



# Uruguay

The World Bank Group  
Country Survey FY 2014

Report of Findings  
November 2014



Country **Opinion** Surveys  
THE WORLD BANK GROUP

## Acknowledgements

The Uruguay Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG) team led by Sharon Felzer (Senior Communications Officer, Head of PORG), Jing Guo, Jessica Cameron, and Svetlana Markova. Calita Woods and Dania Mendoza provided data support. The report was prepared under the overall guidance and supervision of Sumir Lal (Director, ECRGP). PORG acknowledges the significant contribution from the Uruguay country team and Valeria Fernandez Moujan (Independent Consultant to Experimentación y Tendencias S.A.). In particular, PORG is grateful to Yanina Budkin (Senior Communications Officer) for their ongoing support throughout the Country Opinion Survey process.

# Table of Contents

I. Objectives .....	3
II. Methodology.....	3
III. Demographics of the Sample.....	5
IV. General Issues Facing Uruguay .....	10
V. Overall Attitudes toward the World Bank Group.....	16
VI. Sectoral Importance and Effectiveness.....	25
VII. How the World Bank Group Operates .....	31
VIII. World Bank Group's Knowledge and Instruments .....	38
IX. The Future Role of the World Bank Group in Uruguay .....	42
X. Communication and Openness.....	44
XI. Appendices.....	48



## I. Objectives

This survey was designed to achieve the following objectives:

- Assist the World Bank Group in gaining a better understanding of how stakeholders in Uruguay perceive the Bank Group;
- Obtain systematic feedback from stakeholders in Uruguay regarding:
  - Their views regarding the general environment in Uruguay;
  - Their overall attitudes toward the World Bank Group in Uruguay;
  - Overall impressions of the World Bank Group's effectiveness and results, knowledge work and activities, and communication and information sharing in Uruguay;
  - Perceptions of the World Bank Group's future role in Uruguay.
- Use data to help inform Uruguay country team's strategy.

## II. Methodology

In May-June 2014, 331 stakeholders of the World Bank Group in Uruguay were invited to provide their opinions on the WBG's work in the country by participating in a country opinion survey. Participants were drawn from the office of the President, Prime Minister; office of a minister; office of a parliamentarian; ministries/ministerial departments; consultants/contractors working on WBG-supported projects/programs; implementation agencies overseeing implementation of a project; local government officials; bilateral and multilateral agencies; private sector organizations; private foundations; the financial sector/private banks; NGOs; community based organizations; the media; independent government institutions; trade unions; faith-based groups; academia/research institutes/think tanks; judiciary branch; and other organizations. A total of 156 stakeholders participated in the survey (47% response rate).

Respondents received a link to an online version of the questionnaire in the Qualtrics platform and filled out the questionnaire electronically. Respondents were asked about: general issues facing Uruguay; their overall attitudes toward the WBG; the WBG's effectiveness and results; the WBG's knowledge work and activities; working with the WBG; the WBG's future role in Uruguay; and the WBG's communication and information sharing in Uruguay.

Every country that engages in the Country Opinion Survey must include specific indicator questions that will be aggregated for the World Bank Group's annual Corporate Scorecard. These questions are identified throughout the survey report.

The results in this year's Country Survey were not compared to those in an earlier Country Survey conducted in FY'04, as survey instruments in the two years were largely different and the last survey was done almost a decade ago.

- A. General Issues Facing Uruguay: Respondents were asked to indicate whether Uruguay is headed in the right direction, what they thought were the top three most important development priorities, which areas would contribute most to reducing poverty, and how "shared prosperity" would be best achieved.
- B. Overall Attitudes toward the World Bank Group (WBG): Respondents were asked to rate their familiarity with the WBG and other regional development banks, their effectiveness in Uruguay, WBG staff preparedness to help Uruguay solve its development challenges, WBG's local presence, its capacity building in Uruguay, their agreement with statements

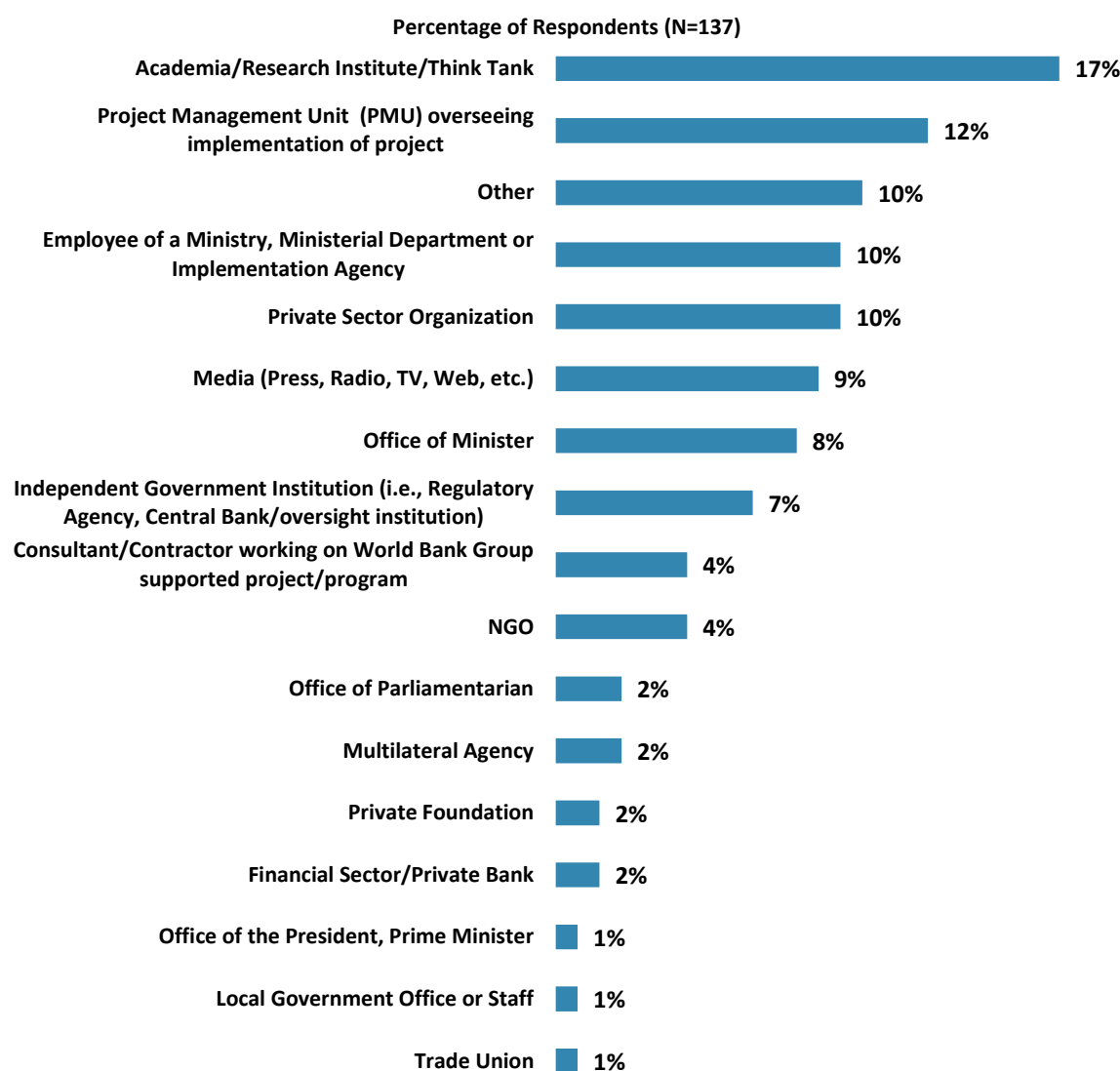
## II. Methodology (continued)

- B. Overall Attitudes toward the World Bank Group (WBG) (continued): regarding the WBG's work, and the extent to which the WBG is an effective development partner. Respondents were asked to indicate the WBG's greatest values and weaknesses and in which sectoral areas the WBG should focus most of its resources.
- C. World Bank Group's Effectiveness and Results: Respondents were asked to rate the extent to which the WBG's work helps achieve development results in Uruguay, the extent to which the WBG meets Uruguay's needs for knowledge services and financial instruments, the importance for the WBG to be involved in twenty six development areas, and the WBG's level of effectiveness across these areas, such as education, infrastructure development, public sector governance/reform, and social protection.
- D. The World Bank Group's Knowledge Work and Activities: Respondents were asked to indicate how frequently they consult WBG's knowledge work and activities and to rate the effectiveness and quality of the WBG's knowledge work and activities, including how significant of a contribution it makes to development results and its technical quality. Respondents were also asked about the LAC Flagship Report, including whether it raised substantive new information, and whether it provided them with useful information in terms of work they do.
- E. Working with the World Bank Group: Respondents were asked to rate their level of agreement with a series of statements regarding working with the WBG, such as the WBG's "Safeguard Policy" requirements being reasonable, and disbursing funds promptly.
- F. The Future Role of the World Bank Group in Uruguay: Respondents were asked to indicate what the WBG should do to make itself of greater value in Uruguay, and which services the Bank should offer more of in the country. They were asked whether WBG has moved to the right direction, and the future role international development cooperation should play in Uruguay.
- G. Communication and Information Sharing: Respondents were asked to indicate how they get information about economic and social development issues, how they prefer to receive information from the WBG, and their usage and evaluation of the WBG's websites. Respondents were also asked to rate WBG's responsiveness to information requests, value of its social media channels, and levels of easiness to find information they needed.
- H. Background Information: Respondents were asked to indicate their current position, specialization, whether they professionally collaborate with the WBG, their exposure to the WBG in Uruguay, which WBG agencies they work with, and their geographic location.

### III. Demographics of the Sample

#### Current Position

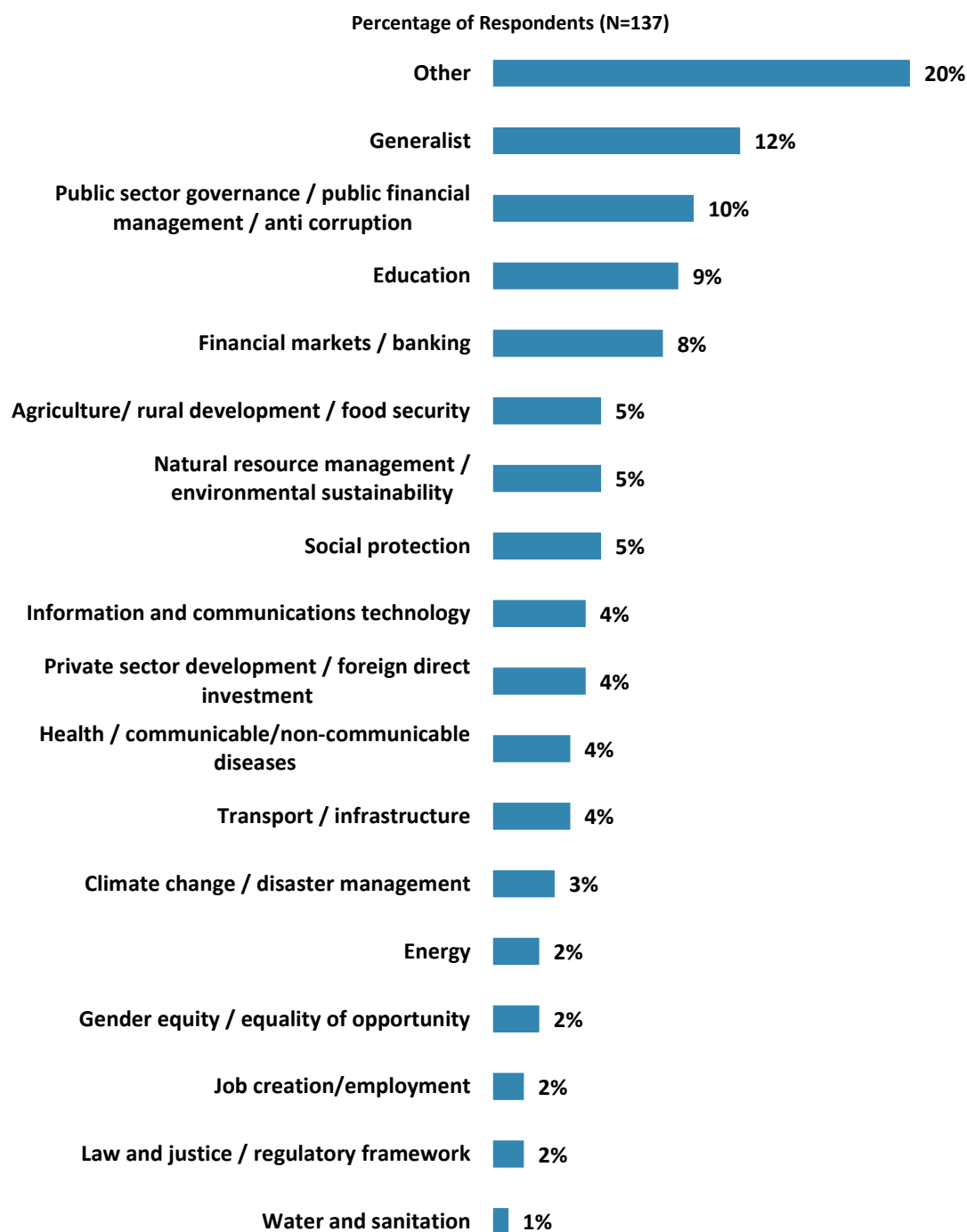
- For further analyses, respondents from the Office of the President, Prime Minister were combined with respondents from Office of a Minister, respondents from consultants/contractors working on WBG projects were combined with those from implementation agencies overseeing implementation of projects; respondents from the financial sector/private banks were combined with those from private sector organizations; Respondents from private foundations, trade unions, and NGOs were combined into “CSO.” Few respondents from the office of parliamentarians, local governments, multilateral agencies, and other organizations were included in the “Other” category. There were no respondents from bilateral agencies, CBOs, faith-based groups, or the judiciary branch.



“Which of the following best describes your current position?” (Respondents chose from a list.)

### III. Demographics of the Sample (continued)

#### Area of Primary Specialization

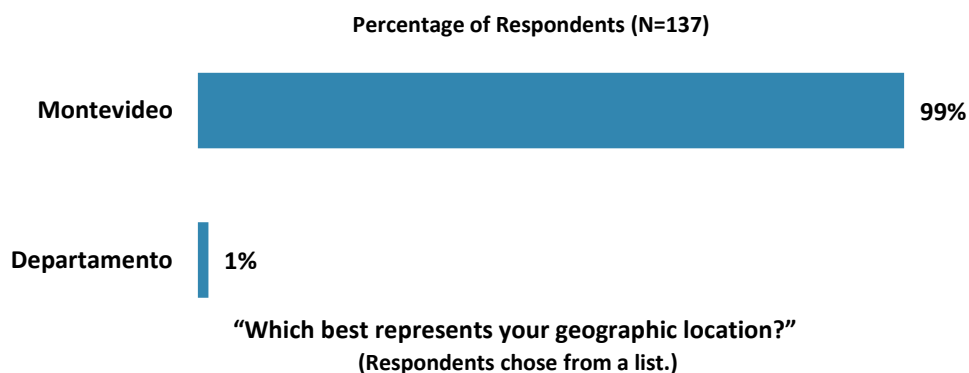


"Please identify the primary specialization of your work." (Respondents chose from a list.)

### III. Demographics of the Sample (continued)

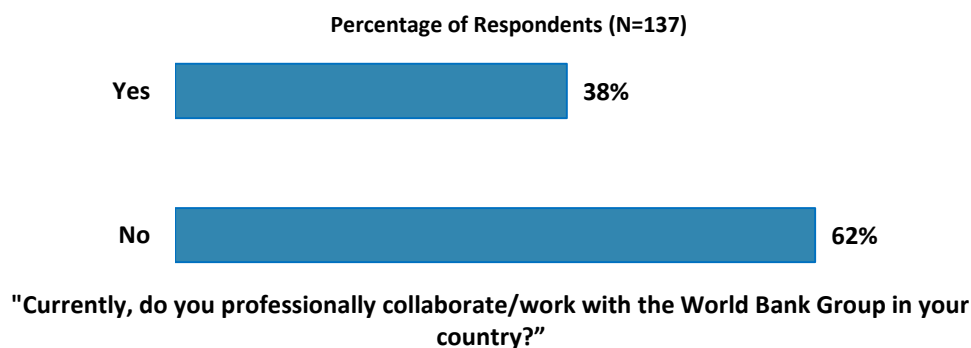
#### Geographic Location

- Almost all respondents are from Montevideo. Comparisons across geographic locations are therefore not possible.



#### Collaboration with and Exposure to the World Bank Group

- Differences in responses to the indicator questions, based on levels of collaboration and exposure to the World Bank Group in Uruguay, can be found in Appendix C (see page 77) and Appendix D (see page 88). Please note that where these two factors appear to have a significant relationship with overall views of the World Bank Group, it is highlighted in yellow in Appendix D.



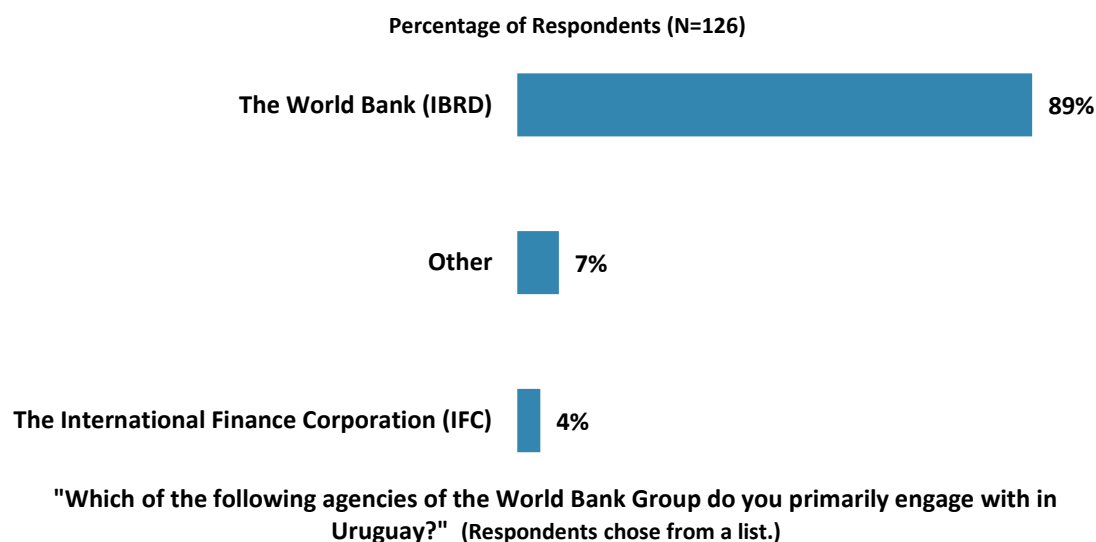


### III. Demographics of the Sample (continued)

#### Collaboration with and Exposure to the World Bank Group (continued)



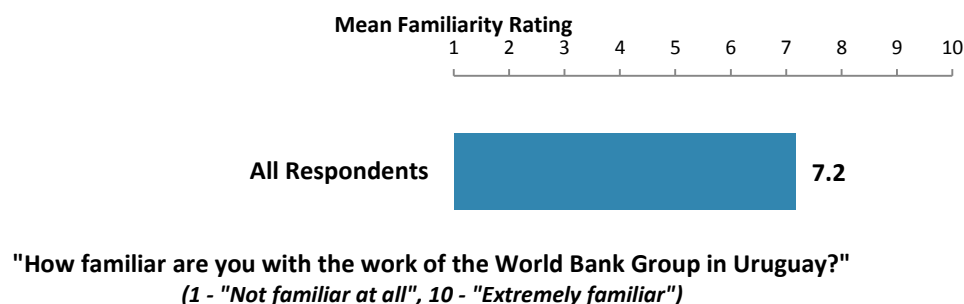
#### Exposure to Agencies within the World Bank Group



### III. Demographics of the Sample (continued)

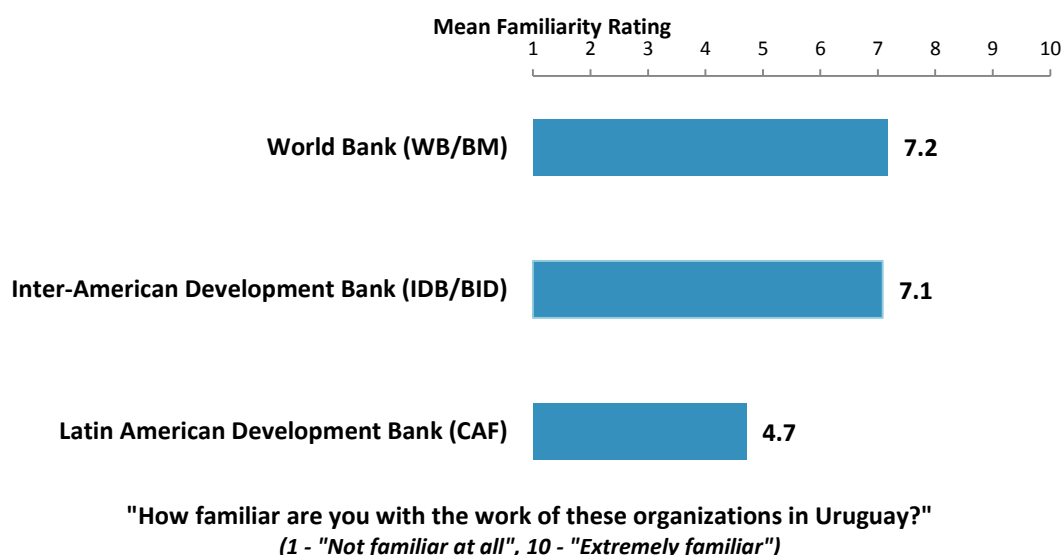
#### Familiarity with the World Bank Group

- Respondents across stakeholder groups had statistically similar levels of familiarity with the World Bank Group.
- Respondents' ratings of familiarity with the World Bank Group were significantly, strongly correlated with their perceptions of the Bank Group's overall effectiveness in Uruguay, and their perceptions of the Bank Group's relevance to Uruguay's development, and significantly, moderately correlated with their perception of the Bank Group's ability to help achieve development results in Uruguay.



#### Familiarity with Other Organizations

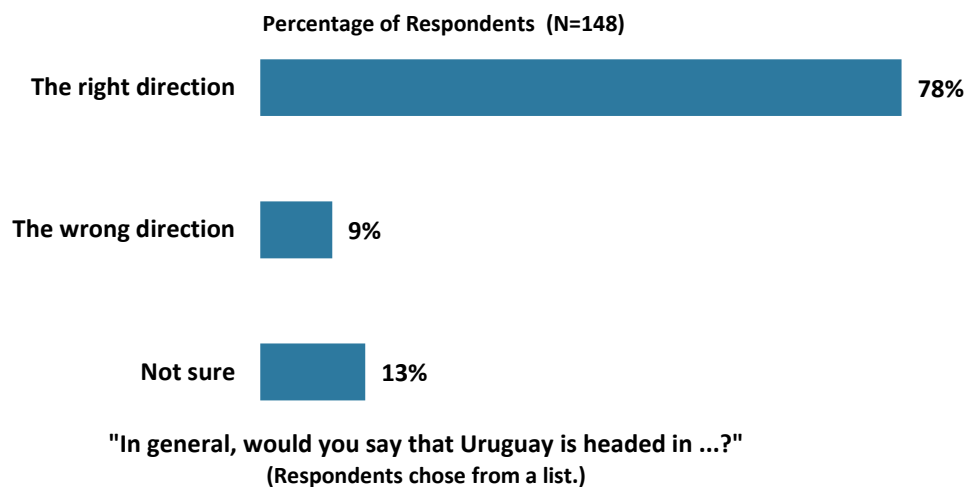
- Respondents had statistically similar levels of familiarity with the World Bank Group and the Inter-American Development Bank. However, they were significantly more familiar with the WBG than the Latin American Development Bank. Although the level of familiarity with the Latin American Development Bank was overall low, respondents from the private sector/financial sector/private banks were significantly more familiar with it than respondents from other stakeholder groups.



## IV. General Issues Facing Uruguay

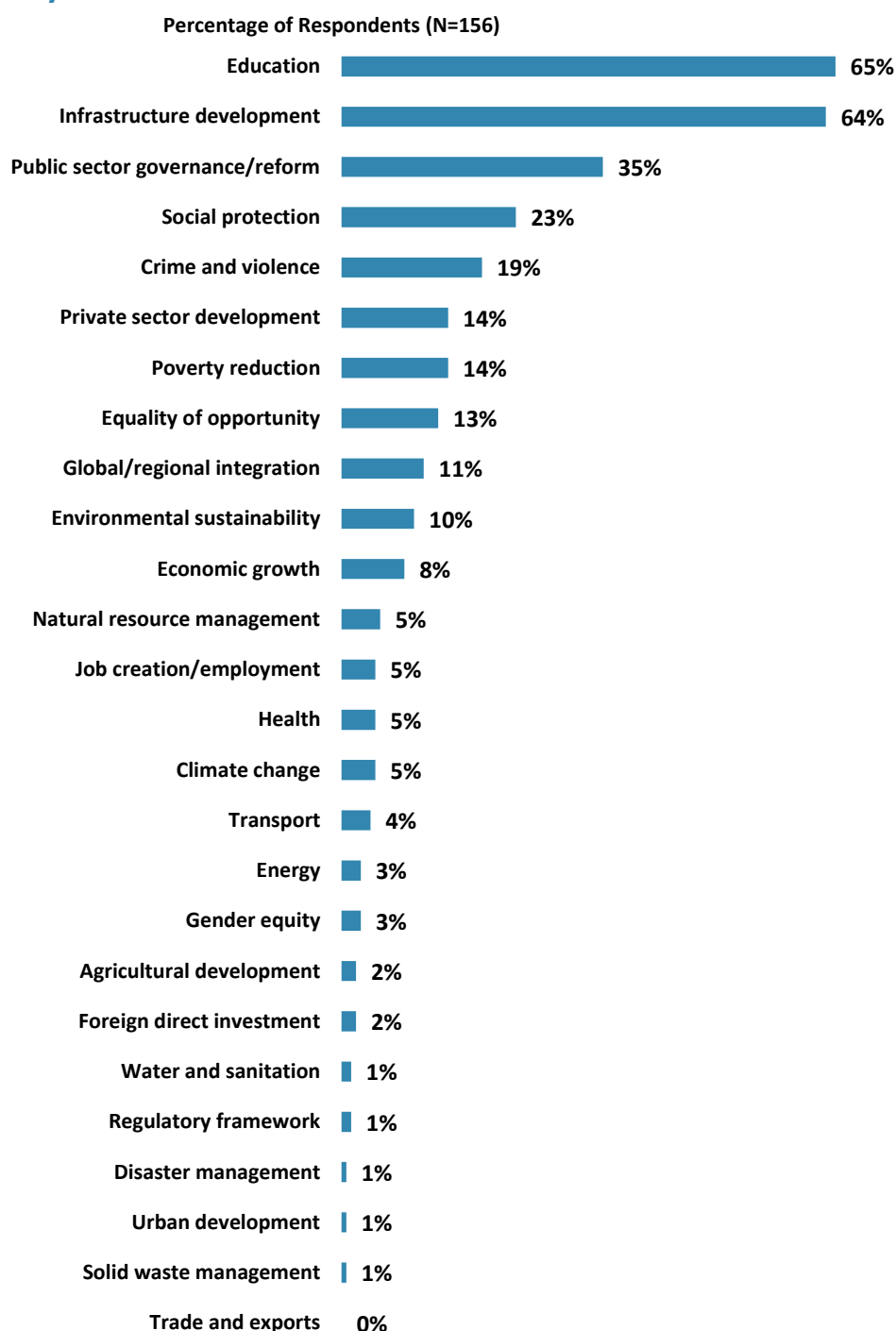
### Headed in the Right Direction

- A majority of respondents across stakeholder groups believes that Uruguay is headed in the right direction.



