

FY 2019 Colombia Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



April 2020



Acknowledgements

The Colombia Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG), led by Sharon Felzer (Senior Communications Officer, Head of PORG). Svetlana Markova, Antonina Redko, 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 Colombia country team and the independent fielding agency Ipsos Colombia. In particular, PORG is grateful for the support from Maria Clara Ucros (External Affairs Officer) and Jairo Bedoya Villa (Consultant) who coordinated the survey related activities from Bogota, Colombia.



Country Opinion Surveys
THE WORLD BANK GROUP



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COLOMBIA





I. Objectives

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

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

II. Methodology

From April to July 2019, 1,175 stakeholders of the WBG in Colombia were invited to provide their opinions on the WBG's work in the country by participating in a Country Opinion Survey. Participants were drawn from the Office of the President; 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; private sector organizations; the financial sector/private banks; private foundations; NGOs and community-based organizations; the media; independent government institutions; trade unions; faith-based groups; youth groups; academia/research institutes/think tanks; judiciary branch; and other organizations.

A total of 200 stakeholders participated in the survey (17% response rate). Respondents received the questionnaires via the 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'16 (response rate was 25%, N=186). 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'16 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 70).

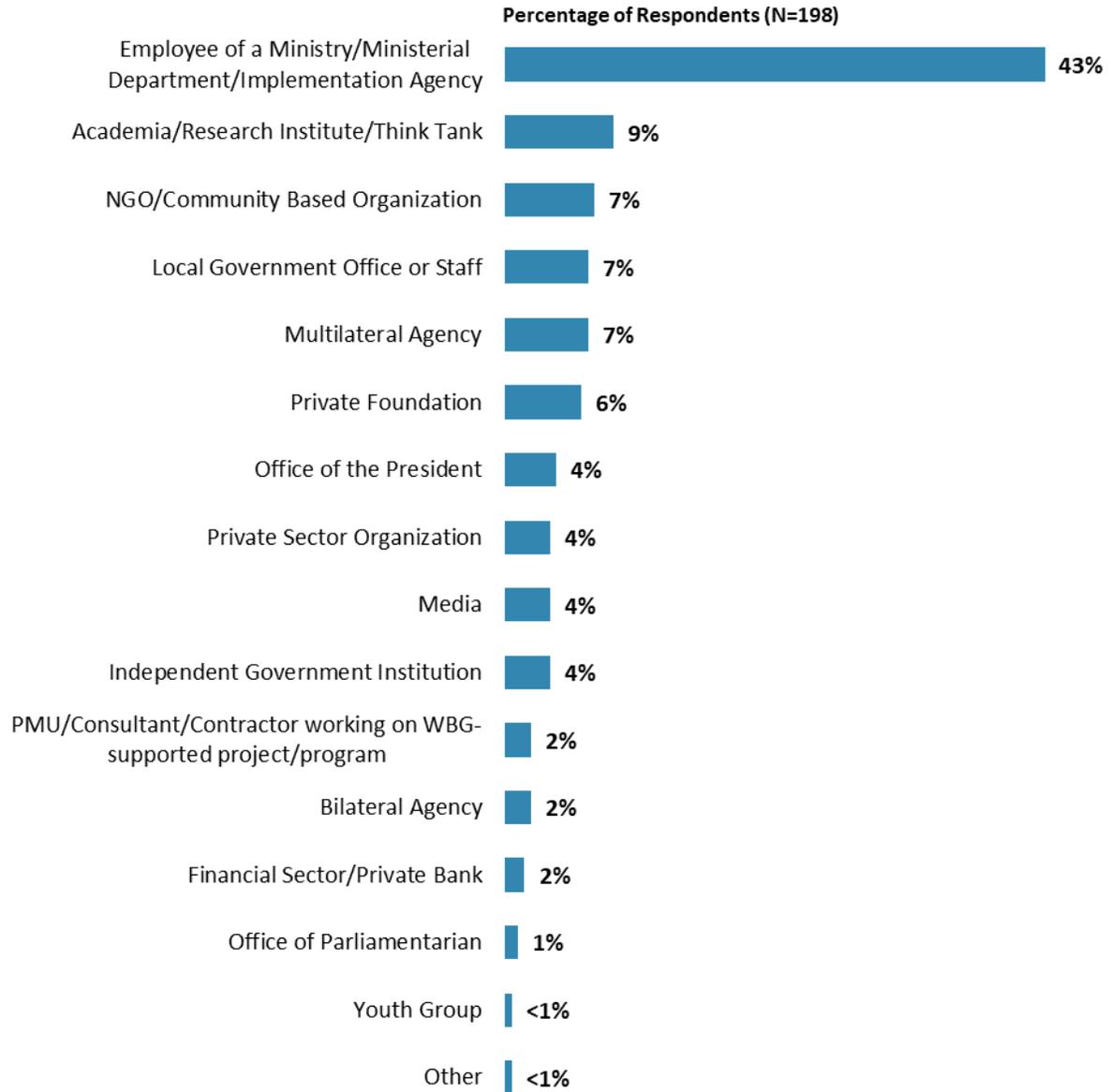
Note that the body of the report presents data on selected questions of the survey questionnaire. Please refer to Appendix A for data on all survey questions. Appendices B, C, D and E present data on selected questions. Additional data breakdowns are available upon request.



III. Demographics of the Sample

Current Position

- For further analyses, some respondent groups were combined¹.



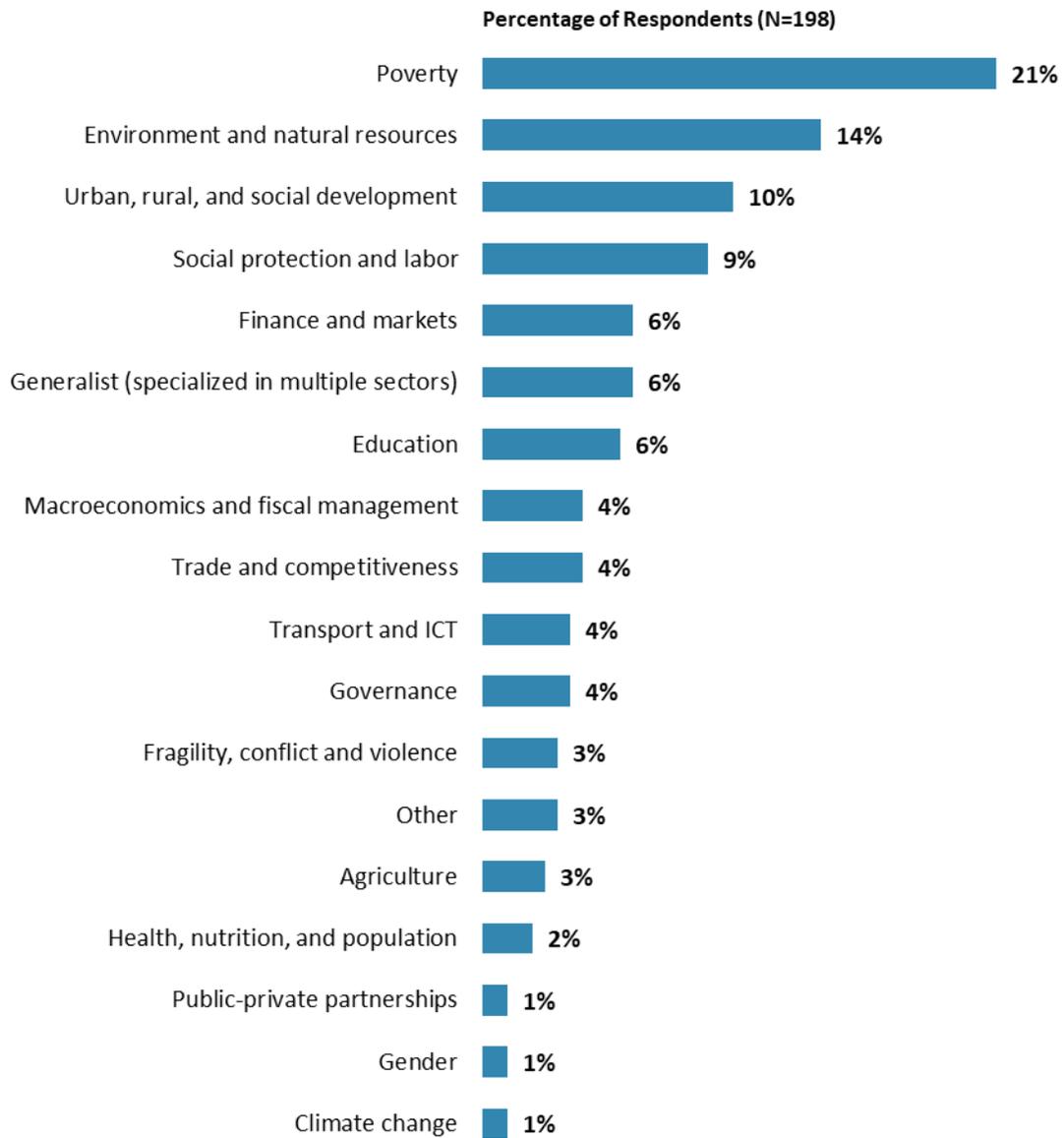
“Which of the following best describes your current position?”
(Respondents chose from a list.)

¹ Employees of ministries/ministerial departments/implementation agencies were combined with respondents from PMUs and consultants working on WBG projects; respondents from bilateral agencies were combined with those from multilateral agencies; respondents from the financial sector/private banks 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; and the small number of respondents from the office of a parliamentarian were included in the “Other” category. There were no respondents from the office of a minister, trade unions, faith-based groups, and the judiciary branch.



III. Demographics of the Sample (continued)

Area of Primary Specialization



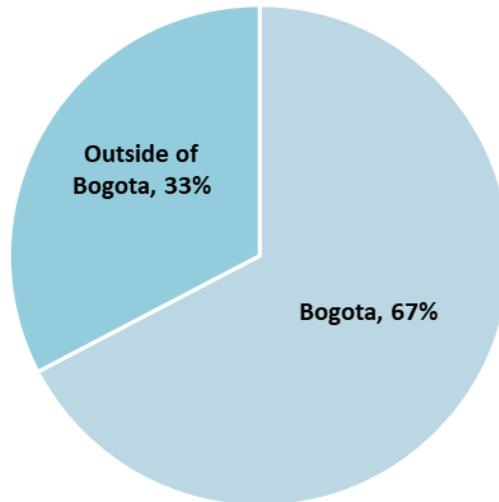
“Please identify the primary specialization of your work.”
(Respondents chose from a list.)



