that they were currently in existence. 29 TGs were reported to be defunct, some of which claimed not to even be

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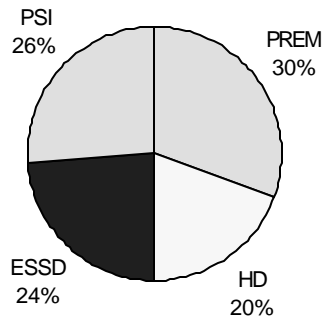
<sup>1</sup> A list of previous evaluations is provided as an appendix to this report.

<sup>2</sup> TG Member Survey 2000 (September 2000).

TGs. 15 never responded. Out of the total population of 76 confirmed TGs, 46 responded to the survey. This means that the response rate was 60.5%.

Of the 46 responses to the survey, the respondents were divided fairly evenly across the four thematic Networks as follows:

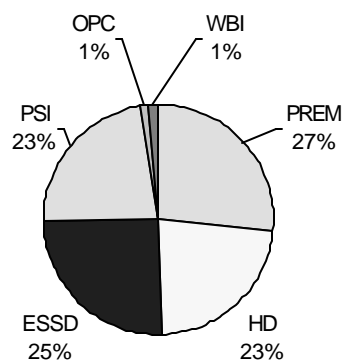
### Survey Responses by Network



### Population of TGs

In addition to the 76 confirmed TGs, three newly formed TGs were identified by this survey, bringing the total number of TGs to 79. The percentage of TGs by Network is as follows:

### Current TG Breakdown by Network

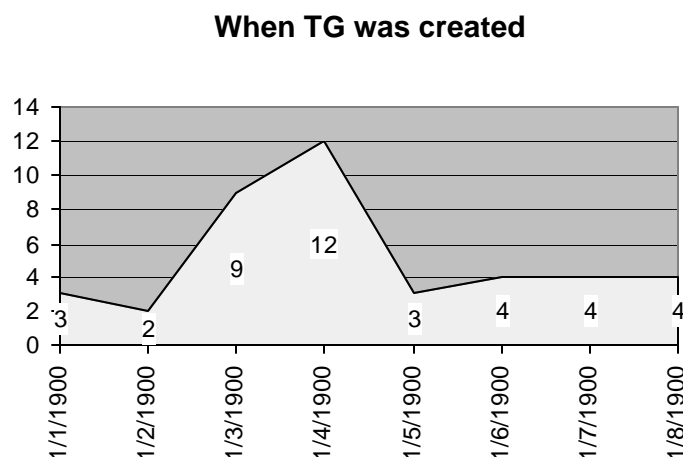


**Note:** One issue which must be kept in mind when determining the total number of TGs in the Bank is confusion regarding the actual definition of what should be classified as a TG. As a result of this ambiguity, several previously identified TG Leaders, as mentioned above, decided not to classify themselves as TGs, even though they had previously been listed as

such. Furthermore, there are various types of networking structures across the Bank that could be classified as TGs, but which are not classified as such by Sector units. A more precise definition will only strengthen future TG evaluations and lead to a better understanding of how they relate to similar organizational structures such as multi-sectoral teams.

## Origins

- More than half the responding TGs were created in 1997 and 1998 (55%). 25% of all responding TGs were created in 1998. 12% were created before the formal TG funding system was even set up in 1996.
- New TGs seem to be created, or at least re-created (i.e. merged or divided) on a fairly regular basis. An average of about 5 new TGs have emerged each year in the period from 1996 to 2002. Exactly 4 new TGs have been created each year for the last 3 years.



- 60% of TGs responding claim to have been created “bottom-up by professionals” and 33% were created “top-down by management.” (The remainder did not answer this question.)

## Evolution

- When asked if their TGs had “evolved over time” 63% of TG Leaders said there had been no changes, 11% have merged with other TGs, and 22% of TGs cited “other” changes which have taken place over the years.

- The most common form of transformation has been TGs merging together (5), but they have also gone in the other direction, by expanding their scope (3), and in a couple of cases, they have affiliated with a broader “umbrella” TG which covers a broader set of issues. This expansion raises the issue of how a TG differs from a sectoral unit.
- The types of changes which have taken place included:
  - name changes,
  - splitting into sub TGs,
  - formed an “association” of TGs as an umbrella for other TGs under a broader topic,
  - joined a broader TG,
  - added and diversified membership across the Bank,
  - gone dormant,
  - planning to merge in next FY.

