



**External Consultant Evaluation of
Knowledge Bank**

Water Supply Sector

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Water Supply Sector**

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Appendix 1: Individual Assessments of Documents

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1. Executive Summary

1.1 Introduction

In 1996, the World Bank made a commitment to develop a world-class knowledge management system and to improve and expand its knowledge sharing with clients and other development partners as a complement to Bank lending. The commitment is based on the notion that the Bank's unique advantage is its ability to combine expert cross-country knowledge with in-depth understanding of country circumstances.

This paper tests the above notions by evaluating the relevance, quality, innovativeness, and applicability of knowledge provided by a sample of the Bank's documents and web sites in the area of water supply. The evaluation thus focuses on a single component—documentation—of a knowledge management system.

Towards this end, this paper reviews a sample of World Bank documents and web sites on water supply issues and projects. Since the World Bank divides the water supply sector into two sub-sectors, urban supplies and rural and small town supplies, this review divided and evaluated the documents and web sites along the same lines.

The documents were chosen in consultation with World Bank staff, and are supposed to represent the best of the Bank's work, yet cover the range of issues in the water supply sector. The documents represent research and analytical work, economic and sectoral work, project appraisal documents, and supporting documents for two conferences.¹ The text and links at the urban and rural water supply web sites, at the Bank's main water and sanitation web site, were also evaluated.

To identify the strengths and weaknesses in the Bank's documents, the questions in the Terms of Reference for this evaluation were expanded into their constituent parts as follows:

1. Was the information, analysis and advice in the document relevant to the client's issue?
2. Was the information, analysis and advice in the document appropriately comprehensive?
3. Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?
4. Were the ideas and recommendations in the document stated clearly?

¹ It is the conference documents and not the conferences overall that are evaluated.

5. Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?
6. Did the document provide practical advice to decision-makers?

These six questions formed the criteria against which each document was evaluated. Documents were not evaluated in light of other criteria, such as how well they may have fulfilled the Terms of Reference or objectives of their authors and financial backers, although such criteria could also form the basis for an interesting evaluation exercise.

The responses to the six evaluation questions were scored a scale of 1 to 4, with 4 being the highest. Appendix 1 contains a table on each document giving its quantitative scores on each question, remarks explaining the basis for that score, and the overall score, which is a mean of the other scores.

The following table summarizes the mean scores for the various types of documents on the six questions and the overall scores.

Summary of Average Scores for Water Supply Documents on Six Criteria By Document Type, Sub-sector, and Criterion

Document Type	Relevant	Comprehensive	Knowledgeable	Clear	Objective	Practical	Overall
Research and Analytical Papers	4	3	3	3	3	3	3
Urban Only	4	4	4	4	3	3	4
Rural and Small Towns Only	3	3	3	3	3	3	3
Sectoral and Economic Work	4	4	4	4	3	4	4
Project Appraisal Documents	4	3	4	4	3	N/A	4
Urban Only	4	4	4	3	4	N/A	4
Rural and Small Towns Only	4	1	4	4	3	3	3
Conference Documents	4	3	3	3	2	2	3

Scoring: 1-4, 4=highest

Relevant = Was the information, analysis, and advice in the document relevant to the client’s issue?

Comprehensive = Was the information, analysis, and advice in the document appropriately comprehensive?

Knowledgeable = Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?

Clear = Were the ideas and recommendations in the document stated clearly?

Objective = Did the document present information in an objective manner (indicating, where pertinent, differences that exist in ideas and approaches)?

Practical = Did the document provide practical advice to decision-makers?

Overall = unweighted mean of scores on six questions/criteria

1.2 Research and Analytical Papers

Overall the research and analytical documents received high scores. Bearing in mind the generally very positive ratings, the identified shortcomings were as follows:

Urban Supplies

- Some articles failed to address social and political considerations that clearly have an impact on outcomes.
- Some articles did not consider alternatives sufficiently.
- Some articles were primarily theoretical, while others were introductory, and so did not fare well by the specific criteria of this evaluation.

- A number of document files theoretically available through the World Bank web site are unnecessarily large (e.g. PDF versions of all Project Appraisal Documents reviewed) and make access from many member states difficult or impossible.
- As would be expected, the extent to which reviewed documents contribute towards achievement of the objectives of the World Bank varies. The fiduciary duty of the Bank is to maximise poverty reduction and development per dollar spent and this also applies to investment in documents. In respecting this obligation, the Bank has two possibilities:
 - Ensure that all documents are of “benchmark” quality and contribute as much as possible to Bank objectives. In the opinion of the Consultant, the Bank possesses all the resources necessary to readily achieve this.
 - If it is considered worthwhile to produce documents that do not meet the benchmark criteria, then the Bank’s effort and funding should be reduced to maintain the same “return on investment”. This can be achieved by seeking effort and funding from other sources who may have an interest in such documents, e.g. universities
- From an urban water supply and sanitation point of view, there is a clear shortage of knowledge resources on “operations and maintenance” issues relative to their importance in utility performance. Although the Bank may not consider the generation of technical documents as one of its priorities, the “Knowledge Bank” certainly has a competitive advantage in providing access to such documents (including those produced elsewhere) to the development community and clients of the Bank. By so doing, the Knowledge Bank could enhance achievement of the Bank’s objective of poverty reduction and development.

Rural and Small Towns Supplies

- The case studies presented a suspiciously rosy picture of projects’ success. For multi-village schemes, this was definitely a one-sided view. Bank staff have argued that this makes the documents more useful as lobbying tools to effect change. Be that as it may, the objectivity and comprehensiveness of the documents suffer as a result.
- The quantitative studies lacked scientific rigor and thus objectivity.
- As a whole, the documents did not cover the main issues in the sub-sector well, that is, the documents covered a few issues well, but other issues lightly or not at all. Issues falling in the latter areas include the economics of rural and small town water supply, basic principles, and certain project features such as community training and the preparation of community plans. (N.B.: These issues may have been addressed

in earlier years; the sample of documents was limited to those written in the past few years.)

- The documents were surprisingly weak on giving an overview of the Bank's own practices in project design, and information on how specific features making up the Bank approach have succeeded in practice. It became clear in the course of reading the project appraisal documents that the Bank funds numerous programs with similar project features, particularly in the rural water supply sector. It would be appropriate and useful for the Bank to have an analytical paper describing this generic water supply program, the rationale for the various component features, and most importantly, evidence from implementation on how the various features worked in practice. .

1.3 Economic and Sectoral Work

The principal finding is that the Bank no longer seems to do sector analysis in the water sector. The Bank has produced water supply sector reports for seven countries since 1993.² Meanwhile, the Bank funded 135 water supply projects in sixty-eight countries during the 1990s. Clearly, sector reports have not been a widely used analytical tool for directing investments in the sector in recent history.

Having said this, however, there is evidence of a revival in sector analysis prior to rural and small towns projects, since some type of sectoral analysis has preceded the most recent such projects.

The reports provided evidence that Bank advice is coalescing around a standard package for sector development. The more experience the Bank has in a country, the more the standard features of the package are adapted. The less first-hand knowledge that the Bank has, the more prescriptions seem unadapted to the local conditions.

1.4 Project Appraisal Documents

Urban Supplies

Although it is appreciated that project appraisal documents (PADs) are not produced as "knowledge products", they are used as such by the development community and this use contributes towards achievement of the Bank's objectives. With respect to this knowledge-sharing function, the PADs reviewed were densely written and their (standard) format uninspiring to the point where this would dull the immediacy of the ideas and analysis to many readers.

Rural and Small Town Supplies

² This finding is based on searching the ImageBank database of World Bank documents for economic and sectoral work in the water and sanitation sector.

One project appraisal was for a social fund with a water supply component. This document fared poorly compared with the other appraisals of dedicated water projects, because the former did not look at a broad range of issues, or bring current knowledge in the water sector to bear on the design. Even the appraisal documents for dedicated water projects sometimes did not include a broad analysis of experience in the sector.

The appraisal documents generally adopted a standard approach to reforms and activities. Some project documents did not do enough to temper this standardization with local experience.

1.5 Conference Documents

Urban Supplies

The evaluation looked at the Infrastructure for Development Conference, held in London on May 31, 2000.

The conference received a poor rating in response to the question “Was the information, analysis and advice covered at the conference appropriately comprehensive.” This is based on the observation that the conference papers and presenters comprised a disproportionate number of development professionals; and that there were no member country clients amongst the presenters. Also, a cursory review of the presentations indicated an avoidance of issues such as political interference and corruption that are often important in the provision of infrastructure services to the poor.

The conference also scored poorly on objectivity; as presentations showed a tendency for a “good news” approach with under-representation of issues such as political interference and corruption. Also, the conference failed to provide any concluding practical advice to decision-makers.

Rural and Small Town Supplies

The evaluation looked at the proceedings for the 1998 conference on Community Water Supply and Sanitation. This conference surely had numerous objectives, of which sharing knowledge in the narrow sense of the term was not necessarily the most important. This evaluation, however, focused only on the knowledge-sharing aspects, as embodied in the twenty-eight page summary proceedings.

Overall, the document scored 3, because it fared poorly in providing up-to-date, clear, objective, and practical knowledge. The main drawbacks to the conference proceedings were as follows:

- Controversial and difficult aspects of issues avoided.
- Lessons, recommendations, and advice cast in overly general and abstract terms.
- Case studies presented an overly favorable view of the projects.
- Unclear as to what the case studies were illustrating.

1.6 Web Sites

Urban Supplies

The web site had a number of weaknesses on both the content and sharing & applicability questions and this led to its overall evaluation as “unacceptable”. Although the information accessible from the home page was relevant to the reform of urban water supply and sanitation, a number of areas are not accorded appropriate importance (e.g. access to project documents such as Project Appraisal Documents, access to sites / information dealing with technical issues). Ideas were stated clearly but in a jumbled manner. A number of references on key issues were not working at the time of review (e.g. “Serving the Urban Poor” on entry page, “private operators and developers”, “private investors”). The wording on the site did not indicate significant differences that exist in ideas and approaches and gives the impression that private sector participation is a panacea to water and sanitation service improvement. Finally, there is no guidance to decision-makers searching for practical information who would need to surf the site and links.

Rural and Small Towns Supplies

The web sites for both the World Bank and the Water Sanitation Program generally provided comprehensive and up-to-date information on specific topics. Community training was not one of these topics, a surprising omission since Bank strategy places so much emphasis on this.

2. Introduction

2.1 Background and Objectives

In 1996, the World Bank made a commitment to develop a world-class knowledge management system and to improve and expand its knowledge sharing with clients and other development partners as a complement to Bank lending. The commitment is based on the notion that the Bank's unique advantage is its ability to combine expert cross-country knowledge with in-depth understanding of country circumstances.

This paper tests the above notions by evaluating the relevance, quality, innovativeness, and applicability of knowledge provided by a sample of the Bank's documents and web sites in the area of water supply. The evaluation thus focuses on a single aspect—documentation—of a knowledge management system.

Since the World Bank divides the water supply sector into two sub-sectors, urban supplies and rural and small town supplies, this review divided and evaluated the documents and web sites along the same lines. This is not a geographic distinction so much as a management one. Utility companies manage urban supplies, and so utility reform is a central issue in the Bank's analytical work as well as projects in this sub-sector. Some sort of community organization usually manages rural and small town supplies, although in the case of small town supplies a private company may have been contracted to operate the supply. The issues in this sub-sector involve how to involve the communities in the supplies, including what type of community management model to put in place. Both sub-sectors look at financing, but with different foci since the revenue bases for urban versus small supplies are different.

2.2 Selection of Review Documents

The documents are supposed to represent the best examples of recent World Bank work in both sub-sectors. Since the Water and Sanitation Program is so closely integrated into the Bank, the Program's documents were included as well. Most documents on sanitation and hygiene education were excluded simply because the sample of documents for water supply alone was so large.

The majority of recent (generally defined as 1998 or latter) documents listed on the Bank's water supply web sites were put in an initial list, together with a few additional documents suggested by Bank and OED sector specialists. This list was then circulated to selected Bank sector staff for comment. They mostly recommended additional documents and projects for the list. While adding many of these, the evaluators also had to cut a few documents both from the original list and the suggestions in order to keep the sample to a somewhat manageable length. The eliminated documents were often multiple versions of the same document produced for different audiences; one version

was retained. Also, some documents were cut because they were brochures, progress reports, or some kind of document that did not fit the categories of the sample well.³

2.3 Approach

The Terms of Reference require the assessment and the resulting paper to address a number of questions. To identify the strengths and weaknesses in the Bank's documents, the questions in the Terms of Reference were expanded into their constituent parts as follows:

1. Was the information, analysis and advice in the document relevant to the client's issue?
2. Was the information, analysis and advice in the document appropriately comprehensive?
3. Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?
4. Were the ideas and recommendations in the document stated clearly?
5. Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?
6. Did the document provide practical advice to decision-makers?

