

FY 2019 Sri Lanka Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



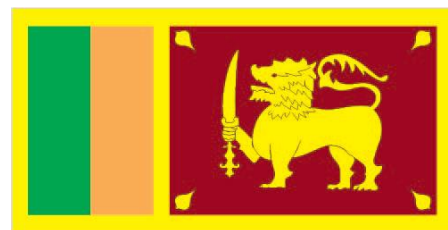
WORLD BANK GROUP

January 2020



Acknowledgements

The Sri Lanka 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), led by Sharon Felzer (Senior Communications Officer, Head of PORG). Svetlana Markova, Jessica Cameron, and Yulia Danilina oversaw design, reporting, and analysis. Dania Mendoza, Noreen Wambui, and Irina Popova provided data support. PORG acknowledges the significant contribution from the Sri Lanka country team and the independent fielding agency The Nielsen Company Lanka (Pvt) Ltd. In particular, PORG is grateful for the support from Dilinika Peiris (External Affairs Officer) and Mohamed Hafiz Zainudeen (Operations Analyst) who coordinated the survey related activities from Colombo, Sri Lanka.



Country Opinion Surveys
THE WORLD BANK GROUP



Table of Contents

I. Objectives	3
II. Methodology.....	3
III. Demographics of the Sample.....	4
IV. General Issues Facing Sri Lanka	8
V. Overall Attitudes Toward the World Bank Group	16
VI. Sectoral Effectiveness.....	21
VII. How the World Bank Group Operates	24
VIII. World Bank Group's Knowledge and Instruments	30
IX. The Future Role of the WBG in Sri Lanka	34
X. Communication and Outreach	38
XI. Appendices.....	42

SRI LANKA





I. Objectives

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

- *General Issues Facing Sri Lanka*
- *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 Sri Lanka*
- *Communication and Information Sharing*
- *Background Information*

II. Methodology

From June to August 2019, 613 stakeholders of the WBG in Sri Lanka 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/implementation agencies; Project Management Units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/programs; local governments; bilateral and multilateral agencies; state-owned enterprises; independent government institutions; private foundations; NGOs and community based organizations; the media, private sector organizations; private financial sector organizations; faith-based groups; youth groups; academia/research institutes/think tanks; the judiciary branch; and other organizations.

A total of 191 stakeholders participated in the survey (31% response rate). Respondents completed the questionnaire with a representative from the local fielding agency, received the questionnaire via courier and returned it accordingly, or they received the questionnaires via online survey platform Qualtrics.

Every country that engages in the Country Opinion Survey (COS) 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'15 (response rate was 50%, N=302). 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, mean ratings, percentages of respondents, and the total number of respondents in both years are slightly different from those of the original data reported in the FY'15 COS report and the non-weighted data presented in appendices A, B, C and E. For the weighted stakeholder breakdown and year comparison results, please refer to Appendix D (page 80).

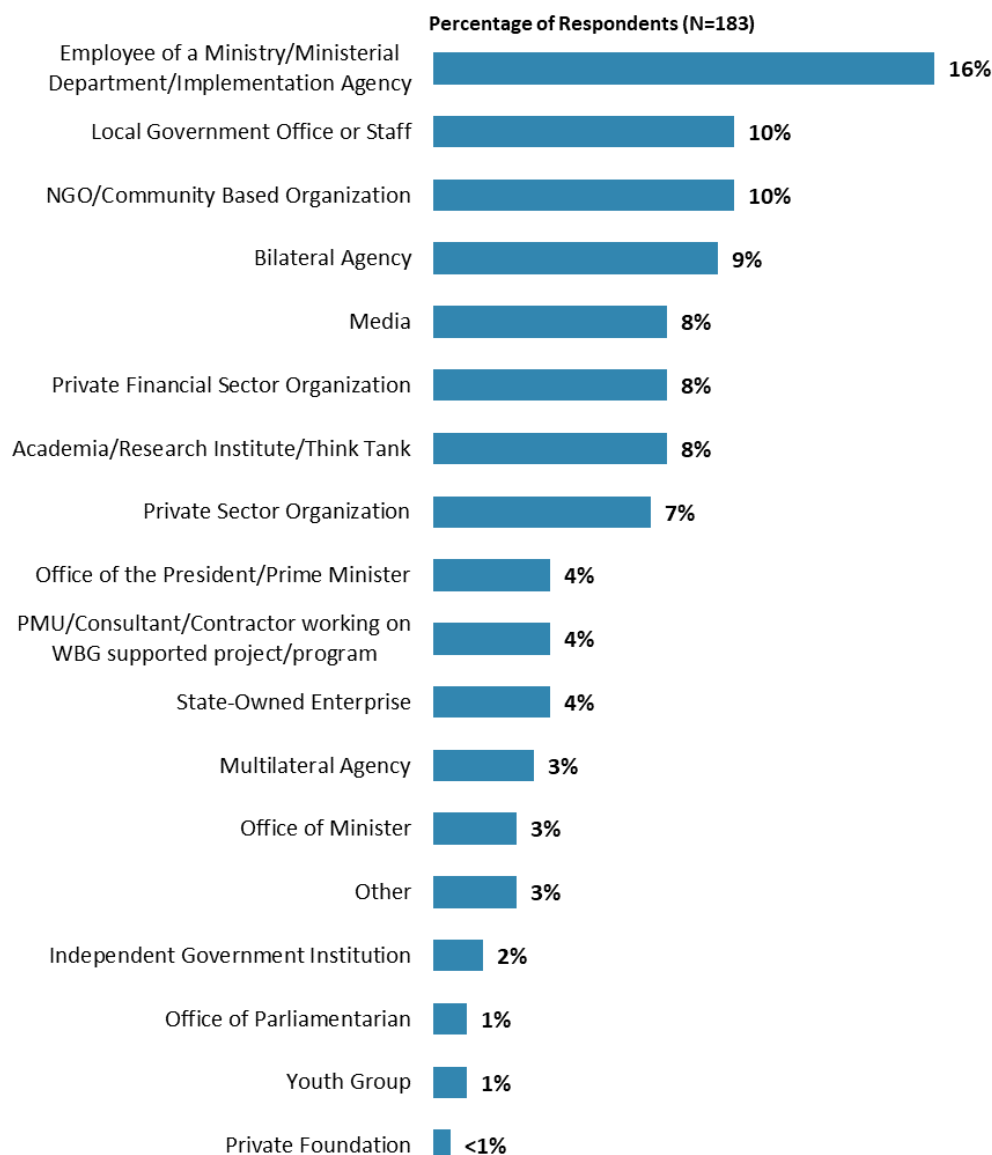
Note that the body of the report presents data on selected questions of the survey questionnaire. Please refer to Appendix A for data on all survey questions. Appendices B, C, D, and E present data on selected questions. Additional data breakdowns are available upon request.



III. Demographics of the Sample

Current Position

- Note that for further analyses, some respondent groups were combined.¹



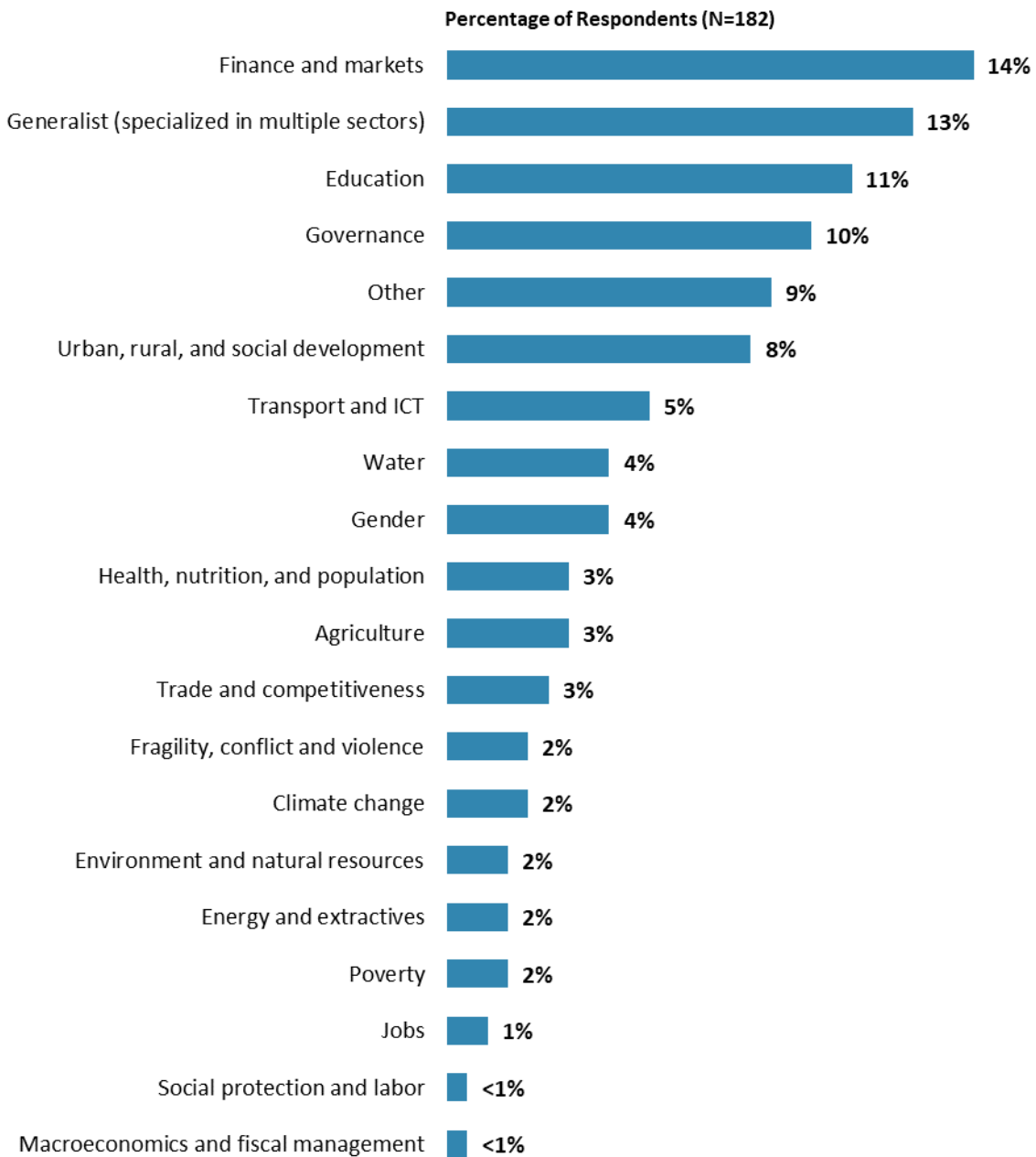
"Which of the following best describes your current position?"
(Respondents chose from a list.)

¹ Respondents from the office of the President/Prime Minister were combined with respondents from the office of a minister; employees of ministries/ministerial departments/implementation agencies were combined with respondents from PMUs/consultants/contractors working on WBG projects; respondents from bilateral agencies were combined with those from multilateral agencies; respondents from private financial sector organizations were combined with those from private sector organizations; respondents from private foundations, NGOs/community based organizations, and youth groups were combined in the "CSO" category. The small number of the respondents from the office of a parliamentarian and from independent government institutions were included in the "Other" category. There were no respondents from faith-based groups and from the judiciary branch.



III. Demographics of the Sample (continued)

Area of Primary Specialization

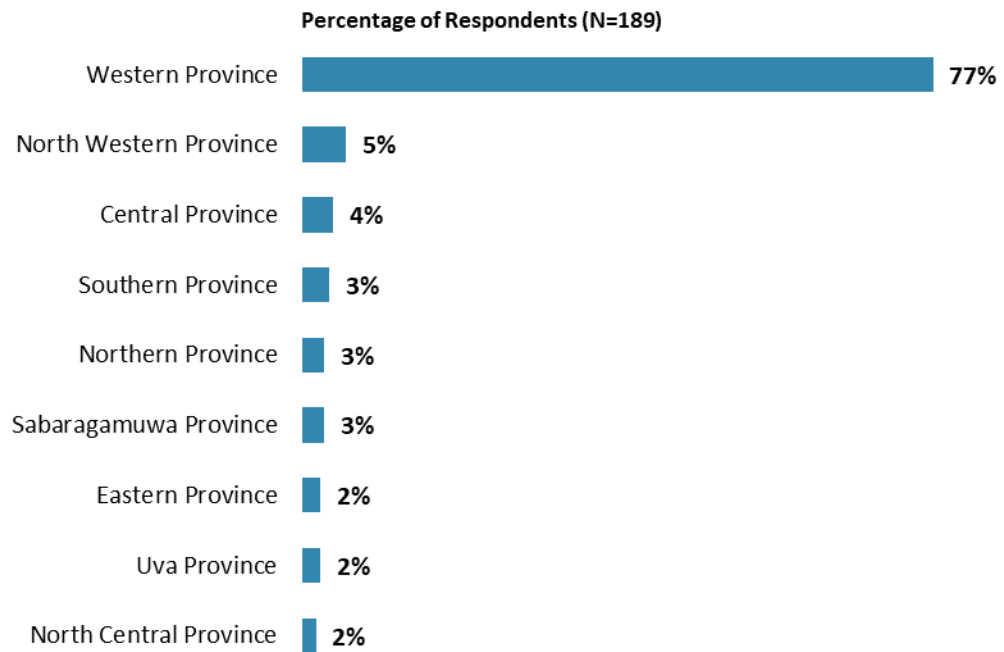


**"Please identify the primary specialization of your work."
(Respondents chose from a list.)**



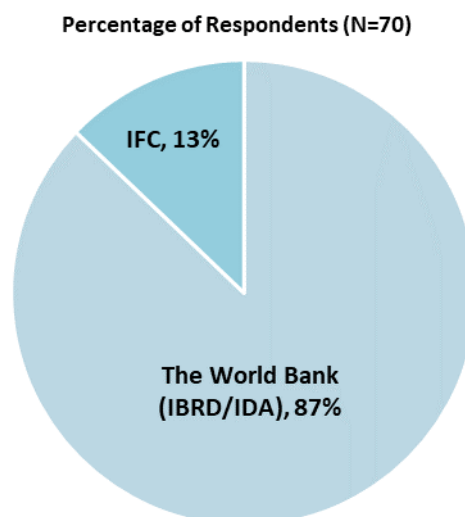
III. Demographics of the Sample (continued)

Geographic Locations



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

Exposure to Agencies within the World Bank Group



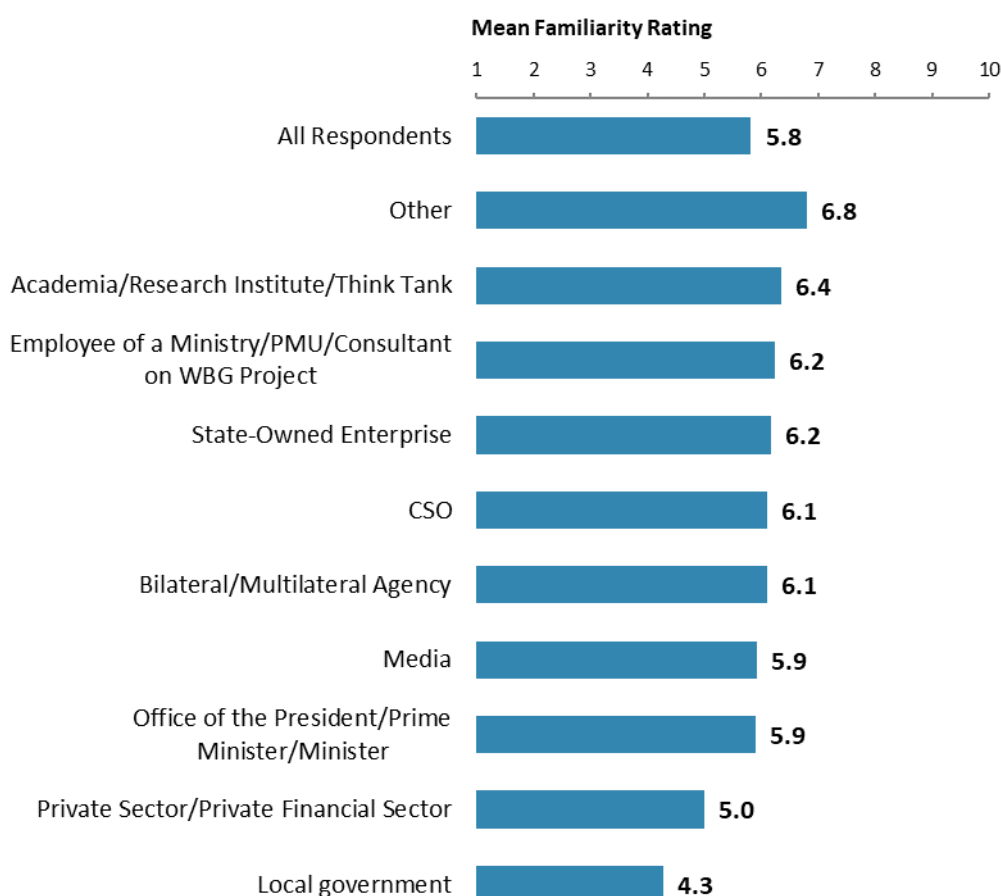
"Which of the following agencies of the World Bank Group do you primarily collaborate/work with in Sri Lanka?" (Respondents chose from a list.)



III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey had significantly higher levels of familiarity with the WBG compared to respondents in the FY'15 Country Survey (weighted mean in FY'19 = 5.8; weighted mean in FY'15 = 5.2)².
- **Impact of familiarity:** Respondents' ratings of familiarity with the WBG were significantly, strongly correlated with their ratings for the WBG's overall effectiveness in Sri Lanka, and significantly, moderately correlated with their agreement that the WBG plays a relevant role in Sri Lanka's development and with their ratings of the extent to which the WBG's work helps to achieve development results in Sri Lanka.



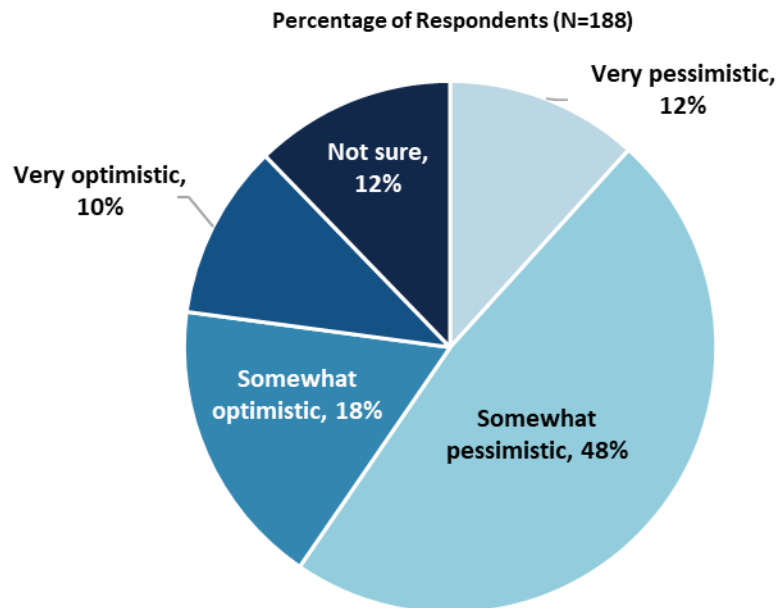
"How familiar are you with the work of the World Bank Group in Sri Lanka?"
(1-"Not familiar at all", 10-"Extremely familiar")

² The means in the chart were calculated based on un-weighted data. Please refer to Appendix D (page 80) for more details on weighting.



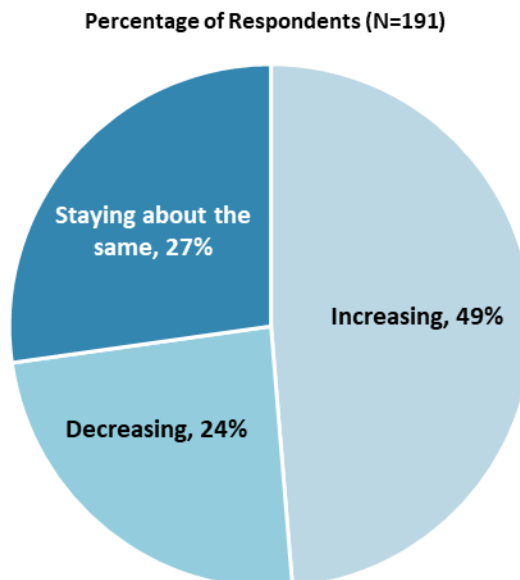
IV. General Issues Facing Sri Lanka

Optimism for the Future of Sri Lanka



"When you think about the future in Sri Lanka, are you ... ?"
(Respondents chose from a list.)

Perceptions of Economic Opportunity

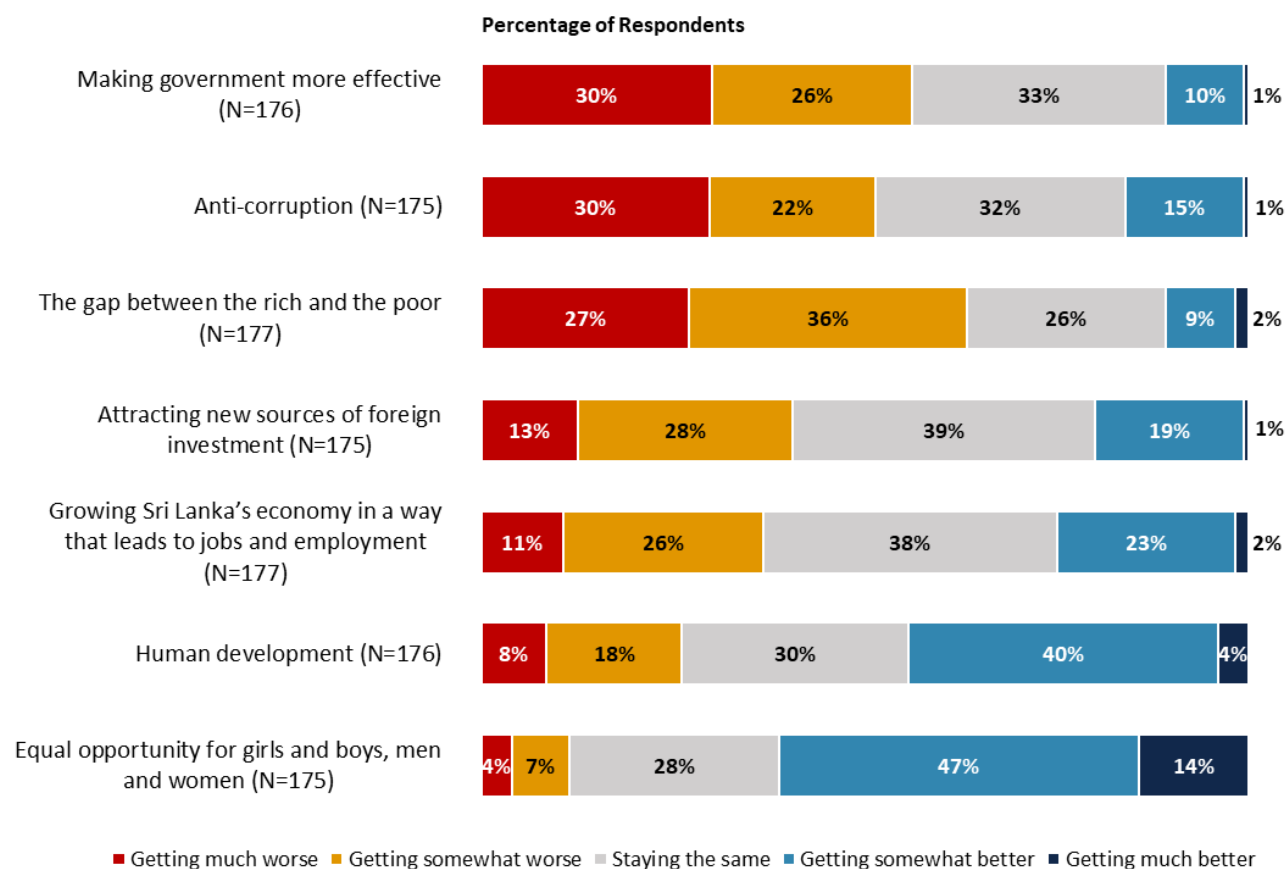


"Do you think that economic opportunity for citizens in Sri Lanka is ... ?"
(Respondents chose from a list.)



IV. General Issues Facing Sri Lanka (continued)

Perceptions of Improvement and Decline in Specific Areas



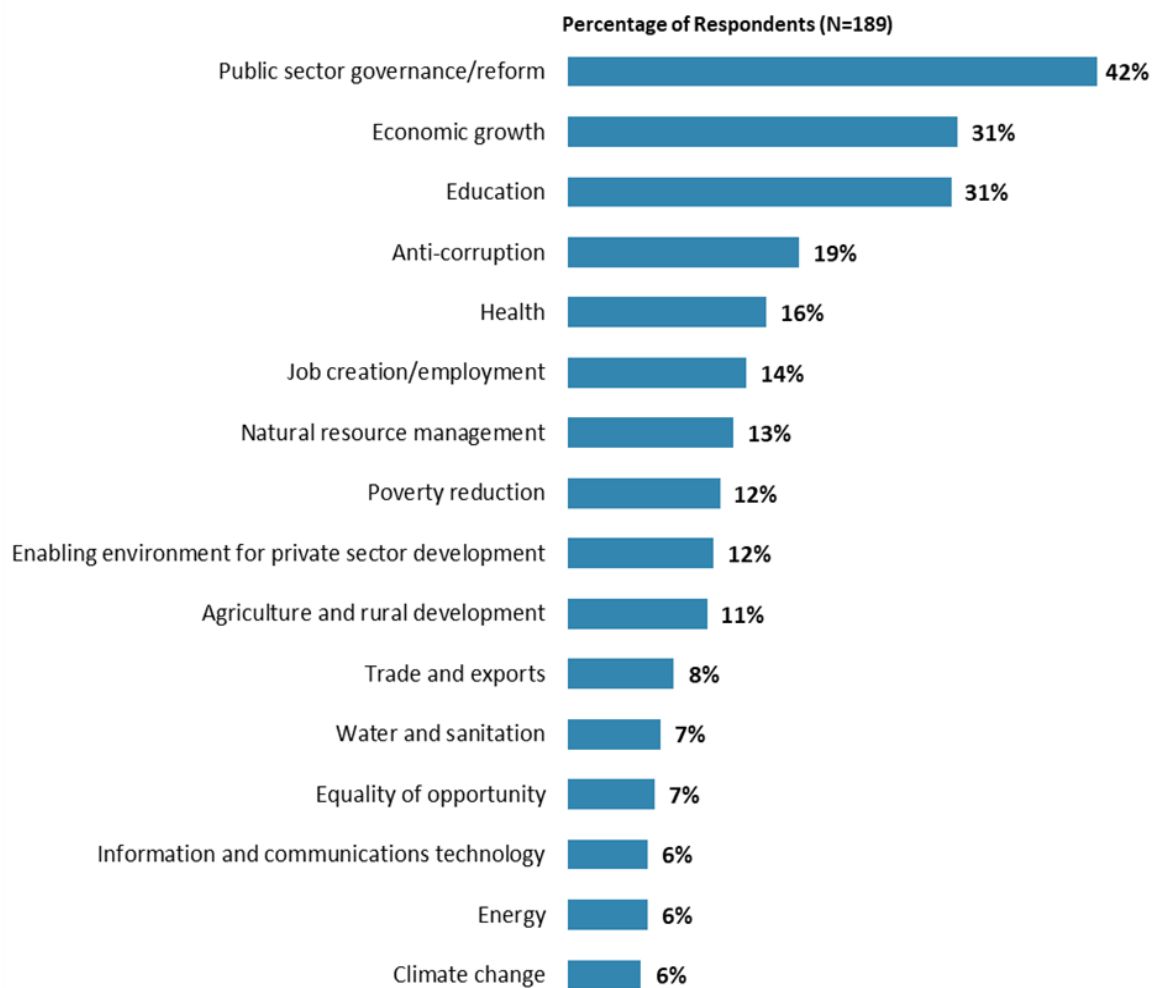
"Please describe the direction Sri Lanka is moving in, when considering ... ?"
(Respondents chose from a list.)