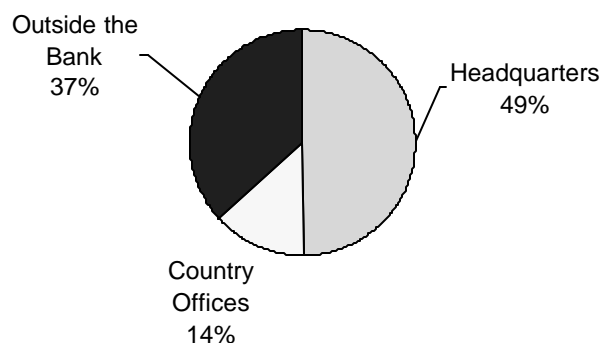
### ***Focus and Defining Characteristics***

- 78% of respondents agree either “fully ” or “to a great extent” that their TGs are “based on multi-sectoral and cross-cutting themes” and 83% agree either “fully ” or “to a great extent” that their TGs are “interdepartmental”
- Only 7% agree either “fully” or “to a great extent” that their TGs are “mainly external,” none of which agree “fully.” 41% of respondents agreed that their TGs were “to some extent” “mainly external.” This reflects a defining characteristic of TGs -- their predominantly internal orientation.
- While only 9% of respondents “fully agreed” that their TGs are “mainly operational and project-based,” 48% agreed “to a great extent” and another 24% agreed to “some extent.” When combined with the finding that 87% of TGs agree “fully” or “to a great extent” that “improving operational effectiveness” was the main emphasis of their objectives, it appears that while TGs are not based around individual projects, TG leaders consider them primarily geared toward strengthening Bank projects.
- When asked to what extent the TGs had achieved these objectives, 52% of respondents said that had either “fully” or “to a great extent” “improved operational effectiveness” , with the corresponding percentage for “strengthening external partnerships” only at 37%, and “building client capacity” at 35%. In fact, 11% felt that they did not “build client capacity” at all.
- 41% of respondents did not have Terms of Reference for their TGs. Reasons cited included: no demand (2), in process (2), just an informal group, so not necessary (2), started before TGs were formalized, so TOR not necessary (1), use annual WPA instead (4).

## ***Membership***

- The average number of members per TG was 246 (median of 150) with the highest being 2200, and the lowest 13. Most TGs derive this number from their mailing list subscribers, but there is no standard classification for membership.
- When asked where their members were located, the following breakdown emerged: (If one outlier is removed which had a very high number of members “outside the Bank,” the corresponding numbers come to 64% in headquarters, 17% in country offices, and 19% outside the Bank.)

### **Percentage of Members by Location**



- 15% of TGs reported no members from outside the Bank.
- In terms of the level of activity of TG members, 28% of respondents said that “more than 30%” of their headquarters members were active, an additional 28% said that between 20-30% of headquarters members were active
- 33% of respondents said that “country office staff” comprised less than 10% of their active members (33% did not answer this question). This is a fairly strong indication that geographic location is a barrier to participation in TGs.

## ***Roles and Job Positions***

- 17% of TGs have 3 or more TG Leaders, 46% have two TG Leaders, 33% have one TG Leader
- 33% have Help Desk Managers (also known as Advisory Services), and only 15% make use of Knowledge Interns

- 61% have TG Analysts, 17% have two such staff members, 63% have Support Staff
- There is also a significant amount of experience among TG leaders, with 26% of TGs leaders having 4 or more years of experience, and 48% having 3 or more years as the TG Leader. Other TG positions comprise less experience.
- TG leadership positions are mostly filled in a top-down fashion with 41% being designated by management. However, 20% of TGs are run by “self-selected” individuals and 9% said that their TG leaders were elected by members.