III. Demographics of the Sample (continued)

Geographic Locations

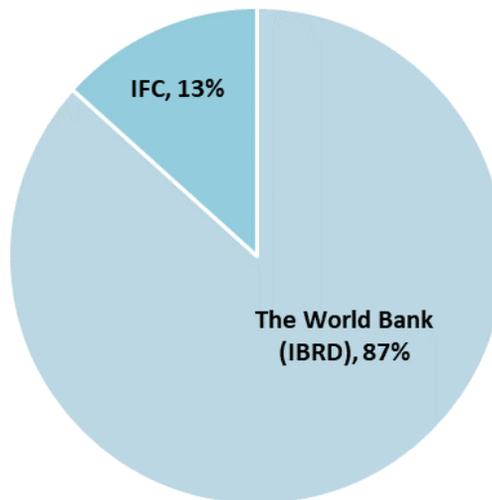
Percentage of Respondents (N=199)



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

Exposure to Agencies within the World Bank Group

Percentage of Respondents (N=30)



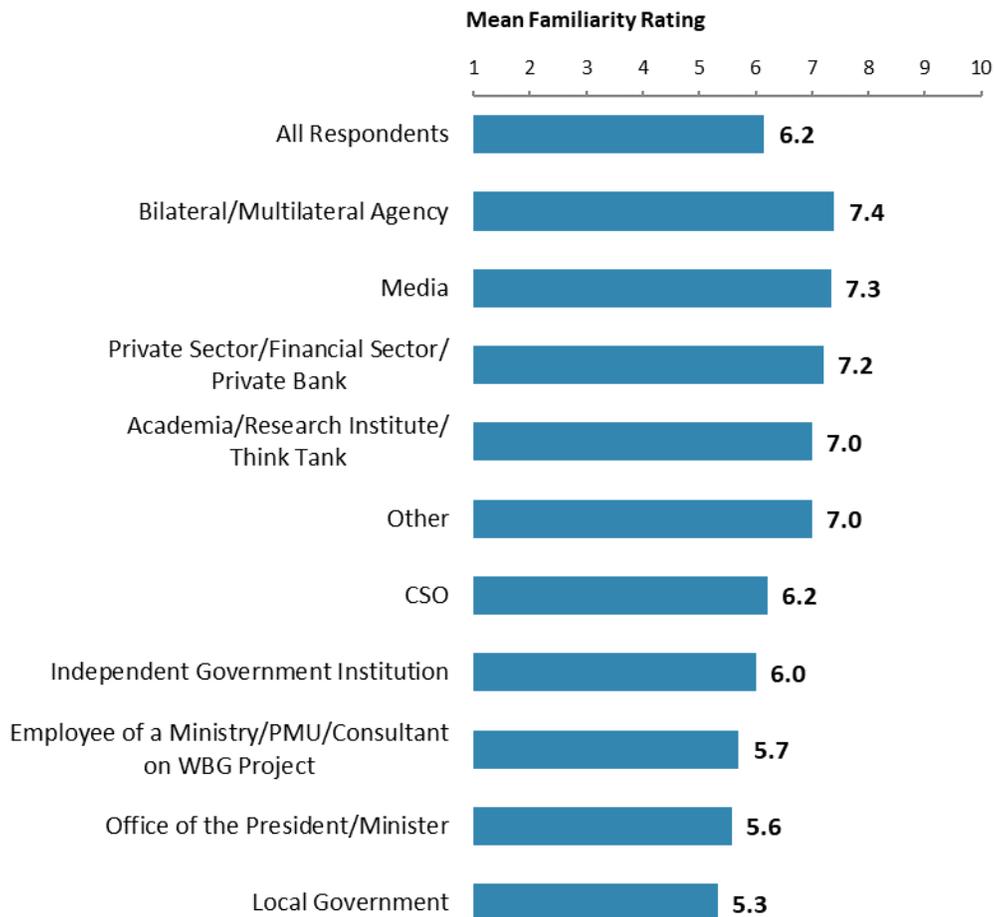
"Which of the following agencies of the World Bank Group do you primarily collaborate/work with in Colombia?" (Respondents chose from a list.)
Note: No respondents selected MIGA or ICSID options



III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey had significantly lower levels of familiarity with the WBG compared to respondents in the FY'16 Country Survey (weighted mean in FY'19 = 6.1; weighted mean in FY'16 = 7.1)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 Colombia and significantly, moderately correlated with their ratings of the extent to which the WBG's work helps to achieve development results in the country.



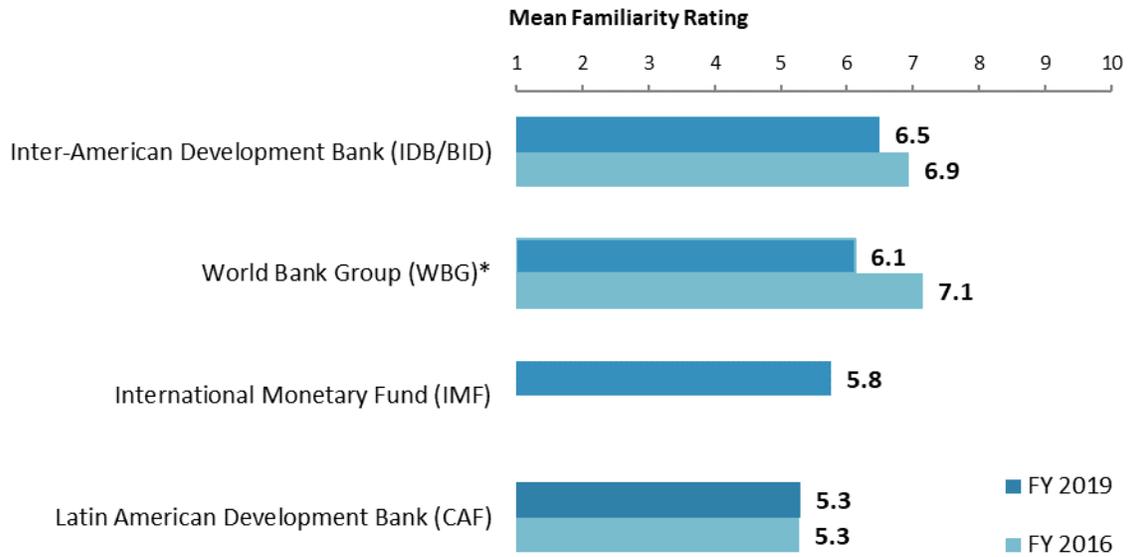
"How familiar are you with the work of the World Bank Group in Colombia?"
(1-"Not familiar at all", 10-"Extremely familiar")

² The means in the chart were calculated based on un-weighted data. Please refer to Appendix D (page70) for more details on weighting.



III. Demographics of the Sample (continued)

Familiarity with the WBG vs. Other Development Banks³



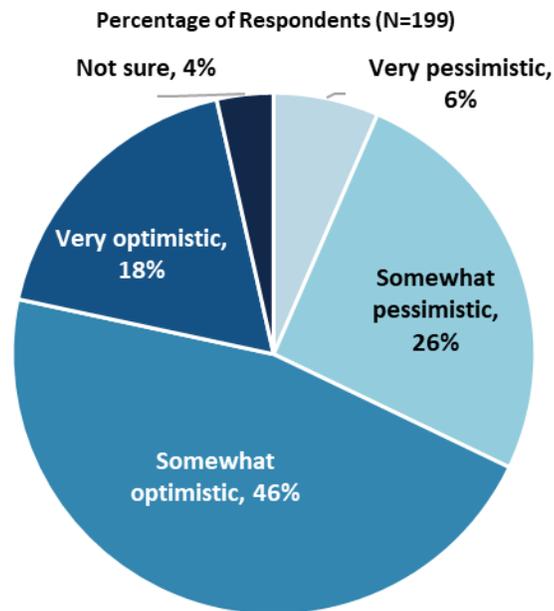
"How familiar are you with the work of these organizations in Colombia?"
(1 - "Not familiar at all", 10 - "Extremely familiar")
*(*Significantly different between FY 2019 and FY 2016)*

³ Means presented in the chart were calculated based on weighted data. See Appendix D (page 70) for details.