These six questions formed the criteria against which each document was evaluated. Documents were not evaluated in light of other criteria, such as how well they may have fulfilled the Terms of Reference or objectives of their authors and financial backers, although such criteria could also form the basis for an interesting evaluation exercise.

The "clients"⁴ of a reviewed document are defined as those users who seek to apply the knowledge in the document to assist the Bank achieve its objective of promoting growth and reducing poverty in its member countries. Incidental readers whose use of the documents is unlikely to make a significant contribution to this objective are not considered as clients.

The responses to the evaluation questions were scored a scale of 1 to 4, with 4 being the highest.

³ The categories are (1) research and analytical documents, (2) sector and economic work, (3) project appraisal documents, and (4) conference documents.

⁴ The use of the term "client" in this report is consistent with its use on the "Knowledge Bank Vision" web site of the World Bank.

Appendix 1 contains a table on each document giving both its quantitative scores on each question, remarks explaining the basis for that score, and an overall score.

The overall assessment score is the simple mean of the document’s scores on the six questions. For this purpose, it was assumed that the individual scores were an interval scale. The last column of the following table gives this assessment mean for the various categories of documents. The other columns give the means on the individual questions.

Summary of Average Scores for Water Supply Documents on Six Criteria By Document Type, Sub-sector, and Criterion

Document Type	Relevant	Comprehensive	Knowledgeable	Clear	Objective	Practical	Overall
Research and Analytical Papers	4	3	3	3	3	3	3
Urban Only	4	4	4	4	3	3	4
Rural and Small Towns Only	3	3	3	3	3	3	3
Sectoral and Economic Work	4	4	4	4	3	4	4
Project Appraisal Documents	4	3	4	4	3	N/A	4
Urban Only	4	4	4	3	4	N/A	4
Rural and Small Towns Only	4	1	4	4	3	3	3
Conference Documents	4	3	3	3	2	2	3

Scoring: 1-4, 4=highest

Relevant = Was the information, analysis, and advice in the document relevant to the client’s issue?

Comprehensive = Was the information, analysis, and advice in the document appropriately comprehensive?

Knowledgeable = Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?

Clear = Were the ideas and recommendations in the document stated clearly?

Objective = Did the document present information in an objective manner (indicating, where pertinent, differences that exist in ideas and approaches)?

Practical = Did the document provide practical advice to decision-makers?

Overall = unweighted mean of scores on six questions/criteria

In addition, the documents were given a second type of overall quality rating, based on whether they received high scores (3 or 4) or low scores (1 or 2) on groups of questions measuring related characteristics. This is a harsher measure of overall quality than the mean score, because two scores of 2 can push a document into the unsatisfactory category, despite high scores on the other four questions. The following table gives summarizes these ratings: for the various categories of documents.

Frequency of Water Supply Documents by Document Type and Overall Quality Scale

Document Type	Unsatisfactory	Content weak	Sharing & application weak	Satisfactory	Benchmark quality
Research and Analytical Papers	5	2	3	10	13
Urban Only	2	1	2	6	8
Rural and Small Towns Only	3	1	1	4	5
Sectoral and Economic Work	0	0	1	1	1
Project Appraisal Documents	1	1	2	3	1
Urban Only	0	0	0	3	0
Rural and Small Towns Only	1	1	2	0	1
Conference Documents	2	0	0	0	0

Benchmark: Documents which score full marks on all questions.

Satisfactory: Documents which have no scores less than 3 for any question.

Content weak: Documents that have one or more score of less than 3 in the questions primarily related to content (first three questions).

Sharing and application weak: Documents that have one or more scores of less than 3 in the questions primarily related to sharing and application (last three questions).

Unsatisfactory: Documents that are weak in both content and sharing & application.

3. Research and Analytical Papers

3.1 Urban Supplies

Summary observations on the documents in relation to the four issues posed in the Terms of Reference are as follows:

Relevance, comprehensiveness, and provision of up-to-date knowledge

- The extensive and up-to-date bibliographies indicated that the articles provided the current received wisdom in the field.
- The articles introduced ideas that at the time were still so new as to be unfamiliar to segments of the intended audience. This made the articles both relevant and up-to-date.
- Some articles failed to consider social and political factors.

Practical usefulness

While generally good, the some articles suffered from one or more of the following shortcomings:

- They did not address social and political considerations (which as noted above, also detracted from the documents' comprehensiveness).
- They were more theoretical pieces, and not intended to provide practical advice.
- They were introductory articles, and so did not measure up well by the particular criteria applied in this evaluation.

Objectivity and consideration of alternatives

- Several articles did not present alternative perspectives.

The reader is referred to Appendix 1 for the specific observations on each document, from which the preceding summary observations are drawn.

3.1.1 Issues in Urban Supplies

Research and analytic documents have been classified following the list of the World Bank's activities in urban water and sanitation development on the Urban Water Supply and Sanitation web page (<http://www.worldbank.org/watsan/urban.html>). A number of the documents cross two or more of the above categories and the classification is sometimes arbitrary. This does not, however, effect the conclusions of this study.

- Economics of Water and Sanitation (4 documents)
- Pricing and Tariffs (6 documents)
- Private Sector Participation (3 documents)
- Serving the Urban Poor (2 documents)
- Utility Finance (2 documents)
- Utility Operations and Maintenance (1 document)

The assessments of the documents in the various issue areas were as follows:

3.1.2 Economics of Water and Sanitation

On average the documents received scores of 4 on relevance and comprehensiveness, and scores of 3 on the remaining four criteria.

One of the five documents (Colligan, 2000) reviewed was of benchmark quality (maximum number of points) three others were judged satisfactory. The paper by Chisali et al, however, was judged unsatisfactory and particularly weak from a sharing and application perspective. It should be pointed out that this does not mean that the document is inherently poor, rather that it is weak in the areas considered important for the improving and expanding the Bank's knowledge sharing with clients and other development partners. The paper may have many qualities but its contribution to growth and poverty reduction in member nations is likely to be less than the other documents reviewed.

In general, the documents scored better on the "content" related characteristics than the "sharing and application" characteristics

3.1.3 Pricing and Tariffs

On average the documents received scores of 4 on all criteria except comprehensiveness, for which they received an average score of 3.

The paper by Yepes was considered to be content weak because omission of social and political issues precluded the document from being appropriately comprehensive. The paper by Brook was judged unsatisfactory as it had weaknesses in both content and sharing & application. It should be pointed out that this article has been evaluated as a stand-alone document. It is understood, however, that the document is part of a larger publication and that the shortcomings mentioned in the review would be mitigated if the document is evaluated in the context of the whole publication.

3.1.4 Private Sector Participation

The documents received an average score of 4 on all criteria.

The two World Bank authored documents are comprehensive reference works for practitioners whilst the Brook Cowan article is an introductory text aiming to encourage dissemination and debate of the concept of private sector participation in water services.

3.1.5 Serving the Urban Poor

The “working paper” by Yoko Katakura and Alexander Bakalian is classified as “Sharing and application weak” as it is written in a lobbying style promoting the PROSANEAR approach. As explained in the introduction “the authors argued strongly that PROSANEAR I comes a clear answer to failure of the past experiences...” As such, the paper does not score highly on objectivity and, for example, refers to small scale providers, which, in other WSS documents are attributed with a useful role in providing services to the poor are referred to as “water pirates”.

The much shorter Viewpoint article by Brook-Cohen is likely to achieve its stated objective of encouraging dissemination of and debate on ideas, innovations, and best practices for expanding the private sector. The document is readily accessible (hard copy and internet), easy to read and thought provoking. It falls short of “benchmark” standard only because it could have better provided practical advice to decision-makers.

3.1.6 Utility Finance

The Haarmeyer Viewpoint article discusses issues of importance to “clients” but could have usefully included a summary checklist for decision-makers.

The Foster document, as its title suggests, is primarily an economic and financial evaluation and could have contributed more to Bank’s goals by making more recommendations and offering practical advice to stakeholders in similar projects.

3.1.7 Utility Operation and Maintenance

The document provided for evaluation is a brochure introducing and promoting the benchmarking start-up kit and has been evaluated in this context. It is evaluated here, as this is the subject matter of the Start-up toolkit. However, the brochure evaluated would more appropriately be classified as a promotional document, rather than a research or analytical paper. It received benchmark rating.

Because of the nature of the document, the criteria of up-to-date knowledge and objectivity were deemed non-applicable. The document received a 4 on the remaining four criteria.

3.2 Rural and Small Town Supplies

The Water and Sanitation Program, rather than the World Bank, seems to be producing most of the analytical and research literature (apart from conference papers which were not reviewed in this category) on rural and small town water supply. The sample of

research and analytical documents for rural and small town water supplies included only two produced by the World Bank, even though nearly every document written after 1998 and listed on the Bank's rural and small towns water and sanitation web site was selected for the sample.

The thirteen documents reviewed averaged a score of 3 on each of the six questions used to score the documents, and therefore had an overall score of 3. Most of the documents scored quite high (3 and 4), except for three papers that averaged only 1 or 2. Two of these papers received low scores because they focused on quantitative analysis, and this suffered from significant methodological flaws

Below are some summary observations on the documents in relation to the four issues posed in the Terms of Reference:

Relevance and comprehensiveness

The documents were generally relevant in that they focused on important sub-topics, and within these, on useful issues.

Many of the documents address the issues by providing a case study of best practices, usually a single project. Some authors were clearly better at this sort of analysis than others, but the Water and Sanitation Program developed a standard format that helped all authors give an apparently complete account of the cases.

One *caveat*, though, is the difficulty for an outsider to judge whether problems and shortcomings have been sufficiently described. The problems with multi-village schemes are sufficiently well-known that an external reader could identify the overly glowing accounts of such schemes given in two documents. However, on other types of issues and cases, this kind of bias would be difficult to catch. This issue will be further discussed below in relation to *Objectivity*.

Another group of studies relied instead on quantitative analysis, particularly to address the question of whether and how various types of participation influence sustainability. These studies generally received low scores on relevance because a simpler methodology could have addressed the relevant issues without running into the methodological problems that quantification engendered.

The comprehensiveness of the documents, individually and as a whole, was more problematic. For the ones that scored low, the problem was a tendency to focus on a narrow set of factors to explain project success, without considering obvious alternatives. This also relates to the issue of objectivity and will be discussed below.

The more important point, though, is that the group of documents as a whole did not cover the main issues in the field.

- As mentioned above, multi-village schemes received only incomplete coverage in the documents.
- The web set for rural and small town water supply rightly listed the economics of rural water supply as a key topic, but indicated no documents for this subject.
- Again, the web site identified basic principles, as a key topic, but referenced only one research paper (not selected for this sample). What is notably missing is an overview of the project designs/components that the Bank is using to implement the demand responsive approach, and an analysis of the experience to date, either in general or with specific project features.
- Reading the project appraisal documents makes clear that the Bank has regularly included similar project features (individually or in combination) in projects in different countries, e.g., community training, preparation of community plans, training and contracts to encourage private operators to manage large schemes. One of the problems with several quantitative studies reviewed was that they focused on studying the impact from rather abstract variables, e.g., “gender sensitive user participation,” rather than more concrete and understandable project features.

The topics that were fairly well covered were community contracting and supply chains, although the latter documents focused mostly on Asia. The Water and Sanitation Program contracted a private firm, Hydroconseil, to do a cross-country comparison of management models for small town water supplies, but the documents were excluded from the study because they were produced outside the Bank. However, between these and the two excellent articles on this subject included in the sample, small town supplies management has probably been well covered as well.

Provision of state-of-the-art knowledge backed by experience

Most of the documents scored quite high on this criterion, because there were so many case studies. As long as they presented a complete overview of the project or case, they received a good score. As mentioned in the sub-sections on *Relevance* and *Objectivity*, though, it is difficult to know if the case studies are really presenting an accurate and complete overview of problems; a case study. The case studies on multi-village schemes clearly did not.

A number of the quantitative studies scored low on this criterion because they were testing hypotheses without situating the study in relation to past research and experience outside the Bank.

