

# FY16 Colombia Country Opinion Survey Report

**THE WORLD BANK GROUP**

Public Opinion Research Group



**WORLD BANK GROUP**

**September 2016**



## Acknowledgements

The Colombia 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, Svetlana Markova, Jessica Cameron, and Calita Woods. 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 country team and the local fielding agency IPSOS. In particular, PORG is grateful for the support from Gabriela Aguilar Martinez (Senior Communications Officer) and Carlota Molina Hernandez (Communications Assistant), who coordinated the survey related activities from Mexico City, Mexico.



Country Opinion Surveys  
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## I. Objectives

This survey was designed to assist the World Bank Group (WBG) in gaining a better understanding of how stakeholders in Colombia perceive the WBG. The survey explored:

- *General Issues Facing Colombia*
- *Overall Attitudes toward the World Bank Group*
- *World Bank Group's Effectiveness and Results*
- *The World Bank Group's Knowledge Work and Activities*
- *Working with the World Bank Group*
- *The Future Role of the World Bank Group in Colombia*
- *Communication and Information Sharing*
- *Background Information*

## II. Methodology

From April 2016 to June 2016, 745 stakeholders of the WBG in Colombia 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; Project Management Units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/ programs; local governments; bilateral/multilateral agencies; private sector organizations; private foundations; the financial sector/private banks; non-profit organizations/community based organizations; the media; independent government institutions; trade unions; faith-based groups; youth groups; academia/research institutes/think tanks; the judiciary branch; and other organizations. A total of 186 stakeholders participated in the survey (25% response rate).

Most respondents received and completed the questionnaire online. A few others received and filled out the questionnaire via email. Respondents were asked about: general issues facing Colombia; 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 Colombia; and the WBG's communication and information sharing.

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.

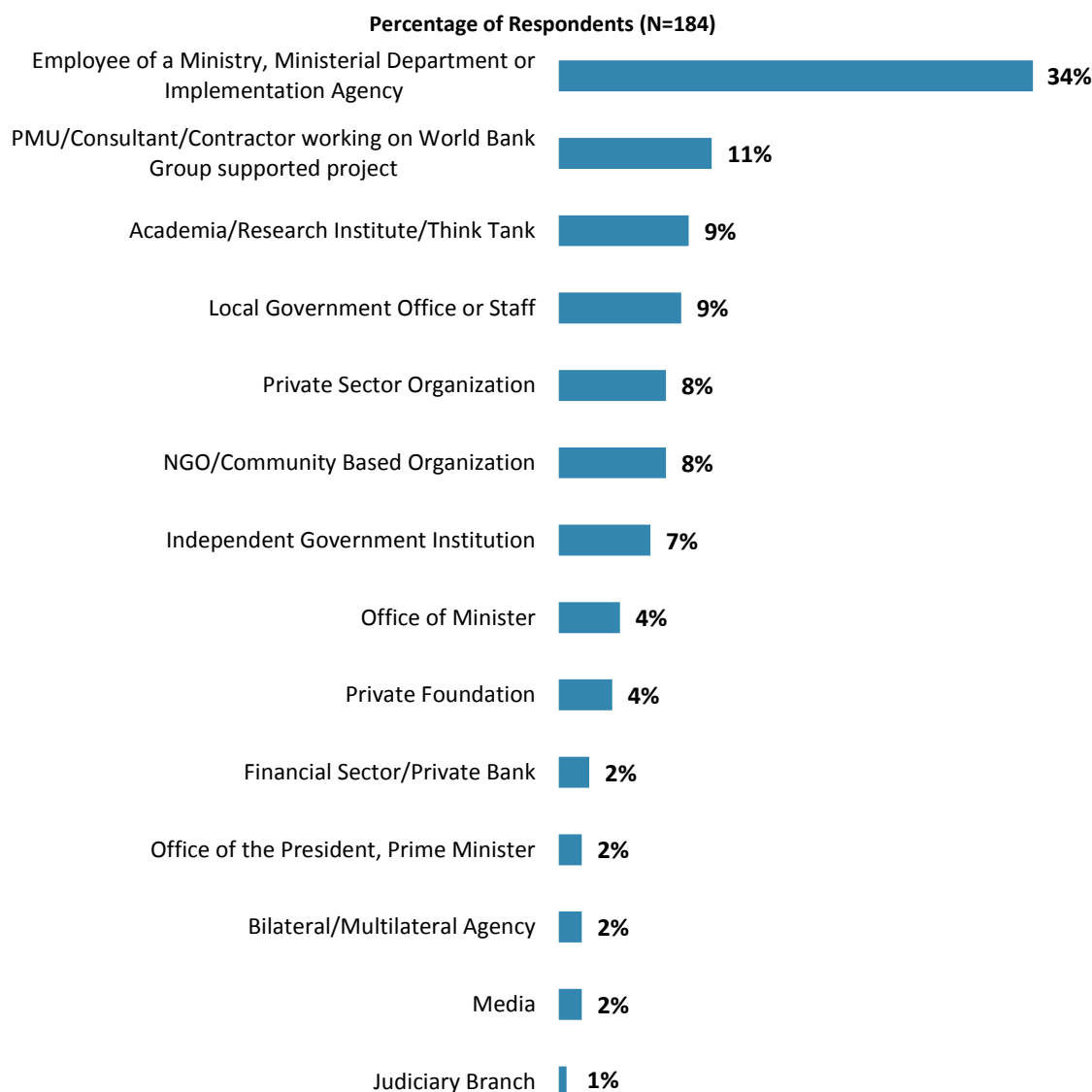
The results in this year's Country Survey were compared to those in the Country Survey conducted in FY'13 (response rate is 41%, N=271). Data were weighted to reach the same stakeholder composition in two years, which allows for year comparisons. Stakeholder groups which were not present in both fiscal years were not included in the comparison. Respondents who belonged to the "other" stakeholder category were not included either. As a result, means of the FY'16 data and the total number of respondents in both years are slightly different from those of the original data reported in appendices A, B, C, and D. For the weighted stakeholder breakdown and year comparison results, please see appendix E (page 88).



### III. Demographics of the Sample

#### Current Position

- For further analyses, respondents from the Office of the President/Prime Minister and the Office of Minister were combined. Respondents from the financial sector/private banks were combined with those from private sector organizations. Respondents from private foundations and NGOs/CBOs were combined into the “CSO” category. Few respondents from bilateral/multilateral agencies, media, and the judiciary branch were included in the “Other” category. There were no respondents from the office of a parliamentarian, trade unions, faith-based groups or youth groups.

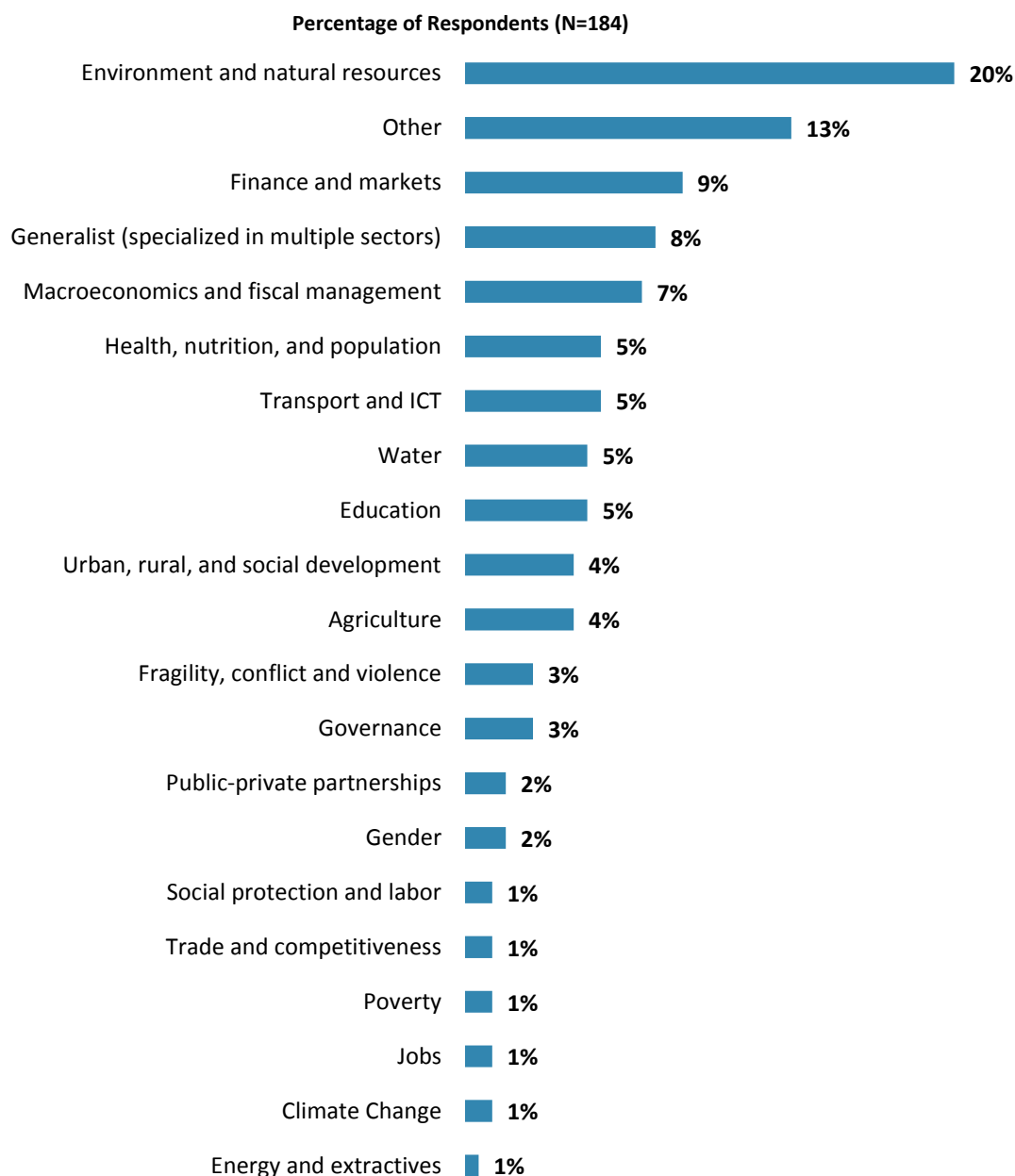


“Which of the following best describes your current position?” (Respondents chose from a list.)



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

#### Area of Primary Specialization



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

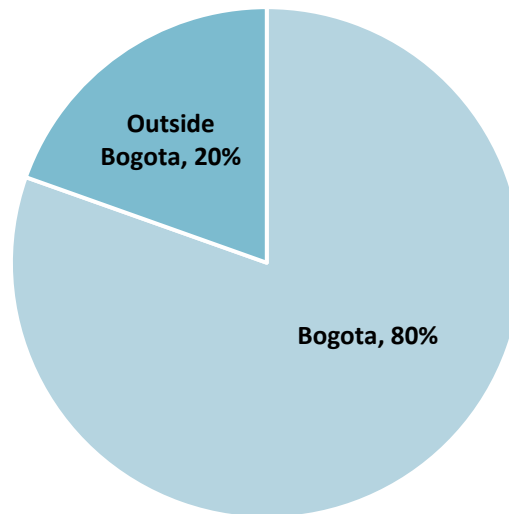


### III. Demographics of the Sample (continued)

#### Geographic locations

- **Note:** For comparisons between geographic locations, please see appendix C (page 79).

Percentage of Respondents (N=184)

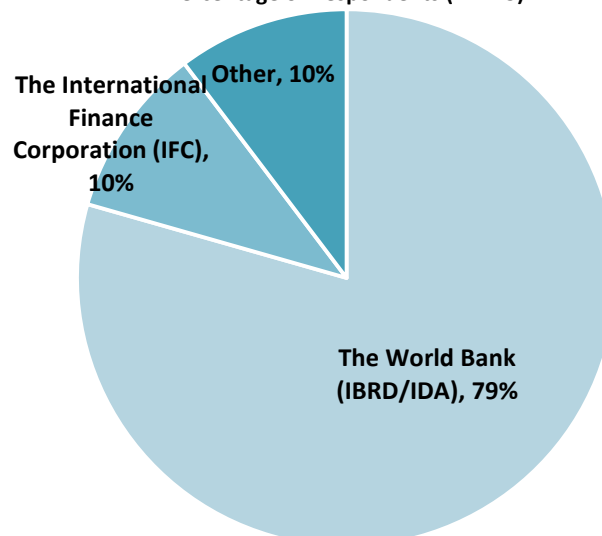


"Which best represents your geographic location?"  
(Respondents chose from a list.)

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

Percentage of Respondents (N=175)



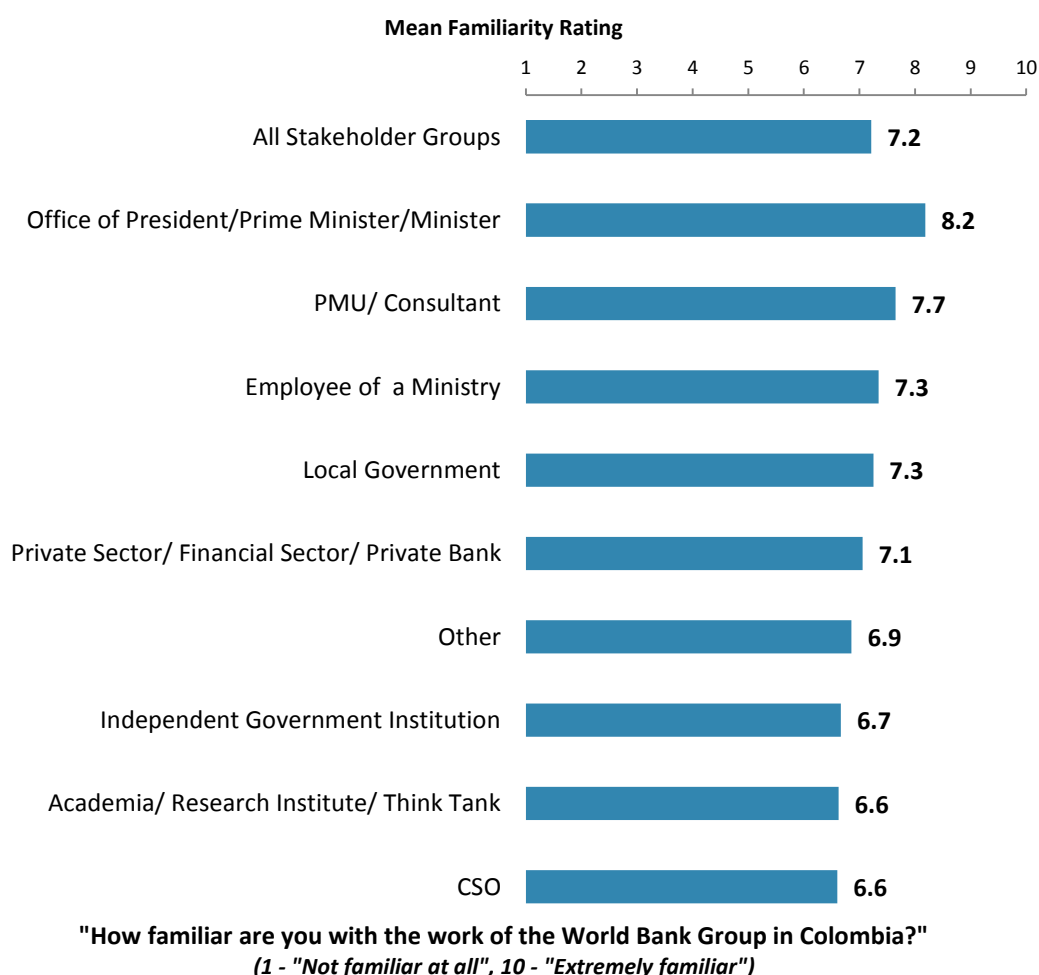
"Which of the following agencies of the World Bank Group do you primarily engage with in Colombia?" (Respondents chose from a list.)  
(Note: percentages may not total 100 due to rounding)



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

#### Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's country survey and the FY'13 country survey had statistically similar levels of familiarity with the WBG (weighted mean in FY'16 = 7.2; weighted mean in FY'13 = 7.0)<sup>1</sup>.
- Respondents' levels of familiarity with the WBG were significantly, strongly correlated with their ratings of the WBG's overall effectiveness in Colombia, the extent to which the WBG plays a relevant role in development in Colombia, and the extent to which the WBG helps to achieve development results in the country.



<sup>1</sup> Please refer to Appendix E (page 88) for more details on weighting. The means in the chart were calculated based on un-weighted data.

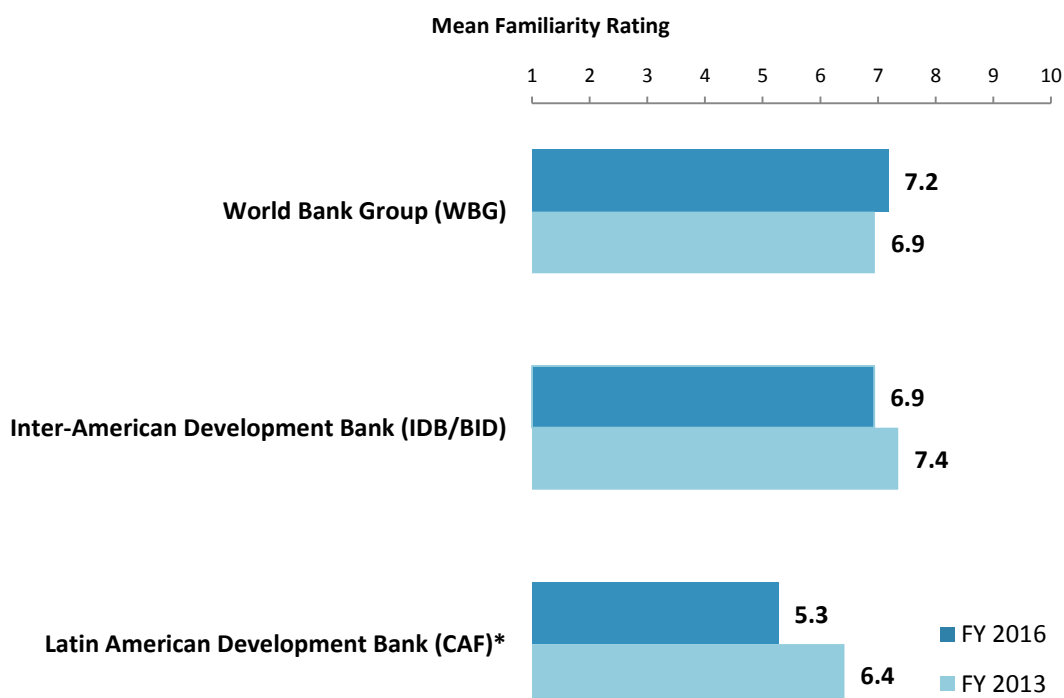




### III. Demographics of the Sample (continued)

#### Familiarity with the World Bank Group and Other Development Banks

- **Year comparison:** Stakeholders in both FY'13 and FY'16 have statistically similar levels of familiarity with the World Bank Group and the Inter-American Development Bank. However, this year's respondents were significantly less familiar with the Latin American Development Bank than those of the FY'13 Country Survey.
- This year's stakeholders in Colombia were significantly more familiar with the WBG than the Latin American Development Bank. Their levels of familiarity with the WBG and the Inter-American Development Bank were statistically similar.



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

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

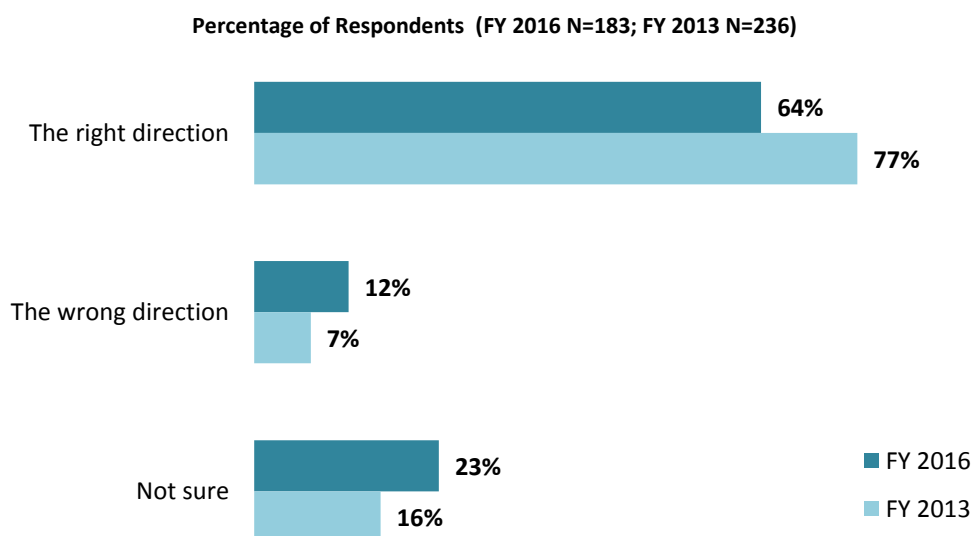
(\*Significantly different between FY 2016 and FY 2013)



## IV. General Issues Facing Colombia

### Headed in the Right Direction<sup>2</sup>

- **Year comparison:** This year's respondents were significantly less likely to say that Colombia is headed in the right direction compared to respondents in the FY13 Country Survey.



"In general, would you say that Colombia is headed in ...?"  
(Respondents chose from a list.) (Note: percentages may not total 100 due to rounding)

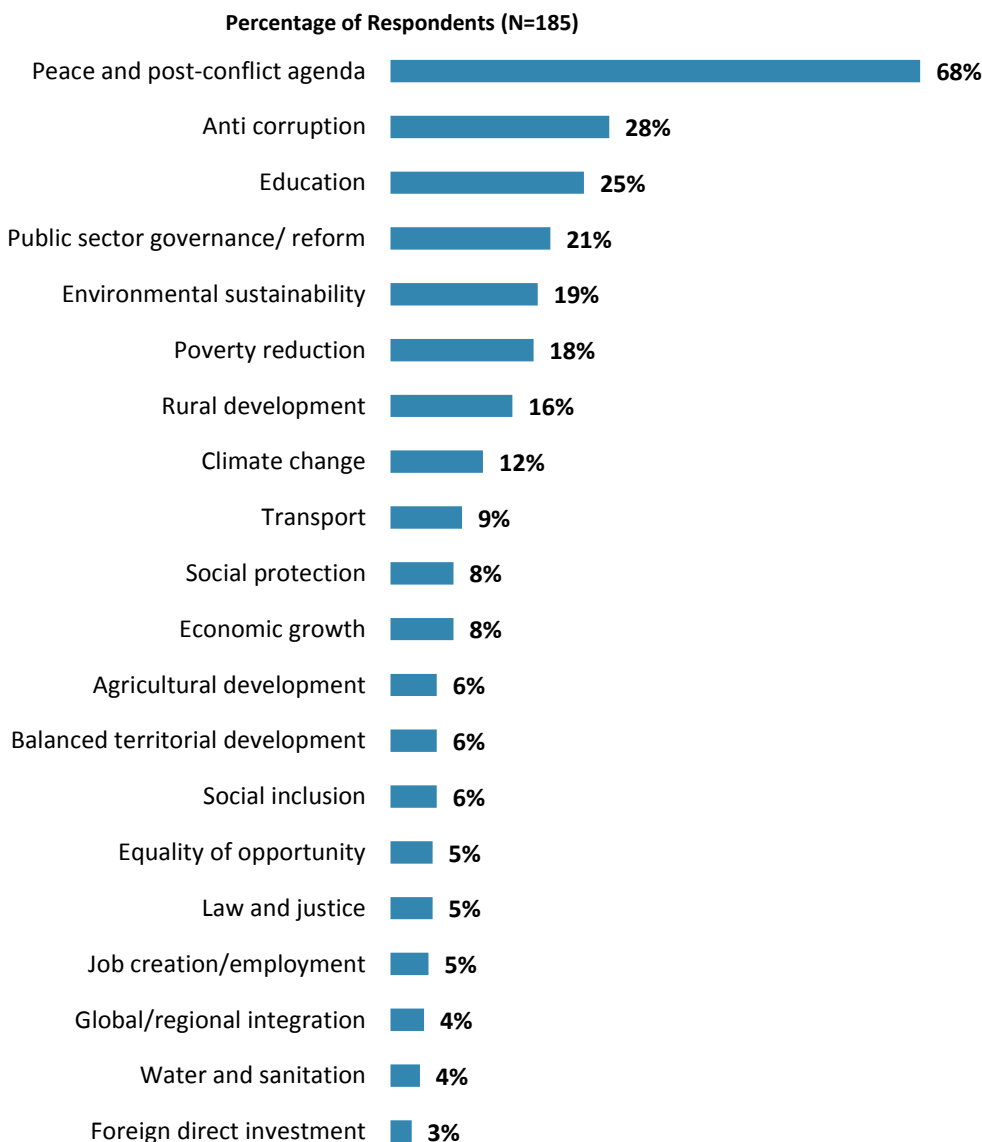
<sup>2</sup>All percentages presented in the chart were calculated based on weighted data from FY 2016 and FY 2013 country surveys. Please refer to Appendix E for more details on weighting.



## IV. General Issues Facing Colombia (continued)

### Development Priority

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the most important development priorities in Colombia were “*access and quality of education*” (43%), “*peace and development*” (38%), and “*reducing poverty*” (29%).



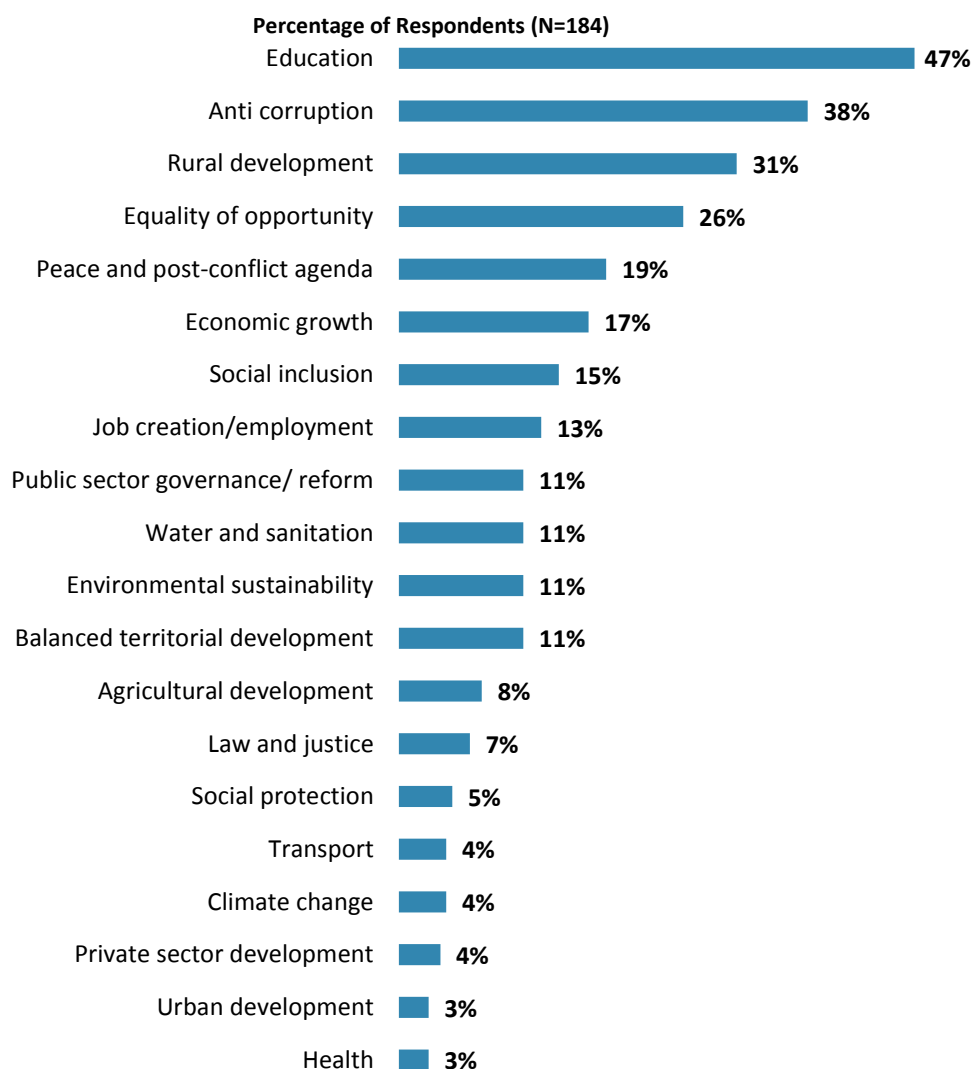
"Listed below are a number of development priorities in Colombia. Please identify which of the following you consider the most important development priorities in Colombia. (Choose no more than THREE)"  
(Respondents chose from a list. Responses combined. Top 20 of 33 response options shown.)



## IV. General Issues Facing Colombia (continued)

### What Would Contribute Most to Reducing Poverty

- **Year comparison:** In the previous FY'13 Country Survey, respondents indicated that the greatest contributors to poverty reduction in Colombia were “*increasing employment/income generating opportunities*” (71%), “*access and quality of education*” (60%), “*economic growth*” (29%), and “*peace and development*” (28%).