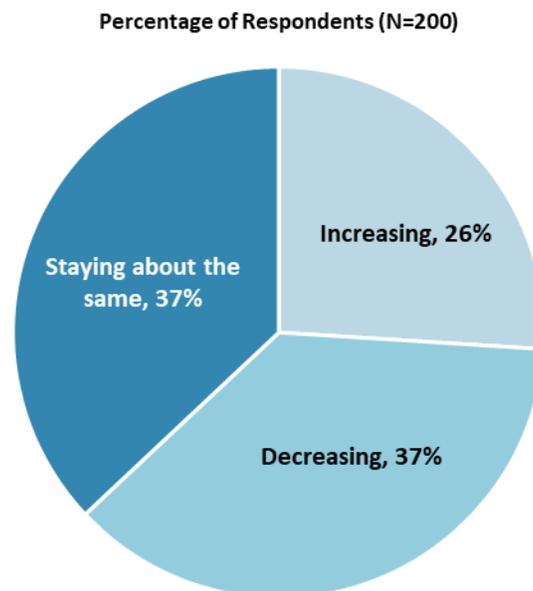
IV. General Issues Facing Colombia

Optimism for the Future of Colombia



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

Perceptions of Economic Opportunity

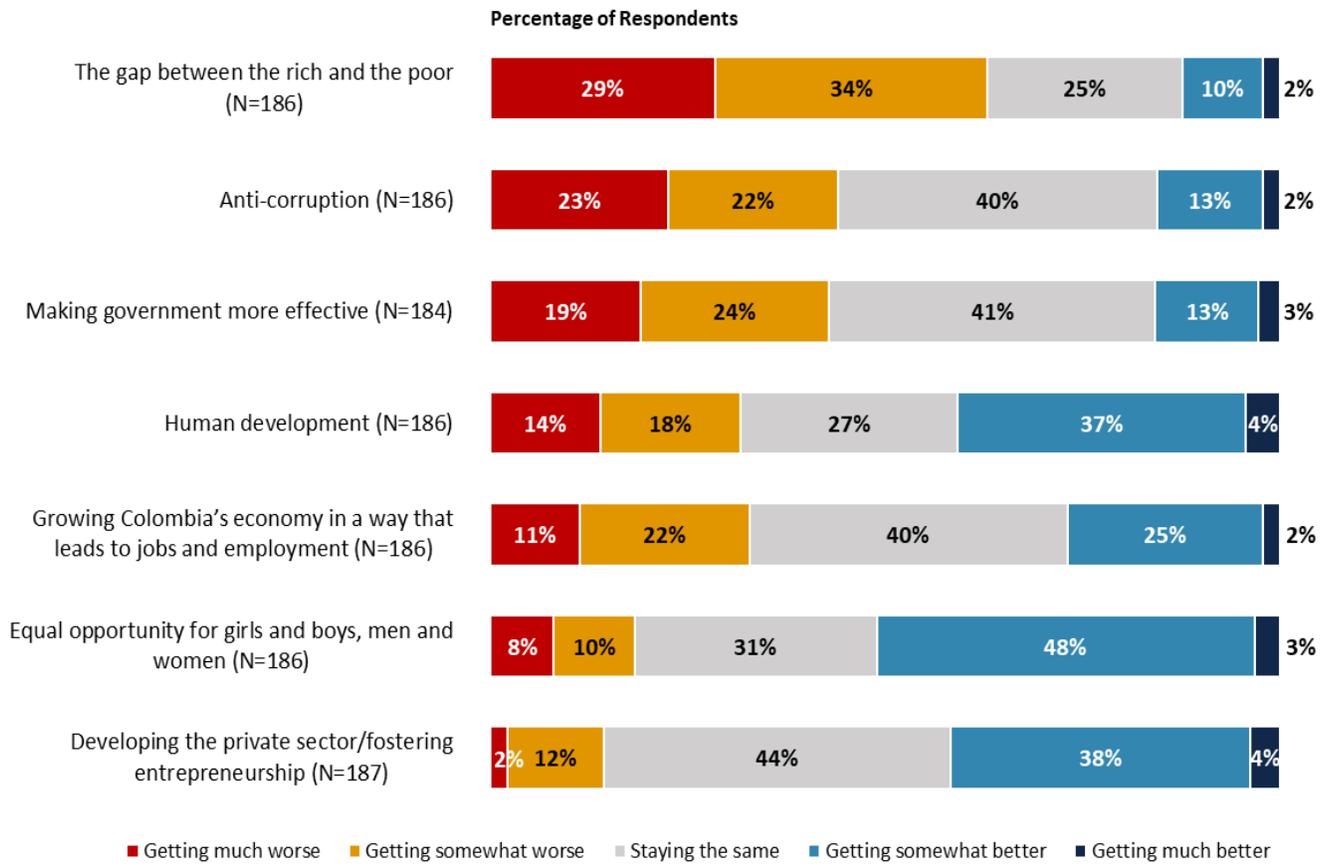


"Do you think that economic opportunity for citizens in Colombia is ... ?"
(Respondents chose from a list.)



IV. General Issues Facing Colombia (continued)

Perceptions of Improvement and Decline in Specific Areas



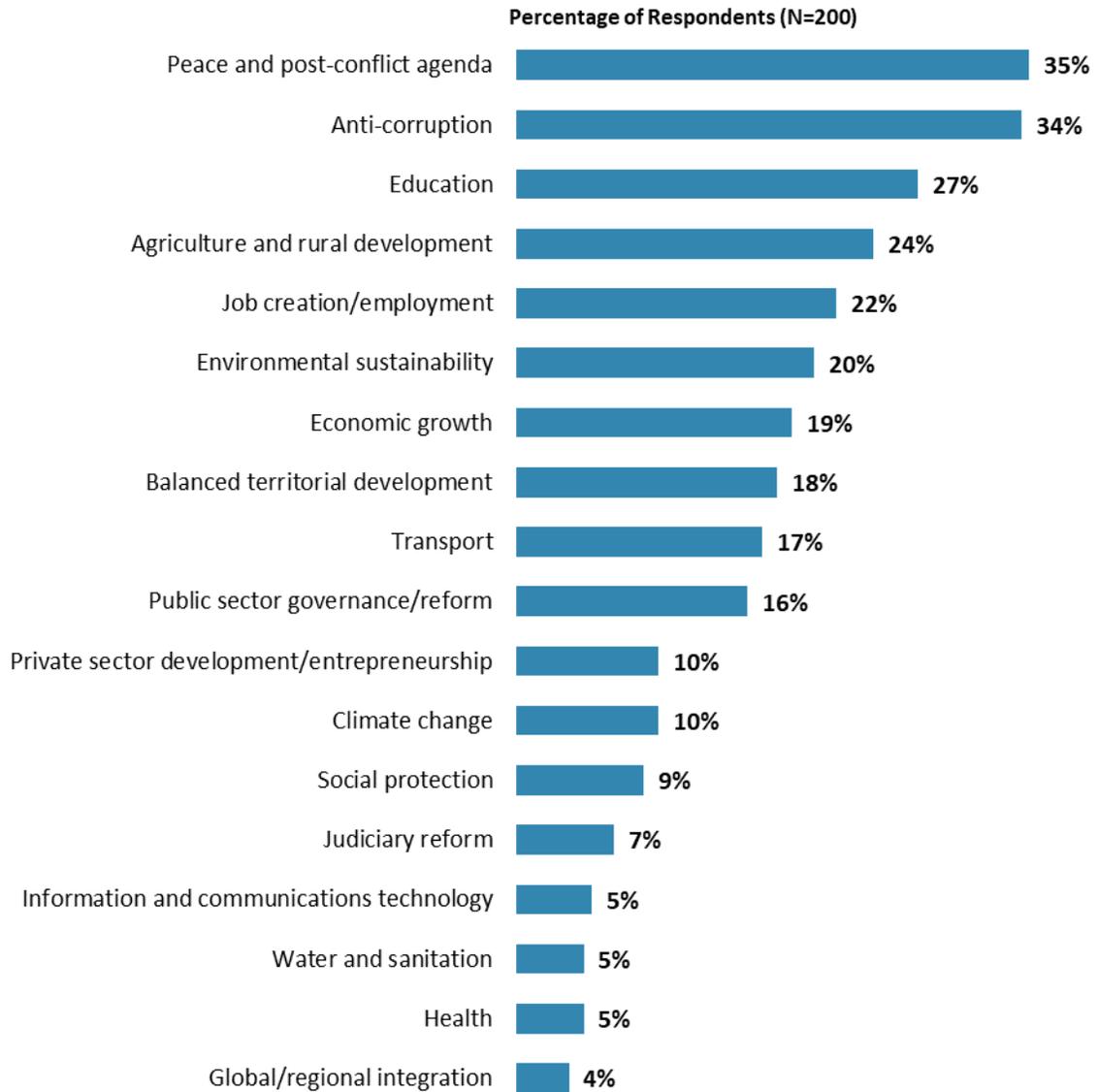
"Please describe the direction Colombia is moving in, when considering ... ?"
(Respondents chose from a list.)



IV. General Issues Facing Colombia (continued)

Development Priority

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the most important development priorities in Colombia were “*peace and post-conflict agenda*” (68%), “*anti-corruption*” (28%), and “*education*” (25%).
- In FY'19, “*job creation/employment*” emerged among the top five development priorities (22%), up from 5% in FY'16.



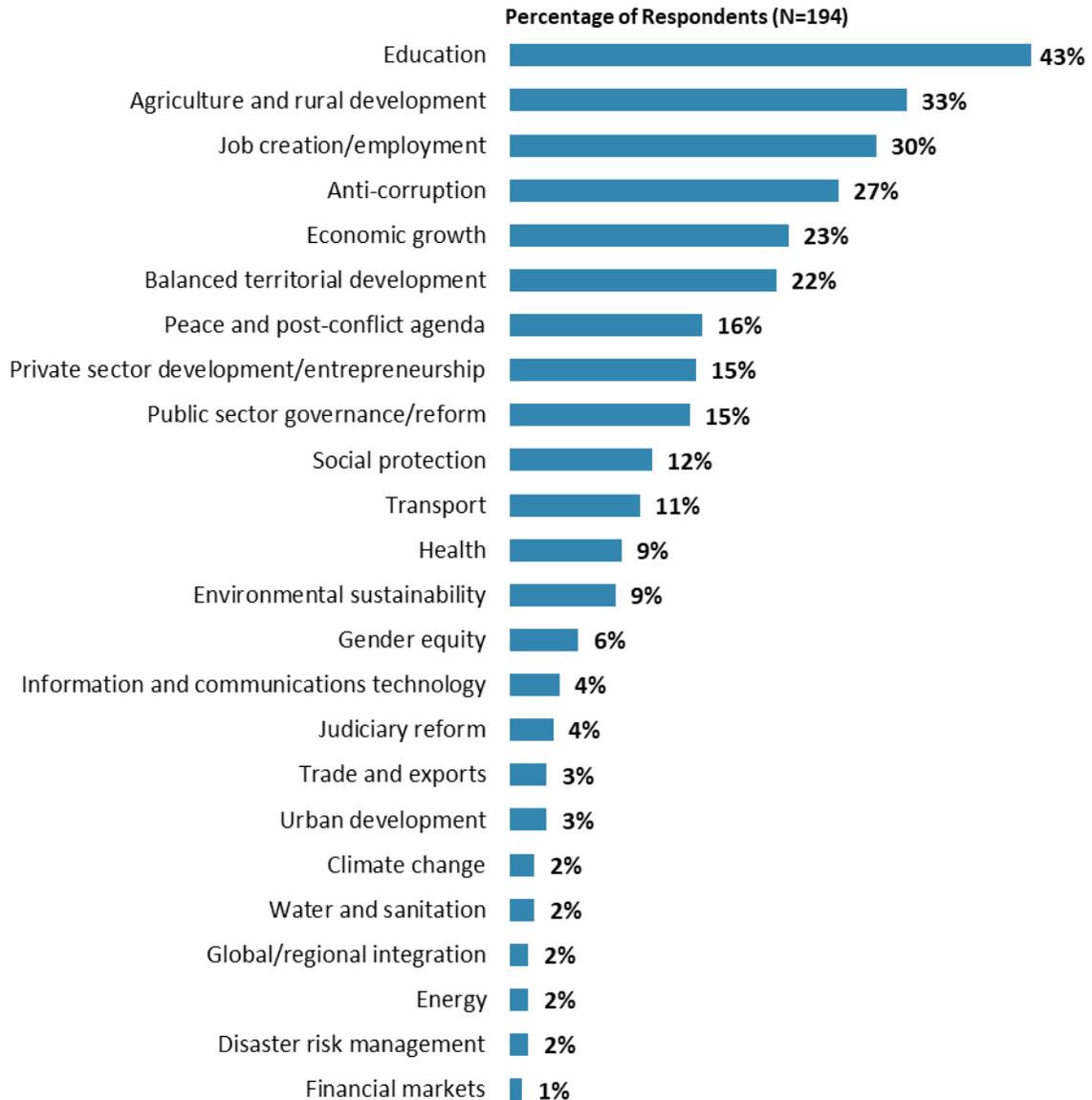
"Listed below are a number of development priorities in Colombia. Please identify which of the following you consider the most important development priorities in Colombia. (Choose no more than THREE)"
(Respondents chose from a list. Responses combined. Top 18 of 24 response options shown.)