### ***Usage of Staff Time***

- In terms of the amount of time staff spend on TG activities, 35% said they spend between 10-25% of their time, while another 26% said they spend 5-10% of their time. TG Analysts tend to spend a much larger proportion of their time on TG activities with 35% spending more than 25% of their time
- TG Leaders were asked what activities they spend their time on. The most time intensive activity turned out to be “building and contributing to the knowledge base”, as 65% of respondents said that they spend 5-20% of their time on this and 37% said that they spend between 20-50% of their time. The other more time intensive activities included: “identifying knowledge needs” and “planning and facilitating events” each of which takes 48% of TG leaders between 5-20% of their time, with another 20% of respondents saying that this takes 20-50% of their time.
- The actual use of TG Leader time was also a strong reflection of what they consider to be the most important activities. 82% consider “building and contributing to the knowledge base” to be “very important.” Identifying knowledge needs ranked second with 74% of respondents saying it was “very important” and 63% considered “planning and facilitating events” to be “very important.”
- There were also a few individual respondents who claimed that linking community members (2) and fostering professional development of members (2) were “not important.”

### ***Usage of Tools and Activities***

- Face-to-face events (most likely Brown Bag Lunches) were the most popular activity with 63% of respondents indicating a “high” level of use. Also among the most popular activities were web sites (41% reporting “high” use) and support to task teams (37% reporting “high” use).



- The least used activities include help desks with 22% reporting as “not used”, and 26% of respondents not answering the question as well as online discussions with 24% reporting “low” usage, and another 33% either reporting “not used” or “no answer.”

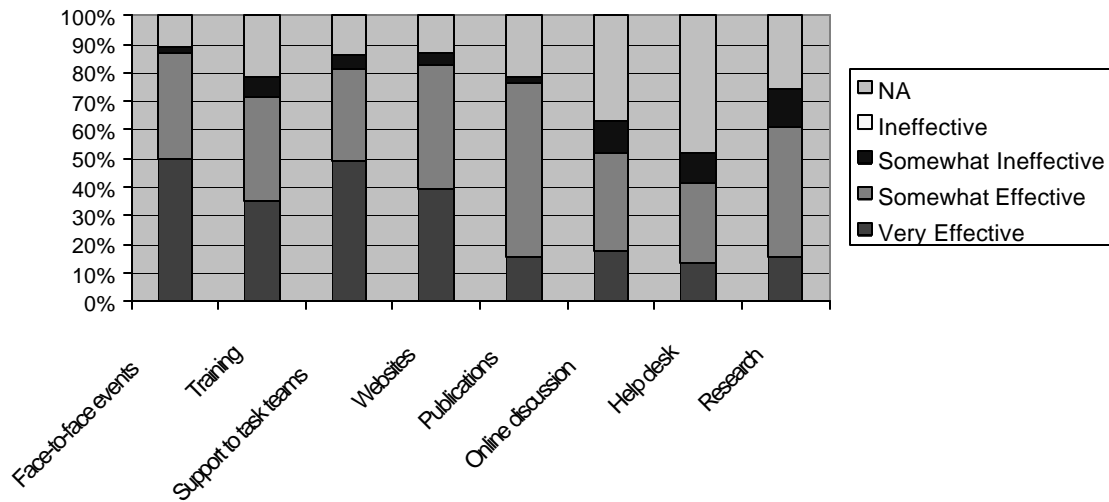
### ***Objectives of Tools and Activities***

- In terms of the objectives these various activities are expected to achieve, the overwhelming response was that “improving the quality of operations” was much more important than “strengthening external partnerships,” or “building client capacity.”
- The only activity which was considered to be more focused on “building client capacity” was publications. Web sites also emerged as a very important means of “building client capacity.”
- None of the activities were thought to be primarily “strengthening external partnerships,” but websites and online discussions were each considered by 15% of respondents to be doing so.
- Interestingly, training and face-to-face events were said to be “improving the quality of operations” rather than “building client capacity,” with 61% and 16% of respondents stating so respectively.

### ***Effectiveness of Tools and Activities***

- Face-to-face events and support to task teams were considered to be the most effective activities with 50% and 46% stating this respectively.
- Research received the most votes for being “somewhat ineffective” with 13% of respondents saying so, with 11% of respondents saying the same for both help desks and online discussions.
- Other activities were classified as follows:

### Effectiveness of Activities



### Clients

- 54% of respondents said that Headquarters staff “always” benefit from TG activities, with only 28% for field staff, 15% for clients, and only one TG Leader said that partners “always” benefit from TG activities.
- Bank partners emerged as the ones who were instead “frequently” benefiting from TG activities, with 37% of TG leaders saying so. The same number for Headquarters staff was 35%, 30% for field staff and 22% of clients “frequently” benefit from TG activities.
- Only two TGs said that clients “never” benefit from their activities, while another 6 TGs (13%) said that they “hardly ever” benefit.