Practical usefulness

Most of the documents scored quite high on this criterion as well. The five documents that received low scores generally offered advice that did not conform well to the other

findings in the report, or impractical advice, e.g., building roads and communications links to increase sustainability of water projects.

Objectivity and consideration of alternatives

Again, most of the documents scored 3 or 4 on this criterion. However, the case studies were given the benefit of the doubt on this for the most part, and that may not be warranted in reality. An outside reviewer has little way of knowing whether case material has been presented fairly, that is, with the problems as well as the positive points.

In written comments to the Consultant, Water and Sanitation Program staff argued that these cases studies were (1) useful lobbying tools and (2) fairly presented all the problems. In regard to the first point, a lobbying tool will in general not fair well when assessed for its objectivity. In regard to the second point, the case study on multi-village schemes suggests that problems are presented only in way that will not detract from the successfully lobbying for the approach and recommendations highlighted in the case study.

The other documents that scored poorly were the quantitative studies that did not follow proper scientific methodology, which of course is meant to guard objectivity. Quantitative analysis was a general problem. Two papers received low scores because they consisted primarily of such analysis, but other papers had a similar problem, although other qualities in the papers served to raise their overall scores. Some examples of these methodological problems are as follows:

- Several studies that looked at the effect of different aspects of participation on sustainability had an upward bias built into their data. The researchers would create the independent and dependent variables out of responses from project beneficiaries. However, this runs into the problem that people who are satisfied with their projects tend to describe the planning and implementation in glowing terms, while those who are dissatisfied tend to disparage the whole process.
- One study defined a causal variable and its values, and then noted that the cases in practice didn't correspond well to the values.
- Some fieldwork was carried out in several countries by different teams, each of which coded qualitative data and observations to create variables. This raises doubts, unaddressed in the studies, about whether and how well the research leaders were able to standardize the coding across countries.
- The studies tended to ignore obviously important causal variables, such as technology and geography. Studies that look at the relationship between various types of participation and sustainability across cases using anything from household connections to dug wells beg the question of spurious effects, since technology

surely must have some impact. Other variables such as supply chains, backstopping, institutional linkages, and so forth must also have a significant effect. One study remarked on regional patterns in the data, but then did not examine the main relationship while controlling for geography.

- The studies relied overly much for analysis on correlation coefficients between pairs of variables. That exacerbates the deficiency just mentioned in that the researchers ignore even the effect that other variables in the study may have on the bivariate relationships.

4. Economic and Sectoral Work

The Bank has produced water supply sector reports for seven countries since 1993. Meanwhile, the Bank funded 135 water supply projects in sixty-eight countries during the 1990s. Clearly therefore, sector reports have not been a widely used analytical tool for directing investments in the sector in recent history.

4.1 Urban Supplies

The evaluation looked at the water sector report for Jordan. Overall the document was of benchmark quality. Its main shortcoming was the limited discussion of alternatives. However, these may well have been provided to the client in documents and a process outside the sector report *per se*. This points to a limitation in attempting to evaluate a knowledge bank based on documents alone.

4.2 Rural and Small Town Supplies

The document sample in this category consisted of two sector reports, for India⁵ and Kyrgyz Republic respectively. These were selected because appraisal documents for rural water supply projects in both countries had already been chosen for the sample.

The Kyrgyz and Indian reports started from almost diametrically opposed situations. In India, a large number of donors had been working alongside the Indian government's massive investment program for decades. The sector knowledge base was huge in every respect. In the Kyrgyz Republic, almost no data were available on the sector, and donors had not been previously involved. Perhaps understandably under the circumstances, the Kyrgyz report seemed to go too far in the direction of prescriptions unadapted to the local conditions. The report recommended, for instance, a large-scale village water supply program along the lines that such programs are now being designed in Africa. However, these programs developed successfully in Africa out of pilot programs by the Bank, the frustrations and successes of NGO and bilateral projects, and lengthy discussions of the preceding by stakeholders. To transplant full-grown such a program into Asian soil is certainly ambitious.

⁵ The India report comprised five volumes. Only the one on rural water supply was evaluated.

5. Project Appraisal Documents

It is understood that the objectives of Project Appraisal Documents are:

- To justify to the Bank that the project is a cost-effective means of achieving the Bank's objectives of promoting growth and reducing poverty and therefore should be considered for funding.
- To serve as an initial framework document for project stakeholders (the client, Bank personnel, consultants, etc.) by setting out the objectives, context, rationale and summary description of the project.

The contents and structure of Project Appraisal Documents are standardized with the following sections:

- A Project development objectives
- B Strategic context
- C Project description summary
- D Project rationale
- E Summary project analysis
- F Sustainability and risks
- G Main loan and grant conditions
- H Readiness for implementation
- I Compliance with bank policies

It is not easy to locate Project Appraisal Documents on the Bank web site and the unnecessarily large download size makes access almost impossible from many member countries.

Below are some summary observations on the documents in relation to the four issues posed in the Terms of Reference:

Relevance and comprehensiveness

All Project Appraisal Documents received a 4 on relevance, because the situation in each country appeared to justify some kind of investment in the sub-sector.

Provision of state-of-the-art knowledge backed by experience

The appraisals, with the exception of the one for the social fund, proposed a fairly standard recipe of reforms and activities. The social fund appraisal received a low score on this criterion because it did not include the typical measures to address common problems such as the sustainability of water supplies.

Practicality

The Tanzanian social fund appraisal did not measure up well on this criterion, because it did not propose measures to encourage cash contributions and regular revenue collection; to provide sufficient technical input into design, construction and operation and maintenance; to develop supply chains; and so forth. But, some of the dedicated appraisals were weak in these areas, too.

Objectivity and consideration of alternatives

The standard format for a project appraisal document includes a section on alternatives that were considered. The various appraisals handled this section differently. Some made it a discussion of alternative types of loans, others the options for institutional arrangements, and yet another an alternative strategy.

As noted above, the appraisal documents generally adopted a standard approach to reforms and activities. The evaluation involved judging whether this represented a commendable application of best and most relevant international knowledge, or a cookie approach to program design. The comments in Appendix 1 indicate the specifics of how this determination was made. The general conclusion is that some projects did not do enough to temper the standard model with local experience.

6. Supporting Documents for Conference

6.1 Infrastructure for Development Conference, May 2000

This conference was held in London on May 31, 2000. The objective of the conference was “to identify a learning and practical agenda for moving towards more consistently ‘pro-poor’ private infrastructure reforms and arrangements.” The conference organizers intended to achieve this by “exploring the frontiers of knowledge and best practice in mobilizing the private sector to participate and invest in infra-structure services for low-income households in developing countries.”

A total of 217 delegates from over 40 countries attended the three day event, bringing together, government officials, regulatory agents, NGOs, utility operators, investors, financiers, various multilateral and bilateral donors, as well as academics and consultants.

The review of the conference is based on the web site and its contents. The evaluation uses an approach similar to that used for documents but the questions applied to the conference as a whole and not to individual contributions. The six questions were adjusted correspondingly (typically by replacing the words “in the document” by “covered at the conference”). The results of the reviews are included in Appendix 1.

The conference received a poor rating in response to the question “Was the information, analysis and advice covered at the conference appropriately comprehensive?” This is based on the observation that the conference papers and presenters comprise a disproportionate number of development professionals; and that there were no member country clients amongst the presenters. Also, a cursory review of the presentations indicated an avoidance of issues such as political interference and corruption that are often important in the provision of infrastructure services to the poor.

The conference also scored poorly on objectivity; as presentations showed a tendency for a “good news” approach with under-representation of issues such as political interference and corruption. Also, the conference failed to provide any concluding practical advice to decision-makers.

Such conferences are often criticized as being “talking shops” for a limited number of favored development professionals and as junkets for clients. Although this is probably unfair, the conference and its web site could have made a greater contribution to Bank objectives and has an overall evaluation of unsatisfactory. (It is emphasized that Consultant did not attend the conference and that this evaluation is based on the conference web site and its contents.)

6.2 Community Water Supply and Sanitation Conference, 1998

This conference surely had numerous objectives, of which sharing knowledge in the narrow sense of the term was not necessarily the most important. Creating networks among stakeholders and building a favorable views of the demand responsive approach may well have been the top priorities. This evaluation, however, focused only on the knowledge-sharing aspects as evidenced in the twenty-eight page summary proceedings.

Overall, the document scored 3, with scores of 4 for relevancy and comprehensiveness. However, the conference proceedings fared poorly in providing up-to-date, clear, objective, and practical knowledge, as the scores of 2 and remarks given in the appendix table on the conference proceedings make clear.

The main drawbacks to the conference proceedings were as follows:

- *Controversial and difficult aspects of issues avoided:* For instance, the issue of making poor communities contribute cash to projects is a key albeit disputed aspect of the demand responsive approach. Yet this was not discussed in any detail, and therefore practical issues such as whether, how much, when, and to what extent communities should contribute cash were not addressed.
- *Lessons, recommendations, and advice cast in overly general and abstract terms:* For example, even the distinguishing phrase of the demand responsive approach, “treat water as an economic good,” was not illustrated concretely (e.g., examples of projects that treated water as an economic good compared to those that did not). The discussion of social intermediation was another example. The term was not defined and contrasted only with “straw man” alternatives, rather than a more reasonable option such as working through decentralized local government procedures. Without this sort of discussion, one could not broach more practical issues such as the relative costs for social intermediation, different models for accomplishing it, and so forth.
- *Case studies presented an overly favorable view of the projects:* This comment is similar to the one made in the section on Research and Analytical Papers. The case studies had clearly been prepared by stakeholders who believed they were successful, and were in some way involved in their implementation. While problems were discussed, the overall image was one of success. While this may be true, the reader is left wondering how a more objective observer would write up the cases.
- *Unclear as to what the case studies were illustrating:* This is not a blanket observation. The discussion of small town supplies, for instance, made fairly coherent statements about actions that encourage and discourage private sector participation in such supplies. But no such point unified the group of projects presented to the conference as a whole. The common element that made all the projects illustrative of a demand responsive approach was not brought out.

7. Web Sites

7.1 World Bank>Water and Sanitation>Urban Water Supply

The evaluation uses an approach similar to that used for documents but the six questions were adjusted correspondingly (typically by replacing the words “in the document” by “advice accessible from the web site”). In this context, “accessible” was taken as meaning directly accessible from the home page or one of its secondary level pages, namely:

- Economics of Water and Sanitation
- Pricing and Tariffs
- Private Sector Participation
- Serving the Urban Poor
- Utility Finance
- Utility Operations and Maintenance

The web site, as evaluated on Sunday 4th August, was considered to have a number of weaknesses on both the content and sharing & applicability questions and lead to its overall evaluation as “unacceptable”. Although the information accessible from the home page was relevant to the reform of urban water supply and sanitation, a number of areas are not accorded appropriate importance (e.g. access to project documents such as Project appraisal Documents, access to sites / information dealing with technical issues). Ideas were stated clearly but in a jumbled manner. A number of references on key issues were not working at the time of review (e.g. “Serving the Urban Poor” on entry page, “private operators and developers”, “private investors”). The wording on the site did not indicate significant differences that exist in ideas and approaches and gives the impression that private sector participation is a panacea to water and sanitation service improvement. Finally, there is no guidance to decision-makers searching for practical information who would need to surf the site and links.

In summary, the site could be substantially improved with respect to the qualities examined in the this report. Nevertheless, it is a useful Knowledge Bank resource.

7.2 World Bank>Water and Sanitation>Rural Water Supply and Water and Sanitation Program

These two web sites (www.worldbank.org/watsan/rural.html and www.wsp.org) have to be evaluated together because they are so closely linked in the sense that the hyperlinks on the various pages take one back and forth between the two sites.

The Water and Sanitation Program had a communications audit completed in June 2000. That looked at the web site from the perspectives of its technical and graphic features: ease of use, and of how well the program communicated its mission. This evaluation by contrast looks at the site solely in regard to whether and to what extent it provides relevant, comprehensive, up-to-date, etc. information on rural and small town water supplies and issues. The contents of Water and Sanitation Program and World Bank documents listed at the web site have already been evaluated in the section of this report on Research and Analytical Documents. This section focuses on the information provided on the screen, through links to other sites, and through links to non-Bank and non-Water and Sanitation Program documents. (The last is examined only in a cursory fashion based on the titles and prior knowledge, as reading further documents goes beyond the scope this evaluation.)