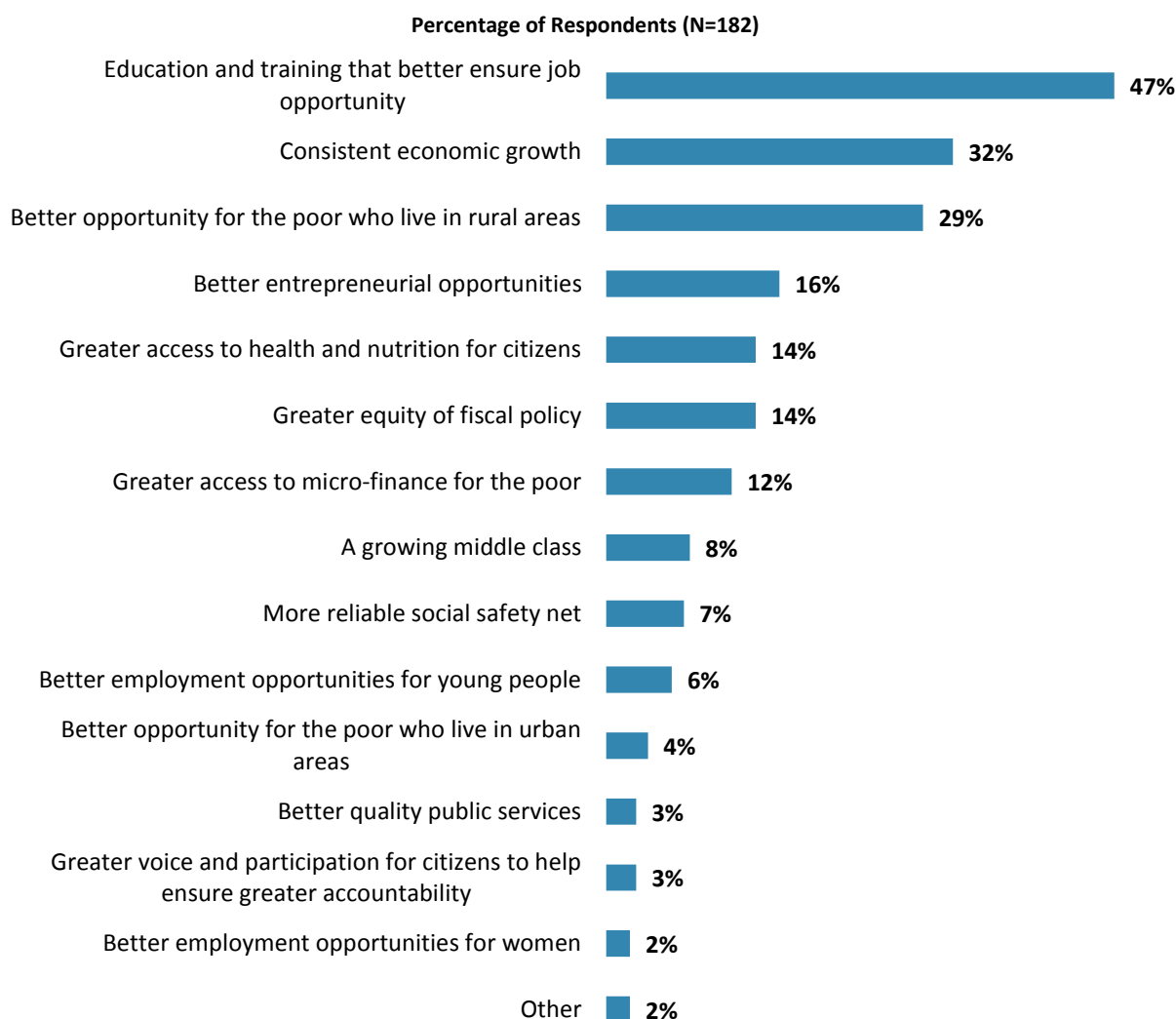
**"The World Bank Group has committed itself to two goals: ending extreme poverty by 2030 and boosting shared prosperity. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Colombia? (Choose no more than THREE)"**  
(Respondents chose from a list. Responses combined. Top 20 of 32 response options shown.)



## IV. General Issues Facing Colombia (continued)

### Factors Contributing to “Shared Prosperity”

- **Year comparison:** In the previous FY’13 Country Survey, respondents indicated that “*education and training that better ensure job opportunity*” (46%) and “*consistent economic growth*” (27%) would best help achieve shared prosperity in Colombia.

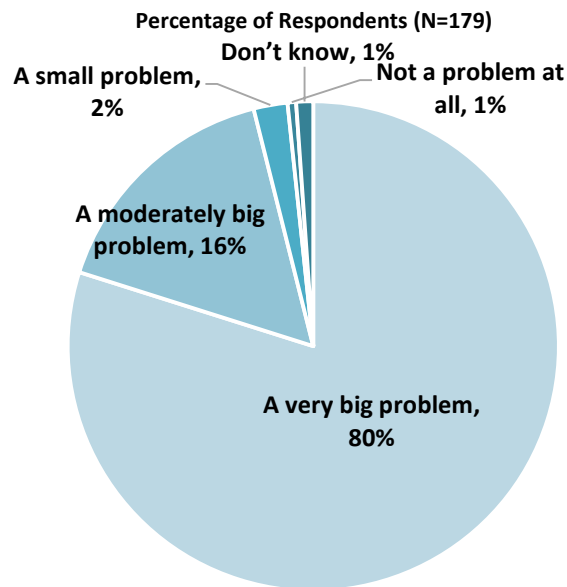


**"The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When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



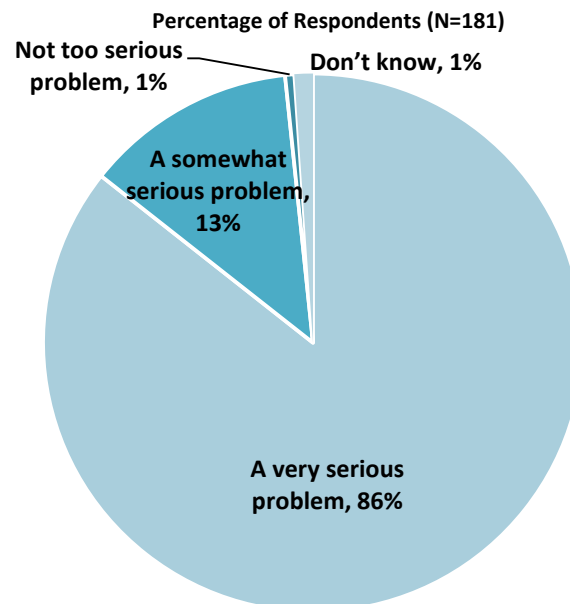
## IV. General Issues Facing Colombia (continued)

### Gap between the Rich and the Poor



"Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Colombia?" (Respondents chose from a list.)

### Climate Change



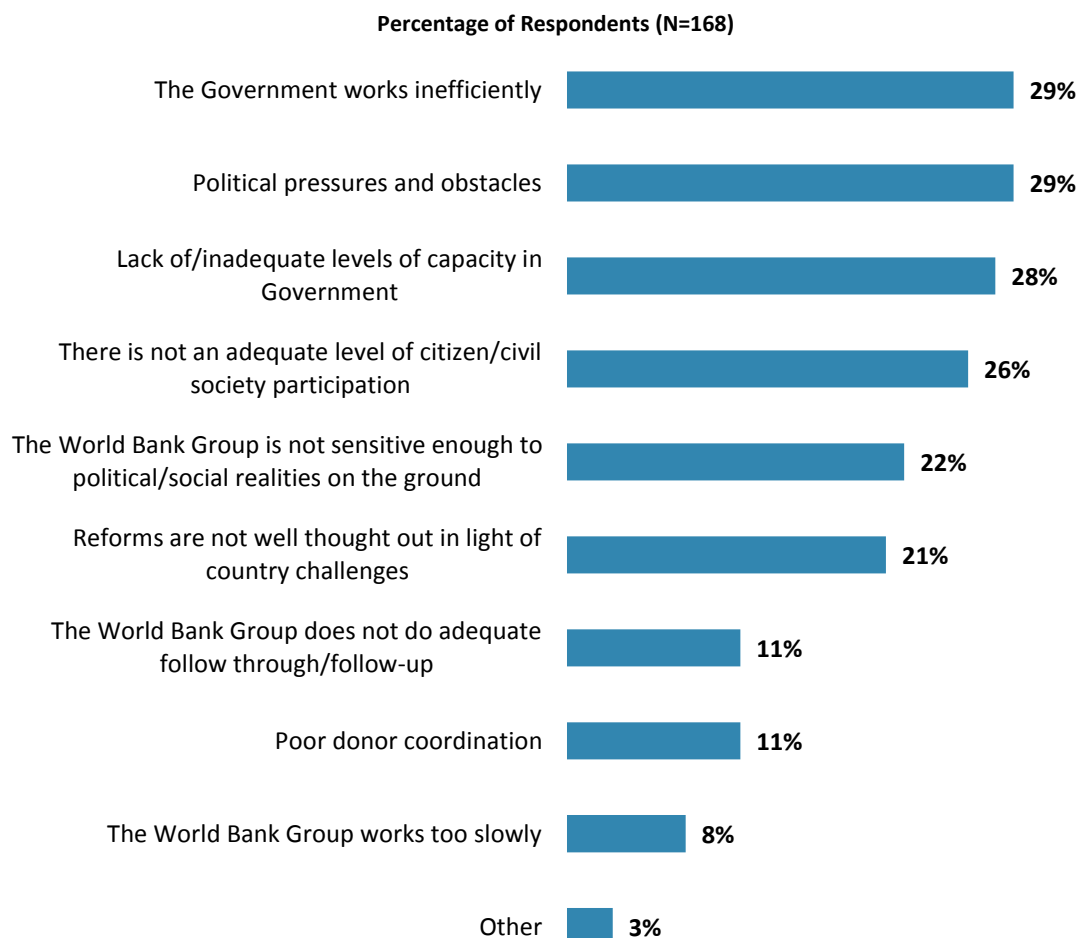
"In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem?" (Respondents chose from a list. ) (Note: percentages may not total 100 due to rounding)



## V. Overall Attitudes toward the World Bank Group

### Attributing Failed/Slow Reform Efforts

- **Year comparison:** Respondents in the FY'13 Country Survey attributed failed or slow WBG assisted reforms to “*political pressures and obstacles*” (36%), “*reforms not being well thought out in light of country challenges*” (29%), and “*lack of/inadequate levels of capacity in Government*” (23%).



**"When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



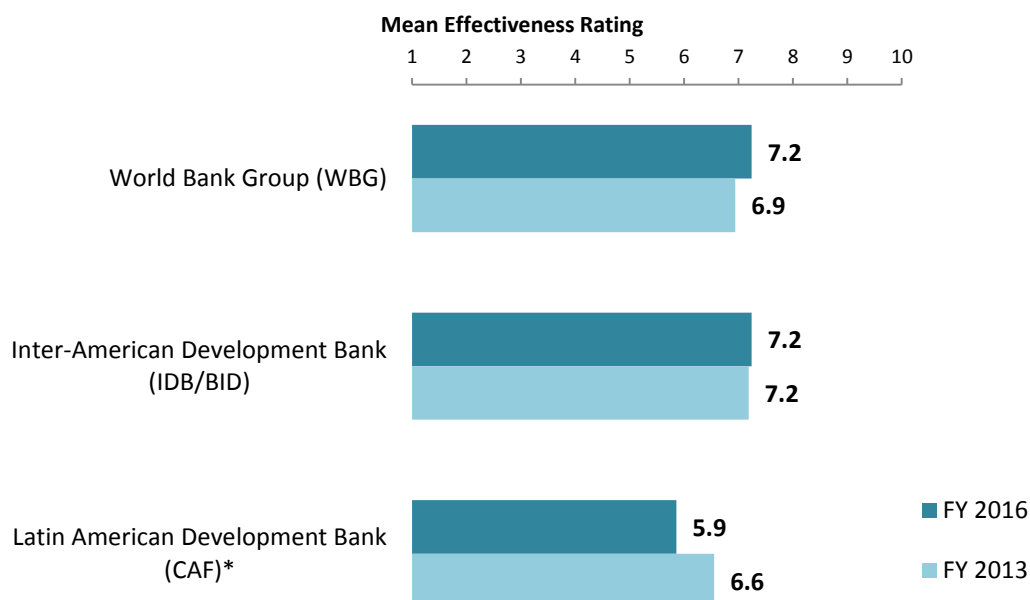
## V. Overall Attitudes toward the World Bank Group (continued)

*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 Effectiveness of the World Bank Group and Other Development Banks<sup>3</sup>

*(Indicator Question)*

- **Year comparison:** Respondents in the FY'13 and FY'16 Country Surveys gave statistically similar ratings for the effectiveness of the WBG and the IDB. This year's respondents gave significantly lower ratings for the effectiveness of the Latin American Development Bank than respondents in the FY'13 Country Survey.
- In FY16, stakeholders gave significantly higher ratings for the WBG's effectiveness than the effectiveness of the Latin American Development Bank, and statistically similar ratings for the effectiveness of the Inter-American Development Bank.



"Overall, please rate your impression of the World Bank Group's effectiveness in Colombia."

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

(\*Significantly different between FY 2016 and FY 2013)

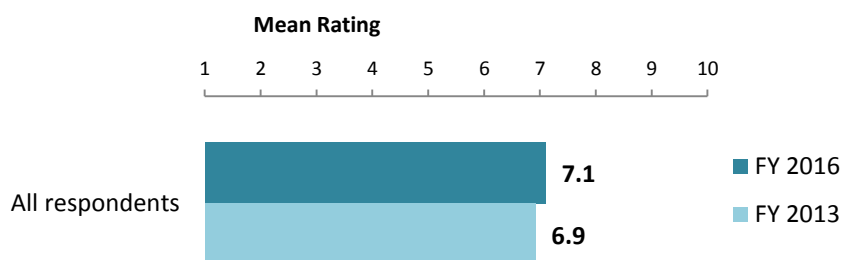
<sup>3</sup> Means in the chart were calculated based on weighted data.





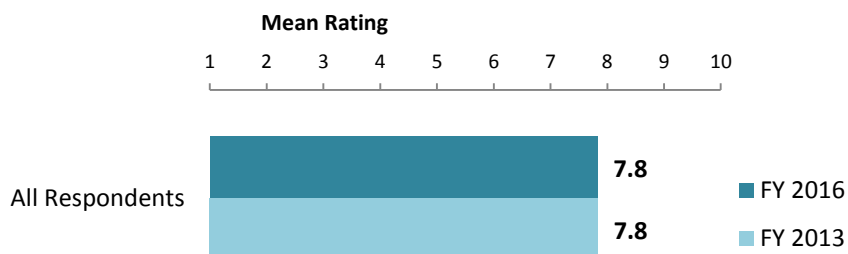
## V. Overall Attitudes toward the World Bank Group (continued)

### Achieving Development Results *(Indicator Question)<sup>4</sup>*



**"To what extent does the World Bank Group's work help to achieve development results in Colombia?" (1-"To no degree at all", 10-"To a very significant degree")**

### WBG Staff Preparedness



**"To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Colombia solve its most complicated development challenges?" (1-"To no degree at all", 10-"To a very significant degree")**

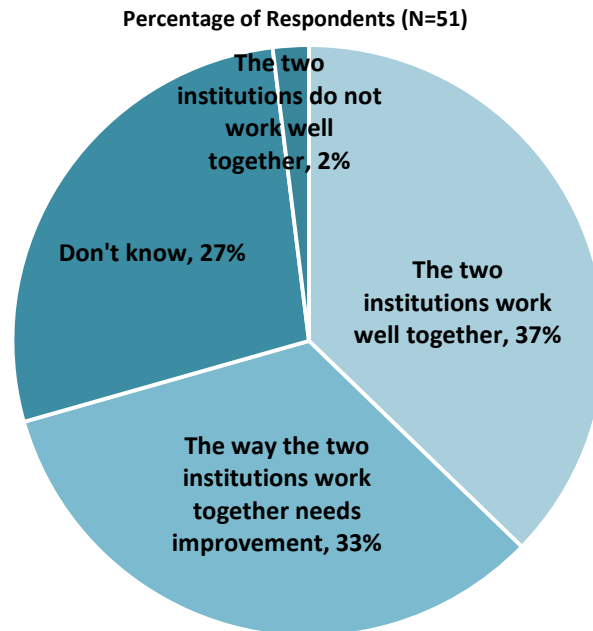
<sup>4</sup> All means presented in this page were calculated based on weighted data from FY'16 and FY'13.



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

### The World Bank and the IFC Working Together

- Only those stakeholders who responded “Yes” to the question “*Do your projects involve both the World Bank and the IFC?*” provided their views on the working relationship between the World Bank and the IFC.



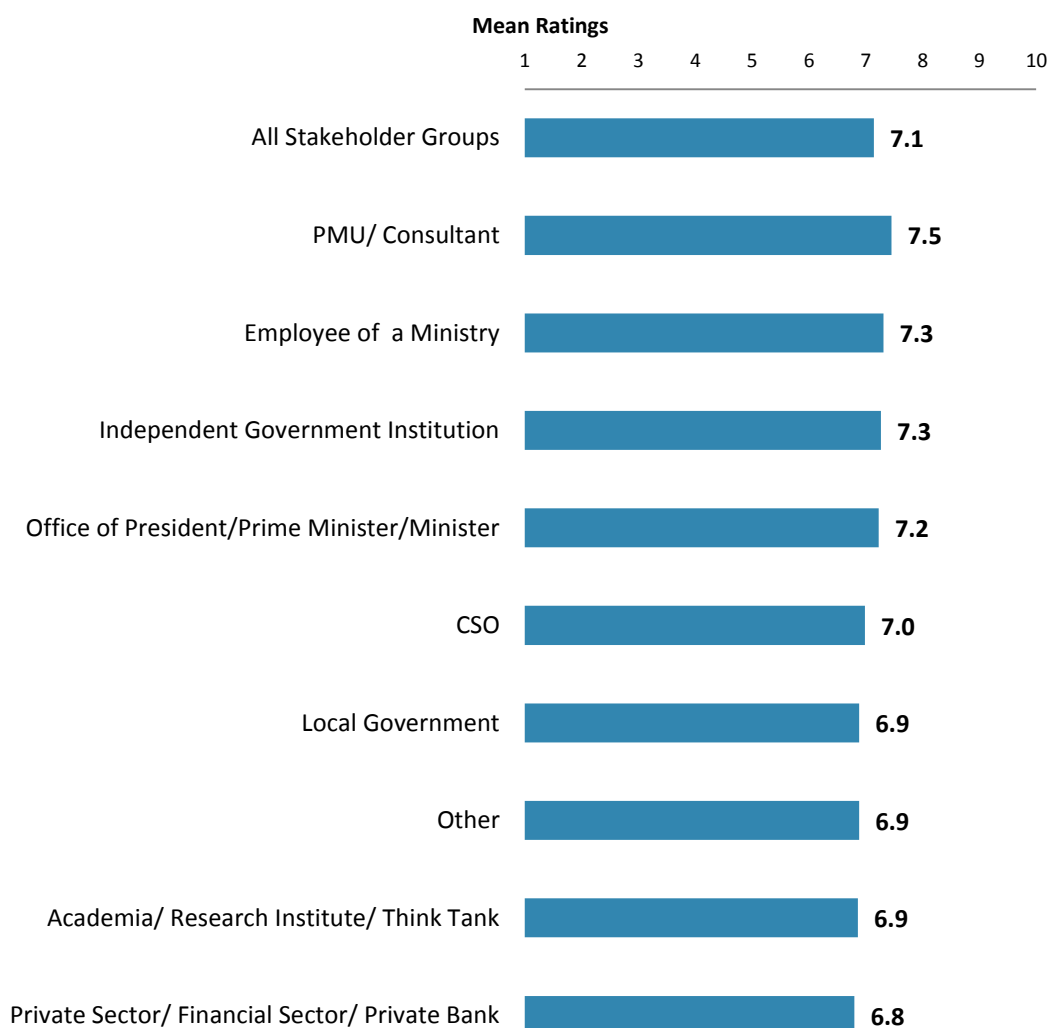
“If your projects involved both the World Bank and the IFC, what was your view on the two institutions working together in Colombia?” (Respondents chose from a list.)  
(Note: percentages may not total 100 due to rounding)



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

### Overall Ratings for Indicator Questions by Stakeholder Groups<sup>5</sup>

- **Stakeholder groups:** respondents across stakeholder groups gave statistically similar overall ratings for the indicator questions.
- **Collaboration:** respondents who collaborate with the WBG had significantly higher overall ratings for the twenty five indicator questions than respondents who do not collaborate with the WBG (means =7.6 and 6.9 respectively).



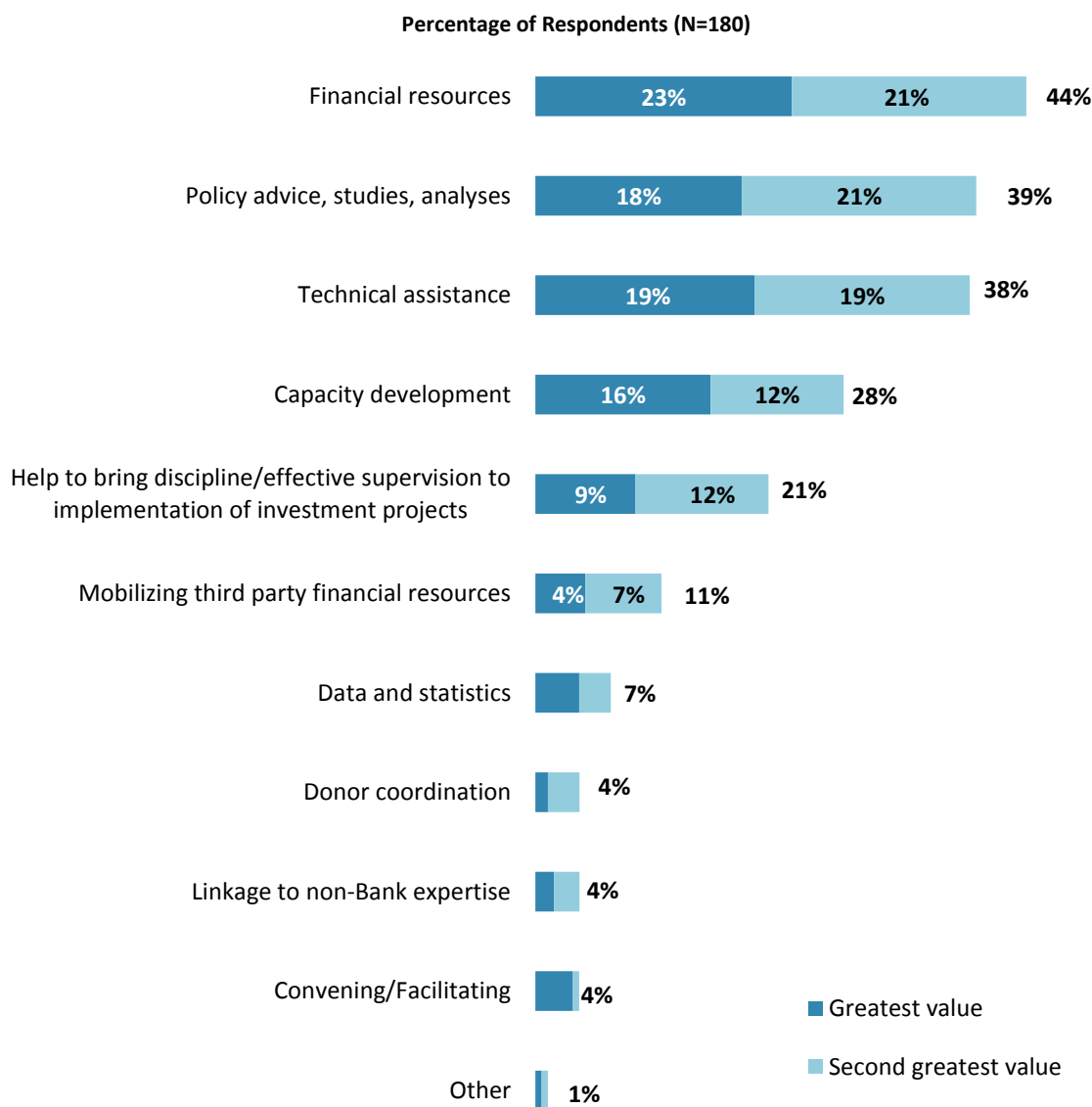
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10

<sup>5</sup> Responses to all twenty five indicator questions by stakeholder levels of collaboration with the WBG can be found in Appendix F (page 95).



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

### Greatest Values

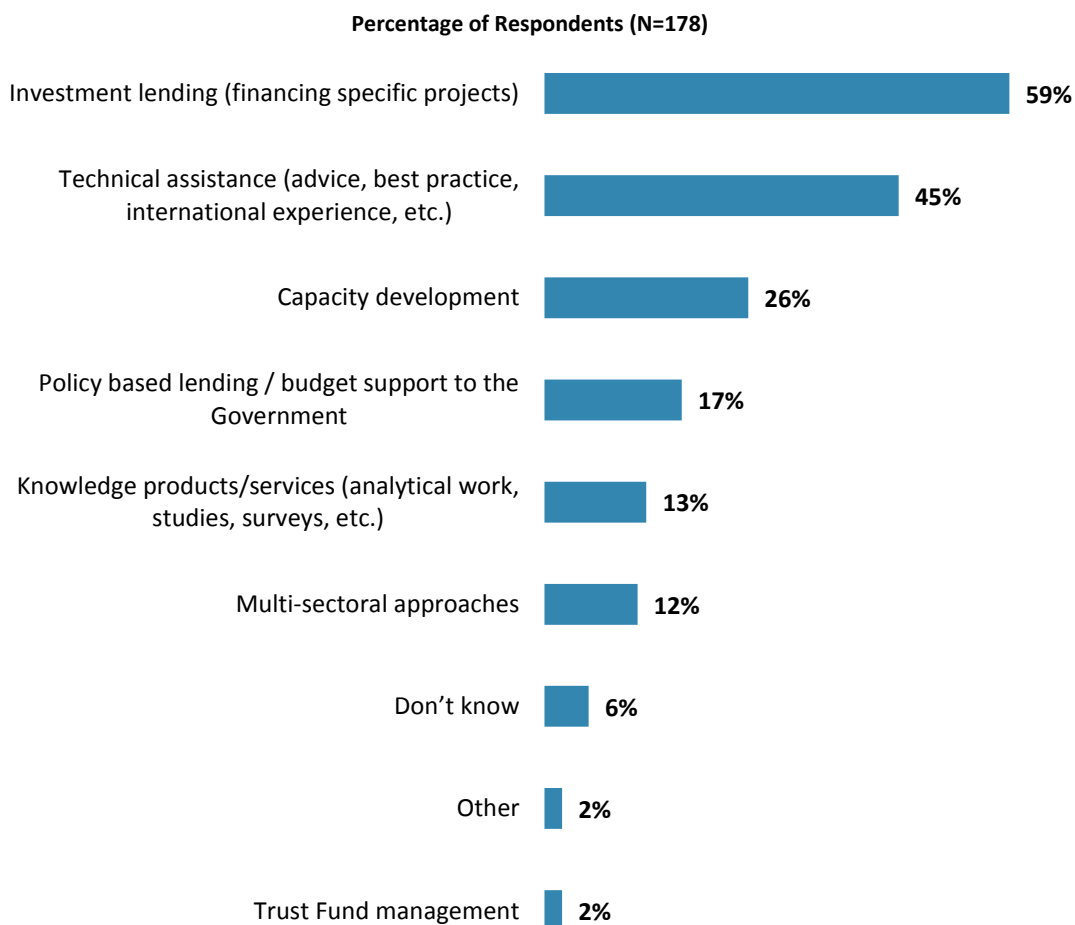


**"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Colombia?"**  
(Respondents chose from a list.)



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

### Most Effective Instruments in Reducing Poverty



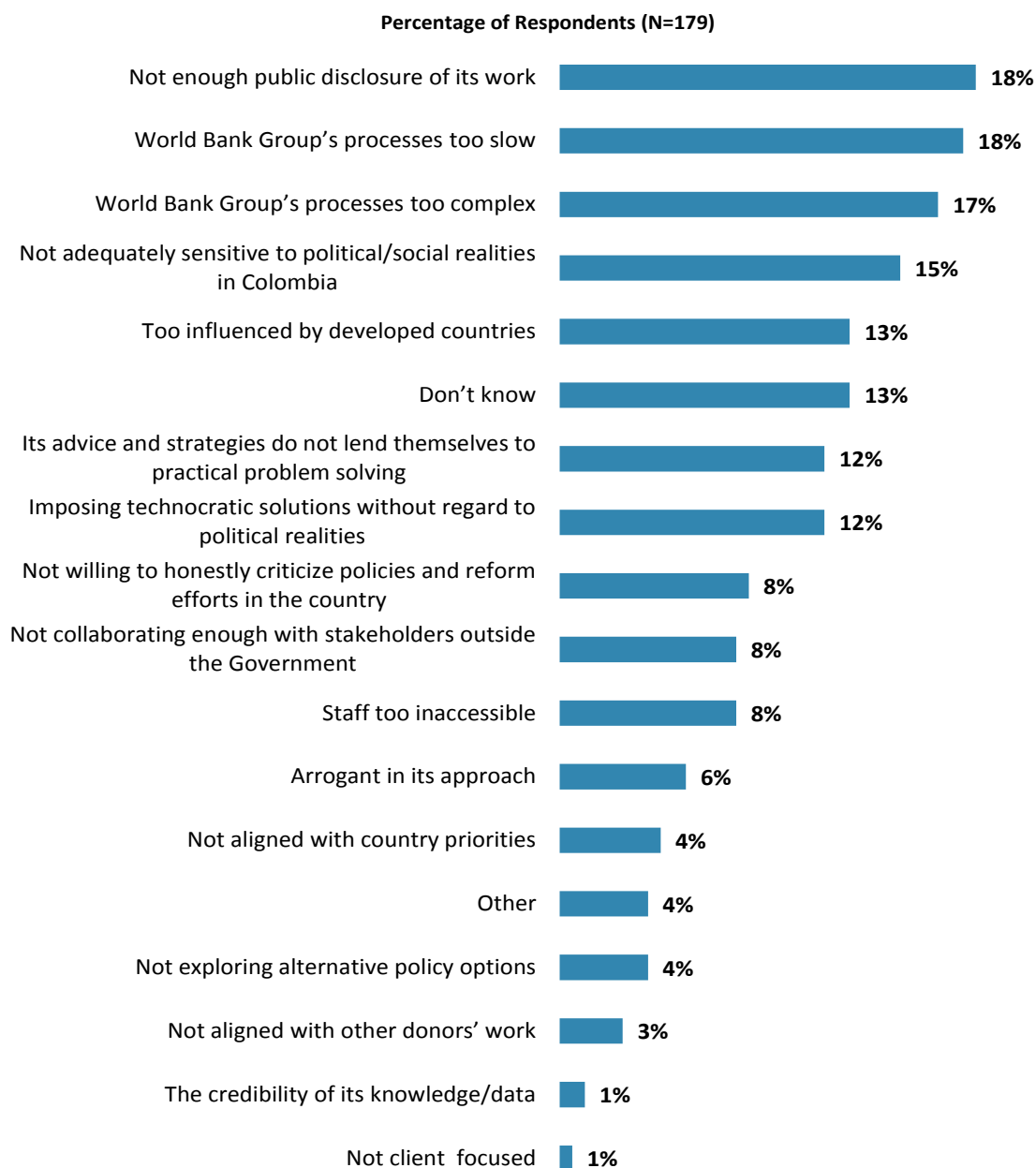
**“Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Colombia? (Choose no more than TWO)”**  
(Respondents chose from a list. Responses combined.)



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

### Greatest Weakness

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank's greatest weaknesses in its work in Colombia were "*not enough public disclosure of its work*" (44%) and "*the WBG processes being too slow and complex*" (26%).