IV. General Issues Facing Colombia (continued)

What Would Contribute Most to Reducing Poverty

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the biggest contributors to poverty reduction in Colombia were “*education*” (47%), “*anti-corruption*” (38%), “*rural development*” (31%), and “*equality of opportunity*” (26%).



"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Colombia?"

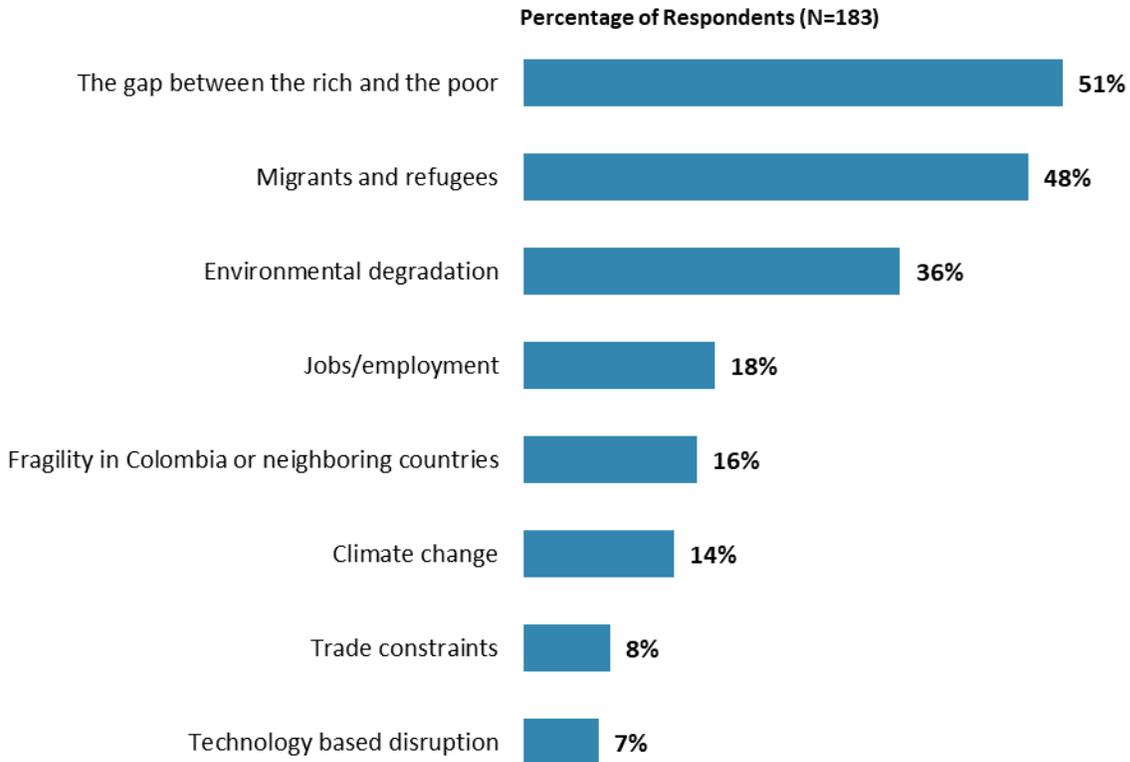
(Choose no more than THREE)"

(Respondents chose from a list. Responses combined.)



IV. General Issues Facing Colombia (continued)

The Impact of Global Challenges on Colombia

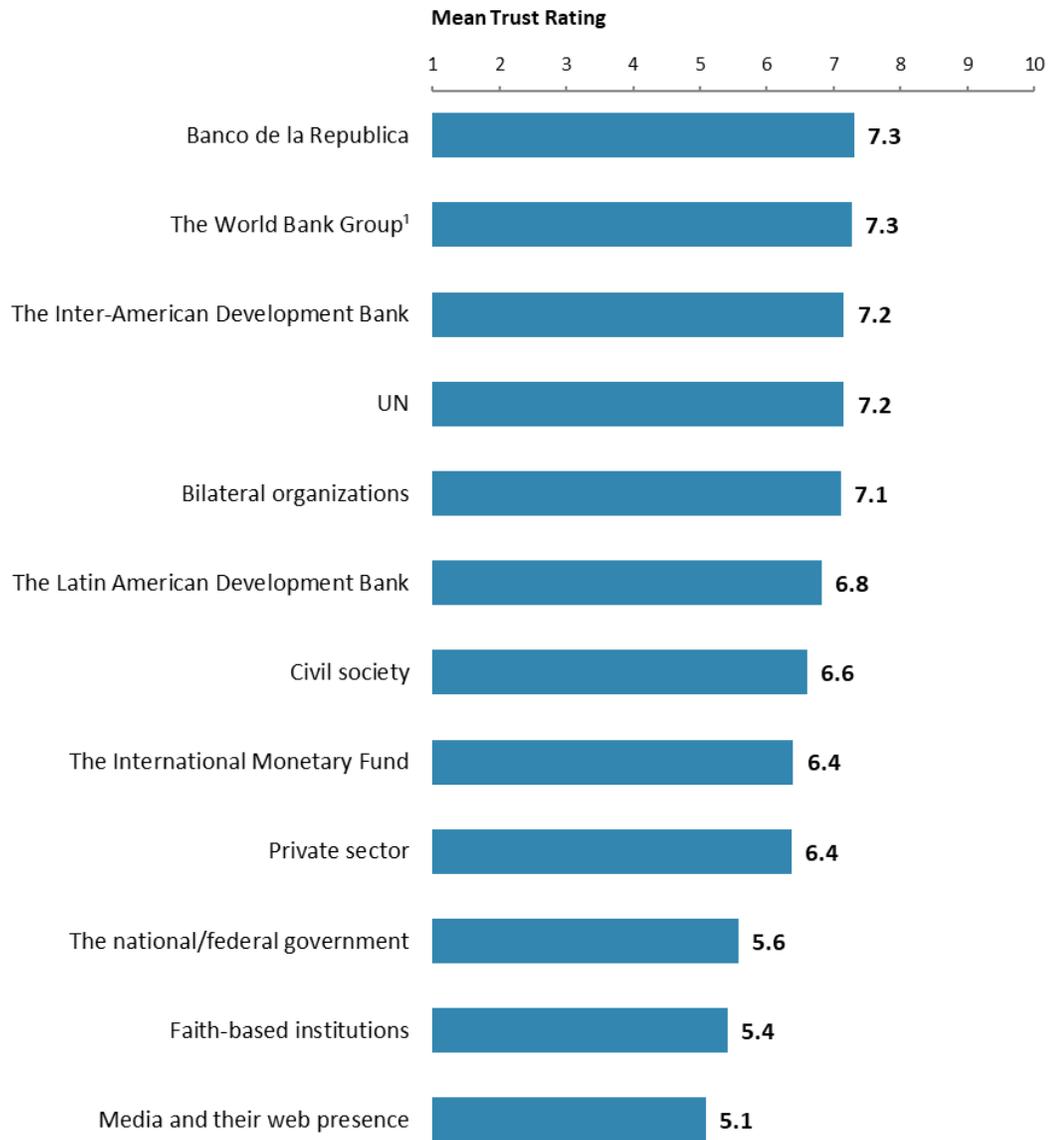


"Listed below are global challenges. Which do you think have the most serious impact on Colombia? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



IV. General Issues Facing Colombia (continued)

Trust in Institutions



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

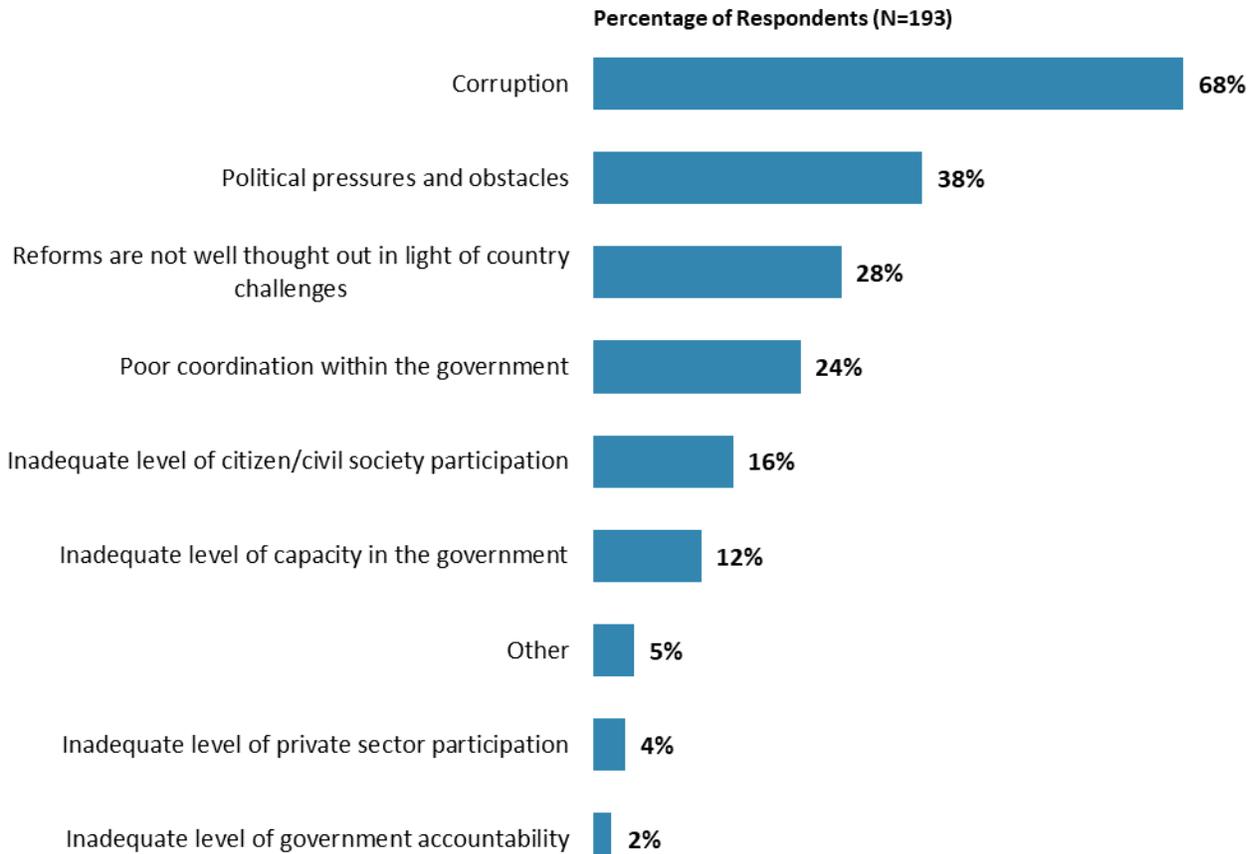
(1-"To no degree at all", 10-"To a very significant degree")