The site www.worldbank.org/watsan/rural.html lists ten key topics as hyperlinks taking the reader into pages, documents, and other links on each topic. The quality of the information provided on each topic was somewhat uneven, but generally quite good.

The small towns and multivillage links—which were Water and Sanitation Program pages-- were excellent. The text was comprehensive, detailed, and up-to-date; brief project descriptions of model projects could be downloaded; and numerous documents on sub-topics were also available for downloading.⁶ The supply chains links—also Water and Sanitation program pages—were another example of high quality knowledge-sharing through the web.

The pages describing the basic strategy and principles now being promoted by the Bank (i.e., the demand responsive approach) were certainly of acceptable quality and concise. The descriptions were somewhat general, however, with no project write-ups to illustrate the features of the strategy. There was also no indication that this strategy had achieved anything less than success in implementation, which would be an unusual achievement.

The web site did not include training as a key topic, surprising because the strategy places so much emphasis on community capacity-building and facilitation.

⁶ Some of these documents and project descriptions were prepared as part of the 1998 Community Water Supply and Sanitation, pointing to positive aspects of this conference not captured in the preceding review of the conference proceedings.

Appendix 1: Assessments of Individual Documents

1. Research and Analytical Papers/Urban Water Supplies

Economics of Water and Sanitation

Reference & statistics	Klein, Michael, 1997. "Economic Regulation of Water Companies," Policy Research Working Paper #1649 44 pages	
Access	http://www-wds.worldbank.org/servlet/WDS_IBank_Servlet?pcont=details&eid=000009265_3961214162451 Download size: PDF 3.08 MB (approximately) likely to make access difficult from many emerging market countries	
Issue	Overview of approaches to the economic regulation of piped water supply and sewerage systems	
Client	Those involved with the design or reform of regulatory arrangements	
	Question	Comment
	Was the information, analysis and advice in the document relevant to the client's issue?	Yes, the document provides a relevant overview of issues
	Was the information, analysis and advice in the document appropriately comprehensive?	Yes, as a general overview document
	Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	In general yes although there appear to be specific areas such as options for competition which do not reflect the up-to-date thinking at the time.
	Were the ideas and recommendations in the document stated clearly?	Ideas stated clearly although structure rambling and not particularly easy to locate specific issues (no index).
	Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Document is written from a rational, economic perspective although there may not be many significant alternative perspectives on this subject.
	Did the document provide practical advice to decision-makers?	Document produced by "Policy Research Centre" and provides an overview of issues in regulation. Practical advice is sometimes offered but does not appear to have been a prime objective of the document.
	Overall appreciation of document	Academic paper rather than practical advice.
		Score
		4
		4
		3
		3
		3
		3
		3

Reference & statistics	Chisari, Omar, Antonio Estache, and Carlos Romero, 1998. "Winners and Losers from Utility Privatization in Argentina: Lessons from a General Equilibrium Model," Policy Research Working Paper #1824 40 pages
Access	http://www-wds.worldbank.org/servert/WDS_IBank_Servlet?pcont=details&eid=000009265_3971201161336 Download size: PDF 2.8 MB (approximately) likely to make access difficult from many emerging market countries
Issue	Macroeconomic and distributional effects of the privatization of gas, electricity, telecommunications, and water and sanitation utilities in Argentina
Client	Those involved with policy on privatisation of utilities

Question	Comment	Score
Was the information, analysis and advice in the document relevant to the client's issue?	Yes, information, analysis and advice in the document is relevant to client's issues.	4
Was the information, analysis and advice in the document appropriately comprehensive?	Analytical work in the document appears comprehensive but the document does not provide comprehensive advice	3
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Alternative approaches to the issue are not discussed and it is not clear whether the document provide the client with the best and most up-to-date knowledge on the issue	2
Were the ideas and recommendations in the document stated clearly?	The document requires a good knowledge of theoretical economics and many specialist terms are not explained (e.g. a Cobb-Douglas utility function). Although the potential target readership of the document includes all stakeholders in privatization of utilities, non-economists are unlikely to obtain clear ideas and guidance from the document.	1
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Document describes a theoretical modeling exercise with little indication of the validity of assumptions and any alternatives.	1
Did the document provide practical advice to decision-makers?	Given the theoretical nature of the exercise and the academic presentation, it is unlikely that many decision-makers could obtain practical advice from this document.	1
Overall appreciation of document	Academic paper not written for maximum practical use.	2

Reference & statistics	Solo, T.M., 1999, "Competition in Water and Sanitation and the Role of Small-scale Entrepreneurs," Viewpoint #165, Private Sector, The Private Sector in Water Competition and Regulation, Finance, Private Sector Infrastructure Network 4 pages
Access	http://www.worldbank.org/html/fpd/notes/165/165solo.pdf 127KB readily downloadable
Issue	Awareness and role of competitive market provided by small-scale enterprises in the water and sanitation sector in developing countries
Client	Those responsible for the operation and reform of water and sanitation utilities

Question	Comment	Score
Was the information, analysis and advice in the document relevant to the client's issue?	Yes, document drew from experience in a number of different countries and outlines the role that small scale enterprises play and can play in utility reform	4
Was the information, analysis and advice in the document appropriately comprehensive?	Yes, as a document intended to raise awareness of the issues and how these can effect the operation and reform of water and sanitation utilities	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Yes, some of the ideas in the document would be new to some clients	4
Were the ideas and recommendations in the document stated clearly?	Yes, and the language and presentation are likely to encourage a fairly wide readership	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Yes, the document challenges some traditional preconceptions about small-scale enterprises in the water and sanitation sector in developing countries	4
Did the document provide practical advice to decision-makers?	Yes, in so far as the document recommend that certain issues be taken into consideration	3
Overall appreciation of document	Document achieves objective of raising awareness and implications	4

Reference & statistics	Colligan, Bernard and Marc Vezina, 2000. Independent Water and Sanitation Providers in African Cities: Full Report of a Ten Country Study, Water and Sanitation Program 68 pages
Access	http://www.wsp.org/pdfs/af_providers.pdf 417KB readily downloadable
Issue	Awareness and role of independent water and sanitation providers in African cities and implications for reform
Client	Sector decision makers in water and sanitation services and their reform in Africa

Question	Comment	Score
Was the information, analysis and advice in the document relevant to the client's issue?	Yes, document based on analysis of real situations in cities across Africa	4
Was the information, analysis and advice in the document appropriately comprehensive?	Yes; it is comprehensive and covers 10 countries in Africa and often cites detailed and city specific information. The document examines the issues from several perspectives, social, technical, economic, etc. Includes useful statistics based on original research	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Yes, some of the ideas in the document would be new to some clients	4
Were the ideas and recommendations in the document stated clearly?	Yes; the text is easy to read and supported by tables and diagrams.	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Yes	4
Did the document provide practical advice to decision-makers?	Yes, the penultimate chapter contains several pages of practical advice to clients	4
Overall appreciation of document	Good resource document containing practical advice to clients	4

Reference & statistics	Irwin, Timothy, 1997. "Price Structures, Cross-subsidies, and Competition in Infrastructure," Viewpoint Note #107, Private Sector 4 pages
Access	PDF file of poor quality making on-screen reading difficult
Issue	Price structures, cross-subsidies, and competition in infrastructure services. What are cross-subsidies? Design of cross subsidy schemes
Client	Those involved in the design of cross-subsidy schemes, particularly as part of sector reform involving the introduction of competition

Question	Comment	Score
Was the information, analysis and advice in the document relevant to the client's issue?	Yes, with relevant examples from different countries and a range of economic sectors	4
Was the information, analysis and advice in the document appropriately comprehensive?	Yes, as an introductory document raising awareness of principles, important issues and possible arrangements	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Apparently so; document dated February 1997 and all five references cited were published between 1994 and 1996 and only one came from the World Bank	4
Were the ideas and recommendations in the document stated clearly?	Yes; the document presented a potentially arid and theoretical subject in clear and readily understood language in an attractive style and document layout.	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Yes, although the document is clearly written within an "economic rationalist" paradigm	4
Did the document provide practical advice to decision-makers?	As an introductory document, the advice was general rather than specific. The advice was commensurate with the implied objectives of the document	4
Overall appreciation of document	Good document at all levels	4

Reference & statistics	Yepes, Guillermo, 1998. "Do Cross-Subsidies Help the Poor to Benefit from Water and Wastewater Services?: Lessons from Guayaquil," Water and Sanitation Program Working Papers Series (9 pages)
Access	
Issue	Effects of tariff subsidies for water services and recommendations on policy strategy based on experience in Guayaquil, Ecuador
Client	

Question	Comment	Score
Was the information, analysis and advice in the document relevant to the client's issue?	Generally yes, although there was almost no discussion of the social and political issues that are often important drivers of tariff policy	3
Was the information, analysis and advice in the document appropriately comprehensive?	No, inappropriate to omit social and political issues	2
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	It would appear so although the use of references is limited	3
Were the ideas and recommendations in the document stated clearly?	Ideas and recommendations were stated clearly although not always easy to assimilate because of the complexity of concepts (to non economists)	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	The omission of social and political considerations is assumed to be deliberate with the document focusing on the effect on the poor, however, this reviewer believes that some mention of the importance of these issues would be appropriate	3
Did the document provide practical advice to decision-makers?	Yes, but again, the advice is based exclusively on economic considerations. Omissions of social and political considerations reduces the practical application	3
Overall appreciation of document	Usefulness of document to those involved with subsidy policy would be increased if article dealt with social and political issues	3

Reference & statistics	Water and Sanitation Program – South Asia, 1999.		
Access	“Willing to Pay but Unwilling to Charge – Do ‘Willingness to Pay’ Studies Make a Difference?”, Field Note (8 pages)		
Issue	Design of “Willingness to Pay” studies and their consideration in tariff setting		
Client	Those involved in recommending, administering and using “Willingness to Pay” studies as an input to tariff policy		
	Question	Comment	Score
	Was the information, analysis and advice in the document relevant to the client’s issue?	Yes	4
	Was the information, analysis and advice in the document appropriately comprehensive?	Yes, although based on experience in India, the issues would apply to many emerging economies	4
	Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Yes, the insights of the articles were at the leading edge of thinking on these issues. Includes bibliography of recent (relative to date of publication) articles	4
	Were the ideas and recommendations in the document stated clearly?	Yes	4
	Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Yes, the article challenges a number of suppositions in its field	4
	Did the document provide practical advice to decision-makers?	The objective of the article is more to raise awareness of issues but it does offer practical advice to those considering “Willingness to Pay” studies	3
	Overall appreciation of document	Document effectively raises awareness and advances understanding of a key issue in providing water services to the poor	4

Reference & statistics	Foster, Vivien, Andres Gomez-Lobo, and Jonathan Halpern, 2000. "Designing Direct Subsidies for Water and Sanitation Services: A Case Study," Policy Research Working Paper #2344 40 pages
Access	
Issue	Effectiveness and practical issues associated with direct subsidies to poor for water costs
Client	Those involved in designing subsidies for water supply to the poor

Question	Comment	Score
Was the information, analysis and advice in the document relevant to the client's issue?	Yes, highly relevant	4
Was the information, analysis and advice in the document appropriately comprehensive?	Very comprehensive with figures and examples	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Yes, with comprehensive bibliography	4
Were the ideas and recommendations in the document stated clearly?	Yes, with concise "Summary Findings" and "Conclusions" sections	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Yes	4
Did the document provide practical advice to decision-makers?	Yes, with useful "Summary Findings" section	4
Overall appreciation of document	Good document from all points of view	4

Reference & statistics	Brook, Penelope and Alain Locussol, 2001. "Easing Tariff Increases: Financing the Transition to Cost-covering Water Tariffs in Guinea" in Penelope Brook and Suzanne Smith (eds.), Contracting for Public Services: Output-based Aid and Its Applications, World Bank. (7 pages)		
Access			
Issue	Financing the transition to cost-covering water tariffs		
Client	Those involved in water service reform where a large tariff increase is required for long-term financial viability		
	Question	Comment	Response score
	Was the information, analysis and advice in the document relevant to the client's issue?	Yes, particularly for clients involved with African water utilities	4
	Was the information, analysis and advice in the document appropriately comprehensive?	Not entirely, due mostly to omission of alternative perspectives on the issue (see below)	2
	Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Probably not, due mostly to omission of alternative perspectives on the issue (see below)	2
	Were the ideas and recommendations in the document stated clearly?	Reasonably, although a few more diagrams, etc might have made the information more readily assimilable than the prose style	3
	Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	The article did not address the necessity of subsidies nor the different types of subsidy (e.g. direct, means-tested subsidies to poor) and the impact these might have had on some of the outcomes	2
	Did the document provide practical advice to decision-makers?	To a certain extent but the article was written more as a description and analysis of what happened in Guinea and did not include a "how to do it" section	3
	Overall appreciation of document	The article has been evaluated as a stand-alone document.. It is understood that the document is part of a larger publication and that the shortcomings mentioned in this review would be mitigated if the document is evaluated in the context of the whole.	3