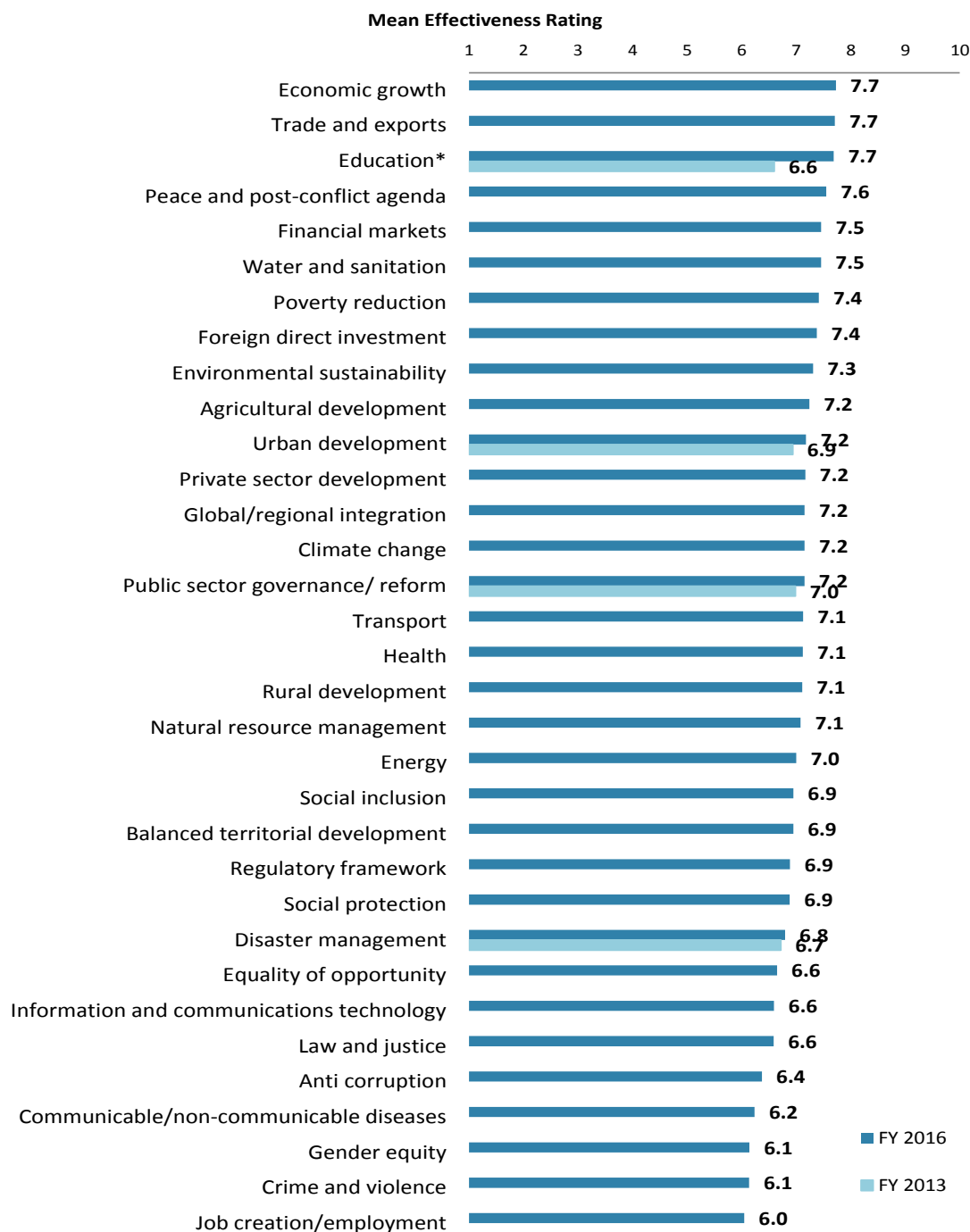


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Colombia? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



## VI. Sectoral Effectiveness

### Effectiveness of WBG's Support in Sectoral Areas: Year Comparison<sup>6</sup>



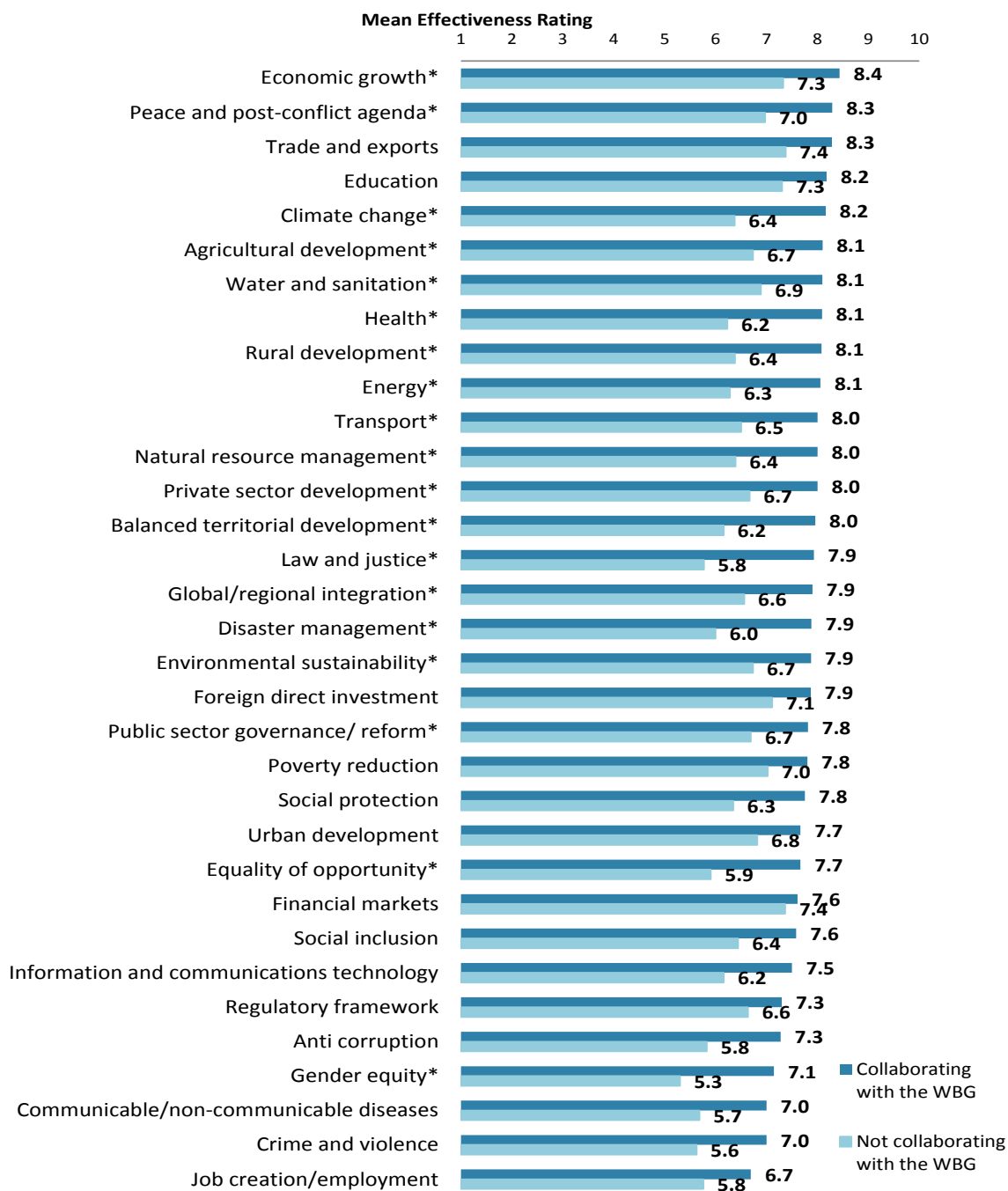
**"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Colombia?" (1-"Not effective at all", 10-"Very effective")**  
*(\*Significantly different between FY 2016 and FY 2013)*

<sup>6</sup>All means presented in this chart are calculated based on weighted data. See Appendix E for details.



## VI. Sectoral Effectiveness (continued)

### Effectiveness of WBG's Support in Sectoral Areas: Collaboration<sup>7</sup>



**"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Colombia?" (1-"Not effective at all", 10-"Very effective")**  
 (\*Significantly different between collaborators and non-collaborators with the WBG)

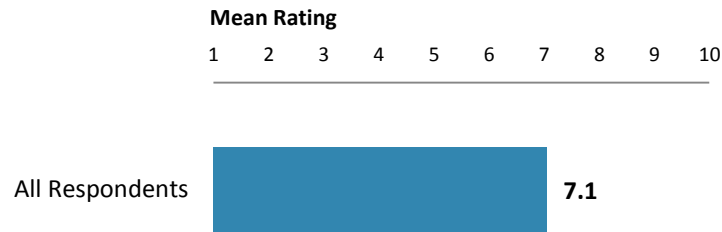
<sup>7</sup> Note in the Appendix on the sectoral effectiveness (Appendix A, page 44) that primarily informed stakeholders responded to this question. Respondents were given the option of "don't know" if they did not have exposure to the WBG's work in certain development areas.





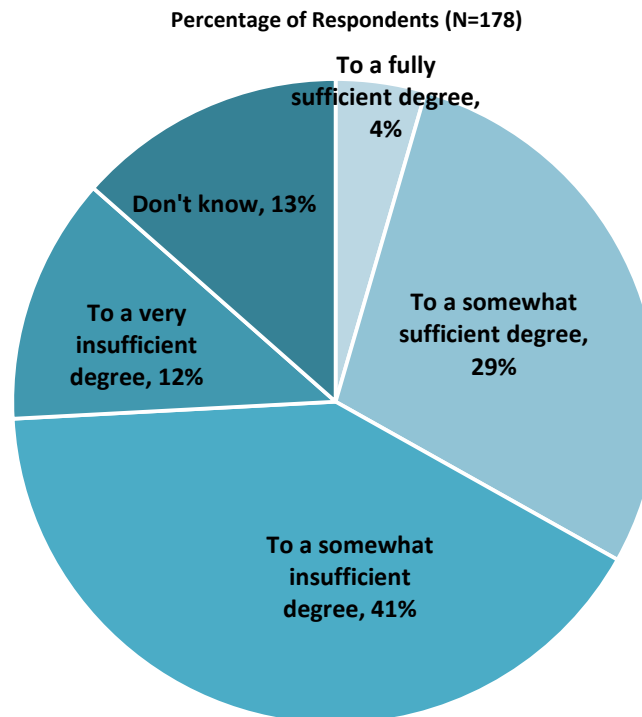
## VI. Sectoral Effectiveness (continued)

### The WBG Promoting Private Public Partnerships



**"To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Colombia?"**  
(1 - "To no degree at all", 10 - "To a very significant degree")

### Helping the Poorest



**"To what extent do you believe that the World Bank Group's work and support help the poorest in Colombia?"** (Respondents chose from a list.)  
(Note: percentages may not total 100 due to rounding)

## VI. Sectoral 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 Colombia, bivariate correlational analyses were conducted using respondents' ratings of the thirty three specific areas of effectiveness.

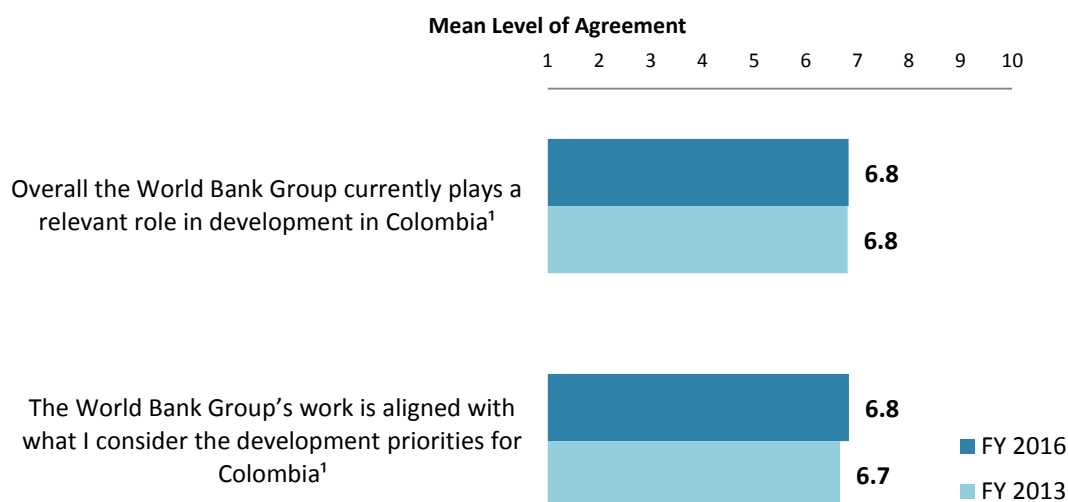
Correlational analyses, however, are not able to tell us exactly what is causing respondents' ratings of the World Bank Group's overall effectiveness or ratings of its ability to help achieve development results. Rather, these analyses tell us that as ratings of effectiveness in one area increase, respondents' ratings of the WBG'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 WBG'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 WBG's overall effectiveness, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's overall effectiveness in Colombia. The areas determined to be key drivers from these analyses were:
  - The WBG's effectiveness at rural development;
  - The WBG's effectiveness at transport; and
  - The WBG's effectiveness at information and communications technology.
- 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 Colombia, 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 social protection;
  - The WBG's effectiveness at anti corruption; and
  - The WBG's effectiveness at agricultural development.



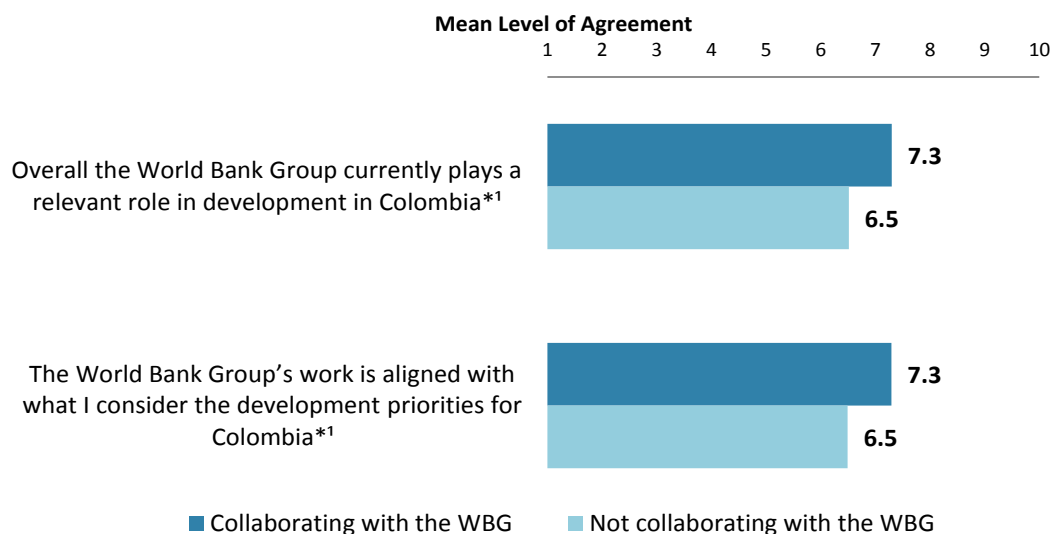
## VII. How the World Bank Group Operates

### The World Bank Group's Work in Colombia: Year Comparison<sup>8</sup>



**"To what extent do you agree with the following statements about the World Bank Group's work in Colombia?" (1-"Strongly disagree", 10-"Strongly agree")**  
*'Indicator Question'*

### The World Bank Group's Work in Colombia: Collaboration



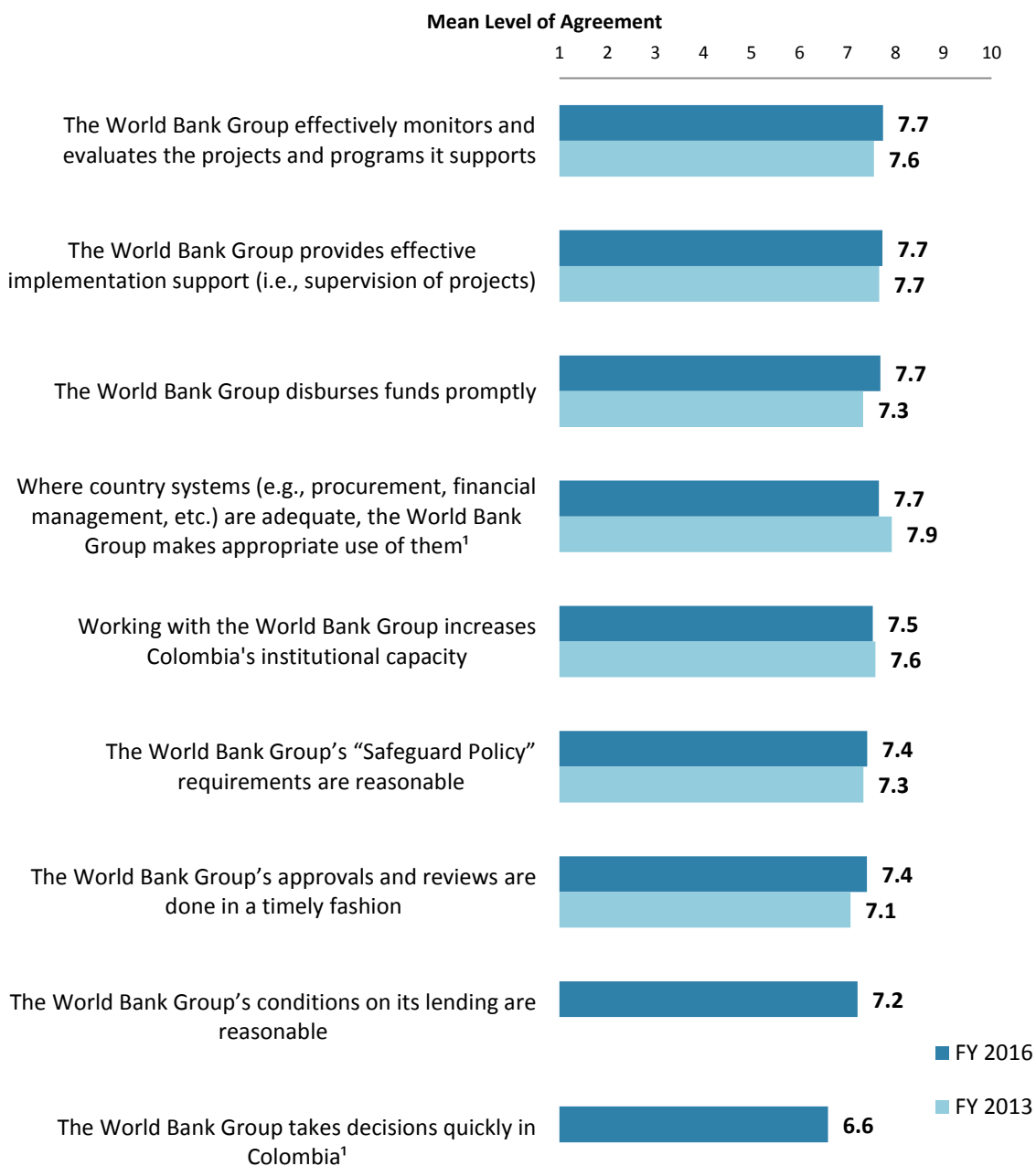
**"To what extent do you agree with the following statements about the World Bank Group's work Colombia?" (1-"Strongly disagree", 10-"Strongly agree")**  
*(\*Significantly different between collaborators and non-collaborators with the WBG)*  
*'Indicator Question'*

<sup>8</sup> Means in the chart were calculated based on weighted data. For more information about weighting, please see Appendix E.



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

### Overall Perceptions: Year Comparison<sup>9</sup>



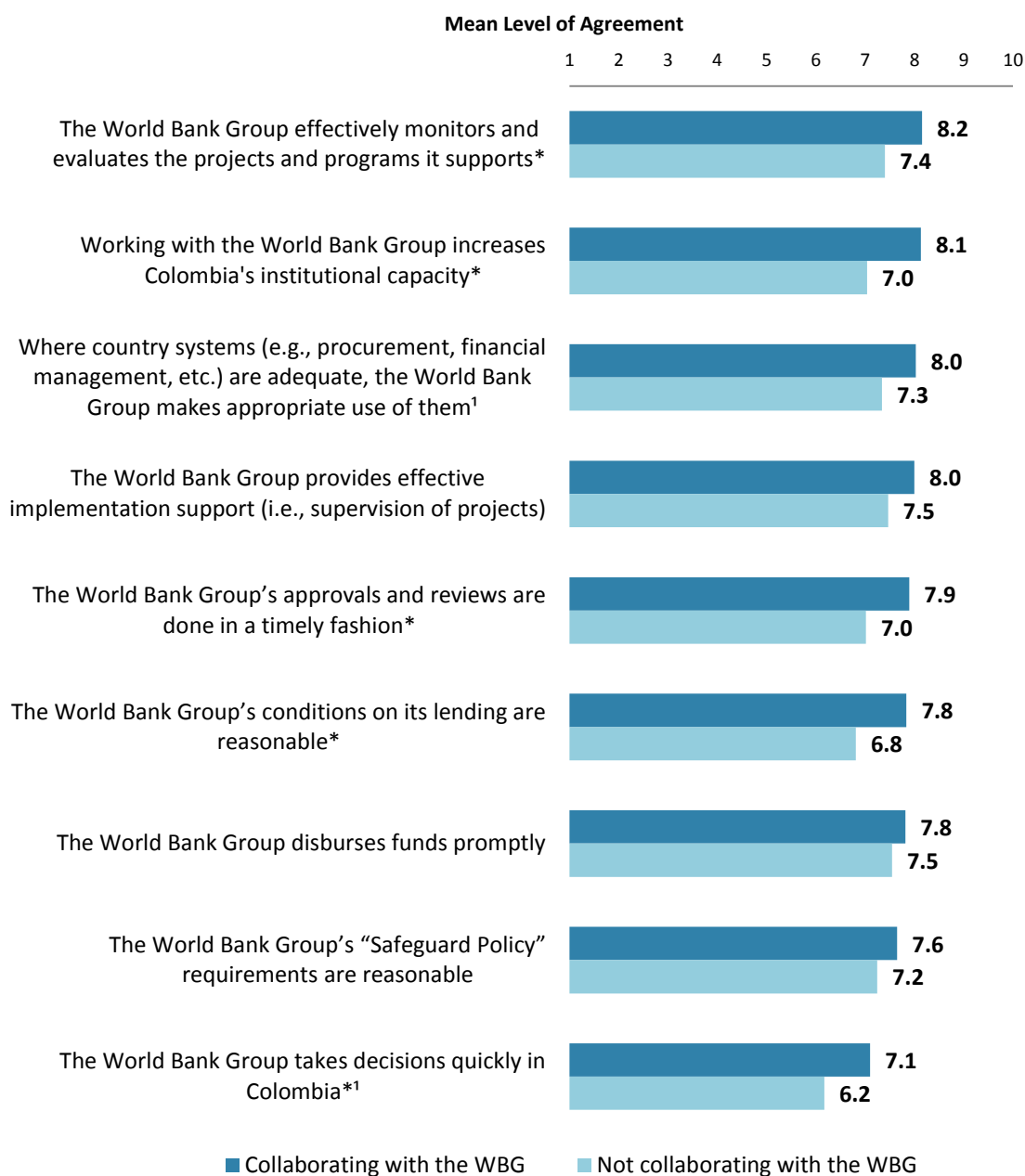
**"To what extent do you agree/disagree with the following statements?"**  
*(1-"Strongly disagree", 10-"Strongly agree")*  
*'Indicator Question*

<sup>9</sup> Means in the chart were calculated based on weighted data.



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

### Overall Perceptions: Collaboration



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

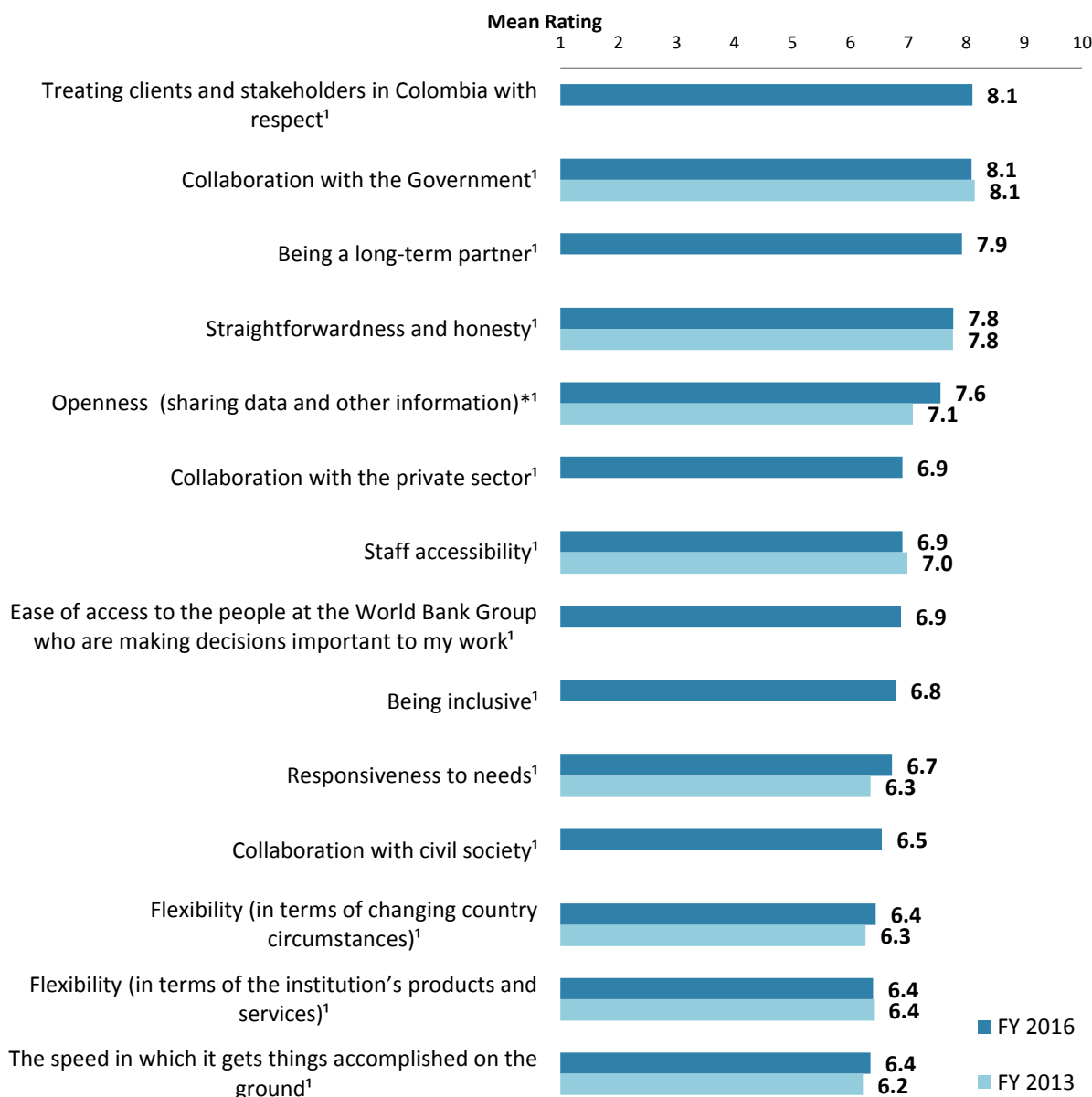
(\*Significantly different between collaborators and non-collaborators with the WBG)  
<sup>1</sup>Indicator Question



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

### The WBG as an Effective Development Partner: Year Comparison<sup>10</sup>

- **Year comparison:** As indicated in the chart below, respondents in this year's Country Survey gave significantly higher ratings for the WBG's "*openness*" compared to respondents in the FY'13 Country Survey.



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

(\*Significantly different between FY 2016 and FY 2013)

<sup>1</sup>Indicator Question

<sup>10</sup> All means in this chart were calculated based on weighted data.



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

### The WBG as an Effective Development Partner: Collaboration

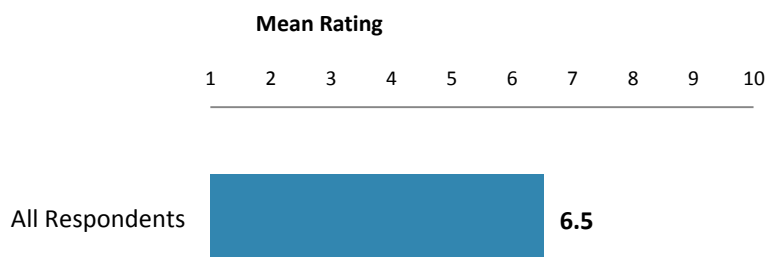


**"To what extent is the World Bank Group an effective development partner in Colombia, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")**  
 (\*Significantly different between collaborators and non-collaborators with the WBG)  
*<sup>1</sup>Indicator Question*



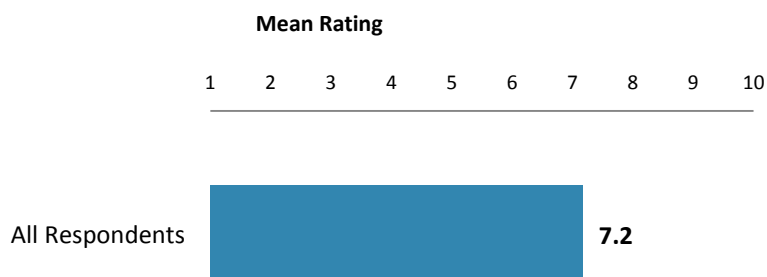
## VII. How the World Bank Group Operates (continued)

### Internal Measuring and Monitoring



**"To what extent do you believe the World Bank Group measures and corrects its work in real time in Colombia?" (1-"To no degree at all", 10-"To a very significant degree")**

### Reimbursable Advisory Services



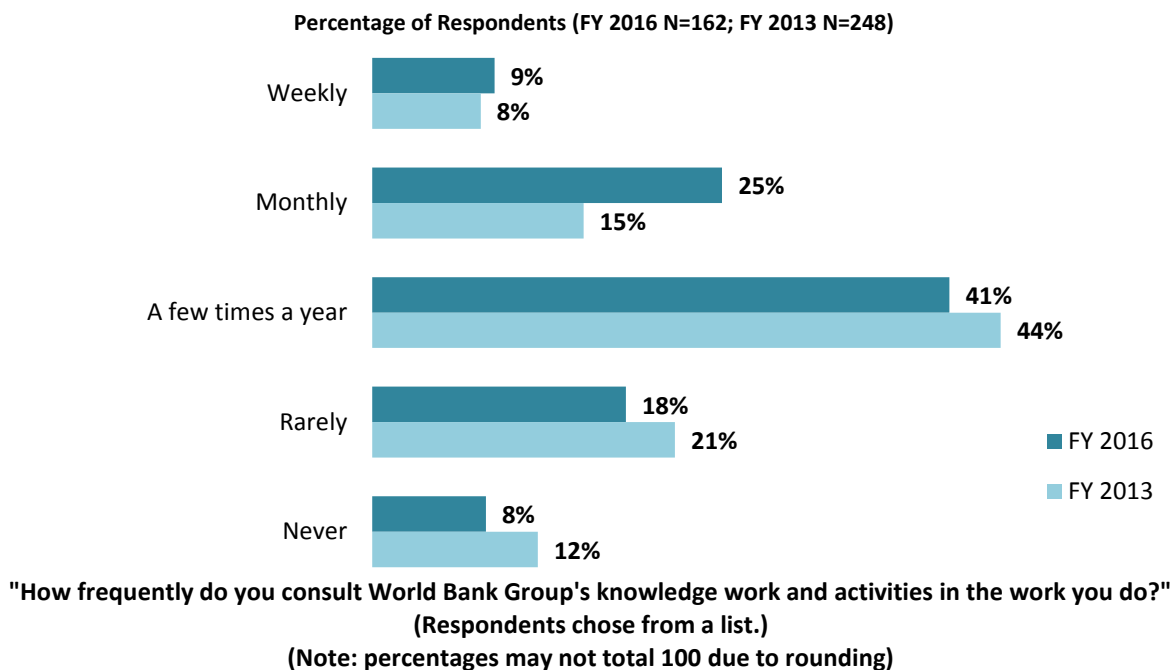
**"To what extent do you believe that Colombia received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?" (1-"To no degree at all", 10-"To a very significant degree")**





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

### Frequency of Consulting WBG Knowledge Work and Activities<sup>11</sup>

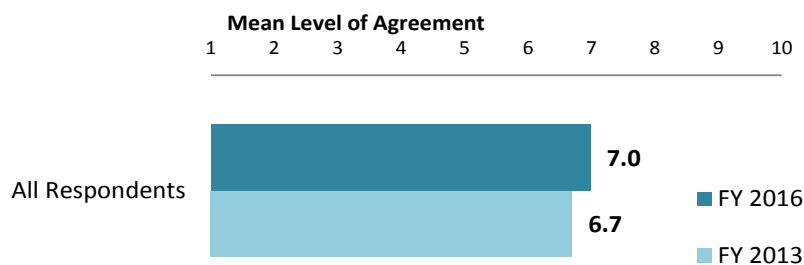


<sup>11</sup> Percentages in this chart were calculated based on weighted data.