### Funding

- 76% of TGs have an actual budget while 20% indicated none exists.
- Nearly half (47%) have a budget greater than \$50,000 with the median budget at the 50-75k level. 6 TGs have a budget over 150k while 13 have 50k or less.
- 24% receive trust funds to support their activities. Trust funds represent a wide range of percentages of TG budgets. They make up at least 50% of the budget of six TGs.
- More than 20% of TGs receive support from other sources such as sectoral learning or training budgets and collaboration with other TGs.

## **Support from Management**

- 80% of TG leaders described the level of oversight of their TG by their manager as “about right.” Not one described it as “insufficient.”
- 76% of TG leaders have met with the relevant management group in the past 12 months to review activities and future programs.
- Over half (52%) are mildly to very satisfied with the overall level of management support.
- Representative comments include:

*Mildly satisfied. Senior management is not as clearly supportive of knowledge management activities as they were back when the networks and TGs were established.*

*Very satisfied. We receive adequate funding from BB, though not in the form of thematic group funding, and Management encourages us in our activities.*

*Verbal and financial support very strong and satisfactory practical support very weak.*

*Unfortunately, management has not been sufficiently clear to some members of the TG of the importance of contributing to this TG.*

## **Work Program**

- 82% of TGs have a work program. How a work program is created and what is comprises vary greatly.
- Related comments include:

*TG advisory group representing various departments in the Bank has been established. The advisory group discusses and endorses the work program proposal prepared by the TG leader.*

*We develop a detailed work plan with input from members( based on an annual survey) on what areas are important to them. Training and other events are planned based on these consultations.*

*Specific research activities identified and funded Program of BBLs NOT well planned.*

## **Evaluation**

- The most popular tools and indicators for evaluating TG performance include tracking membership participation (52%), tracking the number of activities (43%), informal surveys (37%), and Results Agreements (35%).
- Others include annual report (20%) and formal surveys (11%). 4 TGs indicated no formal reporting.
- Representative comments include:

*The review meeting covered the main TG activities, accomplishments and resource requirements. The meeting was a thorough review lasting 1 hour, but separate reviews of individual activities have supplemented this. The reviews have been very helpful to the TG.*

*Very helpful on budget and planning but avoided main practical issues.*

*We meet with management on a quarterly basis to discuss what activities have taken place (based on results agreement).*

## **Constraints/Challenges**

- 54% of TGs cited the lack of incentives for members to participate as a main constraint faced by their TG. 37% mentioned lack of funding, 26% inadequate management support, 24% insufficient recognition for TG leaders, and 15% insufficient link to corporate priorities.
- Representative comments include:

*Simple lack of time on the part of staff.*

*Difficulty to set time aside for sustained TG work due to operational pressures.*

*TG leader time to spend on TG activities.*

- Of the 30 TGs that responded to the question, half indicated that additional support in the form of staff and incentives for members to participate would strengthen the work of their TG.
- Representative comments include:

*Ideally, we would need an additional staff position to share work program.*

*Active participation from staff in the regions/center.*

*More budget so that we don't have to spend time fundraising with donors.*

*Recognition by management that this continues to be a corporate priority.*

*Better linkage between the sectors and staff across regions in conveying the importance of sharing knowledge and good practice via the TGs.*

## **Future of the TG**

- Although responses varied widely, most TG leaders are optimistic. Many emphasize the need for more focus on the part of their TG, engaging members more actively, and assuming a greater role for the TG.
- Representative comments include:

*A tighter network of professionals, with stronger identity and more visibility at international level, whose members are better informed of cutting edge issues and are more open to working with others inside and outside the World Bank.*

*More fully integrated with support to regions and operations. More actively engaging members.*

*We would like to build up an information base and strong network of people working on urban poverty. We hope to provide tools for those inside and outside the Bank to facilitate analysis and policy making, an opportunity to share experiences, and push the knowledge frontier on this topic in certain key areas*