Reference & statistics	The World Bank, 1997. Toolkits for Private Participation in Water and Sanitation. 140 pages (3 volumes)
Access	
Issue	Design and implementation of private sector participation arrangements in water and wastewater services
Client	Stakeholders in and those responsible for the design and implementation of private sector participation arrangements in water and wastewater services hose involved

Question	Comment	Response score
Was the information, analysis and advice in the document relevant to the client's issue?	Highly relevant	4
Was the information, analysis and advice in the document appropriately comprehensive?	By far the most comprehensive document on the subject available at the time of publication.	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Upon publication, this document immediately became the work of reference with the most up-to-date information.	4
Were the ideas and recommendations in the document stated clearly?	Document is well-structured, ideas are very clearly stated and readily accessible to a wide readership	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Yes, although the position of stakeholders who typically oppose private participation could have been developed further	4
Did the document provide practical advice to decision-makers?	Yes, document is perhaps a little less than the "toolkit" implied by its name but is a certainly a very comprehensive guide.	4
Overall appreciation of document	Seminal and exemplary document in almost every respect	4

Reference & statistics	Brook Cowen, Penelope and Nicola Tynan, 1997, "Getting the Private Sector Involved in Water--What to Do in the Poorest of Countries" Viewpoint Note #103, Private Sector Development (4 pages)
Access	
Issue	Designing and implementing private sector participation in the water services of poor countries
Client	Those involved in the designing and implementing private sector participation in the water services of poor countries

Question	Comment	Response score
Was the information, analysis and advice in the document relevant to the client's issue?	Yes, highly relevant	4
Was the information, analysis and advice in the document appropriately comprehensive?	Yes, for an introductory document	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Yes	4
Were the ideas and recommendations in the document stated clearly?	Yes, ideas stated clearly and readily accessible by a range of readers	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Yes, for example, the article explored both the for and against of stepwise introduction of PSP	4
Did the document provide practical advice to decision-makers?	Yes, although as an introductory document, the advice is not comprehensive	4
Overall appreciation of document	good introductory document	4

Reference & statistics	World Bank, "Concessions for Infrastructure: A Guide to their Design and Award" World Bank Technical Paper No. 399. 147 pages
Access	
Issue	Help for policy makers and advisers to better understand some of the most important and difficult issues related to the design, award, implementation, monitoring and modification of concessions. (Definition from Abstract)
Client	Policy makers and advisers involved with the design, award, implementation, monitoring and modification of concessions

Question	Comment	Response score
Was the information, analysis and advice in the document relevant to the client's issue?	Yes, highly relevant	4
Was the information, analysis and advice in the document appropriately comprehensive?	Very comprehensive with many examples from different countries and different sectors	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Yes	4
Were the ideas and recommendations in the document stated clearly?	Yes, with examples and specific issues often treated in boxes so as not to reduce momentum of main text. The detailed contents page facilitates use as a reference document	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Yes	4
Did the document provide practical advice to decision-makers?	Yes, although the document is not a comprehensive "how to" guide (as clarified in the Abstract)	4
Overall appreciation of document	Excellent document on all counts	4

Serving the Urban Poor

Reference & statistics	Katakura, Yoko and Alexander Bakalian, 1998, "Prosanear: People, Poverty, and Pipes" Water and Sanitation Program Working Papers 32 pages
Access	
Issue	Community participation and low-cost technology in bringing water and sanitation to the urban poor. Purpose of (as set out on cover page): Share information, in order to stimulate discussion, broaden thinking within the sector, and encourage dialogue among our clients in developing countries
Client	no specific client in mind (Source; communication with author)

Question	Comment	Response score
Was the information, analysis and advice in the document relevant to the client's issue?	Yes, but see question on objectivity	3
Was the information, analysis and advice in the document appropriately comprehensive?	Yes, although no attempt is made to suggest how the information, analysis and advice could be transferable to other member countries of the Bank	3
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Possibly in the Brazilian context although the dismissal of small-scale providers as "water pirates" is inconsistent with the up-to-date thinking in Africa, for example.	3
Were the ideas and recommendations in the document stated clearly?	Yes, with text boxes explaining key issues in greater detail	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	No, the document is written in a lobbying style promoting the PROSANEAR approach. As explained in the introduction "the authors arguing strongly that PROSANEAR I comes a clear answer to failure of the past experiences..." For example, small scale providers, which, in other WSS documents are attributed with a useful role in providing services to the poor are referred to as "water pirates".	1
Did the document provide practical advice to decision-makers?	The document includes advice but this could have been presented in a more practical "how to" manner	3
Overall appreciation of document		3

Reference & statistics	Brook Cowen, Penelope, 1999, "Reaching the Urban Poor with Private Infrastructure", Viewpoint Note #188, Private Sector Development 4 pages
Access	
Issue	Utility reform, alternative service providers, regulation and the delivery of services to the urban poor. "Viewpoint is an open forum intended to encourage dissemination of and debate on ideas, innovations, and best practices for expanding the private sector."
Client	Those involved with reforming and regulating water services in urban areas with a significant population of poor

Question	Comment	Response score
Was the information, analysis and advice in the document relevant to the client's issue?	Yes	4
Was the information, analysis and advice in the document appropriately comprehensive?	Yes, as a document aimed at encouraging debate on ideas	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Yes, indeed many of the ideas presented are ahead of those implicit or explicit in other Bank water sector documents of the same period.	4
Were the ideas and recommendations in the document stated clearly?	Yes	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Yes, the document presents and challenges conventional thinking on a number of issues	4
Did the document provide practical advice to decision-makers?	Partly, the document highlights a number of issues which should be considered by "clients" but could have usefully included a summary checklist for decision-makers	3
Overall appreciation of document		4

Reference & statistics	Water and Sanitation Program. 2002. New Designs for Water and Sanitation Transactions: Making Private Sector Participation Work for the Poor. May. 67 pages
Access	
Issue	
Client	lawyers, economic reform advisers, and water and sanitation professionals engaged in reform of water services, especially through privatization.

Question	Comment	Response score
Was the information, analysis and advice in the document relevant to the client's issue?	very relevant to bring together summary of main issues and trends in a single overview document	4
Was the information, analysis and advice in the document appropriately comprehensive?	did not cover all issues, leaving out e.g., political interference and corruption. on the other hand, did a comprehensive review of the issues selected..	3
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?		4
Were the ideas and recommendations in the document stated clearly?	very clear, well organized, and well written.	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	does a good job of bringing together private operators and business-oriented partnerships. does not incorporate—or directly respond to—the opposition to privatization from certain pro-poor NGOs and coalitions	3
Did the document provide practical advice to decision-makers?	its practical usefulness lies in defining issues and outlining principles for designing reforms	4
Overall appreciation of document		4

Utility Finance

Reference & statistics	Haarmeyer, David and Ashoka Mody, 1998, "Financing Water and Sanitation Projects--The Unique Risks" Viewpoint #151, Private Sector Development. (4 pages; 133KB)
Access	
Issue	Financing private water and sanitation projects
Client	Stakeholders in the financing of private water and sanitation projects. "Viewpoint is an open forum intended to encourage dissemination of and debate on ideas, innovations, and best practices for expanding the private sector."

Question	Comment	Response score
Was the information, analysis and advice in the document relevant to the client's issue?	Yes	4
Was the information, analysis and advice in the document appropriately comprehensive?	Yes, as an introductory text to encourage dissemination of and debate on ideas, innovations, and best practices for expanding the private sector	3
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Yes, within the constraints of an introductory document	3
Were the ideas and recommendations in the document stated clearly?	Reasonably, although the explanation of complex issues in such short article may not be easy to follow by readers not versed in financial concepts-	3
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Yes	3
Did the document provide practical advice to decision-makers?	Partly. The document discusses issues of importance to "clients" but could have usefully included a summary checklist for decision-makers	3
Overall appreciation of document		3

Reference & statistics	Foster, Vivian, 2001, "Economic and Financial Evaluation of the El Alto Pilot Project: Condominial Water and Sewerage Systems and Related Innovations," Water and Sanitation Program Working Paper (52 pages, 185KB)
Access	
Issue	Transferability of condominial water and sewerage systems developed in Brazil to Bolivia and other countries with different socio-economic conditions and in a context of private sector participation
Client	Stakeholders in the provision of water and sanitation services to the urban poor

Question	Comment	Response score
Was the information, analysis and advice in the document relevant to the client's issue?	Yes	4
Was the information, analysis and advice in the document appropriately comprehensive?	The document is an economic and financial evaluation and is comprehensive from this point of view however, it would be of greater use if it was an overall evaluation including, for example, technical, social and political issues.	3
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	It is presumed so	3
Were the ideas and recommendations in the document stated clearly?	Ideas were clearly stated however there were almost no recommendations with the reader left to draw his own conclusions	2
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	It would appear so however there was no discussion of alternative ways of evaluating the success of the project	3
Did the document provide practical advice to decision-makers?	Little practical advice with the reader left to draw his own conclusions	2
Overall appreciation of document	Could contribute more to Bank's goals by making more recommendations and offering practical advice to stakeholders in similar projects	3

Reference & statistics	World Bank . Water and Sanitation Utilities: A Start-up Kit – Introductory and promotional brochure. Transportation, Water and Urban Development Department: Water & Sanitation Division. 8 pages
Access	
Issue	Benchmarking water and sanitation utilities
Client	Primarily governments, regulators and utility managers but also utility employees, customer groups, NGOs, aid agencies, private investors

Question	Comment	Score
Was the information, analysis and advice in the document relevant to the client's issue?	Yes, it clearly explains why benchmarking is useful, what it involves and how the Toolkit will help	4
Was the information, analysis and advice in the document appropriately comprehensive?	Yes, as an introductory and promotional brochure	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Not directly applicable to this introductory and promotional brochure	N/A
Were the ideas and recommendations in the document stated clearly?	Yes, to the point, readily understandable and attractively presented	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Not directly applicable to this introductory and promotional brochure	N/A
Did the document provide practical advice to decision-makers?	Yes, in so far as it gave clear instructions on how to start using the DC containing the main documents	4
Overall appreciation of document	Benchmark document – (however, this was only the introductory and promotional brochure)	4

2. Research and Analytical Papers/Rural and Small Towns Supplies

Reference & statistics	Angbo, Lucien, 1999. <u>Community-based Management of Piped Water Supply Systems: A Case Study in five West African counties reveals that delegation and backstopping are key determinants for achieving sustainable community-based management of piped water supply systems.</u> Water and Sanitation Program, West and Central Africa Region. March approximately 50 pages.
Access	
Issue	which management model works best
Client	donors, governments, NGOs, project designers

Question	Comment	Score
Was the information, analysis, and advice in the document relevant to the client's issue?	good quantitative analysis premature because (1) too many variables are affecting outcomes, (2) too many difficulties in defining variables including "management model"	1
Was the information, analysis, and advice in the document appropriately comprehensive ?	focus on much too narrow a range of variable. the sample is drawn from five different countries, need for backstopping is cited as main conclusion, but no variables outside the level of the community are examined	1
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	no reference to any other study on the relationship between management and sustainability.	1
Were the ideas and recommendations in the document stated clearly ?	the methodology and modeling are very poorly explained	1
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	the document is not objective in the sense that it has so many methodological flaws. For instance, defines five management models, but says in practice they don't function as described. what therefore is the independent variable?	1
Did the document provide practical advice to decision-makers?	the advice that is given is not well-linked to the evidence presented in the study. it is not even clear what "delegation" means, other than "stakeholders playing their roles"	1
Overall appreciation of document	research should not have been conducted given weak methodology; document should not have been published. unsatisfactory	1