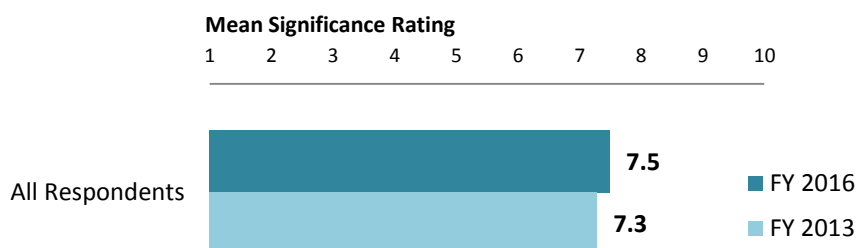
## VIII. World Bank Group's Knowledge and Instruments (continued)

### Meeting Colombia's Knowledge Needs<sup>12</sup> (Indicator Question)



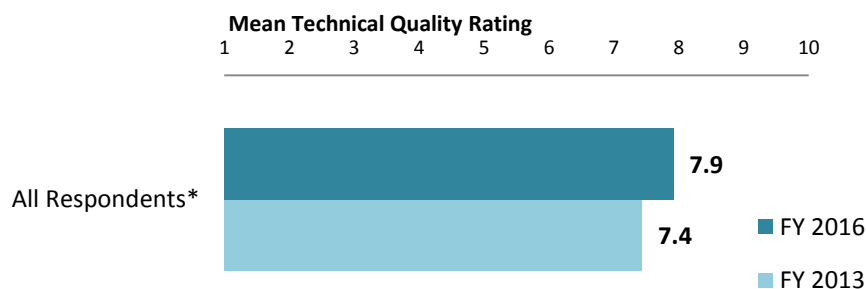
**"The World Bank Group meets Colombia's needs for knowledge services (e.g., research, analysis, data, technical assistance)"**  
(1-"Strongly disagree", 10-"Strongly agree")

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



**"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")

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



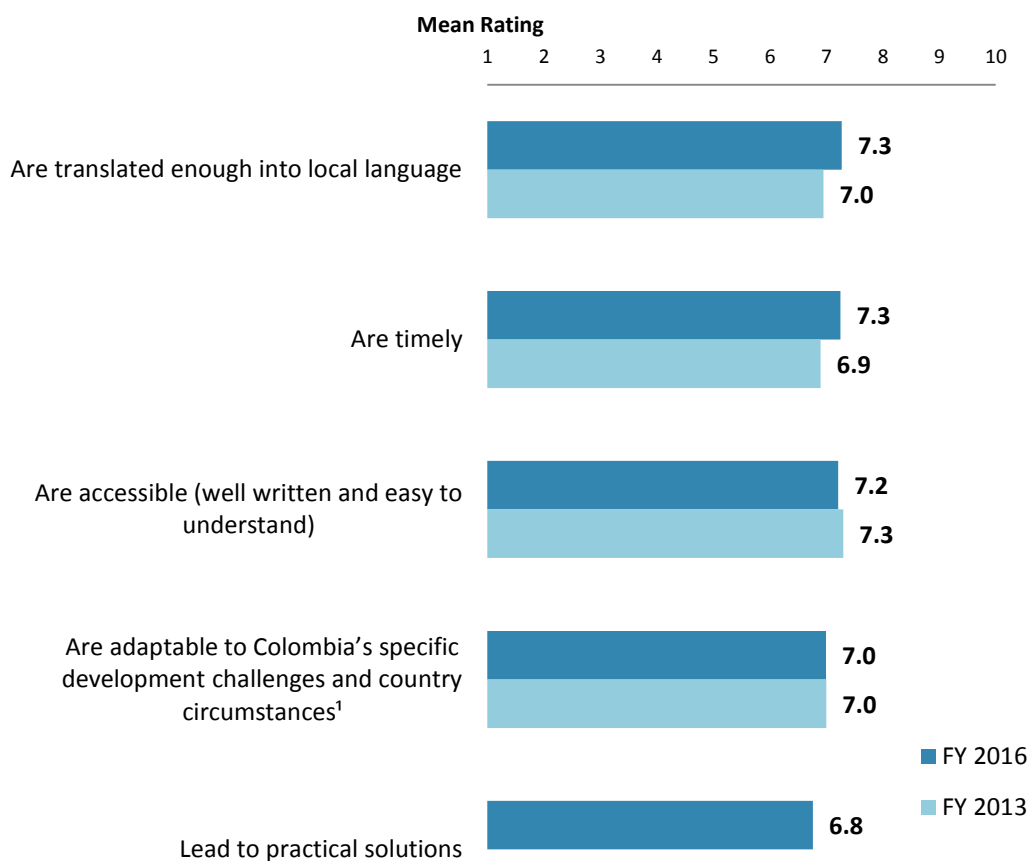
**"Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?"** (1-"Very low technical quality", 10-"Very high technical quality")  
(\*Significantly different between collaborators and non-collaborators with the WBG)

<sup>12</sup>All means in the charts on this page were calculated based on weighted data.



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

### Qualities of the WBG's Knowledge Work and Activities<sup>13</sup>



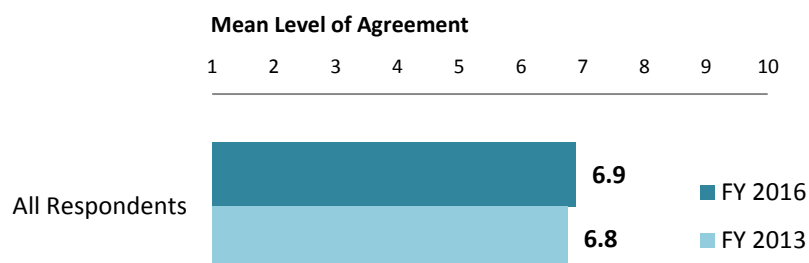
"In Colombia, to what extent do you believe that the World Bank Group's knowledge work and activities:" (1-"To no degree at all", 10-"To a very significant degree")  
*<sup>1</sup>Indicator Question*

<sup>13</sup> All means in this chart were calculated based on weighted data.



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

### Meeting Colombia's Needs for Financial Instruments<sup>14</sup> (*Indicator Question*)



**"The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Colombia."**  
(1-"Strongly disagree", 10-"Strongly agree")

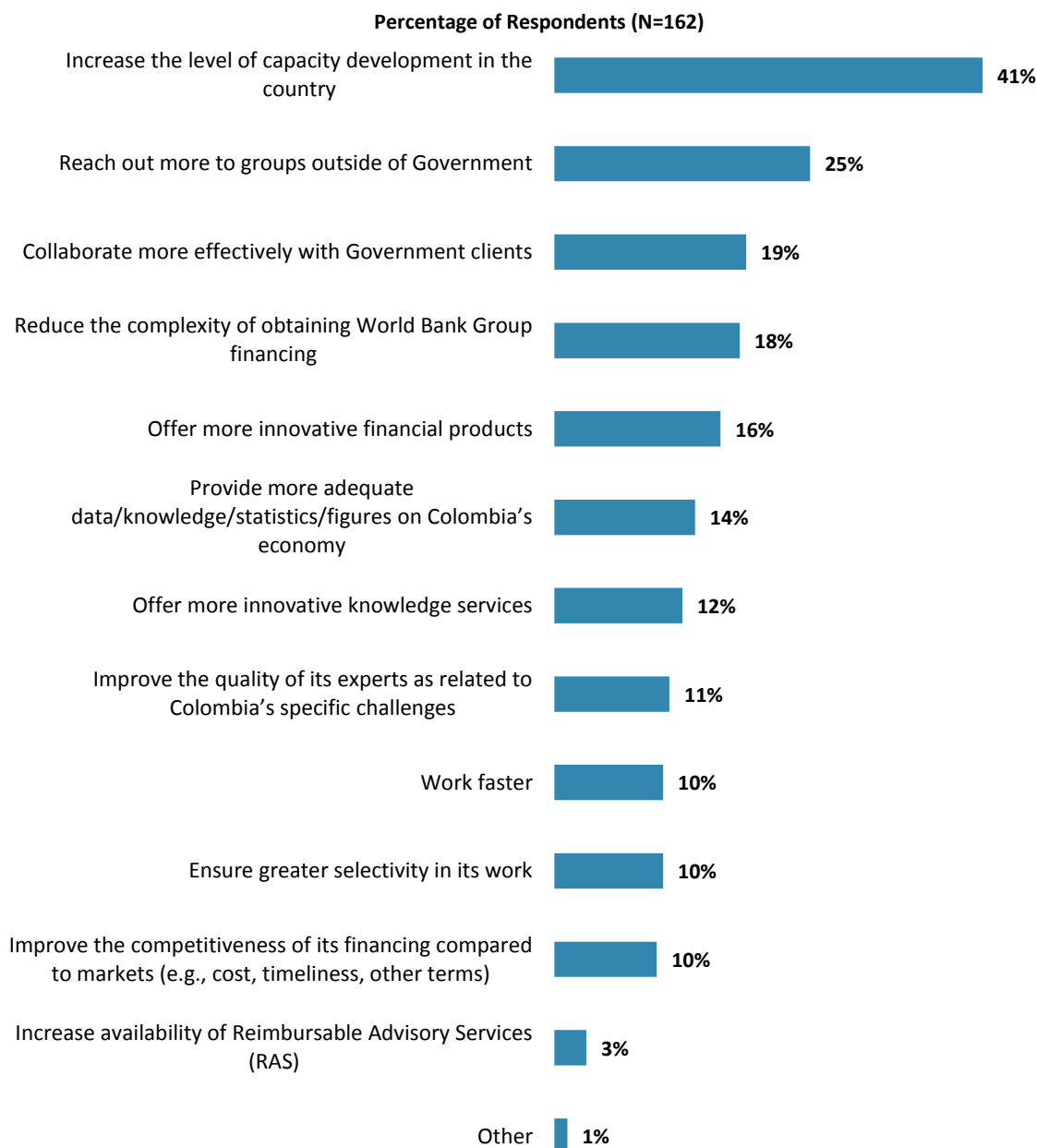
<sup>14</sup> Means in this chart were calculated based on weighted data.



## IX. The Future Role of the WBG in Colombia

### Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank should “*reduce the complexity of obtaining World Bank Group financing*” (42%), “*reach out more to groups outside of government*” (40%), and “*offer more innovative knowledge services*” (25%) to make itself of greater value in Colombia.



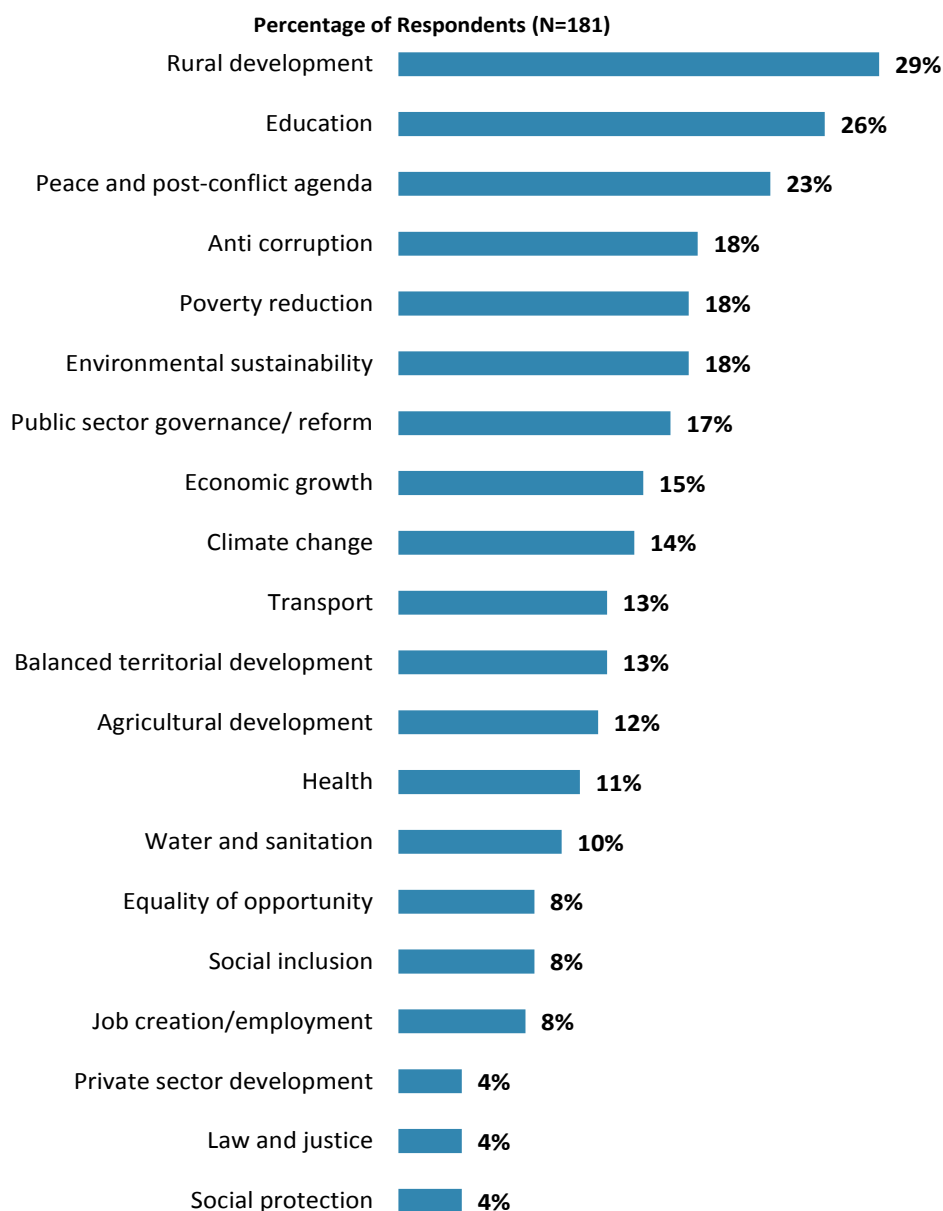
**"Which of the following SHOULD the World Bank Group do to make itself of greater value in Colombia? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)**



## IX. The Future Role of the WBG in Colombia (continued)

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

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank should focus its resources on “*infrastructure development*” (41%), “*reducing poverty*” (33%), “*increasing employment/income generating opportunities*” (31%), and “*access and quality of education*” (24%).



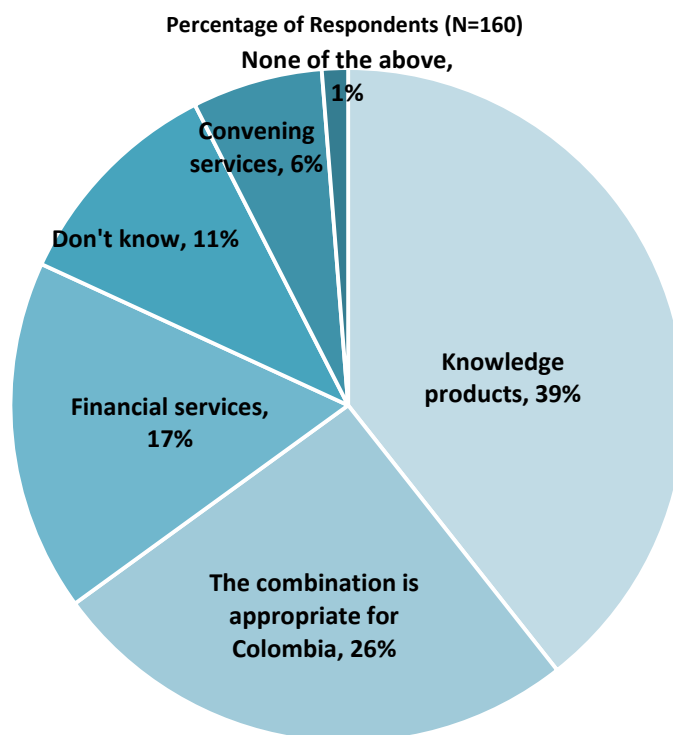
**“When thinking about how the World Bank Group can have the most impact on development results in Colombia, in which sectoral areas do you believe the WBG should focus most of its resources in Colombia? (Choose no more than THREE)”**

(Respondents chose from a list. Responses combined. Top 20 of 33 response options shown.)



## IX. The Future Role of the WBG in Colombia (continued)

### Future Combination of the WBG services



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

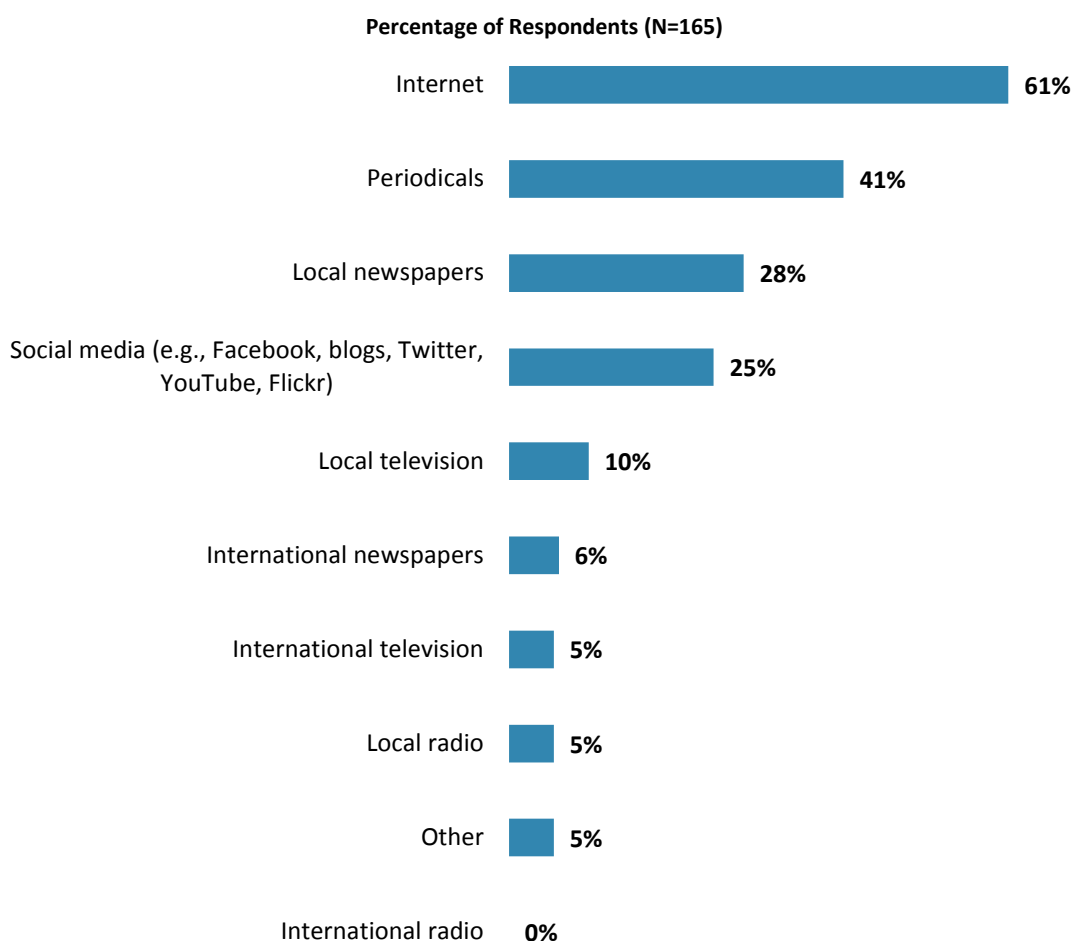


## X. Communication and Outreach

*Note: When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 59) for all responses by stakeholder groups.*

### General Information Sources

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that they receive most of their information about economic and social development issues in Colombia from “*the Internet*” (55%), “*local newspapers* (50%)”, and “*periodicals*” (40%).



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

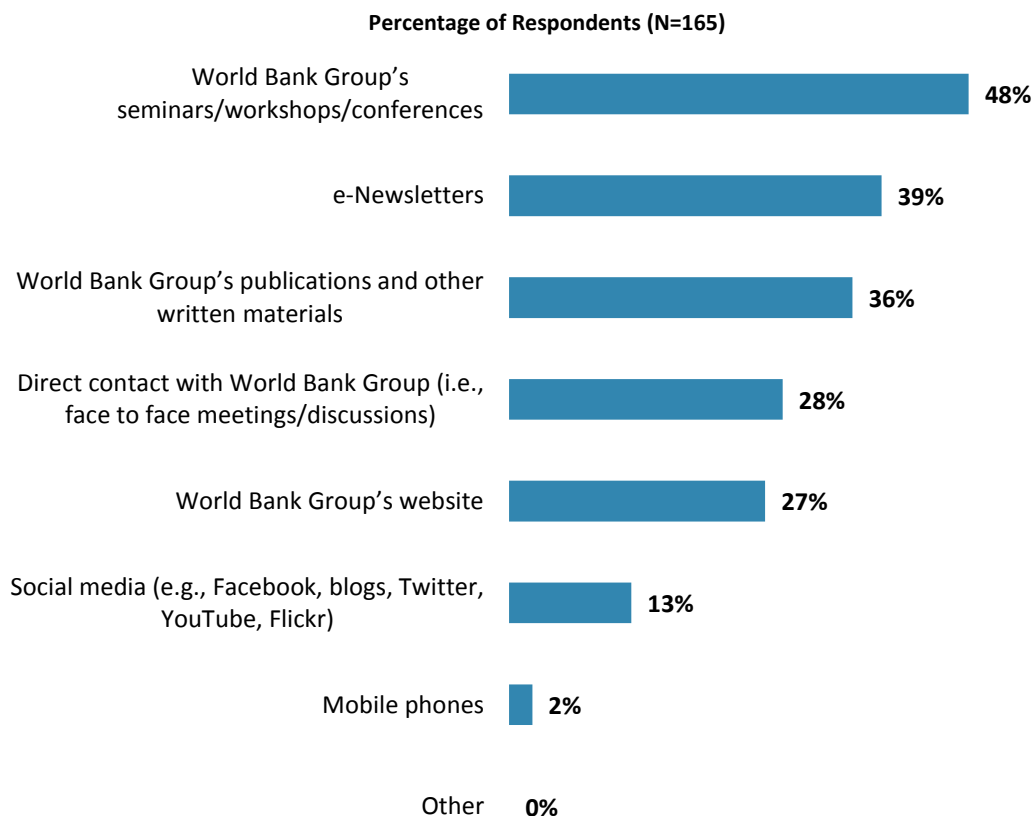




## X. Communication and Outreach (continued)

### Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that they would prefer to receive information from the World Bank through “*e-Newsletters*” (52%), “*World Bank seminars/workshops/conferences*” (44%), “*direct contact with World Bank Group (i.e., face to face meetings/discussions)*” (30%), and “*World Bank Group’s publications and other written materials*” (29%).

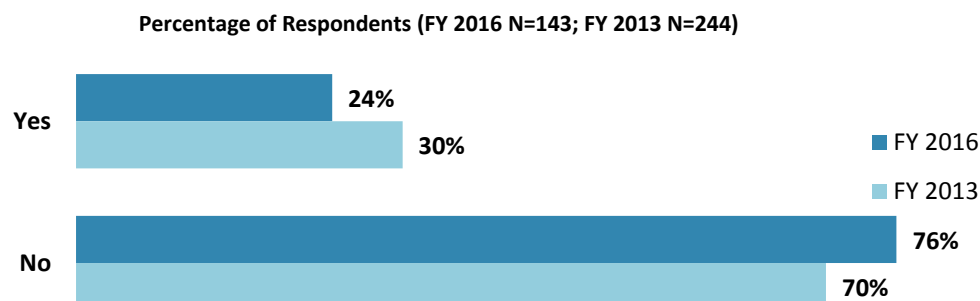


"How would you prefer to receive information from the World Bank Group?  
(Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



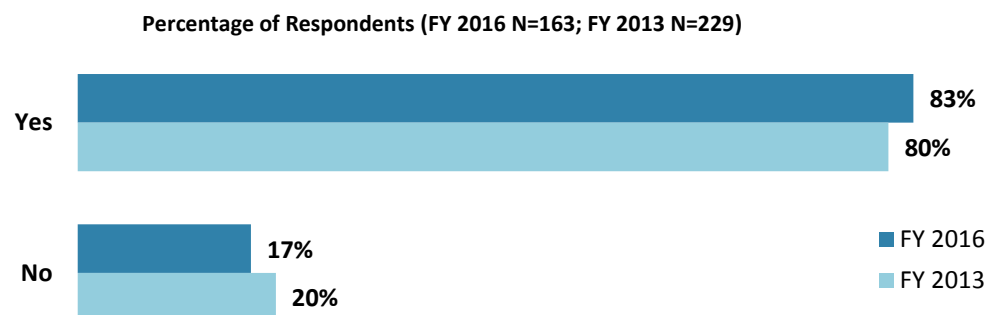
## X. Communication and Outreach (continued)

### Access to Information<sup>15</sup>



"Are you aware of the World Bank Group's Access to Information Policy under which the WBG will now disclose any information in its possession that is not on a list of exceptions?"

### The WBG Website Usage



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

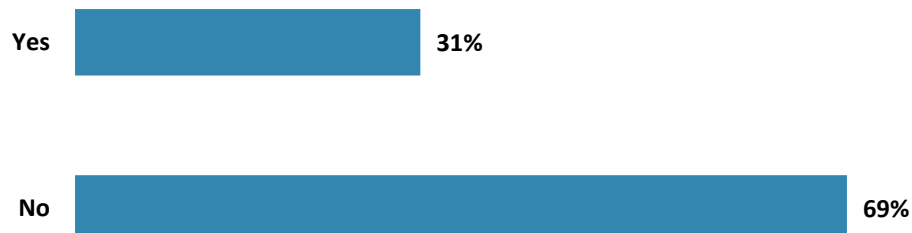
<sup>15</sup> Percentages presented in the charts on this page were calculated based on weighted data.



## X. Communication and Outreach (continued)

### Use of the WBG's Social Media Channels

Percentage of Respondents (FY 2016 N=165)



"Do you currently consult the World Bank Group social media sites (e.g., blogs, Facebook, Twitter, YouTube, Flickr)?"