## IV. General Issues Facing Uruguay (continued)

### Development Priority



**"Listed below are a number of development priorities in Uruguay. Please identify which of the following you consider the most important development priorities in Uruguay. (Choose no more than THREE)" (Respondents chose from a list. Responses combined.)**

*When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question H2 in Appendix F), analyses are done to see these respondents' views about the top development priorities.*

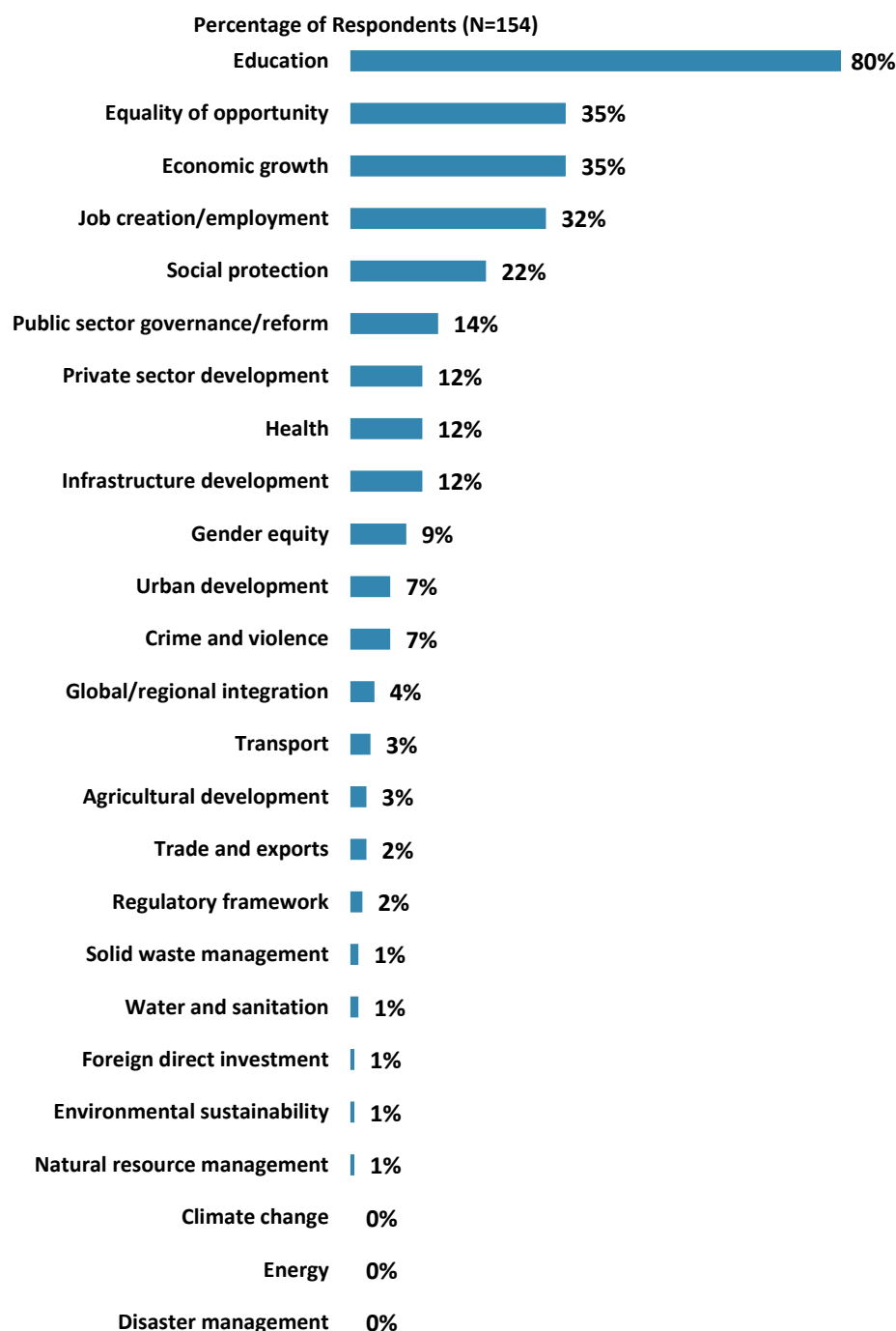
## IV. General Issues Facing Uruguay (continued)

### Development Priority (continued)

- Respondents across stakeholder groups, areas of specialization, and levels of collaboration all agreed that “*education*” and “*infrastructure development*” are Uruguay’s top development priorities.
- It is worth mentioning that respondents from the private sector/financial sector/private banks were significantly more likely to consider “*public sector governance/reform*” as the most important development priority in Uruguay than respondents from other stakeholder groups.

## IV. General Issues Facing Uruguay (continued)

### What Would Contribute Most to Reducing Poverty



**"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Uruguay?" (Respondents chose from a list. Responses combined.)**

*When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question H2 in Appendix F), analyses are done to see these respondents' views about the areas of development that would contribute most to reducing poverty.*

## IV. General Issues Facing Uruguay (continued)

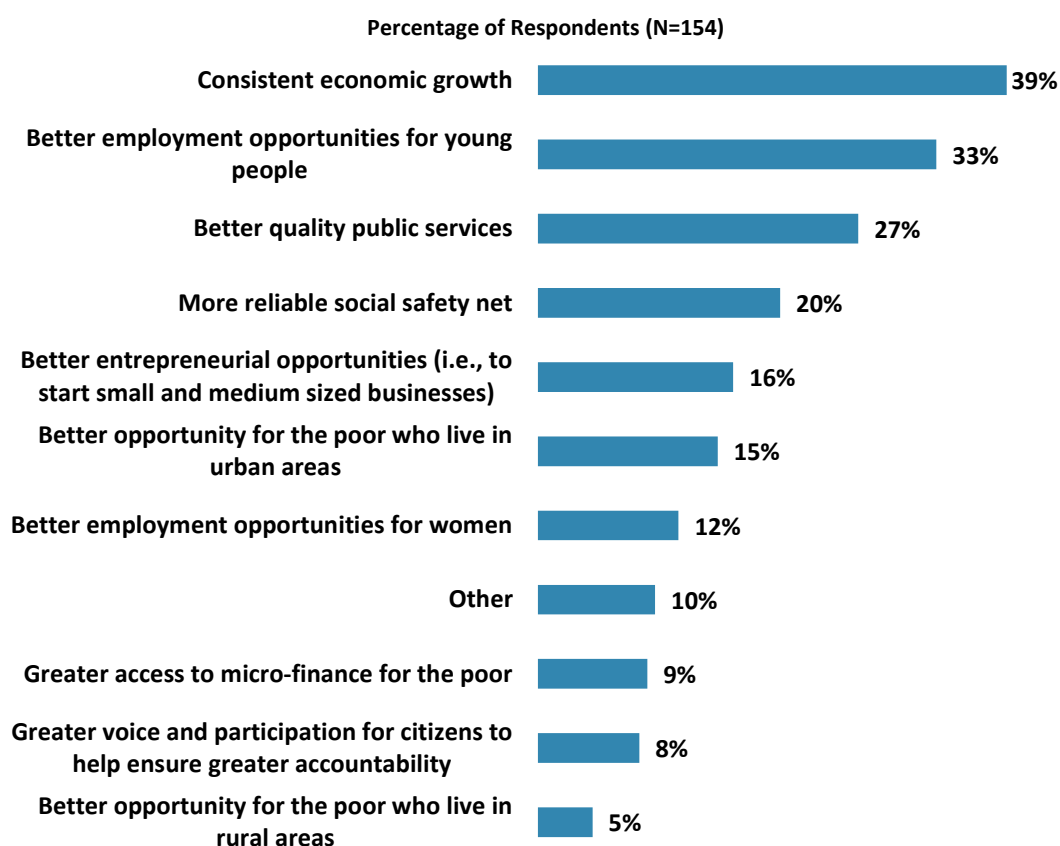
### What Would Contribute Most to Reducing Poverty (continued)

- Respondents across stakeholder groups and levels of collaboration all agreed that “*education*,” “*equality of opportunity*,” and “*economic growth*” are the greatest contributors to reducing poverty in Uruguay.
- It is worth noting that respondents who specialize in “*public sector governance/public financial management/anti corruption*” (10% of the sample) were significantly more likely to indicate that “*public sector governance/reform*” would contribute most to reducing poverty in Uruguay, compared to respondents specializing in other areas.

## IV. General Issues Facing Uruguay (continued)

### Factors Contributing to “Shared Prosperity”

- Respondents across stakeholder groups all agreed that shared prosperity would most likely be achieved in Uruguay through “*consistent economic growth*” and “*better employment opportunities for young people*.”
- Respondents who professionally collaborate/work with the WBG were significantly *less* likely to indicate that shared prosperity would be achieved through “*better quality public services*,” compared to respondents who do not professionally collaborate/work with the WBG.



"The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "Shared Prosperity" in Uruguay, which of the following TWO best illustrate how this would be achieved in Uruguay?

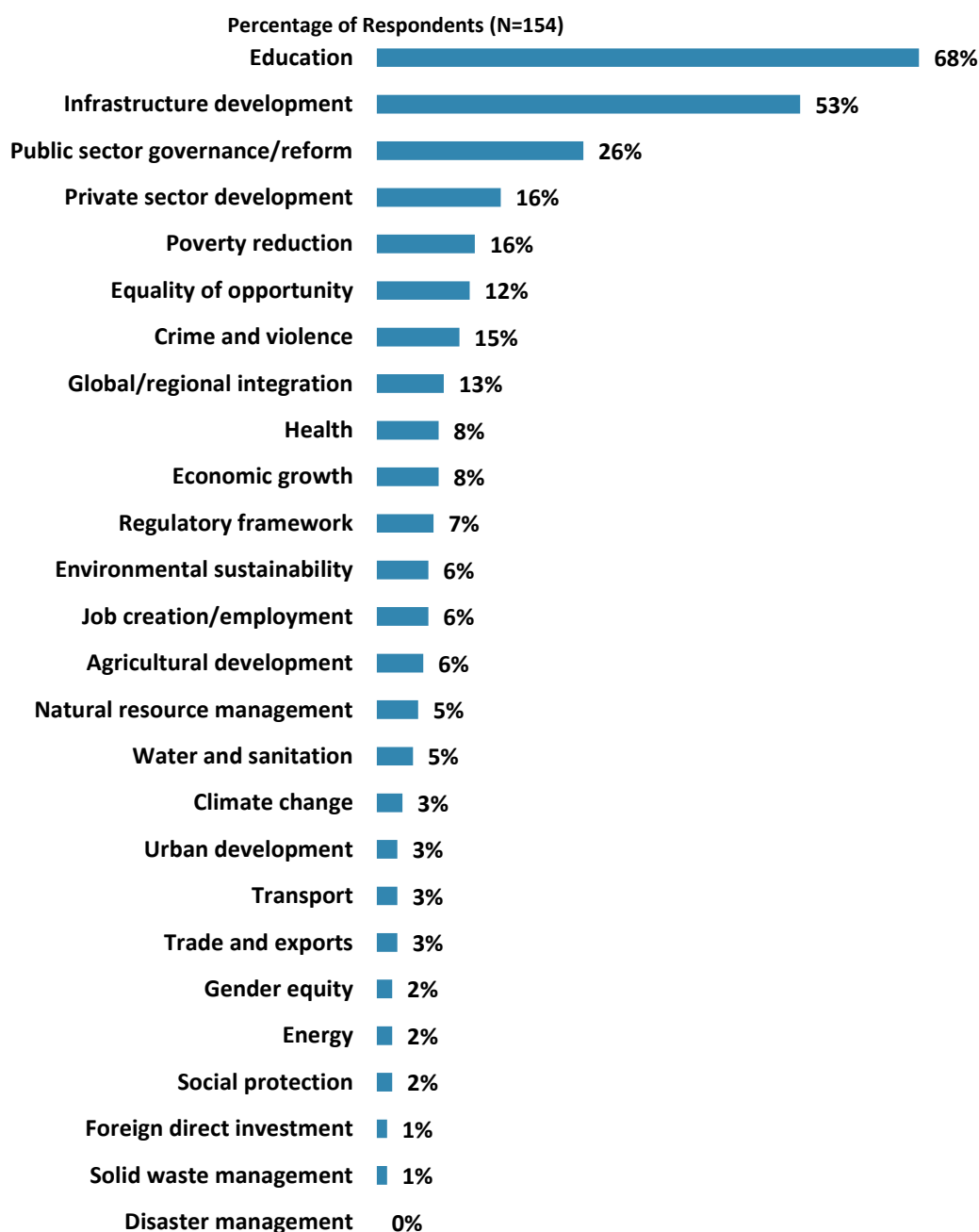
(Choose no more than TWO)"

(Respondents chose from a list. Responses combined.)



## V. Overall Attitudes toward the World Bank Group

### Where the World Bank Group Should Focus its Resources



**“When thinking about how the World Bank Group can have the most impact on development results in Uruguay, in which sectoral areas do you believe the World Bank Group should focus most of its attention and resources in Uruguay? (Choose no more than THREE)”**  
(Respondents chose from a list. Responses combined.)

*When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question H2 in Appendix F), analyses are done to see these respondents' views about which areas the World Bank Group should focus its attention and resources on.*

## V. Overall Attitudes toward the World Bank Group (continued)

### Where the World Bank Group Should Focus its Resources (continued)

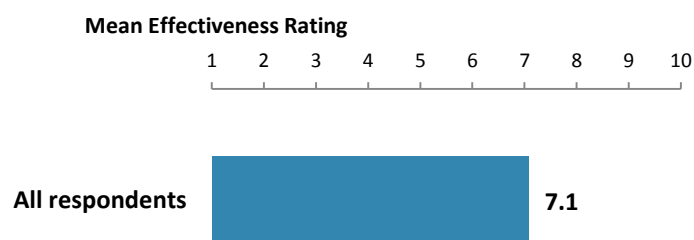
- Respondents from private sector/financial sector/private banks and the media were significantly *more* likely than respondents from other stakeholder groups to indicate that the WBG should focus most of its attention and resources in Uruguay in “*infrastructure development*.”
- Respondents who are generalists (12% of the sample) were significantly *more* likely to believe that the WBG should focus most of its attention and resources in Uruguay in “*equality of opportunity*” than respondents who specialize in sectoral areas.

## V. Overall Attitudes toward the World Bank Group (continued)

As noted in the “Methodology” section, the indicator questions referred to throughout the survey report are questions that are asked in every country that engages in the Country Opinion Survey. These will be aggregated for the World Bank Group’s annual Corporate Scorecard.

### The World Bank Group’s Overall Effectiveness (*Indicator Question*)

- Respondents across stakeholder groups gave statistically similar ratings for the Bank Group’s overall effectiveness in Uruguay.
- Respondents who professionally collaborate/work with the WBG had significantly higher ratings for the organization’s effectiveness compared to respondents who do not professionally collaborate/work with the WBG.

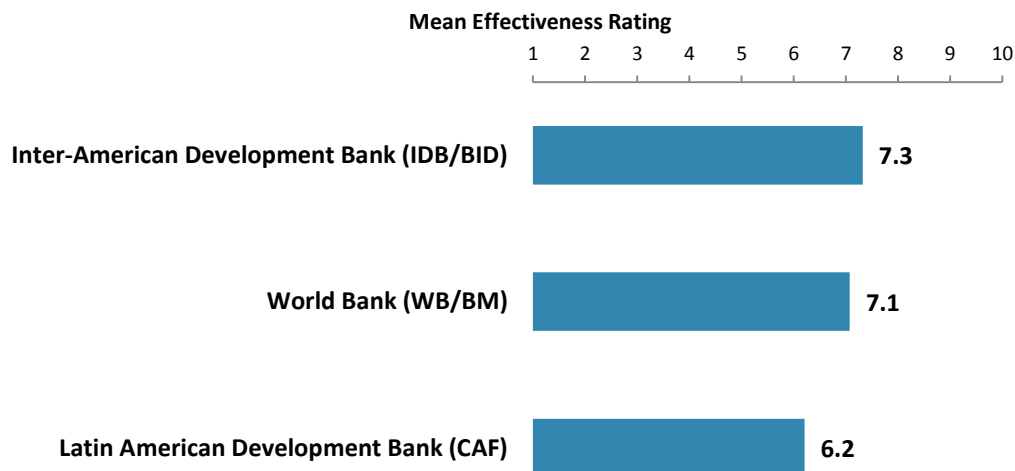


"Overall, please rate your impression of the World Bank's effectiveness in Uruguay?"  
(1 - "Not effective at all", 10 - "Very effective")

## V. Overall Attitudes toward the World Bank Group (continued)

### Overall Effectiveness of Other Organizations

- Respondents gave significantly higher ratings for the effectiveness of the Inter-American Development Bank than that of the WBG and the Latin American Development Bank.
- It is worth mentioning that respondents who work with the WBG gave significantly higher ratings for the effectiveness of the IDB than those who do not work with the WBG.

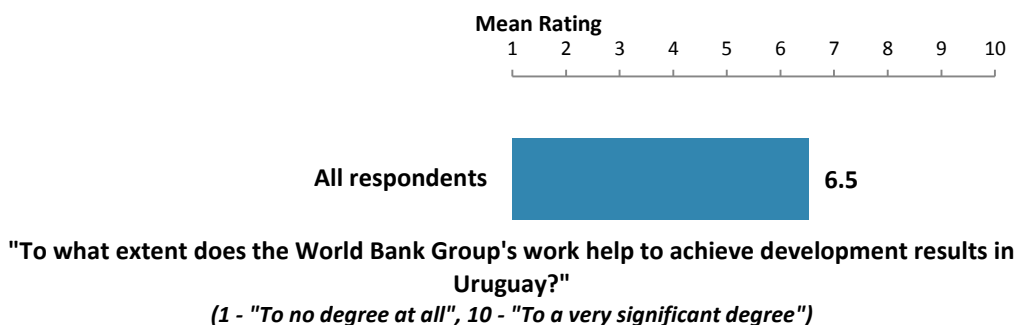


"Overall, please rate your impression of the effectiveness of these organizations?"  
(1 - "Not effective at all", 10 - "Very effective")

## V. Overall Attitudes toward the World Bank Group (continued)

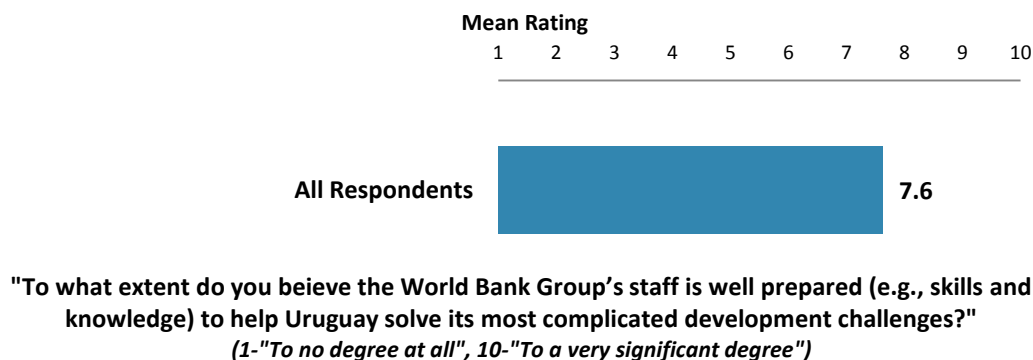
### Achieving Development Results *(Indicator Question)*

- Respondents across stakeholder groups and levels of collaboration had statistically similar ratings for the WBG helping achieve development results in Uruguay.



### Staff Preparedness *(Indicator Question)*

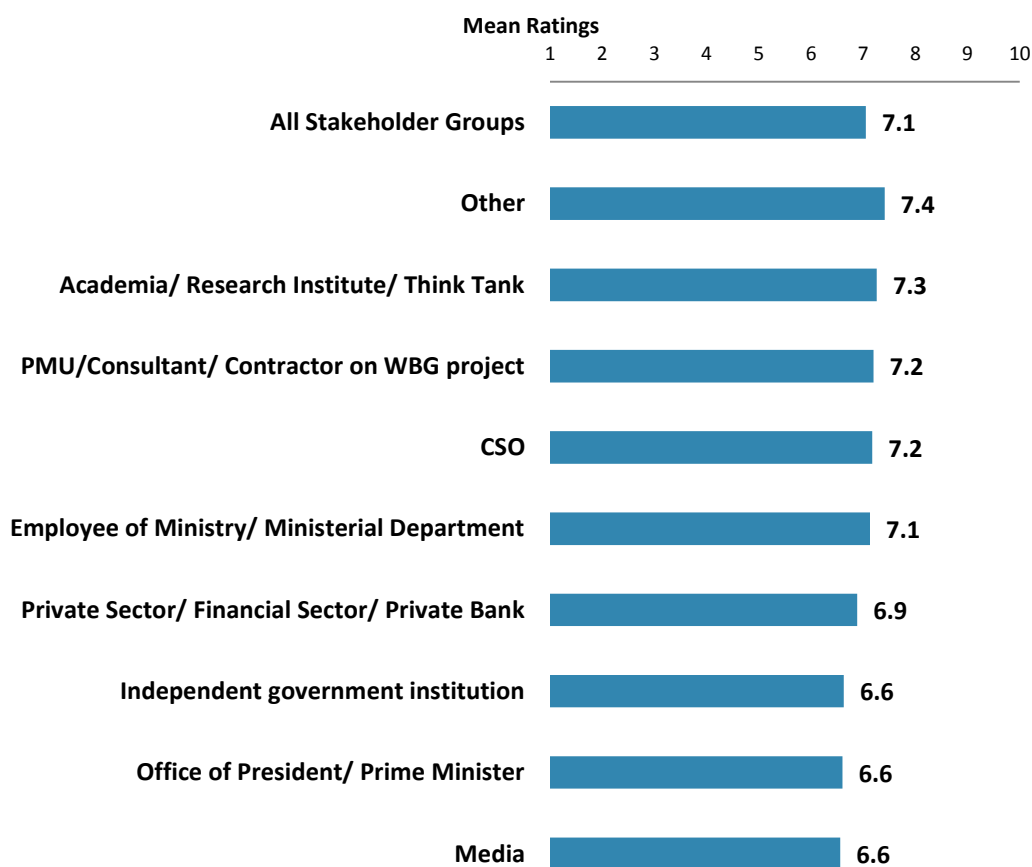
- Respondents across stakeholder groups and levels of collaboration gave statistically similar ratings for the extent to which the WBG's staff is well prepared to help Uruguay solve its most complicated development challenges.



## V. Overall Attitudes toward the World Bank Group (continued)

### Overall Ratings for Indicator Questions by Stakeholder Groups\*

- Respondents across stakeholders gave statistically similar ratings for the indicator questions.
- Respondents who professionally collaborate/work with the WBG tended to give significantly higher ratings (7.5) for twenty five indicator questions than respondents who do not professionally collaborate/work with the WBG (6.8)
- Responses to individual indicator questions by stakeholder groups can be found in Appendix E (page 89).

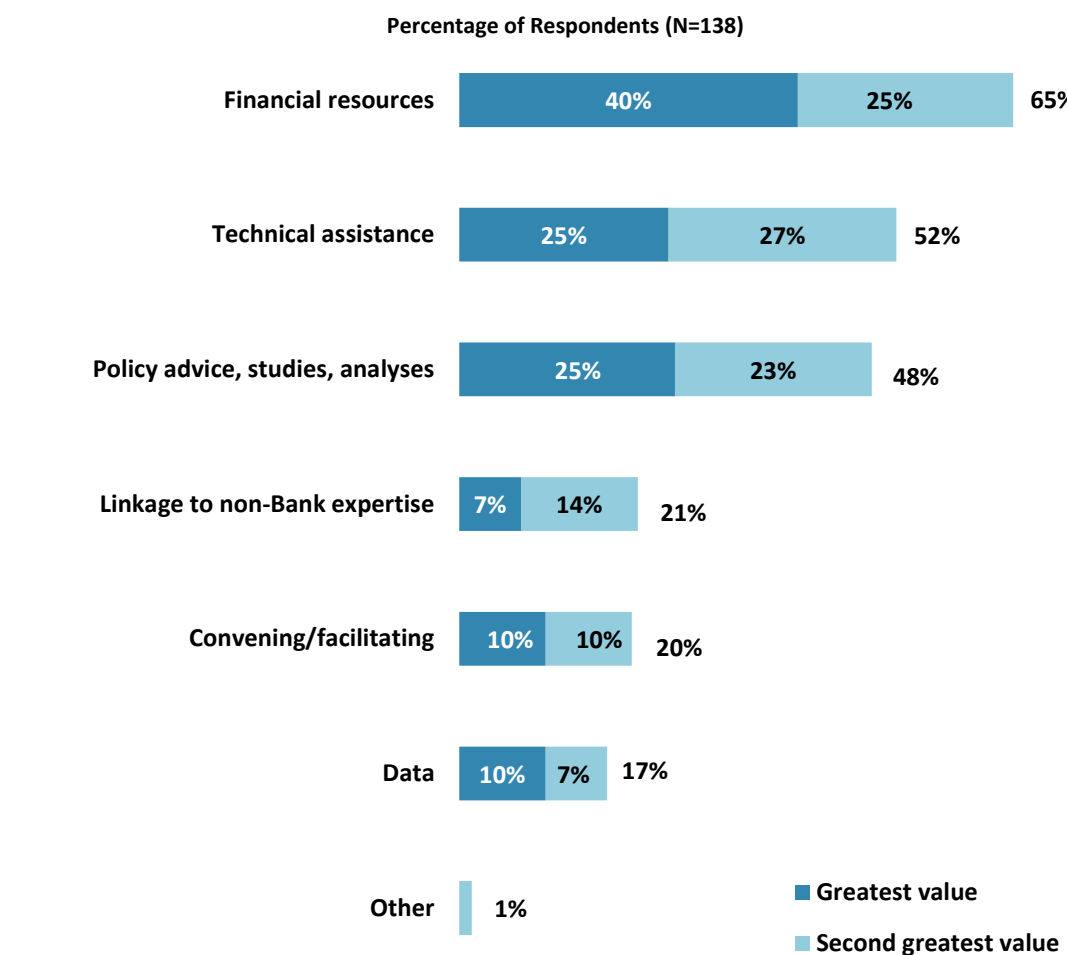


Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10

\* Responses to all twenty five indicator questions can be found in Appendices D and E.

## V. Overall Attitudes toward the World Bank Group (continued)

### Greatest Value

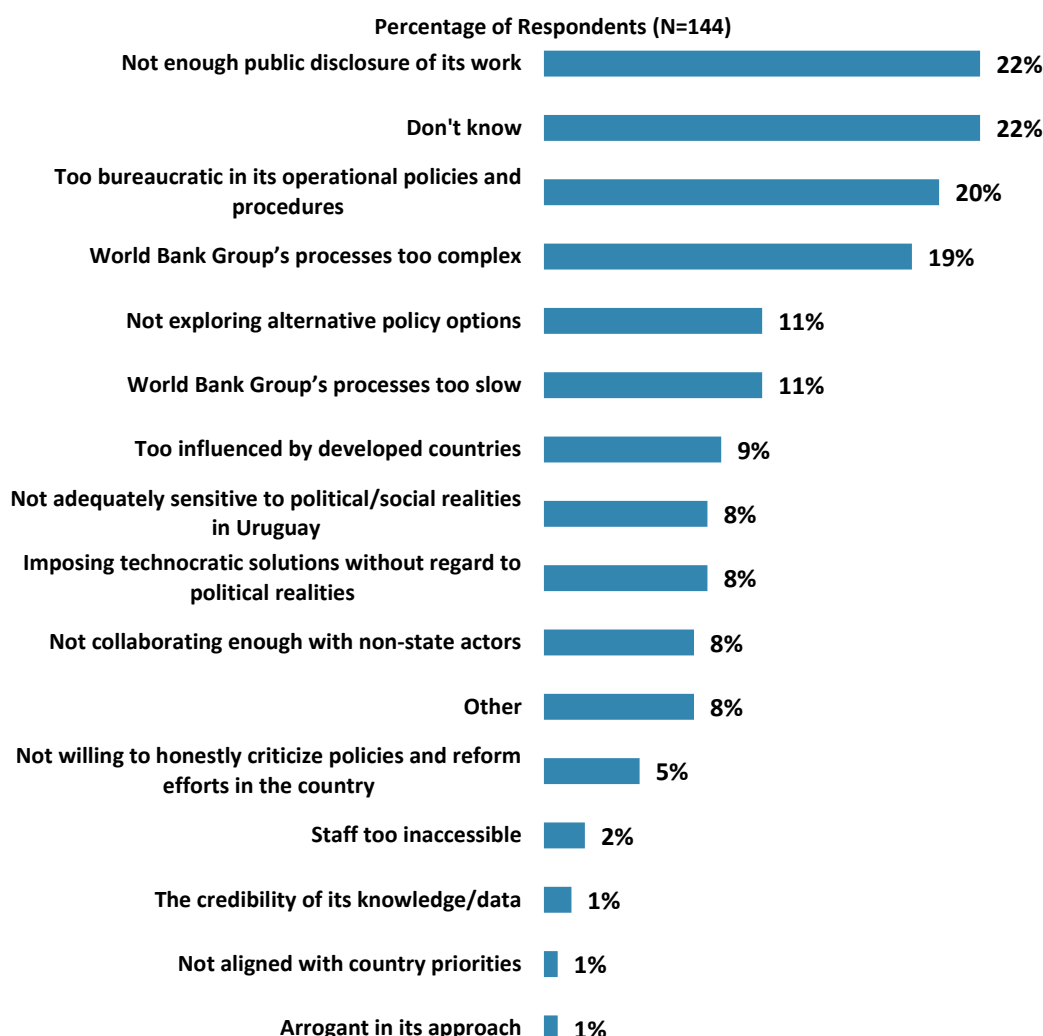


"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Uruguay?"  
(Respondents chose from a list.)

## V. Overall Attitudes toward the World Bank Group (continued)

### Greatest Weakness

- Respondents who professionally work/collaborate with the WBG were significantly more likely to consider “*WBG being too bureaucratic in its operational policies and procedures*” as the organization’s greatest weakness, compared to those who do not collaborate with the WBG.
- Respondents from PMUs and contractors/consultants working on WBG projects were also significantly more like to consider “*WBG being too bureaucratic in its operational policies and procedures*” as the organization’s greatest weakness than respondents from other stakeholder groups.



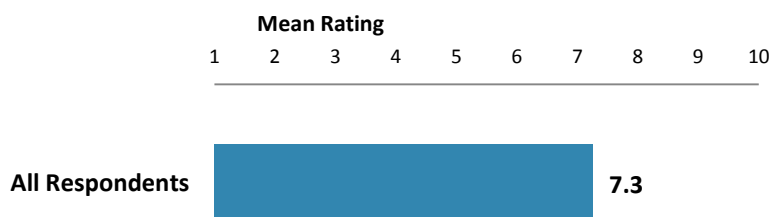
"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Uruguay? (Choose no more than TWO)"  
(Respondents chose from a list. Responses combined.)



## V. Overall Attitudes toward the World Bank Group (continued)

### World Bank Group Moving in the Right Direction

- Respondents across stakeholder groups and levels of collaboration gave statistically similar ratings for the extent to which they believe the WBG had moved in the right direction in the last three years.