¹Indicator Question



V. Overall Attitudes toward the World Bank Group

Attributing Slow/Failed Reform Efforts

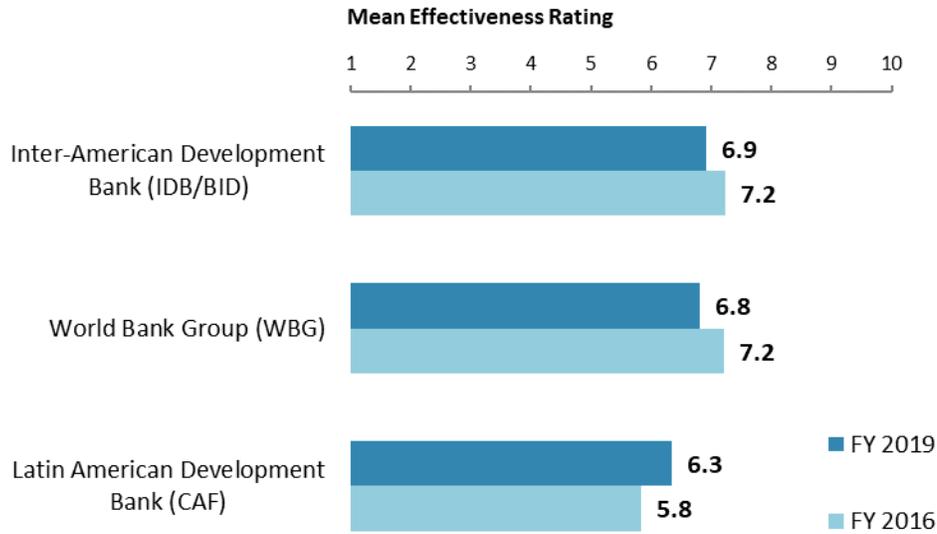


"When economic and/or social reform efforts fail or are slow to take place in Colombia, which of the following would you attribute this to? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



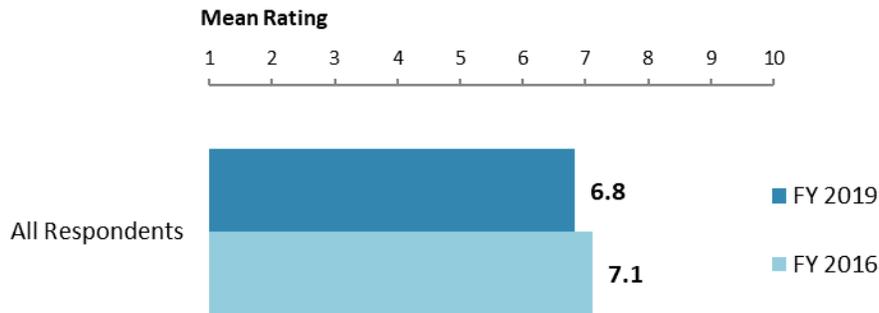
V. Overall Attitudes toward the World Bank Group

Overall Effectiveness of the World Bank Group vs. Other Development Banks⁴ (Indicator Question)



"Overall, please rate your impression of the effectiveness of these organizations in Colombia." (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 Colombia?"
(1-"To no degree at all", 10-"To a very significant degree")

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



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

Influence on Colombia's Development Agenda (*Indicator Question*)



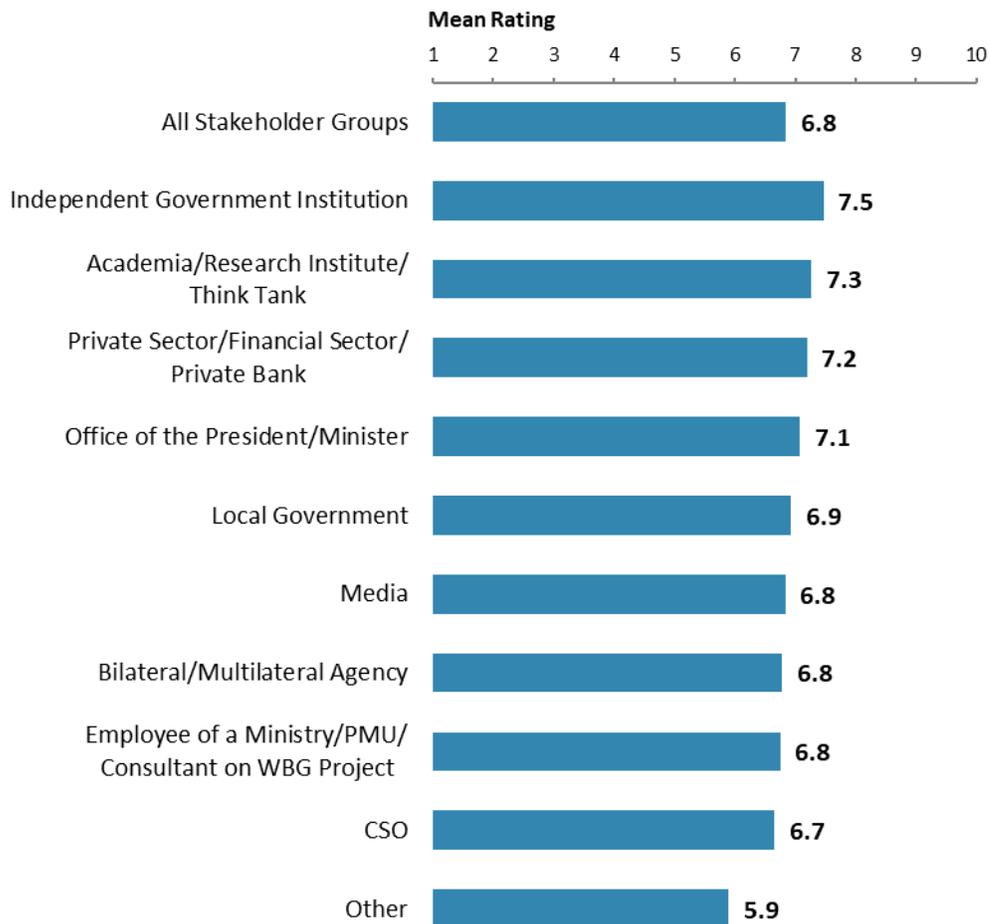
"To what extent does the World Bank Group influence the development agenda in Colombia?" (1-"To no degree at all", 10-"To a very significant degree")



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

Overall Ratings for Indicator Questions by Stakeholder Groups

- **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 = 7.8) compared to respondents who do not collaborate with the WBG (mean rating = 6.6). Responses for individual indicator questions by exposure to the WBG can be found in Appendix E (page 75).



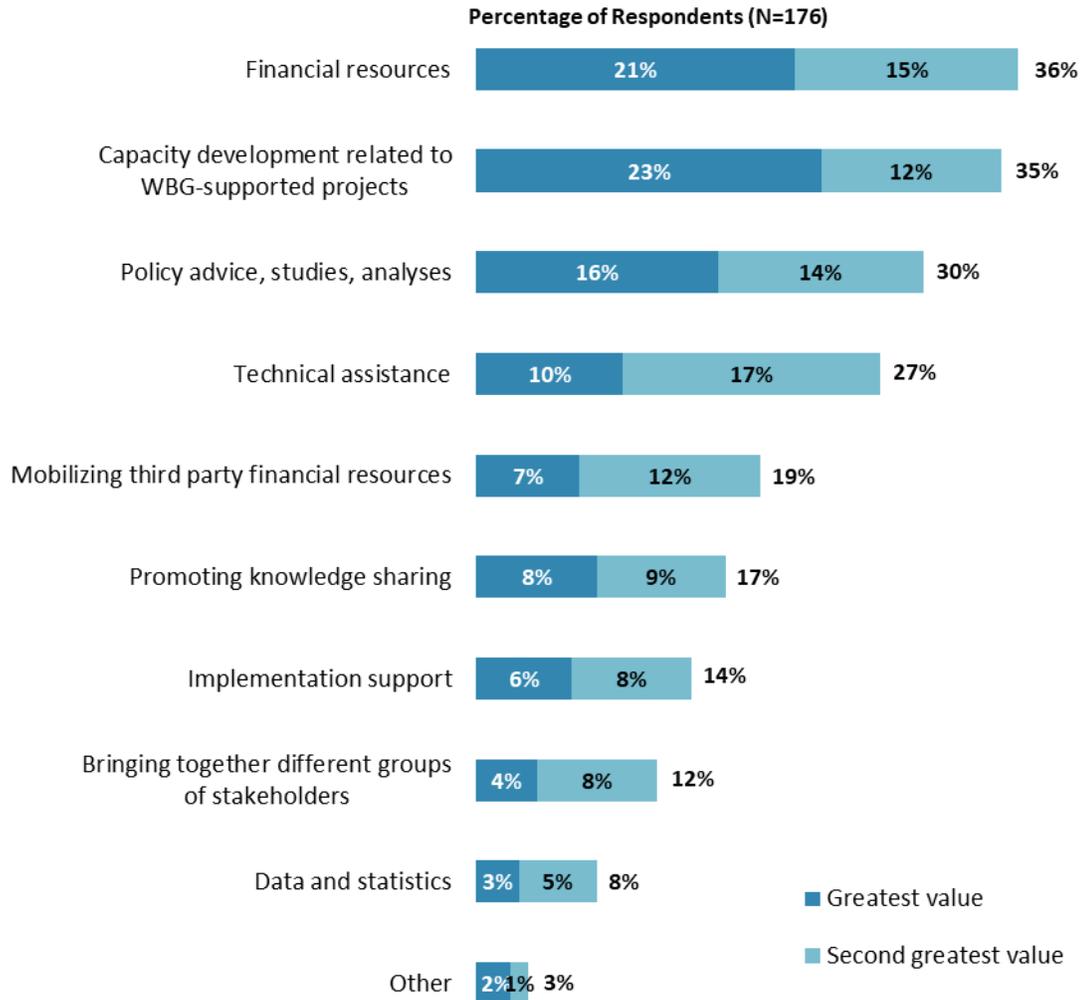
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



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

Greatest Value

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG's greatest values to Colombia were its "*financial resources*" (44%), "*policy advice, studies, analyses*" (39%), and "*technical assistance*" (38%).