IV. General Issues Facing Sri Lanka (continued)

Development Priority

- **Year comparison:** Respondents in the previous FY'15 Country Survey indicated that the most important development priorities in Sri Lanka were “*public sector governance/reform*” (45%), “*education*” (33%), “*poverty reduction*” (24%), “*economic growth*” (21%), and “*anti-corruption*” (20%).
- **Specialization:** Respondents who identified their primary specialization of work as “*education*” (11% of the sample) were significantly *more* likely to indicate that “*education*” was the most important development priority in Sri Lanka, compared to the rest of respondents in other areas of work (education specialists = 70%; others = 26%).³



"Listed below are a number of development priorities in Sri Lanka. Please identify which of the following you consider the most important development priorities in Sri Lanka. (Choose no more than THREE)"
(Respondents chose from a list. Responses combined. Top 16 of 28 response options shown)

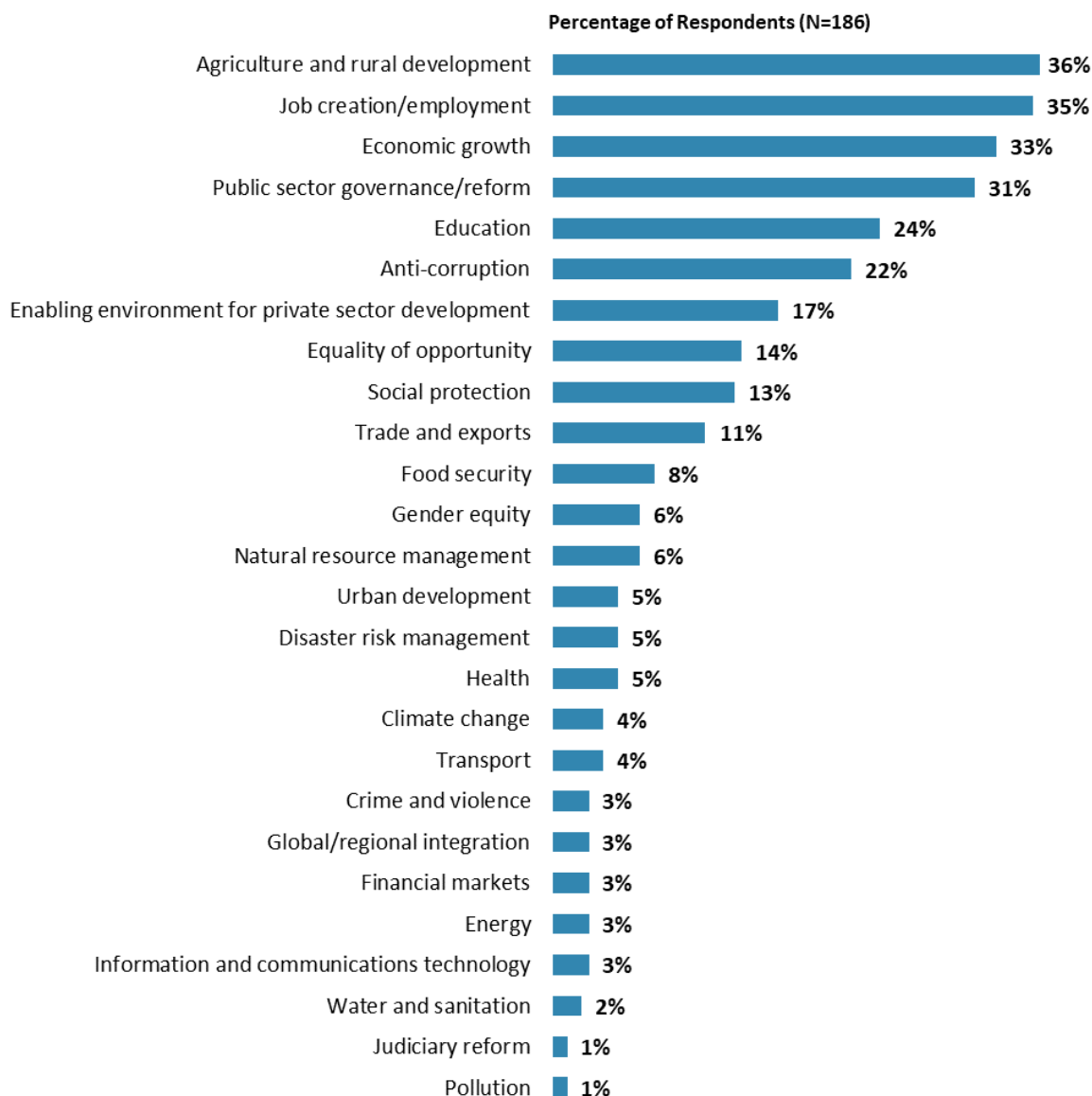
³ When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question H2 in Appendix F), analyses are done to see these respondents' views about the development priorities in the country.



IV. General Issues Facing Sri Lanka (continued)

What Would Contribute Most to Reducing Poverty

- **Year comparison:** Respondents in the previous FY'15 Country Survey indicated that the biggest contributors to poverty reduction in Sri Lanka were “*rural development*” (49%), “*job creation/employment*” (42%), “*economic growth*” (36%), and “*education*” (30%).
- The percentage of respondents who selected “*public sector governance/reform*” as contributing the most to poverty reduction in Sri Lanka has increased from 13% in 2015 to 31% in 2019.



"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 Sri Lanka?"

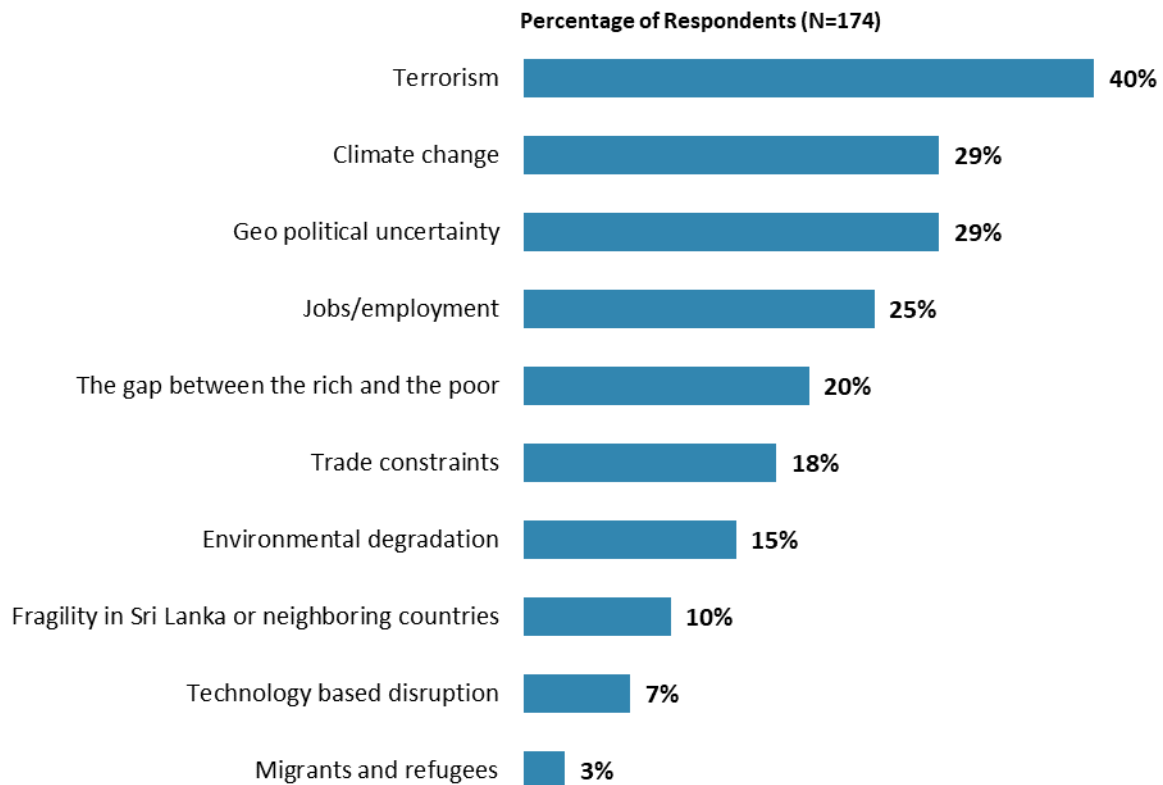
(Choose no more than THREE)"

(Respondents chose from a list. Responses combined.)



IV. General Issues Facing Sri Lanka (continued)

The Impact of Global Challenges on Sri Lanka

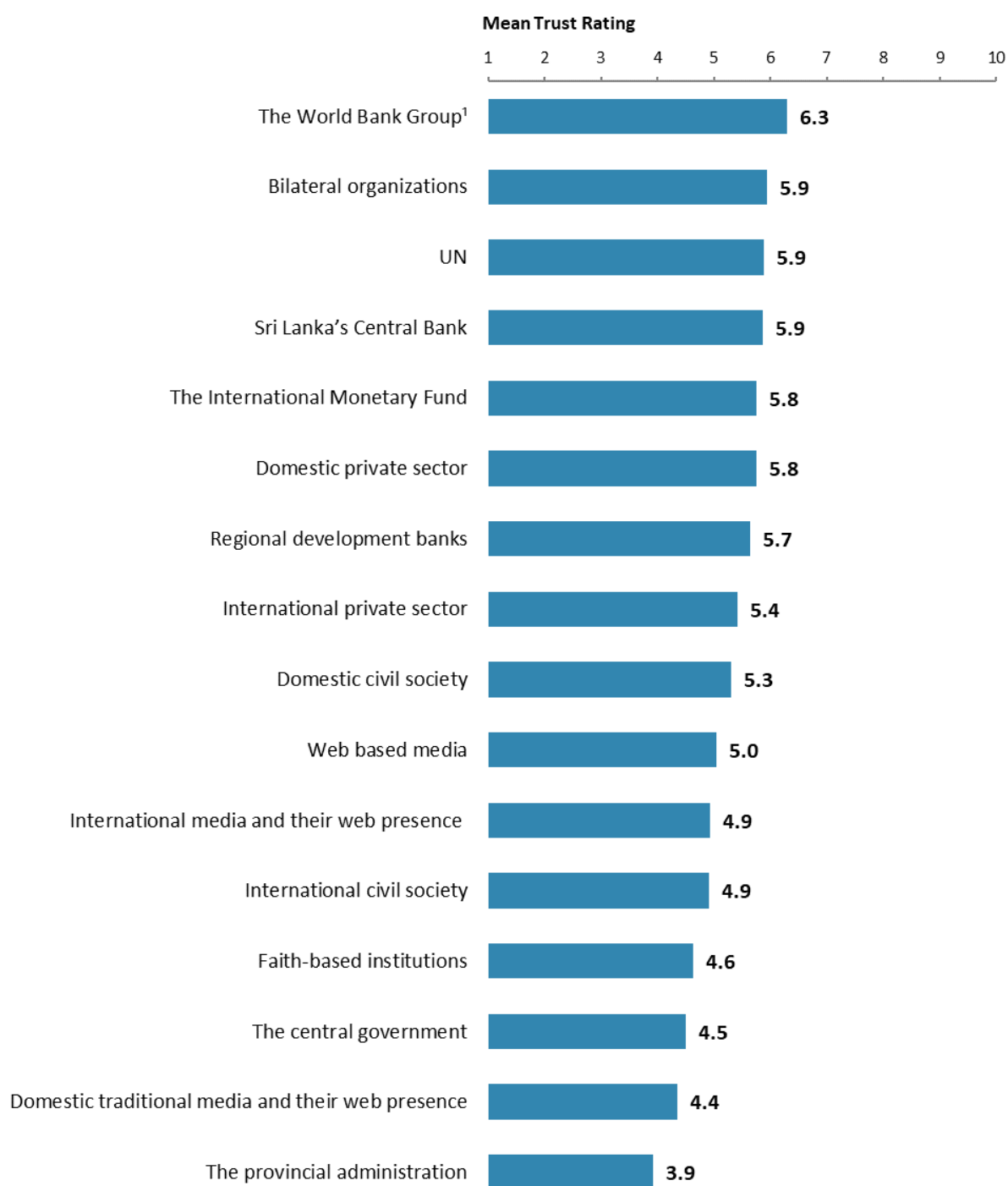


"Listed below are global challenges. Which do you think have the most serious impact on Sri Lanka? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



IV. General Issues Facing Sri Lanka (continued)

Trust in Institutions



"To what extent do you trust each of the following groups to do what is right?"

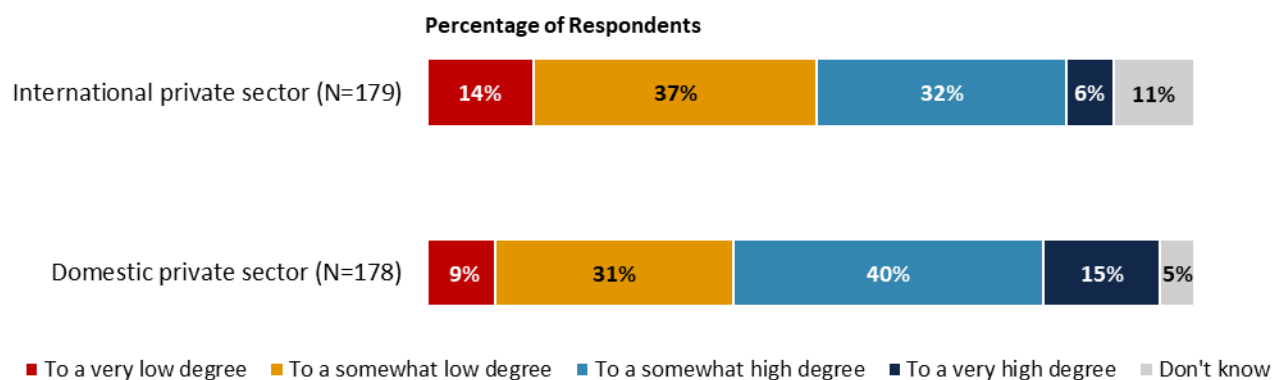
(1-"To no degree at all ", 10-"To a very significant degree")

¹Indicator Question



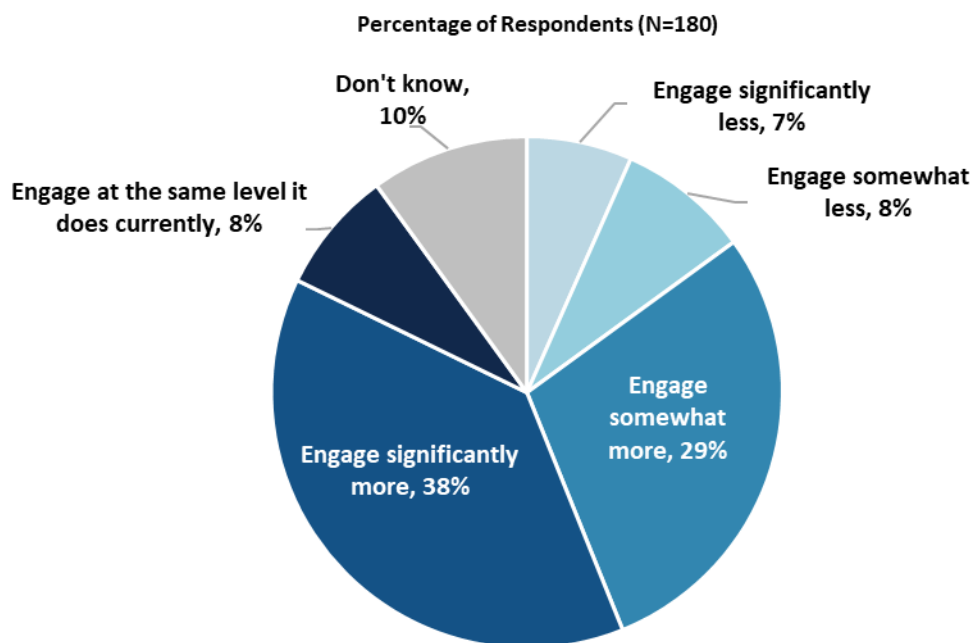
IV. General Issues Facing Sri Lanka (continued)

Trust in the Private Sector



"To what extent do you trust _____ to engage in public service delivery in Sri Lanka?"
(Respondents chose from a list.)

Civil Society Engagement

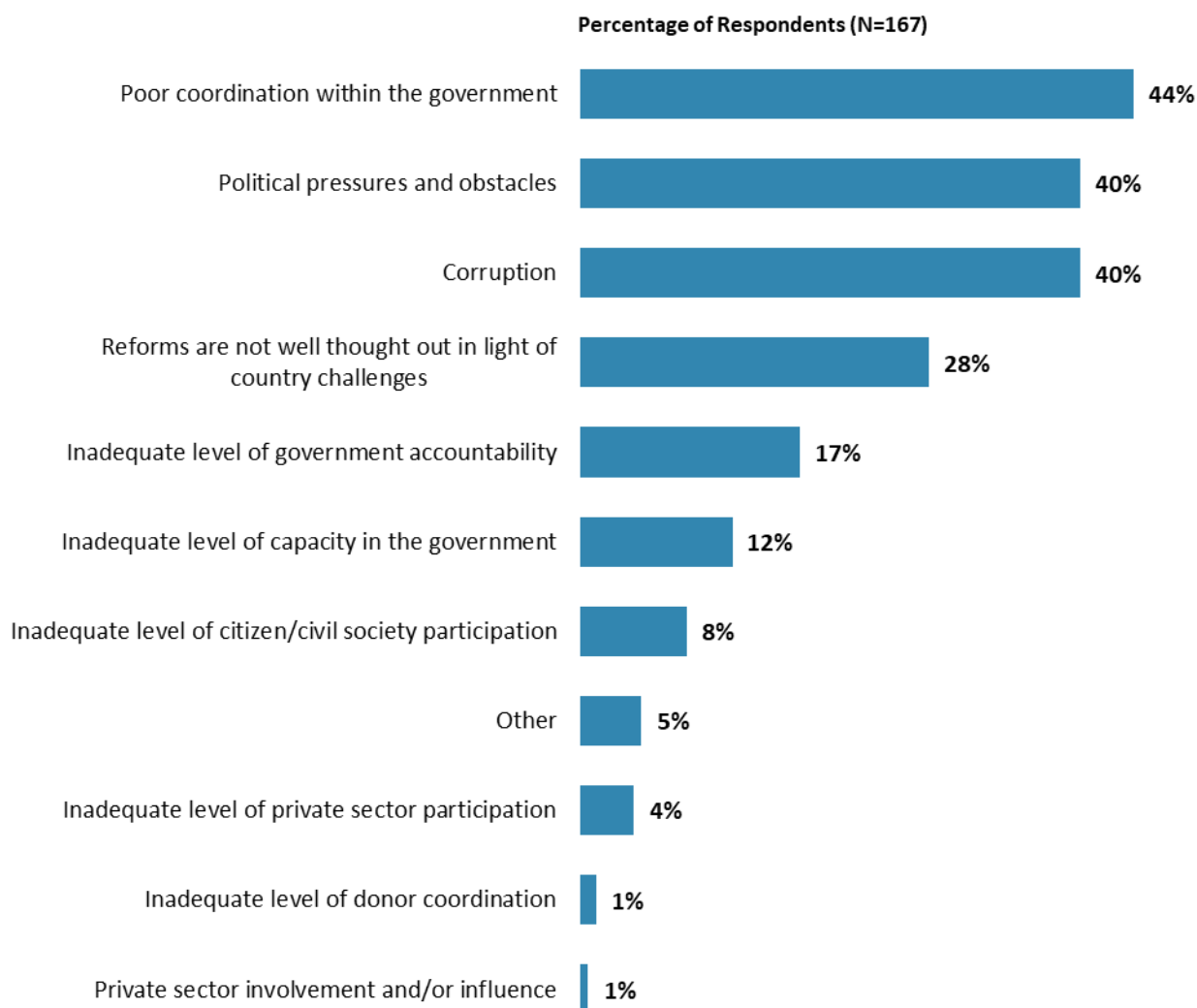


"When thinking about development efforts in Sri Lanka, do you think that civil society (e.g., non-governmental organizations, community-based organizations) should ... ?"
(Respondents chose from a list.)



IV. General Issues Facing Sri Lanka (continued)

Attributions for Slow/Failed Reform Efforts

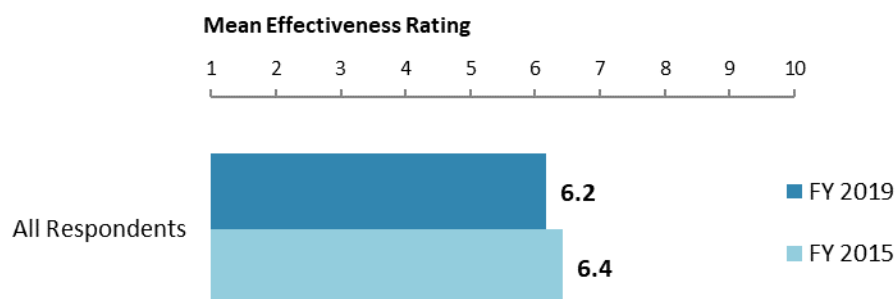


"When economic and/or social reform efforts fail or are slow to take place in Sri Lanka, which of the following would you attribute this to? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



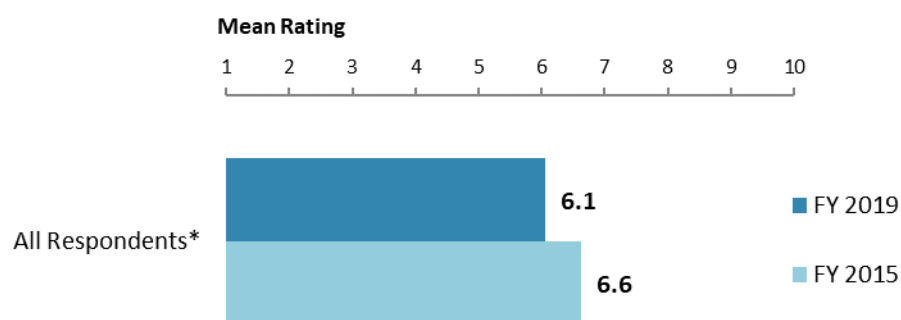
V. Overall Attitudes toward the World Bank Group

The World Bank Group's Overall Effectiveness⁴ (*Indicator Question*)



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

Achieving Development Results (*Indicator Question*)



"To what extent does the World Bank Group's work help to achieve development results in Sri Lanka?" (1-"To no degree at all", 10-"To a very significant degree")
(*Significantly different between FY 2019 and FY 2015)

⁴ Means in the charts on this page were calculated based on weighted data.



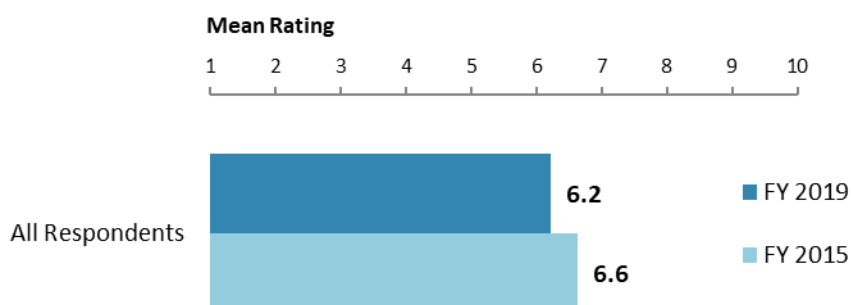
V. Overall Attitudes toward the World Bank Group (continued)

Influence on Sri Lanka's Development Agenda (*Indicator Question*)



"To what extent does the World Bank Group influence the development agenda in Sri Lanka?" (1-"To no degree at all", 10-"To a very significant degree")

WBG Staff Preparedness⁵



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

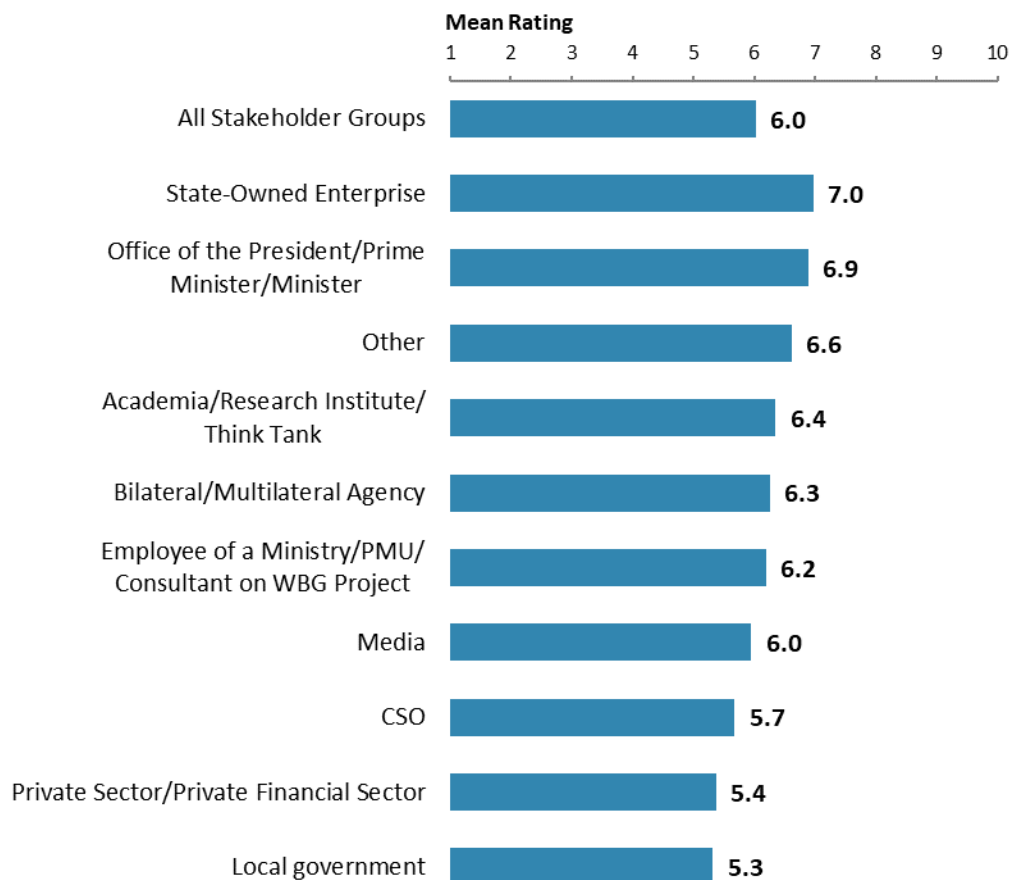
⁵ Means presented in this chart were calculated based on weighted data.



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

Overall Ratings for Indicator Questions by Stakeholder Groups

- **Stakeholder groups:** Respondents from state-owned enterprises had the highest mean ratings for the aggregated responses to the twenty-eight COS indicator questions, whereas respondents from local government had significantly lower mean ratings. Responses for individual indicator questions by stakeholder groups can be found in Appendix B (page 58).
- **Collaboration:** Respondents who collaborate with the WBG had significantly higher mean ratings for the aggregated responses to the twenty-eight COS indicator questions (mean rating = 6.3) compared to respondents who do not collaborate with the WBG (mean rating = 5.8). Responses for individual indicator questions by exposure to the WBG can be found in Appendix F (page 86).