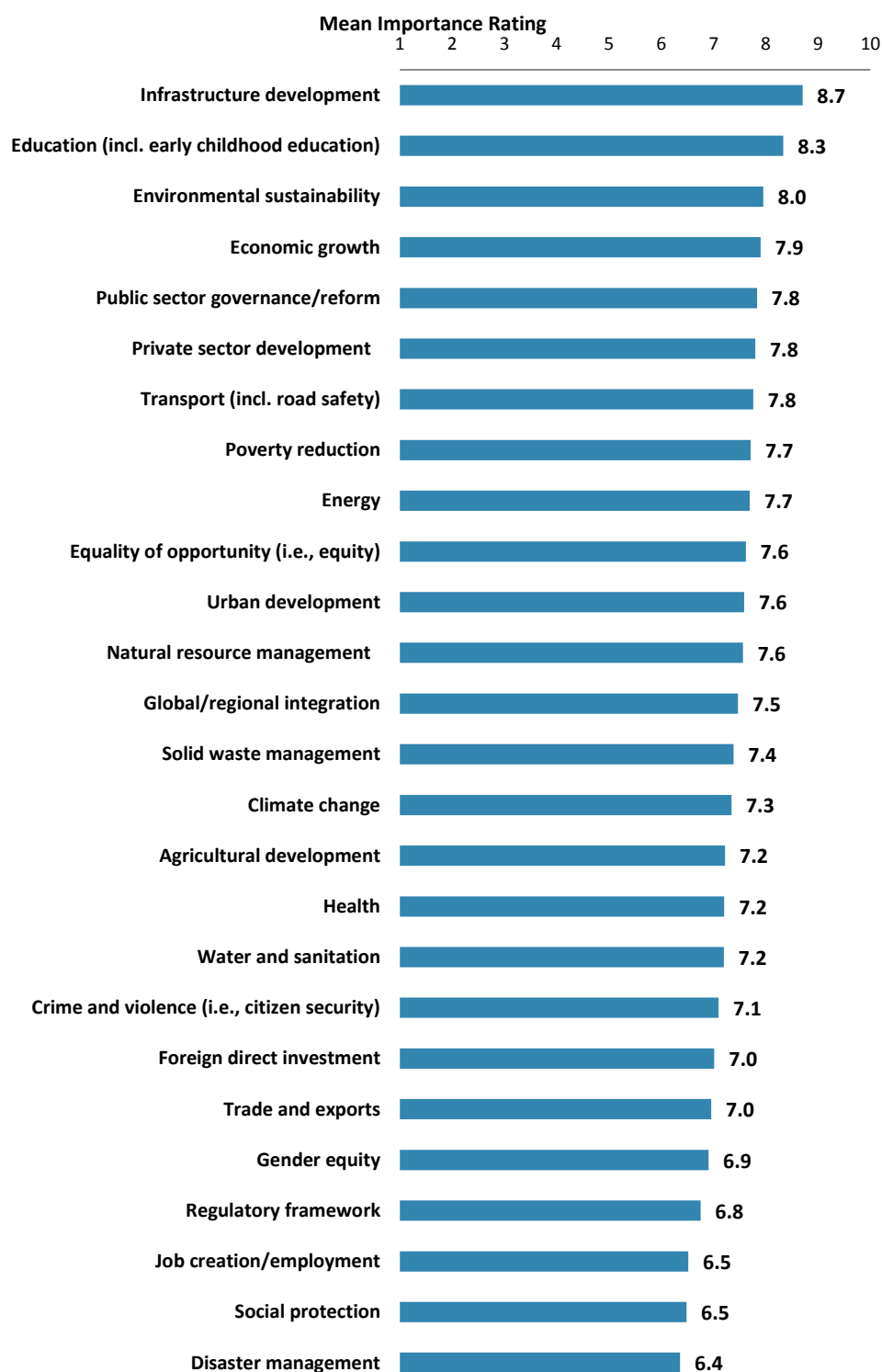


**"In the last three years, to what extent do you believe that the World Bank Group has moved in the right direction in terms of the focus of its work in Uruguay?"**

*(1-"To no degree at all", 10-"To a very significant degree")*

## VI. Sectoral Importance and Effectiveness

### Importance of Sectoral Areas

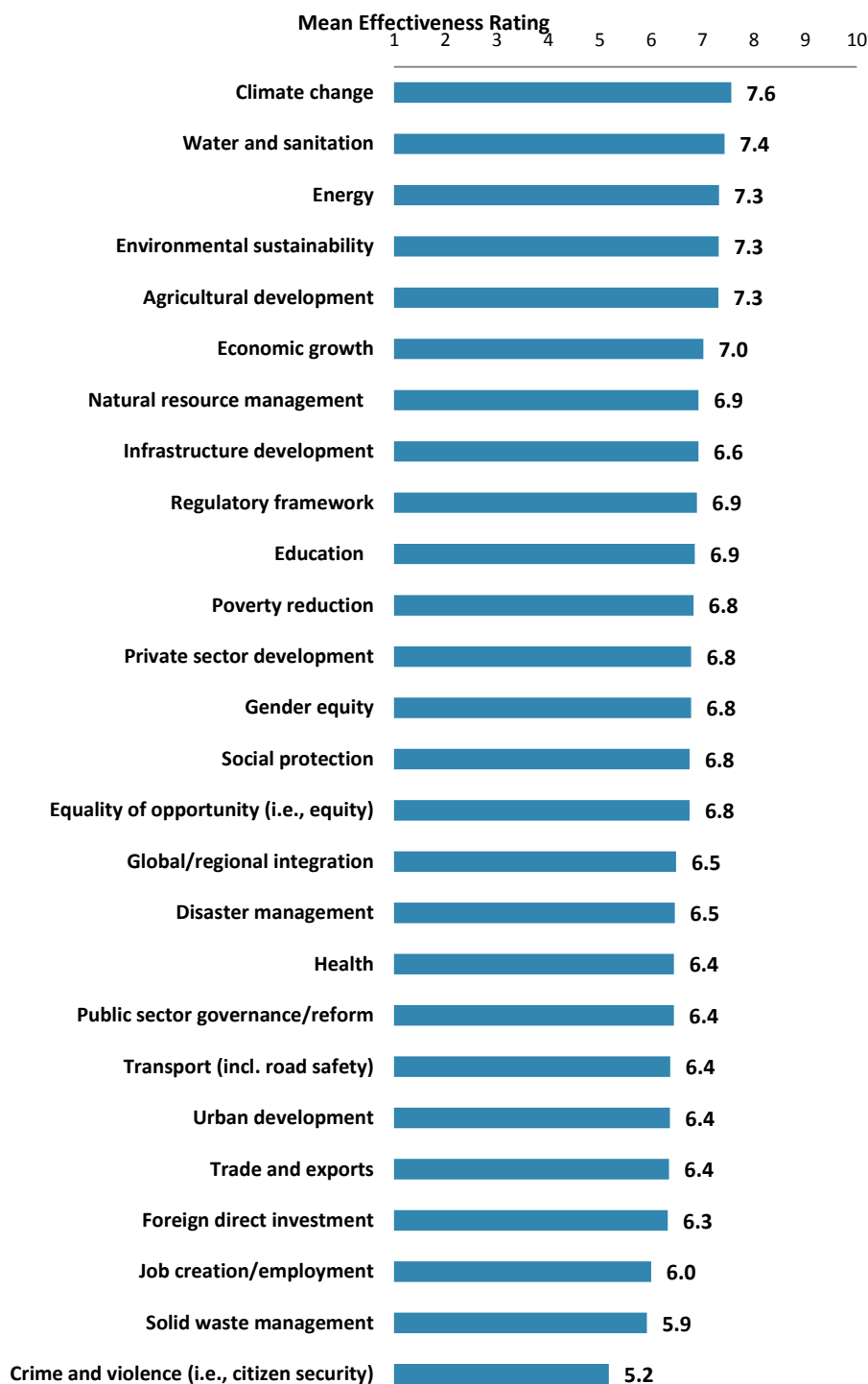


"In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Uruguay?"

(1-"Not important at all", 10-"important")

## VI. Sectoral Importance and Effectiveness (continued)

### Effectiveness of Sectoral Areas



"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Uruguay?"

(1-"Not effective at all", 10-"Very effective")

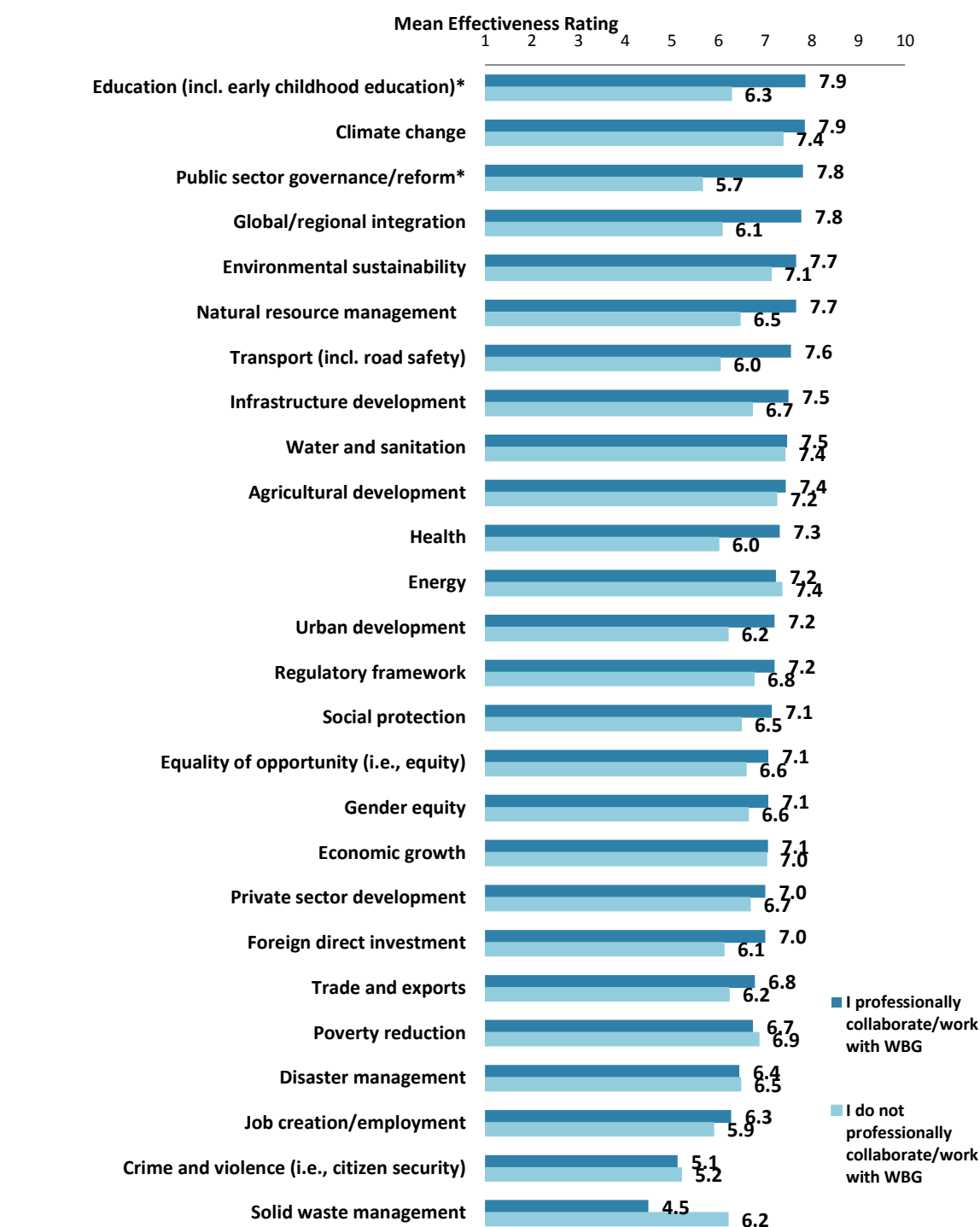
## VI. Sectoral Importance and Effectiveness (continued)

### Effectiveness of Sectoral Areas (continued)

- Respondents across stakeholder groups gave statistically similar ratings for the WBG's effectiveness in all twenty six development areas.
- Respondents who primarily specialize in “*public sector governance/public financial management/anti corruption*” (10% of the sample) gave significantly lower ratings for the WBG's effectiveness in “*water and sanitation*” than respondents from other areas of specialization.
- Note in the Appendix on the sectoral effectiveness (Appendix A, page 51) that primarily informed stakeholders responded to this question. Respondents were given the option of “don't know” if they did not have exposure to the WBG's work in certain development areas.
- Responses across all stakeholder groups can be found in the Appendix.

## VI. Sectoral Importance and Effectiveness (continued)

### Effectiveness of Sectoral Areas (continued)



"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Uruguay?" (1-"Not effective at all", 10-"Very effective")

(\*Significantly different between respondents who do and do not collaborate with the WBG)

## VI. Sectoral Importance and Effectiveness (continued)

### Effectiveness of Sectoral Areas (continued)

- Respondents who professionally collaborate/work with the WBG had significantly higher ratings for the WBG's effectiveness than respondents who do not collaborate in the following development areas.
  - *Education (including early childhood education)*
  - *Public sector governance/reform*

## VI. Sectoral Importance and Effectiveness (continued)

### Drivers of Effectiveness

To determine the key drivers of respondents' ratings of the World Bank Group's overall effectiveness and ratings of its ability to help achieve development results in Uruguay, bivariate correlational analyses were conducted using respondents' ratings of the twenty-six specific areas of effectiveness.

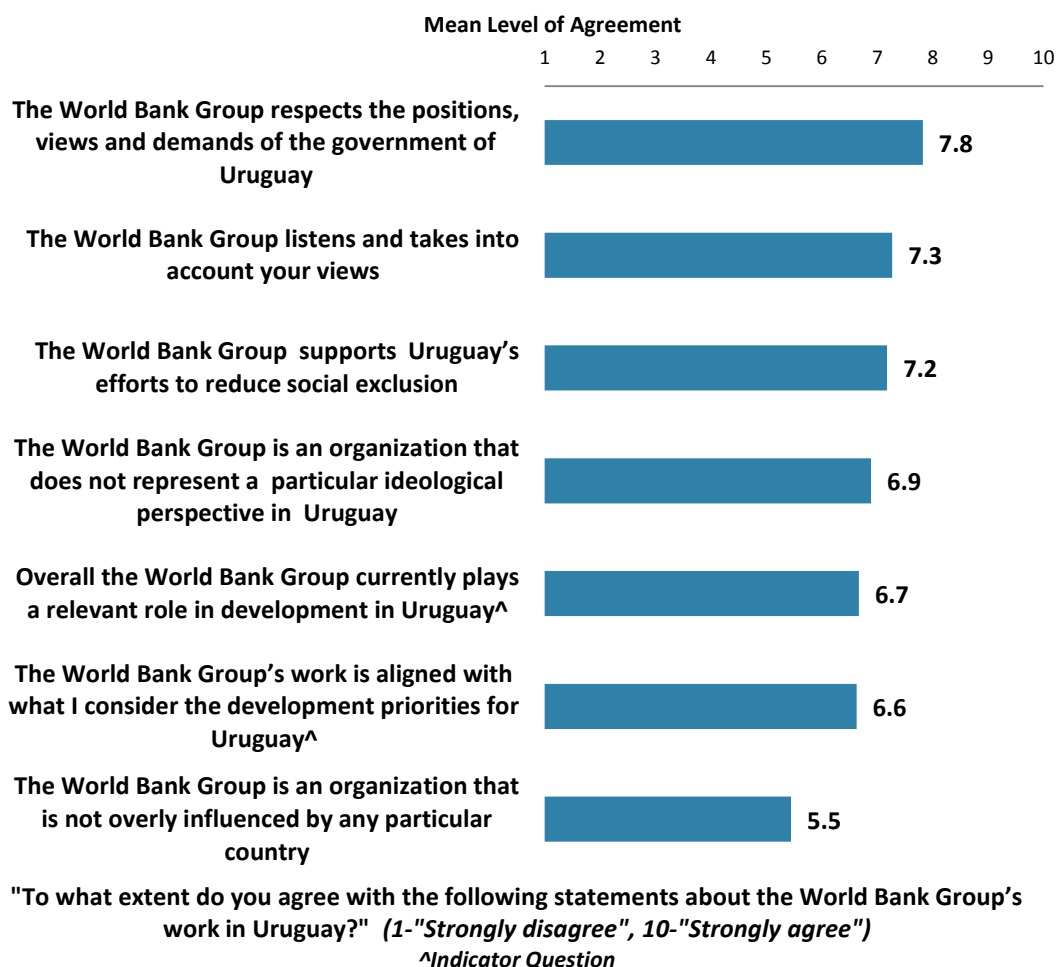
Correlational analyses, however, are not able to tell us exactly what is causing respondents' ratings of the World Bank Group's overall effectiveness or ratings of its ability to help achieve development results. Rather, these analyses tell us that as ratings of effectiveness in one area increase, respondents' ratings of the Bank Group's overall effectiveness increase, or as ratings of effectiveness in one area increase, ratings of the WBG's ability to help achieve development results increase. Thus, it can be inferred that respondents' perceptions of effectiveness in one specific area are related to, or drive, respondents' perceptions of the Bank Group's overall effectiveness or perceptions of the WBG's ability to help achieve development results.

- Overall Effectiveness: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the Bank Group's overall effectiveness, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the Bank Group's overall effectiveness in Uruguay. The areas determined to be key drivers from these analyses were:
  - The WBG's effectiveness at global/regional integration;
  - The WBG's effectiveness at transport;
  - The WBG's effectiveness at health;
  - The WBG's effectiveness at urban development;
  - The WBG's effectiveness at disaster management;
  - The WBG's effectiveness at job creation/employment.
- Achieving Development Results: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the WBG's ability to help achieve development results in Uruguay, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's ability to help achieve development results. The areas determined to be key drivers from these analyses were:
  - The WBG's effectiveness at health;
  - The WBG's effectiveness at transport;
  - The WBG's effectiveness at urban development;
  - The WBG's effectiveness at infrastructure development; and
  - The WBG's effectiveness at environmental sustainability.

## VII. How the World Bank Group Operates

### The World Bank Group's Work in Uruguay

- Respondents across stakeholder groups had statistically similar levels of agreement with all of the statements above.
- Respondents who professionally collaborate/work with WBG tended to have significantly higher levels of agreement with almost all statements (except that *"the World Bank Group currently plays a relevant role in the development in Uruguay"*) compared to respondents who do not professionally collaborate/work with WBG.

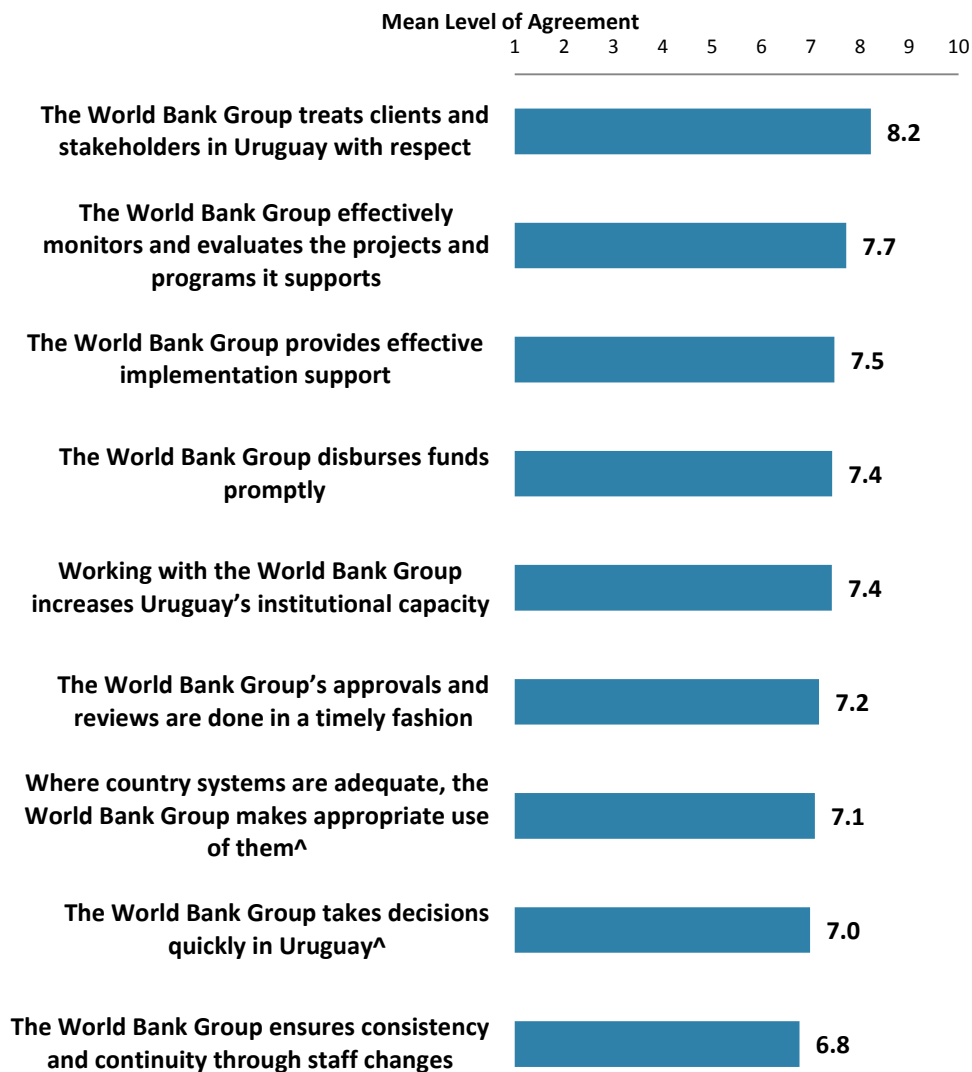




## VII. How the World Bank Group Operates (continued)

### Overall Perceptions

- Respondents across stakeholder groups had statistically similar levels of agreement with all of the following statements.



"To what extent do you agree/disagree with the following statements?"

(1-"Strongly disagree", 10-"Strongly agree")

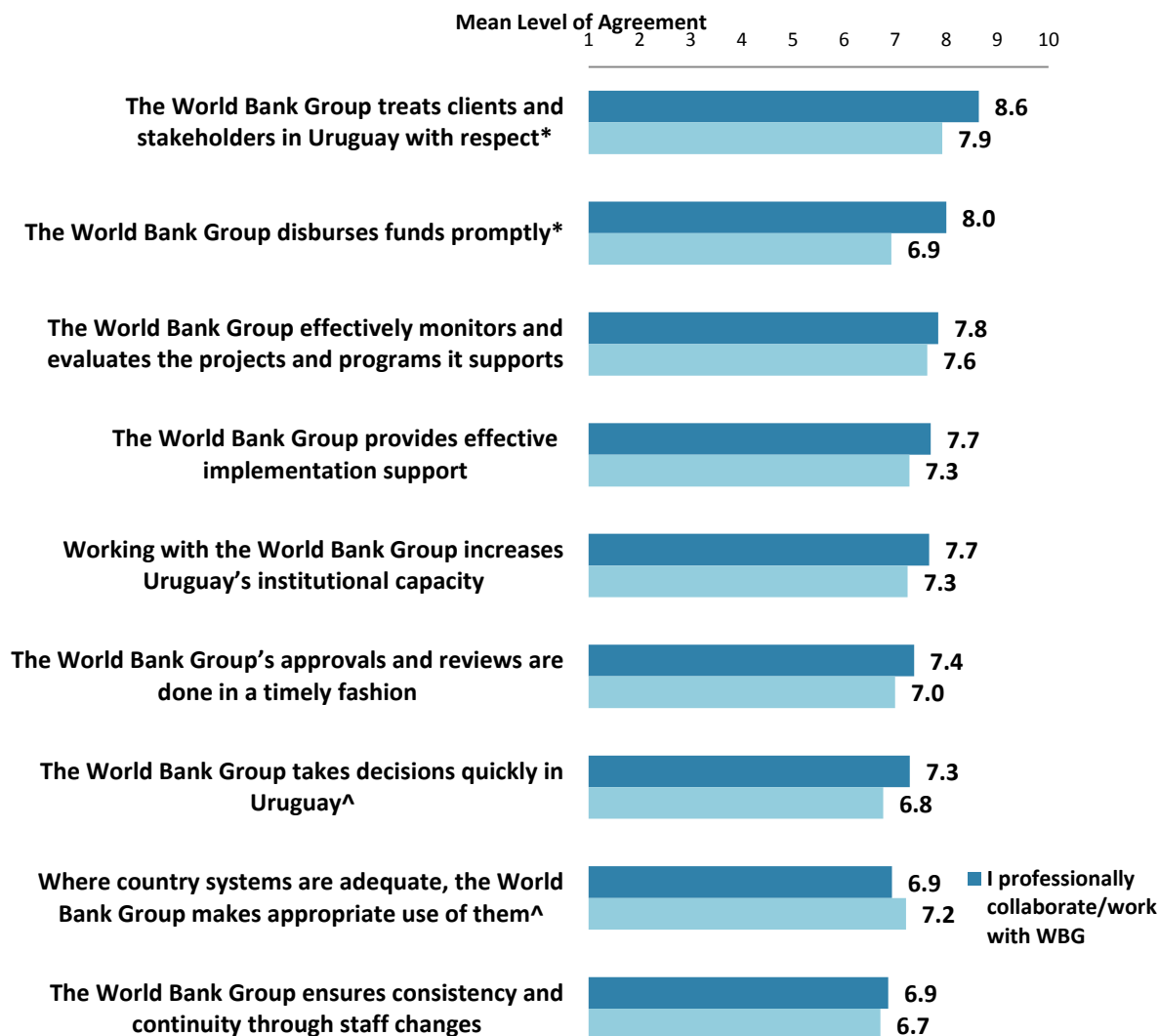
^Indicator Question

## VII. How the World Bank Group Operates (continued)

### Overall Perceptions (continued)

- Respondents who professionally collaborate/work with WBG had significantly higher levels of agreement with two of the statements below compared to respondents who do not collaborate/work with WBG (*indicated with an asterisk below*). These statements are:

- *The WBG treats clients and stakeholders in Uruguay with respect*
- *The WBG disburses funds promptly*



"To what extent do you agree/disagree with the following statements?"

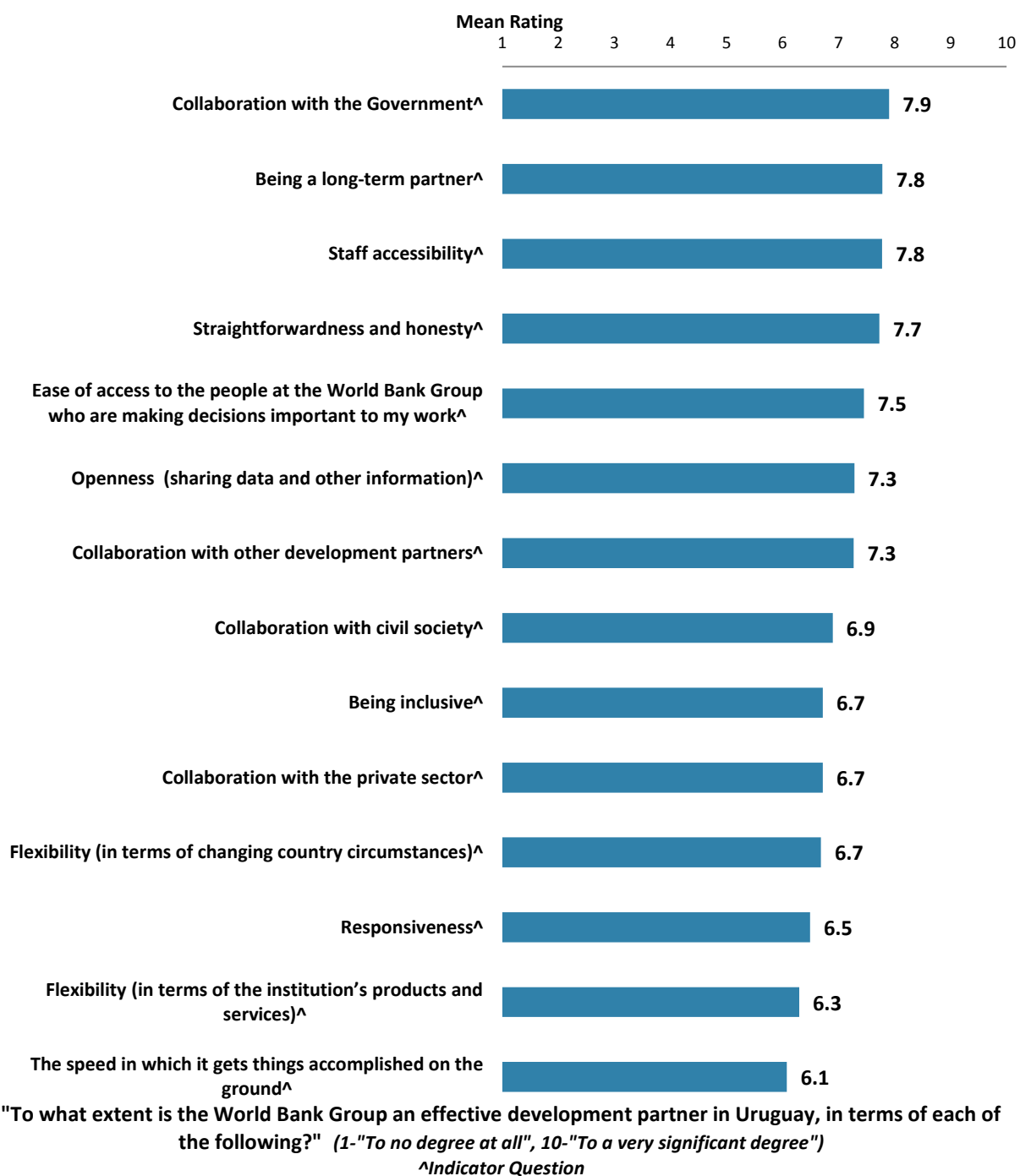
(1-"Strongly disagree", 10-"Strongly agree")

\*Significantly different between respondents who do and do not collaborate/work with WBG

^Indicator Question

## VII. How the World Bank Group Operates (continued)

### The World Bank Group as an Effective Development Partner



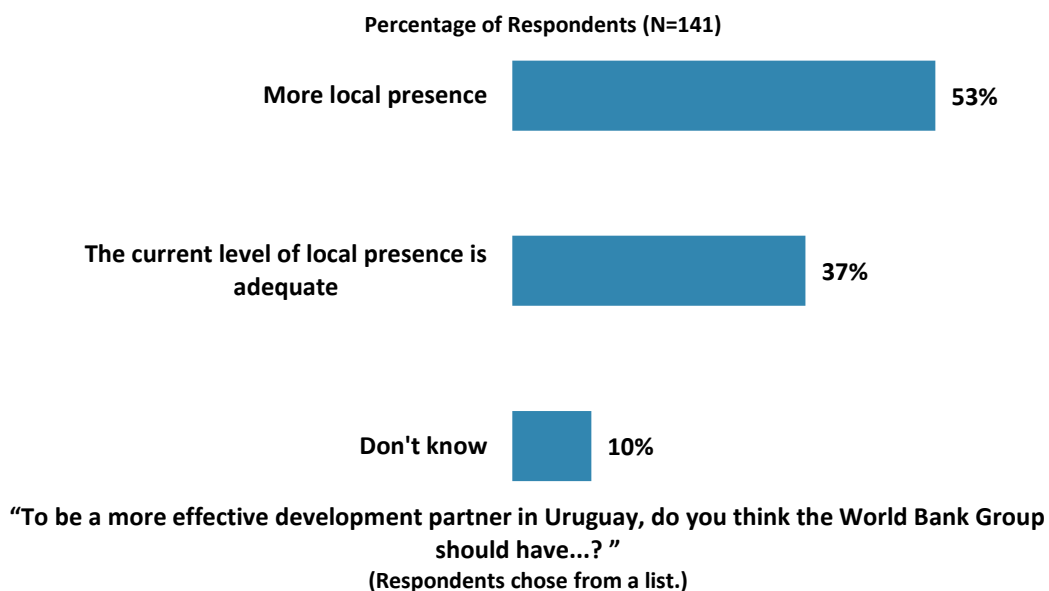
## VII. How the World Bank Group Operates (continued)

### The World Bank Group as an Effective Development Partner (continued)

- Respondents across stakeholder groups gave statistically similar ratings for all of the qualities of the WBG being an effective development partner in Uruguay.
- There were significant differences between respondents who do and do not collaborate with the WBG in their ratings for several qualities of the WBG as an effective development partner. Respondents who professionally collaborate/work with the WBG had significantly higher ratings than those who do not. These qualities include:
  - *Responsiveness*
  - *Flexibility in terms of the institution's products and services*
  - *Inclusiveness*
  - *Staff accessibility*
  - *Straightforwardness and honesty*
  - *Ease of access to the people at the World Bank Group who are making decisions important to my work*
  - *Collaboration with civil society*
  - *Collaboration with the Government*
  - *The speed in which it gets things accomplished on the ground*
  - *Being a long-term partner*

## VII. How the World Bank Group Operates (continued)

### The World Bank Group's Local Presence in Uruguay



## VII. How the World Bank Group Operates (continued)

### Working with IFC

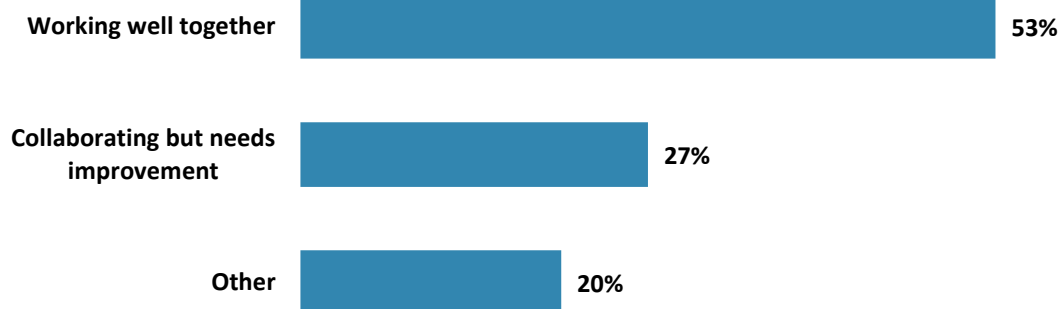
Percentage of Respondents (N=137)



“Do your projects involve both the World Bank and IFC?”