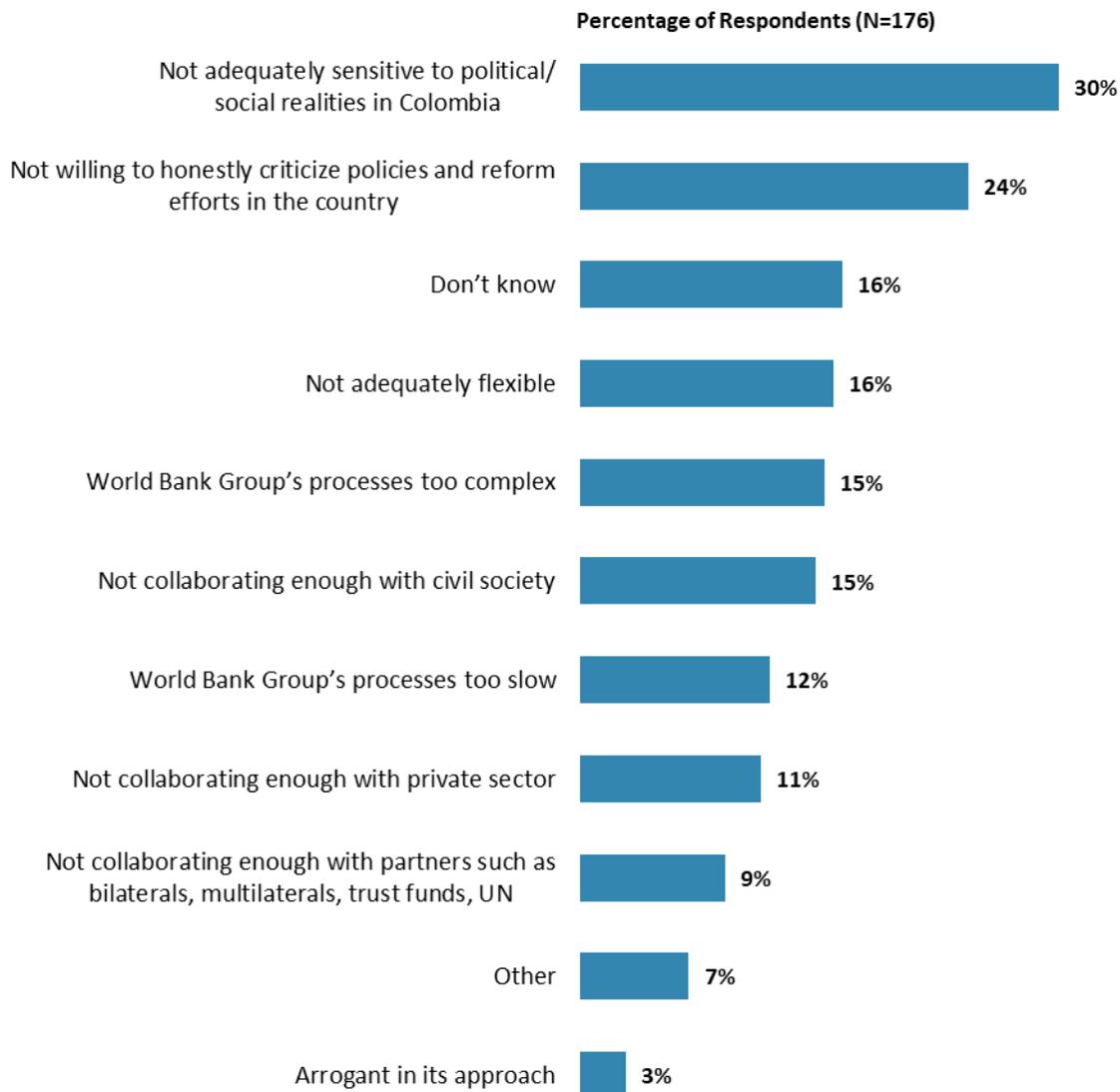
"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Colombia?"
(Respondents chose from a list.)



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

Greatest Weakness

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG's greatest weaknesses in its work in Colombia were "*not enough public disclosure of its work*" (18%), "*WBG's processes too slow*" (18%), and "*WBG's processes too complex*" (17%).

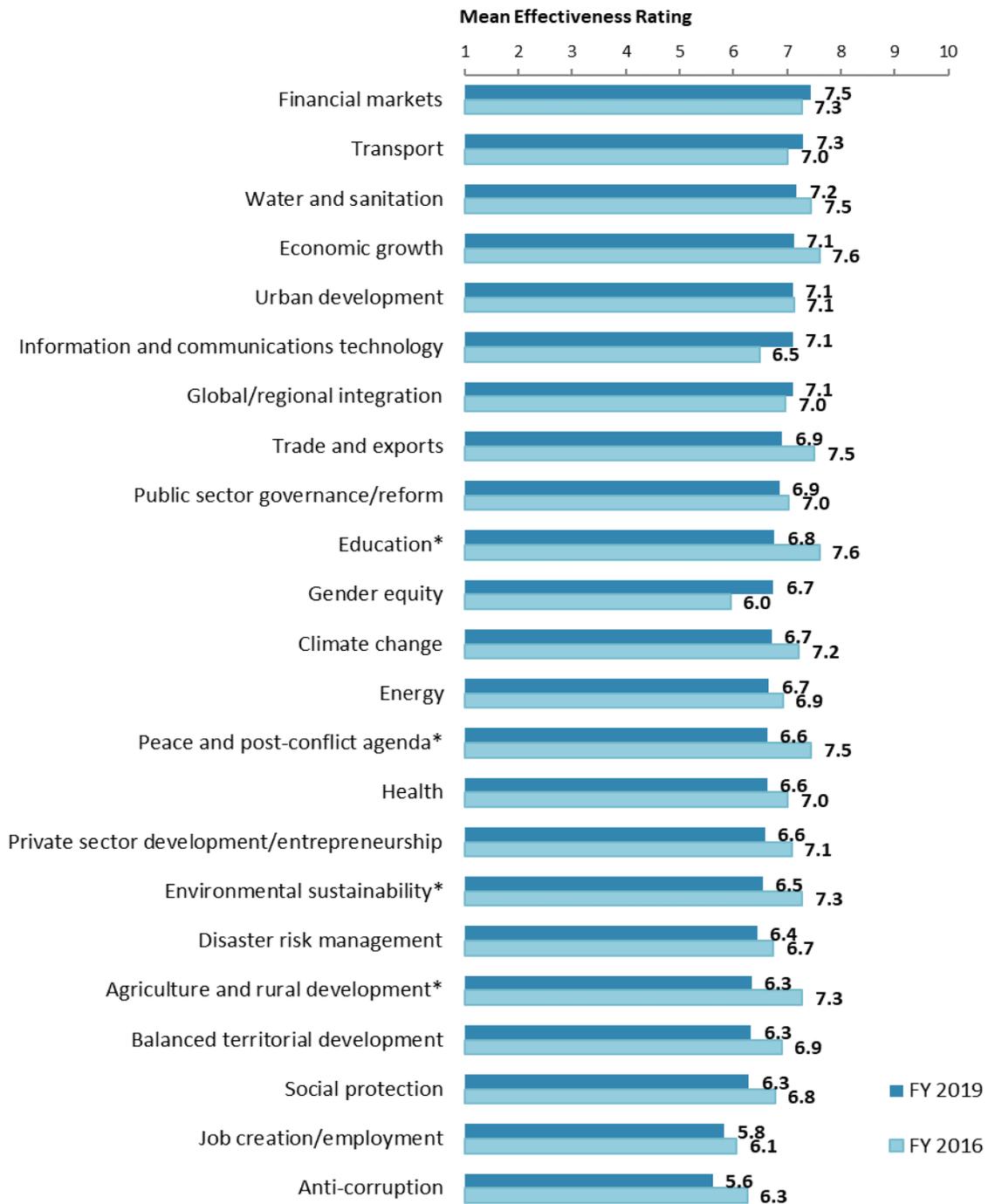


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Colombia? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