Reference & statistics	De Silva, Samantha, 2000. Community-based Contracting: A Review of Stakeholder Experience, World Bank. 21 pages + annexes	
Access	http://www.worldbank.org/watsan/pdf/ccpaper.pdf	
Issue	how to give communities responsibility for procurement and construction contracts	
Client	those designing or implementing community-based projects	
Question	Comment	Score
Was the information, analysis, and advice in the document relevant to the client's issue?	talking to stakeholders on projects collects useful information, but without critical analysis of situation, also misses important information. yet article clearly useful.	4
Was the information, analysis, and advice in the document appropriately comprehensive ?	weak on explaining weaknesses and practical problems. this probably a function of how document produced, i.e., by interviewing those involved in programs with such contracting. one of key case studies (Malawi) does not discuss obvious problems with program there.	3
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	since not comprehensive, missing analysis of such problems. a strength is that have looked at cases from Africa and Latin America.	3
Were the ideas and recommendations in the document stated clearly ?	very well laid out and organized	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	again, relates to deficit in not explaining well enough what goes wrong with community contracting (as discussed above under "comprehensiveness?"). places substantial faith in community training as solution to problems. however, does list limits and risks to community contracting.	3
Did the document provide practical advice to decision-makers?	very much a how-to manual, including some excellent suggestions. could have been improved by providing sample contracts, training course curricula	3
Overall appreciation of document	satisfactory	3

Reference & statistics	Gross, Bruce, Christine van Wijk, and Nilanjana Mukherjee, 2001. Linking Sustainability with Demand, Gender and Poverty: A study in community-managed water supply projects in 15 countries. Water and Sanitation Program and IRC. 30 pages
Access	http://www.wsp.org/pdfs/global_plareport.pdf
Issue	scientific support for theory that gender-sensitive and participatory projects are more sustainable
Client	government planners, sector agencies, NGO partners. Donors a secondary target audience

Question	Comment	Score
Was the information, analysis, and advice in the document relevant to the client's issue?	quantitative analysis unconvincing. goes over ground largely covered already, unlikely to affect decisions	1
Was the information, analysis, and advice in the document appropriately comprehensive ?	does not examine alternative hypotheses, so difficult to interpret statistical relationship. do not consider obviously important variables that may be affecting relationships, e.g., institutional linkages. see also comments on "objectivity."	2
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	does not situate research and questions in context of other research, except for two prior Bank studies. very parochial for what supposed to be a test of a general hypotheses	2
Were the ideas and recommendations in the document stated clearly ?	recommendations are stated clearly, but ones that already known.	3
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	. there are many problems with the methodology of study, not grounded in literature, coding of data, definition of variables, sample selection	1
Did the document provide practical advice to decision-makers?	the findings are practical, just not particularly useful or in some cases specific. findings are along the same lines as what has been previously stated in other articles. not specific enough about what gender mainstreaming implies	3
Overall appreciation of document		2

Reference & statistics	Rekha, Dayal, Christine van Wijk, and Nilanjana Mukherjee, 2000. <u>Methodology for Participatory Assessments: With Communities, Institutions and Policy Makers</u> , Water and Sanitation Program. 106 pages
Access	http://www.wsp.org/pdfs/global_metguideall.pdf
Issue	monitoring and evaluation system
Client	communities, project staff, project managers, sector policy formulators, project designers, donors

Question	Comment	Score
Was the information, analysis, and advice in the document relevant to the client's issue?	trying to come up with one methodology to fulfill so many needs is unrealistic. an attempt to update a previous methodology (Minimum Evaluation Procedure) which of possible but uncertain worth	3
Was the information, analysis, and advice in the document appropriately comprehensive ?	because tried to accomplish so much (evaluation from community to donor levels), weak on explaining use at any one level. also weak on explaining problems that will be encountered	2
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	on the techniques/methods side good, but weak on the methodology side. this is an evaluation methodology that does not seem well grounded in the literature on evaluation	2
Were the ideas and recommendations in the document stated clearly ?	clear on how to implement specific techniques/methods. weak on why doing this.	3
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	very little explanation of what the alternative is (cf., comment above about not grounding in evaluation literature). on the other hand, it is not incumbent on a how-to manual to discuss alternatives at length	3
Did the document provide practical advice to decision-makers?	description of how to do techniques good, but evaluation methodology impractical, e.g., sending a team into a village for five days not practical on large scale and very demanding on villagers' time.	3
Overall appreciation of document		3

Reference & statistics	Water and Sanitation Program , 1999.. Sustainable Community Management of a Multi-Village Water Supply Scheme in Kolhapur, Maharashtra, India, South Asia Region. Field Note #2 on Small Private Initiatives. December. 6 pages.
Access	http://www.wsp.org/pdfs/sa_kolhapur.pdf
Issue	models of community management
Client	project designers and implementers

Question	Comment	Score
Was the information, analysis, and advice in the document relevant to the client's issue?	case studies of successful community management are useful, although this case seems too idiosyncratic to give many lessons. still, a balanced presentation like this one always adds something.	3
Was the information, analysis, and advice in the document appropriately comprehensive ?	all major questions addressed, but see "Knowledge."	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	it is making information on a successful project available. . however masking/ignoring the on-going problems with multi-village schemes in India. reader leaves with the impression that these a good solution, rather than a highly doubtful one	3
Were the ideas and recommendations in the document stated clearly ?	well-organized, well-written, well laid out	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	clearly written by people who support project, but wrote about problems and constraints as well as successes.	3
Did the document provide practical advice to decision-makers?	describes what happened in project but much of the success achieved not due to factors that can be replicated by outsiders elsewhere	3
Overall appreciation of document	The comments and scores on this document are an effort to assess it as a general knowledge resource that the Bank provides to the development community. The usefulness of the document as a lobbying or political tool within the State of Maharashtra has not been assessed.	3

Reference & statistics	Water and Sanitation Program, 2000. <u>Afridev Hand pumps in Pakistan</u> , Supply Chain Initiative Case Study #2. prepared by Andy Robinson. December. 10 pages.	
Access	http://www.wsp.org/pdfs/sa_afridev.pdf	
Issue	the effectiveness of supply chains for hand pumps	
Client	governments, donors, NGOs that interested in facilitating privatization of supply chains, project designers and implementers	
Question	Comment	Score
Was the information, analysis, and advice in the document relevant to the client's issue?	interesting case study directly related to issue	4
Was the information, analysis, and advice in the document appropriately comprehensive ?	gives history of hand pump supply in Pakistan, describes situation in terms of a range of factors affecting supply chains (cost, reliability, affordability, etc.), draws conclusions, and makes recommendations.	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	according to sources is presenting latest studies on situation with Afridevs in Pakistan	4
Were the ideas and recommendations in the document stated clearly ?	well-written and organized.	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	indicator that objective is findings that not particularly favorable to Afridev or donors	4
Did the document provide practical advice to decision-makers?	advice given on parameters/decisions that project designers can control.	4
Overall appreciation of document	the same author who co-authored the very good "Growth of Private Sector...in Bangladesh" authored this document, and the two publications published the same month. the structure of the two publications very similar and get good ratings for the same reasons.	4

Reference & statistics	Water and Sanitation Program, 2001. <u>Community Contracting in Rural Water and Sanitation: The Swajal Project, Uttar Pradesh, India, South Asia Region, Field Note.</u> 8 pages	
Access	http://www.wsp.org/pdfs/sa_cc.pdf	
Issue	how to give communities responsibility for procurement and construction contracts	
Client	those designing or implementing community-based projects	
Question	Comment	Score
Was the information, analysis, and advice in the document relevant to the client's issue?	case studies of successful community contracting are a useful way to figure out methods for doing this. this is an interesting case.	4
Was the information, analysis, and advice in the document appropriately comprehensive ?	it's a case study, so no way of knowing if some problems not reported. however all major questions addressed, e.g., quality assurance, funding, support to community	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	it is making information on a successful World Bank component available	4
Were the ideas and recommendations in the document stated clearly ?	well organized and laid out. however many typographical errors detract from reading, and make some sentences incomprehensible	3
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	a bit overly laudatory given that final page implies that cumbersome, unsustainable, and not possible to go to scale. however, at least the article presented that information, even if tried to put very positive spin on it. clearly written by people who support project.	3
Did the document provide practical advice to decision-makers?	by explaining clearly what this project did, allows decision-makers to decide what to copy in their own projects	4
Overall appreciation of document		4

Reference & statistics	Water and Sanitation Program, 2001. <u>The Rope Pump: Private Sector Technology Transfer from Nicaragua to Ghana. Supply Chains Initiative Case Study #5.</u> February. 6 pages.
Access	http://www.wsp.org/pdfs/global_ropepump.pdf
Issue	appropriate technology; how private sector good for supply chains
Client	

Question	Comment	Score
Was the information, analysis, and advice in the document relevant to the client's issue?	very interesting case study	4
Was the information, analysis, and advice in the document appropriately comprehensive ?	very clear description of how rope pump spread in Nicaragua, and steps taken so far to introduce it in Ghana	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	describes process up to the point when case study published, plus steps planned for the remainder of the year	4
Were the ideas and recommendations in the document stated clearly ?	well-written and organized	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	clearly written by people who support and excited by the process. no way of knowing if have left out negative features, but no basis for supposing so.	4
Did the document provide practical advice to decision-makers?	the process of promoting private sector transfer of technology still under test. clear statement of issues that need resolution and the steps that will be taken to do this	4
Overall appreciation of document	the high score reflects in part that such an innovative and apparently successful technology transfer in progress, i.e., can produce a better document if have something really good to write about.	4

Reference & statistics	Water and Sanitation Program, 2002. <u>Creating Successful Private Sector Supply Chains: A Resource Guide for Rural Water Supply and Sanitation Practitioners</u> . prepared by Anthony Oyo. January. 30 pages	
Access	http://www.wsp.org/pdfs/global_scrp.pdf	
Issue	how to encourage small and medium enterprises to develop supply chains	
Client	governments, donors, NGOs that interested in facilitating privatization of supply chains, project designers, project implementers	
Question	Comment	Score
Was the information, analysis, and advice in the document relevant to the client's issue?	work consists of summarizing recommendations from 12 case studies (including the three evaluated in this study). very relevant if successfully done.	4
Was the information, analysis, and advice in the document appropriately comprehensive ?	poor in comparison with , say, systematic review of factors affecting supply chains as given in WSP, 2000, "Afridevs in Pakistan."	2
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	based on recent case studies carried out by Water and Sanitation program Supply Chain Initiative.	4
Were the ideas and recommendations in the document stated clearly ?	too much extraneous material, not clear what argument is. paper could have been edited to under 10 pages because not clear what point of many paragraphs and sections is. however document does have sections listing recommendations	2
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	because the arguments are not well-developed, the link between evidence from the case studies and the recommendation is unclear. why those recommendations and not some others?	2
Did the document provide practical advice to decision-makers?	recommendations are stated in too general terms or are too far-reaching (e.g., "support development of formal finance sector") to be implemented, at least with the minimum level of justification given in this document	1
Overall appreciation of document	this document may be a draft, although it is not labeled as such. the score is generous for a document that difficult to read and follow. it rates this high because the idea was good (summarize case studies), even though the execution poor.	3

3. Economic and Sectoral Work

Reference & statistics	World Bank, 2001. “The Hashemite Kingdom of Jordan Water Sector Review Update, Main Report” Report #21946-JO 25 pages
Access	http://www-wds.worldbank.org/servlet/WDServlet?pcont=details&eid=000094946_01041107222027 Download size: 1.75 MB (approx.) likely to make access difficult from many emerging market countries
Issue	Update a review of Jordan’s water sector as a basis for preparing a five year action plan and investment program.
Client	Stakeholders in and those responsible for the development of the five year action plan and investment program for the water sector in Jordan

Question	Comment	Response score
Was the information, analysis and advice in the document relevant to the client’s issue?	Yes	4
Was the information, analysis and advice in the document appropriately comprehensive?	Document is publicly available summary and, appropriately comprehensive. More detailed work was delivered to client. Document presents “the answer” to the issues and lacks discussion of alternatives (that the reviewer presumes exist)	3
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Yes, objective of document was to update knowledge	4
Were the ideas and recommendations in the document stated clearly?	Yes, although the document style and presentation could be more engaging.	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	There is little discussion of alternative approaches to recommendations. For example, the document states that “the GOJ needs to actively consider a lease of concession contract in the Northern Governorates and Aqaba” but offers no discussion.	3
Did the document provide practical advice to decision-makers?	Yes; the last two pages conveniently summarize recommendations scattered throughout the document	4
Overall appreciation of document	Useful source document.	4