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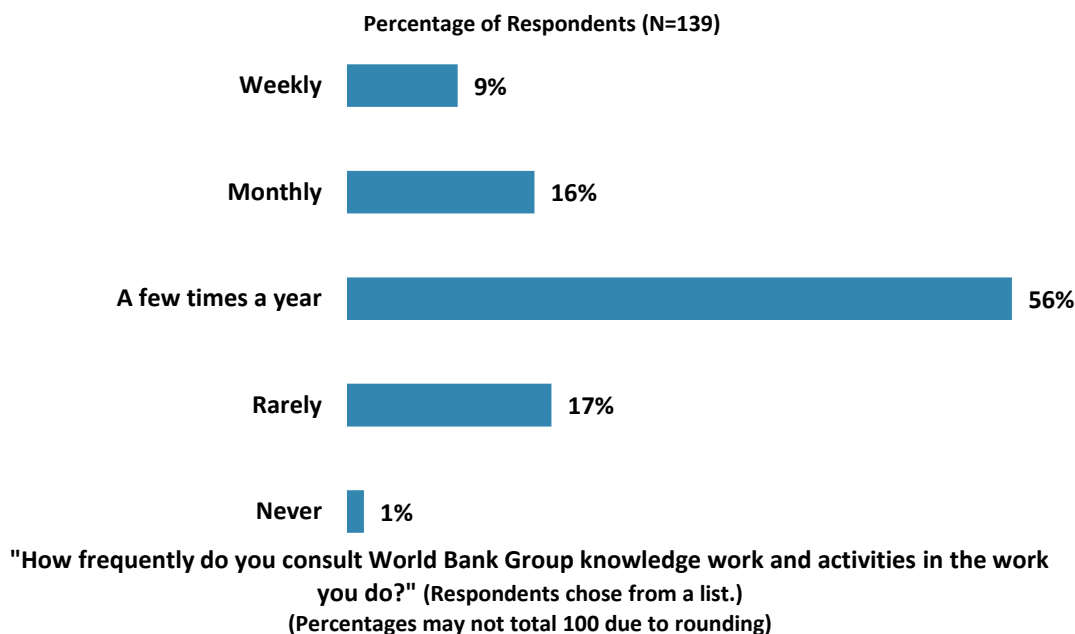
Percentage of Respondents (N=15)



“If yes, what was your view on the two institutions working together in Uruguay?”  
(Respondents chose from a list.)

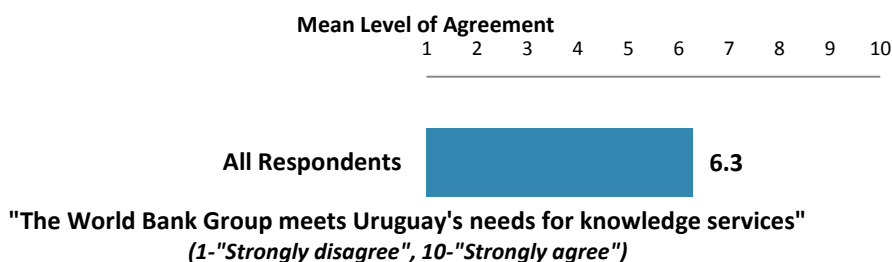
## VIII. World Bank Group's Knowledge and Instruments

### Frequency of Consulting World Bank Group's Knowledge Work and Activities



### Meeting Uruguay's Knowledge Needs (*Indicator Question*)

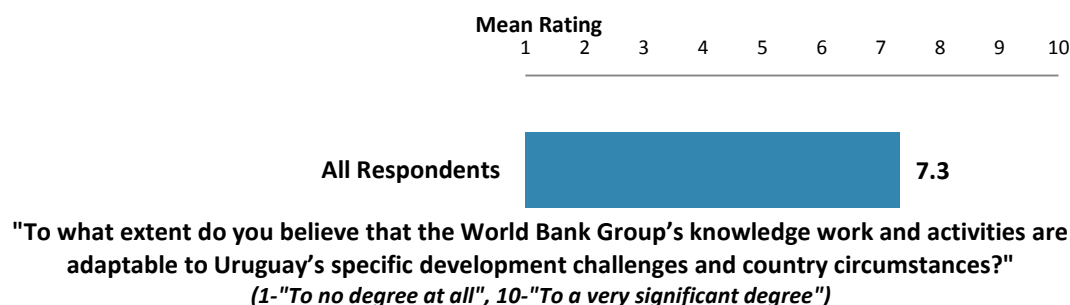
- Respondents across stakeholder groups and levels of collaboration had statistically similar ratings for the levels of agreement that the World Bank Group meets Uruguay's needs for knowledge services.



## VIII. World Bank Group's Knowledge and Instruments (continued)

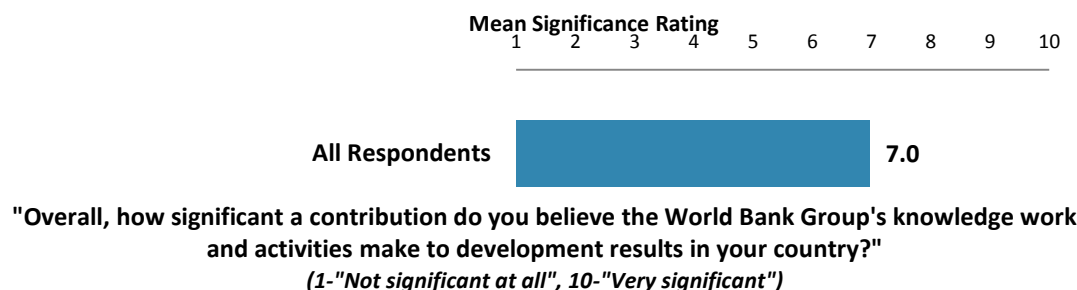
### Adaptability of the WBG's Knowledge Work and Activities

- Respondents across stakeholder groups and levels of collaboration had statistically similar ratings for the adaptability of the WBG's knowledge work and activities to Uruguay's specific development challenges and country circumstances.



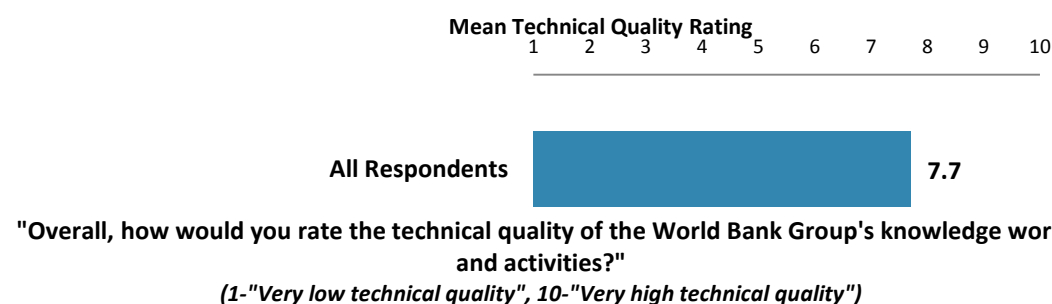
### Contribution of the WBG's Knowledge Work and Activities (Indicator Question)

- Respondents across stakeholder groups and levels of collaboration had statistically similar ratings for the significance of the contribution that the WBG's knowledge work and activities make to development results in Uruguay.



### Technical Quality of the WBG's Knowledge Work and Activities (Indicator Question)

- Respondents across stakeholder groups and geographic locations gave statistically similar ratings for the technical quality of the WBG's knowledge work and activities.





## VIII. World Bank Group's Knowledge and Instruments (continued)

### Combination of World Bank Group Services

- Respondents across stakeholder groups had statistically similar ratings for the extent the combination of the WBG's financial, knowledge, and convening services meets the national development needs of Uruguay.
- Respondents who professionally collaborate/work with the WBG had significantly higher ratings for the extent the combination of the WBG's financial, knowledge, and convening services meets the national development needs of Uruguay, compared to those who do not collaborate/work with the WBG.



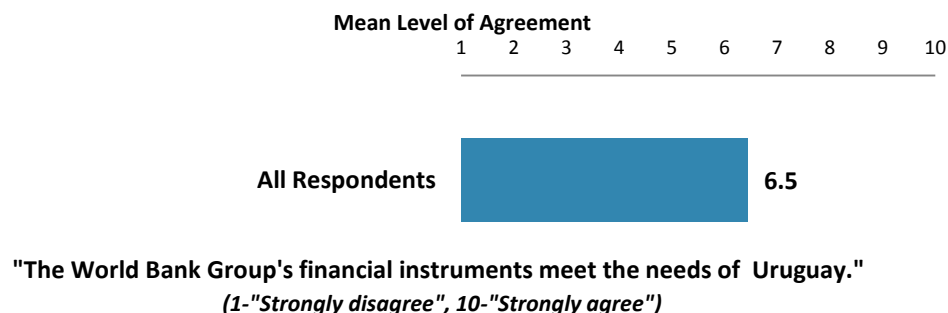
**"When considering the national development needs in Uruguay, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides in Uruguay meet the national development needs of Uruguay?"**

*(1-"To no degree at all", 10-"To a very significant degree")*

## VIII. World Bank Group's Knowledge and Instruments (continued)

### Meeting Uruguay's Needs for Financial Instruments (*Indicator Question*)

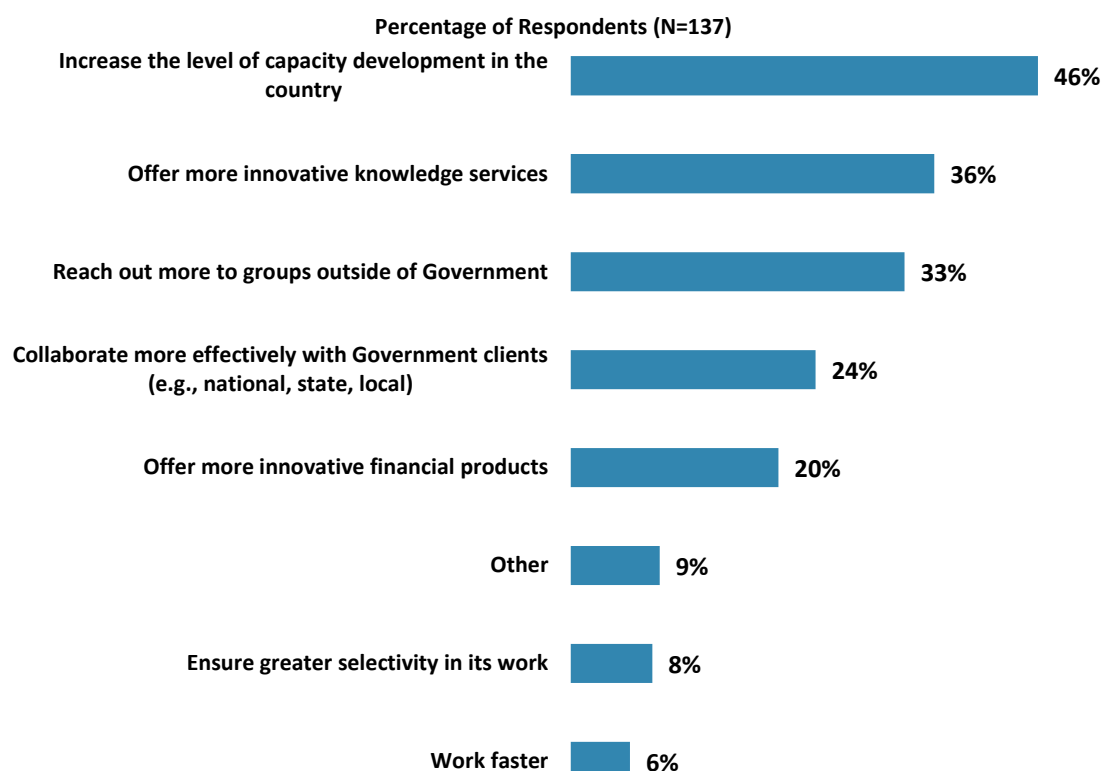
- Respondents across stakeholder groups had statistically similar levels of agreement that the World Bank Group's financial instruments meet Uruguay's needs.
- Respondents who professionally collaborate/work with the WBG had significantly higher levels of agreement that the World Bank Group's financial instruments meet Uruguay's needs than respondents who do not collaborate with the institution.



## IX. The Future Role of the World Bank Group in Uruguay

### Making the World Bank Group of Greater Value

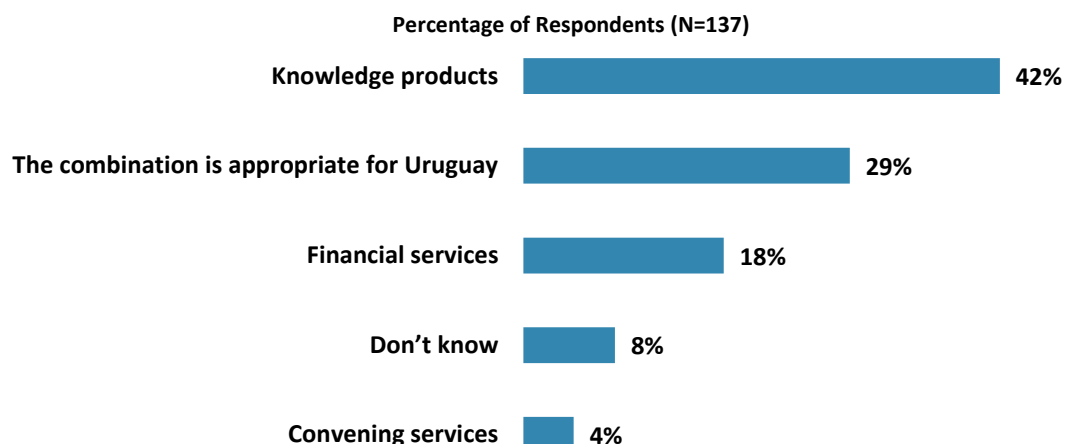
- Respondents from the private sector/financial sector/private banks and CSOs were significantly more likely to indicate that the WBG should “*reach out to more groups outside the Government*” than respondents from other stakeholder groups.



"Which of the following SHOULD the World Bank Group do to make itself of greater value in Uruguay?  
(Choose no more than TWO)" (Respondents chose from a list. Responses combined.)

## IX. The Future Role of the World Bank Group in Uruguay (continued)

### World Bank Group's Services in Uruguay



"When considering the combination of services that the World Bank Group offers in Uruguay, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Uruguay?"  
(Respondents chose from a list.)

### Future Role of International Development in Uruguay

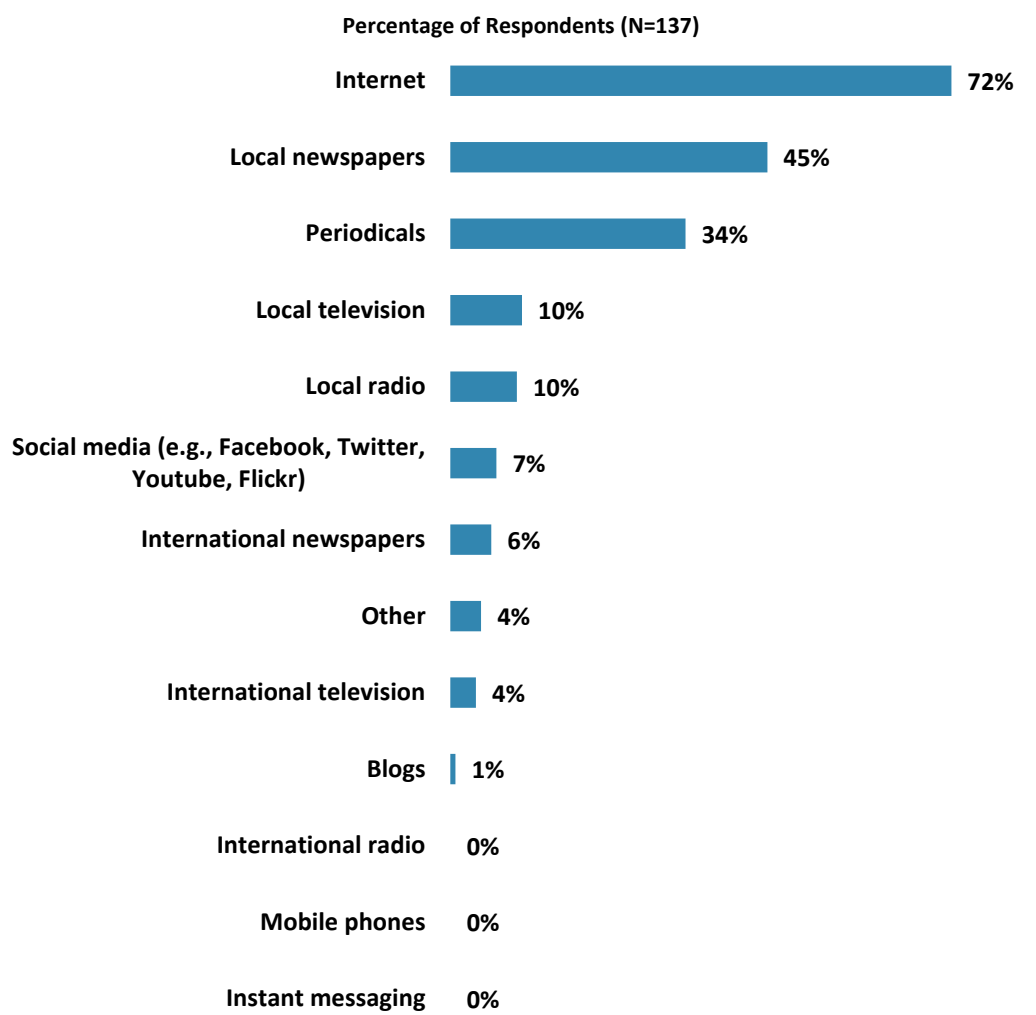
- Respondents from the media gave significantly lower ratings for the significance of the role of international development cooperation in Uruguay's development in the near future than any other stakeholder groups.
- Respondents who collaborate with the World Bank Group gave significantly higher ratings for the significance of the role of international development cooperation in Uruguay's development in the near future than those who do not collaborate.



"How significant a role do you believe that international development cooperation (e.g., range of donors and partners) SHOULD play in Uruguay's development in the near future?"  
(1-"Not a significant role at all", 10-"Very significant role")

## X. Communication and Openness

### General Information Sources

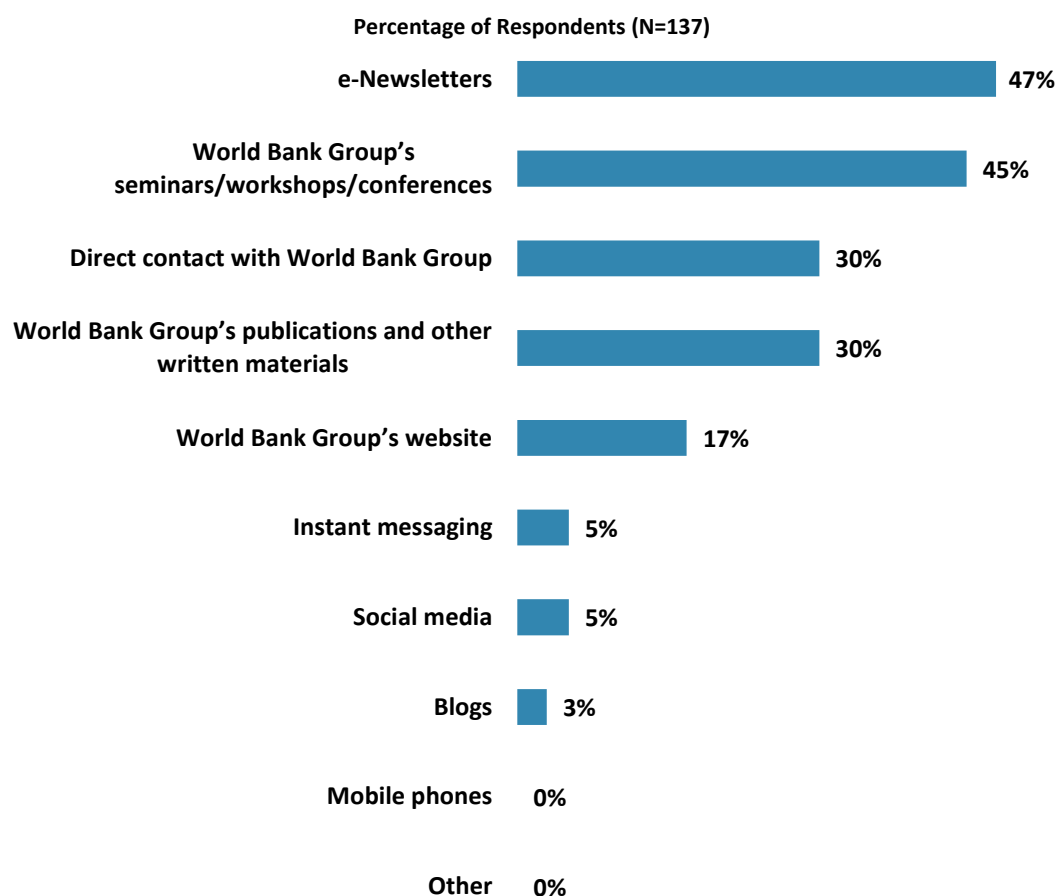


"How do you get most of your information about economic and social development issues in Uruguay? (Choose no more than TWO)"  
(Respondents chose from a list. Responses combined.)

## X. Communication and Openness (continued)

### Preferred Information Sources

- Respondents from PMUs and consultants/contractors working on WBG projects were most likely to prefer to receive information from the WBG through seminars/workshops/conferences, whereas respondents from the office of President/Prime Minister were significantly less likely to indicate it.
- Respondents who professionally collaborate with the WBG were significantly more likely to prefer to receive information from the WBG through the WBG website than respondents who do not collaborate with the organization.



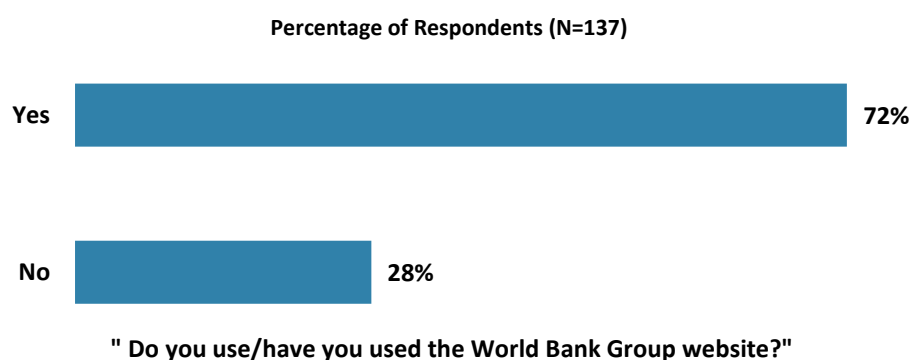
"How would you prefer to receive information from the World Bank Group?"

(Choose no more than TWO)"

(Respondents chose from a list. Responses combined.)

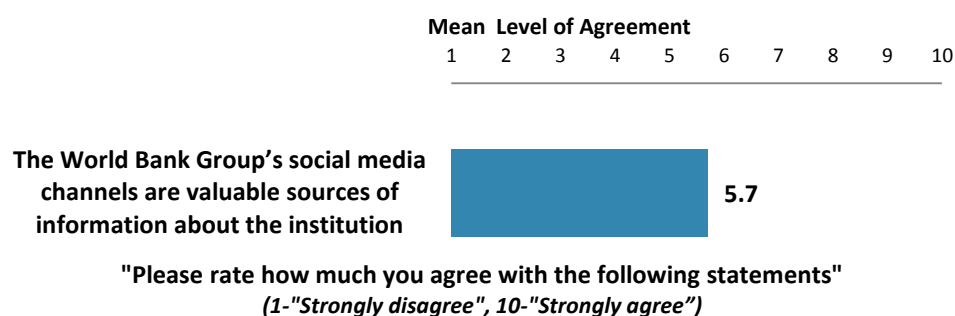
## X. Communication and Openness (continued)

### Website Usage



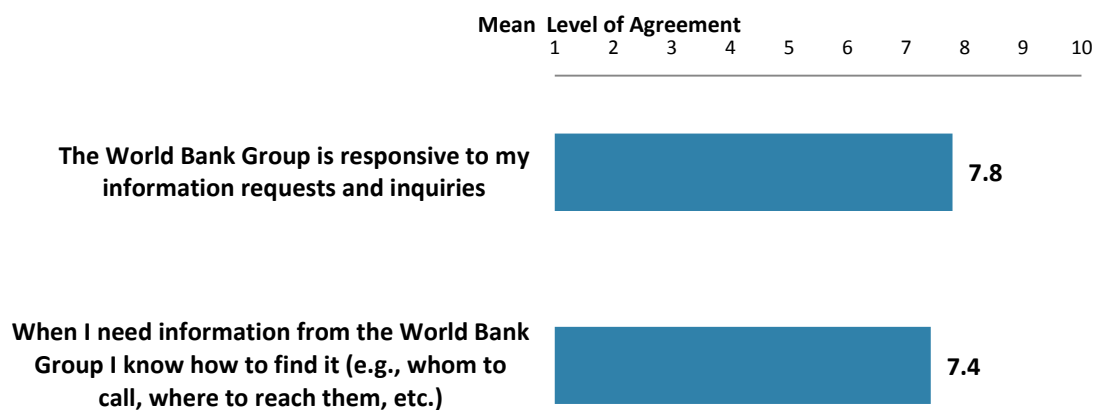
### Evaluation of WBG's Social Media Channels

- Respondents who professionally collaborate with the WBG had significantly higher levels of agreement that *"the World Bank Group's social media channels are valuable sources of information about the institution,"* compared to respondents who do not collaborate with the organization.