## **Internal Collaboration**

- Collaboration across TGs is an important interaction that is often overlooked. 63% of TG leaders said their TG shares best practices and lessons learned with other TGs. Representative comments include:

*TG works collaboratively on learning/KM events, often cosponsoring activities with other TGs even in other networks.*

*We share best practices (as well as develop tools and training events) with other TGs such as RWSS, energy, infrastructure, CDD group etc.*

*Brown Bag Lunches are often co-sponsored with other TGs. In addition, materials available on the web are available to all and can be used by other TGs.*

*TG works collaboratively on learning/KM events, often cosponsoring activities with other TGs even in other networks.*

## Concluding Remarks: Where do Thematic Groups go from here?

Starting in 1999, Thematic Groups (TGs) have been called the “heart and soul” of knowledge sharing at the World Bank. Since their inception, they have been the focus and the frequent symbol of the Knowledge Bank, often inspiring a number of other organizations, both public and private, to create similar communities of practice. Significant changes have taken place during the past few years, however, with major consequences for TGs. Overall funding from central sources has declined since the Strategic Compact; other knowledge sharing programs and initiatives have assumed some of the roles previously held by TGs; and the initial energy and momentum that accompanied the launch of many TGs have faded to a large extent. The purpose of this report, however, is not to dwell on the past. Instead, the goal has been on offering a snapshot of TGs at the moment and, as a by-product, stimulating ideas on how they can move forward if they are to remain vital, relevant, and productive knowledge communities in the Bank.

Where do TGs stand today? Clearly, they are significantly fewer in number than most people often realize. The actual number will fluctuate depending on how one defines a TG. Not surprisingly, they are difficult to characterize as an aggregate due to major differences in membership and budget size, participation of country office staff, evaluation methods, perceived success, and many other variables. But they do share a number of commonalities such as their stated focus on improving the work of Bank operations across cross-cutting themes, reliance on work programs, heavy usage of face-to-face events to bring members together, and the challenges and constraints they encounter.

The original stories depicting TGs as energetic cross-cutting communities of practice performing a myriad of important functions have often been replaced by anecdotes narrating their demise. However, as this report confirms, many are very much alive and well. In fact, despite overall budget cuts, TGs have succeeded in becoming institutionalized within the organization. Nonetheless, critical questions emerge. Are there knowledge gaps that TGs are not responding to? To what extent is the work of TGs directly connected to operations and to new strategic priorities? Having become institutionalized, have TGs lost their ability to innovate and their initial energy? What does it mean to “revitalize” TGs, as managers in different sectors have proposed? If TGs are still relevant, how can they be supported given limited resources and few incentives? What we would like to suggest is, as a critical first exercise, launching a series of discussions to reach a common understanding of TGs and their future role.

## Appendix A: 2002 TG Leader Survey Questionnaire

1. When was the TG officially started?
2. How was the TG formed/established?
3. How has your TG evolved over time?
4. Which of the following categories best describe your TG?
5. Does your TG have Terms of References (ToRs)?
6. Do the following form part of your TG objectives? To what extent do you feel they have been achieved?
7. What is the approximate membership in your TG? What is the estimated percentage of active\* members in the following?
8. Regarding the suggested roles and job positions within your TG, please indicate the following:
9. How are leaders normally chosen in your TG?
10. What other communities of practice/professional networks (not including TGs), do you know of, or belong to?
11. Of the total time you spend on TG work or activities, what percentage do you spent on the following and how important do you consider them to achieve your TG objectives?
12. What is the level of usage and the main objective of the following activities and tools? How effective do you think they are?
13. Who do you consider your direct clients? How often do they benefit from your programs/activities?
14. Does your TG have a budget?
15. What was the total budget of your TG last year?
16. What percentage of your TG budget was in trust funds?
17. What other resources or support do you receive? (please indicate the source
18. How satisfied are you as a TG leader with the level of support from Management?
19. How would you describe the level of oversight of you TG by your Manager?
20. In the past 12 months have the TG leaders met with the relevant Management group to review your past activities and future programs?

21. Does your TG have a work plan or program?
22. What tools and indicators does your TG use to report and monitor its performance?
23. Does your TG share best practices and lessons learned with other TGs?
24. What are the main constraints and impediments faced by your TG?