Reference & statistics	World Bank, 1998. <u>India- Water resources management sector review : rural water supply and sanitation report.</u> January. 74 pages
Access	http://www-wds.worldbank.org/servelet/WDSContentServer/WDSP/IB/1999/06/03/000009265_3980901105844/Rendered/PDF/multi_page.pdf
Issue	revise India's policies toward rural water supply to increase sustainability of approach and quality of supplies
Client	Indian government, donors and NGOs in water sector

Question	Comment	Score
Was the information, analysis, and advice in the document relevant to the client's issue?	strategy revised on basis of detailed and obviously knowledgeable analysis of problems experienced to-date in the sector	4
Was the information, analysis, and advice in the document appropriately comprehensive ?	analytical work actually done in 1996. even with hindsight, the identification of problems and necessary changes to address them holds up very well	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	excellent in its summary of the practical problems on the ground and within government administration that affecting water supply delivery and sustainability	4
Were the ideas and recommendations in the document stated clearly ?	very well-written and organized, down to specifying time frame and responsible party for each action	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	based on a wide-range of experiences in the Indian water sector, not the Bank's alone. the recommendations for implementing the demand-driven approach, are open to challenge, but that may be with hindsight. the discussion of the draft paper during 1997 allowed stakeholders to debate all points.	4
Did the document provide practical advice to decision-makers?	most of the recommendations are fairly general (e.g., "transfer O&M responsibilities to local level"), but that is appropriate to a paper aimed at revising national policies.	4
Overall appreciation of document		4

Reference & statistics	World Bank, 1999. Kyrgyz Republic: Water Supply and Wastewater Sector Note. June. 32 pages
Access	
Issue	advise government on sector policies to adopt in making transition from Soviet-style provision of water services; develop Bank strategy/project outline in country
Client	government, donors; World Bank
Question	Comment
Was the information, analysis, and advice in the document relevant to the client's issue?	government not previously exposed to international best practices for urban, small town, or rural water supply. very appropriate to how these practices relate to Kyrgyz situation, although presumably this document only one element in that exposure
Was the information, analysis, and advice in the document appropriately comprehensive ?	comprehensive, but not detailed due to lack of information available on sector, and Bank's apparent lack of experience in the Kyrgyz Republic.
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	a good synthesis of current received wisdom on policies for urban, small town, and rural water supplies.. however, see "objective" below
Were the ideas and recommendations in the document stated clearly ?	very well-written and organized
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	the Bank's own experience suggest problems with some of the recommendations made, e.g., raising tariffs without improving service, going directly into a large-scale village water and sanitation project. not mentioned that tariff increases have lead to riots elsewhere, and the Ghana rural project, on which proposed project based, developed incrementally from pilot project, and in specific administrative context
Did the document provide practical advice to decision-makers?	some problems likely to arise as implement the four recommended steps, notably how to insist the government coordinate donor aid in line with sector policies, at same time developing sector policies and encouraging bank and other donors to begin projects
Overall appreciation of document	
	Score
	4
	4
	4
	4
	2
	3
	4

4. Project Appraisal Documents/Urban Supplies

Reference & statistics	The World Bank, 2001. “Project Appraisal Document on a Proposed Loan in the Amount of US\$40 million to the Republic of Columbia for a Water Sector Reform Assistance Project”, Report No: 21868 CO 183 pages
Access	Consultant was not able to locate this document on the World Ban web site. Accessibility unknown
Issue	Appraisal of water sector reform assistance project – “Poverty Targeted Intervention”
Client	World Bank managers and other stakeholders in Columbia water sector reform assistance project and stakeholders (particularly managers and lenders) of similar or related projects

Question	Comment	Response score
Was the information, analysis and advice in the document relevant to the client’s issue?	As an essentially internal World Bank document, it is assumed that the information, analysis and advice in the document relevant to the client’s issue. (In this case, the question refers to the relevance of the document to the client’s (World Bank’s) project, not the relevance of the project to promoting growth and reducing poverty)	4
Was the information, analysis and advice in the document appropriately comprehensive?	Yes; sufficiently comprehensive for the needs of the World Bank both for loan justification and as a framework and reference document for the project.	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Yes, it would appear so	4
Were the ideas and recommendations in the document stated clearly?	In general, yes, but the denseness of the text, long sentences and an uninspiring format might dull the immediacy of the ideas and recommendations	3
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Generally objective with discussion of other possible approaches in (standard) section “Project alternatives considered and reasons for rejection”	4
Did the document provide practical advice to decision-makers?	Not directly applicable	N/A
Overall appreciation of document	Satisfactory - Document appears to meet its objectives of appraising a proposed Bank project	4

Reference & statistics	The World Bank, 2001 “ Project Appraisal Document on a Proposed Loan in the Amount of JPY 3,717, 900,000 (US\$ 30 million equivalent) to the Development Bank of the Philippines (DBP) for a LGU Water and Sanitation Project APL2”, Report No: 21431-PH 87 pages; 5,248 KB
Access	
Issue	Appraisal of water sector reform assistance project aimed at attracting private sector management expertise to help LGUs manage water supply systems in a sustainable manner
Client	World Bank managers and other stakeholders in Philippines Water and Sanitation Project and stakeholders (particularly managers and lenders) of similar or related projects

Question	Comment	Response score
Was the information, analysis and advice in the document relevant to the client’s issue?	As an essentially internal World Bank document, it is assumed that the information, analysis and advice in the document relevant to the client’s issue. (In this case, the question refers to the relevance of the document to the client’s (World Bank’s) project, not the relevance of the project to promoting growth and reducing poverty)	4
Was the information, analysis and advice in the document appropriately comprehensive?	Yes; sufficiently comprehensive for the needs of the World Bank both for loan justification and as a framework and reference document for the project.	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Yes, it would appear so	4
Were the ideas and recommendations in the document stated clearly?	In general, yes, but the denseness of the text, long sentences and an uninspiring format might dull the immediacy of the ideas and recommendations	3
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Generally objective but discussion of other possible approaches in (standard) section “Project alternatives considered and reasons for rejection” limited to former approach.	3
Did the document provide practical advice to decision-makers?	Not directly applicable	N/A
Overall appreciation of document	Document appears to meet its objectives of appraising a proposed Bank project	4

Reference & statistics	The World Bank, 2001 “ Project Appraisal Document on a Proposed Loan in the Amount of SDR 98 million (US\$ 125 million equivalent) to the Republic of Senegal for a Long Term Water Sector Project”, Report No: 21811-SE 97 pages; 6,874 KB
Access	
Issue	Appraisal of project aimed at achieving sustainable improvements in the delivery of urban water and sanitation services in unserved and low-income areas of Dakar and secondary cities
Client	World Bank managers and other stakeholders in the Senegal Long Term Water Sector Project and stakeholders (particularly managers and lenders) of similar or related projects

Question	Comment	Response score
Was the information, analysis and advice in the document relevant to the client’s issue?	As an essentially internal World Bank document, it is assumed that the information, analysis and advice in the document relevant to the client’s issue. (In this case, the question refers to the relevance of the document to the client’s (World Bank’s) project, not the relevance of the project to promoting growth and reducing poverty)	4
Was the information, analysis and advice in the document appropriately comprehensive?	Yes; sufficiently comprehensive for the needs of the World Bank both for loan justification and as a framework and reference document for the project.	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Yes, it would appear so	4
Were the ideas and recommendations in the document stated clearly?	In general, yes, but the denseness of the text, and an uninspiring format might dull the immediacy of the ideas and recommendations	3
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Yes, with comprehensive discussion of other possible approaches in (standard) section “Project alternatives considered and reasons for rejection”	4
Did the document provide practical advice to decision-makers?	Not directly applicable	N/A
Overall appreciation of document	Document appears to meet its objectives of appraising a proposed Bank project	4

5. Project Appraisal Documents/Rural and Small Towns Supplies

Reference & statistics	World Bank, 2000. Republic of Ecuador: Rural and Small Towns Water Supply and Sanitation Project (PRAGUAS). 99 pages.
Access	
Issue	
Client	project stakeholders, World Bank

Question	Comment	Score
Was the information, analysis, and advice in the document relevant to the client's issue?	Given the problems described in the PAD, the institutional objectives and eligibility criteria/rules for receiving investment seem relevant	4
Was the information, analysis, and advice in the document appropriately comprehensive ?	includes both coverage and institutional goals; looks at institutions on 3 levels	4
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	main elements of international best practices used, e.g., management model for municipal schemes. developing private sector to undertake rural construction and provide maintenance services; how to get cost contributions from rural communities and municipalities, had a pilot phase, developed and revised an operations manual. one uncertain point is the high per capita investment costs that the Bank will underwrite, i.e., USD\$700/per capita for piped schemes with private connections, USD\$415 for other types of schemes.	4
Were the ideas and recommendations in the document stated clearly ?	within the mandatory and convoluted format of a PAD, information is well-written and well cross-referenced.	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	the section on Project Alternatives reviews only alternative institutional arrangements for implementing the project and disbursing funds. given that approach already been pilot tested, and amended on this basis, and without any specific knowledge of alternatives in Ecuador, have to accept that proposed reasonable approach	4
Did the document provide practical advice to decision-makers?	the approach has already been tested in a pilot phase, so assume that practical	4
Overall appreciation of document		4

Reference & statistics	World Bank, 2001. <u>Second Karnataka Rural Water Supply and Sanitation Project.</u> 89 pages	
Access	http://www-wds.worldbank.org/servlet/WDSContentServer/WDSP/IB/2001/12/17/000094946_01120604003220/Rendered/PDF/multi0page.pdf	
Issue		
Client	project stakeholders, World Bank	
Question	Comment	Score
Was the information, analysis, and advice in the document relevant to the client's issue?	supports important sectoral reform initiative from government	4
Was the information, analysis, and advice in the document appropriately comprehensive ?		N/A
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	have incorporated lessons learned from previous water supply investments, e.g., to strengthen support at district level, replace allow communities to choose technology and service level, require payments in advance.	4
Were the ideas and recommendations in the document stated clearly ?	within the mandatory and convoluted format of a PAD, information is well-written.	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	gives an overly glowing view of the project's approach	2
Did the document provide practical advice to decision-makers?		N/A
Overall appreciation of document		4

Reference & statistics	World Bank, 2001. <u>Kyrgyz Republic: Rural Water and Sanitation Project.</u> 75 pages.	
Access		
Issue		
Client	project stakeholders, World Bank	
Question	Comment	Score
Was the information, analysis, and advice in the document relevant to the client's issue?	derives directly from the analysis of situation in sectoral work, addresses both coverage and institutional issues	4
Was the information, analysis, and advice in the document appropriately comprehensive ?	N/A	N/A
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	gaps in knowledge are subsumed under issues mentioned in sections on "comprehensiveness" and "objectivity." otherwise, the current standard approach to such projects	4
Were the ideas and recommendations in the document stated clearly ?	within the mandatory and convoluted format of a PAD, information is well-written	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	good in that discussed why took broad direction that project did (rural rather than urban or small towns), whereas other PADs have discussed only why used one loan type or institutional arrangement over others. however the latter factors needed to be discussed as well (why have DFID finance an inter. consultant to run a PMU, why not loan type that moves to second phase after triggers released). two major areas are not dealt with: the role of district administration in implementation and afterwards (which important because sectoral agency is VERY small), and the measures and means to create private sector capacity out from dismissed parastatal workers in a former Soviet economy	3
Did the document provide practical advice to decision-makers?	very good that have planned pilot program and prepared operational manual. but moving ahead before any results from pilot implementation. meanwhile very ambitious construction plan (63% of villages in 3 regions) simultaneous with massive institutional change (replace 650 field staff with about 30). also, procedures for village selection and planning sound like ones that have caused problems on other projects..	2
Overall appreciation of document		3

Reference & statistics	World Bank, 2000. <u>Tanzania-Social Action Fund Project</u> . 75 pages.
Access	www-wds.worldbank.org/servlet/WDSContentServer/WDSP/IB/2000/08/25/000094946_00080305305880/Rendered/PDF/multi_page.pdf
Issue	
Client	project stakeholders, World Bank