## X. Communication and Openness (continued)

### Information Sharing



"Please rate how much you agree with the following statements"  
(1-"Strongly disagree", 10-"Strongly agree")



## XI. Appendices

A. Responses to All Questions across All Respondents .....	49
B. Responses to All Questions by Stakeholder Groups .....	60
C. Responses to All Questions by Levels of Collaboration.....	75
D. Indicator Questions as a Function of Exposure to the WBG .....	86
E. Indicator Questions by Stakeholder Groups .....	87
F. WBG Country Opinion Survey FY 14 – Uruguay Questionnaire ....	88

### Uruguay



## Appendix A: Responses to All Questions across All Respondents (N=156)

All rating scale questions are presented with the total number of respondents that provided a rating (N), the number of respondents who indicated that they "Don't know" (DK), the mean rating across all respondents (Mean), and the standard deviation of this mean (SD). Indicator questions are noted with an asterisk (\*).

### A. General Issues Facing Uruguay

<b>1. In general would you say that Uruguay is headed in ... ?</b>	<b>Percentage of Respondents (N=148)</b>
The right direction	78.4%
The wrong direction	8.8%
Not sure	12.8%

<b>2. Listed below are a number of development priorities in Uruguay. Please identify which of the following you consider the most important development priorities in Uruguay? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=156)</b>
Education	65.4%
Infrastructure development	64.1%
Public sector governance/reform	34.6%
Social protection	23.1%
Crime and violence	18.6%
Private sector development	14.1%
Poverty reduction	14.1%
Equality of opportunity	12.8%
Global/regional integration	10.9%
Environmental sustainability	9.6%
Economic growth	8.3%
Natural resource management	5.1%
Job creation/employment	4.5%
Health	4.5%
Climate change	4.5%
Transport	3.8%
Energy	2.6%
Gender equity	2.6%
Agricultural development	1.9%
Foreign direct investment	1.9%
Water and sanitation	1.3%
Regulatory framework	1.3%
Disaster management	0.6%
Urban development	0.6%
Solid waste management	0.6%
Trade and exports	0.0%

**A. General Issues Facing Uruguay (continued)**

<b>3. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Uruguay? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=154)</b>
Education	79.9%
Equality of opportunity	35.1%
Economic growth	35.1%
Job creation/employment	31.8%
Social protection	22.1%
Public sector governance/reform	14.3%
Private sector development	11.7%
Health	11.7%
Infrastructure development	11.7%
Gender equity	9.1%
Urban development	6.5%
Crime and violence	6.5%
Global/regional integration	3.9%
Transport	3.2%
Agricultural development	2.6%
Trade and exports	2.6%
Regulatory framework	1.9%
Solid waste management	1.3%
Water and sanitation	1.3%
Foreign direct investment	0.6%
Environmental sustainability	0.6%
Natural resource management	0.6%
Climate change	0.0%
Energy	0.0%
Disaster management	0.0%

<b>4. The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "Shared Prosperity" in Uruguay, which of the following TWO best illustrate how this would be achieved in Uruguay? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=154)</b>
Consistent economic growth	39.0%
Better employment opportunities for young people	33.1%
Better quality public services	26.6%
More reliable social safety net	20.1%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	16.2%
Better opportunity for the poor who live in urban areas	14.9%
Better employment opportunities for women	11.7%
Other	9.7%
Greater access to micro-finance for the poor	9.1%
Greater voice and participation for citizens to help ensure greater accountability	8.4%
Better opportunity for the poor who live in rural areas	4.5%

**B. Overall Attitudes toward the World Bank Group**

<b>How familiar are you with the work of these organizations in Uruguay?</b> <i>(1-Not familiar at all, 10-Extremely familiar)</i>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. World Bank (WB/BM)	152	0	7.17	1.94
2. Inter-American Development Bank (IDB/BID)	150	0	7.09	2.09
3. Latin American Development Bank (CAF)	148	0	4.71	2.90

<b>Overall, please rate your impression of the effectiveness of these organizations in Uruguay.</b> <i>(1-Not effective at all, 10-Extremely effective)</i>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
4. World Bank (WB/BM)*	144	10	7.08	1.76
5. Inter-American Development Bank (IDB/BID)*	142	12	7.32	1.64
6. Latin American Development Bank (CAF)*	86	68	6.21	2.10

<b>Staff Preparedness*</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
7. To what extent do you believe the World Bank Group's staff is well prepared to help solve Uruguay's most complicated development challenges? <i>(1-To no degree at all, 10-To a very significant degree)</i>	137	17	7.63	1.58

<b>8. When thinking about how the World Bank Group can have the most impact on development results in Uruguay, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Uruguay? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=154)</b>
Education	68.2%
Infrastructure development	53.2%
Public sector governance/reform	26.0%
Private sector development	15.6%
Poverty reduction	12.3%
Equality of opportunity	11.7%
Crime and violence	10.4%
Global/regional integration	8.4%
Health	7.8%
Economic growth	7.8%
Regulatory framework	7.1%
Environmental sustainability	6.5%
Job creation/employment	6.5%
Agricultural development	5.8%
Natural resource management	5.2%
Water and sanitation	4.5%
Climate change	3.2%
Urban development	2.6%
Transport	2.6%
Trade and exports	2.6%
Gender equity	1.9%
Energy	1.9%
Social protection	1.9%
Foreign direct investment	1.3%
Solid waste management	1.3%
Disaster management	0.0%

**B. Overall Attitudes toward the World Bank Group (continued)**

9. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Uruguay?	Percentage of Respondents (N=138)		
	Greatest Value	2 <sup>nd</sup> Greatest Value	Combined
Financial resources	39.9%	25.4%	65.2%
Technical assistance	24.6%	26.8%	51.4%
Policy advice, studies, analyses	25.4%	23.2%	48.6%
Linkage to non-Bank expertise	7.2%	13.8%	21.0%
Convening/facilitating	10.1%	10.1%	20.3%
Data	10.1%	7.2%	17.4%
Other	0.0%	1.4%	1.4%

10. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Uruguay? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=144)
Not enough public disclosure of its work	22.2%
Don't know	22.2%
Too bureaucratic in its operational policies and procedures	20.1%
World Bank Group's processes too complex	18.8%
Not exploring alternative policy options	11.1%
World Bank Group's processes too slow	11.1%
Too influenced by developed countries	9.0%
Not adequately sensitive to political/social realities in Uruguay	8.3%
Imposing technocratic solutions without regard to political realities	8.3%
Not collaborating enough with non-state actors	7.6%
Other	7.6%
Not willing to honestly criticize policies and reform efforts in the country	4.9%
Staff too inaccessible	2.1%
The credibility of its knowledge/data	1.4%
Not aligned with country priorities	0.7%
Arrogant in its approach	0.7%

To what extent do you agree with the following statements about the World Bank Group's work in Uruguay? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
11. Overall the World Bank Group currently plays a relevant role in development in Uruguay*	133	11	6.67	1.84
12. The World Bank Group's work is aligned with what I consider the development priorities for Uruguay*	129	15	6.63	1.78
13. The World Bank Group supports Uruguay's efforts to reduce social exclusion	128	16	7.18	1.67
14. The World Bank Group treats clients and stakeholders in Uruguay with respect	135	9	8.22	1.55
15. The World Bank Group is an organization that does not represent a particular ideological perspective in Uruguay	135	9	6.89	2.58
16. The World Bank Group is an organization that is not overly influenced by any particular country	123	21	5.45	2.74
17. The World Bank Group respects the positions, views and demands of the government of Uruguay	135	16	7.82	1.78
18. The World Bank Group listens and takes into account your views	125	26	7.27	2.26

**B. Overall Attitudes toward the World Bank Group (continued)**

Combination of services	N	DK	Mean	SD
19. When considering the national development needs in Uruguay, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides in Uruguay meet the national development needs of Uruguay? (1-To no degree at all, 10-To a very significant degree)	128	18	6.79	1.60

To what extent is the World Bank Group an effective development partner in Uruguay, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
20. Responsiveness*	114	31	6.49	1.77
21. Flexibility (in terms of the institution's products and services)*	111	34	6.30	1.87
22. Flexibility (in terms of changing country circumstances)*	115	30	6.69	1.73
23. Being inclusive*	114	31	6.72	1.70
24. Openness*	130	15	7.28	1.67
25. Staff accessibility*	131	14	7.78	1.67
26. Straightforwardness and honesty*	125	20	7.73	1.92
27. Ease of access to the people at the World Bank Group who are making decisions important to my work*	121	24	7.45	2.01
28. Collaboration with civil society*	106	39	6.90	1.77
29. Collaboration with the Government*	121	24	7.90	1.42
30. Collaboration with other development partners*	92	53	7.27	1.80
31. Collaboration with the private sector*	92	53	6.72	2.02
32. The speed in which it gets things accomplished on the ground*	113	32	6.08	1.96
33. Being a long-term partner*	116	29	7.78	1.67

34. To be a more effective development partner in Uruguay, do you believe that the World Bank Group should have...? (Select only ONE response)	Percentage of Respondents (N=141)
More local presence	53.2%
The current level of local presence is adequate	36.9%
Don't know	9.9%

**C. World Bank Group's Effectiveness and Results**

1. In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Uruguay? (1-Not important at all, 10-Very important)	Importance			
	N	DK	Mean	SD
1. Infrastructure development	135	10	8.70	1.63
2. Health	131	14	7.21	2.07
3. Education (incl. early childhood education)	137	7	8.34	1.85
4. Equality of opportunity (i.e., equity)	134	10	7.62	1.96
5. Environmental sustainability	133	11	7.95	1.65
6. Economic growth	131	13	7.90	2.06
7. Crime and violence (i.e., citizen security)	121	23	7.10	2.20
8. Regulatory framework	122	22	6.75	2.35
9. Poverty reduction	128	15	7.71	1.93
10. Gender equity	127	17	6.91	2.06
11. Private sector development (e.g., competitiveness, innovation)	130	14	7.80	1.90
12. Water and sanitation	131	13	7.20	2.17
13. Trade and exports	124	20	6.96	2.03
14. Energy	128	16	7.70	1.83
15. Disaster management	119	25	6.36	2.49
16. Public sector governance/reform	131	13	7.83	2.11
17. Job creation/employment	127	17	6.52	2.23
18. Social protection	126	18	6.48	2.34
19. Climate change	128	16	7.34	2.11
20. Agricultural development	130	14	7.22	2.21
21. Natural resource management (e.g., oil, gas, mining)	126	18	7.56	2.32
22. Transport (incl. road safety)	126	18	7.76	2.07
23. Global/regional integration	130	14	7.47	1.92
24. Foreign direct investment	126	18	7.02	2.07
25. Solid waste management	124	20	7.39	2.22
26. Urban development	124	20	7.59	2.04

**C. World Bank Group's Effectiveness and Results (continued)**

2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Uruguay? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Infrastructure development	62	78	6.92	2.32
2. Health	45	95	6.44	2.55
3. Education (incl. early childhood education)	60	80	6.85	2.46
4. Equality of opportunity (i.e., equity)	44	96	6.75	2.60
5. Environmental sustainability	54	86	7.31	2.06
6. Economic growth	58	82	7.02	2.06
7. Crime and violence (i.e., citizen security)	28	112	5.18	2.93
8. Regulatory framework	45	95	6.89	2.31
9. Poverty reduction	62	78	6.82	2.47
10. Gender equity	45	95	6.78	2.35
11. Private sector development	50	90	6.78	2.07
12. Water and sanitation	58	82	7.43	1.95
13. Trade and exports	40	100	6.35	2.85
14. Energy	47	93	7.32	2.01
15. Disaster management	26	114	6.46	2.76
16. Public sector governance/reform	59	81	6.44	2.51
17. Job creation/employment	38	102	6.00	2.74
18. Social protection	44	96	6.75	2.36
19. Climate change	52	88	7.56	2.40
20. Agricultural development	52	88	7.31	2.40
21. Natural resource management (e.g., oil, gas, mining)	39	101	6.92	2.74
22. Transport (incl. road safety)	43	97	6.37	2.61
23. Global/regional integration	37	103	6.49	2.77
24. Foreign direct investment	34	106	6.32	2.61
25. Solid waste management	24	116	5.92	2.59
26. Urban development	30	110	6.37	2.54

Achieving Development Results*	N	DK	Mean	SD
3. To what extent does the World Bank Group's work help to achieve development results in Uruguay?* (1-To no degree at all, 10-To a very significant degree)	118	21	6.52	1.68

To what extent do you agree with the following statements about the World Bank Group in Uruguay? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
4. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Uruguay*	119	20	6.45	1.77
5. The World Bank Group meets Uruguay's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	121	18	6.29	1.94



**D. The World Bank Group's Knowledge Work and Activities**

1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	Percentage of Respondents (N=139)			
Weekly	9.4%			
Monthly	15.8%			
A few times a year	56.1%			
Rarely	17.3%			
Never	1.4%			
Overall Evaluations	N	DK	Mean	SD
2. To what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Uruguay's specific development challenges and country circumstances? (1-To no degree at all, 10-To a very significant degree)	129	10	7.32	1.62
3. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?* (1-Not significant at all, 10-Very significant)	124	15	6.97	1.61
4. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?* (1-Very low technical quality, 10-Very high technical quality)	130	9	7.72	1.49
5. Have you read/consulted any World Bank Group Reports: [Economic Mobility and the Rise of the Latin American Middle Class]?	Percentage of Respondents (N=139)			
Yes	31.7%			
No	68.3%			
Value of World Bank Group Reports	N	DK	Mean	SD
6. To what extent do you believe this Flagship Report raised substantive new information and insight that you were not aware of prior to reading? (1-To no degree at all, 10-To a very significant degree)	41	0	7.41	1.34
7. To what extent do you believe this Flagship Report provided you with useful information in terms of the work you do? (1-To no degree at all, 10-To a very significant degree)	41	0	7.32	1.81

**E. Working with the World Bank Group**

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
1. The World Bank Group disburses funds promptly*	80	57	7.44	2.30
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	104	33	7.72	1.76
3. The World Bank Group's approvals and reviews are done in a timely fashion	92	45	7.17	1.98
4. The World Bank Group takes decisions quickly in Uruguay	90	47	6.99	2.04
5. Working with the World Bank Group increases Uruguay's institutional capacity	102	35	7.43	1.72
6. The World Bank Group ensures consistency and continuity through staff changes	86	51	6.78	2.03
7. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	70	67	7.09	2.00
8. The World Bank Group provides effective implementation support (i.e., supervision of projects)	89	48	7.48	1.95

**F. Recent Trends and the Future Role of the World Bank Group in Uruguay**

<b>World Bank Group Moving in the Right Direction</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. In the last three years, to what extent do you believe that the World Bank Group has moved in the right direction in terms of the focus of its work in Uruguay? (1-To no degree at all, 10-To a very significant degree)	104	4	7.26	1.95

<b>Role of International Development Cooperation</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
2. How significant a role do you believe that international development cooperation (e.g., range of donors and partners) SHOULD play in Uruguay's development in the near future? (1-Not a significant role at all, 10-Very significant role)	133	4	8.10	1.49

<b>3. Which of the following SHOULD the World Bank Group do to make itself of greater value in Uruguay? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=137)</b>
Increase the level of capacity development in the country	46.0%
Offer more innovative knowledge services	35.8%
Reach out more to groups outside of Government	32.8%
Collaborate more effectively with Government clients (e.g., national, state, local)	24.1%
Offer more innovative financial products	20.4%
Other	8.8%
Ensure greater selectivity in its work	8.0%
Work faster	5.8%

<b>4. When considering the combination of services that the World Bank Group offers in Uruguay, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Uruguay? (Select only ONE response)</b>	<b>Percentage of Respondents (N=137)</b>
Knowledge products	41.6%
The combination is appropriate for Uruguay	28.5%
Financial services	17.5%
Don't know	8.0%
Convening services	4.4%

**G. Communication and Information Sharing**

<b>1. How do you get most of your information about economic and social development issues in Uruguay? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=137)</b>
Internet	71.5%
Local newspapers	45.3%
Periodicals	33.6%
Local television	10.2%
Local radio	9.5%
Social media (e.g., Facebook, Twitter, Youtube, Flickr)	6.6%
International newspapers	5.8%
Other	4.4%
International television	3.6%
Blogs	0.7%
International radio	0.0%
Mobile phones	0.0%
Instant messaging	0.0%

**G. Communication and Information Sharing (continued)**

<b>2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=137)</b>
e-Newsletters	47.4%
World Bank Group's seminars/workshops/conferences	44.5%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	29.9%
World Bank Group's publications and other written materials	29.9%
World Bank Group's website	16.8%
Instant messaging	5.1%
Social media (e.g., Facebook, Twitter, Youtube, Flickr)	5.1%
Blogs	2.9%
Mobile phones	0.0%
Other	0.0%

<b>3. Do you use/have you used the World Bank Group's website?</b>	<b>Percentage of Respondents (N=137)</b>
Yes	72.3%
No	27.7%

<b>Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)</b>	<b>Level of Agreement</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
4. When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.)	133	4	7.42	2.34
5. The World Bank Group's social media channels (e.g., Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution	82	55	5.71	2.64
6. The World Bank Group is responsive to my information requests and inquiries	111	26	7.79	2.01

**H. Background Information**

<b>1. Which of the following best describes your current position? (Please mark only ONE response)</b>	<b>Percentage of Respondents (N=137)</b>
Academia/Research Institute/Think Tank	16.8%
Project Management Unit (PMU) overseeing implementation of project	12.4%
Other	10.2%
Employee of a Ministry, Ministerial Department or Implementation Agency	9.5%
Private Sector Organization	9.5%
Media (Press, Radio, TV, Web, etc.)	8.8%
Office of Minister	8.0%
Independent Government Institution	6.6%
Consultant/Contractor working on World Bank Group supported project/program	4.4%
NGO	4.4%
Office of Parliamentarian	2.2%
Multilateral Agency	2.2%
Private Foundation	1.5%
Financial Sector/Private Bank	1.5%
Office of the President, Prime Minister	.7%
Local Government Office or Staff	.7%
Trade Union	.7%

**H. Background Information (continued)**

<b>2. Please identify the primary specialization of your work. (Please mark only ONE response)</b>	<b>Percentage of Respondents (N=137)</b>
Other	19.7%
Generalist	11.7%
Public sector governance / public financial management / anti corruption	9.5%
Education	8.8%
Financial markets / banking	8.0%
Agriculture/ rural development / food security	5.1%
Natural resource management / environmental sustainability	5.1%
Social protection	5.1%
Information and communications technology	4.4%
Private sector development / foreign direct investment	4.4%
Health / communicable/non-communicable diseases	3.6%
Transport / infrastructure	3.6%
Climate change / disaster management	2.9%
Energy	2.2%
Gender equity / equality of opportunity	2.2%
Job creation/employment	1.5%
Law and justice / regulatory framework	1.5%
Water and sanitation	.7%
<b>3. Currently, do you professionally collaborate/work with the World Bank Group in your country?</b>	<b>Percentage of Respondents (N=137)</b>
Yes	38.0%
No	62.0%
<b>4. Which of the following agencies of the World Bank Group do you primarily engage with in Uruguay? (Select only ONE response)</b>	<b>Percentage of Respondents (N=126)</b>
The World Bank (IBRD)	88.9%
The International Finance Corporation (IFC)	4.0%
Other	7.1%
<b>5. Do your projects involve both the World Bank and IFC?</b>	<b>Percentage of Respondents (N=137)</b>
Yes	11.7%
No	88.3%
<b>6. If yes, what was your view on the two institutions working together in Uruguay? (Select only ONE response)</b>	<b>Percentage of Respondents (N=15)</b>
Working well together	53.3%
Collaborating but needs improvement	26.7%
Other	20.0%
<b>7. Which of the following describes most of your exposure to the World Bank Group in Uruguay? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=134)</b>
Engage in World Bank Group related/sponsored events/activities	50.0%
Use World Bank Group reports/data	45.5%
Collaborate as part of my professional duties	28.4%
Use World Bank Group website for information, data, research, etc.	20.1%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	14.9%
<b>8. Which best represents your geographic location?</b>	<b>Percentage of Respondents (N=137)</b>
Montevideo	98.5%
Departamento	1.5%

## Appendix B: Responses to All Questions by Stakeholder Groups

### A. General Issues facing Uruguay

In general, would you say that Uruguay is headed in...?

Percentage of Respondents	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The right direction	100.0%	76.9%	82.6%	76.9%	66.7%	91.7%	77.8%	63.6%	72.2%
The wrong direction	0.0%	7.7%	0.0%	15.4%	22.2%	0.0%	11.1%	18.2%	11.1%
Not sure	0.0%	15.4%	17.4%	7.7%	11.1%	8.3%	11.1%	18.2%	16.7%

Listed below are a number of development priorities in Uruguay. Please identify which of the following you consider the most important development priorities in Uruguay?

(Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Social protection	16.7%	15.4%	13.0%	20.0%	22.2%	8.3%	22.2%	8.7%	4.8%
Infrastructure development	58.3%	46.2%	60.9%	66.7%	44.4%	66.7%	33.3%	65.2%	76.2%
Global/regional integration	0.0%	23.1%	8.7%	13.3%	11.1%	0.0%	0.0%	21.7%	14.3%
Environmental sustainability*	33.3%	0.0%	21.7%	0.0%	0.0%	8.3%	0.0%	8.7%	4.8%
Private sector development	8.3%	15.4%	13.0%	13.3%	11.1%	16.7%	11.1%	13.0%	23.8%
Water and sanitation	8.3%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	8.3%	0.0%	4.3%	6.7%	11.1%	0.0%	11.1%	0.0%	4.8%
Health	0.0%	0.0%	4.3%	6.7%	11.1%	0.0%	22.2%	0.0%	4.8%
Poverty reduction	25.0%	23.1%	8.7%	6.7%	22.2%	8.3%	22.2%	8.7%	4.8%
Climate change	0.0%	0.0%	8.7%	0.0%	0.0%	8.3%	0.0%	4.3%	9.5%
Education	50.0%	69.2%	52.2%	80.0%	66.7%	66.7%	77.8%	87.0%	57.1%
Foreign direct investment	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	4.8%
Economic growth	0.0%	15.4%	4.3%	0.0%	0.0%	8.3%	11.1%	8.7%	9.5%
Public sector governance/reform*	8.3%	30.8%	34.8%	66.7%	22.2%	41.7%	33.3%	17.4%	47.6%
Energy	8.3%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	8.7%	0.0%
Equality of opportunity	16.7%	15.4%	8.7%	0.0%	33.3%	8.3%	11.1%	17.4%	4.8%
Agricultural development*	16.7%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%
Urban development	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Crime and violence	16.7%	30.8%	26.1%	13.3%	22.2%	16.7%	33.3%	17.4%	0.0%
Regulatory framework	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	4.8%
Natural resource management	8.3%	0.0%	13.0%	0.0%	0.0%	0.0%	0.0%	4.3%	4.8%
Solid waste management	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gender equity	8.3%	0.0%	0.0%	6.7%	11.1%	0.0%	0.0%	4.3%	0.0%
Transport	0.0%	7.7%	0.0%	0.0%	11.1%	16.7%	11.1%	0.0%	0.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%
Trade and exports	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

**A. General Issues facing Uruguay (continued)**

Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Uruguay? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Water and sanitation	8.3%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	41.7%	38.5%	34.8%	26.7%	33.3%	41.7%	22.2%	43.5%	23.8%
Economic growth	33.3%	46.2%	39.1%	40.0%	0.0%	25.0%	11.1%	43.5%	42.9%
Climate change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Global/regional integration	0.0%	0.0%	8.7%	13.3%	0.0%	8.3%	0.0%	0.0%	4.8%
Gender equity	16.7%	0.0%	4.3%	6.7%	33.3%	16.7%	0.0%	8.7%	4.8%
Agricultural development	8.3%	0.0%	4.3%	0.0%	0.0%	8.3%	0.0%	0.0%	4.8%
Social protection	33.3%	30.8%	13.0%	13.3%	0.0%	33.3%	22.2%	26.1%	28.6%
Crime and violence	0.0%	7.7%	0.0%	13.3%	11.1%	8.3%	22.2%	8.7%	4.8%
Infrastructure development	8.3%	0.0%	21.7%	6.7%	22.2%	8.3%	33.3%	4.3%	4.8%
Transport	0.0%	0.0%	0.0%	6.7%	11.1%	8.3%	0.0%	0.0%	4.8%
Solid waste management	0.0%	0.0%	0.0%	0.0%	11.1%	8.3%	0.0%	0.0%	0.0%
Regulatory framework	0.0%	0.0%	0.0%	6.7%	0.0%	8.3%	0.0%	0.0%	0.0%
Health	16.7%	7.7%	13.0%	6.7%	11.1%	8.3%	33.3%	17.4%	9.5%
Private sector development	8.3%	7.7%	8.7%	13.3%	22.2%	25.0%	0.0%	4.3%	9.5%
Foreign direct investment	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Education	66.7%	84.6%	87.0%	86.7%	66.7%	66.7%	77.8%	87.0%	76.2%
Energy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Public sector governance/reform	8.3%	7.7%	17.4%	26.7%	44.4%	8.3%	22.2%	21.7%	0.0%
Natural resource management	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%
Job creation/employment	33.3%	46.2%	30.4%	13.3%	33.3%	8.3%	33.3%	21.7%	42.9%
Trade and exports	0.0%	7.7%	4.3%	6.7%	0.0%	0.0%	11.1%	0.0%	0.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Urban development	16.7%	0.0%	8.7%	0.0%	0.0%	8.3%	11.1%	8.7%	9.5%

The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "Shared Prosperity" in Uruguay, which of the following TWO best illustrate how this would be achieved in Uruguay? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Better employment opportunities for young people	25.0%	38.5%	34.8%	20.0%	44.4%	41.7%	33.3%	34.8%	28.6%
Better employment opportunities for women	16.7%	0.0%	17.4%	13.3%	33.3%	16.7%	11.1%	17.4%	0.0%
Greater access to micro-finance for the poor	8.3%	15.4%	8.7%	20.0%	0.0%	0.0%	0.0%	13.0%	9.5%
Greater voice and participation for citizens to help ensure greater accountability	16.7%	23.1%	4.3%	6.7%	11.1%	8.3%	11.1%	0.0%	0.0%
Better entrepreneurial opportunities	8.3%	15.4%	17.4%	13.3%	33.3%	16.7%	22.2%	8.7%	19.0%
Better opportunity for the poor who live in rural areas	0.0%	0.0%	4.3%	6.7%	0.0%	16.7%	0.0%	0.0%	14.3%
Better opportunity for the poor who live in urban areas	25.0%	15.4%	30.4%	20.0%	22.2%	8.3%	11.1%	8.7%	9.5%
Consistent economic growth	33.3%	46.2%	43.5%	40.0%	22.2%	16.7%	33.3%	47.8%	52.4%
More reliable social safety net	33.3%	23.1%	8.7%	6.7%	0.0%	25.0%	44.4%	13.0%	14.3%
Better quality public services	16.7%	7.7%	21.7%	40.0%	33.3%	41.7%	33.3%	39.1%	19.0%
Other	16.7%	7.7%	8.7%	0.0%	0.0%	8.3%	0.0%	8.7%	23.8%

**B. Overall Attitudes toward the World Bank Group****How familiar are you with the work of these organizations in Uruguay?**

	Which of the following best describes your current position?																										
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
World Bank (WB/BM)	11	7.27	1.49	13	7.92	1.85	23	7.83	1.53	15	7.40	2.13	9	7.11	1.83	12	7.58	1.24	9	7.22	1.64	23	6.48	2.29	20	7.35	2.11
Inter-American Development Bank (IDB/BID)	12	7.75	1.91	13	7.92	2.25	22	6.59	2.56	15	7.33	2.35	9	7.44	2.01	11	7.36	1.69	9	7.44	2.01	22	6.64	2.06	20	7.40	1.47
Latin American Development Bank (CAF)*	11	5.82	3.12	13	5.08	3.35	22	3.27	2.78	15	6.53	2.70	9	5.56	2.01	10	5.90	1.97	8	3.88	1.89	23	4.13	2.90	20	4.80	3.16

(1-Not familiar at all, 10-Extremely familiar) \*Significantly different between stakeholder groups

**Overall, please rate your impression of the effectiveness of these organizations in Uruguay?**

	Which of the following best describes your current position?																										
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
World Bank (WB/BM)	12	7.33	1.92	13	7.77	1.59	22	7.55	1.57	14	6.50	1.16	7	7.00	2.31	11	7.00	1.55	8	6.63	2.72	22	6.82	1.89	20	7.55	1.39
Inter-American Development Bank (IDB/BID)	12	7.50	1.45	12	8.42	1.24	19	7.63	1.64	14	6.86	1.17	8	7.00	2.20	11	7.27	1.35	8	7.38	1.92	23	7.13	2.05	21	7.43	1.54
Latin American Development Bank (CAF)	10	6.20	2.86	8	6.88	1.46	7	5.43	3.46	12	6.42	1.24	4	7.00	1.41	9	5.56	1.42	4	5.25	2.06	12	6.25	2.34	13	6.69	2.43

(1-Not effective at all, 10-Very effective)

	Which of the following best describes your current position?																											
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other			
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Uruguay solve its most complicated development challenges?	11	7.64	1.43	13	7.38	2.29	23	7.74	1.45	14	7.79	1.12	6	7.83	1.17	10	7.00	1.41	8	8.00	1.77	20	7.70	1.56	19	7.63	2.09	

(1-To no degree at all, 10-To a very significant degree)

**B. Overall Attitudes toward the World Bank Group (continued)**

When thinking about how the World Bank Group can have the most impact on development results in Uruguay, in which sectoral areas do you believe the World Bank Group should focus most of its resources in Uruguay? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Education	83.3%	61.5%	69.6%	93.3%	44.4%	75.0%	88.9%	69.6%	57.1%
Health	8.3%	7.7%	8.7%	6.7%	11.1%	0.0%	11.1%	4.3%	14.3%
Infrastructure development*	58.3%	53.8%	56.5%	80.0%	11.1%	83.3%	66.7%	47.8%	52.4%
Poverty reduction	33.3%	23.1%	0.0%	0.0%	11.1%	8.3%	11.1%	21.7%	19.0%
Global/regional integration	8.3%	0.0%	8.7%	13.3%	11.1%	8.3%	11.1%	13.0%	9.5%
Gender equity	8.3%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	4.3%	0.0%
Crime and violence	0.0%	7.7%	13.0%	13.3%	33.3%	16.7%	33.3%	8.7%	0.0%
Private sector development	16.7%	7.7%	21.7%	26.7%	11.1%	8.3%	11.1%	8.7%	23.8%
Agricultural development	16.7%	0.0%	8.7%	0.0%	0.0%	8.3%	0.0%	8.7%	9.5%
Social protection	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Water and sanitation	8.3%	7.7%	4.3%	0.0%	0.0%	0.0%	22.2%	0.0%	9.5%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Urban development	0.0%	0.0%	8.7%	0.0%	0.0%	0.0%	0.0%	8.7%	0.0%
Equality of opportunity	16.7%	0.0%	8.7%	0.0%	11.1%	25.0%	0.0%	21.7%	4.8%
Public sector governance/reform	0.0%	30.8%	26.1%	40.0%	55.6%	25.0%	0.0%	26.1%	38.1%
Natural resource management	8.3%	15.4%	4.3%	0.0%	22.2%	8.3%	0.0%	0.0%	0.0%
Energy	0.0%	7.7%	4.3%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%
Job creation/employment	0.0%	7.7%	4.3%	0.0%	11.1%	0.0%	33.3%	13.0%	4.8%
Transport	8.3%	0.0%	4.3%	0.0%	11.1%	0.0%	0.0%	4.3%	0.0%
Trade and exports	8.3%	7.7%	0.0%	6.7%	11.1%	0.0%	0.0%	0.0%	0.0%
Economic growth	0.0%	23.1%	17.4%	0.0%	0.0%	0.0%	0.0%	13.0%	4.8%
Regulatory framework	8.3%	15.4%	0.0%	6.7%	22.2%	8.3%	0.0%	4.3%	14.3%
Environmental sustainability	8.3%	0.0%	17.4%	0.0%	11.1%	8.3%	11.1%	8.7%	0.0%
Solid waste management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	4.8%
Foreign direct investment	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%
Climate change	0.0%	0.0%	8.7%	0.0%	0.0%	8.3%	0.0%	0.0%	9.5%

\*Significantly different between stakeholder groups

When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Uruguay?