## XI. Appendices

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**Colombia**





## Appendix A: Responses to All Questions across All Respondents (N=186)

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 Colombia

1. In general would you say that Colombia is headed in ... ?	Percentage of Respondents (N=184)
The right direction	64.1%
The wrong direction	12.0%
Not sure	23.9%

2. Listed below are a number of development priorities in Colombia. Please identify which of the following you consider the most important development priorities in Colombia? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=185)
Peace and post-conflict agenda	68.1%
Anti corruption	28.1%
Education	24.9%
Public sector governance/ reform	20.5%
Environmental sustainability	18.9%
Poverty reduction	18.4%
Rural development	15.7%
Climate change	11.9%
Transport	9.2%
Social protection	8.1%
Economic growth	8.1%
Agricultural development	5.9%
Balanced territorial development	5.9%
Social inclusion	5.9%
Equality of opportunity	5.4%
Law and justice	5.4%
Job creation/employment	4.9%
Global/regional integration	4.3%
Water and sanitation	3.8%
Foreign direct investment	2.7%
Health	2.7%
Information and communications technology	2.7%
Private sector development	2.7%
Urban development	2.7%
Regulatory framework	2.2%
Crime and violence	1.6%
Gender equity	1.1%
Financial markets	0.5%
Trade and exports	0.5%
Disaster management	0.5%
Natural resource management	0.5%
Energy	0.0%
Communicable/non-communicable diseases	0.0%

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

<b>3. The World Bank Group has committed itself to twin goals: ending extreme poverty by 2030 and boosting shared prosperity. 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 Colombia? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=184)</b>
Education	47.3%
Anti corruption	37.5%
Rural development	31.0%
Equality of opportunity	26.1%
Peace and post-conflict agenda	19.0%
Economic growth	17.4%
Social inclusion	14.7%
Job creation/employment	13.0%
Public sector governance/ reform	11.4%
Water and sanitation	11.4%
Environmental sustainability	11.4%
Balanced territorial development	11.4%
Agricultural development	7.6%
Law and justice	6.5%
Social protection	4.9%
Transport	4.3%
Climate change	4.3%
Private sector development	3.8%
Urban development	2.7%
Health	2.7%
Crime and violence	2.2%
Global/regional integration	1.6%
Gender equity	1.1%
Foreign direct investment	1.1%
Natural resource management	1.1%
Trade and exports	1.1%
Financial markets	0.5%
Regulatory framework	0.0%
Communicable/non-communicable diseases	0.0%
Information and communications technology	0.0%
Energy	0.0%
Disaster management	0.0%

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

<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 your country, which of the following TWO best illustrate how this would be achieved in Colombia? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=182)</b>
Education and training that better ensure job opportunity	46.7%
Consistent economic growth	31.9%
Better opportunity for the poor who live in rural areas	29.1%
Better entrepreneurial opportunities	15.9%
Greater access to health and nutrition for citizens	13.7%
Greater equity of fiscal policy	13.7%
Greater access to micro-finance for the poor	11.5%
A growing middle class	7.7%
More reliable social safety net	7.1%
Better employment opportunities for young people	6.0%
Better opportunity for the poor who live in urban areas	3.8%
Better quality public services	2.7%
Greater voice and participation for citizens to help ensure greater accountability	2.7%
Better employment opportunities for women	2.2%
Other	2.2%

<b>5. Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem, or not a problem at all in Colombia? (Select only ONE response)</b>	<b>Percentage of Respondents (N=179)</b>
A very big problem	79.9%
A moderately big problem	16.2%
A small problem	2.2%
Not a problem at all	.6%
Don't know	1.1%

<b>6. In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)</b>	<b>Percentage of Respondents (N=181)</b>
A very serious problem	85.6%
A somewhat serious problem	12.7%
Not too serious problem	.6%
Not a problem	0.0%
Don't know	1.1%

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

How familiar are you with the work of these organizations in Colombia? <i>(1-Not familiar at all, 10-Extremely familiar)</i>	Familiarity			
	N	DK	Mean	SD
1. World Bank Group (WBG)	180	0	7.21	2.14
2. Inter-American Development Bank (IDB/BID)	173	0	6.97	2.36
3. Latin American Development Bank (CAF)	174	0	5.33	2.85

Overall, please rate your impression of the effectiveness of these organizations in Colombia. <i>(1-Not effective at all, 10-Extremely effective)</i>	Effectiveness			
	N	DK	Mean	SD
4. World Bank Group (WBG)*	158	22	7.26	2.00
5. Inter-American Development Bank (IDB/BID)	142	34	7.26	2.02
6. Latin American Development Bank (CAF)	113	62	5.89	2.35

Staff Preparedness	N	DK	Mean	SD
7. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Colombia solve its most complicated development challenges? <i>(1-To no degree at all, 10-To a very significant degree)</i>	156	24	7.84	1.90



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

<b>8. When thinking about how the World Bank Group can have the most impact on development results in Colombia, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Colombia? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=181)</b>
Rural development	29.3%
Education	26.0%
Peace and post-conflict agenda	22.7%
Anti corruption	18.2%
Poverty reduction	17.7%
Environmental sustainability	17.7%
Public sector governance/ reform	16.6%
Economic growth	14.9%
Climate change	14.4%
Transport	12.7%
Balanced territorial development	12.7%
Agricultural development	12.2%
Health	11.0%
Water and sanitation	9.9%
Equality of opportunity	8.3%
Social inclusion	8.3%
Job creation/employment	7.7%
Private sector development	3.9%
Law and justice	3.9%
Social protection	3.9%
Crime and violence	2.2%
Global/regional integration	2.2%
Information and communications technology	2.2%
Regulatory framework	2.2%
Gender equity	2.2%
Trade and exports	1.7%
Urban development	1.7%
Disaster management	1.7%
Financial markets	1.7%
Foreign direct investment	1.7%
Natural resource management	1.7%
Energy	1.1%
Communicable/non-communicable diseases	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 Colombia?	Percentage of Respondents (N=180)		
	Greatest Value	2 <sup>nd</sup> Greatest Value	Combined
Financial resources	22.8%	20.8%	43.6%
Policy advice, studies, analyses	18.3%	20.8%	39.1%
Technical assistance	19.4%	19.1%	38.5%
Capacity development	15.6%	11.8%	27.4%
Help to bring discipline/effective supervision to implementation of investment projects	8.9%	11.8%	20.7%
Mobilizing third party financial resources	4.4%	6.7%	11.2%
Data and statistics	3.9%	2.8%	6.7%
Donor coordination	1.1%	2.8%	3.9%
Linkage to non-Bank expertise	1.7%	2.2%	3.9%
Convening/Facilitating	3.3%	0.6%	3.9%
Other	0.6%	0.6%	1.1%

10. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Colombia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=179)
Not enough public disclosure of its work	18.4%
World Bank Group's processes too slow	17.9%
World Bank Group's processes too complex	16.8%
Not adequately sensitive to political/social realities in Colombia	15.1%
Too influenced by developed countries	12.8%
Don't know	12.8%
Its advice and strategies do not lend themselves to practical problem solving	11.7%
Imposing technocratic solutions without regard to political realities	11.7%
Not willing to honestly criticize policies and reform efforts in the country	8.4%
Not collaborating enough with stakeholders outside the Government	7.8%
Staff too inaccessible	7.8%
Arrogant in its approach	5.6%
Not aligned with country priorities	4.5%
Other	3.9%
Not exploring alternative policy options	3.9%
Not aligned with other donors' work	2.8%
The credibility of its knowledge/data	1.1%
Not client focused	0.6%

11. Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Colombia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=178)
Investment lending (financing specific projects)	59.0%
Technical assistance (advice, best practice, international experience, etc.)	44.9%
Capacity development	25.8%
Policy based lending / budget support to the Government	17.4%
Knowledge products/services (analytical work, studies, surveys, etc.)	12.9%
Multi-sectoral approaches	11.8%
Don't know	5.6%
Other	2.2%
Trust Fund management	2.2%

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

<b>12. To what extent do you believe that the World Bank Group's work and support help the poorest in Colombia? (Select only ONE response)</b>	<b>Percentage of Respondents (N=178)</b>
To a fully sufficient degree	4.5%
To a somewhat sufficient degree	28.7%
To a somewhat insufficient degree	41.0%
To a very insufficient degree	12.4%
Don't know	13.5%

<b>To what extent do you agree with the following statements about the World Bank Group's work in Colombia? (1-Strongly disagree, 10-Strongly agree)</b>	<b>Level of Agreement</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
13. Overall the World Bank Group currently plays a relevant role in development in Colombia*	168	9	6.84	2.01
14. The World Bank Group's work is aligned with what I consider the development priorities for Colombia*	161	14	6.86	1.93

<b>To what extent is the World Bank Group an effective development partner in Colombia, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)</b>	<b>Degree</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
15. Responsiveness to needs*	137	28	6.74	2.02
16. Flexibility (in terms of the institution's products and services)*	136	31	6.38	1.94
17. Flexibility (in terms of changing country circumstances)*	140	28	6.43	1.93
18. Being inclusive*	138	29	6.78	2.02
19. Openness (sharing data and other information)*	147	18	7.58	1.65
20. Collaboration with the Government*	152	16	8.11	1.43
21. The speed in which it gets things accomplished on the ground*	141	26	6.33	2.10
22. Ease of access to the people at the World Bank Group who are making decisions important to my work*	140	26	6.90	2.30
23. Collaboration with civil society*	125	41	6.57	2.11
24. Staff accessibility*	143	23	6.92	2.06
25. Collaboration with the private sector*	113	51	6.93	2.09
26. Straightforwardness and honesty*	141	22	7.79	1.99
27. Treating clients and stakeholders in Colombia with respect*	140	26	8.12	1.81
28. Being a long-term partner*	141	27	7.96	2.08

<b>29. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=168)</b>
The Government works inefficiently	29.2%
Political pressures and obstacles	29.2%
Lack of/inadequate levels of capacity in Government	28.0%
There is not an adequate level of citizen/civil society participation	26.2%
The World Bank Group is not sensitive enough to political/social realities on the ground	22.0%
Reforms are not well thought out in light of country challenges	20.8%
The World Bank Group does not do adequate follow through/follow-up	11.3%
Poor donor coordination	11.3%
The World Bank Group works too slowly	7.7%
Other	3.0%

**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 Colombia? (1-Not important at all, 10-Very important)	Importance			
	N	DK	Mean	SD
1. Crime and violence	126	32	6.94	2.40
2. Financial markets	126	30	7.64	2.08
3. Transport	134	23	8.18	1.73
4. Anti corruption	140	23	8.45	1.79
5. Law and justice	130	30	7.81	2.05
6. Urban development	138	22	8.16	1.77
7. Environmental sustainability	144	16	8.74	1.46
8. Trade and exports	128	32	7.55	1.89
9. Social inclusion	136	25	8.43	1.68
10. Information and communications technology	132	26	7.95	1.84
11. Poverty reduction	148	15	8.95	1.45
12. Gender equity	134	24	7.90	2.07
13. Private sector development	126	32	7.13	2.27
14. Foreign direct investment	126	33	7.27	2.31
15. Water and sanitation	139	21	8.47	1.86
16. Balanced territorial development	131	28	8.44	1.81
17. Regulatory framework	121	36	7.23	2.23
18. Economic growth	143	17	8.36	1.76
19. Energy	127	28	7.97	2.00
20. Disaster management	128	27	7.70	2.24
21. Public sector governance/ reform	137	24	8.07	2.08
22. Job creation/employment	129	30	7.65	2.29
23. Communicable/non-communicable diseases	121	37	6.85	2.38
24. Equality of opportunity	133	28	7.96	2.19
25. Social protection	127	29	7.70	2.18
26. Rural development	139	21	8.60	1.91
27. Global/regional integration	129	27	7.95	1.98
28. Peace and post-conflict agenda	137	24	8.67	1.96
29. Natural resource management	131	26	7.82	2.06
30. Health	131	28	8.04	2.13
31. Climate change	137	22	8.55	1.94
32. Agricultural development	135	23	8.68	1.77
33. Education	133	24	8.90	1.69

**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 Colombia? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Gender equity	35	123	6.14	2.33
2. Information and communications technology	38	119	6.68	2.09
3. Transport	56	102	7.05	2.02
4. Crime and violence	36	121	6.14	2.14
5. Law and justice	42	116	6.67	2.38
6. Urban development	56	100	7.11	2.15
7. Environmental sustainability	82	75	7.26	2.12
8. Regulatory framework	54	103	6.94	2.10
9. Social inclusion	59	97	6.95	2.32
10. Communicable/non-communicable diseases	38	119	6.24	2.44
11. Poverty reduction	78	78	7.45	1.96
12. Anti corruption	55	100	6.44	3.01
13. Private sector development	49	108	7.22	2.15
14. Foreign direct investment	42	112	7.38	2.09
15. Water and sanitation	69	89	7.39	2.00
16. Balanced territorial development	56	100	6.95	2.33
17. Trade and exports	38	119	7.71	1.78
18. Economic growth	63	95	7.73	1.98
19. Health	49	107	7.12	2.13
20. Disaster management	45	111	6.71	2.30
21. Public sector governance/ reform	67	89	7.19	2.25
22. Job creation/employment	42	114	6.05	2.36
23. Financial markets	48	109	7.46	1.96
24. Equality of opportunity	54	103	6.65	2.28
25. Energy	42	116	7.00	2.16
26. Rural development	64	95	7.11	2.36
27. Global/regional integration	45	110	7.16	2.27
28. Peace and post-conflict agenda	59	97	7.59	2.30
29. Education	65	91	7.72	1.96
30. Social protection	42	114	6.88	2.48
31. Climate change	72	86	7.10	2.39
32. Agricultural development	54	103	7.24	2.38
33. Natural resource management	49	109	7.08	2.39

Achieving Development Results*	N	DK	Mean	SD
3. To what extent does the World Bank Group's work help to achieve development results in Colombia? (1-To no degree at all, 10-To a very significant degree)	143	21	7.11	1.79

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

To what extent do you agree with the following statements about the World Bank Group in Colombia? (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 Colombia*	141	23	6.89	2.08
5. The World Bank Group meets Colombia's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	141	21	7.00	1.99

Reimbursable Advisory Services	N	DK	Mean	SD
6. To what extent do you believe that Colombia received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)? (1-To no degree at all, 10-To a very significant degree)	75	90	7.17	2.08

Measuring The World Bank Group's Work	N	DK	Mean	SD
7. To what extent do you believe the World Bank Group measures and corrects its work in real time in Colombia? (1-To no degree at all, 10-To a very significant degree)	102	61	6.52	2.13

**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=164)
Weekly	8.5%
Monthly	25.0%
A few times a year	40.9%
Rarely	17.7%
Never	7.9%

In Colombia, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Are timely	133	27	7.26	1.90
3. Lead to practical solutions	129	32	6.78	2.13
4. Are accessible (well written and easy to understand)	141	20	7.23	2.04
5. Are translated enough into local language	137	24	7.30	2.08
6. Are adaptable to Colombia's specific development challenges and country circumstances*	136	26	7.00	2.24

Overall Evaluations	N	DK	Mean	SD
7. 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)	144	18	7.49	1.90
8. 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)	142	21	7.92	1.67

**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	100	62	7.70	2.00
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	125	35	7.70	1.90
3. The World Bank Group's approvals and reviews are done in a timely fashion	107	54	7.43	1.98
4. The World Bank Group's "Safeguard Policy" requirements are reasonable	92	67	7.42	2.30
5. The World Bank Group's conditions on its lending are reasonable	96	63	7.24	2.29
6. The World Bank Group takes decisions quickly in Colombia*	109	51	6.62	1.97
7. Working with the World Bank Group increases Colombia's institutional capacity	131	29	7.50	2.05
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	82	76	7.68	1.86
9. The World Bank Group provides effective implementation support (i.e., supervision of projects)	117	42	7.70	2.03

WBG Promoting PPP in Colombia	N	DK	Mean	SD
10. To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Colombia? (1-To no degree at all, 10-To a very significant degree)	99	62	7.06	1.91

11. Which of the following best describes the World Bank Group's support in Colombia? (Select only ONE response)	Percentage of Respondents (N=158)
The World Bank Group is sufficiently selective and focuses on the most important development challenges in Colombia	44.3%
The World Bank Group is not sufficiently selective in Colombia, and it is involved in too many areas of development	24.1%
Don't know	31.6%

**F. The Future Role of the World Bank Group in Colombia**

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Colombia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=162)
Increase the level of capacity development in the country	41.4%
Reach out more to groups outside of Government	24.7%
Collaborate more effectively with Government clients	18.5%
Reduce the complexity of obtaining World Bank Group financing	17.9%
Offer more innovative financial products	16.0%
Provide more adequate data/knowledge/statistics/figures on Colombia's economy	13.6%
Offer more innovative knowledge services	12.3%
Improve the quality of its experts as related to Colombia's specific challenges	11.1%
Work faster	10.5%
Ensure greater selectivity in its work	10.5%
Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)	9.9%
Increase availability of Reimbursable Advisory Services (RAS)	3.1%
Other	1.2%

**F. The Future Role of the World Bank Group in Colombia (continued)**

<b>2. When considering the combination of services that the World Bank Group offers in Colombia, 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 Colombia? (Select only ONE response)</b>	<b>Percentage of Respondents (N=160)</b>
Knowledge products	39.4%
The combination is appropriate for Colombia	25.6%
Financial services	16.9%
Don't know	10.6%
Convening services	6.3%
None of the above	1.3%

**G. Communication and Information Sharing**

<b>1. How do you get most of your information about economic and social development issues in Colombia? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=165)</b>
Internet	60.6%
Periodicals	40.6%
Local newspapers	28.5%
Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)	24.8%
Local television	9.7%
International newspapers	6.1%
International television	5.5%
Local radio	5.5%
Other	5.5%
International radio	0.0%

<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=165)</b>
World Bank Group's seminars/workshops/conferences	47.9%
e-Newsletters	38.8%
World Bank Group's publications and other written materials	35.8%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	28.5%
World Bank Group's website	26.7%
Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)	12.7%
Mobile phones	2.4%
Other	0.0%

<b>3. Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions?</b>	<b>Percentage of Respondents (N=145)</b>
Yes	24.1%
No	75.9%



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

<b>4. If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies? (Select only ONE response)</b>	<b>Percentage of Respondents (N=53)</b>
World Bank Group's website	30.2%
Colleagues/Friends/Peer organizations	28.3%
World Bank Group's seminars/workshops/conferences	22.6%
News/Media	7.5%
World Bank Group's e-Newsletters	5.7%
Other	5.7%

<b>5. Have you requested information from the World Bank Group on its activities in the past year?</b>	<b>Percentage of Respondents (N=164)</b>
Yes	25.6%
No	74.4%

<b>6. Were you able to obtain this information?</b>	<b>Percentage of Respondents (N=43)</b>
Yes	88.4%
No	11.6%

<b>7. Do you use/have you used the World Bank Group website?</b>	<b>Percentage of Respondents (N=165)</b>
Yes	83.0%
No	17.0%

<b>8. Do you currently consult the World Bank Group social media sites (e.g., Facebook, blogs, Twitter, YouTube, and Flickr)?</b>	<b>Percentage of Respondents (N=165)</b>
Yes	30.9%
No	69.1%

<b>Please rate how much you agree with the following statements.</b> <i>(1-Strongly disagree, 10-Strongly agree)</i>	<b>Level of Agreement</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
9. 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.)	146	18	6.91	2.48
10. The World Bank Group's social media channels (e.g., blogs, Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution	109	54	6.77	2.51
11. The World Bank Group is responsive to my information requests and inquiries	107	55	7.73	2.22

**H. Background Information**

<b>1. Which of the following best describes your current position? (Select only ONE response)</b>	<b>Percentage of Respondents (N=184)</b>
Employee of a Ministry, Ministerial Department or Implementation Agency	33.7%
PMU/Consultant/Contractor working on World Bank Group supported project	10.9%
Academia/Research Institute/Think Tank	9.2%
Local Government Office or Staff	8.7%
Private Sector Organization	7.6%
NGO/Community Based Organization	7.6%
Independent Government Institution	6.5%
Office of Minister	4.3%
Private Foundation	3.8%
Financial Sector/Private Bank	2.2%
Office of the President, Prime Minister	1.6%
Bilateral/Multilateral Agency	1.6%
Media	1.6%
Judiciary Branch	.5%

<b>2. Please identify the primary specialization of your work. (Select only ONE response)</b>	<b>Percentage of Respondents (N=184)</b>
Environment and natural resources	19.6%
Other	13.0%
Finance and markets	8.7%
Generalist (specialized in multiple sectors)	7.6%
Macroeconomics and fiscal management	7.1%
Health, nutrition, and population	5.4%
Transport and ICT	5.4%
Water	4.9%
Education	4.9%
Urban, rural, and social development	4.3%
Agriculture	4.3%
Fragility, conflict and violence	2.7%
Governance	2.7%
Public-private partnerships	1.6%
Gender	1.6%
Social protection and labor	1.1%
Trade and competitiveness	1.1%
Poverty	1.1%
Jobs	1.1%
Climate Change	1.1%
Energy and extractives	.5%

<b>3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, or MIGA) in your country? (Select only ONE response)</b>	<b>Percentage of Respondents (N=183)</b>
Yes	37.2%
No	62.8%

**H. Background Information (continued)**

<b>4. Which of the following agencies of the World Bank Group do you primarily engage with in Colombia? (Select only ONE response)</b>	<b>Percentage of Respondents (N=175)</b>
The World Bank (IBRD/IDA)	79.4%
The International Finance Corporation (IFC)	10.3%
Other	10.3%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%

<b>5. Do your projects involve both the World Bank and the IFC?</b>	<b>Percentage of Respondents (N=179)</b>
Yes	26.3%
No	73.7%

<b>6. If yes, what was your view of how the two institutions work together in Colombia? (Select only ONE response)</b>	<b>Percentage of Respondents (N=51)</b>
The two institutions work well together	37.3%
The way the two institutions work together needs improvement	33.3%
Don't know	27.5%
The two institutions do not work well together	2.0%

<b>7. Which of the following describes most of your exposure to the World Bank Group in Colombia? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=180)</b>
Engage in World Bank Group related/sponsored events/activities	45.6%
Collaborate as part of my professional duties	37.2%
Use World Bank Group reports/data	30.6%
Use World Bank Group website for information, data, research, etc.	26.1%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	17.8%

<b>8. What's your gender?</b>	<b>Percentage of Respondents (N=184)</b>
Female	42.4%
Male	57.6%

<b>9. Which best represents your geographic location?</b>	<b>Percentage of Respondents (N=184)</b>
Bogota	80.4%
Outside Bogota	19.6%

## Appendix B: Responses to All Questions by Stakeholder Groups<sup>16</sup>

- Office of President/Prime Minister/Minister N=11    ● Employee of a Ministry N=62    ● PMU/Consultant on WBG-supported Project N=20
- Local Government N=16    ● Private Sector/Financial Sector/Private Bank N=18    ● CSO N=21
- Independent Government Institution N=12    ● Academia/Research Institute/Think Tank N=17    ● Other N=7

### A. General Issues facing Colombia

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Gov.	Private Sector/Financial Sector/Private Bank	CSO	Independent Government Institution	Academia/Research Institute/Think Tank	Other
The right direction	100.0%	62.3%	55.0%	62.5%	77.8%	42.9%	58.3%	76.5%	71.4%
The wrong direction	0.0%	14.8%	25.0%	6.3%	11.1%	14.3%	0.0%	11.8%	0.0%
Not sure	0.0%	23.0%	20.0%	31.3%	11.1%	42.9%	41.7%	11.8%	28.6%

<sup>16</sup> Only 184 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

## A. General Issues facing Colombia (continued)

Listed below are a number of development priorities in Colombia. Please identify which of the following you consider the most important development priorities in Colombia?  
(Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Global/regional integration	0.0%	6.5%	0.0%	6.3%	5.6%	0.0%	8.3%	5.9%	0.0%
Peace and post-conflict agenda	81.8%	66.1%	50.0%	75.0%	77.8%	66.7%	83.3%	64.7%	71.4%
Public sector governance/ reform	45.5%	17.7%	20.0%	31.3%	27.8%	4.8%	8.3%	29.4%	0.0%
Social protection	9.1%	12.9%	0.0%	0.0%	11.1%	4.8%	8.3%	11.8%	0.0%
Gender equity	0.0%	1.6%	0.0%	0.0%	0.0%	4.8%	0.0%	0.0%	0.0%
Private sector development	0.0%	1.6%	5.0%	0.0%	11.1%	0.0%	0.0%	0.0%	14.3%
Foreign direct investment	0.0%	3.2%	0.0%	6.3%	0.0%	0.0%	16.7%	0.0%	0.0%
Urban development	0.0%	3.2%	0.0%	12.5%	5.6%	0.0%	0.0%	0.0%	0.0%
Energy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	0.0%	6.5%	0.0%	12.5%	5.6%	9.5%	0.0%	0.0%	0.0%
Rural development	18.2%	9.7%	25.0%	12.5%	16.7%	23.8%	16.7%	11.8%	28.6%
Financial markets*	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Water and sanitation	0.0%	6.5%	5.0%	0.0%	0.0%	4.8%	8.3%	0.0%	0.0%
Social inclusion	0.0%	3.2%	5.0%	18.8%	11.1%	4.8%	0.0%	11.8%	0.0%
Environmental sustainability*	27.3%	16.1%	30.0%	0.0%	0.0%	23.8%	8.3%	47.1%	14.3%
Equality of opportunity	18.2%	3.2%	5.0%	0.0%	0.0%	9.5%	16.7%	0.0%	14.3%
Health	0.0%	6.5%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%
Climate change*	9.1%	4.8%	5.0%	12.5%	11.1%	33.3%	8.3%	11.8%	42.9%
Poverty reduction	18.2%	22.6%	20.0%	6.3%	16.7%	19.0%	16.7%	17.6%	14.3%
Transport	9.1%	9.7%	15.0%	25.0%	11.1%	0.0%	0.0%	5.9%	0.0%
Education	9.1%	30.6%	40.0%	12.5%	22.2%	19.0%	16.7%	35.3%	0.0%
Agricultural development*	0.0%	12.9%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	28.6%
Trade and exports	0.0%	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Crime and violence	0.0%	1.6%	0.0%	0.0%	5.6%	0.0%	8.3%	0.0%	0.0%
Anti corruption*	0.0%	25.8%	40.0%	12.5%	22.2%	57.1%	41.7%	11.8%	28.6%
Law and justice	18.2%	3.2%	0.0%	18.8%	11.1%	0.0%	8.3%	0.0%	0.0%
Regulatory framework	9.1%	1.6%	0.0%	6.3%	0.0%	4.8%	0.0%	0.0%	0.0%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%
Economic growth	9.1%	6.5%	5.0%	12.5%	16.7%	0.0%	8.3%	11.8%	14.3%
Balanced territorial development	9.1%	4.8%	5.0%	6.3%	0.0%	4.8%	0.0%	23.5%	0.0%
Disaster management	0.0%	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	3.2%	5.0%	6.3%	5.6%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

## A. General Issues facing Colombia (continued)

The World Bank Group has committed itself to twin goals: ending extreme poverty by 2030 and boosting shared prosperity. 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 Colombia? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Water and sanitation	0.0%	18.0%	10.0%	6.3%	5.6%	19.0%	8.3%	5.9%	0.0%
Equality of opportunity	54.5%	18.0%	25.0%	31.3%	27.8%	14.3%	41.7%	41.2%	14.3%
Rural development	27.3%	34.4%	25.0%	18.8%	27.8%	19.0%	50.0%	29.4%	71.4%
Climate change*	0.0%	1.6%	0.0%	0.0%	5.6%	19.0%	0.0%	5.9%	14.3%
Global/regional integration	0.0%	3.3%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Gender equity	0.0%	1.6%	0.0%	0.0%	0.0%	4.8%	0.0%	0.0%	0.0%
Economic growth	9.1%	11.5%	30.0%	37.5%	22.2%	9.5%	16.7%	17.6%	14.3%
Urban development	0.0%	1.6%	0.0%	0.0%	0.0%	9.5%	0.0%	5.9%	14.3%
Social inclusion	9.1%	16.4%	0.0%	25.0%	27.8%	9.5%	0.0%	11.8%	42.9%
Regulatory framework	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social protection	9.1%	1.6%	5.0%	0.0%	5.6%	9.5%	8.3%	11.8%	0.0%
Law and justice	18.2%	3.3%	5.0%	6.3%	5.6%	9.5%	8.3%	11.8%	0.0%
Transport	0.0%	9.8%	0.0%	0.0%	0.0%	4.8%	0.0%	0.0%	14.3%
Crime and violence	9.1%	1.6%	5.0%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti corruption	27.3%	31.1%	40.0%	50.0%	33.3%	47.6%	50.0%	29.4%	42.9%
Education*	27.3%	52.5%	75.0%	37.5%	44.4%	38.1%	41.7%	58.8%	0.0%
Foreign direct investment	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	8.3%	0.0%	0.0%
Energy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Public sector governance/ reform	27.3%	13.1%	20.0%	6.3%	11.1%	4.8%	8.3%	0.0%	0.0%
Private sector development	0.0%	1.6%	5.0%	0.0%	16.7%	4.8%	0.0%	5.9%	0.0%
Natural resource management	0.0%	1.6%	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability	18.2%	11.5%	5.0%	0.0%	0.0%	23.8%	8.3%	11.8%	28.6%
Balanced territorial development	9.1%	16.4%	5.0%	18.8%	5.6%	0.0%	8.3%	23.5%	0.0%
Health	0.0%	4.9%	5.0%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Agricultural development	0.0%	9.8%	5.0%	6.3%	11.1%	19.0%	0.0%	0.0%	0.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	18.2%	13.1%	25.0%	12.5%	22.2%	0.0%	16.7%	5.9%	0.0%
Financial markets	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Trade and exports	0.0%	0.0%	5.0%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Peace and post-conflict agenda	36.4%	16.4%	5.0%	12.5%	16.7%	28.6%	25.0%	23.5%	28.6%

\*Significantly different between stakeholder groups

## A. General Issues facing Colombia (continued)

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 Colombia? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Consistent economic growth*	72.7%	23.0%	30.0%	43.8%	22.2%	20.0%	41.7%	43.8%	42.9%
More reliable social safety net	0.0%	4.9%	5.0%	6.3%	5.6%	10.0%	8.3%	25.0%	0.0%
Greater access to micro-finance for the poor	18.2%	11.5%	15.0%	12.5%	11.1%	20.0%	8.3%	0.0%	0.0%
Greater voice and participation for citizens to help ensure greater accountability*	0.0%	1.6%	0.0%	0.0%	0.0%	15.0%	0.0%	0.0%	0.0%
Greater access to health and nutrition for citizens	9.1%	14.8%	20.0%	25.0%	11.1%	15.0%	8.3%	0.0%	14.3%
Better entrepreneurial opportunities*	0.0%	21.3%	35.0%	18.8%	22.2%	0.0%	8.3%	0.0%	14.3%
A growing middle class*	18.2%	6.6%	0.0%	12.5%	27.8%	0.0%	0.0%	0.0%	14.3%
Better opportunity for the poor who live in rural areas	27.3%	26.2%	20.0%	31.3%	33.3%	25.0%	25.0%	50.0%	42.9%
Better opportunity for the poor who live in urban areas	0.0%	3.3%	0.0%	0.0%	11.1%	0.0%	8.3%	12.5%	0.0%
Better employment opportunities for young people	0.0%	4.9%	0.0%	6.3%	5.6%	15.0%	25.0%	0.0%	0.0%
Better employment opportunities for women*	0.0%	1.6%	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	28.6%
Greater equity of fiscal policy*	9.1%	11.5%	10.0%	6.3%	5.6%	40.0%	16.7%	12.5%	0.0%
Education and training that better ensure job opportunity	36.4%	55.7%	65.0%	25.0%	38.9%	30.0%	50.0%	50.0%	42.9%
Better quality public services	0.0%	4.9%	0.0%	0.0%	0.0%	5.0%	0.0%	6.3%	0.0%
Other	0.0%	1.6%	0.0%	12.5%	5.6%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem, or not a problem at all in Colombia? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
A very big problem	90.9%	84.7%	78.9%	75.0%	61.1%	75.0%	83.3%	81.3%	85.7%
A moderately big problem	9.1%	15.3%	10.5%	25.0%	27.8%	15.0%	16.7%	12.5%	14.3%
A small problem	0.0%	0.0%	0.0%	0.0%	11.1%	10.0%	0.0%	0.0%	0.0%
Not a problem at all	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%

In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
A very serious problem	81.8%	90.0%	90.0%	81.3%	83.3%	95.0%	83.3%	56.3%	100.0%
A somewhat serious problem	18.2%	10.0%	5.0%	18.8%	16.7%	5.0%	8.3%	37.5%	0.0%
Not too serious problem	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not a problem	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	6.3%	0.0%

## B. Overall Attitudes toward the World Bank Group

How familiar are you with the work of these organizations in Colombia? (1-Not familiar at all, 10-Extremely familiar)

	Which of the following best describes your current position?																										
	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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 Group (WBG)	11	8.18	1.47	58	7.34	2.29	20	7.65	2.01	16	7.25	1.81	18	7.06	1.63	20	6.60	1.93	12	6.67	2.61	16	6.63	2.58	7	6.86	2.34
Inter-American Development Bank (IDB/BID)	11	8.36	1.36	57	7.09	2.28	18	6.33	2.22	15	6.60	2.53	17	7.12	2.52	19	6.58	2.50	12	6.67	2.84	16	6.81	2.59	6	7.00	2.00
Latin American Development Bank (CAF)	11	6.64	2.62	56	4.91	3.17	18	4.67	2.89	15	5.53	2.92	18	6.17	2.57	20	5.00	2.66	12	5.00	2.13	16	5.13	2.75	6	6.50	1.38

Overall, please rate your impression of the effectiveness of these organizations in Colombia. (1-Not effective at all, 10-Extremely effective)

	Which of the following best describes your current position?																										
	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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 Group (WBG)	11	7.45	1.69	56	7.30	2.17	17	8.12	1.54	15	6.93	1.79	16	6.94	1.69	16	7.00	1.59	8	6.88	2.64	11	6.82	2.56	7	7.29	2.29
Inter-American Development Bank (IDB/BID)	11	7.91	1.92	49	7.29	1.94	12	7.75	1.76	12	7.25	2.01	16	6.88	2.33	16	7.00	1.71	9	6.89	2.47	11	6.73	2.72	5	7.80	1.48
Latin American Development Bank (CAF)	8	6.75	1.75	40	5.40	2.52	6	7.33	1.97	8	6.63	2.26	16	6.06	1.98	12	6.17	2.37	7	4.43	2.07	9	5.22	2.22	6	6.67	2.73