## Appendix B: Survey Respondents (listed alphabetically)

| TG Name                                | Main Sectors and Thematic Areas   | Network | TG Coordinators                               |
|--|---|---------|---|
| Adult Outreach Education/EFA           | Education/Adult literacy and Non Formal Education   | HD      | Maman Sidikou, Aya Aoki                       |
| Anti Corruption                        | Public Sector   | PREM    | Ed Campos                                     |
| Civil Society Engagement Group (CSG)   | Civil Society and Participation   | ESSD    | John Garrison, Carolyn Reynolds               |
| Community-Driven Development           | Multi-sectoral: ESSD, PREM, PSI, Urban  | ESSD    | Daniel Owen                                   |
| COREHEG                                | Tertiary Education, Higher Education  | HD      | Jamil Salmi, Richard Hopper                   |
| Data and Tools for Economic Analysis   | Cross Sectoral - Statistics/MDG, Poverty, Analytical Tools  | PREM    | Sandeep Mahajan, Ronnie Hammad, Soong Sup Lee |
| Decentralization Thematic Group        | Service Delivery, Intergovernmental Fiscal Relations, Poverty Alleviation, Administrative and Political Aspects                                       | PREM    | Dana Weist                                    |
| Disability Working Group               | Disability  | HD      | Pamela Dudzik, Tom Hoopengarder               |
| Disaster Management TG                 | Infrastructure, Environment, Social Protection  | PSI     | Alcira Kreimer, Margaret Arnold               |
| Early Child Development                | Education, Health, Early Child Development  | HD      | Mary Eming Young                              |
| Economic Growth                        | Economic Policy, Growth, Development  | PREM    | Edgardo M. Favaro                             |
| Egovernment                            | Public Sector   | PREM    | Arsala Deane                                  |
| Environment Strategy Implementation    | Environment, Environmental Policy, Cross-Sectoral Coordination  | ESSD    | Magda Lovei                                   |
| Global Environment Facility Operations | Environment   | ESSD    | Rohit Khanna                                  |
| HSD                                    | Health Systems  | HD      | Tonia Marek, Alex Preker                      |
| Legal Institutions                     | NA  | PREM    | Richard Messick, Luba Beardsley               |
| Managing Volatility                    | Managing Volatility along Thematic Lines - Macroeconomic Policy, Financial Sector, Capital Flows, Commodity Prices, Terms of Trade and Related Shocks | PREM    | Sara Calvo, Brian Pinto, Julia Devlin         |
| Mining                                 | Mining, Local Economic Development, HIV/AIDS, Revenue Management  | PSI     | Peter van der Veen, Christopher Sheldon       |

|  |  |      |  |
|--|--|------|--|
| Natural Resource Management (Institutions)   | NA   | ESSD | Robin Mearns, Aggie Kiss   |
| Natural Resources Management (Assoc. of Forests/Forestry, NRM Institutions, Land Resources Management and Irrigation & Drainage) | Forests/Forestry, Natural Resources Management and Institutions, Irrigation and Drainage | ESSD | Chair: I. Pswarayi-Riddihough; Co-Chairs: R. Mearns (EAP, NRM Institutions), P. Jipp (SAR, Forestry), I. Dejong (AFR, Irrigation, & Drainage), M. Toure (AFR, Land Resources Management), P. Dewees (ECA), N. Khouri (LAC) |
| Nutrition  | Nutrition  | HD   | Milla McLachlan  |
| Population & Reproductive Health (Pop/RH)  | HNP  | HD   | Rashmi Sharma, John F. May   |
| Port, Rail, Aviation and Logistics   | Transport / Ports, Railways, Aviation and logistics                                      | PSI  | Marc Juhel, Michel Audigé  |
| Postal Thematic Group  | Postal Reform and ICT Applications through the Posts                                     | PSI  | Isabelle Andress, Juan Ianni   |
| Poverty Analysis, Monitoring, and Evaluation   | Poverty  | PREM | Giovanna Prennushi, Kene Ezemenari, Kinnon Scott, Aline Coudouel   |
| Private Provision of Public Services (formerly, Private Participation in Infrastructure).  | Private Sector, Infrastructure, Human Development  | PSI  | Warrick Smith  |
| Pro-poor growth and inequality   | Poverty, Inequality  | PREM | Louise Cord, Branko Milanovic  |
| Public Expenditure Thematic Group  | Public Expenditure   | PREM | Bill Dorotinsky, Anand Rajaram   |
| QFA TG   | Fiscal Risk  | PREM | Hana Brix, Sergei Shatalov   |
| Resettlement Thematic Group  | Involuntary Resettlement, Indigenous Peoples   | ESSD | Maninder Gill  |
| Rural and renewable energy   | Energy - Rural Electrification, Traditional Fuels, Renewable Energy, Poverty             | PSI  | Arun Sanghvi   |
| Rural and Small Towns Water and Sanitation   | Water and Sanitation   | PSI  | Caroline van den Berg, Parameswaran Iyer   |
| Rural Policies   | Agriculture & Rural Development, Food and Nutrition                                      | ESSD | Douglas W. Lister, Graeme Donovan  |
| Rural Private Sector, Markets, Finance and Infrastructure  | Agriculture, Infrastructure, Rural Finance   | ESSD | Ronald Kopicki, William Steel, Christina Malmberg Calvo  |
| SASKI  | Agriculture  | ESSD | M. Collion   |
| Secondary Education  | Education; Secondary Education   | HD   | Ernesto Cuadra   |