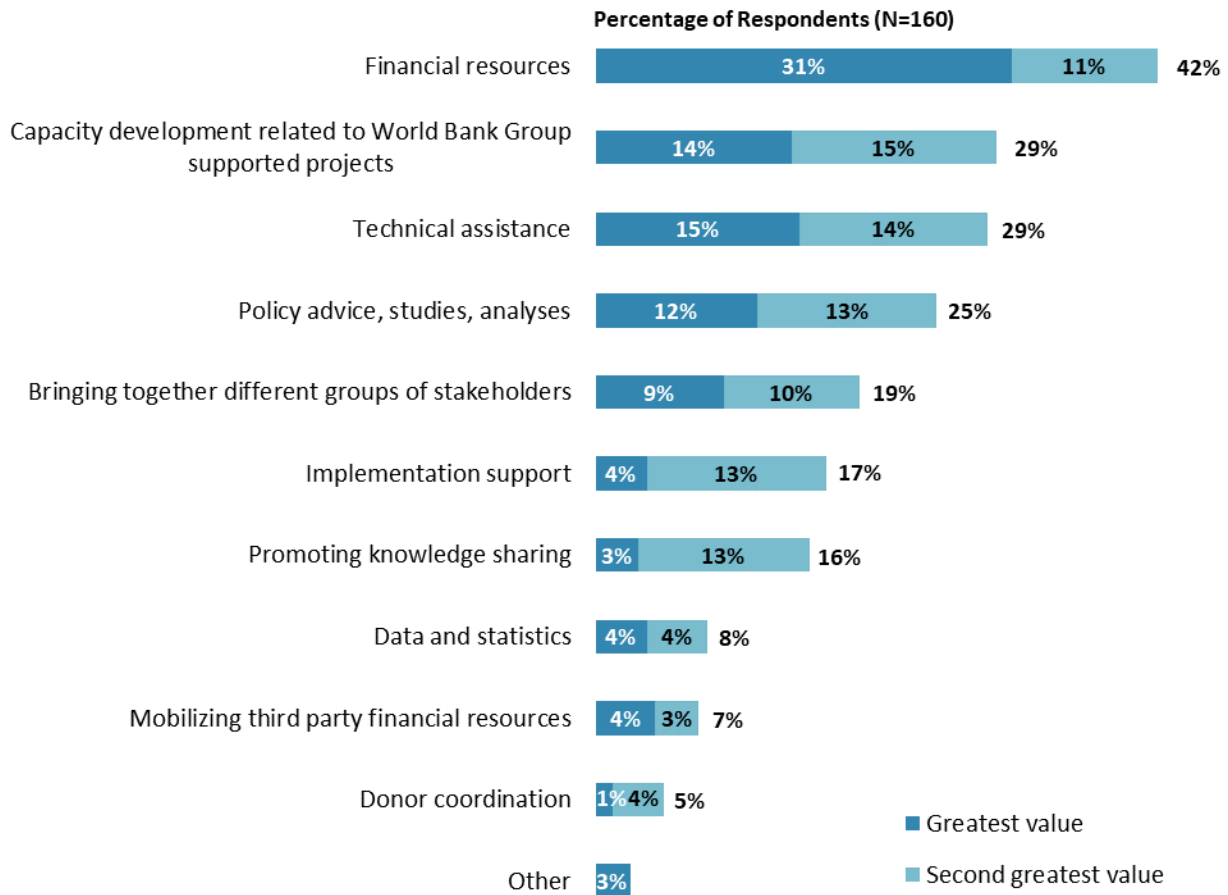
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



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

Greatest Value

- **Year comparison:** Respondents in the previous FY'15 Country Survey indicated that the WBG's greatest value to Sri Lanka was its "*financial resources*" (59%).



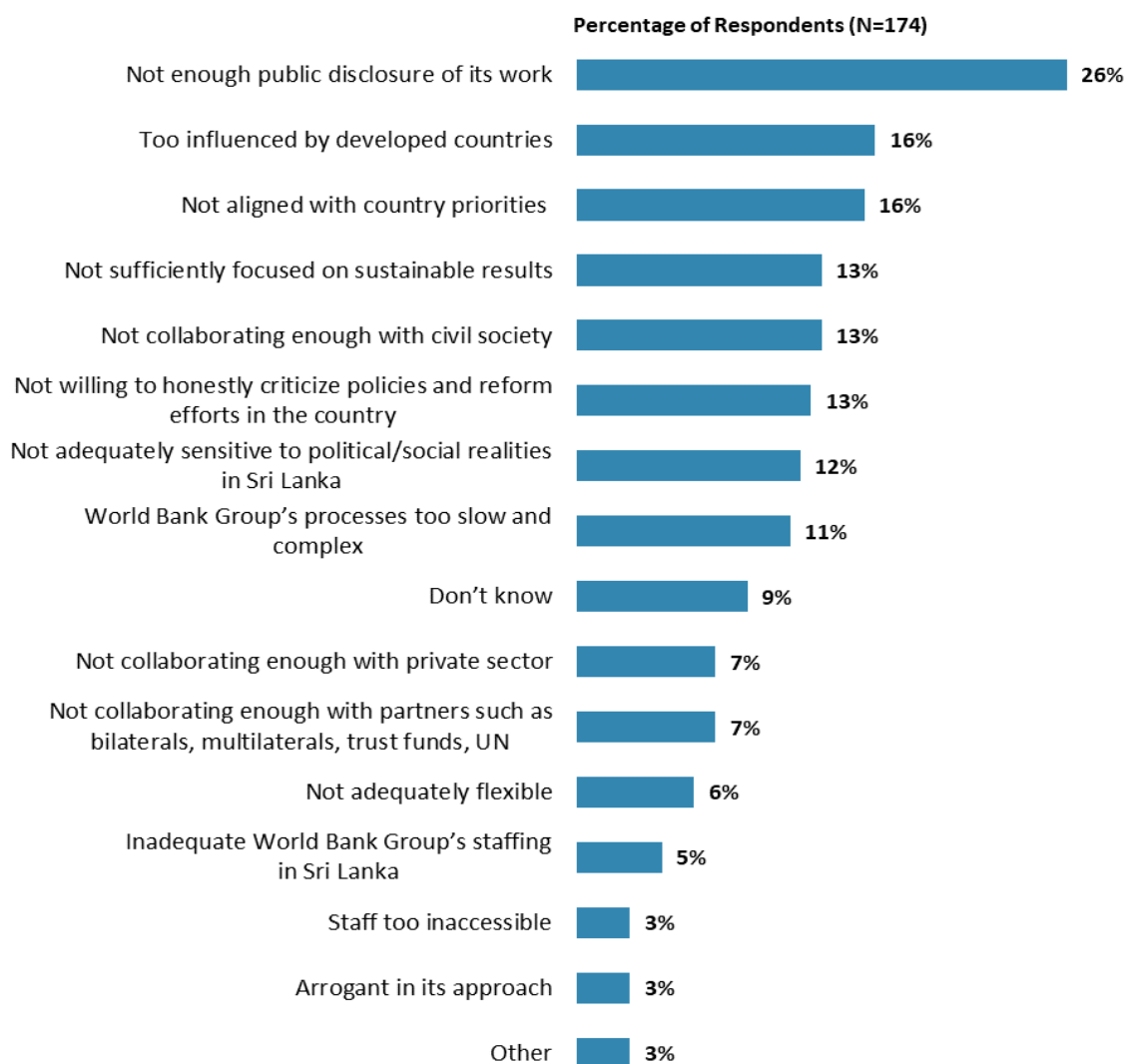
"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Sri Lanka?"
(Respondents chose from a list.)



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

Greatest Weakness

- **Year comparison:** Respondents in the previous FY'15 Country Survey indicated that the WBG's greatest weaknesses in its work in Sri Lanka were "*not collaborating enough with stakeholders outside the Government*" (20%) and "*not enough public disclosure of its work*" (20%).
- **Impact of familiarity:** Respondents who had higher level of familiarity⁶ with the work of the WBG indicated that the WBG's greatest weaknesses were "*not enough public disclosure of its work*" (20%), "*WBG's processes too slow and complex*" (17%), and "*not willing to honestly criticize policies and reform efforts in the country*" (16%).



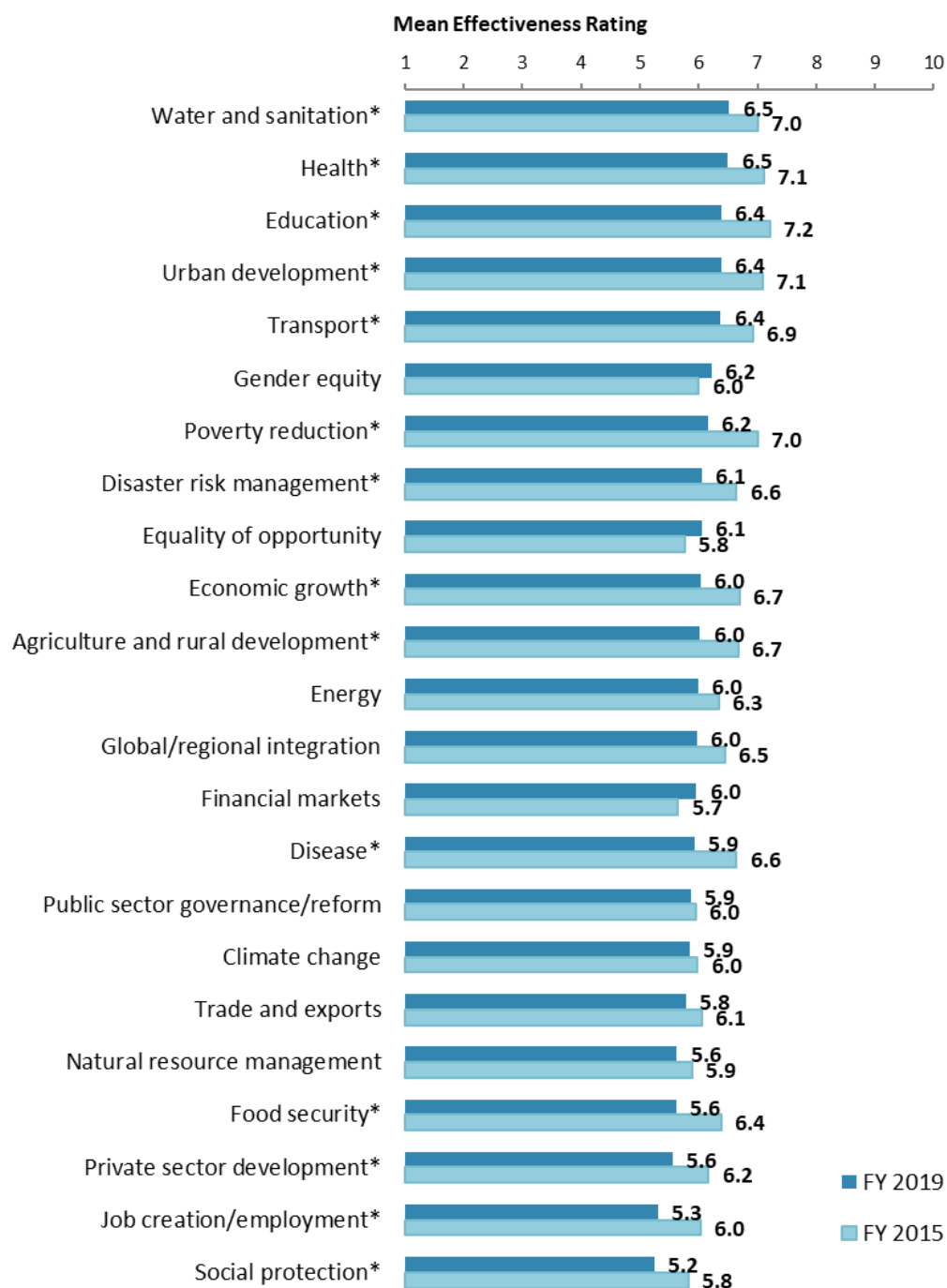
"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Sri Lanka? (Choose no more than TWO)"

⁶ This category includes respondents who reported their level of familiarity with the work of the WBG in Sri Lanka as 5 and higher on a 10-point scale in question B1.



VI. Sectoral Effectiveness

Effectiveness of WBG's Support in Sectoral Areas: Year Comparison⁷



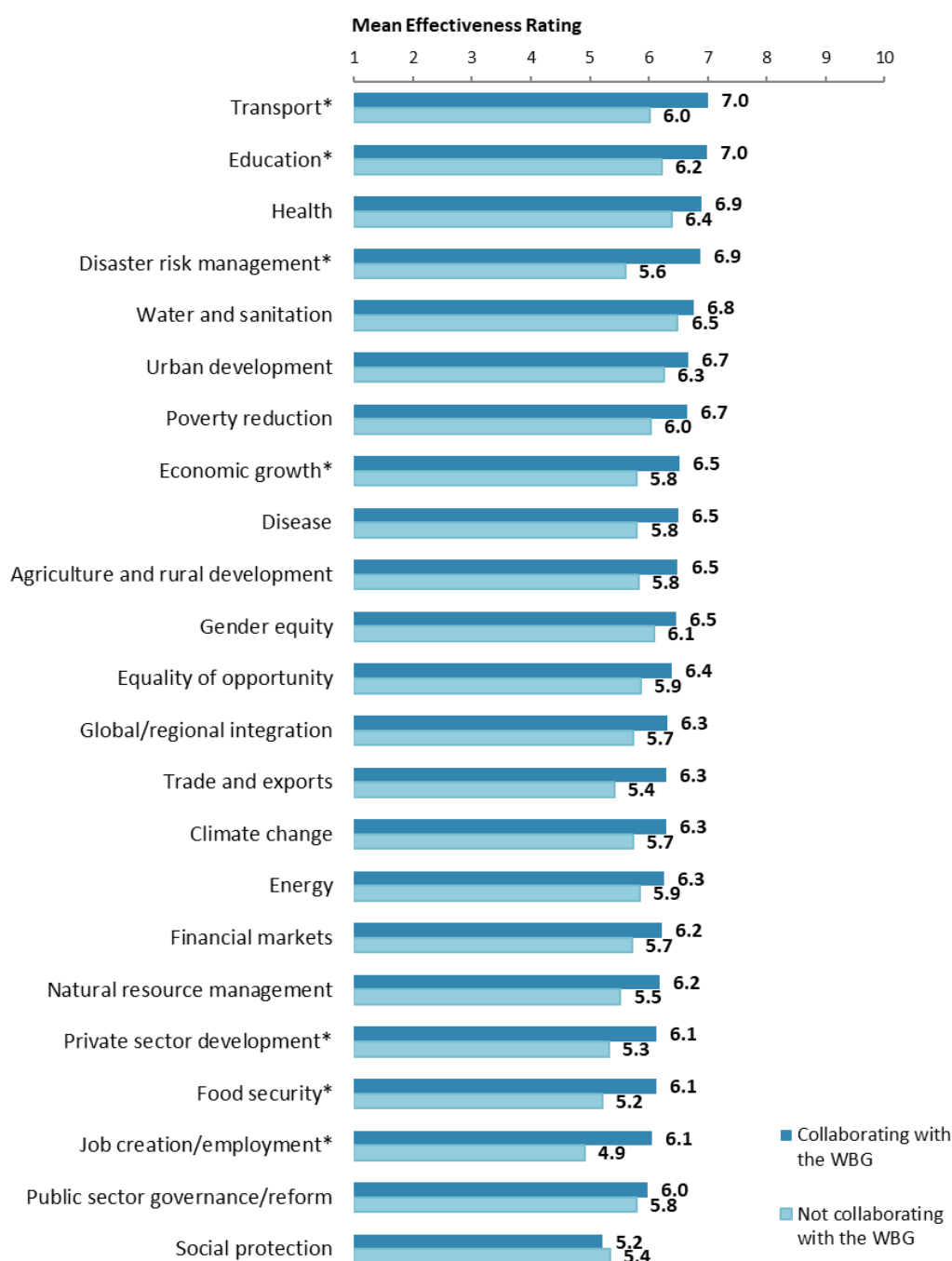
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Sri Lanka?" (1-"Not effective at all", 10-"Very effective")
*(*Significantly different between FY 2019 and FY 2015)*

⁷ Means presented in this chart were calculated based on weighted data. See Appendix D for details.



VI. Sectoral Effectiveness (continued)

Effectiveness of WBG's Support in Sectoral Areas: Collaboration⁸



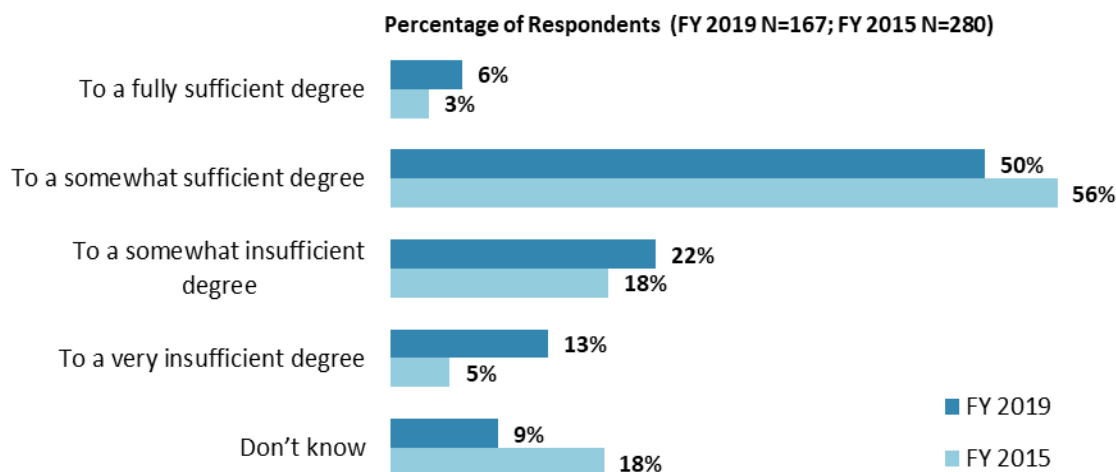
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Sri Lanka?" (1-"Not effective at all", 10-"Very effective")
*(*Significantly different between collaborators and non-collaborators)*

⁸ Note in the Appendix on the sectoral effectiveness (Appendix A, page 43) 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.



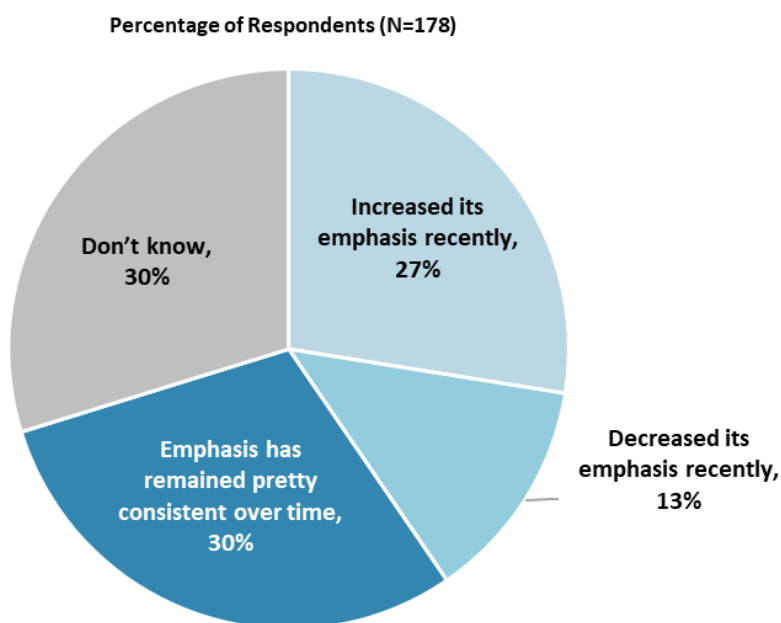
VI. Sectoral Effectiveness (continued)

Helping the Poorest⁹



"To what extent do you believe that the World Bank Group's work and support help the poorest in Sri Lanka?" (Respondents chose from a list.)

The WBG's Human Capital Investment



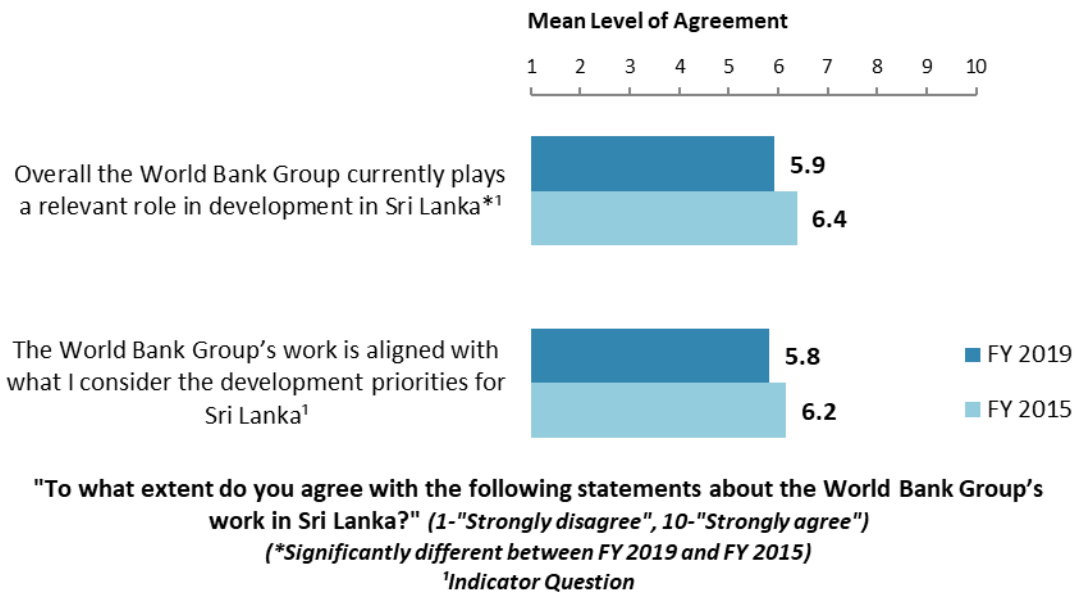
"From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?" (Respondents chose from a list.)

⁹ Percentages presented in this chart were calculated based on weighted data.

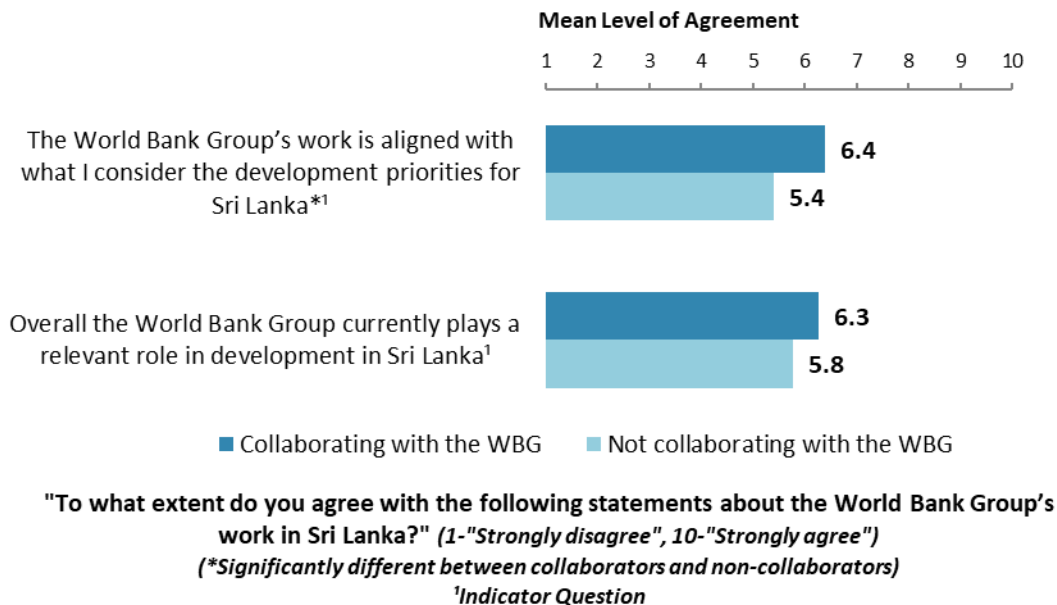


VII. How the World Bank Group Operates

The World Bank Group's Work in Sri Lanka: Year Comparison¹⁰



The World Bank Group's Work in Sri Lanka: Collaboration

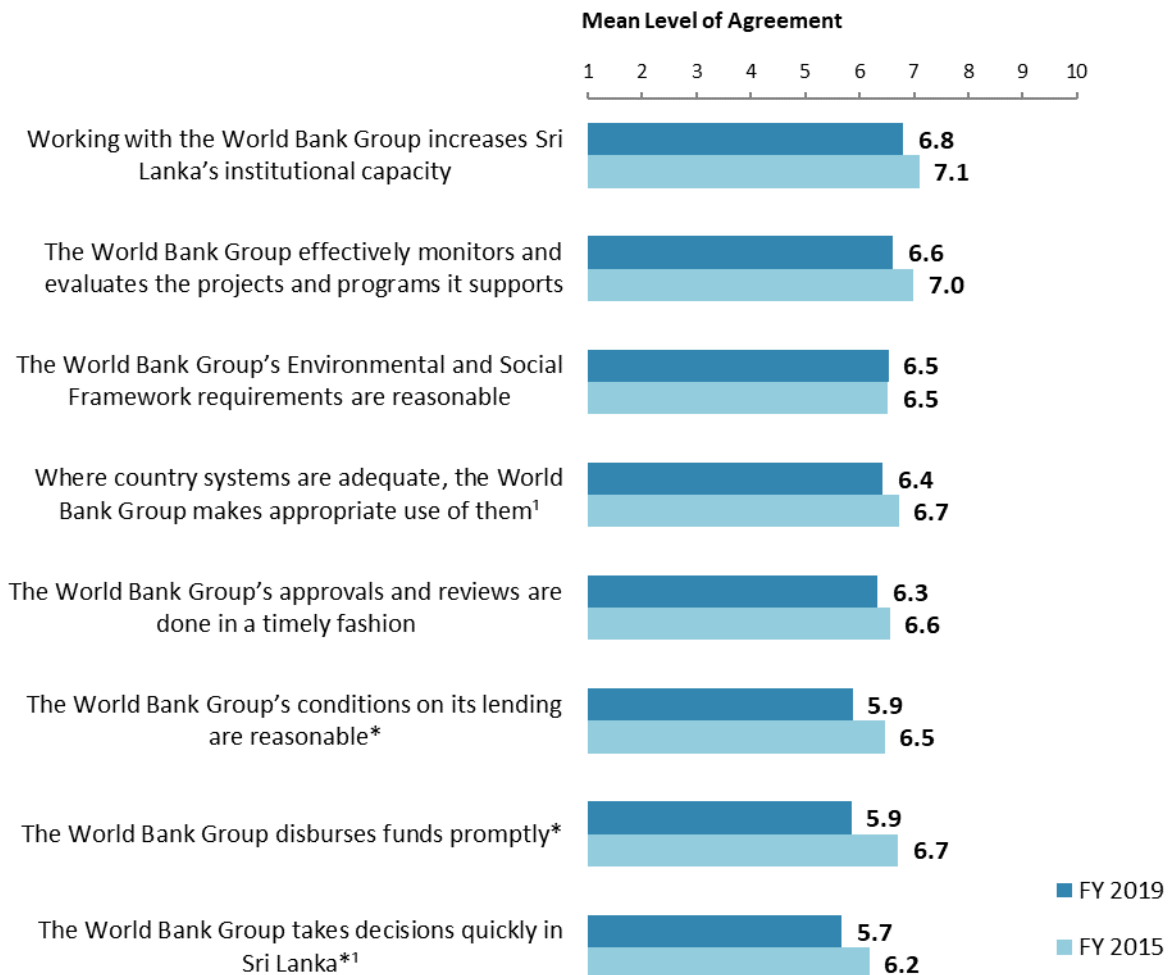


¹⁰ Means in this chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Year Comparison¹¹



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

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

(*Significantly different between FY 2019 and FY 2015)