	Which of the following best describes your current position?																										
	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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 Colombia solve its most complicated development challenges?	11	8.36	1.36	55	8.02	1.96	19	8.05	1.58	14	7.79	1.81	14	7.36	2.50	17	7.29	1.31	10	7.40	2.46	9	7.56	2.46	6	8.17	1.60

(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 Colombia, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Colombia? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Health	18.2%	15.3%	5.0%	25.0%	5.6%	0.0%	8.3%	6.3%	14.3%
Crime and violence	0.0%	1.7%	0.0%	6.3%	5.6%	0.0%	8.3%	0.0%	0.0%
Transport	18.2%	15.3%	15.0%	18.8%	5.6%	5.0%	0.0%	12.5%	28.6%
Agricultural development	18.2%	16.9%	10.0%	6.3%	16.7%	5.0%	8.3%	6.3%	14.3%
Global/regional integration	0.0%	0.0%	5.0%	12.5%	0.0%	0.0%	8.3%	0.0%	0.0%
Job creation/employment	0.0%	11.9%	0.0%	6.3%	11.1%	10.0%	8.3%	6.3%	0.0%
Public sector governance/ reform*	54.5%	6.8%	15.0%	12.5%	16.7%	5.0%	41.7%	18.8%	14.3%
Social protection	0.0%	1.7%	5.0%	0.0%	11.1%	0.0%	8.3%	12.5%	0.0%
Rural development	27.3%	28.8%	35.0%	12.5%	22.2%	45.0%	41.7%	31.3%	14.3%
Foreign direct investment	0.0%	1.7%	0.0%	6.3%	5.6%	0.0%	0.0%	0.0%	0.0%
Education	0.0%	33.9%	40.0%	18.8%	22.2%	20.0%	25.0%	25.0%	14.3%
Balanced territorial development	27.3%	8.5%	10.0%	25.0%	11.1%	0.0%	16.7%	31.3%	0.0%
Energy	0.0%	1.7%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Gender equity	0.0%	1.7%	0.0%	0.0%	0.0%	10.0%	0.0%	6.3%	0.0%
Financial markets	9.1%	0.0%	5.0%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%
Urban development	9.1%	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	6.3%	0.0%
Environmental sustainability	9.1%	13.6%	25.0%	18.8%	5.6%	20.0%	8.3%	43.8%	14.3%
Economic growth	9.1%	11.9%	20.0%	31.3%	27.8%	10.0%	0.0%	12.5%	14.3%
Private sector development*	18.2%	0.0%	0.0%	0.0%	16.7%	0.0%	8.3%	0.0%	14.3%
Water and sanitation	0.0%	16.9%	5.0%	12.5%	5.6%	5.0%	16.7%	0.0%	14.3%
Peace and post-conflict agenda	27.3%	22.0%	25.0%	18.8%	5.6%	25.0%	25.0%	37.5%	14.3%
Climate change	0.0%	11.9%	15.0%	12.5%	5.6%	30.0%	8.3%	18.8%	42.9%
Information and communications technology	0.0%	1.7%	5.0%	0.0%	5.6%	0.0%	0.0%	6.3%	0.0%
Trade and exports	0.0%	1.7%	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	14.3%
Equality of opportunity	0.0%	11.9%	5.0%	6.3%	11.1%	15.0%	8.3%	0.0%	0.0%
Law and justice	18.2%	3.4%	5.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
Regulatory framework	9.1%	1.7%	5.0%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social inclusion	0.0%	10.2%	5.0%	0.0%	16.7%	10.0%	8.3%	0.0%	28.6%
Natural resource management	0.0%	0.0%	0.0%	6.3%	5.6%	5.0%	0.0%	0.0%	0.0%
Poverty reduction	18.2%	20.3%	15.0%	12.5%	16.7%	25.0%	16.7%	6.3%	28.6%
Anti corruption	9.1%	20.3%	15.0%	18.8%	22.2%	30.0%	8.3%	0.0%	14.3%
Disaster management	0.0%	1.7%	0.0%	0.0%	0.0%	5.0%	0.0%	6.3%	0.0%

\*Significantly different between stakeholder groups

## 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 Colombia?

Greatest Value Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Policy advice, studies, analyses	27.3%	13.6%	15.0%	12.5%	11.1%	21.1%	16.7%	25.0%	57.1%
Data and statistics	0.0%	3.4%	0.0%	12.5%	11.1%	0.0%	8.3%	0.0%	0.0%
Convening/Facilitating	0.0%	1.7%	5.0%	0.0%	0.0%	10.5%	8.3%	6.3%	0.0%
Financial resources	36.4%	16.9%	20.0%	50.0%	27.8%	15.8%	41.7%	6.3%	14.3%
Capacity development	27.3%	16.9%	20.0%	0.0%	16.7%	15.8%	0.0%	31.3%	0.0%
Technical assistance	9.1%	28.8%	5.0%	25.0%	11.1%	26.3%	8.3%	12.5%	28.6%
Help to bring discipline/effective supervision to implementation of investment projects	0.0%	10.2%	25.0%	0.0%	11.1%	0.0%	8.3%	12.5%	0.0%
Mobilizing third party financial resources	0.0%	5.1%	10.0%	0.0%	11.1%	0.0%	8.3%	0.0%	0.0%
Donor coordination	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%
Linkage to non-Bank expertise	0.0%	3.4%	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%

2 <sup>nd</sup> Greatest Value Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Policy advice, studies, analyses	18.2%	20.3%	20.0%	40.0%	27.8%	10.5%	18.2%	12.5%	28.6%
Data and statistics	0.0%	0.0%	0.0%	6.7%	5.6%	5.3%	9.1%	6.3%	0.0%
Convening/Facilitating	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%
Financial resources	27.3%	20.3%	20.0%	6.7%	27.8%	26.3%	18.2%	25.0%	0.0%
Capacity development	9.1%	11.9%	20.0%	13.3%	5.6%	21.1%	9.1%	6.3%	0.0%
Technical assistance	27.3%	22.0%	15.0%	0.0%	22.2%	5.3%	27.3%	31.3%	28.6%
Help to bring discipline/effective supervision to implementation of investment projects	9.1%	11.9%	10.0%	13.3%	11.1%	15.8%	18.2%	6.3%	14.3%
Mobilizing third party financial resources	9.1%	10.2%	5.0%	6.7%	0.0%	0.0%	0.0%	6.3%	14.3%
Donor coordination	0.0%	1.7%	10.0%	0.0%	0.0%	5.3%	0.0%	0.0%	14.3%
Linkage to non-Bank expertise	0.0%	1.7%	0.0%	13.3%	0.0%	5.3%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%

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

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Too influenced by developed countries*	0.0%	10.2%	0.0%	25.0%	0.0%	26.3%	45.5%	18.8%	0.0%
Not exploring alternative policy options	0.0%	3.4%	5.0%	6.3%	5.6%	5.3%	0.0%	6.3%	0.0%
Not collaborating enough with stakeholders outside the Government*	0.0%	1.7%	5.0%	6.3%	22.2%	10.5%	9.1%	25.0%	0.0%
Its advice and strategies do not lend themselves to practical problem solving	0.0%	18.6%	15.0%	18.8%	5.6%	5.3%	0.0%	12.5%	0.0%
Not enough public disclosure of its work	18.2%	16.9%	15.0%	12.5%	27.8%	21.1%	18.2%	18.8%	14.3%
Arrogant in its approach	27.3%	5.1%	0.0%	6.3%	5.6%	5.3%	0.0%	6.3%	0.0%
Not client focused	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%
The credibility of its knowledge/data	9.1%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
World Bank Group's processes too complex	36.4%	13.6%	25.0%	6.3%	16.7%	31.6%	0.0%	6.3%	28.6%
Not willing to honestly criticize policies and reform efforts in the country	9.1%	6.8%	10.0%	0.0%	5.6%	5.3%	18.2%	18.8%	14.3%
Staff too inaccessible	0.0%	8.5%	0.0%	12.5%	5.6%	10.5%	0.0%	12.5%	28.6%
Imposing technocratic solutions without regard to political realities	36.4%	16.9%	10.0%	6.3%	11.1%	10.5%	0.0%	0.0%	0.0%
World Bank Group's processes too slow	18.2%	16.9%	40.0%	12.5%	22.2%	10.5%	0.0%	12.5%	28.6%
Not aligned with other donors' work	9.1%	1.7%	5.0%	0.0%	5.6%	0.0%	0.0%	0.0%	14.3%
Not aligned with country priorities	9.1%	3.4%	5.0%	6.3%	0.0%	5.3%	9.1%	0.0%	0.0%
Not adequately sensitive to political/social realities in Colombia	18.2%	16.9%	20.0%	18.8%	0.0%	21.1%	27.3%	0.0%	0.0%
Other	0.0%	6.8%	0.0%	18.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	0.0%	10.2%	15.0%	12.5%	22.2%	10.5%	9.1%	18.8%	28.6%

\*Significantly different between stakeholder groups

Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Colombia? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Trust Fund management	0.0%	1.7%	5.3%	6.3%	0.0%	0.0%	8.3%	0.0%	0.0%
Knowledge products/services (analytical work, studies, surveys, etc.)	9.1%	13.8%	5.3%	12.5%	11.1%	5.3%	25.0%	12.5%	42.9%
Capacity development*	36.4%	15.5%	26.3%	25.0%	22.2%	42.1%	16.7%	56.3%	0.0%
Technical assistance (advice, best practice, international experience, etc.)*	63.6%	58.6%	21.1%	37.5%	61.1%	26.3%	33.3%	37.5%	28.6%
Investment lending (financing specific projects)	54.5%	55.2%	68.4%	68.8%	61.1%	68.4%	41.7%	43.8%	85.7%
Policy based lending / budget support to the Government	36.4%	17.2%	26.3%	12.5%	11.1%	15.8%	25.0%	6.3%	14.3%
Multi-sectoral approaches	0.0%	8.6%	15.8%	6.3%	11.1%	21.1%	8.3%	18.8%	14.3%
Other	0.0%	3.4%	0.0%	0.0%	5.6%	5.3%	0.0%	0.0%	0.0%
Don't know	0.0%	3.4%	10.5%	6.3%	5.6%	0.0%	16.7%	12.5%	0.0%

\*Significantly different between stakeholder groups

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

To what extent do you believe that the World Bank Group's work and support help the poorest in Colombia? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
To a fully sufficient degree	0.0%	5.2%	21.1%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%
To a somewhat sufficient degree	36.4%	34.5%	21.1%	31.3%	22.2%	10.5%	16.7%	31.3%	57.1%
To a somewhat insufficient degree	63.6%	37.9%	31.6%	43.8%	38.9%	52.6%	58.3%	31.3%	28.6%
To a very insufficient degree	0.0%	15.5%	10.5%	12.5%	22.2%	10.5%	8.3%	12.5%	0.0%
Don't know	0.0%	6.9%	15.8%	12.5%	16.7%	21.1%	16.7%	25.0%	14.3%

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

	Which of the following best describes your current position?																											
	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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 Colombia	11	7.09	1.92	56	6.93	2.15	19	6.95	1.81	16	6.50	1.97	17	6.65	2.06	18	6.67	1.71	10	6.90	2.69	13	6.62	2.02	7	7.29	2.14	
The World Bank Group's work is aligned with what I consider the development priorities for Colombia	11	7.45	.82	56	6.96	2.13	17	6.53	1.94	15	6.73	1.62	15	7.07	1.75	16	6.19	1.72	10	6.40	2.59	13	6.92	1.89	7	7.29	1.98	

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

To what extent is the World Bank Group an effective development partner in Colombia, 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/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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 to needs	9	6.67	1.94	47	7.13	1.88	16	6.88	2.00	14	7.21	1.48	11	5.27	2.37	15	6.13	1.81	9	7.22	2.17	9	6.33	2.12	6	6.00	2.90
Flexibility (in terms of the institution's products and services)*	9	6.00	2.12	47	6.60	1.81	19	6.74	2.00	14	7.50	1.34	10	5.30	2.31	11	5.73	1.74	10	6.80	1.93	9	5.89	1.69	5	4.60	1.67
Flexibility (in terms of changing country circumstances)	9	6.78	2.05	46	6.52	1.87	18	6.56	2.18	14	7.14	1.56	11	5.55	2.16	14	6.07	1.73	10	7.00	1.63	10	6.20	1.75	6	5.33	1.97
Being inclusive	9	6.78	2.17	46	6.89	1.98	18	7.39	1.75	13	7.15	.99	11	6.36	2.38	13	6.00	2.27	9	6.44	2.30	10	6.60	1.90	7	6.71	2.36
Openness (sharing data and other information)	9	7.67	1.66	47	7.66	1.61	19	7.74	1.82	15	7.47	1.51	12	7.58	1.68	14	6.93	1.94	10	7.90	.99	12	7.75	1.36	7	6.86	2.54
Collaboration with the Government	9	8.56	1.01	53	7.92	1.72	17	8.35	.93	16	7.81	1.47	12	8.50	1.17	13	8.08	.86	11	8.45	.93	12	8.00	1.41	7	7.71	2.29
The speed in which it gets things accomplished on the ground	9	6.89	1.54	50	6.60	2.25	17	6.82	1.38	14	6.00	2.08	11	5.18	2.44	13	5.62	1.80	9	6.44	2.35	10	6.70	1.70	6	6.00	2.28
Ease of access to the people at the World Bank Group who are making decisions important to my work	9	7.33	2.40	46	7.00	2.34	19	7.58	1.98	14	6.93	2.13	11	5.82	2.27	13	6.15	2.41	9	7.89	1.36	12	6.67	2.61	6	5.33	2.66
Collaboration with civil society	7	7.71	1.11	41	6.46	2.17	14	7.64	1.60	13	6.62	1.94	12	5.25	2.56	12	5.75	2.30	7	7.43	1.51	12	6.67	2.15	6	6.00	1.67
Staff accessibility	9	7.00	1.80	49	6.86	2.21	19	8.00	1.33	13	6.62	1.98	11	6.64	1.63	12	6.33	2.02	10	7.90	1.66	12	6.50	2.15	7	5.29	2.75
Collaboration with the private sector	8	6.88	1.73	36	6.94	1.91	13	8.23	1.01	11	6.27	2.69	11	5.55	2.91	11	7.18	1.60	5	8.00	1.58	12	7.00	2.09	5	5.60	1.95
Straightforwardness and honesty	9	8.56	1.67	50	7.96	2.04	17	8.41	1.33	14	7.21	1.72	10	6.90	2.64	15	7.20	2.11	8	8.38	1.19	10	7.20	2.39	7	7.71	2.43
Treating clients and stakeholders in Colombia with respect	9	8.33	1.87	50	8.18	1.93	19	8.63	1.01	12	7.67	1.67	9	7.44	1.42	15	7.73	2.28	8	8.75	.89	10	8.10	2.18	7	7.57	2.30
Being a long-term partner	8	8.00	2.20	50	7.70	2.09	17	8.59	1.37	14	8.07	1.64	10	7.30	2.63	15	8.20	2.37	8	8.75	1.04	12	7.67	2.64	5	7.20	2.95

\*Significantly different between stakeholder groups

When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The Government works inefficiently	33.3%	26.3%	42.1%	25.0%	20.0%	41.2%	33.3%	6.7%	50.0%
Poor donor coordination	0.0%	10.5%	5.3%	0.0%	20.0%	11.8%	25.0%	20.0%	16.7%
The World Bank Group is not sensitive enough to political/social realities on the ground	11.1%	21.1%	15.8%	31.3%	13.3%	35.3%	41.7%	13.3%	0.0%
Lack of/inadequate levels of capacity in Government	22.2%	21.1%	31.6%	31.3%	26.7%	41.2%	16.7%	40.0%	50.0%
There is not an adequate level of citizen/civil society participation	44.4%	21.1%	10.5%	31.3%	53.3%	29.4%	25.0%	33.3%	0.0%
The World Bank Group works too slowly	0.0%	8.8%	5.3%	6.3%	13.3%	5.9%	8.3%	0.0%	33.3%
The World Bank Group does not do adequate follow through/follow-up	22.2%	14.0%	5.3%	6.3%	13.3%	5.9%	8.3%	20.0%	0.0%
Political pressures and obstacles	55.6%	22.8%	42.1%	37.5%	20.0%	17.6%	25.0%	26.7%	50.0%
Reforms are not well thought out in light of country challenges	11.1%	35.1%	26.3%	6.3%	20.0%	11.8%	16.7%	6.7%	0.0%
Other	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	13.3%	0.0%

### 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 Colombia? (1-Not important at all, 10-Very important)

	Which of the following best describes your current position?																										
	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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
Crime and violence	8	6.75	2.25	43	6.60	2.55	12	7.92	1.62	15	7.20	1.61	11	6.73	2.76	10	6.80	2.94	7	6.57	3.41	13	7.23	2.71	6	7.00	1.26
Financial markets	8	7.25	2.76	39	7.56	2.01	14	7.36	2.56	13	7.85	1.77	12	7.33	1.78	11	7.18	2.64	8	8.88	1.13	13	7.38	2.14	6	8.50	1.22
Transport	7	7.43	2.94	44	8.00	1.80	13	9.00	1.00	14	8.36	1.86	13	8.23	1.88	12	8.08	1.24	11	7.91	1.81	12	8.17	1.40	6	8.17	1.72
Anti corruption	8	8.75	1.58	46	8.33	2.03	14	9.07	1.00	15	8.07	1.67	14	8.57	1.60	12	8.58	2.50	10	8.40	1.78	13	8.46	1.61	7	7.86	1.57
Law and justice	9	8.33	1.58	41	7.59	2.25	13	8.31	1.75	14	7.00	1.84	12	7.75	1.96	11	8.27	2.53	10	8.10	1.60	13	8.23	2.20	6	6.83	1.83
Urban development	8	8.00	1.51	45	8.20	1.80	13	8.15	1.86	16	8.00	1.71	13	7.77	2.28	12	8.67	1.44	11	8.36	1.50	12	7.83	2.33	6	8.33	1.21
Environmental sustainability	7	8.14	1.77	48	8.58	1.62	16	9.00	.97	15	8.60	1.80	12	8.50	1.45	13	9.23	1.24	11	8.82	1.08	14	9.29	.99	6	8.00	1.90
Trade and exports	8	7.13	1.55	40	7.80	2.02	12	7.33	2.23	16	7.44	1.71	12	7.25	2.22	11	8.00	1.26	9	8.78	1.09	13	6.77	2.31	6	6.67	.52
Social inclusion	8	8.63	1.41	45	8.64	1.28	13	8.46	1.33	14	7.86	1.61	13	8.08	2.56	12	8.25	2.56	10	8.60	1.51	13	8.62	1.66	7	8.14	1.95
Information and communications technology	8	7.25	2.25	43	8.28	1.33	13	7.54	2.37	13	7.62	1.98	14	7.79	2.46	11	8.64	1.29	9	8.67	1.22	13	7.23	2.31	6	7.17	1.47
Poverty reduction	7	9.29	1.11	50	8.90	1.45	18	9.11	1.02	15	8.47	1.77	13	8.54	2.07	13	9.15	1.46	10	8.90	1.60	13	9.46	1.05	7	8.71	1.38
Gender equity	8	7.88	1.46	44	7.82	2.24	15	8.27	1.49	14	7.21	2.64	13	7.85	2.41	10	8.00	2.00	10	8.10	1.29	12	8.17	2.48	6	7.50	1.52
Private sector development	8	7.88	2.03	39	7.56	2.04	13	6.85	2.61	14	6.86	2.54	12	6.50	2.50	11	6.73	2.65	10	8.30	2.06	12	6.00	2.30	6	6.67	1.21
Foreign direct investment*	8	7.63	1.69	41	7.78	2.08	13	8.00	2.12	14	7.64	2.17	12	6.17	2.92	10	6.80	2.39	10	7.80	2.44	12	5.75	2.38	5	5.60	1.82
Water and sanitation	8	8.13	1.46	46	8.46	2.00	15	8.73	1.44	13	8.69	2.02	13	8.15	2.34	12	8.50	1.73	10	8.20	1.75	14	8.71	1.73	6	7.83	2.40
Balanced territorial development	8	8.38	1.41	42	8.55	1.70	13	8.69	.95	14	8.29	1.64	11	7.64	2.73	12	8.42	1.93	10	8.40	2.17	13	8.62	2.33	6	8.17	1.47
Regulatory framework	8	8.25	1.58	40	7.20	2.19	11	6.91	2.39	13	7.38	2.18	12	7.08	2.91	11	7.64	1.63	9	7.67	2.18	11	6.27	2.65	5	6.40	1.95
Economic growth	8	8.50	2.00	51	8.57	1.63	15	8.80	1.08	15	8.00	1.93	12	7.75	2.49	10	8.00	1.33	10	9.10	.88	13	7.46	2.37	7	8.14	1.77
Energy	8	7.38	1.92	41	7.98	2.04	12	8.50	1.45	12	8.08	2.11	12	7.33	2.53	11	8.36	1.75	11	8.27	1.85	13	7.77	2.17	6	7.50	2.26
Disaster management	8	7.88	1.46	43	7.70	2.24	12	7.92	1.44	13	8.23	2.01	12	6.42	2.68	12	7.75	2.63	8	7.38	2.62	12	8.08	2.68	6	7.33	1.97
Public sector governance/ reform	8	8.38	1.60	44	8.05	2.17	12	7.83	2.08	16	8.13	1.67	14	8.00	2.32	12	8.00	1.95	10	9.10	1.60	13	7.62	2.96	6	7.00	1.41
Job creation/employment	8	7.88	2.36	41	7.66	2.39	12	8.33	1.61	15	7.47	1.73	14	7.50	2.85	11	7.91	2.55	9	8.56	2.01	13	6.85	2.51	5	6.00	1.87
Communicable/non-communicable diseases	8	6.50	2.45	38	7.24	2.57	11	7.09	1.87	15	7.00	2.14	13	6.00	2.71	9	6.67	2.50	9	7.56	2.07	12	6.25	2.67	5	6.00	1.73
Equality of opportunity	8	8.00	1.93	44	7.95	2.18	12	8.17	1.53	14	7.14	2.71	13	8.08	2.53	12	7.92	2.47	10	8.50	2.12	13	8.15	2.27	6	7.67	1.97
Social protection	8	7.75	2.19	40	7.60	2.45	12	7.58	1.51	14	7.36	2.27	13	7.62	2.40	10	7.30	2.31	10	8.60	1.65	13	8.23	2.28	6	7.50	1.87
Rural development	8	8.50	1.41	46	8.67	2.00	13	8.92	1.19	14	8.07	2.23	14	8.71	1.82	13	8.54	2.40	10	7.80	2.49	13	9.15	1.21	6	8.17	2.14
Global/regional integration	8	7.38	2.00	45	8.04	1.69	12	8.58	1.31	14	8.36	2.37	12	7.67	2.42	10	8.30	1.16	9	8.67	1.12	12	6.83	3.16	6	6.67	1.51
Peace and post-conflict agenda	7	8.43	1.40	46	8.91	1.41	15	8.60	1.99	13	8.23	2.28	13	8.38	2.63	13	8.77	2.52	9	9.11	1.69	13	8.31	2.63	7	8.57	2.15
Natural resource management	7	7.86	1.07	45	8.07	1.75	13	7.85	2.15	13	7.31	2.46	13	7.00	2.45	12	8.00	1.95	9	8.56	2.24	12	7.50	2.54	6	7.50	2.43
Health	8	7.50	2.27	42	8.31	2.24	11	8.82	.98	16	7.69	2.12	13	7.54	2.50	11	8.36	1.96	10	8.30	1.42	13	7.23	2.59	6	7.83	2.32
Climate change	8	8.25	1.67	45	8.64	2.02	15	8.93	1.44	15	8.27	2.37	11	8.27	1.90	13	8.77	1.59	9	8.78	1.30	13	8.15	2.61	6	8.17	2.32
Agricultural development	8	8.88	.99	44	8.77	1.70	13	9.15	.99	15	7.80	2.01	13	8.38	2.63	11	8.36	2.54	10	8.40	1.84	13	9.08	1.04	6	9.33	.82
Education	7	9.14	1.07	41	8.76	1.76	16	9.63	.62	14	8.71	1.94	13	8.46	1.98	12	9.17	2.04	10	9.10	1.60	13	8.77	1.64	6	8.33	2.25

\*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 Colombia? (1-Not effective at all, 10-Very effective)

	Which of the following best describes your current position?																										
	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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
Gender equity	1	7.00		12	6.75	2.63	3	7.67	2.31	1	8.00		3	5.33	1.53	6	4.83	2.14	2	7.00	0.00	4	5.50	3.11	3	5.00	1.73
Information and communications technology	2	8.50	.71	11	7.73	1.90	2	4.50	.71	3	8.33	.58	4	5.00	.82	6	5.83	1.47	3	6.33	3.79	3	5.33	2.31	3	6.00	1.00
Transport*	2	7.50	.71	21	6.90	1.97	5	8.00	2.35	5	9.20	.84	6	5.50	2.07	5	6.20	1.48	3	8.33	1.15	5	7.80	1.48	3	6.00	1.73
Crime and violence	2	6.00	1.41	12	6.58	2.64	2	6.00	1.41	2	8.00	0.00	4	5.00	1.83	6	5.33	1.63	1	8.00		3	6.33	2.31	4	5.75	2.75
Law and justice	3	6.33	.58	13	6.46	2.96	3	7.67	2.52	2	8.00	0.00	3	5.67	1.53	7	5.86	2.19	2	9.00	1.41	4	7.25	2.06	4	5.75	2.75
Urban development	1	6.00		21	7.14	2.31	3	8.67	1.15	6	8.33	.82	5	6.40	2.07	7	6.29	2.56	2	7.50	.71	6	7.50	2.07	4	6.75	2.50
Environmental sustainability	4	7.00	.82	29	7.72	2.25	9	7.67	1.22	5	7.60	1.52	6	7.17	1.94	11	6.36	2.58	3	6.67	1.53	9	7.11	2.47	5	7.20	2.39
Regulatory framework	3	7.67	1.53	20	7.60	1.88	2	5.50	2.12	6	7.83	.98	6	6.83	2.40	5	5.80	2.39	3	6.33	3.79	5	5.20	1.64	3	5.67	1.53
Social inclusion	3	8.00	1.73	19	7.37	2.52	5	7.20	2.05	6	7.83	1.47	7	6.00	2.71	7	6.00	2.71	3	7.67	1.53	6	6.50	2.59	3	5.67	1.53
Communicable/non-communicable diseases	2	7.00	2.83	14	6.50	2.62	2	4.00	1.41	3	8.00	1.00	3	6.33	3.21	5	5.40	2.41	2	7.50	.71	3	5.00	3.46	4	6.00	2.45
Poverty reduction	3	7.33	1.15	27	8.04	1.60	10	7.60	1.17	6	8.33	1.21	7	6.00	2.58	10	6.40	2.80	4	6.75	2.87	6	7.83	1.72	4	6.50	1.29
Anti corruption	3	7.00	1.73	18	7.22	3.30	5	6.20	3.27	4	7.00	3.37	6	4.67	2.42	6	4.50	3.56	5	7.00	2.83	3	7.33	1.53	4	5.50	2.38
Private sector development	4	7.00	.82	14	7.93	1.82	3	7.33	2.08	5	7.20	2.95	7	6.14	2.54	6	6.00	2.61	3	9.00	1.00	2	7.50	2.12	4	6.50	1.91
Foreign direct investment	1	8.00		11	7.55	2.02	3	7.33	2.08	5	7.40	3.05	7	7.29	2.43	5	7.80	1.64	4	8.75	1.26	2	5.00	1.41	4	6.25	2.22
Water and sanitation	3	5.67	.58	30	8.07	1.87	4	7.50	1.73	6	8.17	2.23	5	6.80	2.59	7	6.14	2.04	2	6.00	1.41	7	7.14	1.35	4	7.50	1.73
Balanced territorial development	4	6.00	1.41	22	7.86	2.05	4	6.75	1.71	5	7.20	2.49	4	6.25	2.63	5	4.20	2.39	1	7.00		7	7.00	3.06	4	6.75	1.71
Trade and exports	1	8.00		13	8.31	1.65	2	6.00	1.41	4	8.75	.50	5	6.80	2.59	5	7.40	1.82	2	8.50	2.12	2	8.50	.71	4	6.25	1.50
Economic growth	3	7.33	.58	24	8.38	2.04	2	8.00	0.00	8	8.13	1.89	8	6.75	2.43	7	6.71	2.06	3	8.67	1.15	4	7.50	1.91	4	6.50	1.29
Health	3	7.33	1.53	19	7.68	2.14	3	7.33	2.08	5	7.60	1.52	3	5.67	2.89	6	4.50	2.35	2	8.00	0.00	5	8.20	1.10	3	6.67	.58
Disaster management	3	6.67	2.08	19	7.32	2.43	4	7.00	1.83	1	9.00		2	4.00	0.00	5	6.40	2.70				7	6.29	2.36	3	6.33	1.15
Public sector governance/ reform*	6	7.67	1.75	23	8.17	1.59	3	7.67	2.52	6	8.33	.82	8	6.50	2.20	8	5.00	1.60	4	7.50	3.70	5	4.80	3.19	3	6.33	.58
Job creation/employment	3	7.67	1.15	12	6.17	2.76	3	6.00	2.65	4	7.25	.96	6	5.50	2.35	6	3.83	2.32	1	7.00		3	7.00	2.00	4	6.50	2.08
Financial markets	2	8.50	.71	18	7.72	1.67	3	6.67	2.52	5	9.20	.84	5	6.80	2.59	4	5.75	2.06	4	8.50	1.73	3	6.67	2.52	4	6.25	1.71
Equality of opportunity	3	8.00	1.00	17	7.47	2.48	4	6.75	2.63	5	7.00	1.73	7	6.29	2.43	6	4.17	1.94	2	6.00	2.83	6	7.00	1.67	4	5.75	1.50
Energy	2	6.50	2.12	14	7.00	2.42	4	7.00	2.16	5	8.80	1.30	4	6.00	2.16	4	5.25	3.30	2	6.50	.71	3	8.67	.58	4	6.75	.50
Rural development	3	7.00	1.00	26	7.54	2.60	7	7.71	1.89	4	7.50	2.38	5	5.80	2.05	6	5.17	3.31	3	6.67	2.31	6	7.83	1.47	4	6.75	1.26
Global/regional integration*	2	8.50	.71	18	8.06	1.73	3	6.00	2.00	5	7.60	2.30	5	6.60	2.70	4	5.25	2.50	3	9.00	1.00	2	3.00	1.41	3	5.67	1.15
Peace and post-conflict agenda	5	7.80	1.92	20	7.90	2.59	6	9.00	1.10	5	8.40	.89	5	6.60	2.07	4	5.75	2.99	2	8.00	1.41	7	6.57	2.82	4	6.75	1.71
Education	2	7.00	0.00	25	7.72	2.17	8	9.13	.99	5	8.40	2.07	5	6.80	2.28	6	6.00	2.00	2	8.00	1.41	7	8.00	1.63	4	7.00	.82
Social protection	4	8.50	1.00	13	6.92	3.17	3	7.00	2.00	2	8.50	.71	3	6.00	2.65	5	4.40	2.07	3	8.67	.58	5	6.80	2.49	4	6.75	1.26
Climate change	3	7.00	0.00	29	7.34	2.78	5	7.40	1.67	3	6.33	3.06	6	6.83	1.94	9	6.56	2.24	2	8.00	0.00	9	7.00	2.78	5	7.80	1.64
Agricultural development	3	6.67	2.31	20	8.00	2.60	4	7.25	1.71	3	7.00	2.00	6	6.17	2.14	7	6.57	3.41	2	6.00	2.83	5	7.60	1.52	4	7.00	1.63
Natural resource management	3	5.33	3.79	19	7.53	2.55	3	6.67	1.53	2	8.00	1.41	3	5.67	2.08	8	6.50	2.56	3	6.67	3.21	4	8.50	.58	4	7.25	2.06