|                                    |  |      |   |
|------------------------------------|--|------|---|
| Services to the Urban Poor         | Urban Sector, Slum Upgrading   | PSI  | Roberto Chavez, Vitor Serra, Catherine Farvacque, Julie Vilorio |
| Social Capital Thematic Group      | Social Capital   | ESSD | R. Chase, D. Narayan, M. Woolcock                               |
| Social Funds                       | Cross-Sectoral   | HD   | David Warren, Julie van Domelen, Samantha de Silva              |
| Subnational and Regional Economics | Economics, Macro and Fiscal Policy   | PREM | Mark Sundberg, Vivian Hon                                       |
| Tax Policy and Administration      | Public Sector  | PREM | Michael Engelschalk   |
| Transport Economics and Poverty    | Transport Economics, Planning and Policy   | PSI  | George Tharakan, Robin Carruthers                               |
| Urban Poverty                      | Urban Development, Poverty Reduction   | PSI  | Judy Baker  |
| Urban Strategy and Poverty         | Local Economic Development; Urban Poverty; Rural-Urban Linkage   | PSI  | Christine Kessides, Gwen Swinburn                               |
| Urban Water Supply and Sanitation  | Urban Water Supply and Sanitation/Serving the Urban Poor, Pricing and Subsidy Policies, Private Sector Participation, Regulation and Competition Policies, Utility Finance | PSI  | Ines Fraile, Jan Janssens                                       |

## Appendix C: Bibliography of Surveys and Reports on Thematic Groups

The following documents are available on the Knowledge Sharing Intranet site.

1. OED Thematic Group Leaders Survey (not yet available), July 2002
2. Private Sector and Infrastructure Thematic Groups Knowledge Management Activities 2001
3. Energy and Mining KM Strategy 2001
4. Letter to TG leaders requesting recommendations and responses 2001
5. Role of Thematic Groups in Energy & Mining Network, Alastair McKechnie (SASEG), May 17, 2001
6. Water & Sanitation Knowledge Management, Tracey Osborne, April 18, 2001
7. PREM Knowledge Management Survey, January 2001
8. Governance & Public Sector Thematic Group Survey Cheryl Gray, 2001
9. HDNED Survey Analysis, March 2001
10. Thematic Group Self-Assessment Survey Lesley Shneier, July - September 2000
11. Knowledge & Communities Multi-Company Study: The World Bank's Land and Real Estate Initiative (LARI) Community Institute for Knowledge Management, September 1999
12. Knowledge & Communities Multi-Company Study: The World Bank's Urban Services to the Poor Community Institute for Knowledge Management, September 1999
13. External Client Demand on Finance and Private Sector Development Information Products, 1999
14. Finance & Private Sector & Infrastructure Network TGs Members Survey, January 1999-September 2000
15. Thematic Group Leader Survey, December 1998