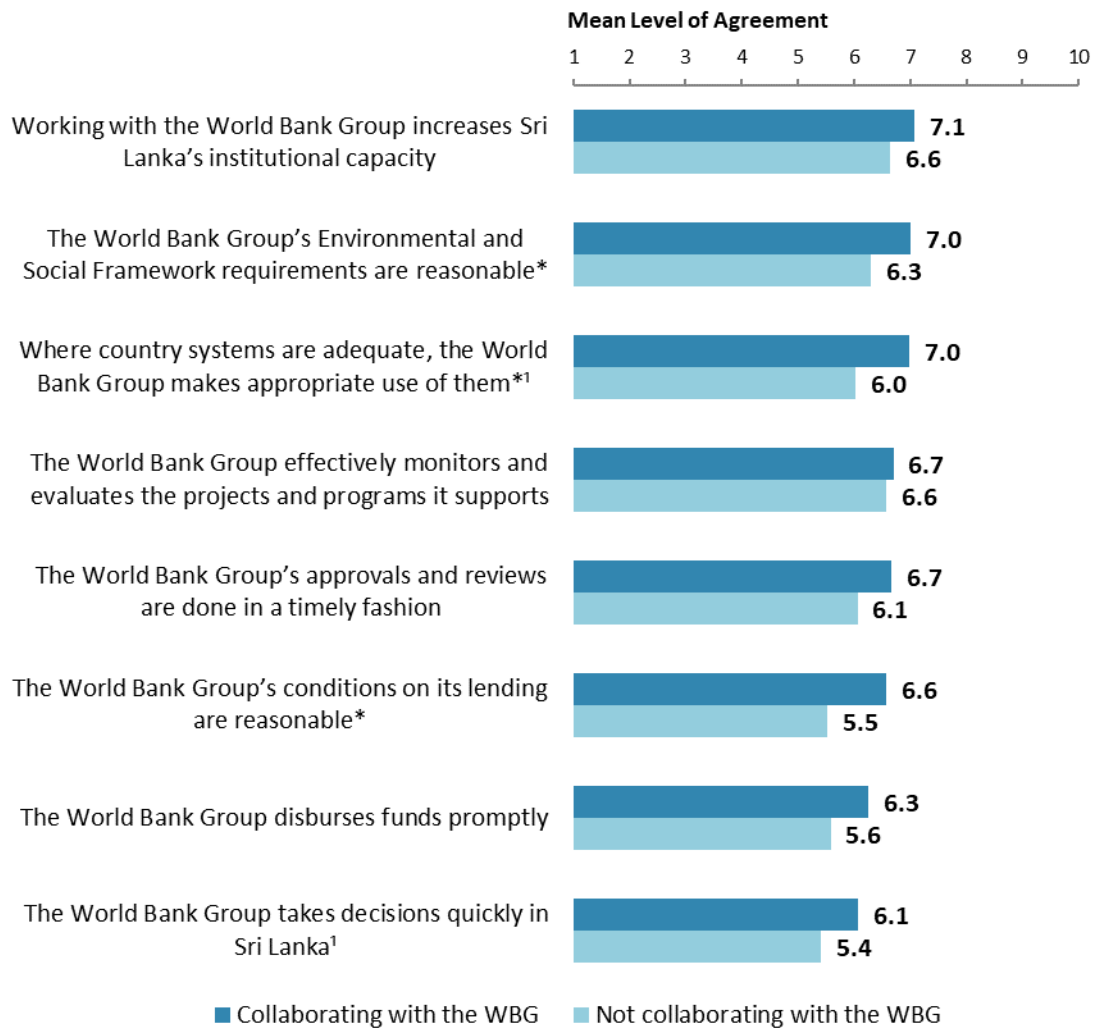
¹Indicator Question

¹¹ Means in this 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)

¹Indicator Question



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Year Comparison¹²



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

(*Significantly different between FY 2019 and FY 2015)

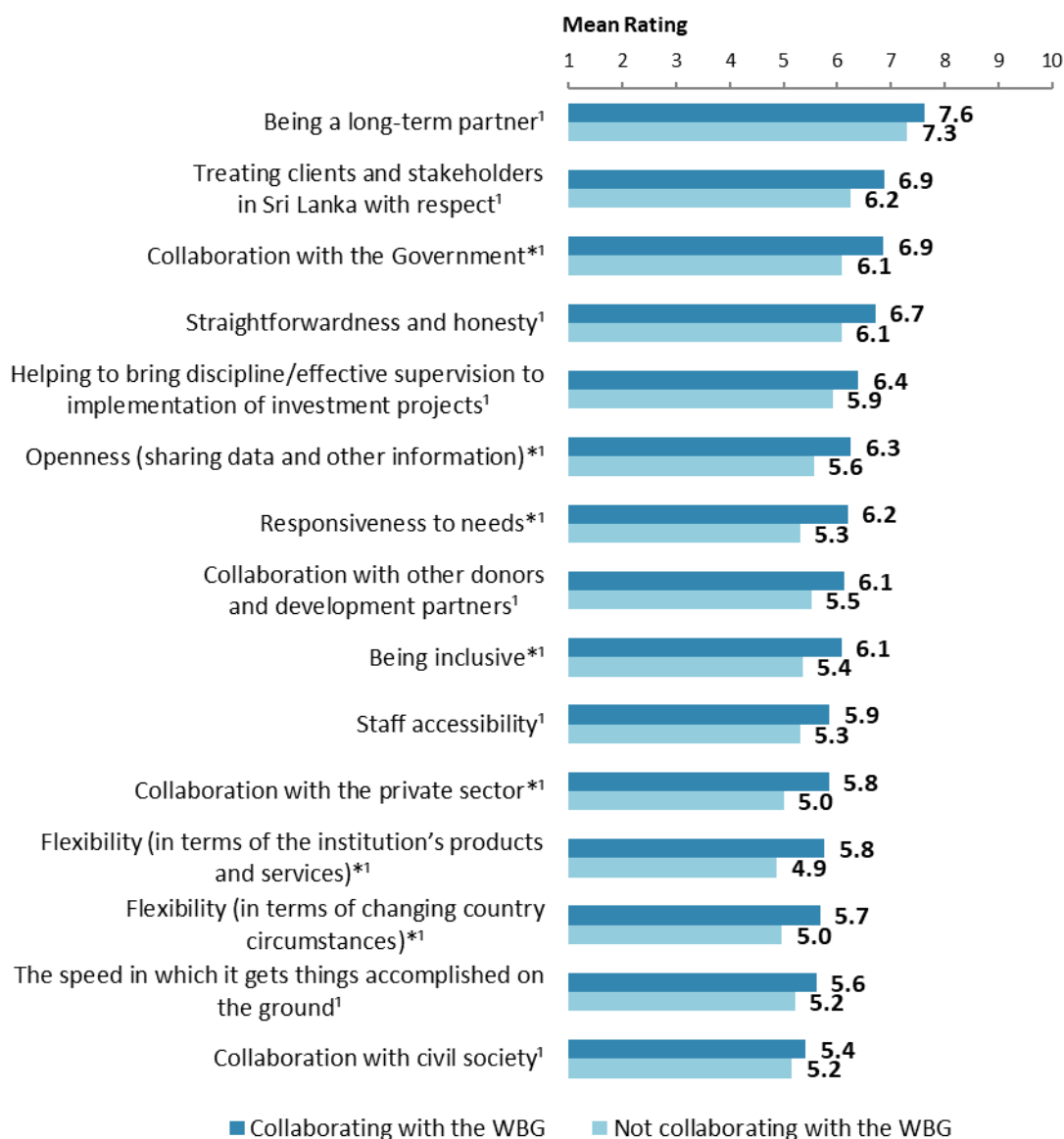
¹Indicator Question

¹² 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 Sri Lanka, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")

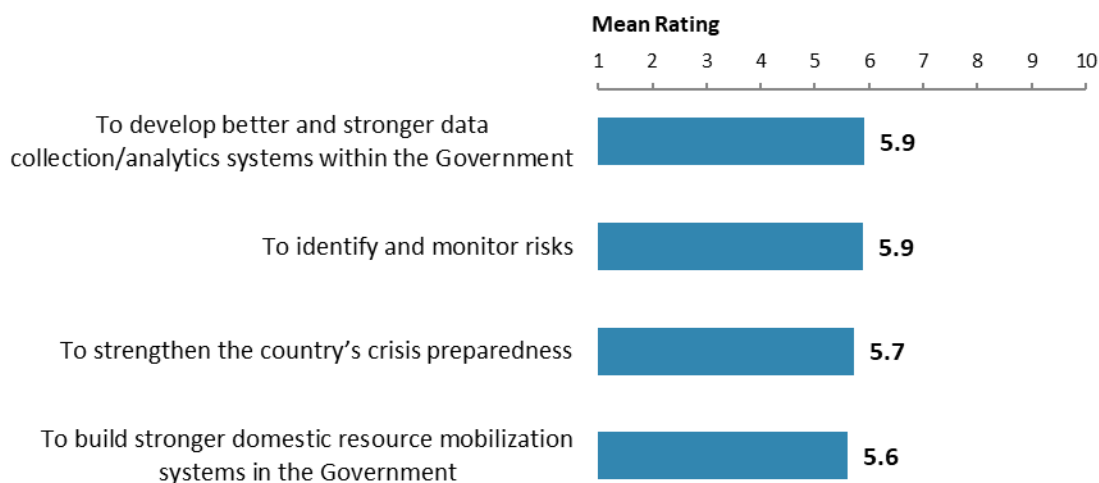
(*Significantly different between collaborators and non-collaborators)

¹Indicator Question



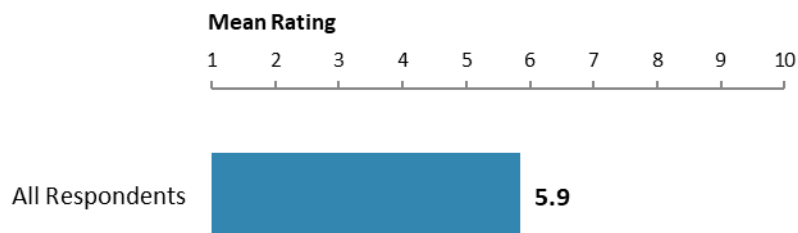
VII. How the World Bank Group Operates (continued)

Effectiveness of WBG's Support



"How effectively does the World Bank Group support Sri Lanka's efforts ... ?"
(1 - "Not effectively at all", 10 - "Very effectively")

Effectiveness of WBG's Support for Management of Crisis Related Risks

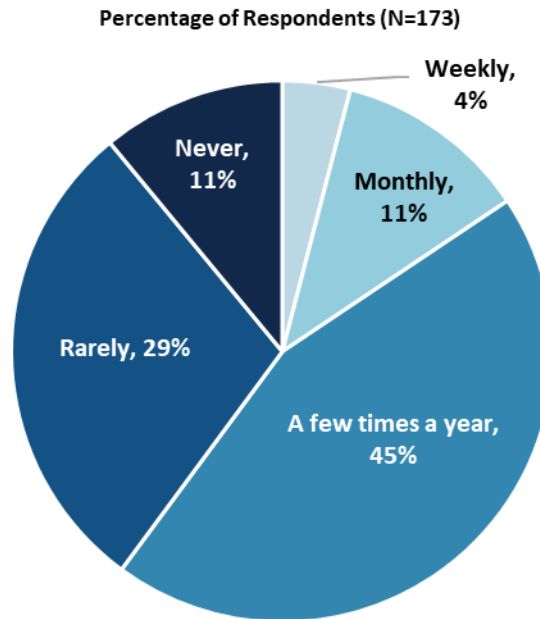


"How effectively does the World Bank Group's SCD and CPF activities support Sri Lanka's efforts to manage crisis related risks?"
(1-"To no degree at all", 10-"To a very significant degree")



VIII. World Bank Group's Knowledge and Instruments

Frequency of Consulting WBG Knowledge Work and Activities

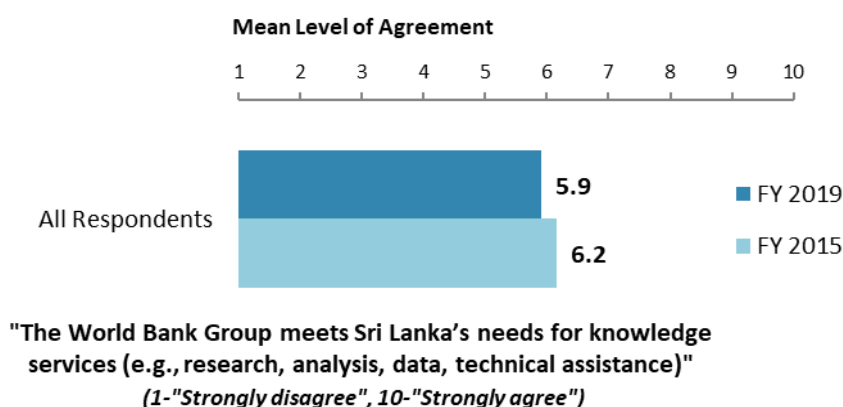


"How frequently do you consult World Bank Group's knowledge work and activities in the work you do?" (Respondents chose from a list.)

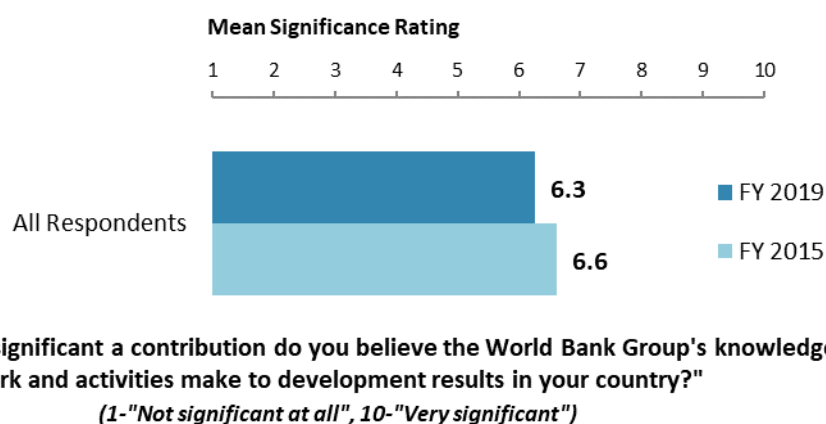


VIII. World Bank Group's Knowledge and Instruments (continued)

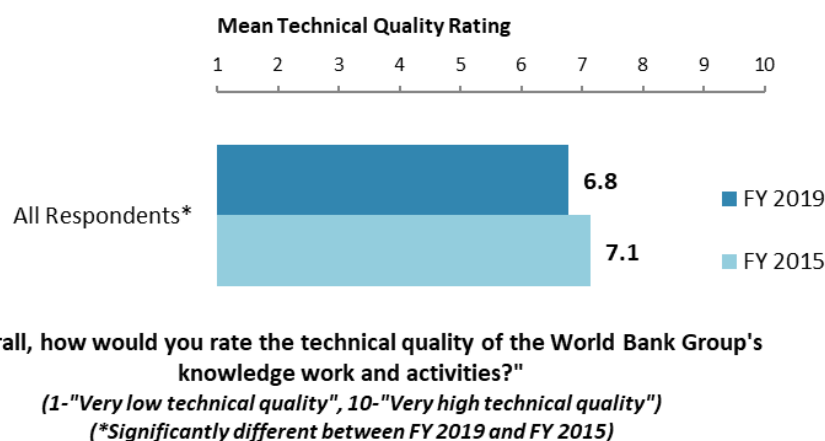
Meeting Sri Lanka's Knowledge Needs¹³ (Indicator Question)



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



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

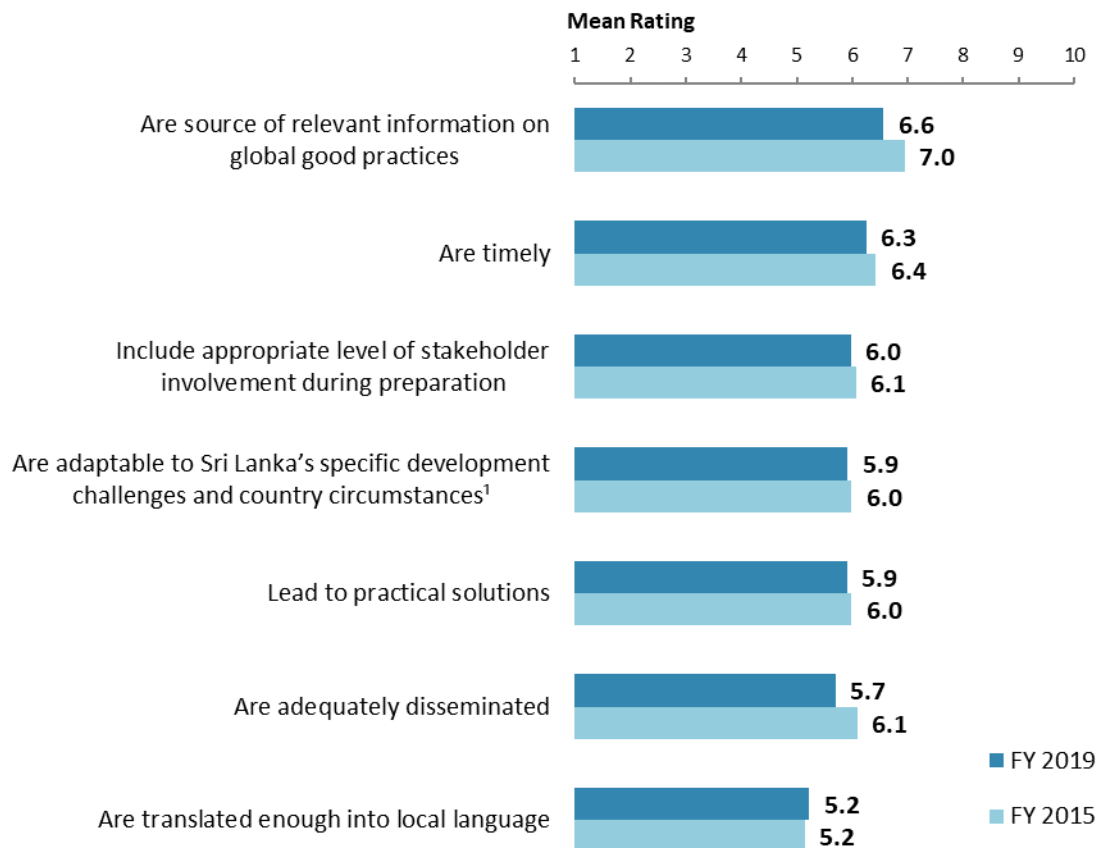


¹³ Means in the charts on this page were calculated based on weighted data.



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

Qualities of the WBG's Knowledge Work and Activities¹⁴



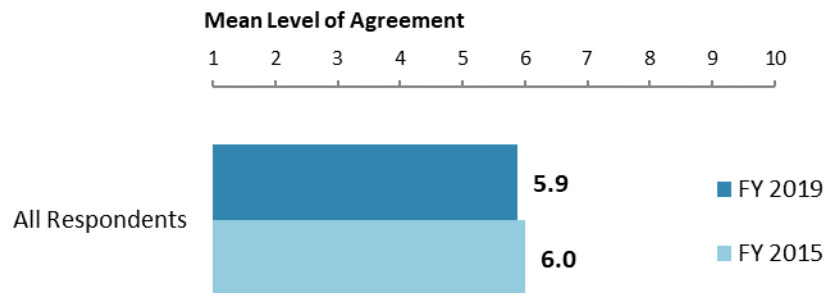
"In Sri Lanka, to what extent do you believe that the World Bank Group's knowledge work and activities:" (1-"To no degree at all", 10-"To a very significant degree")
'Indicator Question

¹⁴ Means in this chart were calculated based on weighted data.



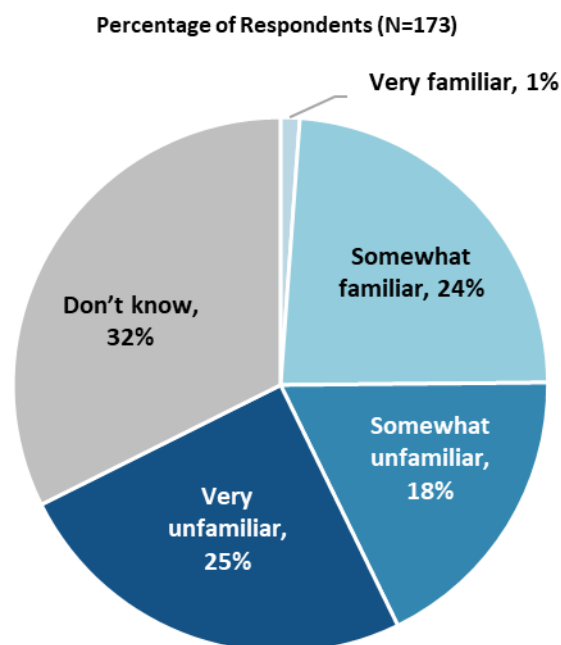
VIII. World Bank Group's Knowledge and Instruments (continued)

Meeting Sri Lanka's Needs for Financial Instruments¹⁵ (Indicator Question)



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

Familiarity with WBG's New Financial Instruments



"As part of IDA18, the World Bank Group has expanded (or developed) a number of financial instruments to respond to challenges in IDA countries. These include the Crisis Response Window (CRW), Pandemic Emergency Finance Facility (PEF), Catastrophe Deferred Draw Down Option (CAT-DDO), and the Private Sector Window (PSW). In general, how familiar are you with these new or expanded financial instruments in Sri Lanka?" (Respondents chose from a list.)

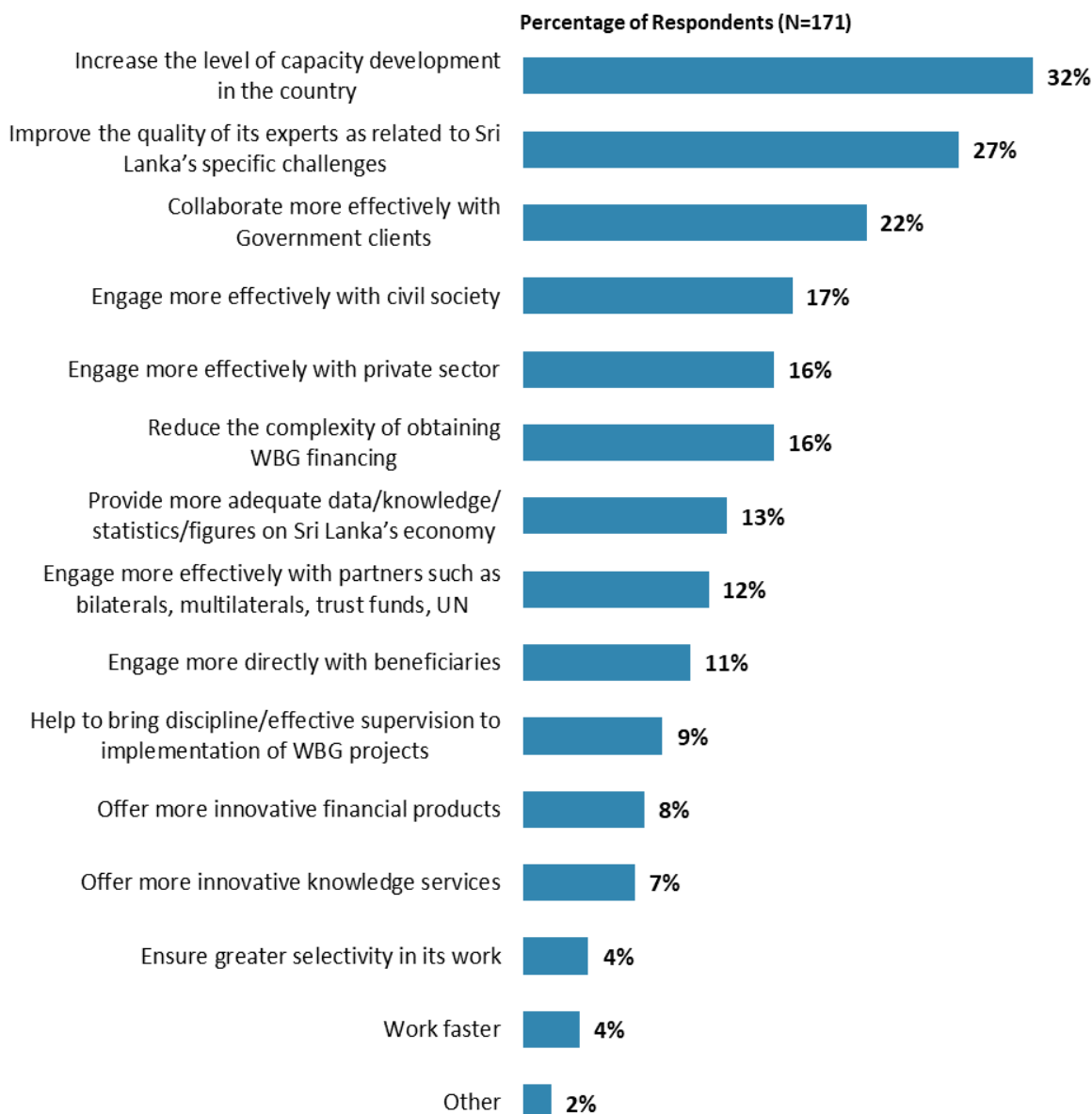
¹⁵ Means in this chart were calculated based on weighted data.



IX. The Future Role of the WBG in Sri Lanka

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'15 Country Survey indicated that the WBG should “*increase the level of capacity development in the country*” (34%), “*reach out more to groups outside of Government*” (28%), and “*improve the quality of its experts as related to Sri Lanka’s specific challenges*” (28%) to make itself of greater value in Sri Lanka.



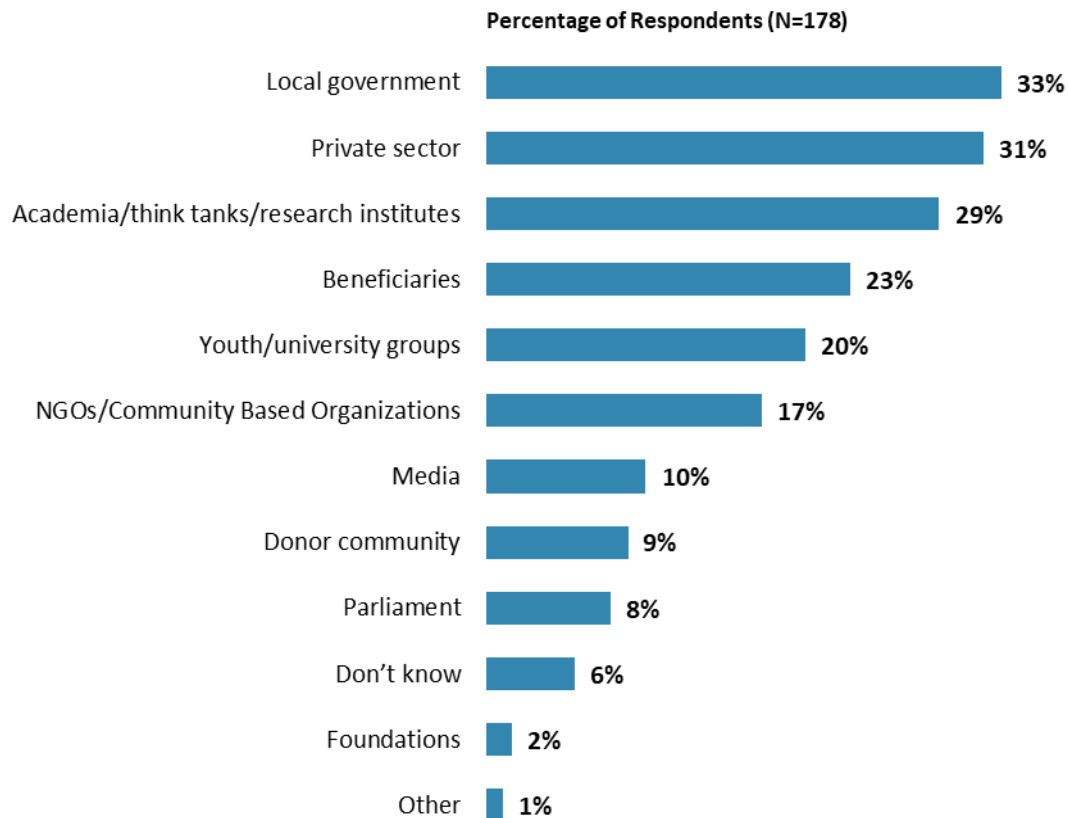
"Which of the following SHOULD the World Bank Group do to make itself of greater value in Sri Lanka? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



IX. The Future Role of the WBG in Sri Lanka (continued)

The World Bank Group Should Collaborate More with ...

- **Year comparison:** Respondents in the FY'15 Country Survey indicated that the WBG should collaborate more with the “*academia/think tanks/research institutes*” (42%).