Greatest Value	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Percentage of Respondents									
Convening/facilitating	0.0%	7.7%	13.0%	20.0%	0.0%	18.2%	12.5%	14.3%	0.0%
Data	0.0%	7.7%	0.0%	0.0%	33.3%	18.2%	25.0%	14.3%	10.5%
Policy advice, studies, analyses	25.0%	7.7%	13.0%	40.0%	33.3%	27.3%	25.0%	19.0%	52.6%
Financial resources	50.0%	46.2%	52.2%	20.0%	44.4%	27.3%	37.5%	38.1%	36.8%
Technical assistance	41.7%	30.8%	21.7%	13.3%	22.2%	45.5%	0.0%	28.6%	21.1%
Linkage to non-Bank expertise	0.0%	15.4%	0.0%	6.7%	22.2%	18.2%	0.0%	9.5%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



**B. Overall Attitudes toward the World Bank Group (continued)**

2 <sup>nd</sup> Greatest Value	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Percentage of Respondents									
Convening/facilitating	16.7%	7.7%	0.0%	13.3%	22.2%	9.1%	0.0%	9.5%	15.8%
Data	8.3%	7.7%	4.3%	6.7%	11.1%	18.2%	0.0%	4.8%	5.3%
Policy advice, studies, analyses*	50.0%	0.0%	26.1%	20.0%	11.1%	36.4%	25.0%	33.3%	5.3%
Financial resources	8.3%	7.7%	26.1%	20.0%	33.3%	54.5%	12.5%	28.6%	36.8%
Technical assistance	16.7%	38.5%	17.4%	40.0%	33.3%	9.1%	62.5%	14.3%	31.6%
Linkage to non-Bank expertise	0.0%	23.1%	26.1%	20.0%	11.1%	9.1%	0.0%	9.5%	15.8%
Other	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	4.8%	0.0%

\*Significantly different between stakeholder groups

**Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Uruguay? (Choose no more than TWO)**

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Staff too inaccessible	8.3%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%
Not exploring alternative policy options	16.7%	7.7%	0.0%	13.3%	11.1%	8.3%	22.2%	21.7%	4.8%
Not adequately sensitive to political/social realities in Uruguay	8.3%	23.1%	8.7%	13.3%	0.0%	16.7%	0.0%	0.0%	4.8%
Not enough public disclosure of its work	16.7%	7.7%	17.4%	13.3%	22.2%	33.3%	33.3%	26.1%	33.3%
Arrogant in its approach	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not aligned with country priorities	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%
The credibility of its knowledge/data	0.0%	7.7%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
World Bank Group's processes too complex	25.0%	30.8%	30.4%	26.7%	22.2%	0.0%	22.2%	8.7%	9.5%
Not willing to honestly criticize policies and reform efforts in the country	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	11.1%	13.0%	9.5%
Too influenced by developed countries	25.0%	15.4%	4.3%	13.3%	0.0%	16.7%	0.0%	13.0%	0.0%
Imposing technocratic solutions without regard to political realities	8.3%	15.4%	8.7%	6.7%	11.1%	8.3%	11.1%	8.7%	4.8%
World Bank Group's processes too slow	8.3%	7.7%	13.0%	20.0%	0.0%	8.3%	33.3%	8.7%	4.8%
Too bureaucratic in its operational policies and procedures*	25.0%	23.1%	52.2%	20.0%	11.1%	25.0%	11.1%	8.7%	4.8%
Not collaborating enough with non-state actors	0.0%	0.0%	4.3%	0.0%	22.2%	25.0%	0.0%	4.3%	9.5%
Don't know	8.3%	15.4%	8.7%	20.0%	33.3%	25.0%	22.2%	17.4%	38.1%
Other	0.0%	0.0%	8.7%	0.0%	0.0%	8.3%	0.0%	13.0%	23.8%

\*Significantly different between stakeholder groups

**B. Overall Attitudes toward the World Bank Group (continued)****To what extent do you agree with the following statements about the World Bank Group's work in Uruguay?** (1-Strongly disagree, 10-Strongly agree)

	Which of the following best describes your current position?																										
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Uruguay	11	6.36	1.91	12	6.33	2.42	21	7.24	1.55	13	6.54	1.90	9	7.44	1.94	11	6.00	1.48	9	6.00	2.55	21	6.57	1.78	20	7.20	1.47
The World Bank Group's work is aligned with what I consider the development priorities for Uruguay	11	6.55	1.69	12	6.75	1.96	20	7.15	1.53	13	6.00	1.53	7	7.43	1.72	11	5.91	2.47	9	6.22	2.05	21	6.29	1.90	19	7.21	1.36
The World Bank Group supports Uruguay's efforts to reduce social exclusion	11	6.91	1.38	12	7.58	2.02	19	7.16	2.03	13	6.85	1.34	8	7.50	1.41	12	6.67	1.97	8	7.50	.93	22	7.23	1.97	17	7.18	1.24
The World Bank Group treats clients and stakeholders in Uruguay with respect	12	8.08	1.38	12	8.00	2.00	22	8.82	.96	14	8.14	1.51	9	7.67	2.00	11	7.45	1.92	9	8.22	1.09	20	8.35	1.42	20	8.25	1.74
The World Bank Group is an organization that does not represent a particular ideological perspective in Uruguay	10	6.90	2.38	9	7.78	1.56	23	7.43	2.59	15	6.87	2.26	8	7.25	3.62	12	4.83	2.69	8	7.25	2.76	23	6.30	2.72	21	7.33	2.11
The World Bank Group is an organization that is not overly influenced by any particular country	10	4.20	2.74	8	7.13	2.10	21	5.67	2.59	13	5.69	2.18	7	5.71	3.30	12	4.58	3.20	7	6.00	3.11	21	4.76	2.84	19	5.53	2.41
The World Bank Group respects the positions, views and demands of the government of Uruguay	11	7.36	2.20	10	7.60	2.07	21	8.33	1.53	14	7.29	1.44	8	8.00	1.77	11	7.36	1.57	8	7.63	1.51	21	8.00	1.76	20	8.10	1.68
The World Bank Group listens and takes into account your views	12	7.17	2.62	10	7.80	2.20	22	8.00	1.57	14	7.07	1.82	6	6.83	2.64	8	6.63	2.77	8	7.00	2.78	16	6.94	2.46	18	7.06	2.29

	Which of the following best describes your current position?																										
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
When considering the national development needs in Uruguay, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides in Uruguay meet the national development needs of Uruguay?	11	6.64	2.16	10	7.50	1.90	21	7.05	1.53	14	6.57	.94	7	6.29	1.80	10	6.20	1.32	7	6.57	1.40	21	6.71	1.87	19	7.32	1.45

(1-To no degree at all, 10-To a very significant degree)

**B. Overall Attitudes toward the World Bank Group (continued)**

To what extent is the World Bank Group an effective development partner in Uruguay in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)

	Which of the following best describes your current position?																										
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness	12	6.33	2.53	9	7.11	1.83	22	6.95	1.68	13	6.08	1.04	6	5.67	1.97	7	5.86	1.57	9	5.89	2.20	15	6.53	1.68	16	6.94	1.61
Flexibility (in terms of the institution's products and services)	11	6.18	2.32	10	6.90	2.02	19	6.37	2.03	12	6.00	1.04	5	5.20	2.49	8	6.13	1.36	9	6.00	2.45	17	6.76	2.02	15	6.27	1.53
Flexibility (in terms of changing country circumstances)	11	6.45	2.38	10	7.30	1.57	19	6.63	1.95	11	6.27	1.19	4	6.50	1.00	10	6.40	1.26	9	6.22	2.22	19	7.16	1.74	16	6.81	1.76
Being inclusive	10	6.20	1.87	8	7.25	1.67	19	7.16	1.68	12	6.25	.97	6	6.67	2.58	11	5.91	1.58	8	6.75	2.12	20	7.00	1.86	14	7.00	1.41
Openness	12	6.58	2.43	11	7.18	1.54	22	7.55	1.53	13	6.62	1.33	7	8.00	1.63	12	6.58	1.51	9	6.78	1.86	20	8.10	1.29	18	7.50	1.69
Staff accessibility	12	7.58	2.35	10	8.10	1.52	23	8.26	1.18	13	7.23	1.36	7	7.43	2.70	12	7.17	2.08	9	7.44	1.51	19	8.16	1.42	19	7.74	1.69
Straightforwardness and honesty	11	7.27	2.41	10	8.40	1.07	23	7.96	1.66	13	7.92	1.50	5	8.00	1.73	11	7.36	2.94	9	6.89	2.20	20	7.65	2.06	17	7.82	1.91
Ease of access to the people at the World Bank Group who are making decisions important to my work	12	7.17	2.66	9	8.33	2.06	23	7.91	2.15	12	7.08	1.93	8	8.13	1.81	12	7.25	1.66	8	6.00	2.20	15	7.67	1.40	17	7.65	1.84
Collaboration with civil society	10	5.70	2.16	7	7.86	1.95	17	7.24	1.56	13	7.15	1.57	8	6.88	2.36	12	6.75	1.66	7	6.71	2.29	14	7.29	1.14	12	6.67	1.61
Collaboration with the Government	11	7.00	2.10	10	8.60	1.07	20	7.95	1.10	12	7.75	1.14	5	8.40	1.52	10	7.00	1.05	8	7.38	1.69	20	8.20	1.44	19	8.21	1.44
Collaboration with other development partners	8	5.88	2.47	9	7.56	2.40	14	6.64	2.06	8	7.00	1.51	3	8.33	1.15	9	7.78	1.09	7	7.00	1.91	14	7.57	1.28	16	7.94	1.57
Collaboration with the private sector	6	5.00	2.28	4	7.50	1.91	16	6.81	1.83	12	6.75	2.56	3	7.00	2.65	9	6.56	2.19	7	6.71	2.06	16	7.06	1.65	14	7.14	1.96
The speed in which it gets things accomplished on the ground	12	5.50	2.71	8	6.38	2.07	22	6.23	1.66	13	5.69	1.60	4	7.25	.96	8	5.00	2.27	8	6.63	2.07	16	6.00	2.19	16	6.81	1.64
Being a long-term partner	11	6.82	2.32	8	8.88	1.25	22	7.68	1.70	12	8.08	1.16	5	7.60	2.07	11	7.55	1.63	7	7.14	1.95	16	7.63	1.67	17	8.35	1.41

To be more effective development partner in Uruguay, do you believe that the World Bank Group should have? (Select only ONE response)

Percentage of Respondents	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
More local presence	66.7%	25.0%	59.1%	66.7%	77.8%	63.6%	22.2%	56.5%	45.0%
The current level of local presence is adequate	25.0%	50.0%	36.4%	20.0%	22.2%	36.4%	55.6%	34.8%	45.0%
Don't know	8.3%	25.0%	4.5%	13.3%	0.0%	0.0%	22.2%	8.7%	10.0%

### C. World Bank Group's Effectiveness and Results

In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Uruguay? (1-Not important at all, 10-Very important)

	Which of the following best describes your current position?																										
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Infrastructure development	12	9.00	1.41	11	9.27	1.01	23	8.17	1.95	14	9.07	1.00	8	8.63	3.16	12	8.25	1.42	8	8.75	1.58	21	9.19	1.44	19	8.68	1.29
Health	11	6.36	2.69	12	8.75	1.14	20	7.35	1.60	14	7.14	1.92	8	7.75	2.31	12	6.50	2.02	9	7.00	2.60	20	7.30	2.00	18	7.11	2.11
Education (incl. early childhood education)	12	8.33	1.83	13	9.08	1.12	22	8.55	1.84	14	8.14	2.21	9	8.78	1.20	12	7.92	1.73	9	7.78	2.73	21	8.38	2.06	19	8.37	1.50
Equality of opportunity (i.e., equity)	12	7.83	2.76	12	8.42	1.44	22	7.09	1.93	12	7.00	2.09	9	8.33	1.58	12	7.42	1.83	9	7.56	2.79	21	7.90	1.95	19	7.58	1.26
Environmental sustainability	12	8.00	1.91	11	8.18	1.83	23	8.13	1.29	14	8.00	1.57	8	8.25	1.67	12	7.17	1.90	8	8.75	1.58	20	8.00	2.03	19	7.74	1.33
Economic growth*	10	7.60	2.72	11	9.18	.98	22	7.91	2.11	12	8.25	1.42	9	8.78	1.39	12	6.08	2.61	8	8.25	1.58	21	7.52	2.42	20	8.20	1.54
Crime and violence (i.e., citizen security)	11	6.00	2.76	10	6.80	2.35	20	6.95	1.79	11	7.09	2.66	8	9.00	1.20	12	6.25	1.54	7	7.29	2.93	20	7.80	2.40	16	7.19	1.87
Regulatory framework*	11	5.36	2.98	10	7.20	2.04	19	5.58	2.50	11	7.18	2.18	8	8.25	1.75	12	5.83	2.04	7	8.14	1.95	20	6.90	2.36	19	7.53	1.90
Poverty reduction	11	7.00	2.28	10	8.30	2.21	21	8.10	2.23	13	7.77	1.48	9	8.22	2.11	12	6.83	1.40	7	8.57	1.81	20	7.30	2.23	20	7.85	1.31
Gender equity	11	6.55	2.16	9	6.56	2.88	22	7.00	1.48	13	6.69	2.14	8	6.75	3.15	12	5.67	1.92	8	8.25	1.75	20	7.45	2.04	18	6.94	1.80
Private sector development (e.g., competitiveness, innovation)	11	7.00	2.93	10	8.00	1.41	23	7.74	1.48	13	8.15	1.86	9	8.11	2.80	12	8.08	1.51	8	7.38	3.02	20	8.05	1.61	18	7.78	1.73
Water and sanitation*	11	6.73	2.45	11	8.27	1.56	23	7.57	1.75	13	6.77	1.96	8	7.25	2.96	12	5.25	2.56	9	8.33	1.41	20	6.80	2.48	19	7.84	1.64
Trade and exports	11	6.55	2.16	10	6.60	2.88	20	7.05	1.70	13	7.08	2.18	8	8.50	1.07	12	6.08	2.07	8	7.00	2.88	19	7.53	1.98	17	6.65	1.37
Energy*	12	7.58	2.43	11	9.00	.89	21	7.29	1.76	12	7.08	2.11	8	8.38	1.77	12	6.75	1.06	8	8.63	1.19	20	8.25	1.86	18	7.44	1.72
Disaster management	11	6.73	2.57	8	6.88	2.70	21	6.00	2.41	11	6.27	2.20	7	6.57	2.94	11	6.00	2.93	7	8.29	2.14	19	6.00	2.83	18	6.17	2.28
Public sector governance/reform	12	7.08	3.00	12	8.25	2.09	23	7.57	2.02	13	8.46	1.66	8	9.00	.93	11	8.09	2.63	8	7.13	2.75	20	7.65	1.98	18	7.94	1.89
Job creation/employment	10	5.80	3.05	10	6.90	2.51	23	6.65	2.33	12	6.00	2.13	9	7.33	2.06	12	6.17	2.12	7	7.71	1.70	19	6.37	2.48	19	6.47	1.81
Social protection	10	6.00	1.63	10	7.30	2.26	21	6.10	2.47	12	5.92	2.68	9	6.00	3.32	12	5.50	2.28	8	7.25	2.76	19	7.11	2.45	19	6.95	1.65
Climate change	11	7.36	2.16	11	7.91	2.26	23	7.74	1.94	12	7.17	2.29	9	7.67	1.73	11	6.82	1.89	8	8.50	2.14	18	7.11	2.11	19	7.11	2.31
Agricultural development	10	7.90	1.91	11	8.09	1.87	22	7.77	1.66	13	6.85	2.34	9	7.67	2.12	12	6.00	1.86	8	7.25	3.01	19	7.05	2.78	20	7.20	2.21
Natural resource management (e.g., oil, gas, mining)	12	7.92	2.64	10	8.10	2.60	21	8.14	1.65	13	6.31	2.78	9	8.67	1.58	11	6.09	2.47	8	8.88	1.13	19	7.58	2.71	17	7.41	1.97
Transport (incl. road safety)*	12	8.00	2.45	11	9.09	1.04	20	7.55	1.32	13	6.69	2.25	9	8.78	1.92	11	6.36	2.54	7	9.00	1.00	19	7.58	2.41	18	8.22	1.83
Global/regional integration*	11	6.45	2.81	11	7.91	1.14	22	7.09	1.87	13	6.62	2.40	9	9.22	1.09	11	7.18	1.08	8	8.38	1.51	19	8.00	1.86	20	7.60	1.60
Foreign direct investment	11	7.00	2.19	10	6.80	2.82	21	6.76	2.34	13	6.85	2.15	9	7.78	2.22	12	6.75	1.96	8	8.13	1.64	19	6.89	1.88	17	7.24	1.68
Solid waste management	9	8.11	1.45	11	7.91	1.70	23	7.48	2.27	11	6.91	2.59	9	7.44	3.00	11	6.09	2.81	8	9.00	1.41	20	7.00	2.36	16	7.75	1.48
Urban development	10	7.90	1.97	11	7.82	1.47	21	7.67	2.24	11	7.00	2.32	8	8.00	2.07	12	6.67	2.35	7	8.86	1.46	20	7.55	1.99	18	8.06	1.86

\*Significantly different between stakeholder groups

**C. World Bank Group's Effectiveness and Results (continued)****How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Uruguay? (1-Not effective at all, 10-Very effective)**

	Which of the following best describes your current position?																										
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Infrastructure development	6	6.67	2.94	5	6.40	3.36	10	7.30	2.31	6	6.67	2.34	2	9.00	1.41	7	6.00	1.83	5	7.20	1.30	10	6.30	2.63	10	8.00	2.00
Health	4	5.00	4.08	3	6.33	4.73	8	7.13	1.55	3	5.67	2.52	1	8.00		5	6.20	2.49	5	6.40	1.52	6	5.33	3.27	9	7.67	2.12
Education (incl. early childhood education)	4	7.00	3.56	4	6.75	3.95	9	8.00	1.41	4	6.00	2.16	3	8.00	1.73	6	6.17	2.23	7	7.00	1.63	12	5.92	2.97	10	7.30	2.63
Equality of opportunity (i.e., equity)	4	6.25	2.87	4	7.25	4.27	8	7.25	2.82	3	5.67	2.52	1	10.00		7	6.43	1.51	3	6.67	1.53	8	6.13	3.31	6	7.33	2.16
Environmental sustainability	7	7.43	1.51	4	6.50	3.87	13	8.15	1.34	4	5.75	2.06	1	10.00		7	7.00	1.00	1	6.00		8	7.00	2.78	8	7.63	2.33
Economic growth	6	7.67	1.21	3	6.00	4.58	7	7.29	2.69	8	6.63	.92	2	7.50	2.12	7	6.86	1.95	3	6.00	0.00	10	6.60	2.80	11	7.82	1.54
Crime and violence (i.e., citizen security)	1	8.00		3	4.00	5.20	2	2.50	.71	3	5.67	2.52				5	4.60	2.70	2	6.00	0.00	7	5.86	3.18	5	5.40	3.21
Regulatory framework	5	7.60	1.14	4	7.50	4.36	7	6.43	3.51	6	7.33	.82	1	8.00		5	6.20	1.92	2	7.00	0.00	7	6.71	1.89	7	6.71	2.81
Poverty reduction	6	7.00	3.16	4	6.50	4.04	8	5.88	2.59	6	6.33	1.86	5	8.20	1.92	8	6.13	2.85	3	7.00	2.00	10	7.30	2.41	12	7.17	2.12
Gender equity	5	7.00	2.92	5	6.80	4.09	6	7.00	2.61	4	6.25	1.71	2	9.00	1.41	7	5.86	2.27	3	7.33	2.08	7	6.86	1.95	6	6.67	1.86
Private sector development	4	7.75	1.71	4	5.50	3.70	9	7.56	1.42	5	5.80	1.92	4	9.00	.82	8	6.88	1.81	3	6.33	1.53	7	6.00	2.58	6	6.17	1.60
Water and sanitation	5	7.20	1.92	5	7.00	3.54	10	7.90	1.45	5	7.00	1.00	3	8.33	.58	7	7.57	1.99	3	6.33	1.53	8	6.63	2.56	11	8.09	1.81
Trade and exports	3	8.67	1.15	3	6.33	4.62	6	6.00	4.05	5	6.20	1.92	2	8.50	.71	6	5.83	2.48	1	6.00		7	5.71	3.09	7	6.29	3.04
Energy	6	8.00	.89	3	7.00	5.20	5	7.60	1.82	7	6.57	1.72	1	9.00		7	7.29	1.70	2	7.00	1.41	7	6.86	2.61	9	7.67	1.73
Disaster management	3	8.00	1.73	2	5.00	5.66	6	7.17	2.93	2	7.00	1.41				5	7.00	2.35	1	6.00		4	6.00	3.46	3	4.00	2.65
Public sector governance/reform	6	6.83	2.71	5	6.80	3.35	9	7.89	1.83	6	6.17	1.47	2	5.00	0.00	7	5.57	3.21	3	5.00	1.00	9	5.11	2.89	11	7.27	2.37
Job creation/employment	5	6.20	3.27	1	1.00		7	6.29	3.04	3	6.33	1.53	1	9.00		6	6.50	2.81	3	6.67	1.53	6	5.00	3.03	6	5.83	2.86
Social protection	3	5.67	1.15	3	6.33	4.73	7	7.00	3.27	3	6.33	1.53				7	7.00	1.83	4	5.75	3.40	9	7.11	2.47	7	6.86	.90
Climate change	5	8.00	1.00	5	7.00	3.54	13	8.15	2.12	4	8.00	1.63	1	10.00		9	7.33	2.45	1	6.00		7	7.29	2.87	7	6.71	3.15
Agricultural development	4	8.75	1.26	4	6.50	3.70	12	7.58	1.62	4	7.75	1.26	1	9.00		8	7.00	2.14	2	7.00	1.41	8	6.63	3.54	8	7.25	3.20
Natural resource management (e.g., oil, gas, mining)	5	8.40	1.14	3	5.67	4.16	6	8.50	1.76	5	6.40	3.21				7	6.14	3.18	1	7.00		5	6.40	3.21	7	6.57	2.82
Transport (incl. road safety)	4	6.75	3.20	3	5.33	3.79	5	7.20	3.03	6	5.83	1.47	1	1.00		7	6.00	2.24	2	6.00	1.41	7	6.14	3.44	7	7.86	1.86
Global/regional integration	1	8.00		1	1.00		7	8.57	1.13	4	5.00	2.94				8	6.75	1.98	2	5.00	1.41	8	6.13	3.56	6	6.33	3.01
Foreign direct investment	3	8.00	1.73	2	5.50	6.36	4	7.25	3.10	4	5.00	2.94				7	6.29	2.63	2	5.50	2.12	6	6.00	2.97	6	6.67	1.51
Solid waste management	3	7.33	2.52	2	4.50	4.95	3	4.00	3.46	3	7.33	1.15	1	8.00		5	6.20	2.17	2	4.50	.71	2	3.50	3.54	3	7.33	1.53
Urban development	3	5.67	3.21	1	1.00		4	7.25	3.59	2	7.00	1.41				7	6.43	2.07	2	5.00	1.41	6	6.17	2.93	5	7.60	1.52

**C. World Bank Group's Effectiveness and Results (continued)**

	Which of the following best describes your current position?																										
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Uruquav?	11	6.55	2.11	9	6.44	2.01	20	7.00	1.72	13	6.23	1.01	6	6.00	1.55	11	5.82	1.54	8	6.13	2.10	20	6.30	1.89	18	7.22	1.22

(1-To no degree at all, 10-To a very significant degree)

**To what extent do you agree with the following statements about the World Bank Group in Uruguay? (1-Strongly disagree, 10-Strongly agree)**

	Which of the following best describes your current position?																										
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Uruguay	11	6.36	2.06	11	6.64	2.06	21	6.95	1.75	13	6.23	1.24	8	6.00	1.60	10	5.90	1.66	9	5.67	2.00	18	6.39	1.79	16	6.88	1.93
The World Bank Group meets Uruguay's needs for knowledge services (e.g., research, analysis, data, technical assistance)	11	6.18	2.64	8	5.75	2.92	20	6.30	1.72	12	6.08	1.44	7	6.29	1.70	11	5.27	2.15	9	6.22	1.86	21	6.71	1.79	20	6.75	1.83

**D. The World Bank Group's Knowledge Work and Activities****How frequently do you consult World Bank Group's knowledge work and activities in the work you do?**

Percentage of Respondents	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Weekly	0.0%	7.7%	8.7%	6.7%	0.0%	41.7%	11.1%	4.3%	9.5%
Monthly	33.3%	15.4%	26.1%	6.7%	11.1%	8.3%	11.1%	17.4%	9.5%
A few times a year	41.7%	38.5%	52.2%	73.3%	55.6%	50.0%	77.8%	60.9%	52.4%
Rarely	25.0%	30.8%	8.7%	13.3%	33.3%	0.0%	0.0%	17.4%	28.6%
Never	0.0%	7.7%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

	Which of the following best describes your current position?																										
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Uruguay's specific development challenges and country circumstances?	12	7.17	2.25	11	7.27	1.95	21	7.00	1.38	14	7.07	1.21	8	7.75	1.58	12	6.67	1.37	8	6.38	2.13	22	7.95	1.36	19	7.95	1.54
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	12	6.17	2.08	8	6.13	2.23	19	7.11	1.24	14	6.93	1.33	8	7.50	1.77	12	6.75	1.91	8	6.00	1.51	21	7.48	1.40	20	7.50	1.32
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	11	7.36	2.06	11	7.09	2.17	22	7.41	1.68	14	7.57	1.02	7	8.43	1.62	12	7.58	1.08	9	7.89	1.05	23	8.00	1.35	19	8.11	1.29

(1-To no degree at all, 10-To a very significant degree; 1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality)

### D. The World Bank Group's Knowledge Work and Activities (continued)

Have you read/consulted the most recent LAC Flagship Report [*Economic Mobility and the Rise of the Latin American Middle Class*]?\*

Percentage of Respondents	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	8.3%	30.8%	13.0%	6.7%	33.3%	75.0%	44.4%	39.1%	42.9%
No	91.7%	69.2%	87.0%	93.3%	66.7%	25.0%	55.6%	60.9%	57.1%

\*Significantly different between stakeholder groups

	Which of the following best describes your current position?																										
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe this Flagship Report raised substantive new information and insight that you were not aware of prior to reading?				4	7.75	2.06	2	8.00	0.00	1	6.00		3	6.00	1.73	9	7.00	1.22	4	7.25	1.26	8	7.75	1.16	9	8.00	1.22
To what extent do you believe this Flagship Report provided you with useful information in terms of the work you do?				4	8.50	1.91	2	9.00	1.41	1	7.00		3	6.00	3.00	9	6.78	2.33	4	7.25	.50	8	7.13	1.81	9	7.67	1.22

(1-To no degree at all, 10-To a very significant degree)

### E. Working with the World Bank Group

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)