\*Significantly different between stakeholder groups

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

	Which of the following best describes your current position?																											
	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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 Colombia?	8	7.38	1.51	51	7.22	1.94	15	7.60	1.45	15	6.73	1.39	13	6.69	1.75	12	6.83	1.90	11	6.64	2.50	9	7.22	1.48	7	7.43	1.62	

(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 Colombia? (1-Strongly disagree, 10-Strongly agree)

	Which of the following best describes your current position?																										
	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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 Colombia	7	7.00	2.24	49	7.12	2.13	16	7.50	1.63	14	6.71	1.64	12	6.92	2.02	13	5.69	2.50	11	6.91	2.07	10	6.60	2.17	7	6.71	2.14
The World Bank Group meets Colombia's needs for knowledge services (e.g., research, analysis, data, technical assistance)	8	7.38	1.30	52	7.46	1.85	13	6.92	1.80	15	6.47	1.96	10	6.50	2.12	13	5.92	1.85	10	7.00	2.11	11	6.55	2.77	7	7.57	2.07

	Which of the following best describes your current position?																										
	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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 Colombia received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?	4	7.00	2.71	29	7.59	2.10	7	8.00	1.15	10	6.90	2.02	6	6.33	2.34	6	6.33	2.34	5	7.00	2.35	3	7.33	1.15	3	5.67	2.31

(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/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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 measures and corrects its work in real time in Colombia?	6	6.83	1.94	40	6.60	2.16	12	7.67	1.61	11	6.27	2.00	8	5.38	2.07	9	5.11	2.03	6	7.00	2.10	4	6.25	2.75	5	6.60	2.30

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



#### 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/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Weekly	12.5%	14.8%	0.0%	6.7%	0.0%	0.0%	0.0%	12.5%	28.6%
Monthly	37.5%	18.5%	47.4%	20.0%	33.3%	12.5%	33.3%	12.5%	28.6%
A few times a year	50.0%	40.7%	26.3%	66.7%	33.3%	62.5%	33.3%	25.0%	28.6%
Rarely	0.0%	24.1%	15.8%		13.3%	12.5%	25.0%	31.3%	14.3%
Never	0.0%	1.9%	10.5%	6.7%	20.0%	12.5%	8.3%	18.8%	0.0%

In Colombia, to what extent do you believe that the World Bank Group's knowledge work and activities: (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/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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
Are timely	8	7.25	1.83	50	7.50	1.96	14	7.43	1.45	15	6.60	1.80	11	6.55	2.34	9	7.11	1.27	9	8.00	1.73	9	6.78	2.28	6	7.50	2.0
Lead to practical solutions	7	7.14	1.46	48	7.00	2.37	14	7.07	1.77	13	6.38	1.61	12	6.17	2.29	11	5.82	2.09	9	6.56	2.01	7	7.14	2.19	6	7.33	2.4
Are accessible (well written and easy to understand)	8	7.63	1.06	51	7.43	2.03	16	7.00	2.03	15	6.47	2.33	12	7.42	2.35	13	6.31	2.32	10	7.60	1.43	9	7.89	1.83	5	7.00	2.2
Are translated enough into local language	8	7.13	1.25	51	7.29	2.39	15	6.67	2.09	14	7.29	1.98	12	7.83	1.80	12	7.17	2.41	9	7.44	.88	9	7.44	2.01	5	7.40	2.6
Are adaptable to Colombia's specific development challenges and country circumstances	7	7.00	1.63	50	7.16	2.38	16	7.00	1.93	14	6.57	1.74	12	6.17	2.69	11	6.09	2.55	10	7.80	1.75	7	7.57	2.64	7	7.71	2.2

	Which of the following best describes your current position?																											
	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	8	7.25	1.75	51	7.82	1.87	17	7.65	1.80	15	7.47	1.55	11	7.00	2.14	14	7.07	1.98	10	7.20	2.25	9	7.33	2.12	7	7.29	2.29	
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	8	8.00	1.41	51	8.25	1.67	15	8.07	1.03	15	7.33	1.54	14	7.64	2.06	12	7.58	1.08	9	7.67	2.60	9	7.78	1.64	7	7.86	2.12	

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality)

## 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/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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	6	6.50	2.26	37	7.89	1.94	15	8.20	1.78	6	6.17	2.64	8	7.13	2.59	11	8.55	1.44	6	7.50	1.52	5	8.20	1.30	5	6.60	2.41
The World Bank Group effectively monitors and evaluates the projects and programs it supports	7	7.14	2.19	46	7.98	1.78	17	8.41	1.46	10	6.90	2.08	10	7.00	2.49	12	7.75	1.60	9	7.67	1.22	7	8.29	.95	5	6.60	2.07
The World Bank Group's approvals and reviews are done in a timely fashion*	5	5.80	2.59	41	7.95	1.83	17	7.65	2.12	9	6.11	2.15	8	7.00	1.93	9	7.67	1.66	8	7.88	1.36	5	7.40	1.52	4	5.00	.82
The World Bank Group's "Safeguard Policy" requirements are reasonable	5	6.20	2.05	30	7.87	2.30	15	8.00	2.10	8	7.25	1.98	7	7.14	2.27	12	7.83	2.44	4	7.25	1.71	4	6.25	3.50	5	4.80	1.48
The World Bank Group's conditions on its lending are reasonable	5	6.60	1.95	33	7.55	2.25	13	8.38	1.98	8	7.75	1.28	10	7.10	2.02	9	6.11	3.02	6	7.33	1.63	7	6.14	3.02	4	4.75	1.71
The World Bank Group takes decisions quickly in Colombia*	8	6.88	1.73	44	7.20	1.89	15	6.53	1.73	10	5.60	2.27	7	6.00	2.31	8	6.13	2.10	5	7.20	1.30	6	6.17	1.60	5	4.40	.89
Working with the World Bank Group increases Colombia's institutional capacity	8	7.25	2.05	51	7.61	2.03	17	8.00	1.94	10	7.50	1.18	7	7.57	1.72	13	6.85	2.61	9	7.89	2.37	9	7.22	2.05	5	7.20	1.79
Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	5	7.60	.55	31	7.42	2.32	14	8.79	1.05	5	8.20	1.30	5	6.60	2.30	8	7.38	1.85	6	7.67	1.37	4	7.75	.96	3	6.33	.58
The World Bank Group provides effective implementation support (i.e., supervision of projects)	7	7.86	1.35	44	7.64	2.40	17	8.29	1.83	6	8.00	1.26	9	7.11	2.15	12	7.75	1.54	9	7.78	1.30	6	8.17	1.33	5	6.60	2.07

\*Significantly different between stakeholder groups

	Which of the following best describes your current position?																										
	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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 work helps to find solutions that promote private public partnerships in Colombia?	5	7.40	.55	35	7.26	2.08	11	6.64	2.01	11	7.09	1.38	9	6.67	2.29	10	7.10	2.02	6	7.83	.75	6	6.67	2.80	5	6.20	1.92

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

Which of the following best describes the World Bank Group's support in Colombia? (Select only one response)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The World Bank Group is sufficiently selective and focuses on the most important development challenges in Colombia	62.5%	54.7%	57.9%	28.6%	42.9%	31.3%	36.4%	20.0%	28.6%
The World Bank Group is not sufficiently selective in Colombia, and it is involved in too many areas of development	25.0%	26.4%	5.3%	28.6%	21.4%	31.3%	36.4%	26.7%	14.3%
Don't know	12.5%	18.9%	36.8%	42.9%	35.7%	37.5%	27.3%	53.3%	57.1%

## F. The Future Role of the World Bank Group in Colombia

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Offer more innovative financial products	25.0%	17.9%	11.1%	13.3%	14.3%	6.3%	33.3%	13.3%	16.7%
Ensure greater selectivity in its work	0.0%	12.5%	0.0%	6.7%	14.3%	6.3%	25.0%	13.3%	0.0%
Provide more adequate data/knowledge/statistics/figures on Colombia's economy*	0.0%	16.1%	11.1%	40.0%	7.1%	18.8%	0.0%	0.0%	16.7%
Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)	25.0%	8.9%	11.1%	13.3%	7.1%	18.8%	8.3%	0.0%	0.0%
Reach out more to groups outside of Government*	25.0%	16.1%	16.7%	0.0%	42.9%	56.3%	25.0%	26.7%	50.0%
Increase the level of capacity development in the country	37.5%	50.0%	44.4%	40.0%	28.6%	6.3%	58.3%	46.7%	33.3%
Improve the quality of its experts as related to Colombia's specific challenges	12.5%	3.6%	11.1%	13.3%	14.3%	18.8%	8.3%	26.7%	16.7%
Offer more innovative knowledge services	0.0%	17.9%	5.6%	0.0%	21.4%	18.8%	0.0%	20.0%	0.0%
Collaborate more effectively with Government clients	25.0%	14.3%	38.9%	33.3%	0.0%	12.5%	16.7%	20.0%	0.0%
Work faster	37.5%	5.4%	11.1%	20.0%	14.3%	6.3%	8.3%	0.0%	33.3%
Reduce the complexity of obtaining World Bank Group financing	12.5%	19.6%	27.8%	20.0%	21.4%	18.8%	8.3%	6.7%	16.7%
Increase availability of Reimbursable Advisory Services (RAS)	0.0%	5.4%	5.6%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	6.7%	0.0%

\*Significantly different between stakeholder groups

When considering the combination of services that the World Bank Group offers in Colombia, 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 Colombia? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Financial services	12.5%	20.4%	5.9%	13.3%	26.7%	12.5%	33.3%	13.3%	0.0%
Knowledge products	12.5%	44.4%	29.4%	53.3%	46.7%	37.5%	33.3%	26.7%	33.3%
Convening services	12.5%	1.9%	5.9%	0.0%	6.7%	6.3%	8.3%	13.3%	33.3%
None of the above	0.0%	1.9%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%
The combination is appropriate for Colombia	62.5%	25.9%	41.2%	26.7%	13.3%	18.8%	8.3%	26.7%	16.7%
Don't know	0.0%	5.6%	17.6%	6.7%	0.0%	25.0%	16.7%	20.0%	16.7%

## G. Communication and Information Sharing

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)	25.0%	23.2%	31.6%	46.7%	13.3%	25.0%	41.7%	13.3%	0.0%
International newspapers*	0.0%	1.8%	10.5%	6.7%	20.0%	0.0%	8.3%	0.0%	28.6%
Local radio	0.0%	7.1%	5.3%	6.7%	6.7%	0.0%	16.7%	0.0%	0.0%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local television	12.5%	16.1%	15.8%	6.7%	0.0%	0.0%	8.3%	0.0%	14.3%
International television	0.0%	5.4%	5.3%	0.0%	13.3%	6.3%	16.7%	0.0%	0.0%
Local newspapers	50.0%	25.0%	36.8%	26.7%	33.3%	6.3%	33.3%	33.3%	42.9%
Internet	62.5%	66.1%	63.2%	33.3%	53.3%	68.8%	41.7%	73.3%	71.4%
Periodicals	50.0%	39.3%	26.3%	46.7%	33.3%	43.8%	16.7%	66.7%	42.9%
Other	0.0%	3.6%	0.0%	13.3%	6.7%	12.5%	8.3%	0.0%	0.0%

\*Significantly different between stakeholder groups

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/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	75.0%	28.6%	21.1%	40.0%	26.7%	18.8%	25.0%	13.3%	28.6%
Mobile phones	12.5%	3.6%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%
World Bank Group's seminars/workshops/conferences	12.5%	51.8%	57.9%	60.0%	26.7%	43.8%	50.0%	66.7%	28.6%
World Bank Group's publications and other written materials	25.0%	35.7%	36.8%	20.0%	46.7%	43.8%	25.0%	40.0%	28.6%
World Bank Group's website	12.5%	32.1%	26.3%	20.0%	33.3%	25.0%	25.0%	20.0%	28.6%
Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)	37.5%	8.9%	15.8%	13.3%	20.0%	6.3%	16.7%	6.7%	14.3%
e-Newsletters	25.0%	30.4%	36.8%	33.3%	40.0%	50.0%	50.0%	46.7%	71.4%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	50.0%	25.0%	25.0%	6.7%	16.7%	28.6%	16.7%	23.1%	40.0%
No	50.0%	75.0%	75.0%	93.3%	83.3%	71.4%	83.3%	76.9%	60.0%

## G. Communication and Information Sharing (continued)

If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
World Bank Group's seminars/workshops/conferences	0.0%	25.0%	33.3%	0.0%	25.0%	0.0%	100.0%	40.0%	0.0%
World Bank Group's website	0.0%	25.0%	50.0%	100.0%	25.0%	16.7%	0.0%	40.0%	50.0%
World Bank Group's e-Newsletters	0.0%	5.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%
News/Media	0.0%	15.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%
Colleagues/Friends/Peer organizations	75.0%	25.0%	16.7%	0.0%	25.0%	50.0%	0.0%	20.0%	25.0%
Other	25.0%	5.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%

Have you requested information from the World Bank Group on its activities in the past year?\*

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	75.0%	21.4%	15.8%	26.7%	42.9%	12.5%	25.0%	20.0%	28.6%
No	25.0%	78.6%	84.2%	73.3%	57.1%	87.5%	75.0%	80.0%	71.4%

\*Significantly different between stakeholder groups

Were you able to obtain this information?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	66.7%	100.0%	100.0%	75.0%	71.4%	100.0%	100.0%	100.0%	100.0%
No	33.3%	0.0%	0.0%	25.0%	28.6%	0.0%	0.0%	0.0%	0.0%

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	100.0%	82.1%	89.5%	80.0%	86.7%	81.3%	66.7%	73.3%	100.0%
No	0.0%	17.9%	10.5%	20.0%	13.3%	18.8%	33.3%	26.7%	0.0%

Do you currently consult the World Bank Group social media sites (e.g., Facebook, blogs, Twitter, YouTube, and Flickr)?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	50.0%	25.0%	36.8%	26.7%	26.7%	37.5%	33.3%	26.7%	28.6%
No	50.0%	75.0%	63.2%	73.3%	73.3%	62.5%	66.7%	73.3%	71.4%

## 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/Minister			Employee of a Ministry			PMU/ Consultant			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			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.)	8	6.75	2.12	48	6.79	2.58	19	7.58	2.76	11	6.64	2.29	13	6.62	1.98	14	6.36	1.82	11	7.27	2.90	14	6.79	3.07	6	7.00	2.19
The World Bank Group's social media channels (e.g., blogs, Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution	6	6.67	1.86	39	6.69	2.64	14	6.29	2.79	10	7.70	1.34	7	6.43	3.05	8	6.13	2.03	6	8.00	1.79	12	6.67	2.53	5	6.00	3.94
The World Bank Group is responsive to my information requests and inquiries	8	6.50	2.88	34	7.85	1.89	18	8.56	1.98	8	7.13	2.30	9	7.44	2.55	8	7.38	2.26	8	8.50	1.77	8	8.00	2.27	5	5.80	3.03

## H. Background Information

Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, or MIGA) in your country?\* (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	45.5%	37.1%	70.0%	18.8%	27.8%	23.8%	41.7%	43.8%	14.3%
No	54.5%	62.9%	30.0%	81.3%	72.2%	76.2%	58.3%	56.3%	85.7%

\*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The World Bank (IBRD/IDA)	81.8%	86.4%	100.0%	68.8%	26.7%	80.0%	80.0%	81.3%	85.7%
The International Finance Corporation (IFC)	18.2%	3.4%	0.0%	12.5%	66.7%	5.0%	10.0%	0.0%	0.0%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	10.2%	0.0%	18.8%	6.7%	15.0%	10.0%	18.8%	14.3%

\*Significantly different between stakeholder groups

Do your projects involve both the World Bank and the IFC?\*

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	45.5%	25.4%	10.5%	43.8%	52.9%	14.3%	16.7%	12.5%	28.6%
No	54.5%	74.6%	89.5%	56.3%	47.1%	85.7%	83.3%	87.5%	71.4%

\*Significantly different between stakeholder groups

## H. Background Information (continued)

If yes, what was your view of how the two institutions work together in Colombia? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The two institutions work well together	60.0%	38.9%	50.0%	28.6%	22.2%	66.7%	50.0%	0.0%	50.0%
The way the two institutions work together needs improvement	40.0%	27.8%	50.0%	28.6%	44.4%	0.0%	50.0%	33.3%	50.0%
The two institutions do not work well together	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
Don't know	0.0%	33.3%	0.0%	42.9%	22.2%	33.3%	0.0%	66.7%	0.0%

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Observer (i.e., follow in media, discuss in informal conversations, etc.)	27.3%	18.0%	10.5%	12.5%	11.1%	4.8%	18.2%	43.8%	33.3%
Use World Bank Group reports/data*	45.5%	21.3%	0.0%	37.5%	38.9%	47.6%	36.4%	31.3%	66.7%
Engage in World Bank Group related/sponsored events/activities	45.5%	47.5%	52.6%	50.0%	44.4%	33.3%	54.5%	43.8%	33.3%
Collaborate as part of my professional duties*	36.4%	47.5%	68.4%	18.8%	27.8%	38.1%	18.2%	12.5%	16.7%
Use World Bank Group website for information, data, research, etc.	18.2%	21.3%	15.8%	37.5%	33.3%	33.3%	27.3%	31.3%	16.7%

\*Significantly different between stakeholder groups

What's your gender?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Gov.	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Female	36.4%	37.7%	75.0%	31.3%	33.3%	57.1%	25.0%	41.2%	42.9%
Male	63.6%	62.3%	25.0%	68.8%	66.7%	42.9%	75.0%	58.8%	57.1%



## Appendix C: Responses to Indicator Questions by Geographic Location<sup>17</sup>

● Bogota N=148 ● Outside Bogota N=36

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

Overall, please rate your impression of the effectiveness of these organizations in Colombia.

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

	Which best represents your geographic location?					
	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)	131	7.27	1.93	25	7.28	2.21

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

(1-Strongly disagree, 10-Strongly agree)

	Which best represents your geographic location?					
	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Colombia	135	6.91	1.97	31	6.61	2.12
The World Bank Group's work is aligned with what I consider the development priorities for Colombia	130	6.95	1.92	29	6.45	1.78

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

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

	Which best represents your geographic location?					
	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	117	6.69	2.00	19	6.89	2.13
Flexibility (in terms of the institution's products and services)	113	6.35	1.95	21	6.57	1.89
Flexibility (in terms of changing country circumstances)	117	6.41	1.93	21	6.52	1.86
Being inclusive	116	6.76	2.03	20	6.85	1.84
Openness (sharing data and other information)	121	7.68	1.59	24	7.21	1.84
Collaboration with the Government	126	8.18	1.31	24	7.83	1.76
The speed in which it gets things accomplished on the ground	119	6.34	2.08	20	6.25	2.27
Ease of access to the people at the World Bank Group who are making decisions important to my work	116	7.01	2.25	22	6.32	2.44
Collaboration with civil society	103	6.71	1.97	20	5.90	2.57
Staff accessibility	121	7.03	1.96	20	6.30	2.36
Collaboration with the private sector	95	6.89	2.14	16	7.13	1.63
Straightforwardness and honesty	119	7.92	1.94	20	7.10	2.10
Treating clients and stakeholders in Colombia with respect	118	8.19	1.74	20	7.85	1.98
Being a long-term partner	116	7.91	2.09	23	8.26	1.91

<sup>17</sup> 184 respondents provided information about their geographic location. Only these respondents were included in the analysis presented in this appendix.



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

	Which best represents your geographic location?					
	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Colombia?	119	7.13	1.73	23	6.91	2.07

(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 Colombia?**

(1-Strongly disagree, 10-Strongly agree)

	Which best represents your geographic location?					
	Bogota			Outside Bogota		
	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 Colombia	117	6.92	2.06	23	6.57	2.19
The World Bank Group meets Colombia's needs for knowledge services (e.g., research, analysis, data, technical assistance)	119	7.05	1.92	21	6.57	2.27

**D. The World Bank Group's Knowledge Work and Activities****In Colombia, to what extent do you believe that the World Bank Group's knowledge work and activities:**

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

	Which best represents your geographic location?					
	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
Are adaptable to Colombia's specific development challenges and country circumstances	113	6.99	2.21	22	6.91	2.45

	Which best represents your geographic location?					
	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	120	7.42	1.89	23	7.78	1.95
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	118	7.86	1.71	23	8.13	1.46

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality)

**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 best represents your geographic location?					
	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
The World Bank Group takes decisions quickly in Colombia	92	6.68	1.93	15	6.20	2.04
Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	69	7.71	1.55	11	7.64	3.11



## Appendix D: Responses to Selected Questions by Level of Collaboration with the World Bank Group<sup>18</sup>

*Note that this appendix presents comparative analysis of the data from those respondents who collaborate with the WBG vs. those respondents who do not collaborate with the WBG and covers the following selected questions from the FY16 Colombia COS questionnaire: All 10-point scale questions and question B8 “When thinking about how the World Bank Group can have the most impact on development results in Colombia, in which sectoral areas do you believe the World Bank Group should focus most of its resources in Colombia?”*

- Collaborating with the WBG N=68      ● Not collaborating with the WBG N=115

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

**How familiar are you with the work of these organizations in Colombia?** (1-Not familiar at all, 10-Extremely familiar)

	Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)*	67	8.06	1.74	110	6.63	2.17
Inter-American Development Bank (IDB/BID)	66	7.33	2.28	104	6.66	2.38
Latin American Development Bank (CAF)	66	5.64	2.93	105	5.07	2.75

*\*Significantly different between collaborators and non-collaborators*

**Overall, please rate your impression of the effectiveness of these organizations in Colombia.**

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

	Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)*	61	7.85	1.31	95	6.82	2.23
Inter-American Development Bank (IDB/BID)*	53	7.77	1.68	87	6.89	2.13
Latin American Development Bank (CAF)	39	6.05	2.04	72	5.79	2.48

*\*Significantly different between collaborators and non-collaborators*

	Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) 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 Colombia solve its most complicated development challenges?*	62	8.29	1.40	92	7.49	2.11

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

*\*Significantly different between collaborators and non-collaborators*

<sup>18</sup> Only 183 respondents provided information about their level of collaboration with the World Bank Group (question H3 in the questionnaire). Therefore, only these respondents were included in the analysis presented in this appendix.

**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 Colombia, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Colombia? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Health	13.4%	9.9%
Crime and violence	1.5%	2.7%
Transport	11.9%	13.5%
Agricultural development	7.5%	15.3%
Global/regional integration	3.0%	1.8%
Job creation/employment	10.4%	6.3%
Public sector governance/ reform	17.9%	14.4%
Social protection	7.5%	1.8%
Rural development	29.9%	29.7%
Foreign direct investment	1.5%	1.8%
Education	28.4%	25.2%
Balanced territorial development	14.9%	10.8%
Energy	1.5%	0.9%
Gender equity	0.0%	2.7%
Financial markets	1.5%	1.8%
Urban development	0.0%	2.7%
Environmental sustainability	17.9%	17.1%
Economic growth	17.9%	13.5%
Private sector development	3.0%	4.5%
Water and sanitation	9.0%	10.8%
Peace and post-conflict agenda	19.4%	23.4%
Climate change	20.9%	10.8%
Information and communications technology	3.0%	1.8%
Trade and exports	0.0%	2.7%
Equality of opportunity	4.5%	10.8%
Law and justice	3.0%	4.5%
Regulatory framework	1.5%	2.7%
Communicable/non-communicable diseases	0.0%	0.0%
Social inclusion	6.0%	9.9%
Natural resource management	0.0%	2.7%
Poverty reduction	14.9%	19.8%
Anti corruption	20.9%	15.3%
Disaster management	3.0%	0.9%

**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 Colombia?

(1-Strongly disagree, 10-Strongly agree)

	Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Colombia*	63	7.30	1.84	103	6.51	2.05
The World Bank Group's work is aligned with what I consider the development priorities for Colombia*	64	7.30	1.64	95	6.49	2.02

\*Significantly different between collaborators and non-collaborators

To what extent is the World Bank Group an effective development partner in Colombia, 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 (IBRD/IDA, IFC, or MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	55	7.16	1.66	80	6.38	2.15
Flexibility (in terms of the institution's products and services)	55	6.76	1.66	78	6.12	2.05
Flexibility (in terms of changing country circumstances)*	57	6.95	1.67	80	6.05	1.95
Being inclusive*	54	7.24	1.78	81	6.48	2.06
Openness (sharing data and other information)	57	7.84	1.51	87	7.36	1.72
Collaboration with the Government	60	8.30	1.21	89	7.94	1.55
The speed in which it gets things accomplished on the ground*	60	6.73	1.70	78	6.03	2.25
Ease of access to the people at the World Bank Group who are making decisions important to my work*	57	7.68	1.74	81	6.33	2.47
Collaboration with civil society*	46	7.09	1.77	77	6.21	2.23
Staff accessibility*	61	7.56	1.46	80	6.43	2.29
Collaboration with the private sector*	46	7.52	1.83	65	6.46	2.16
Straightforwardness and honesty*	59	8.46	1.32	80	7.28	2.26
Treating clients and stakeholders in Colombia with respect*	60	8.62	1.22	78	7.72	2.08
Being a long-term partner*	59	8.39	1.71	79	7.56	2.26

\*Significantly different between collaborators and non-collaborators

**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 Colombia? (1-Not important at all, 10-Very important)

	Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Crime and violence	48	7.06	2.11	76	6.80	2.58
Financial markets	49	7.59	2.03	74	7.59	2.13
Transport	50	8.40	1.37	82	8.00	1.91
Anti corruption	52	8.69	1.57	86	8.27	1.91
Law and justice	50	7.88	2.00	78	7.71	2.08
Urban development	52	7.87	1.91	83	8.31	1.69
Environmental sustainability	55	8.65	1.42	86	8.77	1.51
Trade and exports	50	7.70	1.91	76	7.47	1.89
Social inclusion	52	8.35	1.62	82	8.46	1.74
Information and communications technology	51	7.96	1.89	78	7.95	1.79
Poverty reduction	59	8.86	1.56	86	8.97	1.39
Gender equity	53	8.00	1.99	78	7.74	2.13
Private sector development	50	7.32	2.36	74	7.03	2.22
Foreign direct investment	48	7.58	2.29	76	7.11	2.31
Water and sanitation	54	8.43	1.82	82	8.45	1.92
Balanced territorial development	52	8.67	1.38	76	8.21	2.05
Regulatory framework	46	6.98	2.19	73	7.37	2.26
Economic growth	59	8.63	1.61	81	8.16	1.83
Energy	50	8.02	1.99	75	7.95	1.99
Disaster management	49	7.84	1.80	76	7.55	2.50
Public sector governance/ reform	53	8.04	2.09	81	8.02	2.10
Job creation/employment	49	7.86	2.11	78	7.54	2.38
Communicable/non-communicable diseases	46	7.11	2.31	73	6.70	2.44
Equality of opportunity	52	7.88	2.06	79	7.97	2.30
Social protection	49	7.53	2.20	76	7.79	2.19
Rural development	53	8.66	1.82	83	8.52	2.00
Global/regional integration	53	7.89	2.08	74	7.96	1.92
Peace and post-conflict agenda	52	8.52	1.92	83	8.75	2.01
Natural resource management	54	7.80	2.06	76	7.80	2.07
Health	51	7.90	2.16	78	8.15	2.08
Climate change	52	8.25	1.89	82	8.74	1.96
Agricultural development	54	8.54	1.78	78	8.74	1.79
Education	52	8.77	1.59	79	8.97	1.77

**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 Colombia? (1-Not effective at all, 10-Very effective)

	Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Gender equity*	14	7.14	2.03	20	5.30	2.23
Information and communications technology	12	7.50	2.15	25	6.16	1.89
Transport*	23	8.00	1.71	32	6.50	1.92
Crime and violence	11	7.00	1.73	24	5.63	2.16
Law and justice*	14	7.93	2.06	26	5.77	2.16
Urban development	21	7.67	1.56	33	6.82	2.34
Environmental sustainability*	39	7.87	1.54	41	6.73	2.38
Regulatory framework	20	7.30	2.03	33	6.64	2.09
Social inclusion	24	7.58	1.98	34	6.44	2.45
Communicable/non-communicable diseases	16	7.00	2.39	22	5.68	2.38
Poverty reduction	35	7.80	1.49	41	7.02	2.22
Anti corruption	18	7.28	2.56	35	5.83	3.13
Private sector development*	18	8.00	1.64	30	6.67	2.26
Foreign direct investment	15	7.87	2.00	27	7.11	2.14
Water and sanitation*	32	8.09	1.44	36	6.89	2.16
Balanced territorial development*	23	7.96	1.52	32	6.16	2.54
Trade and exports	14	8.29	1.90	24	7.38	1.66
Economic growth*	23	8.43	1.70	40	7.33	2.03
Health*	22	8.09	1.41	26	6.23	2.29
Disaster management*	17	7.88	1.80	26	6.00	2.24
Public sector governance/ reform*	27	7.81	2.08	39	6.69	2.26
Job creation/employment	13	6.69	2.18	29	5.76	2.42
Financial markets	18	7.61	2.20	30	7.37	1.83
Equality of opportunity*	21	7.67	1.83	32	5.91	2.31
Energy*	17	8.06	1.68	25	6.28	2.19
Rural development*	26	8.08	1.41	37	6.38	2.65
Global/regional integration*	20	7.90	2.05	25	6.56	2.29
Peace and post-conflict agenda*	24	8.29	1.65	33	6.97	2.57
Education	28	8.18	1.70	36	7.31	2.08
Social protection	16	7.75	2.05	26	6.35	2.61
Climate change*	31	8.16	1.73	40	6.38	2.50
Agricultural development*	20	8.10	1.52	34	6.74	2.65
Natural resource management*	21	8.00	1.90	28	6.39	2.51

\*Significantly different between collaborators and non-collaborators

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

	Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) 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 Colombia?*	57	7.53	1.65	83	6.80	1.83

(1-To no degree at all, 10-To a very significant degree) \*Significantly different between collaborators and non-collaborators

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

(1-Strongly disagree, 10-Strongly agree)

	Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) in your country?					
	Yes			No		
	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 Colombia*	55	7.33	1.75	84	6.61	2.20
The World Bank Group meets Colombia's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	52	7.63	1.75	86	6.57	2.01

\*Significantly different between collaborators and non-collaborators

	Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that Colombia received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?	28	7.57	1.57	45	6.91	2.29

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

	Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group measures and corrects its work in real time in Colombia?*	41	7.24	1.95	60	5.97	2.07

(1-To no degree at all, 10-To a very significant degree) \*Significantly different between collaborators and non-collaborators

**D. The World Bank Group's Knowledge Work and Activities****In Colombia, to what extent do you believe that the World Bank Group's knowledge work and activities:**

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

	Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Are timely*	56	7.68	1.69	74	6.91	1.97
Lead to practical solutions*	51	7.33	1.84	75	6.35	2.21
Are accessible (well written and easy to understand)*	57	7.95	1.75	81	6.65	2.06
Are translated enough into local language	54	7.69	2.09	80	7.00	2.06
Are adaptable to Colombia's specific development challenges and country circumstances*	53	7.51	1.97	80	6.61	2.34

\*Significantly different between collaborators and non-collaborators

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

	Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	57	7.93	1.59	84	7.18	2.03
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	54	8.20	1.28	85	7.72	1.86

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality)

\*Significantly different between collaborators and non-collaborators

**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 (IBRD/IDA, IFC, or MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	43	7.81	1.88	55	7.55	2.11
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	52	8.15	1.61	70	7.40	1.88
The World Bank Group's approvals and reviews are done in a timely fashion*	47	7.89	1.59	59	7.02	2.17
The World Bank Group's "Safeguard Policy" requirements are reasonable	37	7.65	2.31	53	7.25	2.30
The World Bank Group's conditions on its lending are reasonable*	37	7.84	1.95	58	6.81	2.41
The World Bank Group takes decisions quickly in Colombia*	49	7.10	1.69	59	6.17	2.06
Working with the World Bank Group increases Colombia's institutional capacity*	55	8.13	1.54	73	7.04	2.18
Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	37	8.03	1.48	44	7.34	2.08
The World Bank Group provides effective implementation support (i.e., supervision of projects)	52	8.00	1.79	62	7.47	2.08

\*Significantly different between collaborators and non-collaborators

	Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Colombia?	33	7.21	1.75	64	6.92	1.99

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

**G. Communication and Information Sharing**

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 (IBRD/IDA, IFC, or MIGA) 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.)*	57	7.68	2.32	86	6.29	2.41
The World Bank Group's social media channels (e.g., blogs, Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution	45	6.82	2.47	61	6.57	2.51
The World Bank Group is responsive to my information requests and inquiries	51	8.08	2.18	54	7.31	2.20

\*Significantly different between collaborators and non-collaborators





## Appendix E: Responses to Selected Questions by Year<sup>19</sup>

\*All data presented in this appendix are weighted. As a result, means of the FY 2016 data and the total number of respondents each year will be slightly different from those in FY 2013 appendices.