VI. Sectoral Effectiveness

Effectiveness of WBG's Support in Sectoral Areas: Year Comparison⁵



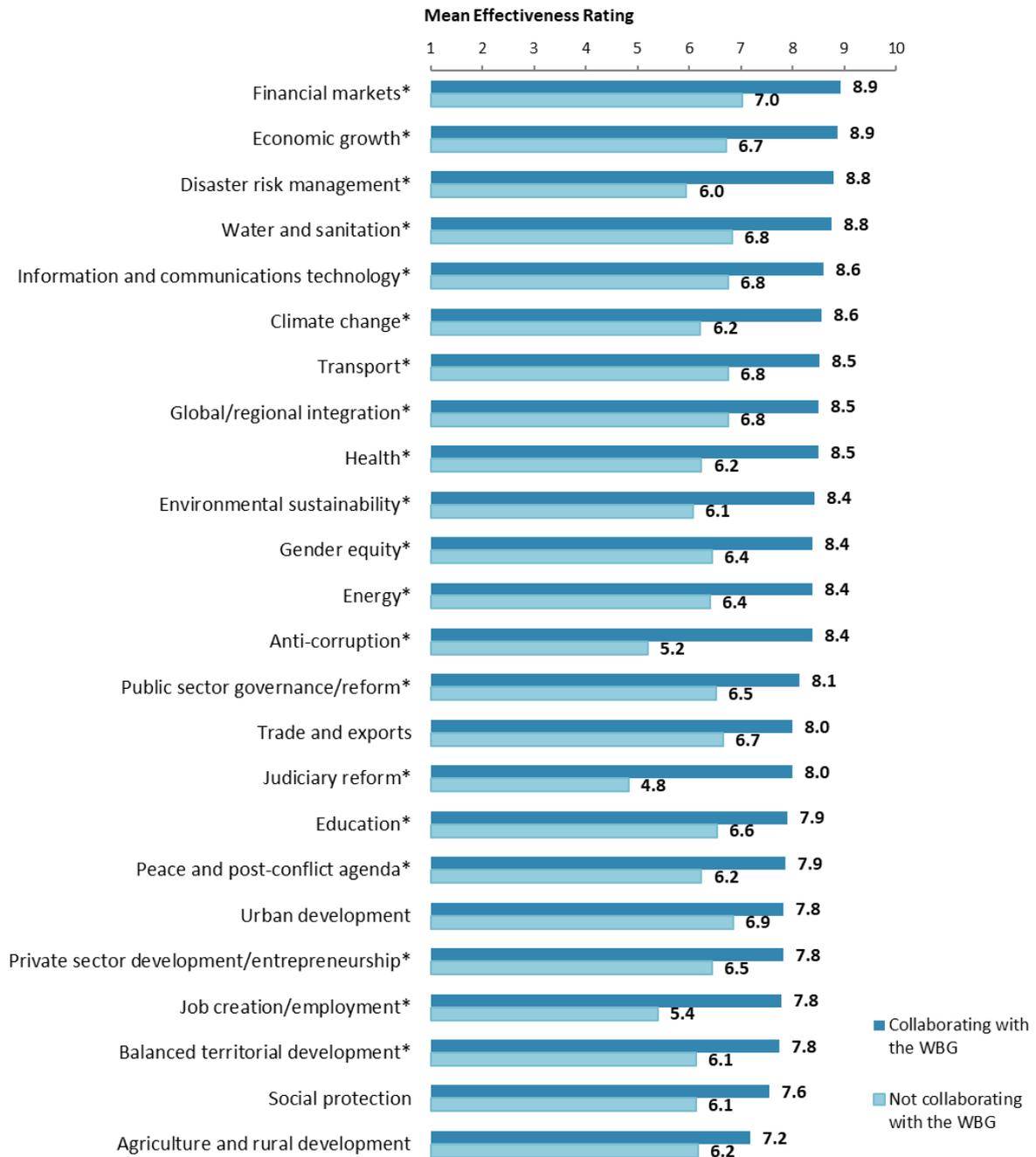
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Colombia?" (1-"Not effective at all", 10-"Very effective")
(*Significantly different between FY 2019 and FY 2016)

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



VI. Sectoral Effectiveness (continued)

Effectiveness of WBG's Support in Sectoral Areas: Collaboration⁶



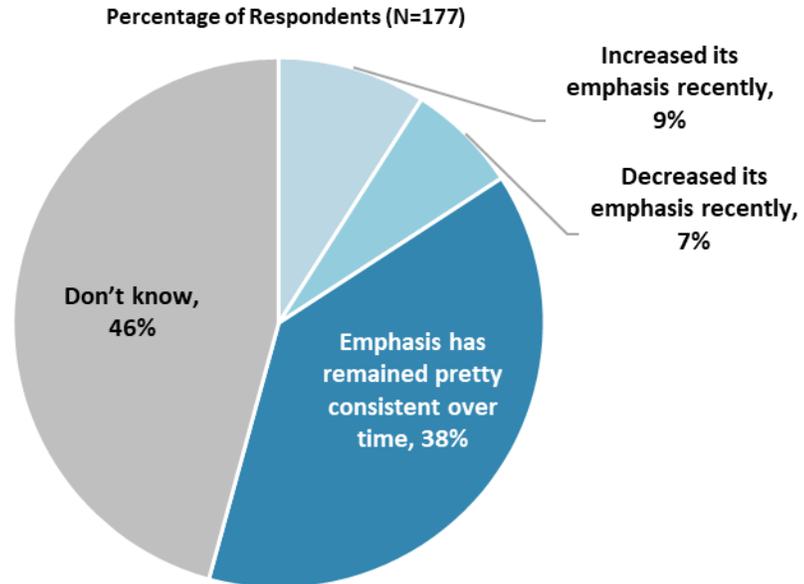
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Colombia" (1-"Not effective at all", 10-"Very effective")
*(*Significantly different between collaborators and non-collaborators)*

⁶ Note in the Appendix on the sectoral effectiveness (Appendix A, page 41) that primarily informed stakeholders responded to this question. Respondents were given the option of "don't know" if they did not have exposure to the WBG's work in certain development areas.



VI. Sectoral Effectiveness (continued)

The WBG's Human Capital Investment

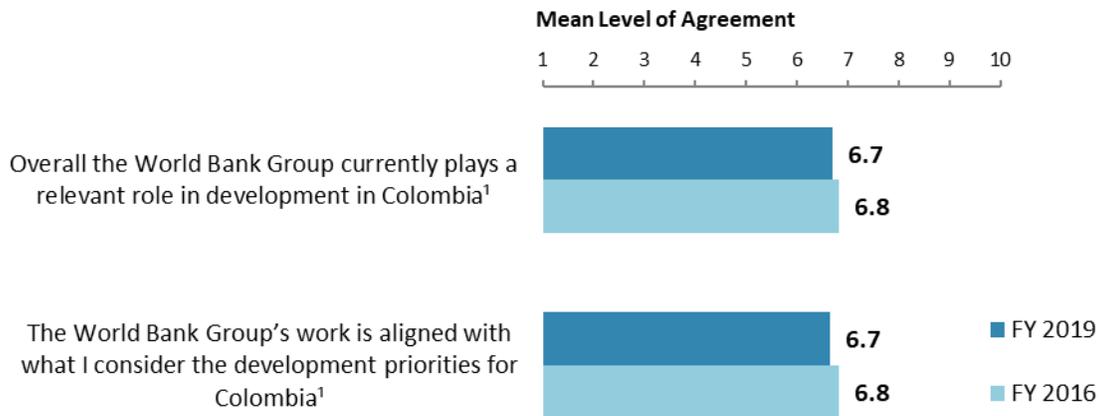


"From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?"
(Respondents chose from a list.)