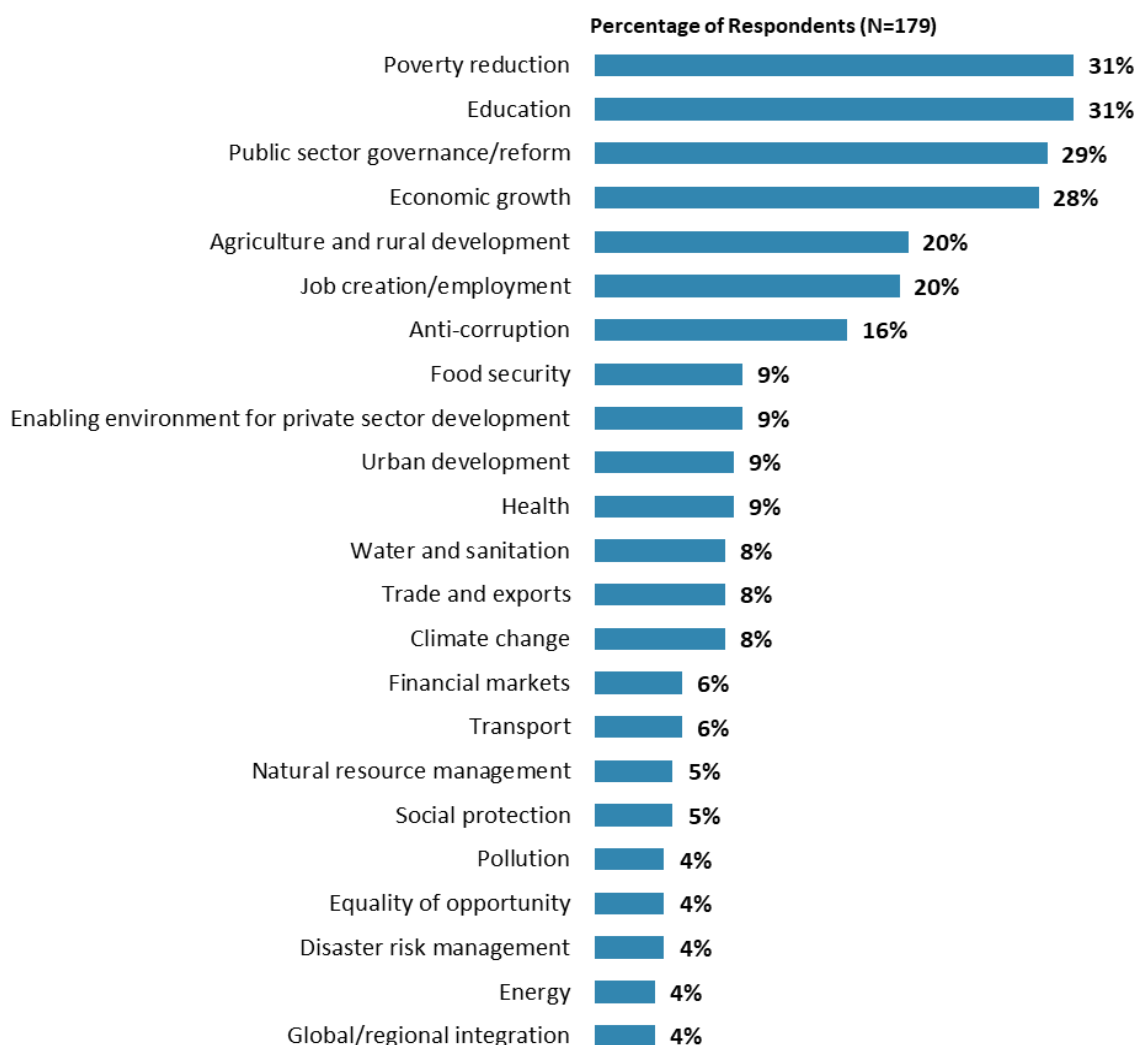
"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



IX. The Future Role of the WBG in Sri Lanka (continued)

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the previous FY'15 Country Survey indicated that the WBG should focus its resources on “*rural development*” (28%), “*poverty reduction*” (27%), “*job creation/employment*” (25%), and “*education*” (25%).
- **Specialization:** Respondents who identified their primary specialization of work as “*education*” (11% of the sample) were significantly *more* likely to indicate that the WBG should focus most of its resources on “*education*,” compared to the rest of respondents in other areas of work (education specialists = 67%; others = 26%).¹⁶



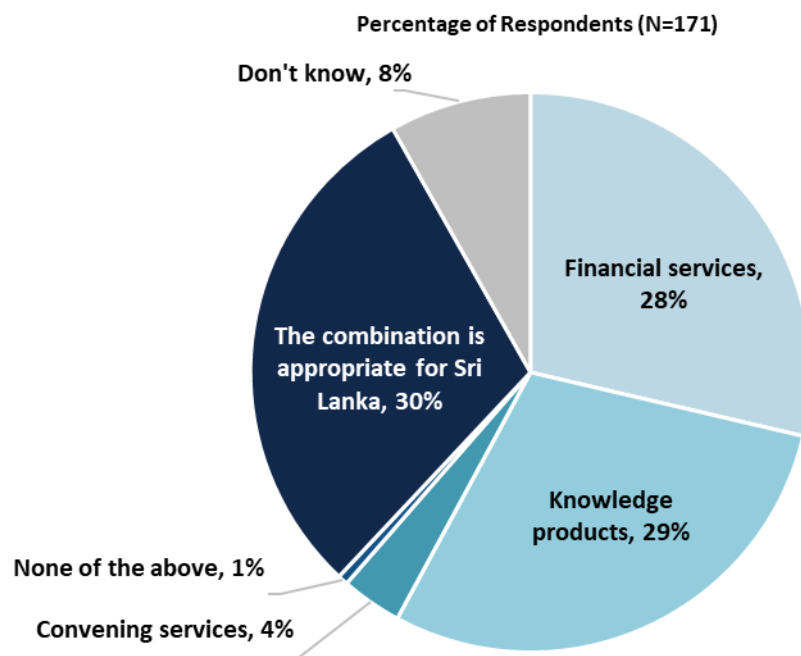
“When thinking about how the World Bank Group can have the most impact on development results in Sri Lanka, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Sri Lanka? (Choose no more than THREE)”
(Respondents chose from a list. Responses combined. Top 23 of 28 response options shown)

¹⁶ When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question H2 in Appendix G), analyses are done to see these respondents’ views about which areas the World Bank Group should focus most of its resources on.



IX. The Future Role of the WBG in Sri Lanka (continued)

Future Combination of the WBG Services



"When considering the combination of services that the World Bank Group offers in Sri Lanka, 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 Sri Lanka?" (Respondents chose from a list.)

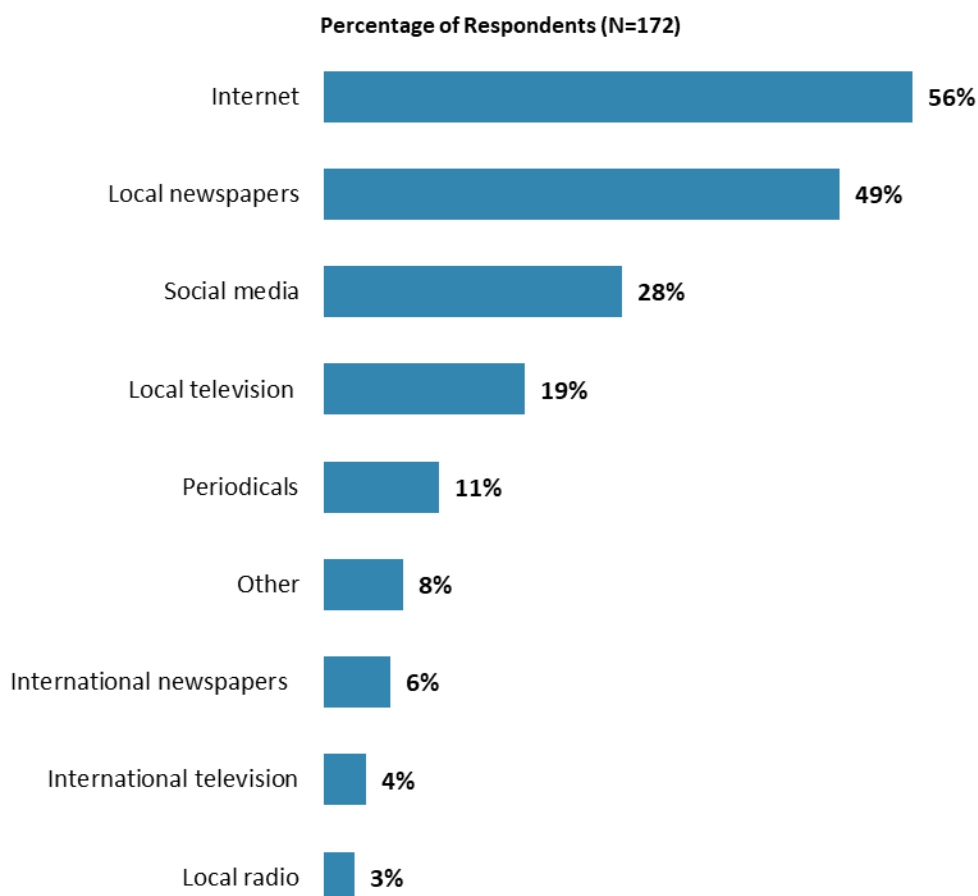


X. Communication and Outreach

Note: When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 58) for selected responses by stakeholder groups.

General Information Sources

- **Year comparison:** Respondents in the previous FY'15 Country Survey indicated that they got most of their information about economic and social development issues in Sri Lanka from the "Internet" (56%) and "local newspapers" (52%).



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

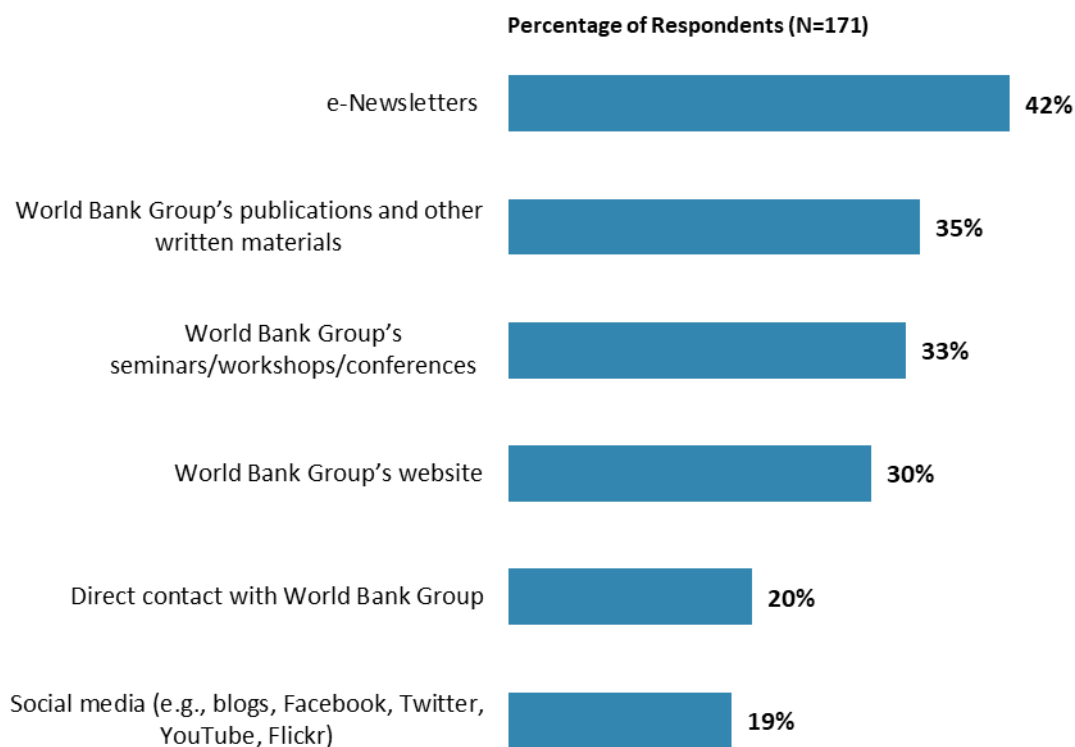
Note: no respondents selected "International radio" response option



X. Communication and Outreach (continued)

Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'15 Country Survey indicated that they would prefer to receive information from the WBG through “*World Bank Group’s seminars/workshops/conferences*” (39%), “*World Bank publications and other written materials*” (39%), “*World Bank Group’s website*” (37%), and “*e-Newsletters*” (36%).

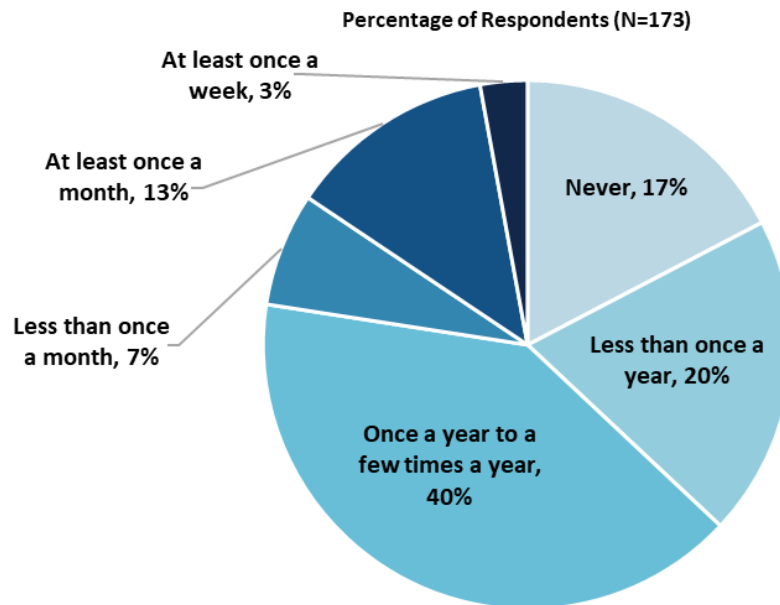


**"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)"**
(Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

WBG Interaction Frequency

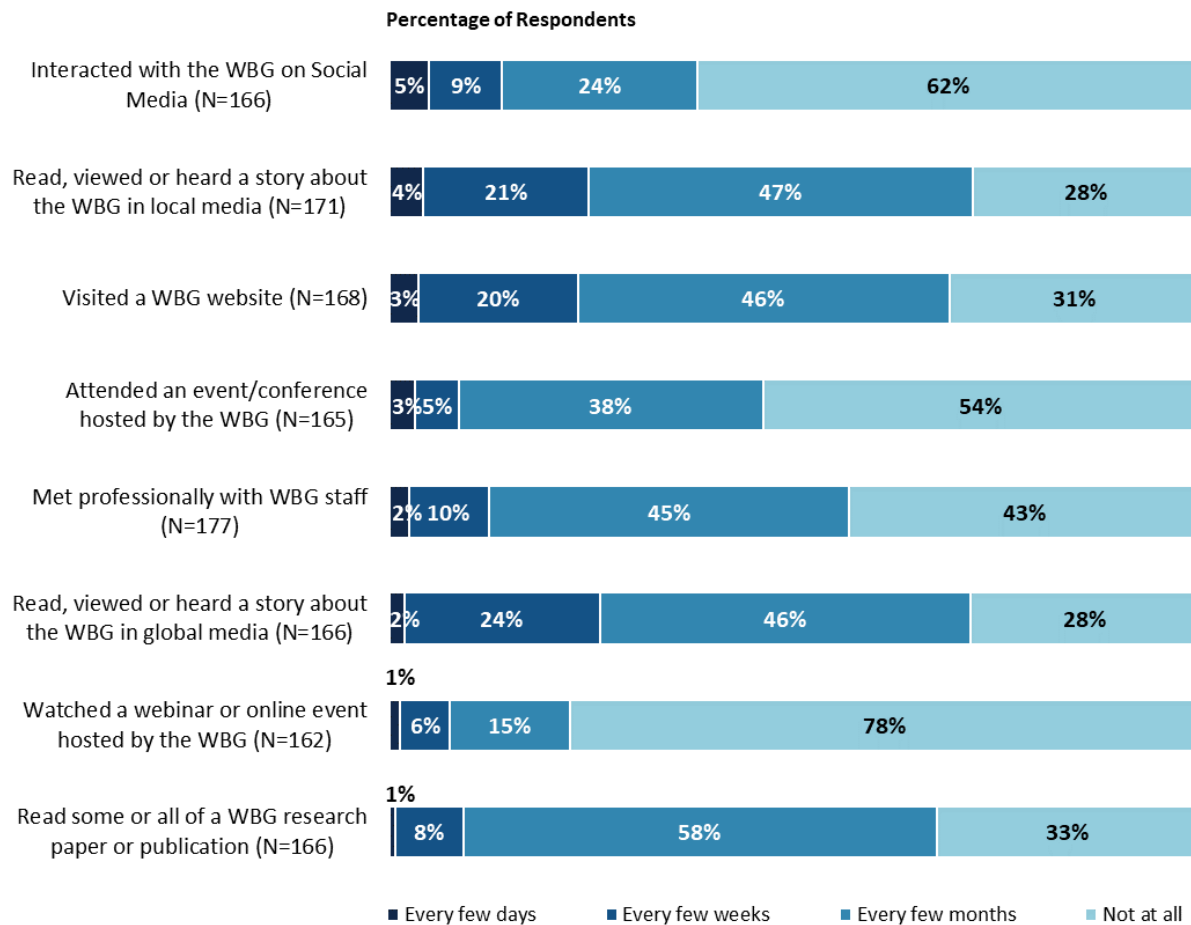


"How frequently do you interact with the World Bank Group now in Sri Lanka?"
(Respondents chose from a list.)



X. Communication and Outreach (continued)

Frequency of Specific WBG Interactions



"Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?" (Respondents chose from a list.)



XI. Appendices

A. Responses to All Questions Across All Respondents	43
B. Responses to Selected Questions by Stakeholder Groups	58
C. Responses to Selected Questions by Levels of Collaboration with the World Bank Group	72
D. Responses to Selected Questions by Year.....	80
E. Indicator Questions as a Function of Exposure to the World Bank Group	85
F. Sri Lanka FY 2019 COS Questionnaire	86

SRI LANKA





Appendix A: Responses to All Questions across All Respondents (N=191)

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 Sri Lanka

1. When you think about the future in Sri Lanka, are you ... ?	Percentage of Respondents (N=188)
Very pessimistic	11.7%
Somewhat pessimistic	47.9%
Somewhat optimistic	17.6%
Very optimistic	10.6%
Not sure	12.2%

2. Do you think that economic opportunity for citizens in Sri Lanka is ... ?	Percentage of Respondents (N=191)
Increasing	48.7%
Decreasing	24.1%
Staying about the same	27.2%

**A. General Issues Facing Sri Lanka (continued)**

3. Listed below are a number of development priorities in Sri Lanka. Please identify which of the following you consider the most important development priorities in Sri Lanka. (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=189)
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	42.3%
Economic growth	31.2%
Education	30.7%
Anti-corruption	18.5%
Health	15.9%
Job creation/employment	14.3%
Natural resource management (e.g., forests, wildlife, water, oceans)	13.2%
Poverty reduction	12.2%
Enabling environment for private sector development	11.6%
Agriculture and rural development	11.1%
Trade and exports	8.5%
Water and sanitation	7.4%
Equality of opportunity (i.e., social inclusion)	6.9%
Information and communications technology	6.3%
Energy	6.3%
Climate change (e.g., mitigation, adaptation)	5.8%
Financial markets	5.3%
Food security	5.3%
Social protection (e.g., pensions, targeted social assistance)	5.3%
Gender equity (closing the gap between women and men, and boys and girls)	5.3%
Transport (e.g., roads, bridges, transportation)	5.3%
Pollution	4.8%
Crime and violence	4.8%
Disaster risk management	3.7%
Judiciary reform	3.7%
Global/regional integration	3.2%
Urban development	2.6%
Disease (dengue and non-communicable diseases)	1.6%

**A. General Issues Facing Sri Lanka (continued)**

4. 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 Sri Lanka? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=186)
Agriculture and rural development	36.0%
Job creation/employment	35.5%
Economic growth	32.8%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	31.2%
Education	24.2%
Anti-corruption	22.0%
Enabling environment for private sector development	16.7%
Equality of opportunity (i.e., social inclusion)	14.0%
Social protection (e.g., pensions, targeted social assistance)	13.4%
Trade and exports	11.3%
Food security	7.5%
Gender equity (closing the gap between women and men, and boys and girls)	6.5%
Natural resource management (e.g., forests, wildlife, water, oceans)	6.5%
Urban development	4.8%
Disaster risk management	4.8%
Health	4.8%
Climate change (e.g., mitigation, adaptation)	3.8%
Transport (e.g., roads, bridges, transportation)	3.8%
Crime and violence	2.7%
Global/regional integration	2.7%
Financial markets	2.7%
Energy	2.7%
Information and communications technology	2.7%
Water and sanitation	2.2%
Judiciary reform	1.1%
Pollution	1.1%
Disease (dengue and non-communicable diseases)	0.0%

5. When economic and/or social reform efforts fail or are slow to take place in Sri Lanka, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=167)
Poor coordination within the government	43.7%
Political pressures and obstacles	39.5%
Corruption	39.5%
Reforms are not well thought out in light of country challenges	27.5%
Inadequate level of government accountability	17.4%
Inadequate level of capacity in the government	12.0%
Inadequate level of citizen/civil society participation	8.4%
Other	4.8%
Inadequate level of private sector participation	4.2%
Inadequate level of donor coordination	1.2%
Private sector involvement and/or influence	0.6%

**A. General Issues Facing Sri Lanka (continued)**

6. To what extent do you trust each of the following groups to do what is right? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
1. The central government	170	4	4.51	2.60
2. The provincial administration	165	7	3.93	2.41
3. Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	154	18	5.94	2.08
4. The World Bank Group*	158	17	6.29	2.22
5. The International Monetary Fund	152	21	5.75	2.26
6. UN	157	12	5.88	2.35
7. Regional development banks	155	17	5.65	2.20
8. Sri Lanka's Central Bank	166	8	5.87	2.38
9. International private sector	157	16	5.42	2.18
10. Domestic private sector	159	9	5.75	2.31
11. International civil society (e.g., NGOs, CBOs)	160	13	4.91	2.27
12. Domestic civil society (e.g., NGOs, CBOs)	159	11	5.30	2.24
13. Faith-based institutions	142	28	4.63	2.45
14. Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	162	13	4.36	2.40
15. International media and their web presence	158	14	4.94	2.40
16. Web based media (i.e., blogs, social media, other web-based news and information sources)	162	12	5.04	2.32

7. Please describe the direction Sri Lanka is moving in, when considering ... ?	N	Direction				
		Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
1. Human development (e.g., health, education, and social protection)	176	8.5%	17.6%	29.5%	40.3%	4.0%
2. Equal opportunity for girls and boys, men and women	175	4.0%	7.4%	27.4%	46.9%	14.3%
3. Growing Sri Lanka's economy in a way that leads to jobs and employment	177	10.7%	26.0%	38.4%	23.2%	1.7%
4. The gap between the rich and the poor	177	27.1%	36.2%	26.0%	9.0%	1.7%
5. Making government more effective	176	30.1%	26.1%	33.0%	10.2%	0.6%
6. Anti-corruption	175	29.7%	21.7%	32.6%	15.4%	0.6%
7. Attracting new sources of foreign investment	175	12.6%	28.0%	39.4%	19.4%	0.6%

**A. General Issues Facing Sri Lanka (continued)**

8. Listed below are global challenges. Which do you think have the most serious impact on Sri Lanka? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=174)
Terrorism	40.2%
Climate change	29.3%
Geo political uncertainty	29.3%
Jobs/employment	24.7%
The gap between the rich and the poor	20.1%
Trade constraints	17.8%
Environmental degradation	14.9%
Fragility in Sri Lanka or neighboring countries	10.3%
Technology based disruption	7.5%
Migrants and refugees	2.9%

9. When thinking about development efforts in Sri Lanka, do you think that civil society (e.g., NGOs, CBOs) should ... ?	Percentage of Respondents (N=180)
Engage significantly less	6.7%
Engage somewhat less	8.3%
Engage somewhat more	28.9%
Engage significantly more	38.3%
Engage at the same level it does currently	7.8%
Don't know	10.0%

10. To what extent do you trust domestic private sector to engage in public service delivery in Sri Lanka?	Percentage of Respondents (N=178)
To a very low degree	9.0%
To a somewhat low degree	30.9%
To a somewhat high degree	40.4%
To a very high degree	15.2%
Don't know	4.5%

11. To what extent do you trust international private sector to engage in public service delivery in Sri Lanka?	Percentage of Respondents (N=179)
To a very low degree	14.0%
To a somewhat low degree	36.9%
To a somewhat high degree	32.4%
To a very high degree	6.1%
Don't know	10.6%

B. Overall Attitudes toward the World Bank Group

Familiarity	N	DK	Mean	SD
1. How familiar are you with the work of the World Bank Group in Sri Lanka? (1-Not familiar at all, 10-Extremely familiar)	179	n/a	5.85	2.24

Effectiveness	N	DK	Mean	SD
2. Overall, please rate your impression of the World Bank Group's effectiveness in Sri Lanka.* (1-Not effective at all, 10-Very effective)	170	9	6.24	2.08

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

Staff Preparedness	N	DK	Mean	SD
3. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Sri Lanka solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	162	16	6.31	2.14

4. When thinking about how the World Bank Group can have the most impact on development results in Sri Lanka, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Sri Lanka? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=179)
Poverty reduction	30.7%
Education	30.7%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	29.1%
Economic growth	28.5%
Agriculture and rural development	20.1%
Job creation/employment	19.6%
Anti-corruption	16.2%
Food security	9.5%
Enabling environment for private sector development	9.5%
Urban development	8.9%
Health	8.9%
Water and sanitation	8.4%
Trade and exports	8.4%
Climate change (e.g., mitigation, adaptation)	8.4%
Financial markets	5.6%
Transport (e.g., roads, bridges, transportation)	5.6%
Natural resource management (e.g., forests, wildlife, water, oceans)	5.0%
Social protection (e.g., pensions, targeted social assistance)	5.0%
Pollution	4.5%
Equality of opportunity (i.e., social inclusion)	4.5%
Disaster risk management	4.5%
Energy	3.9%
Global/regional integration	3.9%
Gender equity (closing the gap between women and men, and boys and girls)	3.4%
Crime and violence	3.4%
Information and communications technology	3.4%
Judiciary reform	1.7%
Disease (dengue and non-communicable diseases)	1.1%

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

5. 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 Sri Lanka?	Percentage of Respondents (N=160)		
	Greatest Value	Second Greatest Value	Combined
Financial resources	30.6%	10.7%	41.3%
Capacity development related to World Bank Group supported projects	14.4%	15.1%	29.5%
Technical assistance	15.0%	13.8%	28.8%
Policy advice, studies, analyses	11.9%	13.2%	25.1%
Bringing together different groups of stakeholders	9.4%	10.1%	19.4%
Implementation support	3.8%	13.2%	17.0%
Promoting knowledge sharing	3.1%	12.6%	15.7%
Data and statistics	3.8%	4.4%	8.2%
Mobilizing third party financial resources	4.4%	3.1%	7.5%
Donor coordination	1.3%	3.8%	5.0%
Other	2.5%	0.0%	2.5%

6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Sri Lanka? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=174)
Not enough public disclosure of its work	26.4%
Too influenced by developed countries	16.1%
Not aligned with country priorities	15.5%
Not sufficiently focused on sustainable results	13.2%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	13.2%
Not willing to honestly criticize policies and reform efforts in the country	12.6%
Not adequately sensitive to political/social realities in Sri Lanka	12.1%
World Bank Group's processes too slow and complex	11.5%
Don't know	9.2%
Not collaborating enough with private sector	7.5%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	7.5%
Not adequately flexible	6.3%
Inadequate World Bank Group's staffing in Sri Lanka	4.6%
Staff too inaccessible	2.9%
Arrogant in its approach	2.9%
Other	2.9%

7. To what extent do you believe that the World Bank Group's work and support help the poorest in Sri Lanka? (Select only ONE response)	Percentage of Respondents (N=178)
To a fully sufficient degree	5.6%
To a somewhat sufficient degree	49.4%
To a somewhat insufficient degree	23.0%
To a very insufficient degree	11.8%
Don't know	10.1%

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

8. From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?	Percentage of Respondents (N=178)
Increased its emphasis recently	27.5%
Decreased its emphasis recently	12.9%
Emphasis has remained pretty consistent over time	29.8%
Don't know	29.8%

9. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=178)
Local government	32.6%
Private sector	31.5%
Academia/think tanks/research institutes	28.7%
Beneficiaries	23.0%
Youth/university groups	20.2%
NGOs/Community Based Organizations	17.4%
Media	10.1%
Donor community	9.0%
Parliament	7.9%
Don't know	5.6%
Foundations	1.7%
Other	1.1%

To what extent do you agree with the following statements about the World Bank Group's work in Sri Lanka? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
10. Overall the World Bank Group currently plays a relevant role in development in Sri Lanka*	166	9	5.98	2.04
11. The World Bank Group's work is aligned with what I consider the development priorities for Sri Lanka*	157	14	5.82	2.08