	Which of the following best describes your current position?																										
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	9	7.11	3.02	8	7.88	3.14	20	8.20	2.24	8	6.63	2.20	6	8.00	2.10	4	5.50	3.11	6	7.50	1.38	7	7.29	1.80	12	7.08	1.62
The World Bank Group effectively monitors and evaluates the projects and programs it supports	10	8.00	2.26	11	7.82	1.83	22	8.05	1.73	10	6.60	1.84	6	8.33	1.86	9	7.00	1.94	8	8.00	1.60	15	7.87	1.64	13	7.62	1.26
The World Bank Group's approvals and reviews are done in a timely fashion	9	7.56	2.07	11	7.00	2.72	21	7.24	1.76	7	6.14	1.57	6	7.83	2.64	6	5.67	1.97	8	7.75	1.04	13	7.38	2.10	11	7.36	1.69
The World Bank Group takes decisions quickly in Uruguay	9	7.33	2.65	11	7.64	2.54	20	6.90	1.83	10	6.90	1.79	4	9.00	1.41	7	4.71	2.14	7	7.14	1.57	11	7.09	1.64	11	6.82	1.54
Working with the World Bank Group increases Uruguay's institutional capacity	9	8.11	.93	11	6.82	2.82	22	7.50	1.82	9	6.22	1.09	5	8.80	1.30	8	6.88	1.64	7	8.00	1.15	14	7.50	1.34	17	7.59	1.58
The World Bank Group ensures consistency and continuity through staff changes	7	7.71	1.11	9	6.11	2.85	20	6.40	2.11	9	6.56	1.67	4	8.00	.82	7	5.43	2.70	7	7.14	1.95	12	7.67	1.50	11	6.82	1.83
Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	6	8.50	.55	8	7.25	2.71	20	6.55	2.39	6	5.67	1.03	1	8.00		5	6.40	1.82	7	7.57	1.51	8	7.75	1.58	9	7.44	1.74
The World Bank Group provides effective implementation support (i.e., supervision of projects)	9	8.33	1.58	10	7.00	2.79	22	7.77	1.80	8	5.75	2.25	5	7.80	2.86	6	6.67	2.25	8	7.88	.99	12	7.67	1.44	9	7.78	1.20

**F. Recent Trends and the Future Role of the World Bank Group in Uruguay**

	Which of the following best describes your current position?																											
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other			
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	
In the last three years, to what extent do you believe that the World Bank Group has moved in the right direction in terms of the focus of its work in Uruguay?	9	8.44	1.24	9	7.00	2.55	20	7.35	1.46	11	6.82	1.17	8	7.00	2.73	10	6.50	2.37	7	5.86	2.61	15	7.47	2.00	15	8.00	1.41	
How significant a role do you believe that international development cooperation SHOULD play in Uruguay's development in the near future?*	10	8.10	1.37	12	8.75	1.22	23	8.13	1.36	14	7.43	1.65	9	8.78	.97	12	6.92	1.31	9	7.89	1.69	23	8.39	1.67	21	8.29	1.38	

(1-To no degree at all, 10-To a very significant degree; 1-Not a significant role at all, 10-Very significant role) \*Significantly different between stakeholder groups

**Which of the following SHOULD the World Bank Group do to make itself of greater value in Uruguay? (Choose no more than TWO)**

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Collaborate more effectively with Government clients	33.3%	46.2%	17.4%	40.0%	0.0%	33.3%	0.0%	21.7%	19.0%
Offer more innovative financial products	41.7%	30.8%	21.7%	20.0%	11.1%	16.7%	22.2%	8.7%	19.0%
Reach out more to groups outside of Government*	16.7%	7.7%	17.4%	53.3%	88.9%	41.7%	11.1%	39.1%	33.3%
Offer more innovative knowledge services	16.7%	30.8%	52.2%	40.0%	22.2%	25.0%	55.6%	43.5%	23.8%
Ensure greater selectivity in its work	8.3%	7.7%	4.3%	6.7%	0.0%	8.3%	11.1%	13.0%	9.5%
Increase the level of capacity development in the country	50.0%	46.2%	69.6%	20.0%	33.3%	33.3%	66.7%	43.5%	42.9%
Work faster	16.7%	7.7%	0.0%	6.7%	0.0%	16.7%	0.0%	4.3%	4.8%
Other	8.3%	7.7%	0.0%	0.0%	22.2%	8.3%	11.1%	13.0%	14.3%

\*Significantly different between stakeholder groups

**When considering the combination of services that the World Bank Group offers in Uruguay, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Uruguay? (Select only ONE response)**

Percentage of Respondents	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Financial services	8.3%	30.8%	8.7%	46.7%	22.2%	0.0%	11.1%	21.7%	9.5%
Knowledge products	33.3%	30.8%	52.2%	33.3%	33.3%	50.0%	33.3%	52.2%	38.1%
Convening services	0.0%	0.0%	8.7%	0.0%	11.1%	0.0%	11.1%	8.7%	0.0%
The combination is appropriate for Uruguay	50.0%	38.5%	26.1%	13.3%	22.2%	41.7%	33.3%	8.7%	38.1%
Don't know	8.3%	0.0%	4.3%	6.7%	11.1%	8.3%	11.1%	8.7%	14.3%



### G. Communication and Information Sharing

How do you get most of your information about economic and social development issues in Uruguay? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Local newspapers	50.0%	61.5%	60.9%	40.0%	44.4%	41.7%	44.4%	30.4%	38.1%
International newspapers	8.3%	0.0%	0.0%	13.3%	11.1%	8.3%	11.1%	4.3%	4.8%
Local radio	8.3%	0.0%	8.7%	0.0%	22.2%	16.7%	11.1%	8.7%	14.3%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local television	0.0%	15.4%	21.7%	13.3%	22.2%	8.3%	0.0%	0.0%	9.5%
International television	0.0%	7.7%	0.0%	6.7%	0.0%	0.0%	0.0%	8.7%	4.8%
Periodicals	33.3%	23.1%	26.1%	40.0%	11.1%	41.7%	55.6%	30.4%	42.9%
Internet	83.3%	69.2%	65.2%	66.7%	66.7%	75.0%	66.7%	82.6%	66.7%
Social media (e.g., Facebook, Twitter, Youtube, Flickr)	0.0%	7.7%	8.7%	0.0%	22.2%	0.0%	11.1%	8.7%	4.8%
Blogs	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mobile phones	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Instant messaging	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	8.3%	0.0%	4.3%	6.7%	0.0%	0.0%	0.0%	8.7%	4.8%

How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Blogs	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	8.7%	4.8%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	50.0%	7.7%	34.8%	26.7%	44.4%	33.3%	11.1%	26.1%	33.3%
e-Newsletters	58.3%	46.2%	47.8%	40.0%	44.4%	66.7%	55.6%	52.2%	28.6%
Instant messaging	0.0%	7.7%	4.3%	6.7%	0.0%	8.3%	0.0%	4.3%	9.5%
World Bank Group's seminars/workshops/conferences*	8.3%	46.2%	82.6%	33.3%	66.7%	33.3%	66.7%	21.7%	42.9%
World Bank Group's publications and other written materials	50.0%	38.5%	13.0%	40.0%	11.1%	16.7%	22.2%	26.1%	47.6%
Mobile phones	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social media (e.g., Facebook, Twitter, Youtube, Flickr)	0.0%	7.7%	4.3%	0.0%	11.1%	8.3%	11.1%	4.3%	4.8%
World Bank Group's website	16.7%	15.4%	8.7%	33.3%	11.1%	8.3%	22.2%	21.7%	14.3%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

Do you use/have used the World Bank Group website?

Percentage of Respondents	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	58.3%	76.9%	69.6%	86.7%	66.7%	66.7%	77.8%	78.3%	66.7%
No	41.7%	23.1%	30.4%	13.3%	33.3%	33.3%	22.2%	21.7%	33.3%

**G. Communication and Information Sharing (continued)**

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)

	Which of the following best describes your current position?																										
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.)	11	6.45	3.21	12	7.67	2.99	21	7.52	2.23	15	7.13	2.36	9	6.89	2.57	12	7.92	2.27	9	7.89	1.45	23	7.91	1.86	21	7.10	2.36
The World Bank Group's social media channels (e.g., Facebook, Twitter, Youtube, Flickr) are valuable sources of information about the institution	6	5.00	3.03	7	5.71	3.30	11	6.27	2.72	10	4.90	1.91	9	6.89	2.57	9	5.44	2.74	7	5.29	2.69	13	5.62	2.75	10	5.90	2.77
The World Bank Group is responsive to my information requests and inquiries	11	7.82	2.32	10	7.40	3.27	21	8.24	1.41	12	7.08	2.39	5	7.40	2.70	12	8.25	1.91	7	8.29	1.60	16	8.00	1.46	17	7.35	1.87

**H. Background Information**

Currently, do you professionally collaborate/work with the World Bank Group in your country?\*

Percentage of Respondents	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	41.7%	69.2%	82.6%	20.0%	33.3%	16.7%	44.4%	4.3%	28.6%
No	58.3%	30.8%	17.4%	80.0%	66.7%	83.3%	55.6%	95.7%	71.4%

\*Significantly different between stakeholder groups

Which of the following agencies of the World Bank Group do you primarily engage with in Uruguay?\* (Select only ONE response)

Percentage of Respondents	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The World Bank (IBRD)	81.8%	92.3%	100.0%	66.7%	62.5%	91.7%	87.5%	100.0%	88.9%
The International Finance Corporation (IFC)	9.1%	0.0%	0.0%	25.0%	0.0%	0.0%	12.5%	0.0%	0.0%
Other	9.1%	7.7%	0.0%	8.3%	37.5%	8.3%	0.0%	0.0%	11.1%

\*Significantly different between stakeholder groups

Do your projects involve both the World Bank and IFC?

Percentage of Respondents	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	25.0%	15.4%	13.0%	6.7%	11.1%	25.0%	0.0%	4.3%	9.5%
No	75.0%	84.6%	87.0%	93.3%	88.9%	75.0%	100.0%	95.7%	90.5%

If yes, what was your view on the two institutions working together in Uruguay? (Select only ONE response)

Percentage of Respondents	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Working well together	50.0%	0.0%	66.7%	0.0%	100.0%	66.7%	0.0%	0.0%	100.0%
Collaborating but needs improvement	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Other	50.0%	0.0%	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%

**H. Background Information (continued)**

Which of the following describes most of your exposure to the World Bank Group in Uruguay? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Observer (i.e., follow in media, discuss in informal conversations, etc.)	0.0%	16.7%	4.3%	14.3%	11.1%	25.0%	0.0%	30.4%	20.0%
Use World Bank Group reports/data*	58.3%	41.7%	8.7%	35.7%	66.7%	83.3%	44.4%	47.8%	55.0%
Engage in World Bank Group related/sponsored events/activities	50.0%	50.0%	69.6%	35.7%	44.4%	50.0%	55.6%	43.5%	45.0%
Collaborate as part of my professional duties*	33.3%	25.0%	73.9%	21.4%	33.3%	0.0%	11.1%	13.0%	20.0%
Use World Bank Group website for information, data, research, etc.	16.7%	8.3%	4.3%	42.9%	0.0%	33.3%	33.3%	26.1%	20.0%

\*Significantly different between stakeholder groups

Which best represents your geographic location?

Percentage of Respondents	Office of President/ Prime Minister	Employee of Ministry/ Ministerial Dep.	PMU/Consultant/ Contractor on WBG project	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Montevideo	100.0%	100.0%	100.0%	100.0%	100.0%	91.7%	100.0%	95.7%	100.0%
Departamento	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	4.3%	0.0%

## Appendix C: Responses to All Questions by Levels of Collaboration

### A. General Issues facing Uruguay

In general, would you say that Uruguay is headed in...?

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
The right direction	82.7%	74.7%
The wrong direction	1.9%	13.9%
Not sure	15.4%	11.4%

Listed below are a number of development priorities in Uruguay. Please identify which of the following you consider the most important development priorities in Uruguay?

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Social protection	15.4%	11.8%
Infrastructure development	63.5%	58.8%
Global/regional integration	9.6%	12.9%
Environmental sustainability	13.5%	7.1%
Private sector development	7.7%	18.8%
Water and sanitation	3.8%	0.0%
Job creation/employment	3.8%	4.7%
Health	7.7%	2.4%
Poverty reduction	13.5%	11.8%
Climate change	1.9%	5.9%
Education	59.6%	71.8%
Foreign direct investment	0.0%	2.4%
Economic growth	7.7%	5.9%
Public sector governance/reform	38.5%	31.8%
Energy	1.9%	3.5%
Equality of opportunity	15.4%	9.4%
Agricultural development	0.0%	3.5%
Urban development	0.0%	1.2%
Crime and violence	19.2%	17.6%
Regulatory framework	1.9%	1.2%
Natural resource management	7.7%	2.4%
Solid waste management	0.0%	1.2%
Gender equity	1.9%	3.5%
Transport	1.9%	4.7%
Disaster management	1.9%	0.0%
Trade and exports	0.0%	0.0%

### A. General Issues facing Uruguay (continued)

Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Uruguay? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Water and sanitation	0.0%	2.4%
Equality of opportunity	32.7%	35.3%
Economic growth	34.6%	35.3%
Climate change	0.0%	0.0%
Global/regional integration	5.8%	3.5%
Gender equity	7.7%	9.4%
Agricultural development	1.9%	3.5%
Social protection	17.3%	25.9%
Crime and violence	5.8%	8.2%
Infrastructure development	11.5%	10.6%
Transport	3.8%	2.4%
Solid waste management	0.0%	2.4%
Regulatory framework	1.9%	1.2%
Health	17.3%	10.6%
Private sector development	5.8%	12.9%
Foreign direct investment	1.9%	0.0%
Education	82.7%	77.6%
Energy	0.0%	0.0%
Public sector governance/reform	17.3%	15.3%
Natural resource management	1.9%	0.0%
Environmental sustainability	0.0%	1.2%
Job creation/employment	36.5%	24.7%
Trade and exports	3.8%	2.4%
Disaster management	0.0%	0.0%
Urban development	7.7%	7.1%

The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "shared prosperity" in your country, which of the following TWO best illustrate how this would be achieved in Uruguay? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Better employment opportunities for young people	42.3%	27.1%
Better employment opportunities for women*	5.8%	17.6%
Greater access to micro-finance for the poor	7.7%	10.6%
Greater voice and participation for citizens to help ensure greater accountability	9.6%	5.9%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	9.6%	20.0%
Better opportunity for the poor who live in rural areas	5.8%	4.7%
Better opportunity for the poor who live in urban areas*	28.8%	9.4%
Consistent economic growth	38.5%	41.2%
More reliable social safety net	21.2%	14.1%
Better quality public services*	17.3%	34.1%
Other	7.7%	10.6%

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

### B. Overall Attitudes toward the World Bank Group

How familiar are you with the work of these organizations in Uruguay?

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
World Bank (WB/BM)*	52	7.75	1.61	83	7.07	1.99
Inter-American Development Bank (IDB/BID)	51	7.35	2.11	82	7.13	2.05
Latin American Development Bank (CAF)	50	4.38	3.01	81	5.09	2.84

(1-Not familiar at all, 10-Extremely familiar)

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

**B. Overall Attitudes toward the World Bank Group (continued)**

Overall, please rate your impression of the effectiveness of these organizations in Uruguay?

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
World Bank (WB/BM)*	49	7.63	1.44	80	6.90	1.84
Inter-American Development Bank (IDB/BID)*	47	7.83	1.51	81	7.15	1.68
Latin American Development Bank (CAF)	24	6.33	2.58	55	6.20	1.98

(1-Not effective at all, 10-Very effective)

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Uruguay solve its most complicated development challenges?	49	7.88	1.78	75	7.48	1.51

(1-To no degree at all, 10-To a very significant degree)

When thinking about how the World Bank Group can have the most impact on development results in Uruguay, in which sectoral areas do you believe the World Bank Group should focus most of its resources in Uruguay?  
(Choose no more than THREE)

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Education	75.0%	68.2%
Health*	15.4%	3.5%
Infrastructure development	57.7%	56.5%
Poverty reduction	9.6%	16.5%
Global/regional integration	7.7%	10.6%
Gender equity	0.0%	3.5%
Crime and violence	9.6%	12.9%
Private sector development	11.5%	18.8%
Agricultural development	5.8%	7.1%
Social protection	1.9%	0.0%
Water and sanitation*	11.5%	1.2%
Disaster management	0.0%	0.0%
Urban development	3.8%	2.4%
Equality of opportunity	7.7%	11.8%
Public sector governance/reform	26.9%	28.2%
Natural resource management	5.8%	4.7%
Energy	1.9%	2.4%
Job creation/employment	9.6%	5.9%
Transport	0.0%	4.7%
Trade and exports	1.9%	3.5%
Economic growth	13.5%	4.7%
Regulatory framework	7.7%	8.2%
Environmental sustainability	7.7%	7.1%
Solid waste management	0.0%	2.4%
Foreign direct investment	1.9%	1.2%
Climate change	3.8%	3.5%

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

**B. Overall Attitudes toward the World Bank Group (continued)**

When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Uruguay?

Greatest Value Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Convening/facilitating	11.8%	8.8%
Data	5.9%	12.5%
Policy advice, studies, analyses	25.5%	27.5%
Financial resources	37.3%	41.3%
Technical assistance	29.4%	22.5%
Linkage to non-Bank expertise	5.9%	7.5%
Other	0.0%	0.0%

2 <sup>nd</sup> Greatest Value Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Convening/facilitating	7.8%	11.3%
Data	5.9%	7.5%
Policy advice, studies, analyses	17.6%	26.3%
Financial resources	25.5%	26.3%
Technical assistance	23.5%	28.8%
Linkage to non-Bank expertise	23.5%	8.8%
Other	2.0%	1.3%

Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Uruguay?

(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Staff too inaccessible	1.9%	2.4%
Not exploring alternative policy options	7.7%	12.9%
Not adequately sensitive to political/social realities in Uruguay	11.5%	5.9%
Not enough public disclosure of its work	19.2%	24.7%
Arrogant in its approach	1.9%	0.0%
Not aligned with country priorities	0.0%	1.2%
The credibility of its knowledge/data	3.8%	0.0%
World Bank Group's processes too complex	21.2%	17.6%
Not willing to honestly criticize policies and reform efforts in the country	1.9%	7.1%
Too influenced by developed countries	9.6%	9.4%
Imposing technocratic solutions without regard to political realities	7.7%	9.4%
World Bank Group's processes too slow	13.5%	9.4%
Too bureaucratic in its operational policies and procedures*	32.7%	14.1%
Not collaborating enough with non-state actors	1.9%	9.4%
Don't know	19.2%	21.2%

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

**B. Overall Attitudes toward the World Bank Group (continued)**

To what extent do you agree with the following statements about the World Bank Group's work in Uruguay?

(1-Strongly disagree, 10-Strongly agree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Uruguay	48	7.06	1.83	79	6.49	1.84
The World Bank Group's work is aligned with what I consider the development priorities for Uruguay*	45	7.22	1.59	78	6.29	1.82
The World Bank Group supports Uruguay's efforts to reduce social exclusion*	42	7.57	1.63	80	6.94	1.66
The World Bank Group treats clients and stakeholders in Uruguay with respect*	50	8.64	1.26	79	7.92	1.65
The World Bank Group is an organization that does not represent a particular ideological perspective in Uruguay*	47	7.77	2.16	82	6.35	2.65
The World Bank Group is an organization that is not overly influenced by any particular country*	39	6.15	2.57	79	4.99	2.70
The World Bank Group respects the positions, views and demands of the government of Uruguay*	44	8.34	1.51	80	7.54	1.74
The World Bank Group listens and takes into account your views*	45	8.22	1.51	69	6.62	2.40

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
When considering the national development needs in Uruguay, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides in Uruguay meet the national development needs of Uruguay?*	46	7.37	1.53	74	6.50	1.59

(1-To no degree at all, 10-To a very significant degree)

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

To what extent is the World Bank Group an effective development partner in Uruguay in terms of each of the following?

(1-To no degree at all, 10-To a very significant degree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Responsiveness*	43	7.02	1.64	66	6.17	1.81
Flexibility (in terms of the institution's products and services)*	43	6.93	1.76	63	5.87	1.87
Flexibility (in terms of changing country circumstances)	43	7.09	1.72	66	6.44	1.75
Being inclusive*	40	7.25	1.56	68	6.44	1.74
Openness (sharing data and other information)	47	7.47	1.61	77	7.17	1.72
Staff accessibility*	48	8.29	1.32	76	7.43	1.82
Straightforwardness and honesty*	49	8.18	1.47	70	7.40	2.18
Ease of access to the people at the World Bank Group who are making decisions important to my work*	48	8.17	1.65	68	7.07	2.10
Collaboration with civil society*	35	7.46	1.62	65	6.65	1.78
Collaboration with the Government*	44	8.23	1.24	71	7.66	1.52
Collaboration with other development partners	30	7.50	2.03	58	7.17	1.72
Collaboration with the private sector	25	7.12	1.86	62	6.65	2.09
The speed in which it gets things accomplished on the ground*	43	6.60	1.94	64	5.80	1.95
Being a long-term partner*	42	8.31	1.39	67	7.43	1.79

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

To be more effective development partner in Uruguay, do you believe that the World Bank Group should have?

(Select only ONE response)

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
More local presence	54.0%	54.2%
The current level of local presence is adequate	36.0%	36.1%
Don't know	10.0%	9.6%



### C. World Bank Group's Effectiveness and Results

In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Uruguay? (1-Not important at all, 10-Very important)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Infrastructure development	45	8.80	1.70	83	8.73	1.57
Health	46	7.72	1.80	78	6.97	2.15
Education (incl. early childhood education)	49	8.78	1.49	82	8.16	1.97
Equality of opportunity (i.e., equity)	48	7.54	1.84	80	7.69	2.02
Environmental sustainability	45	8.11	1.47	82	7.91	1.75
Economic growth	46	8.28	1.93	79	7.71	2.14
Crime and violence (i.e., citizen security)	41	7.02	1.84	74	7.19	2.44
Regulatory framework	43	6.86	2.28	74	6.69	2.43
Poverty reduction	45	8.11	2.01	78	7.50	1.87
Gender equity	43	7.00	2.10	78	6.83	2.09
Private sector development (e.g., competitiveness, innovation)	45	7.91	1.65	79	7.78	2.09
Water and sanitation	47	7.66	2.08	79	6.94	2.23
Trade and exports*	43	7.53	1.50	75	6.67	2.24
Energy	44	7.98	1.58	78	7.60	1.94
Disaster management	40	6.55	2.57	73	6.26	2.52
Public sector governance/reform	48	8.17	1.60	77	7.66	2.40
Job creation/employment	45	7.04	2.17	76	6.22	2.25
Social protection	43	6.72	2.34	77	6.34	2.40
Climate change	46	7.74	1.97	76	7.25	2.14
Agricultural development*	45	7.84	1.64	79	6.99	2.44
Natural resource management (e.g., oil, gas, mining)	43	7.95	2.06	77	7.44	2.47
Transport (incl. road safety)	43	8.07	1.62	77	7.68	2.29
Global/regional integration	47	7.81	1.54	77	7.35	2.09
Foreign direct investment*	43	7.56	2.03	77	6.77	2.06
Solid waste management	44	7.61	2.27	74	7.34	2.22
Urban development	44	7.86	1.90	74	7.55	2.10

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

**C. World Bank Group's Effectiveness and Results (continued)**

How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Uruguay? (1-Not effective at all, 10-Very effective)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Infrastructure development	18	7.50	2.38	43	6.72	2.29
Health	16	7.31	2.39	28	6.00	2.60
Education (incl. early childhood education)*	22	7.86	1.96	37	6.27	2.58
Equality of opportunity (i.e., equity)	15	7.07	2.81	29	6.59	2.51
Environmental sustainability	21	7.67	2.20	32	7.13	2.00
Economic growth	17	7.06	2.56	40	7.03	1.86
Crime and violence (i.e., citizen security)	8	5.13	3.87	20	5.20	2.59
Regulatory framework	15	7.20	2.60	29	6.76	2.21
Poverty reduction	19	6.74	2.60	43	6.86	2.44
Gender equity	15	7.07	2.66	30	6.63	2.22
Private sector development	16	7.00	2.22	34	6.68	2.03
Water and sanitation	19	7.47	2.27	38	7.42	1.83
Trade and exports	9	6.78	3.67	31	6.23	2.63
Energy	13	7.23	2.65	34	7.35	1.76
Disaster management	9	6.44	3.09	17	6.47	2.67
Public sector governance/reform*	21	7.81	2.09	37	5.65	2.45
Job creation/employment	11	6.27	3.04	27	5.89	2.67
Social protection	14	7.14	2.98	29	6.48	2.03
Climate change	20	7.85	2.25	32	7.38	2.51
Agricultural development	18	7.44	2.09	33	7.24	2.61
Natural resource management (e.g., oil, gas, mining)	15	7.67	2.23	24	6.46	2.96
Transport (incl. road safety)	9	7.56	2.60	33	6.03	2.59
Global/regional integration	9	7.78	2.73	28	6.07	2.69
Foreign direct investment	8	7.00	3.34	26	6.12	2.39
Solid waste management	4	4.50	3.51	20	6.20	2.38
Urban development	5	7.20	3.63	25	6.20	2.33

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Uruguay?	43	6.91	1.69	73	6.29	1.66

(1-To no degree at all, 10-To a very significant degree)

To what extent do you agree with the following statements about the World Bank Group in Uruguay?

(1-Strongly disagree, 10-Strongly agree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Uruguay*	43	7.09	1.64	74	6.05	1.76
The World Bank Group meets Uruguay's needs for knowledge services	43	6.63	2.01	76	6.08	1.90

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

#### D. The World Bank Group's Knowledge Work and Activities

How frequently do you consult World Bank Group's knowledge work and activities in the work you do?

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Weekly	7.7%	10.6%
Monthly	15.4%	16.5%
A few times a year	55.8%	55.3%
Rarely	19.2%	16.5%
Never	1.9%	1.2%

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Uruguay's specific development challenges and country circumstances?	48	7.23	1.65	79	7.39	1.63
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	45	7.09	1.61	77	6.91	1.64
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	49	7.67	1.70	79	7.73	1.37

(1-To no degree at all, 10-To a very significant degree; 1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality)

Have you read/consulted any World Bank Group Reports: [Economic Mobility and the Rise of the Latin American Middle Class]?

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Yes	28.8%	32.9%
No	71.2%	67.1%

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent do you believe this Flagship Report raised substantive new information and insight that you were not aware of prior to reading?	13	7.38	1.45	27	7.44	1.34
To what extent do you believe this Flagship Report provided you with useful information in terms of the work you do?	13	7.85	1.52	27	7.07	1.94

(1-To no degree at all, 10-To a very significant degree)

### E. Working with the World Bank Group

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	38	8.00	2.27	42	6.93	2.23
The World Bank Group effectively monitors and evaluates the projects and programs it supports	45	7.84	1.77	59	7.63	1.76
The World Bank Group's approvals and reviews are done in a timely fashion	43	7.37	2.00	49	7.00	1.97
The World Bank Group takes decisions quickly in Uruguay	38	7.29	2.00	52	6.77	2.06
Working with the World Bank Group increases Uruguay's institutional capacity	45	7.67	1.94	57	7.25	1.52
The World Bank Group ensures consistency and continuity through staff changes	37	6.86	2.03	49	6.71	2.04
Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	32	6.94	2.20	38	7.21	1.83
The World Bank Group provides effective implementation support (i.e., supervision of projects)	43	7.70	1.85	46	7.28	2.04

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

### F. Recent Trends and the Future Role of the World Bank Group in Uruguay

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
In the last three years, to what extent do you believe that the World Bank Group has moved in the right direction in terms of the focus of its work in Uruguay?	42	7.50	1.74	62	7.10	2.07
How significant a role do you believe that international development cooperation (e.g., range of donors and partners) SHOULD play in Uruguay's development in the near future?*	52	8.48	1.24	81	7.85	1.59

(1-To no degree at all, 10-To a very significant degree; 1-Not a significant role at all, 10-Very significant role)

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

Which of the following SHOULD the World Bank Group do to make itself of greater value in Uruguay?  
(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Collaborate more effectively with Government clients (e.g., national, state, local)	25.0%	23.5%
Offer more innovative financial products	23.1%	18.8%
Reach out more to groups outside of Government	25.0%	37.6%
Offer more innovative knowledge services	40.4%	32.9%
Ensure greater selectivity in its work	5.8%	9.4%
Increase the level of capacity development in the country	53.8%	41.2%
Work faster	3.8%	7.1%
Other*	1.9%	12.9%

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

**F. Recent Trends and the Future Role of the World Bank Group in Uruguay (continued)**

When considering the combination of services that the World Bank Group offers in Uruguay, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Uruguay? (Select only ONE response)

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Financial services	9.6%	22.4%
Knowledge products	46.2%	38.8%
Convening services	3.8%	4.7%
The combination is appropriate for Uruguay	34.6%	24.7%
Don't know	5.8%	9.4%

**G. Communication and Information Sharing**

How do you get most of your information about economic and social development issues in Uruguay?

(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Local newspapers	51.9%	41.2%
International newspapers	3.8%	7.1%
Local radio	7.7%	10.6%
International radio	0.0%	0.0%
Local television	13.5%	8.2%
International television	5.8%	2.4%
Periodicals	28.8%	36.5%
Internet	69.2%	72.9%
Social media (e.g., Facebook, Twitter, Youtube, Flickr)	9.6%	4.7%
Blogs	1.9%	0.0%
Mobile phones	0.0%	0.0%
Instant messaging	0.0%	0.0%
Other	5.8%	3.5%

How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Blogs	0.0%	4.7%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	32.7%	28.2%
e-Newsletters	48.1%	47.1%
Instant messaging	3.8%	5.9%
World Bank Group's seminars/workshops/conferences	53.8%	38.8%
World Bank Group's publications and other written materials	30.8%	29.4%
Mobile phones	0.0%	0.0%
Social media (e.g., Facebook, Twitter, Youtube, Flickr)	3.8%	5.9%
World Bank Group's website*	7.7%	22.4%
Other	0.0%	0.0%

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

Do you use/have used the World Bank Group website?

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Yes	73.1%	71.8%
No	26.9%	28.2%

**G. Communication and Information Sharing (continued)**

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.)	50	7.56	2.44	83	7.34	2.28
The World Bank Group's social media channels (e.g., Facebook, Twitter, Youtube, Flickr) are valuable sources of information about the institution*	27	6.67	2.70	55	5.24	2.49
The World Bank Group is responsive to my information requests and inquiries	46	8.22	1.88	65	7.49	2.06

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

**H. Background Information**

Which of the following describes most of your exposure to the World Bank Group in Uruguay?