**FY 2013 Number of comparable respondents = 247 • FY 2016 Number of comparable respondents = 184**

By weighting, the FY 2013 data has the same stakeholder composition as it is in FY 2016. Therefore, the two years are comparable. Respondents from the office of a parliamentarian, trade unions, faith-based groups, and youth groups were not included in the year comparison analysis, because there were no respondents from the office of a parliamentarian in FY 2016 and no respondents from the youth groups in FY 2013. There were no respondents from trade unions or faith-based groups in neither years. The weighted stakeholder breakdown is presented below:

Percentage of Respondents	FY2016	FY2013
Office of the President, Prime Minister	1.6%	1.6%
Office of Minister	4.3%	4.3%
Employee of a Ministry	33.7%	33.7%
PMU/ Consultant	10.9%	10.9%
Local Government	8.7%	8.7%
Bilateral/ Multilateral Agency	1.6%	1.6%
Private Sector Organization	7.6%	7.6%
Private Foundation	3.8%	3.8%
Financial Sector/ Private Bank	2.2%	2.2%
NGO/ Community Based Organization	7.6%	7.6%
Media	1.6%	1.6%
Independent Government Institution	6.5%	6.5%
Academia/ Research Institute/ Think Tank	9.2%	9.2%
Judiciary Branch	0.5%	0.5%

### A. General Issues Facing Colombia

In general would you say that Colombia is headed in...?\*

Percentage of Respondents	FY2016	FY2013
The right direction	64.5%	76.7%
The wrong direction	12.0%	7.2%
Not sure	23.5%	16.1%

\*Significantly different between FY2016 and FY2013

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

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)	178	7.18	2.13	246	6.95	2.07
Inter-American Development Bank (IDB/BID)	171	6.94	2.35	247	7.35	2.17
Latin American Development Bank (CAF)*	172	5.27	2.82	245	6.42	2.73

(1-Not familiar at all, 10-Extremely familiar) \*Significantly different between FY2016 and FY2013

<sup>19</sup> Only those questions that were asked in the FY 2013 and FY 2016 country opinion surveys, with similar response scales/options, are presented.

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

Overall, please rate your impression of the effectiveness of these organizations in Colombia.

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)	157	7.24	1.99	221	6.94	1.79
Inter-American Development Bank (IDB/BID)	141	7.24	2.02	220	7.19	1.50
Latin American Development Bank (CAF)*	112	5.86	2.33	174	6.55	1.82

(1-Not effective at all, 10-Very effective) \*Significantly different between FY2016 and FY2013

	year					
	FY 2016			FY 2013		
	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 Colombia solve its most complicated development challenges?	155	7.83	1.90	210	7.83	1.55

(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's work in Colombia?

(1-Strongly disagree, 10-Strongly agree)

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Colombia	167	6.83	2.01	232	6.81	1.95
The World Bank Group's work is aligned with what I consider the development priorities for Colombia	160	6.84	1.92	223	6.66	1.91

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

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	136	6.72	2.01	202	6.35	1.92
Flexibility (in terms of the institution's products and services)	134	6.40	1.92	207	6.41	1.82
Flexibility (in terms of changing country circumstances)	138	6.44	1.89	195	6.26	1.91
Being inclusive	136	6.79	1.97			
Openness (sharing data and other information)*	145	7.56	1.65	210	7.08	2.05
Collaboration with the Government	150	8.09	1.43	217	8.15	1.45
The speed in which it gets things accomplished on the ground	139	6.35	2.06	199	6.22	2.03
Ease of access to the people at the World Bank Group who are making decisions important to my work	139	6.88	2.29			
Collaboration with civil society	124	6.55	2.10			
Staff accessibility	142	6.90	2.05	207	6.99	2.03
Collaboration with the private sector	112	6.90	2.08			
Straightforwardness and honesty	140	7.78	1.99	206	7.77	1.80
Treating clients and stakeholders in Colombia with respect	139	8.11	1.80			
Being a long-term partner	139	7.93	2.08			

\*Significantly different between FY2016 and FY2013

**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 Colombia? (1-Not effective at all, 10-Very effective)

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Gender equity	35	6.14	2.33			
Information and communications technology	37	6.59	2.05			
Transport	55	7.13	1.96			
Crime and violence	36	6.14	2.14			
Law and justice	41	6.59	2.34			
Urban development	55	7.18	2.09	179	6.94	1.83
Environmental sustainability	81	7.31	2.08			
Regulatory framework	53	6.89	2.07			
Social inclusion	59	6.95	2.32			
Communicable/non-communicable diseases	38	6.24	2.44			
Poverty reduction	77	7.42	1.96			
Anti corruption	54	6.37	3.00			
Private sector development	48	7.17	2.14			
Foreign direct investment	42	7.38	2.09			
Water and sanitation	68	7.46	1.94			
Balanced territorial development	56	6.95	2.33			
Trade and exports	38	7.71	1.78			
Economic growth	63	7.73	1.98			
Health	49	7.12	2.13			
Disaster management	44	6.80	2.26	155	6.72	1.81
Public sector governance/ reform	66	7.15	2.24	174	6.99	1.72
Job creation/employment	42	6.05	2.36			
Financial markets	48	7.46	1.96			
Equality of opportunity	54	6.65	2.28			
Energy	42	7.00	2.16			
Rural development	64	7.11	2.36			
Global/regional integration	45	7.16	2.27			
Peace and post-conflict agenda	58	7.55	2.30			
Education*	64	7.69	1.96	166	6.60	1.88
Social protection	42	6.88	2.48			
Climate change	71	7.15	2.36			
Agricultural development	54	7.24	2.38			
Natural resource management	49	7.08	2.39			

\*Significantly different between FY2016 and FY2013

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Colombia?	141	7.10	1.79	230	6.92	1.55

(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 Colombia?**

(1-Strongly disagree, 10-Strongly agree)

	year					
	FY 2016			FY 2013		
	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 Colombia	139	6.89	2.06	227	6.76	1.67
The World Bank Group meets Colombia's needs for knowledge services (e.g., research, analysis, data, technical assistance)	139	6.99	1.98	234	6.70	1.79

**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	FY2016	FY2013
Weekly	8.6%	7.7%
Monthly	24.7%	14.9%
A few times a year	40.7%	44.4%
Rarely	17.9%	21.4%
Never	8.0%	11.7%

**In Colombia, to what extent do you believe that the World Bank Group's knowledge work and activities:**

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Are timely	131	7.25	1.89	208	6.90	1.61
Lead to practical solutions	127	6.76	2.12			
Are accessible (well written and easy to understand)	139	7.21	2.04	212	7.30	1.68
Are translated enough into local language	135	7.27	2.09	203	6.95	2.16
Are adaptable to Colombia's specific development challenges and country circumstances	134	6.99	2.24	214	7.00	1.74

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	142	7.49	1.89	223	7.28	1.60
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	140	7.91	1.67	221	7.43	1.56

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality)

\*Significantly different between FY2016 and FY2013

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

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

	year					
	FY 2016			FY 2013		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	99	7.69	2.01	171	7.33	2.06
The World Bank Group effectively monitors and evaluates the projects and programs it supports	123	7.74	1.81	205	7.55	1.72
The World Bank Group's approvals and reviews are done in a timely fashion	106	7.41	1.97	196	7.07	1.96
The World Bank Group's "Safeguard Policy" requirements are reasonable	90	7.41	2.30	173	7.33	1.87
The World Bank Group's conditions on its lending are reasonable	95	7.21	2.29			
The World Bank Group takes decisions quickly in Colombia	108	6.59	1.95			
Working with the World Bank Group increases Colombia's institutional capacity	129	7.53	2.00	218	7.58	1.80
Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	81	7.65	1.85	170	7.92	1.50
The World Bank Group provides effective implementation support (i.e., supervision of projects)	115	7.73	1.97	202	7.66	1.69

**G. Communication and Information Sharing**

Are you aware of the World Bank Group's Access to Information Policy under which the Bank will now disclose any information in its possession that is not on a list of exceptions?

Percentage of Respondents	FY2016	FY2013
Yes	23.8%	30.3%
No	76.2%	69.7%

Have you requested information from the World Bank Group on its activities in the past year?

Percentage of Respondents	FY2016	FY2013
Yes	25.3%	18.0%
No	74.7%	82.0%

Were you able to obtain this information?

Percentage of Respondents	FY2016	FY2013
Yes	88.1%	88.6%
No	11.9%	11.4%

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

Percentage of Respondents	FY2016	FY2013
Yes	82.8%	80.3%
No	17.2%	19.7%

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

	year					
	FY 2016			FY 2013		
	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.)	144	6.87	2.47	209	6.84	2.39
The World Bank Group is responsive to my information requests and inquiries	106	7.71	2.22	158	7.75	2.07

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

Indicator Question	Currently, do you professionally collaborate/work with the World Bank Group in your country?		Which of the following describes most of your exposure to the World Bank Group in Colombia? (Choose no more than TWO)									
	Not collaborating with the WBG	Collaborating with the WBG	Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
			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 Group (WBG) in Colombia	6.82	7.85	7.35	6.83	7.44	6.89	7.14	7.42	6.98	7.73	7.34	7.07
Overall the World Bank Group currently plays a relevant role in development in Colombia	6.51	7.30	7.02	6.23	6.97	6.73	6.69	7.13	6.65	7.29	7.02	6.54
The World Bank Group's work is aligned with what I consider the development priorities for Colombia	6.49	7.30	7.03	6.20	6.88	6.94	6.65	7.18	6.66	7.26	7.09	6.37
Responsiveness to needs	6.38	7.16	6.86	6.14	6.87	6.49	6.60	6.89	6.54	7.06	6.83	6.45
Flexibility (in terms of the institution's products and services)	6.12	6.76	6.58	5.55	6.60	6.03	6.08	6.76	6.27	6.65	6.55	6.06
Flexibility (in terms of changing country circumstances)	6.05	6.95	6.64	5.50	6.63	6.12	6.19	6.75	6.18	6.88	6.60	6.06
Being inclusive	6.48	7.24	6.89	6.30	7.02	6.33	6.50	7.12	6.58	7.13	6.96	6.29
Openness (sharing data and other information)	7.36	7.84	7.72	7.14	7.82	7.22	7.45	7.82	7.44	7.90	7.71	7.37
Collaboration with the Government	7.94	8.30	8.24	7.50	8.17	8.02	8.00	8.25	8.08	8.19	8.10	8.19
The speed in which it gets things accomplished on the ground	6.03	6.73	6.39	5.95	6.60	5.68	6.04	6.60	6.15	6.58	6.48	5.81
Ease of access to the people at the World Bank Group who are making decisions important to my work	6.33	7.68	7.15	5.60	7.24	6.17	6.38	7.46	6.51	7.53	7.06	6.47
Collaboration with civil society	6.21	7.09	6.68	6.16	6.70	6.40	6.29	6.93	6.33	7.00	6.86	5.80
Staff accessibility	6.43	7.56	7.14	5.70	7.12	6.47	6.63	7.23	6.57	7.43	7.15	6.14
Collaboration with the private sector	6.46	7.52	7.07	6.38	7.05	6.81	6.91	7.04	6.70	7.34	7.11	6.43
Straightforwardness and honesty	7.27	8.46	7.97	6.82	7.92	7.49	7.63	7.96	7.39	8.38	7.92	7.38
Treating clients and stakeholders in Colombia with respect	7.72	8.62	8.27	7.38	8.25	7.85	7.96	8.31	7.94	8.40	8.13	8.16
Being a long-term partner	7.56	8.39	8.16	7.05	8.07	7.86	7.76	8.24	7.83	8.27	7.96	8.16
To what extent does the World Bank Group's work help to achieve development results in Colombia?	6.80	7.53	7.14	6.77	7.21	6.80	6.93	7.24	6.81	7.49	7.22	6.65
The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Colombia	6.61	7.33	6.99	6.32	7.05	6.54	6.75	7.03	6.61	7.33	7.15	6.09
The World Bank Group meets Colombia's needs for knowledge services (e.g., research, analysis, data, technical assistance)	6.57	7.63	7.16	6.33	7.15	6.73	6.70	7.35	6.78	7.42	7.14	6.69
The World Bank Group's knowledge work and activities are adaptable to Colombia's specific development challenges and country circumstances	6.61	7.51	7.12	6.15	7.16	6.58	6.71	7.25	6.63	7.51	7.23	6.30
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	7.18	7.93	7.52	7.14	7.53	7.32	7.47	7.45	7.29	7.72	7.54	7.22
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.72	8.20	7.95	7.57	8.09	7.50	7.61	8.19	7.83	8.00	7.83	8.05
The World Bank Group takes decisions quickly in Colombia	6.17	7.10	6.73	6.00	6.81	6.16	6.15	7.09	6.44	6.83	6.65	6.50
Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	7.34	8.03	7.76	7.13	8.04	6.92	7.45	7.95	7.46	7.95	7.75	7.53

Yellow highlight indicates significant difference between Yes and No means.



## Appendix G: Colombia FY 2016 Questionnaire



### **World Bank Group Country Survey FY16 – Colombia**

The World Bank Group is interested in gauging the views of clients and partners who are either involved in development in Colombia or who observe activities related to social and economic development. The following survey will give the World Bank Group's team that works in Colombia, 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 Colombia.

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 COLOMBIA**

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

## SECTION A: GENERAL ISSUES

**A2. Listed below are a number of development priorities in Colombia.**

**Please identify which of the following you consider the most important development priorities in Colombia? (Choose no more than THREE)**

1	Global/regional integration	18	Climate change (e.g., mitigation, adaptation)
2	Peace and post-conflict agenda	19	Poverty reduction
3	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	20	Transport (e.g., roads, bridges, transportation)
4	Social protection (e.g., pensions, targeted social assistance)	21	Education
5	Gender equity	22	Agricultural development
6	Private sector development	23	Trade and exports
7	Foreign direct investment	24	Crime and violence
8	Urban development	25	Anti corruption
9	Energy	26	Law and justice (e.g., judicial system)
10	Job creation/employment	27	Regulatory framework
11	Rural development	28	Communicable/non-communicable diseases
12	Financial markets	29	Natural resource management (e.g., oil, gas, mining)
13	Water and sanitation	30	Economic growth
14	Social inclusion	31	Balanced territorial development
15	Environmental sustainability	32	Disaster management
16	Equality of opportunity (i.e., equity)	33	Information and communications technology
17	Health		

**A3. The World Bank Group has committed itself to twin goals: ending extreme poverty by 2030 and boosting shared prosperity. 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 Colombia? (Choose no more than THREE)**

1	Water and sanitation	17	Anti corruption
2	Equality of opportunity (i.e., equity)	18	Education
3	Rural development	19	Foreign direct investment
4	Climate change (e.g., mitigation, adaptation)	20	Energy
5	Global/regional integration	21	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
6	Gender equity	22	Private sector development
7	Economic growth	23	Natural resource management (e.g., oil, gas, mining)
8	Urban development	24	Environmental sustainability
9	Social inclusion	25	Balanced territorial development
10	Regulatory framework	26	Health
11	Social protection (e.g., pensions, targeted social assistance)	27	Agricultural development
12	Law and justice (e.g., judicial system)	28	Disaster management
13	Transport (e.g., roads, bridges, transportation)	29	Job creation/employment
14	Crime and violence	30	Financial markets
15	Communicable/non-communicable diseases	31	Trade and exports
16	Information and communications technology	32	Peace and post-conflict agenda

**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 Colombia? (Choose no more than TWO)**

1	Consistent economic growth
2	More reliable social safety net
3	Greater access to micro-finance for the poor
4	Greater voice and participation for citizens to help ensure greater accountability
5	Greater access to health and nutrition for citizens
6	Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)
7	A growing middle class
8	Better opportunity for the poor who live in rural areas
9	Better opportunity for the poor who live in urban areas
10	Better employment opportunities for young people
11	Better employment opportunities for women
12	Greater equity of fiscal policy
13	Education and training that better ensure job opportunity
14	Better quality public services
15	Other (please specify): _____

**A5. Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Colombia? (Select only ONE response)**

1	A very big problem
2	A moderately big problem
3	A small problem
4	Not a problem at all
5	Don't know

**A6. In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)**

1	A very serious problem
2	A somewhat serious problem
3	Not too serious problem
4	Not a problem
5	Don't know

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

How familiar are you with the work of these organizations in Colombia?											
		Not familiar at all						Extremely familiar			
<b>B1</b>	World Bank Group (WBG)	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 Colombia.											
		Not effective at all						Extremely effective		Don't know	
<b>B4</b>	World Bank Group (WBG)	1	2	3	4	5	6	7	8	9	10
<b>B5</b>	Inter-American Development Bank (IDB/BID)	1	2	3	4	5	6	7	8	9	10
<b>B6</b>	Latin American Development Bank (CAF)	1	2	3	4	5	6	7	8	9	10

<b>B7. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Colombia 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

B8. When thinking about how the World Bank Group can have the most impact on development results in Colombia, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Colombia? (Choose no more than THREE)			
1	Health	18	Economic growth
2	Crime and violence	19	Private sector development
3	Transport (e.g., roads, bridges, transportation)	20	Water and sanitation
4	Agricultural development	21	Peace and post-conflict agenda
5	Global/regional integration	22	Climate change (e.g., mitigation, adaptation)
6	Job creation/employment	23	Information and communications technology
7	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	24	Trade and exports
8	Social protection (e.g., pensions, targeted social assistance)	25	Equality of opportunity (i.e., equity)
9	Rural development	26	Law and justice (e.g., judicial system)
10	Foreign direct investment	27	Regulatory framework
11	Education	28	Communicable/non-communicable diseases
12	Balanced territorial development	29	Social inclusion
13	Energy	30	Natural resource management (e.g., oil, gas, mining)
14	Gender equity	31	Poverty reduction
15	Financial markets	32	Anti corruption
16	Urban development	33	Disaster management
17	Environmental sustainability		

## 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 Colombia?</b>			
		<b>Greatest Value (Choose only ONE)</b>	<b>Second Greatest Value (Choose only ONE)</b>
1	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
2	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
3	Convening/Facilitating	<input type="checkbox"/>	<input type="checkbox"/>
4	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
5	Capacity development	<input type="checkbox"/>	<input type="checkbox"/>
6	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
7	Help to bring discipline/effective supervision to implementation of investment projects	<input type="checkbox"/>	<input type="checkbox"/>
8	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
9	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
10	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	<input type="checkbox"/>	<input type="checkbox"/>
11	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 Colombia? (Choose no more than TWO)</b>	
1	Too influenced by developed countries
2	Not exploring alternative policy options
3	Not collaborating enough with stakeholders outside the Government
4	Its advice and strategies do not lend themselves to practical problem solving
5	Not enough public disclosure of its work
6	Arrogant in its approach
7	Not client focused
8	The credibility of its knowledge/data
9	World Bank Group's processes too complex
10	Not willing to honestly criticize policies and reform efforts in the country
11	Staff too inaccessible
12	Imposing technocratic solutions without regard to political realities
13	World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)
14	Not aligned with other donors' work
15	Not aligned with country priorities
16	Not adequately sensitive to political/social realities in Colombia
17	Other (please specify): _____
18	Don't know

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

**B11. Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Colombia? (Choose no more than TWO)**

1	Trust Fund management
2	Knowledge products/services (analytical work, studies, surveys, etc.)
3	Capacity development
4	Technical assistance (advice, best practice, international experience, etc.)
5	Investment lending (financing specific projects)
6	Policy based lending / budget support to the Government
7	Multi-sectoral approaches
8	Other (please specify): _____
9	Don't know

**B12. To what extent do you believe that the World Bank Group's work and support help the poorest in Colombia? (Select only ONE response)**

1	To a fully sufficient degree
2	To a somewhat sufficient degree
3	To a somewhat insufficient degree
4	To a very insufficient degree
5	Don't know

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

		Strongly disagree										Strongly agree	Don't know
<b>B13</b>	Overall the World Bank Group currently plays a relevant role in development in Colombia	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B14</b>	The World Bank Group's work is aligned with what I consider the development priorities for Colombia	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

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

To what extent is the World Bank Group an effective development partner in Colombia, 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>B15</b>	Responsiveness to needs											<input type="checkbox"/>	
<b>B16</b>	Flexibility (in terms of the institution's products and services)											<input type="checkbox"/>	
<b>B17</b>	Flexibility (in terms of changing country circumstances)											<input type="checkbox"/>	
<b>B18</b>	Being inclusive											<input type="checkbox"/>	
<b>B19</b>	Openness (sharing data and other information)											<input type="checkbox"/>	
<b>B20</b>	Collaboration with the Government											<input type="checkbox"/>	
<b>B21</b>	The speed in which it gets things accomplished on the ground											<input type="checkbox"/>	
<b>B22</b>	Ease of access to the people at the World Bank Group who are making decisions important to my work											<input type="checkbox"/>	
<b>B23</b>	Collaboration with civil society											<input type="checkbox"/>	
<b>B24</b>	Staff accessibility											<input type="checkbox"/>	
<b>B25</b>	Collaboration with the private sector											<input type="checkbox"/>	
<b>B26</b>	Straightforwardness and honesty											<input type="checkbox"/>	
<b>B27</b>	Treating clients and stakeholders in Colombia with respect											<input type="checkbox"/>	
<b>B28</b>	Being a long-term partner											<input type="checkbox"/>	

<b>B29. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)</b>	
1	The Government works inefficiently
2	Poor donor coordination
3	The World Bank Group is not sensitive enough to political/social realities on the ground
4	Lack of/inadequate levels of capacity in Government
5	There is not an adequate level of citizen/civil society participation
6	The World Bank Group works too slowly
7	The World Bank Group does not do adequate follow through/follow-up
8	Political pressures and obstacles
9	Reforms are not well thought out in light of country challenges
10	Other (please specify): _____

**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 Colombia?													
		Not important at all										Very important	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Crime and violence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Law and justice (e.g., judicial system)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Social inclusion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Foreign direct investment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	Balanced territorial development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
17	Regulatory framework	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Disaster management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	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"/>	
22	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Communicable/non-communicable diseases	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
26	Rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
27	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
28	Peace and post-conflict agenda	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
29	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
30	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
31	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
32	Agricultural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
33	Education	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 Colombia? (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	Gender equity	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	Information and communications technology	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
4	Crime and violence	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
5	Law and justice (e.g., judicial system)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
6	Urban development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
7	Environmental sustainability	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	Social inclusion	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
10	Communicable/non-communicable diseases	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
11	Poverty reduction	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
12	Anti corruption	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
13	Private sector development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
14	Foreign direct investment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
15	Water and sanitation	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
16	Balanced territorial development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
17	Trade and exports	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
18	Economic growth	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
19	Health	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
20	Disaster management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
21	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"/>
22	Job creation/employment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
23	Financial markets	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
24	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
25	Energy	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
26	Rural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
27	Global/regional integration	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
28	Peace and post-conflict agenda	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
29	Education	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
30	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
31	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
32	Agricultural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
33	Natural resource management (e.g., oil, gas, mining)	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 Colombia?</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 Colombia?</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 Colombia				1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C5</b>	The World Bank Group meets Colombia'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"/>

<b>C6. To what extent do you believe that Colombia received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?</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>C7. To what extent do you believe the World Bank Group measures and corrects its work in real time in Colombia?</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 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

**In Colombia, to what extent do you believe that the World Bank Group's knowledge work and activities:**

		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>D2</b>	Are timely	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>D3</b>	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>D4</b>	Are accessible (well written and easy to understand)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>D5</b>	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>D6</b>	Are adaptable to Colombia's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

**D7. 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

**D8. 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

## 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
E1	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E2	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"/>	
E3	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"/>	
E4	The World Bank Group's "Safeguard Policy" requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E5	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E6	The World Bank Group takes decisions quickly in Colombia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E7	Working with the World Bank Group increases Colombia's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E8	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"/>	
E9	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"/>	

E10. To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Colombia?												
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	

E11. Which of the following best describes the World Bank Group's support in Colombia? (Select only one response)	
1	The World Bank Group is sufficiently selective and focuses on the most important development challenges in Colombia
2	The World Bank Group is not sufficiently selective in Colombia, and it is involved in too many areas of development.
3	Don't know

## SECTION F: RECENT TRENDS AND THE FUTURE ROLE OF THE WORLD BANK GROUP IN COLOMBIA

<b>F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Colombia? (Choose no more than TWO)</b>	
1	Offer more innovative financial products
2	Ensure greater selectivity in its work
3	Provide more adequate data/knowledge/statistics/figures on Colombia's economy
4	Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)
5	Reach out more to groups outside of Government
6	Increase the level of capacity development in the country
7	Improve the quality of its experts as related to Colombia's specific challenges
8	Offer more innovative knowledge services
9	Collaborate more effectively with Government clients (e.g., national, state, local)
10	Work faster
11	Reduce the complexity of obtaining World Bank Group financing
12	Increase availability of Reimbursable Advisory Services (RAS)
13	Other (please specify): _____

<b>F2. When considering the combination of services that the World Bank Group offers in Colombia, 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 Colombia? (Select only ONE response)</b>	
1	Financial services
2	Knowledge products
3	Convening services
4	None of the above
5	The combination is appropriate for Colombia
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 Colombia? (Choose no more than TWO)

1	Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)	6	International television
2	International newspapers	7	Local newspapers
3	Local radio	8	Internet
4	International radio	9	Periodicals
5	Local television	10	Other (please specify): _____

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

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

<b>G3</b>	Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions? (If YES please go to Question G4; if NO please go to G5)	<b>Yes</b>	<b>No</b>
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### G4. If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies? (Select only ONE response)

1	World Bank Group's seminars/workshops/conferences
2	World Bank Group's website
3	World Bank Group's e-Newsletters
4	News/Media
5	Colleagues/Friends/Peer organizations
6	Other (please specify): _____

<b>G5</b>	Have you requested information from the World Bank Group on its activities in the past year? (If YES please go to Question G6; if NO please go to G7)	<b>Yes</b>	<b>No</b>
<b>G6</b>	Were you able to obtain this information?	<b>Yes</b>	<b>No</b>
<b>G7</b>	Do you use/have you used the World Bank Group website?	<b>Yes</b>	<b>No</b>
<b>G8</b>	Do you currently consult the World Bank Group social media sites (e.g., Facebook, blogs, Twitter, YouTube, and Flickr)?	<b>Yes</b>	<b>No</b>

### 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>G9</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.)												<input type="checkbox"/>
<b>G10</b>	The World Bank Group's social media channels (e.g., blogs, Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution												<input type="checkbox"/>
<b>G11</b>	The World Bank Group is responsive to my information requests and inquiries												<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	11	NGO/Community Based Organization
2	Office of Minister	12	Media (press, radio, TV, web, etc.)
3	Office of Parliamentarian	13	Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)
4	Employee of a Ministry, Ministerial Department or Implementation Agency	14	Trade Union
5	Project Management Unit (PMU) overseeing implementation of project/ Consultant/Contractor working on World Bank Group supported project/program	15	Faith-Based Group
6	Local Government Office or Staff	16	Youth Group
7	Bilateral/Multilateral Agency	17	Academia/Research Institute/Think Tank
8	Private Sector Organization	18	Judiciary Branch
9	Private Foundation	19	Other (please specify): _____
10	Financial Sector/Private Bank		

<b>H2. Please identify the primary specialization of your work. (Select only ONE response)</b>			
1	Water	12	Gender
2	Social protection and labor	13	Transport and ICT
3	Fragility, conflict and violence	14	Urban, rural, and social development
4	Environment and natural resources	15	Governance
5	Public-private partnerships	16	Poverty
6	Education	17	Jobs
7	Health, nutrition, and population	18	Agriculture
8	Energy and extractives	19	Climate Change
9	Macroeconomics and fiscal management	20	Generalist (specialized in multiple sectors)
10	Trade and competitiveness	21	Other (please specify): _____
11	Finance and markets		

<b>H3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) in your country? (Select only ONE response)</b>	
1	Yes
2	No

## SECTION H: BACKGROUND INFORMATION

**H4. Which of the following agencies of the World Bank Group do you primarily engage with in Colombia? (Select only ONE response)**

1	The World Bank (IBRD/IDA)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	Other (please specify): _____

**H5. Do your projects involve both the World Bank and the IFC?  
(If YES please go to Question H6; If NO please go to H7)**

1	Yes
2	No

**H6. If yes, what was your view of how the two institutions work together in Colombia?  
(Select only ONE response)**

1	The two institutions work well together
2	The way the two institutions work together needs improvement
3	The two institutions do not work well together
4	Don't know

**H7. Which of the following describes most of your exposure to the World Bank Group in Colombia?  
(Choose no more than TWO)**

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.

**H8. What's your gender?**

1	Female
2	Male

**H9. Which best represents your geographic location?**

1	Bogota
2	Outside Bogota

**Thank you for completing the survey!**