To what extent is the World Bank Group an effective development partner in Sri Lanka, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
12. Responsiveness to needs*	154	16	5.71	1.81
13. Flexibility (in terms of the institution's products and services)*	140	26	5.31	1.62
14. Flexibility (in terms of changing country circumstances)*	147	20	5.31	1.69
15. Being inclusive*	146	19	5.68	1.78
16. Openness (sharing data and other information)*	160	11	5.89	2.02
17. Collaboration with the Government*	154	13	6.41	1.85
18. The speed in which it gets things accomplished on the ground*	142	28	5.40	1.80
19. Helping to bring discipline/effective supervision to implementation of investment projects*	144	23	6.14	1.88
20. Collaboration with civil society*	144	25	5.26	1.90
21. Staff accessibility*	140	26	5.58	1.90
22. Collaboration with other donors and development partners*	141	29	5.77	1.86
23. Collaboration with the private sector*	130	38	5.38	1.81
24. Straightforwardness and honesty*	150	19	6.36	2.07
25. Treating clients and stakeholders in Sri Lanka with respect*	156	14	6.52	2.01
26. Being a long-term partner*	161	12	7.43	1.96

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

1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Sri Lanka? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance)	77	91	5.26	1.83
2. Gender equity (closing the gap between women and men, and boys and girls)	106	63	6.25	1.72
3. Private sector development	112	55	5.63	1.80
4. Education	125	44	6.52	1.97
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	122	47	5.91	1.99
6. Global/regional integration	100	68	5.97	2.09
7. Food security	97	69	5.61	2.17
8. Urban development	120	49	6.39	1.84
9. Energy	107	61	6.00	2.02
10. Water and sanitation	118	52	6.58	1.93
11. Job creation/employment	103	66	5.35	1.94
12. Health	110	58	6.57	1.83
13. Financial markets	90	77	5.94	2.05
14. Transport (e.g., roads, bridges, transportation)	114	54	6.43	2.03
15. Agriculture and rural development	123	46	6.08	2.09
16. Trade and exports	92	74	5.77	2.07
17. Natural resource management (e.g., forests, wildlife, water, oceans)	106	62	5.77	2.04
18. Climate change (e.g., mitigation, adaptation)	109	59	5.97	1.97
19. Poverty reduction	132	39	6.28	2.02
20. Economic growth	127	40	6.09	1.98
21. Disaster risk management	116	49	6.13	1.97
22. Equality of opportunity (i.e., social inclusion)	104	63	6.07	1.95
23. Disease (dengue and non-communicable diseases)	91	76	6.03	2.13

Achieving Development Results	N	DK	Mean	SD
2. To what extent does the World Bank Group's work help to achieve development results in Sri Lanka?* (1-To no degree at all, 10-To a very significant degree)	161	14	6.11	1.79

Influencing the Development Agenda	N	DK	Mean	SD
3. To what extent does the World Bank Group influence the development agenda in Sri Lanka?* (1-To no degree at all, 10-To a very significant degree)	155	19	6.15	1.90

To what extent do you agree with the following statements about the World Bank Group in Sri Lanka? (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-for-Results, etc.) meet the needs of Sri Lanka*	148	26	5.91	1.88
5. The World Bank Group meets Sri Lanka's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	154	21	5.96	1.91

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

6. As part of IDA18, the World Bank Group has expanded (or developed) a number of financial instruments to respond to challenges in IDA countries. These include the Crisis Response Window (CRW), Pandemic Emergency Finance Facility (PEF), Catastrophe Deferred Draw Down Option (CAT-DDO), and the Private Sector Window (PSW). In general, how familiar are you with these new or expanded financial instruments in Sri Lanka? (Select only ONE response)	Percentage of Respondents (N=173)
Very familiar	1.2%
Somewhat familiar	23.7%
Somewhat unfamiliar	17.9%
Very unfamiliar	24.9%
Don't know	32.4%

How effectively does the World Bank Group support Sri Lanka's efforts ... ? (1-Not effectively at all, 10-Very effectively)	Effectiveness			
	N	DK	Mean	SD
7. To build stronger domestic resource mobilization systems in the Government	124	48	5.61	2.12
8. To develop better and stronger data collection/analytics systems within the Government	125	48	5.92	2.09
9. To strengthen the country's crisis preparedness	127	45	5.72	2.20
10. To identify and monitor risks	123	50	5.89	2.21

Systematic Country Diagnosis and Country Partnership Framework Activities	N	DK	Mean	SD
11. How effectively does the World Bank Group's SCD and CPF activities support Sri Lanka's efforts to manage crisis related risks? (1-Not effectively at all, 10-Very effectively)	53	116	5.85	2.10

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=173)
Weekly	4.0%
Monthly	11.6%
A few times a year	44.5%
Rarely	28.9%
Never	11.0%

In Sri Lanka, 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	138	32	6.20	1.95
3. Include appropriate level of stakeholder involvement during preparation	138	32	5.94	2.02
4. Lead to practical solutions	140	31	5.89	1.89
5. Are source of relevant information on global good practices	141	28	6.55	1.86
6. Are adequately disseminated and accessible	135	35	5.69	1.96
7. Are translated enough into local language	122	48	5.16	2.04
8. Are adaptable to Sri Lanka's specific development challenges and country circumstances*	143	27	5.90	1.93

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

Overall Evaluations	N	DK	Mean	SD
9. 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)	149	25	6.26	1.82
10. 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)	155	20	6.79	1.77

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	128	47	5.87	2.18
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	147	27	6.65	1.82
3. The World Bank Group's approvals and reviews are done in a timely fashion	129	44	6.36	1.99
4. The World Bank Group's Environmental and Social Framework requirements are reasonable	133	40	6.59	1.90
5. The World Bank Group's conditions on its lending are reasonable	127	44	5.94	2.26
6. The World Bank Group takes decisions quickly in Sri Lanka*	126	46	5.72	2.07
7. Working with the World Bank Group increases Sri Lanka's institutional capacity	150	23	6.83	2.02
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	111	61	6.49	2.14

F. The Future Role of the World Bank Group in Sri Lanka

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Sri Lanka? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=171)
Increase the level of capacity development in the country	32.2%
Improve the quality of its experts as related to Sri Lanka's specific challenges	27.5%
Collaborate more effectively with Government clients	21.6%
Engage more effectively with civil society	17.0%
Engage more effectively with private sector	15.8%
Reduce the complexity of obtaining World Bank Group financing	15.8%
Provide more adequate data/knowledge/statistics/figures on Sri Lanka's economy	12.9%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	11.7%
Engage more directly with beneficiaries	10.5%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	8.8%
Offer more innovative financial products	7.6%
Offer more innovative knowledge services	7.0%
Ensure greater selectivity in its work	4.1%
Work faster	3.5%
Other	1.8%

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

2. When considering the combination of services that the World Bank Group offers in Sri Lanka, 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 Sri Lanka? (Select only ONE response)	Percentage of Respondents (N=171)
Financial services	28.7%
Knowledge products	29.2%
Convening services	3.5%
None of the above	0.6%
The combination is appropriate for Sri Lanka	29.8%
Don't know	8.2%

G. Communication and Information Sharing

1. How frequently do you interact with the World Bank Group now in Sri Lanka?	Percentage of Respondents (N=173)
Never	17.3%
Less than once a year	19.7%
Once a year to a few times a year	40.5%
Less than once a month	6.9%
At least once a month	12.7%
At least once a week	2.9%

2. How do you get most of your information about economic and social development issues in Sri Lanka? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=172)
Internet	56.4%
Local newspapers	49.4%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	28.5%
Local television	19.2%
Periodicals	11.0%
Other	7.6%
International newspapers	6.4%
International television	4.1%
Local radio	2.9%
International radio	0.0%

3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=171)
e-Newsletters	42.1%
World Bank Group's publications and other written materials	34.5%
World Bank Group's seminars/workshops/conferences	33.3%
World Bank Group's website	30.4%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	20.5%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	18.7%

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

4. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?	N	Percentage of Respondents			
		Every few days	Every few weeks	Every few months	Not at all
Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	171	4.1%	20.5%	47.4%	28.1%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	166	1.8%	24.1%	45.8%	28.3%
Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted)	166	4.8%	9.0%	24.1%	62.0%
Visited a WBG website (e.g. read a blog, used data)	168	3.6%	19.6%	45.8%	31.0%
Attended an event/conference hosted by the WBG	165	3.0%	5.5%	37.6%	53.9%
Watched a webinar or online event hosted by the WBG	162	1.2%	6.2%	14.8%	77.8%
Read some or all of a WBG research paper or publication	166	0.6%	8.4%	58.4%	32.5%
Met professionally with WBG staff	171	2.3%	9.9%	44.4%	43.3%

H. Background Information

1. Which of the following best describes your current affiliation? (Select only ONE response)	Percentage of Respondents (N=183)
Employee of a Ministry, Ministerial Department or Implementation Agency	16.4%
Local Government Office or Staff	9.8%
NGO/Community Based Organization	9.8%
Bilateral Agency	9.3%
Media (press, radio, TV, web, etc.)	7.7%
Private Financial Sector Organization (private banks, insurance companies, accountancy companies, consumer-finance companies, stock brokerages, and investment funds)	7.7%
Academia/Research Institute/Think Tank	7.7%
Private Sector Organization (Sole Proprietors, Partnerships, Small and Medium-sized Businesses, Large Multinationals, Professional/Trade Associations and legal services)	7.1%
Office of the President, Prime Minister	3.8%
PMU overseeing implementation of project/Consultant/Contractor working on World Bank Group supported project/program	3.8%
State-Owned Enterprise	3.8%
Multilateral Agency	3.3%
Office of Minister	2.7%
Other	2.7%
Independent Government Institution (Regulatory Agency, Central Bank/oversight institution)	1.6%
Office of Parliamentarian	1.1%
Youth Group	1.1%
Private Foundation	0.5%
Faith-Based Group	0.0%
Judiciary	0.0%

**H. Background Information (continued)**

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=182)
Finance and markets	14.3%
Generalist (specialized in multiple sectors)	12.6%
Education	11.0%
Governance	9.9%
Other	8.8%
Urban, rural, and social development	8.2%
Transport and ICT	5.5%
Water	4.4%
Gender	4.4%
Health, nutrition, and population	3.3%
Agriculture	3.3%
Trade and competitiveness	2.7%
Fragility, conflict and violence	2.2%
Climate change	2.2%
Environment and natural resources	1.6%
Energy and extractives	1.6%
Poverty	1.6%
Jobs	1.1%
Social protection and labor	0.5%
Macroeconomics and fiscal management	0.5%
Public-private partnerships	0.0%

3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, MIGA, ICSID) in your country?	Percentage of Respondents (N=186)
Yes	37.1%
No	62.9%

4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Sri Lanka? (Select only ONE response)	Percentage of Respondents (N=70)
The World Bank (IBRD/IDA)	87.1%
The International Finance Corporation (IFC)	12.9%

5. Do your projects involve both the World Bank and the IFC?	Percentage of Respondents (N=106)
Yes	25.5%
No	74.5%

6. Which of the following describes most of your exposure to the World Bank Group in Sri Lanka? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=182)
Collaborate as part of my professional duties	39.6%
Use World Bank Group reports/data	31.9%
Engage in World Bank Group related/sponsored events/activities	28.0%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	26.9%
Use World Bank Group website for information, data, research, etc.	23.1%

**H. Background Information (continued)**

7. What's your gender?	Percentage of Respondents (N=189)
Female	29.1%
Male	70.9%

8. What's your age?	Percentage of Respondents (N=189)
25 and under	1.1%
26-35	12.2%
36-45	23.3%
46-55	31.7%
56 and above	31.7%

9. Which best represents your geographic location?	Percentage of Respondents (N=189)
Western Province	76.7%
North Western Province	5.3%
Central Province	3.7%
Southern Province	3.2%
Northern Province	2.6%
Sabaragamuwa Province	2.6%
Eastern Province	2.1%
Uva Province	2.1%
North Central Province	1.6%



Appendix B: Responses to Selected Questions by Stakeholder Groups¹⁷

- Office of President/Prime Minister/Minister N=12 ● Employee of a Ministry/PMU/Consultant on WBG Project N=37 ● Local Government N=18
- Bilateral/Multilateral Agency N=23 ● State-Owned Enterprise N=7 ● Private Sector/Private Financial Sector N=27 ● CSO N=21 ● Media N=14
- Academia/Research Institute/Think Tank N=14 ● Other¹⁸ N=10

A. General Issues facing Sri Lanka

When you think about the future in Sri Lanka, are you ... ?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	State-Owned Enterprise	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Very pessimistic	33.3%	17.1%	11.1%	0.0%	14.3%	7.4%	19.0%	7.1%	7.1%	10.0%
Somewhat pessimistic	25.0%	57.1%	38.9%	45.5%	71.4%	44.4%	33.3%	64.3%	64.3%	40.0%
Somewhat optimistic	33.3%	14.3%	0.0%	36.4%	0.0%	18.5%	28.6%	7.1%	14.3%	0.0%
Very optimistic	0.0%	5.7%	16.7%	4.5%	0.0%	18.5%	9.5%	14.3%	14.3%	30.0%
Not sure	8.3%	5.7%	33.3%	13.6%	14.3%	11.1%	9.5%	7.1%	0.0%	20.0%

*Significantly different between stakeholder groups

¹⁷ Only 183 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

¹⁸ Includes the following categories: Office of Parliamentarian (N=2), Independent Government Institution (N=3), and Other (N=5).

**A. General Issues facing Sri Lanka (continued)**

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	State-Owned Enterprise	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Health	16.7%	8.3%	27.8%	9.1%	14.3%	22.2%	4.8%	28.6%	14.3%	30.0%
Financial markets	0.0%	0.0%	0.0%	9.1%	14.3%	14.8%	4.8%	7.1%	0.0%	10.0%
Public sector governance/reform	25.0%	33.3%	44.4%	63.6%	42.9%	48.1%	28.6%	35.7%	50.0%	40.0%
Water and sanitation	0.0%	22.2%	5.6%	4.5%	0.0%	3.7%	0.0%	7.1%	14.3%	0.0%
Global/regional integration	0.0%	2.8%	0.0%	0.0%	0.0%	3.7%	0.0%	7.1%	0.0%	20.0%
Education*	58.3%	27.8%	22.2%	13.6%	42.9%	18.5%	33.3%	57.1%	50.0%	20.0%
Food security	0.0%	8.3%	11.1%	0.0%	0.0%	0.0%	9.5%	14.3%	0.0%	10.0%
Urban development	8.3%	5.6%	0.0%	0.0%	0.0%	3.7%	0.0%	0.0%	0.0%	10.0%
Energy	0.0%	5.6%	11.1%	9.1%	0.0%	3.7%	4.8%	0.0%	14.3%	10.0%
Pollution	8.3%	2.8%	5.6%	4.5%	14.3%	0.0%	9.5%	0.0%	7.1%	0.0%
Job creation/employment	33.3%	11.1%	16.7%	27.3%	0.0%	14.8%	14.3%	0.0%	7.1%	10.0%
Social protection	0.0%	5.6%	5.6%	13.6%	0.0%	3.7%	0.0%	14.3%	7.1%	0.0%
Gender equity	0.0%	5.6%	5.6%	18.2%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%
Enabling environment for private sector development	8.3%	16.7%	11.1%	9.1%	14.3%	14.8%	4.8%	7.1%	14.3%	0.0%
Disease	8.3%	0.0%	0.0%	0.0%	0.0%	3.7%	0.0%	7.1%	0.0%	0.0%
Information and communications technology	0.0%	11.1%	16.7%	0.0%	0.0%	0.0%	14.3%	7.1%	0.0%	0.0%
Natural resource management	8.3%	8.3%	27.8%	18.2%	28.6%	3.7%	19.0%	14.3%	14.3%	0.0%
Economic growth	8.3%	33.3%	22.2%	27.3%	42.9%	44.4%	38.1%	21.4%	21.4%	40.0%
Climate change	0.0%	5.6%	11.1%	4.5%	14.3%	3.7%	9.5%	7.1%	7.1%	0.0%
Crime and violence	0.0%	0.0%	0.0%	4.5%	0.0%	14.8%	4.8%	0.0%	14.3%	10.0%
Poverty reduction	25.0%	16.7%	5.6%	18.2%	0.0%	7.4%	4.8%	21.4%	0.0%	20.0%
Anti-corruption	25.0%	11.1%	16.7%	18.2%	14.3%	29.6%	28.6%	14.3%	14.3%	10.0%
Judiciary reform	8.3%	5.6%	0.0%	0.0%	0.0%	7.4%	4.8%	0.0%	0.0%	10.0%
Disaster risk management	8.3%	8.3%	0.0%	4.5%	14.3%	0.0%	0.0%	0.0%	7.1%	0.0%
Equality of opportunity	0.0%	8.3%	0.0%	13.6%	14.3%	0.0%	14.3%	14.3%	7.1%	0.0%
Transport	8.3%	5.6%	5.6%	0.0%	28.6%	3.7%	4.8%	7.1%	0.0%	0.0%
Agriculture and rural development	16.7%	16.7%	16.7%	4.5%	0.0%	7.4%	14.3%	7.1%	7.1%	20.0%
Trade and exports	8.3%	8.3%	11.1%	4.5%	0.0%	18.5%	4.8%	0.0%	14.3%	10.0%

*Significantly different between stakeholder groups



A. General Issues facing Sri Lanka (continued)

When economic and/or social reform efforts fail or are slow to take place in Sri Lanka, 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 on WBG Project	Local Government	Bilateral/ Multilateral Agency	State-Owned Enterprise	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Poor coordination within the government	60.0%	38.7%	40.0%	47.8%	33.3%	50.0%	35.0%	75.0%	42.9%	0.0%
Corruption	50.0%	35.5%	40.0%	17.4%	50.0%	62.5%	35.0%	50.0%	28.6%	42.9%
Inadequate level of citizen/civil society participation	10.0%	9.7%	0.0%	13.0%	0.0%	4.2%	15.0%	0.0%	0.0%	28.6%
Inadequate level of donor coordination	0.0%	0.0%	6.7%	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%
Inadequate level of private sector participation	10.0%	6.5%	0.0%	0.0%	0.0%	4.2%	10.0%	0.0%	7.1%	0.0%
Reforms are not well thought out in light of country challenges	30.0%	32.3%	26.7%	30.4%	33.3%	16.7%	25.0%	33.3%	28.6%	28.6%
Political pressures and obstacles	20.0%	48.4%	53.3%	43.5%	50.0%	29.2%	35.0%	25.0%	42.9%	42.9%
Inadequate level of government accountability	0.0%	16.1%	20.0%	21.7%	0.0%	12.5%	20.0%	8.3%	21.4%	57.1%
Inadequate level of capacity in the government	20.0%	9.7%	0.0%	13.0%	33.3%	4.2%	25.0%	0.0%	28.6%	0.0%
Private sector involvement and/or influence	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	3.2%	13.3%	8.7%	0.0%	8.3%	0.0%	8.3%	0.0%	0.0%

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			State-Owned Enterprise			Private Sector/ Financial Sector/ Private Bank			CSO			Media			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	N	Mean	SD
To what extent do you trust the World Bank Group to do what is right?*	7	7.71	2.06	34	6.35	2.16	13	4.77	2.65	19	7.11	1.73	5	7.00	1.00	25	5.60	2.16	18	5.56	2.50	11	7.64	2.01	14	5.79	1.72	9	7.22	1.92

(1-To no degree at all, 10-To a very significant degree) *Significantly different between stakeholder groups

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

	Office of President/Prime Minister/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			State-Owned Enterprise			Private Sector/Financial Sector/Private Bank			CSO			Media			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	N	Mean	SD
How familiar are you with the work of the World Bank Group in Sri Lanka?*	10	5.90	2.28	37	6.24	2.33	18	4.28	1.81	20	6.10	1.71	6	6.17	1.72	25	5.00	2.53	19	6.11	1.60	14	5.93	2.79	14	6.36	2.02	10	6.80	2.53

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

	Office of President/Prime Minister/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			State-Owned Enterprise			Private Sector/Financial Sector/Private Bank			CSO			Media			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	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Sri Lanka.*	8	7.12	2.03	36	6.58	2.17	16	4.75	2.27	19	6.32	1.57	5	7.40	1.14	23	5.26	2.20	19	6.21	1.18	14	6.79	2.72	14	6.21	1.53	10	7.30	2.11

(1-Not effective at all, 10-Very effective) *Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	State-Owned Enterprise	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Urban development	20.0%	2.7%	5.6%	10.0%	16.7%	12.0%	10.5%	14.3%	0.0%	10.0%
Food security	10.0%	16.2%	22.2%	5.0%	0.0%	4.0%	0.0%	21.4%	7.1%	0.0%
Public sector governance/reform*	30.0%	16.2%	44.4%	50.0%	33.3%	36.0%	21.1%	0.0%	50.0%	20.0%
Education*	30.0%	21.6%	22.2%	0.0%	83.3%	32.0%	26.3%	35.7%	64.3%	60.0%
Social protection	0.0%	5.4%	5.6%	5.0%	0.0%	0.0%	10.5%	0.0%	0.0%	0.0%
Water and sanitation	0.0%	16.2%	11.1%	0.0%	0.0%	8.0%	0.0%	14.3%	7.1%	10.0%
Pollution	0.0%	2.7%	5.6%	5.0%	0.0%	4.0%	5.3%	0.0%	7.1%	10.0%
Enabling environment for private sector development*	0.0%	8.1%	0.0%	25.0%	0.0%	20.0%	0.0%	0.0%	28.6%	0.0%
Energy	0.0%	5.4%	5.6%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	10.0%
Job creation/employment	30.0%	24.3%	16.7%	20.0%	0.0%	24.0%	15.8%	14.3%	28.6%	0.0%
Health	20.0%	13.5%	0.0%	0.0%	0.0%	20.0%	0.0%	21.4%	7.1%	0.0%
Financial markets	10.0%	0.0%	5.6%	5.0%	0.0%	12.0%	5.3%	7.1%	0.0%	20.0%
Gender equity*	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	15.8%	0.0%	0.0%	0.0%
Global/regional integration	0.0%	2.7%	0.0%	0.0%	0.0%	12.0%	15.8%	0.0%	0.0%	0.0%
Anti-corruption*	10.0%	2.7%	11.1%	30.0%	16.7%	28.0%	21.1%	35.7%	7.1%	0.0%
Poverty reduction*	40.0%	40.5%	27.8%	25.0%	16.7%	20.0%	31.6%	71.4%	7.1%	30.0%
Natural resource management	0.0%	5.4%	11.1%	0.0%	16.7%	4.0%	10.5%	0.0%	7.1%	0.0%
Crime and violence	10.0%	0.0%	5.6%	0.0%	0.0%	4.0%	0.0%	0.0%	0.0%	20.0%
Transport	10.0%	5.4%	0.0%	5.0%	33.3%	0.0%	5.3%	7.1%	0.0%	0.0%
Economic growth	20.0%	35.1%	22.2%	40.0%	16.7%	28.0%	31.6%	14.3%	21.4%	40.0%
Disaster risk management	10.0%	10.8%	0.0%	5.0%	16.7%	0.0%	0.0%	0.0%	7.1%	0.0%
Trade and exports	10.0%	5.4%	11.1%	0.0%	0.0%	24.0%	5.3%	7.1%	0.0%	20.0%
Judiciary reform	10.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%
Equality of opportunity	0.0%	2.7%	5.6%	15.0%	0.0%	0.0%	5.3%	0.0%	0.0%	20.0%
Disease	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%
Information and communications technology	0.0%	5.4%	11.1%	0.0%	0.0%	0.0%	5.3%	0.0%	7.1%	0.0%
Agriculture and rural development	20.0%	27.0%	33.3%	20.0%	16.7%	4.0%	26.3%	14.3%	28.6%	10.0%
Climate change	0.0%	10.8%	5.6%	15.0%	16.7%	4.0%	15.8%	7.1%	0.0%	10.0%

*Significantly different between stakeholder groups



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

From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	State-Owned Enterprise	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Increased its emphasis recently	27.3%	30.6%	5.9%	20.0%	50.0%	12.0%	26.3%	42.9%	50.0%	40.0%
Decreased its emphasis recently	9.1%	16.7%	29.4%	10.0%	0.0%	16.0%	10.5%	14.3%	0.0%	10.0%
Emphasis has remained pretty consistent over time	45.5%	27.8%	29.4%	30.0%	16.7%	32.0%	31.6%	21.4%	35.7%	40.0%
Don't know	18.2%	25.0%	35.3%	40.0%	33.3%	40.0%	31.6%	21.4%	14.3%	10.0%

In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	State-Owned Enterprise	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Local government*	18.2%	52.8%	52.9%	45.0%	0.0%	12.0%	15.8%	42.9%	28.6%	10.0%
Private sector*	9.1%	22.2%	17.6%	45.0%	33.3%	76.0%	26.3%	7.1%	35.7%	20.0%
Youth/university groups	9.1%	22.2%	11.8%	10.0%	33.3%	16.0%	15.8%	28.6%	21.4%	50.0%
Beneficiaries	27.3%	30.6%	29.4%	25.0%	33.3%	20.0%	15.8%	14.3%	7.1%	10.0%
Donor community*	18.2%	11.1%	5.9%	25.0%	33.3%	4.0%	0.0%	0.0%	0.0%	10.0%
NGOs/Community Based Organizations*	9.1%	8.3%	5.9%	20.0%	16.7%	4.0%	63.2%	14.3%	21.4%	10.0%
Media*	0.0%	2.8%	0.0%	0.0%	0.0%	12.0%	10.5%	57.1%	14.3%	10.0%
Foundations	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	7.1%	0.0%	10.0%
Parliament	9.1%	0.0%	17.6%	20.0%	0.0%	8.0%	10.5%	7.1%	7.1%	0.0%
Academia/think tanks/research institutes*	45.5%	27.8%	41.2%	5.0%	33.3%	24.0%	21.1%	21.4%	57.1%	50.0%
Other	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%
Don't know	18.2%	11.1%	0.0%	0.0%	0.0%	12.0%	5.3%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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

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

	Office of President/Prime Minister/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			State-Owned Enterprise			Private Sector/Financial Sector/Private Bank			CSO			Media			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	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Sri Lanka	8	6.63	2.50	35	6.23	1.93	15	4.73	2.28	19	6.53	2.17	6	6.50	1.87	23	5.00	1.54	18	5.94	2.07	14	6.14	2.45	13	6.46	1.45	10	6.60	1.78
The World Bank Group's work is aligned with what I consider the development priorities for Sri Lanka	6	6.00	2.76	35	6.11	2.03	14	4.29	2.81	18	6.44	2.01	6	6.33	1.86	20	5.00	1.84	17	6.29	1.83	14	5.57	2.10	13	6.31	1.60	9	6.00	1.66

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

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

	Office of President/Prime Minister/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			State-Owned Enterprise			Private Sector/Financial Sector/Private Bank			CSO			Media			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	N	Mean	SD
Responsiveness to needs*	5	5.60	1.82	35	6.17	1.74	13	4.38	2.02	18	6.11	1.71	5	7.00	1.58	22	4.86	1.46	17	5.35	1.66	14	5.43	2.07	13	6.54	1.56	8	6.25	1.75
Flexibility (in terms of the institution's products and services)*	4	6.00	2.45	33	5.64	1.64	13	4.54	2.07	14	5.36	1.60	5	6.60	1.52	20	4.75	1.33	17	4.53	1.01	11	5.00	1.48	11	5.91	1.51	8	6.25	1.28
Flexibility (in terms of changing country circumstances)	5	4.40	2.70	36	5.61	1.50	13	4.23	1.79	16	5.75	2.05	6	5.83	1.94	20	4.75	1.12	17	4.76	1.09	11	5.73	2.01	12	5.83	1.80	8	5.88	1.73
Being inclusive*	4	5.25	2.22	34	5.82	1.62	11	4.73	2.20	17	6.41	1.73	5	7.00	1.41	24	4.96	1.88	18	4.67	1.19	9	6.00	1.32	13	6.46	1.66	8	6.88	1.64
Openness (sharing data and other information)	7	5.43	3.16	34	6.26	2.15	13	4.85	1.63	19	6.47	1.90	5	7.40	0.89	23	5.22	1.78	19	5.79	1.84	13	5.62	2.06	14	6.50	1.87	9	5.22	2.11
Collaboration with the Government*	6	6.33	2.16	36	6.86	2.03	12	5.75	2.45	18	7.61	1.15	6	7.17	2.14	20	5.30	1.90	19	6.21	1.48	12	5.33	1.67	14	6.93	0.73	8	5.88	1.13
The speed in which it gets things accomplished on the ground*	4	6.75	2.06	35	5.80	1.83	11	5.09	2.63	16	5.69	1.40	5	6.00	1.87	20	4.40	1.27	17	4.47	1.42	11	5.55	1.21	12	5.58	2.23	8	6.13	1.89
Helping to bring discipline/effective supervision to implementation of investment projects	6	6.50	1.38	35	6.46	1.82	12	5.00	2.95	15	6.47	1.46	4	7.50	1.29	21	5.29	1.74	17	5.82	1.43	11	6.45	1.86	12	6.92	2.02	8	6.00	1.85
Collaboration with civil society	6	6.67	1.86	28	5.61	1.50	12	4.50	2.43	17	4.71	2.17	4	6.50	1.29	22	4.68	1.86	19	4.84	1.68	11	5.18	1.72	13	5.54	1.76	9	6.44	2.13
Staff accessibility	3	6.00	1.73	33	5.64	2.09	11	5.36	2.01	16	5.44	1.75	6	7.67	1.86	21	5.29	1.98	18	4.89	1.45	12	5.17	1.95	11	6.00	1.41	6	7.17	1.72
Collaboration with other donors and development partners	5	6.40	1.95	29	6.14	1.92	13	5.08	2.33	18	5.72	1.93	5	7.60	1.14	22	5.09	1.90	18	5.78	1.83	11	5.18	1.40	9	6.11	1.69	9	6.33	0.87
Collaboration with the private sector*	4	5.50	1.73	25	5.40	1.58	12	4.50	1.93	14	5.86	1.46	5	7.20	2.28	23	4.65	2.04	18	5.28	1.71	11	5.00	1.34	9	6.22	1.56	7	6.43	1.99
Straightforwardness and honesty	5	7.00	2.35	33	6.61	2.12	13	5.38	2.57	15	6.67	2.06	5	7.80	1.92	25	5.80	2.16	18	6.22	1.87	13	6.69	1.70	12	6.25	1.82	8	6.50	2.27
Treating clients and stakeholders in Sri Lanka with respect	6	6.33	1.21	34	6.79	2.09	12	6.08	2.47	18	6.78	2.16	5	7.60	1.95	24	5.96	2.14	19	5.63	1.77	13	6.46	1.81	13	7.31	1.55	9	7.22	2.11
Being a long-term partner	9	8.22	1.92	35	7.80	1.88	12	6.75	1.91	17	7.47	1.74	6	8.83	1.17	24	6.54	2.11	19	6.84	2.06	13	7.92	2.69	14	7.64	1.39	9	7.78	1.64