(Select only ONE response)

Percentage of Respondents (Responses Combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Observer (i.e., follow in media, discuss in informal conversations, etc.)	7.7%	19.5%
Use World Bank Group reports/data*	26.9%	57.3%
Engage in World Bank Group related/sponsored events/activities	57.7%	45.1%
Collaborate as part of my professional duties*	57.7%	9.8%
Use World Bank Group website for information, data, research, etc.*	5.8%	29.3%

\*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

## Appendix D: Indicator Questions as a Function of Exposure to the World Bank Group

Indicator Question	Currently, do you professionally collaborate/work with the World Bank in your country?		Which of the following describes most of your exposure to the World Bank in Uruguay? (Choose no more than TWO)									
			Observer		Use WB reports/data		Engage in WB activities		Collaborate		Use WB website	
	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
Overall, please rate your impression of the effectiveness of the World Bank in Uruguay	6.90	7.63	7.23	6.72	6.99	7.38	6.98	7.32	7.12	7.25	7.25	6.79
To what extent do you believe the World Bank Group's staff is well prepared to help Uruguay solve its most complicated development challenges?	7.48	7.88	7.64	7.33	7.61	7.60	7.28	7.89	7.68	7.43	7.61	7.57
Overall the World Bank Group currently plays a relevant role in development in Uruguay	6.49	7.06	6.75	6.35	6.68	6.71	6.50	6.89	6.54	7.09	6.80	6.28
The World Bank Group's work is aligned with what I consider the development priorities for Uruguay	6.29	7.22	6.65	6.31	6.47	6.76	6.57	6.64	6.52	6.85	6.79	5.96
Responsiveness	6.17	7.02	6.60	5.50	6.35	6.68	6.37	6.60	6.32	6.86	6.58	6.11
Flexibility (in terms of the institution's products and services)	5.87	6.93	6.32	6.08	6.34	6.22	6.04	6.52	6.22	6.44	6.31	6.21
Flexibility (in terms of changing country circumstances)	6.44	7.09	6.64	7.08	6.66	6.73	6.53	6.85	6.65	6.79	6.69	6.71
Being inclusive	6.44	7.25	6.74	6.67	6.59	6.90	6.61	6.84	6.66	6.93	6.83	6.38
Openness	7.17	7.47	7.30	7.07	7.24	7.30	7.00	7.53	7.19	7.47	7.36	6.92
Staff accessibility	7.43	8.29	7.87	6.93	7.71	7.81	7.33	8.14	7.69	7.89	7.84	7.44
Straightforwardness and honesty	7.40	8.18	7.70	7.69	7.80	7.58	7.40	7.97	7.63	7.86	7.76	7.48
Ease of access to the people at the World Bank Group who are making decisions important to my work	7.07	8.17	7.45	7.79	7.62	7.34	7.09	7.84	7.36	7.76	7.68	6.60
Collaboration with civil society	6.65	7.46	6.90	7.08	6.94	6.89	6.73	7.10	6.68	7.58	7.00	6.58
Collaboration with the Government	7.66	8.23	7.88	7.80	7.93	7.79	7.82	7.92	7.76	8.11	7.92	7.67
Collaboration with other development partners	7.17	7.50	7.16	7.79	7.12	7.41	7.13	7.41	7.23	7.38	7.32	7.10
Collaboration with the private sector	6.65	7.12	6.75	6.82	6.98	6.55	6.77	6.74	6.58	7.35	6.71	6.94
The speed in which it gets things accomplished on the ground	5.80	6.60	6.11	6.18	6.07	6.17	5.82	6.39	6.13	6.09	6.22	5.65
Being a long-term partner	7.43	8.31	7.76	7.75	7.73	7.78	7.39	8.13	7.64	8.00	7.86	7.36
To what extent does the World Bank Group's work help to achieve development results in Uruguay?	6.29	6.91	6.54	6.31	6.50	6.53	6.39	6.63	6.52	6.50	6.61	6.16
The World Bank Group's financial instruments meet the needs of Uruguay	6.05	7.09	6.45	6.31	6.38	6.49	6.35	6.51	6.36	6.61	6.61	5.75
The World Bank Group meets Uruguay's needs for knowledge services	6.08	6.63	6.26	6.14	6.26	6.24	6.14	6.36	6.29	6.16	6.36	5.89
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.91	7.09	6.99	6.71	6.98	6.93	6.91	7.00	6.95	6.97	6.92	7.08
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.73	7.67	7.73	7.59	7.61	7.83	7.48	7.95	7.84	7.39	7.74	7.59
The World Bank Group takes decisions quickly in Uruguay	6.77	7.29	7.04	6.22	6.98	6.92	6.54	7.33	7.16	6.58	7.08	6.23
Where country systems are adequate, the World Bank Group makes appropriate use of them	7.21	6.94	7.07	7.00	6.65	7.56	6.87	7.23	7.55	6.33	7.09	7.00

Yellow highlight indicates significant difference between Yes and No mean.

## Appendix E: Indicator Questions by Stakeholder Groups

	Which of the following best describes your current position?																										
	Office of President/ Prime Minister			Employee of Ministry/ Ministerial Dep.			PMU/Consultant/ Contractor on WBG project			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent government institution			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the effectiveness of the World Bank in Uruguay	12	7.33	1.92	13	7.77	1.59	22	7.55	1.57	14	6.50	1.16	7	7.00	2.31	11	7.00	1.55	8	6.63	2.72	22	6.82	1.89	20	7.55	1.39
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Uruguay solve its most complicated development challenges?	11	7.64	1.43	13	7.38	2.29	23	7.74	1.45	14	7.79	1.12	6	7.83	1.17	10	7.00	1.41	8	8.00	1.77	20	7.70	1.56	19	7.63	2.09
Overall the World Bank Group currently plays a relevant role in development in Uruguay	11	6.36	1.91	12	6.33	2.42	21	7.24	1.55	13	6.54	1.90	9	7.44	1.94	11	6.00	1.48	9	6.00	2.55	21	6.57	1.78	20	7.20	1.47
The World Bank Group's work is aligned with what I consider the development priorities for Uruguay	11	6.55	1.69	12	6.75	1.96	20	7.15	1.53	13	6.00	1.53	7	7.43	1.72	11	5.91	2.47	9	6.22	2.05	21	6.29	1.90	19	7.21	1.36
Responsiveness	12	6.33	2.53	9	7.11	1.83	22	6.95	1.68	13	6.08	1.04	6	5.67	1.97	7	5.86	1.57	9	5.89	2.20	15	6.53	1.68	16	6.94	1.61
Flexibility (in terms of the institution's products and services)	11	6.18	2.32	10	6.90	2.02	19	6.37	2.03	12	6.00	1.04	5	5.20	2.49	8	6.13	1.36	9	6.00	2.45	17	6.76	2.02	15	6.27	1.53
Flexibility (in terms of changing country circumstances)	11	6.45	2.38	10	7.30	1.57	19	6.63	1.95	11	6.27	1.19	4	6.50	1.00	10	6.40	1.26	9	6.22	2.22	19	7.16	1.74	16	6.81	1.76
Being inclusive	10	6.20	1.87	8	7.25	1.67	19	7.16	1.68	12	6.25	.97	6	6.67	2.58	11	5.91	1.58	8	6.75	2.12	20	7.00	1.86	14	7.00	1.41
Openness (sharing data and other information)	12	6.58	2.43	11	7.18	1.54	22	7.55	1.53	13	6.62	1.33	7	8.00	1.63	12	6.58	1.51	9	6.78	1.86	20	8.10	1.29	18	7.50	1.69
Staff accessibility	12	7.58	2.35	10	8.10	1.52	23	8.26	1.18	13	7.23	1.36	7	7.43	2.70	12	7.17	2.08	9	7.44	1.51	19	8.16	1.42	19	7.74	1.69
Straightforwardness and honesty	11	7.27	2.41	10	8.40	1.07	23	7.96	1.66	13	7.92	1.50	5	8.00	1.73	11	7.36	2.94	9	6.89	2.20	20	7.65	2.06	17	7.82	1.91
Ease of access to the people at the World Bank Group who are making decisions important to my work	12	7.17	2.66	9	8.33	2.06	23	7.91	2.15	12	7.08	1.93	8	8.13	1.81	12	7.25	1.66	8	6.00	2.20	15	7.67	1.40	17	7.65	1.84
Collaboration with civil society	10	5.70	2.16	7	7.86	1.95	17	7.24	1.56	13	7.15	1.57	8	6.88	2.36	12	6.75	1.66	7	6.71	2.29	14	7.29	1.14	12	6.67	1.61
Collaboration with the Government	11	7.00	2.10	10	8.60	1.07	20	7.95	1.10	12	7.75	1.14	5	8.40	1.52	10	7.00	1.05	8	7.38	1.69	20	8.20	1.44	19	8.21	1.44
Collaboration with other development partners	8	5.88	2.47	9	7.56	2.40	14	6.64	2.06	8	7.00	1.51	3	8.33	1.15	9	7.78	1.09	7	7.00	1.91	14	7.57	1.28	16	7.94	1.57
Collaboration with the private sector	6	5.00	2.28	4	7.50	1.91	16	6.81	1.83	12	6.75	2.56	3	7.00	2.65	9	6.56	2.19	7	6.71	2.06	16	7.06	1.65	14	7.14	1.96
The speed in which it gets things accomplished on the ground	12	5.50	2.71	8	6.38	2.07	22	6.23	1.66	13	5.69	1.60	4	7.25	.96	8	5.00	2.27	8	6.63	2.07	16	6.00	2.19	16	6.81	1.64
Being a long-term partner	11	6.82	2.32	8	8.88	1.25	22	7.68	1.70	12	8.08	1.16	5	7.60	2.07	11	7.55	1.63	7	7.14	1.95	16	7.63	1.67	17	8.35	1.41
To what extent does the World Bank Group's work help to achieve development results in Uruguay?	11	6.55	2.11	9	6.44	2.01	20	7.00	1.72	13	6.23	1.01	6	6.00	1.55	11	5.82	1.54	8	6.13	2.10	20	6.30	1.89	18	7.22	1.22
The World Bank Group's financial instruments meet the needs of Uruguay	11	6.36	2.06	11	6.64	2.06	21	6.95	1.75	13	6.23	1.24	8	6.00	1.60	10	5.90	1.66	9	5.67	2.00	18	6.39	1.79	16	6.88	1.93
The World Bank Group meets Uruguay's needs for knowledge services	11	6.18	2.64	8	5.75	2.92	20	6.30	1.72	12	6.08	1.44	7	6.29	1.70	11	5.27	2.15	9	6.22	1.86	21	6.71	1.79	20	6.75	1.83
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	12	6.17	2.08	8	6.13	2.23	19	7.11	1.24	14	6.93	1.33	8	7.50	1.77	12	6.75	1.91	8	6.00	1.51	21	7.48	1.40	20	7.50	1.32
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	11	7.36	2.06	11	7.09	2.17	22	7.41	1.68	14	7.57	1.02	7	8.43	1.62	12	7.58	1.08	9	7.89	1.05	23	8.00	1.35	19	8.11	1.29
The World Bank Group takes decisions quickly in Uruguay	9	7.33	2.65	11	7.64	2.54	20	6.90	1.83	10	6.90	1.79	4	9.00	1.41	7	4.71	2.14	7	7.14	1.57	11	7.09	1.64	11	6.82	1.54
Where country systems are adequate, the World Bank Group makes appropriate use of them	6	8.50	.55	8	7.25	2.71	20	6.55	2.39	6	5.67	1.03	1	8.00		5	6.40	1.82	7	7.57	1.51	8	7.75	1.58	9	7.44	1.74



## Appendix F: Uruguay FY 2014 Questionnaire



### **World Bank Group Country Survey FY14 – Uruguay**

The World Bank Group is interested in gauging the views of clients and partners who are either involved in development in Uruguay or who observe activities related to social and economic development. The following survey will give the World Bank Group's team that works in Uruguay, greater insight into how the Bank's work is perceived. This is one tool the World Bank Group uses to assess the views of its stakeholders, and to develop more effective strategies that support development in Uruguay.

A local independent firm has been hired to oversee the logistics of this survey. This ensures anonymity and confidentiality. We hope you'll be candid.

Finally, the survey relates to the World Bank Group's work. The World Bank Group consists of IBRD, IDA, IFC, MIGA, and ICSID. When responding to the survey, please consider the area of the World Bank Group with which you are most familiar.

**To complete the survey, please circle/check the response that most accurately reflects your opinion. If you prefer not to answer a question, please leave it blank. If you feel that you do not have an adequate amount of information on a subject, please check "Don't know".**

**PLEASE NOTE: IN SOME CASES THE SURVEY WILL ASK FOR A SPECIFIC NUMBER OF RESPONSES. PLEASE DO NOT CHOOSE ANY MORE THAN REQUESTED. IF MORE RESPONSES ARE CHOSEN, DATA CANNOT BE INCLUDED IN ANALYSIS.**

#### **SECTION A: GENERAL ISSUES FACING URUGUAY**

<b>A1. In general would you say that Uruguay is headed in ... ?</b>	
1	The right direction
2	The wrong direction
3	Not sure

**SECTION A: GENERAL ISSUES**

<b>A2. Listed below are a number of development priorities in Uruguay.</b>			
<b>Please identify which of the following you consider the most important development priorities in Uruguay? (Choose no more than THREE)</b>			
1	Social protection (e.g., pensions, targeted social assistance)	14	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
2	Infrastructure development	15	Energy
3	Global/regional integration	16	Equality of opportunity (i.e., equity)
4	Environmental sustainability	17	Agricultural development
5	Private sector development (e.g., competitiveness, innovation)	18	Urban development
6	Water and sanitation	19	Crime and violence (i.e., citizen security)
7	Job creation/employment	20	Regulatory framework
8	Health	21	Natural resource management (e.g., oil, gas, mining)
9	Poverty reduction	22	Solid waste management
10	Climate change (e.g., mitigation, adaptation)	23	Gender equity
11	Education (incl. early childhood education)	24	Transport (incl. road safety)
12	Foreign direct investment	25	Disaster management
13	Economic growth	26	Trade and exports

<b>A3. Poverty reduction is a broad term that encompasses work in many different areas.</b>			
<b>Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Uruguay? (Choose no more than THREE)</b>			
1	Water and sanitation	14	Health
2	Equality of opportunity (i.e., equity)	15	Private sector development (e.g., competitiveness, innovation)
3	Economic growth	16	Foreign direct investment
4	Climate change (e.g., mitigation, adaptation)	17	Education (incl. early childhood education)
5	Global/regional integration	18	Energy
6	Gender equity	19	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
7	Agricultural development	20	Natural resource management (e.g., oil, gas, mining)
8	Social protection (e.g., pensions, targeted social assistance)	21	Environmental sustainability
9	Crime and violence (i.e., citizen security)	22	Job creation/employment
10	Infrastructure development	23	Trade and exports
11	Transport (incl. road safety)	24	Disaster management
12	Solid waste management	25	Urban development
13	Regulatory framework		

**SECTION A: GENERAL ISSUES**

**A4. The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "shared prosperity" in your country, which of the following TWO best illustrate how this would be achieved in Uruguay?**

**(Choose no more than TWO)**

1	Better employment opportunities for young people
2	Better employment opportunities for women
3	Greater access to micro-finance for the poor
4	Greater voice and participation for citizens to help ensure greater accountability
5	Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)
6	Better opportunity for the poor who live in rural areas
7	Better opportunity for the poor who live in urban areas
8	Consistent economic growth
9	More reliable social safety net
10	Better quality public services
11	Other (please specify): _____

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP**

How familiar are you with the work of these organizations in Uruguay?											
		Not familiar at all									Extremely familiar
<b>B1</b>	World Bank (WB/BM)	1	2	3	4	5	6	7	8	9	10
<b>B2</b>	Inter-American Development Bank (IDB/BID)	1	2	3	4	5	6	7	8	9	10
<b>B3</b>	Latin American Development Bank (CAF)	1	2	3	4	5	6	7	8	9	10

Overall, please rate your impression of the effectiveness of these organizations in Uruguay.												
		Not effective at all									Extremely effective	Don't know
<b>B4</b>	World Bank (WB/BM)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B5</b>	Inter-American Development Bank (IDB/BID)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B6</b>	Latin American Development Bank (CAF)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

<b>B7. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Uruguay solve its most complicated development challenges?</b>												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all									To a very significant degree		Don't know	

<b>B8. When thinking about how the World Bank Group can have the most impact on development results in Uruguay, in which sectorial areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Uruguay? (Choose no more than THREE)</b>												
1	Education (incl. early childhood education)					14	Equality of opportunity (i.e., equity)					
2	Health					15	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)					
3	Infrastructure development					16	Natural resource management (e.g., oil, gas, mining)					
4	Poverty reduction					17	Energy					
5	Global/regional integration					18	Job creation/employment					
6	Gender equity					19	Transport (incl. road safety)					
7	Crime and violence (i.e., citizen security)					20	Trade and exports					
8	Private sector development (e.g., competitiveness, innovation)					21	Economic growth					
9	Agricultural development					22	Regulatory framework					
10	Social protection (e.g., pensions, targeted social assistance)					23	Environmental sustainability					
11	Water and sanitation					24	Solid waste management					
12	Disaster management					25	Foreign direct investment					
13	Urban development					26	Climate change (e.g., mitigation, adaptation)					

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP**

<b>B9. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Uruguay?</b>			
		<b>Greatest Value (Choose only ONE)</b>	<b>Second Greatest Value (Choose only ONE)</b>
1	Convening/facilitating	<input type="checkbox"/>	<input type="checkbox"/>
2	Data	<input type="checkbox"/>	<input type="checkbox"/>
3	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
4	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
5	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
6	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	<input type="checkbox"/>	<input type="checkbox"/>
7	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

<b>B10. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Uruguay? (Choose no more than TWO)</b>	
1	Staff too inaccessible
2	Not exploring alternative policy options
3	Not adequately sensitive to political/social realities in Uruguay
4	Not enough public disclosure of its work
5	Arrogant in its approach
6	Not aligned with country priorities
7	The credibility of its knowledge/data
8	World Bank Group's processes too complex
9	Not willing to honestly criticize policies and reform efforts in the country
10	Too influenced by developed countries
11	Imposing technocratic solutions without regard to political realities
12	World Bank Group's processes too slow
13	Too bureaucratic in its operational policies and procedures
14	Not collaborating enough with non-state actors
15	Other (please specify): _____
16	Don't know

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP**

To what extent do you agree with the following statements about the World Bank Group's work in Uruguay?													
		Strongly disagree										Strongly agree	Don't know
<b>B11</b>	Overall the World Bank Group currently plays a relevant role in development in Uruguay	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B12</b>	The World Bank Group's work is aligned with what I consider the development priorities for Uruguay	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B13</b>	The World Bank Group supports Uruguay's efforts to reduce social exclusion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B14</b>	The World Bank Group treats clients and stakeholders in Uruguay with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B15</b>	The World Bank Group is an organization that does not represent a particular ideological perspective in Uruguay	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B16</b>	The World Bank Group is an organization that is not overly influenced by any particular country	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B17</b>	The World Bank Group respects the positions, views and demands of the government of Uruguay	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B18</b>	The World Bank Group listens and takes into account your views	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

<b>B19. When considering the national development needs in Uruguay, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides in Uruguay meet the national development needs of Uruguay?</b>												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all									To a very significant degree		Don't know	

**PLEASE NOTE: IN SOME CASES THE SURVEY WILL ASK FOR A SPECIFIC NUMBER OF RESPONSES. PLEASE DO NOT CHOOSE ANY MORE THAN REQUESTED. IF MORE RESPONSES ARE CHOSEN, DATA CANNOT BE INCLUDED IN ANALYSIS.**

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP**

**To what extent is the World Bank Group an effective development partner in Uruguay, in terms of each of the following?**

		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>B20</b>	Responsiveness												<input type="checkbox"/>
<b>B21</b>	Flexibility (in terms of the institution's products and services)												<input type="checkbox"/>
<b>B22</b>	Flexibility (in terms of changing country circumstances)												<input type="checkbox"/>
<b>B23</b>	Being inclusive												<input type="checkbox"/>
<b>B24</b>	Openness (sharing data and other information)												<input type="checkbox"/>
<b>B25</b>	Staff accessibility												<input type="checkbox"/>
<b>B26</b>	Straightforwardness and honesty												<input type="checkbox"/>
<b>B27</b>	Ease of access to the people at the World Bank Group who are making decisions important to my work												<input type="checkbox"/>
<b>B28</b>	Collaboration with civil society												<input type="checkbox"/>
<b>B29</b>	Collaboration with the Government												<input type="checkbox"/>
<b>B30</b>	Collaboration with other development partners												<input type="checkbox"/>
<b>B31</b>	Collaboration with the private sector												<input type="checkbox"/>
<b>B32</b>	The speed in which it gets things accomplished on the ground												<input type="checkbox"/>
<b>B33</b>	Being a long-term partner												<input type="checkbox"/>

**B34. To be a more effective development partner in Uruguay, do you believe that the World Bank Group should have... ? (Select only ONE response)**

<input type="checkbox"/> More local presence	<input type="checkbox"/> The current level of local presence is adequate	<input type="checkbox"/> Less local presence	<input type="checkbox"/> Don't know
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**SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS**

C1. In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Uruguay?													
		Not important at all										Very important	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Infrastructure development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Education (incl. early childhood education)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Crime and violence (i.e., citizen security)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Regulatory framework	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Private sector development (e.g., competitiveness, innovation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Disaster management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
17	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Agricultural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
22	Transport (incl. road safety)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Foreign direct investment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Solid waste management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
26	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	



**SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS**

**C2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Uruguay?** *(If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")*

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Infrastructure development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	Health	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	Education (incl. early childhood education)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
4	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
5	Environmental sustainability	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
6	Economic growth	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
7	Crime and violence (i.e., citizen security)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
8	Regulatory framework	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
9	Poverty reduction	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
10	Gender equity	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
11	Private sector development (e.g., competitiveness, innovation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
12	Water and sanitation	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
13	Trade and exports	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
14	Energy	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
15	Disaster management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
16	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
17	Job creation/employment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
18	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
19	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
20	Agricultural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
21	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
22	Transport (incl. road safety)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
23	Global/regional integration	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
24	Foreign direct investment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
25	Solid waste management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
26	Urban development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

**SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS**

<b>C3. To what extent does the World Bank Group's work help to achieve development results in Uruguay?</b>											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

<b>To what extent do you agree with the following statements about the World Bank Group in Uruguay?</b>												
		Strongly disagree								Strongly agree		Don't know
<b>C4</b>	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Uruguay	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C5</b>	The World Bank Group meets Uruguay's needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

**PLEASE NOTE: IN SOME CASES THE SURVEY WILL ASK FOR A SPECIFIC NUMBER OF RESPONSES. PLEASE DO NOT CHOOSE ANY MORE THAN REQUESTED. IF MORE RESPONSES ARE CHOSEN, DATA CANNOT BE INCLUDED IN ANALYSIS.**

## SECTION D: THE WORLD BANK GROUP'S KNOWLEDGE WORK AND ACTIVITIES (i.e., ANALYSIS, STUDIES, RESEARCH, DATA, REPORTS, CONFERENCES)

**D1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?**

1	Weekly
2	Monthly
3	A few times a year
4	Rarely
5	Never

**D2. To what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Uruguay's specific development challenges and country circumstances?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all					To a very significant degree					Don't know

**D3. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not significant at all					Very significant					Don't know

**D4. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Very low technical quality					Very high technical quality					Don't know

**D5. Have you read/consulted the most recent LAC Flagship Report "Economic Mobility and the Rise of the Latin American Middle Class"?**

*(LAC Flagship Reports are annual reports prepared by the LAC Chief Economist Office)*

1	Yes
2	No

**D6. To what extent do you believe this Flagship Report raised substantive new information and insight that you were not aware of prior to reading?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all					To a very significant degree					Don't know

**D7. To what extent do you believe this Flagship Report provided you with useful information in terms of the work you do?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all					To a very significant degree					Don't know

**SECTION E: WORKING WITH THE WORLD BANK GROUP**

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
<b>E1</b>	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E2</b>	The World Bank Group effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E3</b>	The World Bank Group's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E4</b>	The World Bank Group takes decisions quickly in Uruguay	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E5</b>	Working with the World Bank Group increases Uruguay's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E6</b>	The World Bank Group ensures consistency and continuity through staff changes	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E7</b>	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E8</b>	The World Bank Group provides effective implementation support (i.e., supervision of projects)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

**PLEASE NOTE: IN SOME CASES THE SURVEY WILL ASK FOR A SPECIFIC NUMBER OF RESPONSES. PLEASE DO NOT CHOOSE ANY MORE THAN REQUESTED. IF MORE RESPONSES ARE CHOSEN, DATA CANNOT BE INCLUDED IN ANALYSIS.**

**SECTION F: RECENT TRENDS AND THE FUTURE ROLE OF THE WORLD BANK GROUP IN URUGUAY**

**F1. In the last three years, to what extent do you believe that the World Bank Group has moved in the right direction in terms of the focus of its work in Uruguay?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all					To a very significant degree					Don't know

**F2. How significant a role do you believe that international development cooperation (e.g., range of donors and partners) SHOULD play in Uruguay's development in the near future?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not a significant role at all					Very significant role					Don't know

**F3. Which of the following SHOULD the World Bank Group do to make itself of greater value in Uruguay? (Choose no more than TWO)**

1	Collaborate more effectively with Government clients (e.g., national, state, local)
2	Offer more innovative financial products
3	Reach out more to groups outside of Government
4	Offer more innovative knowledge services
5	Ensure greater selectivity in its work
6	Increase the level of capacity development in the country
7	Work faster
8	Other (please specify): _____

**F4. When considering the combination of services that the World Bank Group offers in Uruguay, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Uruguay? (Select only ONE response)**

1	Financial services
2	Knowledge products
3	Convening services
4	None of the above
5	The combination is appropriate for Uruguay
6	Don't know

**SECTION G: COMMUNICATION AND INFORMATION SHARING****G1. How do you get most of your information about economic and social development issues in Uruguay? (Choose no more than TWO)**

1	Local newspapers
2	International newspapers
3	Local radio
4	International radio
5	Local television
6	International television
7	Periodicals
8	Internet
9	Social media (e.g., Facebook, Twitter, Youtube, Flickr)
10	Blogs
11	Mobile phones
12	Instant messaging
13	Other (please specify): _____

**G2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)**

1	Blogs
2	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
3	e-Newsletters
4	Instant messaging
5	World Bank Group's seminars/workshops/conferences
6	World Bank Group's publications and other written materials
7	Mobile phones
8	Social media (e.g., Facebook, Twitter, Youtube, Flickr)
9	World Bank Group's website
10	Other (please specify): _____

<b>G3</b>	Do you use/have you used the World Bank Group's website?	<b>Yes</b>	<b>No</b>
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**Please rate how much you agree with the following statements.**

		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>G4</b>	When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>G5</b>	The World Bank Group's social media channels (e.g., Facebook, Twitter, Youtube, Flickr) are valuable sources of information about the institution	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>G6</b>	The World Bank Group is responsive to my information requests and inquiries	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

**SECTION H: BACKGROUND INFORMATION**

<b>H1. Which of the following best describes your current position? (Select only ONE response)</b>	
1	Office of the President, Prime Minister
2	Office of Minister
3	Office of Parliamentarian
4	Employee of a Ministry, Ministerial Department or Implementation Agency
5	Consultant/Contractor working on World Bank Group supported project/program
6	Project Management Unit (PMU) overseeing implementation of project
7	Local Government Office or Staff
8	Bilateral Agency
9	Multilateral Agency
10	Private Sector Organization
11	Private Foundation
12	Financial Sector/Private Bank
13	NGO
14	Community Based Organization
15	Media (Press, Radio, TV, Web, etc.)
16	Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)
17	Trade Union
18	Faith-Based Group
19	Academia/Research Institute/Think Tank
20	Judiciary Branch
21	Other (please specify): _____

<b>H2. Please identify the primary specialization of your work. (Select only ONE response)</b>		
1	Agriculture/ rural development / food security	11 Natural resource management / environmental sustainability
2	Climate change / disaster management	12 Private sector development / foreign direct investment
3	Education	13 Public sector governance / public financial management / anti corruption
4	Energy	14 Social protection
5	Financial markets / banking	15 Transport / infrastructure
6	Gender equity / equality of opportunity	16 Urban development
7	Health / communicable/non-communicable diseases	17 Water and sanitation
8	Information and communications technology	18 Generalist
9	Job creation/employment	19 Other (please specify): _____
10	Law and justice / regulatory framework	

**SECTION H: BACKGROUND INFORMATION**

<b>H3. Currently, do you professionally collaborate/work with the World Bank Group in your country?</b>	
1	Yes
2	No

<b>H4. Which of the following agencies of the World Bank Group do you primarily engage with in Uruguay? (Select only ONE response)</b>	
1	The World Bank (IBRD)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	Other (please specify): _____

<b>H5. Do your projects involve both the World Bank and the IFC?</b> <i>(If YES please go to Question H6; If NO please go to H7)</i>	
1	Yes
2	No

<b>H6. If yes, what was your view on the two institutions working together in Uruguay? (Select only ONE response)</b>	
1	Working well together
2	Collaborating but needs improvement
3	In conflict
4	Other
5	Don't know

<b>H7. Which of the following describes most of your exposure to the World Bank Group in Uruguay? (Choose no more than TWO)</b>	
1	Observer (i.e., follow in media, discuss in informal conversations, etc.)
2	Use World Bank Group reports/data
3	Engage in World Bank Group related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank Group website for information, data, research, etc.

<b>H8. Which best represents your geographic location?</b>	
1	Montevideo
2	Departamento

**Thank you for completing the survey!**