Question	Comment	Score
Was the information, analysis, and advice in the document relevant to the client's issue?	while social funds face major challenges—technical, financial, and administrative sustainability—have good track record of getting social services to poor, which comprise at least 50% of Tanzanian population	4
Was the information, analysis, and advice in the document appropriately comprehensive ?	nothing on water supply issues <i>per se</i>	1
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	describe lessons learned from social funds outside Tanzania. weak on cash contributions. nothing on issues related to technical, financial, and administrative sustainability of water supplies.	2
Were the ideas and recommendations in the document stated clearly ?	within the mandatory and convoluted format of a PAD, information is well-written	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	section looks at institutional set up, and reviewed numerous alternatives, but did not defend emphasis on speedy implementation through semi-autonomous agency over using decentralized government structures.	3
Did the document provide practical advice to decision-makers?	does not address the areas in which rural water supply projects typically run into problems, e.g., technology choice, construction supervision, long-term technical backstopping and spare parts supply, financial sustainability.	1
Overall appreciation of document	report received lower score because social fund PAD does not look in depth at issues and activities germane to rural water supply.	3

Reference & statistics	World Bank, 2002. <u>Tanzania-Rural Water Supply and Sanitation Project</u> . 43 pages.	
Access	http://www-wds.worldbank.org/servlet/WDSContentServer/WDSP/IB/2002/03/15/000094946_02030604011942/Rendered/PDF/multi0page.pdf	
Issue		
Client	project stakeholders, World Bank	
Question	Comment	Score
Was the information, analysis, and advice in the document relevant to the client's issue?	a need for some kind of rural water supply project to meet demand and to aid local government in providing social services, but one notes that the Social Sector Review implied limited investments in water supply	4
Was the information, analysis, and advice in the document appropriately comprehensive ?	did not discuss (1) Social Sector Review, and social action fund only to say that would not run these investments through it; (2) functionality and viability of SWN 80/81 hand pump that will be promoted along with others; (3) relation to Dutch program which apparently operating in same region, and social action funds which have different eligibility criteria; (3) present capacity of private sector and NGOs to play envisioned roles. PAD at disadvantage because no Sector Paper as in India to make issues clear.	1
Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	in general, in line with Bank modal for demand responsive project, but does not make clear reason for one deviation, i.e., putting districts in charge of design, procurement, and supervision of construction.	4
Were the ideas and recommendations in the document stated clearly ?	within the mandatory and convoluted format of a PAD, information is well-written. took distinctly different approach by making main text extremely short and putting most description in annexes, and a much shorter report overall. makes it less repetitive than other PADs.	4
Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	section on alternatives discusses different types of loans, doing in combination with social action fund. difficult to believe that no more substantive alternatives.	4
Did the document provide practical advice to decision-makers?	pilot test underway, but no results yet. a number of practical issues that unresolved: will training develop private sector capacity?; how to 'procure hand pumps in such a way as to ensure establishment of private sector zonal supply agencies?'; the tendency to fund any project that gets a plan prepared.	3
Overall appreciation of document		3

6. Conference Documents

Reference & statistics	Conference: "Infrastructure for Development: Private Solutions and the Poor," London, May 31 - June 2, 2000
Access	http://www.ppiaf.org/conference/presentations.html
Issue	The frontiers of knowledge and best practice in mobilizing the private sector to participate and invest in infra-structure services for low-income households in developing countries (from conference web site)
Client	Stakeholders concerned with mobilizing the private sector to participate and invest in infra-structure services for low-income households in developing countries A total of 217 delegates from over 40 countries attended the three day event, bringing together, government officials, regulatory agents, NGOs, utility operators, investors, financiers, various multilateral and bilateral donors, as well as academics, and consultants.

Question	Comment	Score
Was the information, analysis and advice covered at the conference relevant to the client's issue?	Yes; the conference focused on the following three areas: <ol style="list-style-type: none"> 1 Understanding the nature and extent of the challenge of expanding infrastructure access for low-income households in developing countries. 2 Expanding the options for low-income households to gain access to improved infrastructure services through market structure and regulatory reforms. 3 Reducing financial and institutional barriers to improved infrastructure services for low-income households 	4
Was the information, analysis and advice covered at the conference appropriately comprehensive?	Probably not, the conference papers and presenters comprise a disproportionate number of development professionals. There were no member country clients amongst the presenters. Also, a cursory review of the presentations indicated an avoidance of issues such as political interference and corruption which are often important in the provision of infrastructure services to the poor.	2
Did the conference provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Yes, it would appear so, based on the presenters, many of whom are leaders in their fields.	4
Were the ideas and recommendations covered at the conference stated clearly?	Yes, based on the structure of the conference and web site and a preliminary review of papers. However some presentations could not be downloaded and the standardised presentation is rather uninspiring. Also, the "selected readings" paper did not include web page references	3

<p>Did the conference present information in an objective manner (including, where pertinent, significant differences that exist in ideas and approaches)?</p>	<p>A cursory review of the presentations indicated a tendency for a “good news” approach with under-representation of issues such as political interference and corruption.</p>	<p>2</p>
<p>Did the conference provide practical advice to decision-makers?</p>	<p>Partly, through advice in individual presentations but the conference did not seek to distil this into concluding practical advice to decision-makers. (The programme indicates a Closing Plenary session entitled “The Challenge: Discussion of Next Steps”, but this is appears to be more a general conference close and no record is available on-line)</p>	<p>2</p>
<p>Overall appreciation of conference</p>		<p>3</p>

Reference & statistics	UNDP-World Bank Water and Sanitation Program, 1998. <u>Community Water Supply and Sanitation Conference</u> . proceedings. September. 23 pages.	
Access	http://www.wsp.org/english/focus/conference/proceedings.pdf	
Issue		
Client	donors, NGOs, national governments, consultants and other private sector representatives	
	Question	Comment
	Was the information, analysis, and advice in the document relevant to the client's issue?	bringing together ideas, opinions, questions, experiences with demand responsive approach very relevant
	Was the information, analysis, and advice in the document appropriately comprehensive ?	attempted to look at broad range of case studies and issues from around the globe. however, see comments on "knowledge" and "clarity" which in some respects overlap with the criterion of comprehensiveness.
	Did the document provide the client with the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	avoided discussion of controversial and difficult aspects of issues (although some of these listed as questions—without responses or discussion). see also comments on "clarity": because remained at abstract and non-controversial level, did not bring out more precise and detailed information available on specific issues
	Were the ideas and recommendations in the document stated clearly ?	case studies were descriptive without making clear points, bringing out common lessons/problems/issues. (small towns discussion an exception to this) recommendations and discussions too abstract: "reorientation of supply agencies," even the catch phrase "water as an economic good," not made concrete enough in terms of project features. even the definition of "demand response approach" not fully discussed.
	Did the document present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	although case studies sometimes described problems, in general did not give the impression of being an unbiased/outside review of projects. no serious challenge to various aspects of demand responsive approach presented—because discussion kept on such a general and non-controversial level—although differences alluded to in some of the discussion of opening remarks and in certain closing remarks. the discussion of social intermediation a good example of what wrong—no clear definition, no examination of costs, reasonable alternatives (only clearly poor straw man alternatives)
	Did the document provide practical advice to decision-makers?	uneven advice. some very practical (cf. small towns), but failure to address hard questions around such a basic element as cash contributions (why?, to what? mandatory?, fixing level) means practical issues avoided to great extent.
	Overall appreciation of document	This is an assessment of the conference proceedings document, not the conference
		Score
		4
		4
		2
		2
		2
		3

7. Urban Water Supply Web site

Reference & statistics	The World Bank Urban Water Supply and Sanitation web site: Home > Water Supply and Sanitation > Urban Water Supply and Sanitation
Access	http://www.worldbank.org/watsan/urban.html
Issue	Access to information on useful to stakeholders in the reform of urban water supply and sanitation (within the high level objective of promoting growth and reducing poverty in Bank member countries)
Client	Stakeholders in the reform of urban water supply and sanitation (government officials, regulatory agents, NGOs, utility operators, investors, financiers, multilateral and bilateral donors, academics, consultants, etc.)

Question	Comment	Response score
Was the information, analysis and advice accessible from the web site relevant to the client's issue?	Yes, a wide range of documents are accessible covering all major issues relevant to the reform of urban water supply and sanitation in Bank member countries)	4
Was the information, analysis and advice accessible from the web site appropriately comprehensive?	No, there are a number of which are not accorded appropriate importance and access in the top two levels. For example, access to project documents such as PADs, access to sites / information dealing with technical issues, etc.	1
Did the web site provide the client with access to the best and most up-to-date knowledge on the issue (including from sources outside the Bank)?	Yes, but selectively	3
Were the ideas and recommendations on the entry level web pages stated clearly?	Ideas were stated clearly but in a jumbled manner. A number of references on key issues were not working at the time of review (e.g. "Serving the Urban Poor" on entry page, "private operators and developers", "private investors", etc)	2
Did the entry level web pages present information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?	Not always; for example, the presentation, particularly on the entry level page, gives the impression that private sector participation is a panacea	2
Did the entry level web pages provide access to practical advice to decision-makers?	There is no indication of where practical advice can be accessed. Decision-makers searching for practical information would need to surf the site and links personally	1
Overall appreciation of document	Unacceptable – The Urban Water Supply and Sanitation web site has a number of weaknesses on both the content and sharing & applicability questions which lead to its overall evaluation as "unacceptable" using the approach adopted for individual documents. The site could be substantially improved but, nevertheless, is a useful Knowledge Bank resource.	2

Appendix 2: Terms of Reference

In 1996, the World Bank made a commitment to become a global knowledge bank. The commitment signaled the Bank's intention to develop a world-class knowledge management system and to improve and expand its knowledge sharing with clients and other development partners as a complement to Bank lending.

The commitment is based on the notion that the Bank's unique advantage is its ability to combine expert cross-country knowledge with in-depth understanding of country circumstances. To assist OED in assessing the validity of this underlying notion, the consultant, -----, will review a sample of the Bank's analytical and project work in the area of ----- to determine the relevance, quality, and innovativeness of knowledge provided by the Bank to its clients.

Questions to be addressed in the consultant's review include:

1. Has the Bank's analytical and advisory work addressed the problem in a relevant and appropriately comprehensive way?
2. Has the Bank provided state-of-the-art knowledge validated by experience (including from sources outside the Bank)?
3. How practical has the knowledge been from the vantage point of decision-makers or practitioners?
4. Has the knowledge been provided in a suitably objective way, indicating, where pertinent, significant differences that exist with regard to ideas and approaches.

The assessment will be based on documentation provided by OED. This documentation will include:

1. major research or analytical reports
2. key economic and sector work (ESW) specific to selected borrowers
3. 3 or so key projects or reform programs that reflect the best of the Bank's operational work in the area
4. supporting materials for major events (conferences/workshops) addressed to the topic

In addition, the consultant will review relevant Bank internet-based knowledge and information.

The consultant will prepare a 15-20 page draft report that comments on each product reviewed and the body of material overall. This report will also include a summary rating of the analytical work, to be based on a rating scale provided by OED. A draft of the report will be reviewed by OED and Bank staff, and a final draft prepared taking comments into account. A lump sum fee of \$7,500 will be paid in two tranches: \$2,500 upon receipt of the first draft and the remaining \$5,000 upon receipt of the final report approved by OED's task manager for the knowledge evaluation.

The assessment in each area will include a three-fold examination of:

1. A core set of Bank research and analytic products, identified by OED in consultation with the relevant Network anchor, to determine whether the knowledge being provided by the Bank is cutting edge, state-of-the-art knowledge drawn from relevant sources both inside and outside the Bank. Among the knowledge products to be reviewed would be, as relevant to each topic: major pieces of Bank research and analytical work, sector strategy papers, PRSP sourcebook chapters, toolkits, and policy or technical “Notes.”
2. Relevant external websites, and descriptions of workshops, conferences, or other knowledge sharing events organized by Network and regional sector units (including Network thematic groups) over the last two years, to determine the quality and relevance of the knowledge being disseminated.
3. Program appraisal documents from FY00 and FY01, to determine the extent to which current analytical work and knowledge of best practices and lessons learned are being applied to operations.

The questions to be addressed by each expert’s paper include:

1. Has the Bank’s analytical work, policy advice, and technical assistance been relevant to the problem addressed, has it provided clients with the best and most up-to-date knowledge on the issue (including from sources outside the Bank), and has it provided information in an objective manner (indicating, where pertinent, significant differences that exist in ideas and approaches)?
2. Have the ideas and recommendations been stated clearly and in ways that offer practical advice to decision-makers?
3. Has the Bank effectively incorporated state-of-the-art knowledge into country operations?

Each expert will prepare a 10-15 draft that will be reviewed by OED and Bank staff and the four papers will be discussed together in an informal OED meeting. The papers will then be finalized as background reports for the knowledge evaluation. An honorarium of \$7,500 will be paid for each paper.