*Significantly different between stakeholder groups

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

	Office of President/Prime Minister/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			State-Owned Enterprise			Private Sector/Financial Sector/Private Bank			CSO			Media			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	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Sri Lanka?	9	7.11	1.90	34	6.29	1.98	15	5.80	1.52	19	6.26	1.76	6	6.50	1.76	20	5.35	2.01	19	5.68	1.64	13	6.08	1.44	13	6.31	1.44	8	7.00	1.93

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

	Office of President/Prime Minister/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			State-Owned Enterprise			Private Sector/Financial Sector/Private Bank			CSO			Media			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	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Sri Lanka?	8	6.75	1.91	32	6.44	1.88	15	6.00	1.77	18	6.39	1.75	6	7.33	1.51	20	5.80	2.22	19	5.63	1.95	12	5.50	1.88	12	6.08	1.83	8	6.75	1.98

(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 Sri Lanka? (1- Strongly disagree, 10- Strongly agree)

	Office of President/Prime Minister/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			State-Owned Enterprise			Private Sector/Financial Sector/Private Bank			CSO			Media			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	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Sri Lanka	7	7.00	1.83	30	6.23	1.81	15	4.93	2.46	16	6.44	1.71	4	7.00	1.83	23	5.70	1.96	17	5.35	1.32	12	6.25	2.18	11	5.36	1.57	9	6.33	1.23
The World Bank Group meets Sri Lanka's needs for knowledge services	7	6.14	2.55	32	6.06	1.72	14	4.50	2.35	17	6.59	1.84	6	7.17	1.17	22	5.50	2.04	18	6.06	1.66	12	6.58	1.24	13	5.69	2.02	9	6.22	1.64

**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 on WBG Project	Local Government	Bilateral/ Multilateral Agency	State-Owned Enterprise	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Weekly	0.0%	11.1%	0.0%	0.0%	0.0%	4.0%	0.0%	14.3%	0.0%	0.0%
Monthly	10.0%	22.2%	0.0%	5.0%	16.7%	0.0%	17.6%	21.4%	14.3%	11.1%
A few times a year	40.0%	47.2%	35.3%	75.0%	83.3%	16.0%	47.1%	35.7%	50.0%	33.3%
Rarely	30.0%	19.4%	47.1%	20.0%	0.0%	44.0%	17.6%	28.6%	35.7%	33.3%
Never	20.0%	0.0%	17.6%	0.0%	0.0%	36.0%	17.6%	0.0%	0.0%	22.2%

*Significantly different between stakeholder groups

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			State-Owned Enterprise			Private Sector/ Financial Sector/ Private Bank			CSO			Media			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	N	Mean	SD
In Sri Lanka, to what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Sri Lanka's specific development challenges and country circumstances	7	5.71	2.14	32	5.97	2.29	13	5.54	1.76	15	5.73	1.62	6	6.67	1.21	17	5.35	2.03	17	6.00	1.84	13	6.54	1.98	12	5.83	2.04	9	6.22	1.86

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

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			State-Owned Enterprise			Private Sector/ Financial Sector/ Private Bank			CSO			Media			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	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?	10	6.90	1.97	33	6.52	2.03	11	5.82	1.99	16	6.13	1.46	5	6.40	2.19	20	5.55	1.91	18	6.06	1.35	13	6.77	2.09	11	5.91	1.45	8	7.00	1.85
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	9	7.11	2.15	34	6.76	2.03	13	5.38	2.36	19	6.84	1.26	5	8.20	1.30	19	6.74	1.45	19	6.68	1.46	11	6.82	1.66	13	6.92	1.66	9	7.67	1.66

(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)

	Office of President/Prime Minister/Minister			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			State-Owned Enterprise			Private Sector/ Financial Sector/ Private Bank			CSO			Media			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	N	Mean	SD
The World Bank Group takes decisions quickly in Sri Lanka*	6	4.83	2.48	32	5.97	1.94	12	6.58	2.15	11	5.73	1.27	4	7.50	1.29	16	4.81	1.68	18	4.56	2.23	10	7.00	1.94	9	5.67	2.00	8	6.13	2.42
Where country systems are adequate, the World Bank Group makes appropriate use of them	5	6.60	2.61	34	6.59	2.09	10	6.10	2.33	8	6.50	1.41	4	8.00	0.82	14	5.21	2.46	12	6.17	1.75	9	7.11	1.90	7	7.14	2.61	8	7.13	2.48

*Significantly different between stakeholder groups



F. The Future Role of the World Bank Group in Sri Lanka

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	State-Owned Enterprise	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Improve the quality of its experts as related to Sri Lanka's specific challenges	30.0%	38.2%	18.8%	10.0%	16.7%	20.0%	21.1%	42.9%	35.7%	44.4%
Provide more adequate data/knowledge/statistics/figures on Sri Lanka's economy	20.0%	14.7%	18.8%	10.0%	0.0%	16.0%	10.5%	28.6%	0.0%	0.0%
Engage more effectively with civil society*	0.0%	14.7%	12.5%	15.0%	0.0%	0.0%	57.9%	21.4%	21.4%	0.0%
Increase the level of capacity development in the country	30.0%	38.2%	12.5%	30.0%	50.0%	32.0%	31.6%	14.3%	57.1%	44.4%
Ensure greater selectivity in its work	0.0%	8.8%	12.5%	0.0%	0.0%	8.0%	0.0%	0.0%	0.0%	0.0%
Reduce the complexity of obtaining World Bank Group financing	20.0%	11.8%	12.5%	5.0%	16.7%	40.0%	15.8%	0.0%	14.3%	22.2%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	20.0%	8.8%	6.3%	15.0%	33.3%	4.0%	5.3%	7.1%	7.1%	0.0%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN*	0.0%	0.0%	6.3%	50.0%	16.7%	12.0%	15.8%	0.0%	0.0%	22.2%
Offer more innovative financial products	0.0%	11.8%	12.5%	5.0%	0.0%	8.0%	0.0%	7.1%	7.1%	22.2%
Engage more directly with beneficiaries*	20.0%	8.8%	12.5%	5.0%	16.7%	0.0%	15.8%	35.7%	0.0%	0.0%
Engage more effectively with private sector*	20.0%	5.9%	18.8%	20.0%	0.0%	36.0%	5.3%	7.1%	28.6%	0.0%
Offer more innovative knowledge services	0.0%	8.8%	12.5%	5.0%	16.7%	4.0%	5.3%	0.0%	14.3%	11.1%
Collaborate more effectively with Government clients	20.0%	29.4%	43.8%	15.0%	16.7%	20.0%	10.5%	14.3%	7.1%	33.3%
Work faster	10.0%	0.0%	0.0%	10.0%	16.7%	0.0%	0.0%	7.1%	0.0%	0.0%
Other*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	7.1%	0.0%

*Significantly different between stakeholder groups



G. Communication and Information Sharing

How frequently do you interact with the World Bank Group now in Sri Lanka?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	State-Owned Enterprise	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Never	18.2%	5.6%	43.8%	5.0%	0.0%	41.7%	16.7%	14.3%	0.0%	22.2%
Less than once a year	27.3%	11.1%	25.0%	10.0%	16.7%	29.2%	38.9%	7.1%	21.4%	0.0%
Once a year to a few times a year	27.3%	38.9%	31.3%	45.0%	66.7%	20.8%	44.4%	42.9%	64.3%	55.6%
Less than once a month	0.0%	2.8%	0.0%	25.0%	0.0%	4.2%	0.0%	21.4%	7.1%	11.1%
At least once a month	27.3%	30.6%	0.0%	10.0%	16.7%	4.2%	0.0%	14.3%	7.1%	11.1%
At least once a week	0.0%	11.1%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	State-Owned Enterprise	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
International newspapers	0.0%	5.7%	0.0%	25.0%	0.0%	8.3%	5.3%	0.0%	7.1%	0.0%
Social media	20.0%	28.6%	35.3%	15.0%	16.7%	29.2%	52.6%	7.1%	21.4%	55.6%
Local radio	0.0%	5.7%	5.9%	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%	11.1%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local television	30.0%	22.9%	35.3%	0.0%	33.3%	20.8%	15.8%	14.3%	14.3%	11.1%
Local newspapers	40.0%	45.7%	52.9%	55.0%	50.0%	62.5%	42.1%	42.9%	50.0%	44.4%
International television	0.0%	8.6%	5.9%	0.0%	0.0%	0.0%	5.3%	7.1%	7.1%	0.0%
Internet	80.0%	45.7%	47.1%	75.0%	50.0%	45.8%	57.9%	57.1%	78.6%	44.4%
Periodicals	10.0%	17.1%	5.9%	0.0%	16.7%	12.5%	15.8%	7.1%	14.3%	0.0%
Other*	0.0%	5.7%	0.0%	15.0%	0.0%	4.2%	0.0%	35.7%	7.1%	11.1%

*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 on WBG Project	Local Government	Bilateral/ Multilateral Agency	State-Owned Enterprise	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
e-Newsletters	36.4%	40.0%	23.5%	50.0%	33.3%	58.3%	38.9%	23.1%	64.3%	55.6%
World Bank Group's publications and other written materials	45.5%	37.1%	29.4%	25.0%	33.3%	54.2%	27.8%	30.8%	21.4%	33.3%
World Bank Group's seminars/workshops/conferences	36.4%	51.4%	52.9%	30.0%	33.3%	12.5%	27.8%	38.5%	28.6%	11.1%
World Bank Group's website	36.4%	25.7%	11.8%	45.0%	33.3%	20.8%	33.3%	53.8%	35.7%	11.1%
Direct contact with World Bank Group	9.1%	20.0%	29.4%	20.0%	16.7%	12.5%	38.9%	15.4%	7.1%	33.3%
Social media	9.1%	11.4%	29.4%	15.0%	16.7%	20.8%	16.7%	15.4%	21.4%	44.4%



H. Background Information

Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, MIGA, ICSID) in your country?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	State-Owned Enterprise	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Yes	16.7%	64.9%	38.9%	43.5%	66.7%	25.9%	15.0%	21.4%	35.7%	22.2%
No	83.3%	35.1%	61.1%	56.5%	33.3%	74.1%	85.0%	78.6%	64.3%	77.8%

*Significantly different between stakeholder groups

If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Sri Lanka?* (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	State-Owned Enterprise	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
The World Bank (IBRD/IDA)	100.0%	100.0%	100.0%	90.0%	100.0%	0.0%	100.0%	100.0%	100.0%	50.0%
The International Finance Corporation (IFC)	0.0%	0.0%	0.0%	10.0%	0.0%	100.0%	0.0%	0.0%	0.0%	50.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	State-Owned Enterprise	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Observer*	45.5%	5.6%	43.8%	30.4%	0.0%	41.7%	15.0%	50.0%	7.1%	50.0%
Use World Bank Group reports/data	36.4%	16.7%	25.0%	39.1%	42.9%	29.2%	40.0%	57.1%	28.6%	40.0%
Engage in World Bank Group related/sponsored events/activities	18.2%	47.2%	25.0%	26.1%	42.9%	16.7%	25.0%	7.1%	50.0%	20.0%
Collaborate as part of my professional duties*	18.2%	69.4%	43.8%	52.2%	57.1%	25.0%	25.0%	7.1%	35.7%	20.0%
Use World Bank Group website for information, data, research, etc.*	9.1%	11.1%	25.0%	8.7%	14.3%	12.5%	60.0%	28.6%	35.7%	30.0%

*Significantly different between stakeholder groups



Appendix C: Responses to Selected Questions by Level of Collaboration with the World Bank Group¹⁹

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 FY19 Sri Lanka COS questionnaire: All 10-point scale questions and questions B4, B6, B7, and F1.

For 10-point scale questions that were asked both in FY15 and FY19 Sri Lanka COS, the analysis for collaborators is presented for both years. However, ONLY FY19 responses are tested for statistical significance (collaborators vs. non-collaborators).

- Collaborating with the WBG, FY15 N=98
- Collaborating with the WBG, FY19 N=69
- Not collaborating with the WBG, FY19 N=117

A. General Issues Facing Sri Lanka

To what extent do you trust each of the following groups to do what is right? (1-To no degree at all, 10-To a very significant degree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The central government*	66	5.12	2.58	101	4.15	2.58
The provincial administration*	62	4.60	2.48	100	3.54	2.31
Bilateral organizations	59	6.12	1.93	92	5.80	2.19
The World Bank Group	61	6.57	1.99	93	6.08	2.37
The International Monetary Fund	55	5.95	2.16	93	5.59	2.34
UN	60	6.13	2.25	94	5.69	2.42
Regional development banks*	59	6.14	2.24	94	5.41	2.09
Sri Lanka's Central Bank	63	6.27	2.22	99	5.59	2.46
International private sector*	58	5.97	2.22	96	5.08	2.14
Domestic private sector*	61	6.41	2.13	95	5.35	2.36
International civil society	59	5.08	2.18	98	4.82	2.34
Domestic civil society	60	5.75	1.99	96	5.04	2.37
Faith-based institutions	50	4.82	2.41	89	4.48	2.50
Domestic traditional media and their web presence	59	4.66	2.08	99	4.21	2.57
International media and their web presence	58	5.31	2.30	97	4.66	2.44
Web based media	60	5.10	2.13	99	4.97	2.44

*Significantly different between collaborators and non-collaborators

B. Overall Attitudes toward the World Bank Group

	2015			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Sri Lanka?*	96	6.35	2.02	67	6.55	1.93	107	5.32	2.29

(1-Not familiar at all, 10-Extremely familiar) *Significantly different between collaborators and non-collaborators

¹⁹ Only 186 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)

	2015			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Sri Lanka.*	84	6.73	1.79	64	6.66	1.88	101	5.91	2.17

(1-Not effective at all, 10-Very effective) *Significantly different between collaborators and non-collaborators

	2015			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Sri Lanka solve its most complicated development challenges?	81	6.99	1.75	63	6.65	1.83	94	6.03	2.34

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

When thinking about how the World Bank Group can have the most impact on development results in Sri Lanka, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Sri Lanka? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Urban development*	3.0%	13.1%
Food security	10.4%	9.3%
Public sector governance/reform	23.9%	32.7%
Education	34.3%	29.0%
Social protection	7.5%	2.8%
Water and sanitation	9.0%	7.5%
Pollution*	0.0%	7.5%
Enabling environment for private sector development	14.9%	6.5%
Energy	4.5%	3.7%
Job creation/employment	22.4%	18.7%
Health	11.9%	7.5%
Financial markets	7.5%	2.8%
Gender equity	4.5%	1.9%
Global/regional integration	3.0%	3.7%
Anti-corruption*	9.0%	20.6%
Poverty reduction	29.9%	32.7%
Natural resource management	4.5%	5.6%
Crime and violence*	0.0%	5.6%
Transport	6.0%	4.7%
Economic growth	32.8%	25.2%
Disaster risk management*	9.0%	1.9%
Trade and exports	6.0%	9.3%
Judiciary reform	0.0%	2.8%
Equality of opportunity	3.0%	5.6%
Disease	0.0%	1.9%
Information and communications technology	4.5%	2.8%
Agriculture and rural development	22.4%	19.6%
Climate change	9.0%	8.4%

*Significantly different between collaborators and non-collaborators

**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 Sri Lanka?
(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Inadequate World Bank Group's staffing in Sri Lanka	4.6%	3.8%
Not adequately flexible	10.8%	3.8%
Not enough public disclosure of its work	18.5%	30.5%
Not willing to honestly criticize policies and reform efforts in the country	9.2%	15.2%
Staff too inaccessible	4.6%	1.9%
Not collaborating enough with private sector	3.1%	10.5%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN*	12.3%	2.9%
Not collaborating enough with civil society	12.3%	14.3%
Arrogant in its approach	4.6%	1.9%
Not aligned with country priorities	15.4%	16.2%
Not adequately sensitive to political/social realities in Sri Lanka	12.3%	12.4%
Too influenced by developed countries	15.4%	17.1%
World Bank Group's processes too slow and complex	12.3%	11.4%
Not sufficiently focused on sustainable results	13.8%	13.3%
Other	1.5%	3.8%
Don't know	6.2%	10.5%

*Significantly different between collaborators and non-collaborators

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

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
To a fully sufficient degree	6.1%	5.6%
To a somewhat sufficient degree	56.1%	45.8%
To a somewhat insufficient degree	24.2%	21.5%
To a very insufficient degree	10.6%	13.1%
Don't know	3.0%	14.0%

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

(1-Strongly disagree, 10-Strongly agree)

	2015			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Sri Lanka	94	6.69	1.98	61	6.26	1.88	100	5.77	2.14
The World Bank Group's work is aligned with what I consider the development priorities for Sri Lanka*	91	6.22	2.05	62	6.39	2.08	90	5.40	2.04

*Significantly different between collaborators and non-collaborators

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

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

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

	2015			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs ⁱ	85	6.65	1.89	59	6.20	1.60	90	5.31	1.84
Flexibility (in terms of the institution's products and services)*	89	5.87	1.77	58	5.76	1.50	77	4.88	1.57
Flexibility (in terms of changing country circumstances)*	89	6.07	1.75	57	5.68	1.48	86	4.97	1.75
Being inclusive*	86	6.20	1.79	59	6.08	1.71	83	5.35	1.78
Openness (sharing data and other information)*	87	6.59	1.99	61	6.25	1.77	94	5.57	2.13
Collaboration with the Government*	89	7.40	1.42	58	6.86	1.69	92	6.09	1.91
The speed in which it gets things accomplished on the ground	86	6.38	1.91	57	5.61	1.83	81	5.22	1.78
Helping to bring discipline/effective supervision to implementation of investment projects ⁱⁱ				57	6.39	1.76	84	5.92	1.95
Collaboration with civil society	82	6.06	2.18	51	5.41	1.79	90	5.16	1.98
Staff accessibility	92	6.77	2.00	59	5.86	2.05	77	5.31	1.77
Collaboration with other donors and development partners	78	6.97	1.74	53	6.13	1.76	85	5.52	1.90
Collaboration with the private sector*	69	6.45	1.79	51	5.84	1.62	76	5.00	1.84
Straightforwardness and honesty	85	7.28	2.01	59	6.71	2.00	88	6.08	2.10
Treating clients and stakeholders in Sri Lanka with respect	86	7.13	2.02	62	6.87	1.85	90	6.24	2.08
Being a long-term partner	91	7.87	1.93	63	7.62	1.78	94	7.30	2.11

*Significantly different between collaborators and non-collaborators

ⁱ In FY 2015, the category was "Responsiveness"

ⁱⁱ Only FY 2019 questionnaire had this response option



C. World Bank Group's Effectiveness and Results

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

	2015			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Social protection	57	6.09	2.18	33	5.21	1.93	43	5.35	1.76
Gender equity	59	6.44	2.27	47	6.47	1.71	58	6.09	1.74
Private sector development*	63	6.41	1.96	45	6.13	1.56	66	5.32	1.89
Education*	79	7.61	2.06	50	6.98	1.77	74	6.22	2.06
Public sector governance/reform	64	6.14	2.20	47	5.98	1.81	72	5.79	2.11
Global/regional integration	62	6.65	2.11	37	6.32	1.96	61	5.74	2.16
Food security*	63	6.48	2.31	40	6.13	2.17	56	5.21	2.11
Urban development	74	7.30	1.70	44	6.66	1.93	74	6.26	1.81
Energy	65	6.75	2.06	40	6.25	2.10	65	5.85	2.00
Water and sanitation	76	7.07	1.79	46	6.76	1.96	70	6.49	1.94
Job creation/employment*	63	6.06	2.24	40	6.05	2.05	61	4.92	1.77
Health	73	7.44	1.64	42	6.90	1.91	66	6.38	1.79
Financial markets	55	5.87	2.09	36	6.22	2.10	52	5.71	2.03
Transport*	70	7.14	1.95	46	7.00	2.09	66	6.02	1.93
Agriculture and rural development ⁱ	72	6.78	1.90	49	6.49	2.12	72	5.82	2.06
Trade and exports	54	6.28	1.99	33	6.30	1.93	57	5.42	2.10
Natural resource management	59	6.34	2.30	40	6.18	1.99	65	5.52	2.07
Climate change	67	6.64	1.89	43	6.30	1.98	63	5.73	1.97
Poverty reduction	76	7.18	2.08	51	6.65	1.82	78	6.04	2.12
Economic growth*	72	6.92	2.09	48	6.52	1.70	76	5.79	2.12
Disaster risk management ⁱⁱ	68	6.74	2.02	48	6.88	1.77	66	5.61	1.98
Equality of opportunity	55	5.89	2.24	42	6.38	1.95	61	5.87	1.95
Disease ⁱⁱⁱ	61	6.82	2.07	30	6.50	2.00	59	5.80	2.20

* Significantly different between collaborators and non-collaborators

ⁱ In FY 2015, there were two categories related to agriculture and rural development: "Rural development" and "Agricultural development." A mean score of responses to these two categories was calculated and included in a separate variable that then was compared to FY 2019 "Agriculture and rural development" category.

ⁱⁱ In FY 2015, the category was "Disaster management".

ⁱⁱⁱ In FY 2015, the category was "Communicable/non-communicable diseases".

	2015			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	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 Sri Lanka?	89	6.88	1.90	62	6.39	1.81	94	5.88	1.78

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Sri Lanka?*	59	6.56	1.80	91	5.87	1.96

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

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

	2015			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Sri Lanka	86	6.27	1.81	57	6.11	1.73	86	5.78	2.00
The World Bank Group meets Sri Lanka's needs for knowledge services	88	6.48	1.90	59	6.15	1.84	90	5.77	1.97

(1- Strongly disagree, 10- Strongly agree)

How effectively does the World Bank Group support Sri Lanka's efforts ... ? (1-Not effectively at all, 10-Very effectively)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To build stronger domestic resource mobilization systems in the Government	47	5.87	2.29	74	5.38	2.01
To develop better and stronger data collection/analytics systems within the Government	48	6.08	2.14	74	5.74	2.07
To strengthen the country's crisis preparedness	47	6.06	2.23	76	5.45	2.18
To identify and monitor risks	46	6.20	2.39	73	5.66	2.09

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How effectively does the World Bank Group's SCD and CPF activities support Sri Lanka's efforts to manage crisis related risks?	26	5.96	1.95	27	5.74	2.26

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

D. The World Bank Group's Knowledge Work and Activities**In Sri Lanka, 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)**

	2015			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are timely	90	6.69	1.89	57	6.42	1.86	77	6.03	2.03
Include appropriate level of stakeholder involvement during preparation	77	6.48	1.67	57	6.16	2.03	76	5.74	2.06
Lead to practical solutions	87	6.18	1.71	58	6.10	1.87	77	5.68	1.93
Are source of relevant information on global good practices	88	7.15	1.77	58	6.78	1.77	78	6.36	1.95
Are adequately disseminated*	86	6.41	2.00	54	6.13	1.86	76	5.36	1.99
Are translated enough into local language	77	5.21	2.11	48	5.44	1.90	71	4.99	2.09
Are adaptable to Sri Lanka's specific development challenges and country circumstances	84	6.06	1.74	60	6.15	2.05	79	5.67	1.85

*Significantly different between collaborators and non-collaborators

	2015			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	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?	82	6.74	1.81	60	6.50	1.60	86	6.09	1.97

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

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

	2015			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	89	7.38	1.55	63	6.90	1.52	88	6.67	1.96

(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)**

	2015			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	80	7.06	1.89	54	6.26	2.27	71	5.58	2.05
The World Bank Group effectively monitors and evaluates the projects and programs it supports	89	7.38	1.66	61	6.70	1.83	82	6.57	1.83
The World Bank Group's approvals and reviews are done in a timely fashion	82	6.96	2.13	55	6.67	1.94	71	6.06	2.02
The World Bank Group's Environmental and Social Framework requirements are reasonable* ⁱ	68	6.78	1.88	56	7.00	1.91	74	6.30	1.87
The World Bank Group's conditions on its lending are reasonable*	71	6.72	1.88	51	6.57	2.08	73	5.52	2.31
The World Bank Group takes decisions quickly in Sri Lanka	78	6.58	1.90	53	6.08	1.80	70	5.40	2.21
Working with the World Bank Group increases Sri Lanka's institutional capacity	90	7.46	1.74	59	7.07	1.96	88	6.64	2.08
Where country systems are adequate, the World Bank Group makes appropriate use of them*	80	6.89	2.08	49	6.98	2.16	59	6.02	2.07

*Significantly different between collaborators and non-collaborators

ⁱ In FY 2015, the category was "The World Bank Group's 'Safeguard Policy' requirements are reasonable".

**F. The future role of the World Bank Group in Sri Lanka**

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Improve the quality of its experts as related to Sri Lanka's specific challenges	27.4%	26.9%
Provide more adequate data/knowledge/statistics/figures on Sri Lanka's economy	8.1%	16.3%
Engage more effectively with civil society	12.9%	19.2%
Increase the level of capacity development in the country	41.9%	27.9%
Ensure greater selectivity in its work	4.8%	3.8%
Reduce the complexity of obtaining World Bank Group financing	12.9%	17.3%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	11.3%	7.7%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	16.1%	8.7%
Offer more innovative financial products	9.7%	6.7%
Engage more directly with beneficiaries	9.7%	10.6%
Engage more effectively with private sector	11.3%	19.2%
Offer more innovative knowledge services	9.7%	5.8%
Collaborate more effectively with Government clients	19.4%	23.1%
Work faster	3.2%	2.9%
Other	1.6%	1.9%



Appendix D: Responses to Selected Questions by Year²⁰

All data presented in this appendix are weighted. As a result, means of the FY 2019 data and the total number of respondents indicated will be slightly different from the aggregated responses in Appendix A. Similarly, responses from FY 2015 respondents and the total number of respondents indicated may differ from those reported in the FY 2015 COS report.

- FY 2015 Number of comparable respondents = 282
- FY 2019 Number of comparable respondents = 178

By weighting, the FY 2015 and FY 2019 samples have the same stakeholder composition and thus are comparable. The weighted percentage of a stakeholder group is determined by the extent to which the World Bank Group interacts with them in the country and the percentage this group usually makes up in the past aggregated annual global data. The weighted stakeholder breakdown is presented below:

Percentage of Respondents	FY 2015	FY 2019
Office of the President/Prime Minister/Minister	5.0%	5.0%
Office of Parliamentarian	2.0%	2.0%
Government Institutions	30.0%	30.0%
Local Government Office or Staff	10.0%	10.0%
Bilateral/Multilateral Agency	8.0%	8.0%
Civil Society	15.0%	15.0%
Private Sector	15.0%	15.0%
Academia/Research Institute/Think Tank	8.5%	8.5%
Media	6.5%	6.5%

B. Overall Attitudes toward the World Bank Group

	FY 2015			FY 2019		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Sri Lanka?*	278	5.21	2.37	169	5.77	2.24

*(1-Not familiar at all, 10-Extremely familiar) *Significantly different between FY2015 and FY2019*

	FY 2015			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Sri Lanka.	227	6.42	1.93	161	6.16	2.09

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

	FY 2015			FY 2019		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Sri Lanka solve its most complicated development challenges?	206	6.64	1.97	152	6.22	2.13

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

²⁰ Only those questions that were asked in the FY 2015 and FY 2019 country opinion surveys, with similar response scales/options, are presented in this appendix.

**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 Sri Lanka?*

(Select only ONE response)

Percentage of Respondents	FY 2015	FY 2019
To a fully sufficient degree	3.2%	6.0%
To a somewhat sufficient degree	55.7%	49.7%
To a somewhat insufficient degree	18.2%	22.2%
To a very insufficient degree	5.0%	13.2%
Don't know	17.9%	9.0%

*Significantly different between FY2015 and FY2019

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

(1-Strongly disagree, 10-Strongly agree)

	FY 2015			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Sri Lanka*	253	6.38	2.00	157	5.92	2.01
The World Bank Group's work is aligned with what I consider the development priorities for Sri Lanka	239	6.16	2.03	150	5.83	2.09

*Significantly different between FY2015 and FY2019

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

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

	FY 2015			FY 2019		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs ⁱ	206	6.45	2.02	149	5.68	1.83
Flexibility (in terms of the institution's products and services)*	205	5.70	2.01	137	5.26	1.61
Flexibility (in terms of changing country circumstances)*	210	5.78	1.96	145	5.26	1.66
Being inclusive*	209	6.07	1.90	142	5.59	1.78
Openness (sharing data and other information)*	219	6.36	2.20	154	5.89	2.02
Collaboration with the Government*	229	7.53	1.57	149	6.39	1.87
The speed in which it gets things accomplished on the ground*	204	6.14	1.99	140	5.35	1.85
Helping to bring discipline/effective supervision to implementation of investment projects ⁱⁱ				141	6.11	1.92
Collaboration with civil society*	211	5.74	2.23	139	5.20	1.84
Staff accessibility	224	5.99	2.34	136	5.59	1.94
Collaboration with other donors and development partners*	206	6.88	1.93	137	5.78	1.88
Collaboration with the private sector*	182	6.32	1.88	127	5.34	1.85
Straightforwardness and honesty*	213	6.97	2.12	146	6.30	2.08
Treating clients and stakeholders in Sri Lanka with respect*	216	6.99	2.01	151	6.47	2.03
Being a long-term partner	223	7.60	1.98	156	7.40	1.99

*Significantly different between FY2015 and FY2019

ⁱ In FY 2015, the category was "Responsiveness"

ⁱⁱ Only FY 2019 questionnaire had this response option



C. World Bank Group's Effectiveness and Results

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

	FY 2015			FY 2019		
	N	Mean	SD	N	Mean	SD
Social protection*	158	5.83	2.20	73	5.24	1.83
Gender equity	165	6.00	2.33	101	6.22	1.75
Private sector development*	173	6.17	2.13	108	5.56	1.81
Education*	210	7.21	2.03	121	6.38	1.97
Public sector governance/reform	167	5.95	2.23	116	5.87	2.02
Global/regional integration	154	6.45	2.05	98	5.97	2.13
Food security*	173	6.39	2.18	95	5.62	2.23
Urban development*	207	7.09	1.93	115	6.38	1.86
Energy	173	6.34	2.23	102	5.99	2.02
Water and sanitation*	199	7.00	1.95	112	6.52	1.94
Job creation/employment*	179	6.03	2.28	100	5.31	1.97
Health*	195	7.11	2.04	104	6.50	1.81
Financial markets	151	5.65	2.13	86	5.96	2.09
Transport*	182	6.92	1.98	111	6.37	2.03
Agriculture and rural development* ⁱ	205	6.68	2.00	117	6.02	2.11
Trade and exports	149	6.05	1.99	90	5.79	2.10
Natural resource management	155	5.89	2.38	103	5.63	2.06
Climate change	168	5.98	2.21	106	5.85	1.96
Poverty reduction*	210	7.01	2.14	128	6.16	2.05
Economic growth*	195	6.69	2.13	121	6.03	2.02
Disaster risk management* ⁱⁱ	175	6.64	2.05	112	6.05	2.00
Equality of opportunity	155	5.76	2.26	100	6.05	1.95
Disease* ⁱⁱⁱ	161	6.64	2.09	87	5.93	2.11

*Significantly different between FY2015 and FY2019

ⁱ In FY 2015, there were two categories related to agriculture and rural development: "Rural development" and "Agricultural development." A mean score of responses to these two categories was calculated and included in a separate variable that then was compared to FY 2019 "Agriculture and rural development" category.

ⁱⁱ In FY 2015, the category was "Disaster management".

ⁱⁱⁱ In FY 2015, the category was "Communicable/non-communicable diseases".

	FY 2015			FY 2019		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Sri Lanka?*	243	6.62	1.82	153	6.06	1.77

(1-To no degree at all, 10-To a very significant degree) *Significantly different between FY2015 and FY2019

**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 Sri Lanka?

(1-Strongly disagree, 10-Strongly agree)

	FY 2015			FY 2019		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Sri Lanka	218	6.01	1.90	142	5.88	1.86
The World Bank Group meets Sri Lanka's needs for knowledge services	232	6.15	1.93	148	5.90	1.89

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	FY 2015	FY 2019
Weekly	4.0%	4.3%
Monthly	9.9%	12.8%
A few times a year	34.4%	43.3%
Rarely	29.7%	28.0%
Never	22.0%	11.6%

In Sri Lanka, 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)

	FY 2015			FY 2019		
	N	Mean	SD	N	Mean	SD
Are timely	210	6.43	1.89	136	6.25	1.94
Include appropriate level of stakeholder involvement during preparation	188	6.08	2.01	134	5.97	2.05
Lead to practical solutions	203	5.99	1.86	135	5.91	1.91
Are source of relevant information on global good practices	208	6.95	1.74	137	6.57	1.87
Are adequately disseminated	200	6.10	2.13	132	5.70	1.95
Are translated enough into local language	180	5.15	2.17	122	5.23	2.03
Are adaptable to Sri Lanka's specific development challenges and country circumstances	200	5.99	1.84	140	5.92	1.95

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

	FY 2015			FY 2019		
	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?	228	6.61	1.85	142	6.27	1.86
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	221	7.14	1.58	149	6.77	1.78

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality) *Significantly different between FY2015 and FY2019

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

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

	FY 2015			FY 2019		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	177	6.71	1.92	128	5.85	2.21
The World Bank Group effectively monitors and evaluates the projects and programs it supports	221	6.99	1.83	145	6.62	1.83
The World Bank Group's approvals and reviews are done in a timely fashion	197	6.56	1.94	129	6.33	2.02
The World Bank Group's Environmental and Social Framework requirements are reasonable ⁱ	174	6.52	1.95	133	6.53	1.92
The World Bank Group's conditions on its lending are reasonable*	179	6.47	1.99	124	5.88	2.26
The World Bank Group takes decisions quickly in Sri Lanka*	188	6.18	2.03	126	5.67	2.09
Working with the World Bank Group increases Sri Lanka's institutional capacity	229	7.10	1.92	148	6.80	2.06
Where country systems are adequate, the World Bank Group makes appropriate use of them	189	6.72	2.05	111	6.43	2.14

*Significantly different between FY2015 and FY2019

ⁱ In FY 2015, the category was "The World Bank Group's 'Safeguard Policy' requirements are reasonable".

F. The Future Role of the World Bank Group in Sri Lanka

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

Percentage of Respondents	FY 2015	FY 2019
Financial services	26.7%	30.2%
Knowledge products	25.2%	27.2%
Convening services	5.0%	4.3%
None of the above	0.8%	0.6%
The combination is appropriate for Sri Lanka	35.1%	30.9%
Don't know	7.3%	6.8%



Appendix E: 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 Sri Lanka? (Choose no more than TWO)									
			Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
	Not collaborating with the WBG	Collaborating with the WBG	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
To what extent do you trust The World Bank Group to do what is right?	6.08	6.57	6.37	6.09	6.16	6.60	6.32	6.27	6.43	6.13	6.29	6.34
Overall, please rate your impression of the World Bank Group's effectiveness in Sri Lanka.	5.91	6.66	6.44	5.92	6.45	6.05	6.16	6.67	6.27	6.37	6.28	6.44
Overall the World Bank Group currently plays a relevant role in development in Sri Lanka	5.77	6.26	6.21	5.59	6.22	5.77	5.89	6.50	6.15	5.92	5.98	6.33
The World Bank Group's work is aligned with what I consider the development priorities for Sri Lanka	5.40	6.39	6.13	4.97	5.94	5.67	5.53	6.61	5.80	5.92	5.84	5.88
Responsiveness to needs	5.31	6.20	5.89	5.23	5.74	5.72	5.59	6.04	5.59	5.93	5.82	5.44
Flexibility (in terms of the institution's products and services)	4.88	5.76	5.42	5.06	5.49	5.02	5.14	5.76	5.27	5.42	5.33	5.37
Flexibility (in terms of changing country circumstances)	4.97	5.68	5.45	4.91	5.39	5.19	5.19	5.64	5.25	5.42	5.35	5.25
Being inclusive	5.35	6.08	5.87	5.27	5.72	5.76	5.53	6.18	5.75	5.71	5.74	5.68
Openness (sharing data and other information)	5.57	6.25	6.19	5.08	5.81	6.15	5.78	6.28	5.99	5.85	5.80	6.39
Collaboration with the Government	6.09	6.86	6.55	6.09	6.47	6.37	6.25	6.89	6.35	6.56	6.43	6.49
The speed in which it gets things accomplished on the ground	5.22	5.61	5.40	5.55	5.55	5.22	5.39	5.55	5.45	5.42	5.46	5.37
Helping to bring discipline/effective supervision to implementation of investment projects	5.92	6.39	6.23	6.09	6.22	6.15	6.00	6.64	6.44	5.87	6.05	6.69
Collaboration with civil society	5.16	5.41	5.39	5.00	5.20	5.46	5.34	5.15	5.31	5.25	5.31	5.20
Staff accessibility	5.31	5.86	5.75	5.07	5.57	5.68	5.47	5.89	5.65	5.56	5.61	5.61
Collaboration with other donors and development partners	5.52	6.13	5.97	5.38	5.72	6.00	5.84	5.72	5.76	5.87	5.75	6.04
Collaboration with the private sector	5.00	5.84	5.61	4.97	5.30	5.75	5.52	5.32	5.42	5.52	5.35	5.88
Straightforwardness and honesty	6.08	6.71	6.53	6.11	6.44	6.39	6.28	6.76	6.49	6.33	6.48	6.23
Treating clients and stakeholders in Sri Lanka with respect	6.24	6.87	6.57	6.47	6.62	6.42	6.35	7.02	6.47	6.65	6.58	6.42
Being a long-term partner	7.30	7.62	7.49	7.36	7.47	7.44	7.33	7.75	7.42	7.52	7.45	7.47
To what extent does the World Bank Group's work help to achieve development results in Sri Lanka?	5.88	6.39	6.11	6.06	6.15	6.00	6.01	6.29	6.16	6.02	6.11	6.06
To what extent does the World Bank Group influence the development agenda in Sri Lanka?	5.87	6.56	6.19	6.03	6.33	5.85	6.12	6.24	6.03	6.32	6.12	6.29
The World Bank Group's financial instruments meet the needs of Sri Lanka	5.78	6.11	5.95	5.73	5.93	5.84	5.82	6.10	5.95	5.84	5.88	6.00
The World Bank Group meets Sri Lanka's needs for knowledge services	5.77	6.15	6.13	5.61	6.02	6.00	5.98	6.09	6.06	5.95	5.99	6.09
The World Bank Group's knowledge work and activities are adaptable to Sri Lanka's specific development challenges and country circumstances	5.67	6.15	6.00	5.72	5.99	5.84	5.89	6.02	6.04	5.79	5.80	6.42
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.09	6.50	6.31	6.15	6.28	6.23	6.27	6.27	6.33	6.17	6.20	6.48
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	6.67	6.90	6.85	6.58	6.64	7.10	6.72	6.96	6.92	6.64	6.82	6.74
The World Bank Group takes decisions quickly in Sri Lanka	5.40	6.08	5.78	5.52	5.89	5.36	5.59	6.00	5.60	5.84	5.73	5.67
Where country systems are adequate, the World Bank Group makes appropriate use of them	6.02	6.98	6.69	6.04	6.64	6.32	6.17	7.25	6.60	6.46	6.48	6.80

Yellow highlight indicates significant difference between Yes and No means.

Appendix F: Sri Lanka FY19 COS Questionnaire



World Bank Group Country Survey FY 2019 – Sri Lanka

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

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 SRI LANKA

A1. When you think about the future in Sri Lanka, are you ... ?	
1	Very optimistic
2	Somewhat optimistic
3	Somewhat pessimistic
4	Very pessimistic
5	Not sure

A2. Do you think that economic opportunity for citizens in Sri Lanka is ... ?	
1	Increasing
2	Decreasing
3	Staying about the same

A3. Listed below are a number of development priorities in Sri Lanka. Please identify which of the following you consider the most important development priorities in Sri Lanka. (Choose no more than THREE)			
1	Health	15	Disease (dengue and non-communicable diseases)
2	Financial markets	16	Information and communications technology
3	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	17	Natural resource management (e.g., forests, wildlife, water, oceans)
4	Water and sanitation	18	Economic growth
5	Global/regional integration	19	Climate change (e.g., mitigation, adaptation)
6	Education	20	Crime and violence
7	Food security	21	Poverty reduction
8	Urban development	22	Anti-corruption
9	Energy	23	Judiciary reform
10	Pollution	24	Disaster risk management
11	Job creation/employment	25	Equality of opportunity (i.e., social inclusion)
12	Social protection (e.g., pensions, targeted social assistance)	26	Transport (e.g., roads, bridges, transportation)
13	Gender equity (closing the gap between women and men, and boys and girls)	27	Agriculture and rural development
14	Enabling environment for private sector development	28	Trade and exports

SECTION A: GENERAL ISSUES

A4. 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 Sri Lanka? (Choose no more than THREE)			
1	Social protection (e.g., pensions, targeted social assistance)	15	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
2	Energy	16	Urban development
3	Trade and exports	17	Enabling environment for private sector development
4	Climate change (e.g., mitigation, adaptation)	18	Global/regional integration
5	Disaster risk management	19	Pollution
6	Equality of opportunity (i.e., social inclusion)	20	Job creation/employment
7	Economic growth	21	Water and sanitation
8	Disease (dengue and non-communicable diseases)	22	Health
9	Crime and violence	23	Education
10	Information and communications technology	24	Financial markets
11	Agriculture and rural development	25	Gender equity (closing the gap between women and men, and boys and girls)
12	Transport (e.g., roads, bridges, transportation)	26	Food security
13	Anti-corruption	27	Natural resource management (e.g., forests, wildlife, water, oceans)
14	Judiciary reform		

A5. When economic and/or social reform efforts fail or are slow to take place in Sri Lanka, which of the following would you attribute this to? (Choose no more than TWO)	
1	Poor coordination within the government
2	Corruption
3	Inadequate level of citizen/civil society participation
4	Inadequate level of donor coordination
5	Inadequate level of private sector participation
6	Reforms are not well thought out in light of country challenges
7	Political pressures and obstacles
8	Inadequate level of government accountability
9	Inadequate level of capacity in the government
10	Private sector involvement and/or influence
11	Other (please specify): _____

SECTION A: GENERAL ISSUES

A6. To what extent do you trust each of the following groups to do what is right?												
		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	
1	The central government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	The provincial administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	The World Bank Group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	The International Monetary Fund	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	UN	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Regional development banks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Sri Lanka's Central Bank	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	International private sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Domestic private sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	International civil society (e.g., NGOs, CBOs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Domestic civil society (e.g., NGOs, CBOs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Faith-based institutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	International media and their web presence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	Web based media (i.e., blogs, social media, other web-based news and information sources)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

A7. Please describe the direction Sri Lanka is moving in, when considering ... ?						
		Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
1	Human development (e.g., health, education, and social protection)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Equal opportunity for girls and boys, men and women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Growing Sri Lanka's economy in a way that leads to jobs and employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	The gap between the rich and the poor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Making government more effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Anti-corruption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Attracting new sources of foreign investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION A: GENERAL ISSUES

A8. Listed below are global challenges. Which do you think have the most serious impact on Sri Lanka? (Choose no more than TWO)

1	Migrants and refugees	6	Fragility in Sri Lanka or neighboring countries
2	Trade constraints	7	Geo political uncertainty
3	Jobs/employment	8	Technology based disruption
4	Terrorism	9	Environmental degradation
5	Climate change	10	The gap between the rich and the poor

A9. When thinking about development efforts in Sri Lanka, do you think that civil society (e.g., non-governmental organizations, community-based organizations) should ... ?

1	Engage significantly less
2	Engage somewhat less
3	Engage somewhat more
4	Engage significantly more
5	Engage at the same level it does currently
6	Don't know

A10. To what extent do you trust domestic private sector to engage in public service delivery in Sri Lanka?

1	To a very low degree
2	To a somewhat low degree
3	To a somewhat high degree
4	To a very high degree
5	Don't know

A11. To what extent do you trust international private sector to engage in public service delivery in Sri Lanka?

1	To a very low degree
2	To a somewhat low degree
3	To a somewhat high degree
4	To a very high degree
5	Don't know

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B1. How familiar are you with the work of the World Bank Group in Sri Lanka?									
1	2	3	4	5	6	7	8	9	10
Not familiar at all									Extremely familiar

B2. Overall, please rate your impression of the World Bank Group's effectiveness in Sri Lanka.										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not effective at all									Very effective	Don't know

B3. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Sri Lanka solve its most complicated development challenges?										
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

B4. When thinking about how the World Bank Group can have the most impact on development results in Sri Lanka, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Sri Lanka? (Choose no more than THREE)			
1	Urban development	15	Anti-corruption
2	Food security	16	Poverty reduction
3	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	17	Natural resource management (e.g., forests, wildlife, water, oceans)
4	Education	18	Crime and violence
5	Social protection (e.g., pensions, targeted social assistance)	19	Transport (e.g., roads, bridges, transportation)
6	Water and sanitation	20	Economic growth
7	Pollution	21	Disaster risk management
8	Enabling environment for private sector development	22	Trade and exports
9	Energy	23	Judiciary reform
10	Job creation/employment	24	Equality of opportunity (i.e., social inclusion)
11	Health	25	Disease (dengue and non-communicable diseases)
12	Financial markets	26	Information and communications technology
13	Gender equity (closing the gap between women and men, and boys and girls)	27	Agriculture and rural development
14	Global/regional integration	28	Climate change (e.g., mitigation, adaptation)

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B5. 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 Sri Lanka?			
		Greatest Value (Choose only ONE)	Second Greatest Value (Choose only ONE)
1	Bringing together different groups of stakeholders	<input type="checkbox"/>	<input type="checkbox"/>
2	Capacity development related to World Bank Group supported projects	<input type="checkbox"/>	<input type="checkbox"/>
3	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
4	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
5	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
6	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
7	Promoting knowledge sharing	<input type="checkbox"/>	<input type="checkbox"/>
8	Implementation support	<input type="checkbox"/>	<input type="checkbox"/>
9	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
10	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
11	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

B6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Sri Lanka? (Choose no more than TWO)	
1	Inadequate World Bank Group's staffing in Sri Lanka
2	Not adequately flexible
3	Not enough public disclosure of its work
4	Not willing to honestly criticize policies and reform efforts in the country
5	Staff too inaccessible
6	Not collaborating enough with private sector
7	Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN
8	Not collaborating enough with civil society (e.g., NGOs, CBOs)
9	Arrogant in its approach
10	Not aligned with country priorities
11	Not adequately sensitive to political/social realities in Sri Lanka
12	Too influenced by developed countries
13	World Bank Group's processes too slow and complex
14	Not sufficiently focused on sustainable results
15	Other (please specify): _____
16	Don't know

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B7. To what extent do you believe that the World Bank Group's work and support help the poorest in Sri Lanka? (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

B8. From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?

1	Increased its emphasis recently
2	Decreased its emphasis recently
3	Emphasis has remained pretty consistent over time
4	Don't know

B9. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)

1	Local government	7	Media
2	Private sector	8	Foundations
3	Youth/university groups	9	Parliament
4	Beneficiaries	10	Academia/think tanks/research institutes
5	Donor community	11	Other (please specify): _____
6	NGOs/Community Based Organizations	12	Don't know

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

		Strongly disagree										Strongly agree	Don't know
B10	Overall the World Bank Group currently plays a relevant role in development in Sri Lanka	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B11	The World Bank Group's work is aligned with what I consider the development priorities for Sri Lanka	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 Sri Lanka, 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	
B12	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B13	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B14	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B15	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B16	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B17	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B18	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B19	Helping to bring discipline/effective supervision to implementation of investment projects	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B20	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B21	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B22	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B23	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B24	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B25	Treating clients and stakeholders in Sri Lanka with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B26	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS

C1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Sri Lanka? *(If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")*

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	Gender equity (closing the gap between women and men, and boys and girls)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	Private sector development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
4	Education	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
5	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"/>
6	Global/regional integration	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
7	Food security	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
8	Urban development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
9	Energy	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
10	Water and sanitation	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
11	Job creation/employment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
12	Health	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
13	Financial markets	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
14	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
15	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
16	Trade and exports	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
17	Natural resource management (e.g., forests, wildlife, water, oceans)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
18	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
19	Poverty reduction	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
20	Economic growth	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
21	Disaster risk management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
22	Equality of opportunity (i.e., social inclusion)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
23	Disease (dengue and non-communicable diseases)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

C2. To what extent does the World Bank Group's work help to achieve development results in Sri Lanka?

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

C3. To what extent does the World Bank Group influence the development agenda in Sri Lanka?

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

SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS

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

C6. As part of IDA18, the World Bank Group has expanded (or developed) a number of financial instruments to respond to challenges in IDA countries. These include the Crisis Response Window (CRW), Pandemic Emergency Finance Facility (PEF), Catastrophe Deferred Draw Down Option (CAT-DDO), and the Private Sector Window (PSW). In general, how familiar are you with these new or expanded financial instruments in Sri Lanka? (Select only ONE response)												
1	Very familiar											
2	Somewhat familiar											
3	Somewhat unfamiliar											
4	Very unfamiliar											
5	Don't know											

How effectively does the World Bank Group support Sri Lanka’s efforts ... ?													
		Not effectively at all										Very effectively	Don't know
C7	To build stronger domestic resource mobilization systems in the Government (e.g., tax collection)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C8	To develop better and stronger data collection/analytics systems within the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C9	To strengthen the country’s crisis preparedness	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C10	To identify and monitor risks	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

C11. How effectively does the World Bank Group's SCD and CPF activities support Sri Lanka's efforts to manage crisis related risks? [Please only respond if you are familiar with the WBG's Systematic Country Diagnosis (SCD) and Country Partnership Framework (CPF)]												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Not effectively at all									Very effectively		Don't know	

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 Sri Lanka, 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
D2	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D3	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D4	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D5	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D6	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D7	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D8	Are adaptable to Sri Lanka's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

D9. 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

D10. 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
		1	2	3	4	5	6	7	8	9	10		
E1	The World Bank Group disburses funds promptly											<input type="checkbox"/>	
E2	The World Bank Group effectively monitors and evaluates the projects and programs it supports											<input type="checkbox"/>	
E3	The World Bank Group's approvals and reviews are done in a timely fashion											<input type="checkbox"/>	
E4	The World Bank Group's Environmental and Social Framework requirements are reasonable											<input type="checkbox"/>	
E5	The World Bank Group's conditions on its lending are reasonable											<input type="checkbox"/>	
E6	The World Bank Group takes decisions quickly in Sri Lanka											<input type="checkbox"/>	
E7	Working with the World Bank Group increases Sri Lanka's institutional capacity											<input type="checkbox"/>	
E8	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them											<input type="checkbox"/>	

SECTION F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN SRI LANKA

F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Sri Lanka? (Choose no more than TWO)	
1	Improve the quality of its experts as related to Sri Lanka's specific challenges
2	Provide more adequate data/knowledge/statistics/figures on Sri Lanka's economy
3	Engage more effectively with civil society (e.g., NGOs, CBOs)
4	Increase the level of capacity development in the country
5	Ensure greater selectivity in its work
6	Reduce the complexity of obtaining World Bank Group financing
7	Help to bring discipline/effective supervision to implementation of World Bank Group projects
8	Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN
9	Offer more innovative financial products
10	Engage more directly with beneficiaries
11	Engage more effectively with private sector
12	Offer more innovative knowledge services
13	Collaborate more effectively with Government clients (e.g., national, state, local)
14	Work faster
15	Other (please specify): _____

F2. When considering the combination of services that the World Bank Group offers in Sri Lanka, 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 Sri Lanka? (Select only ONE response)	
1	Financial services
2	Knowledge products
3	Convening services
4	None of the above
5	The combination is appropriate for Sri Lanka
6	Don't know

SECTION G: COMMUNICATION AND INFORMATION SHARING

G1. How frequently do you interact with the World Bank Group now in Sri Lanka?	
1	Never
2	Less than once a year
3	Once a year to a few times a year
4	Less than once a month
5	At least once a month
6	At least once a week

G2. How do you get most of your information about economic and social development issues in Sri Lanka? (Choose no more than TWO)			
1	International newspapers	6	Local newspapers
2	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	7	International television
3	Local radio	8	Internet
4	International radio	9	Periodicals
5	Local television	10	Other (please specify): _____

G3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)			
1	e-Newsletters	4	World Bank Group's website
2	World Bank Group's publications and other written materials	5	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
3	World Bank Group's seminars/workshops/conferences	6	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)

G4. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?					
		Every few days	Every few weeks	Every few months	Not at all
1	Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Visited a WBG website (e.g. read a blog, used data)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Attended an event/conference hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Watched a webinar or online event hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Read some or all of a WBG research paper or publication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Met professionally with WBG staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION H: BACKGROUND INFORMATION

H1. Which of the following best describes your current affiliation? (Select only ONE response)			
1	Office of the President, Prime Minister	11	Private Foundation
2	Office of Minister	12	NGO/Community Based Organization
3	Office of Parliamentarian	13	Media (press, radio, TV, web, etc.)
4	Employee of a Ministry, Ministerial Department or Implementation Agency	14	Private Sector Organization (Sole Proprietors, Partnerships, Small and Medium-sized Businesses, Large Multinationals, Professional/Trade Associations and legal services)
5	Project Management Unit (PMU) overseeing implementation of project/ Consultant/Contractor working on World Bank Group supported project/program	15	Private Financial Sector Organization (private banks, insurance companies, accountancy companies, consumer-finance companies, stock brokerages, and investment funds)
6	Local Government Office or Staff	16	Faith-Based Group
7	Bilateral Agency	17	Youth Group
8	Multilateral Agency	18	Academia/Research Institute/Think Tank
9	State-Owned Enterprise	19	Judiciary
10	Independent Government Institution (Regulatory Agency, Central Bank/oversight institution)	20	Other (please specify): _____

H2. Please identify the primary specialization of your work. (Select only ONE response)			
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		

H3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, MIGA, ICSID) in your country?	
1	Yes
2	No

H4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Sri Lanka? (Select only ONE response)	
1	The World Bank (IBRD/IDA)
2	The International Finance Corporation (IFC)

SECTION H: BACKGROUND INFORMATION

H5. Do your projects involve both the World Bank and the IFC?	
1	Yes
2	No

H6. Which of the following describes most of your exposure to the World Bank Group in Sri Lanka? (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.

H7. What's your gender?	
1	Female
2	Male

H8. What's your age?	
1	25 and under
2	26-35
3	36-45
4	46-55
5	56 and above

H9. Which best represents your geographic location?	
1	Western Province
2	Eastern Province
3	Northern Province
4	Southern Province
5	North Western Province
6	Central Province
7	Uva Province
8	Sabaragamuwa Province
9	North Central Province

Thank you for completing the survey!