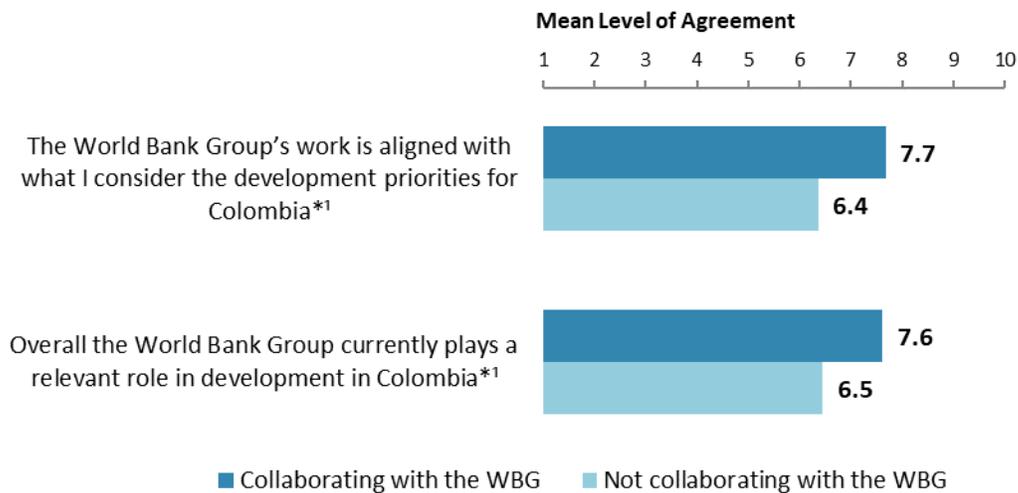
VII. How the World Bank Group Operates

The World Bank Group's Work in Colombia: Year Comparison⁷



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

The World Bank Group's Work in Colombia: Collaboration



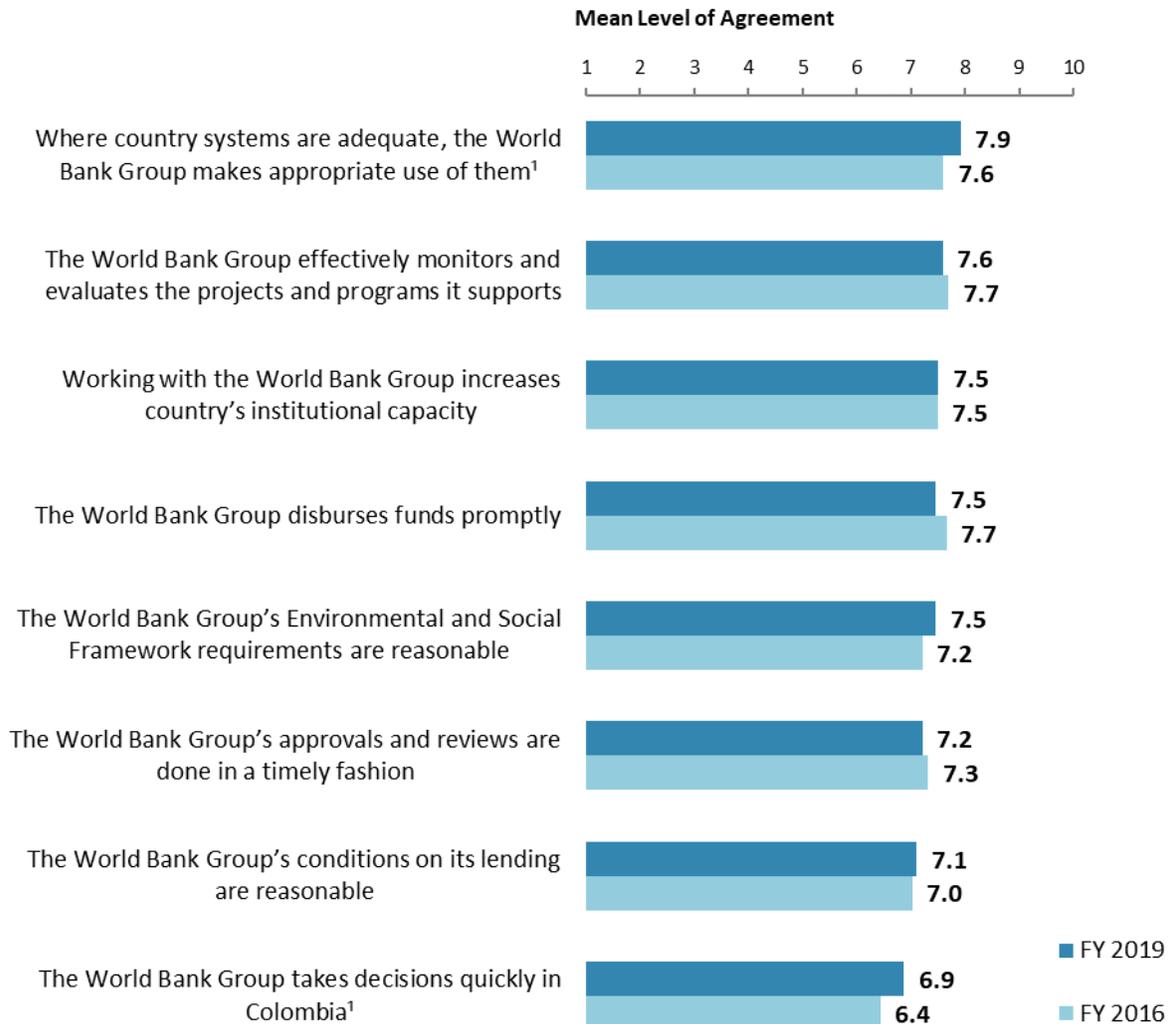
"To what extent do you agree with the following statements about the World Bank Group's work in Colombia?" (1-"Strongly disagree", 10-"Strongly agree")
*(*Significantly different between collaborators and non-collaborators)*
¹Indicator Question

⁷ Means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Year Comparison⁸



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

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

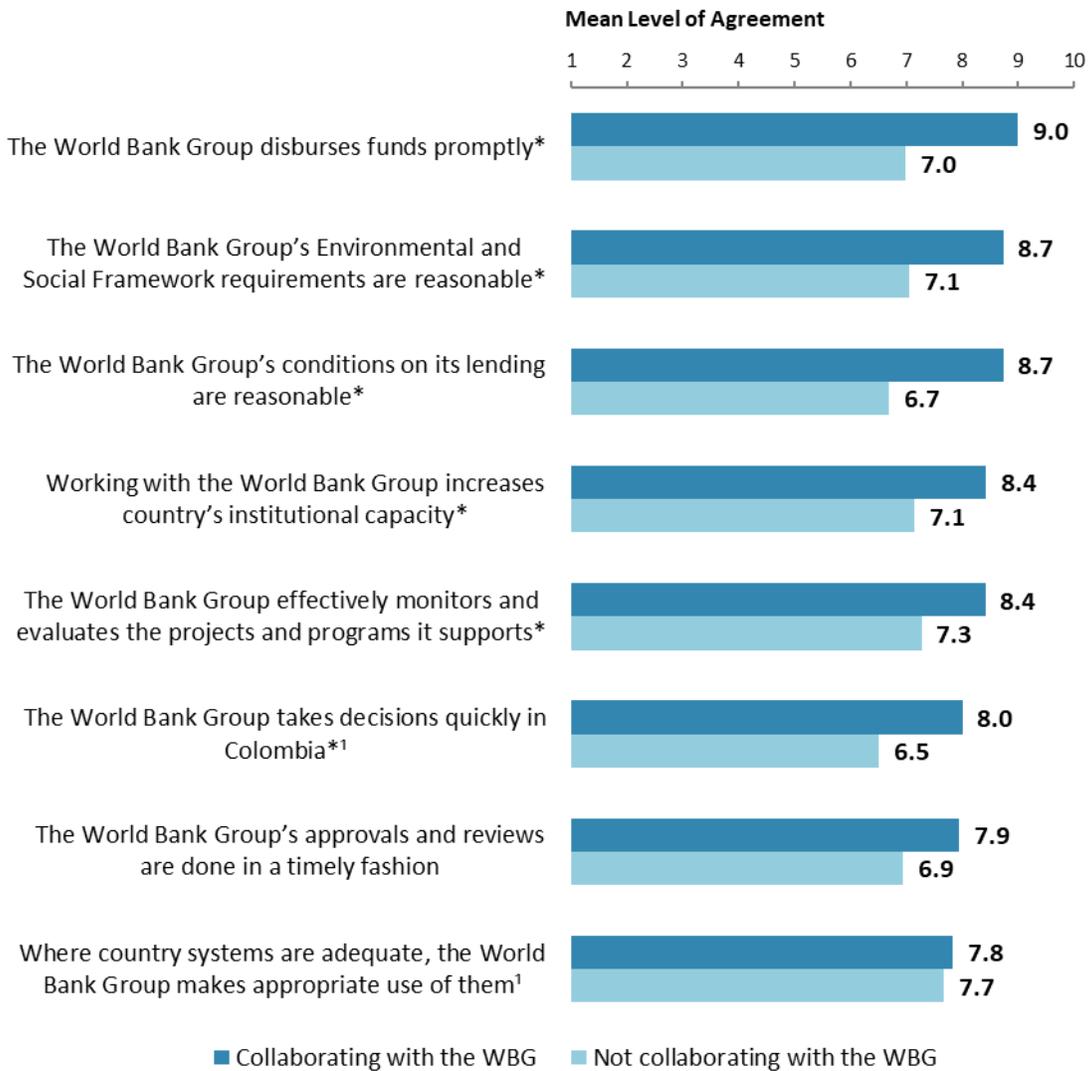
¹Indicator Question

⁸ Means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Collaboration

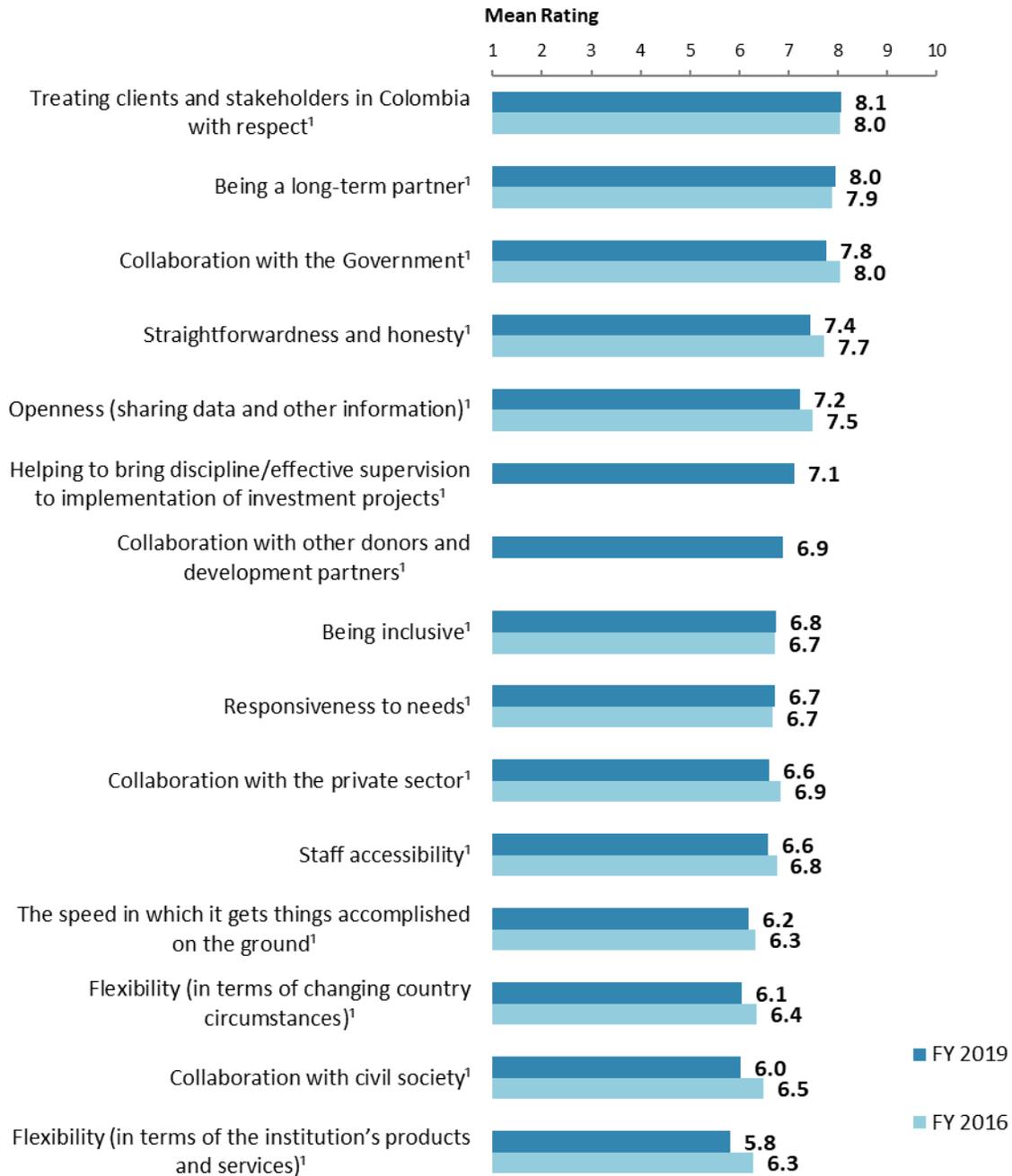


"To what extent do you agree/disagree with the following statements?"
(1-"Strongly disagree", 10-"Strongly agree")
*(*Significantly different between collaborators and non-collaborators)*
¹Indicator Question



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Year Comparison⁹



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

¹Indicator Question

⁹ Means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Collaboration



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

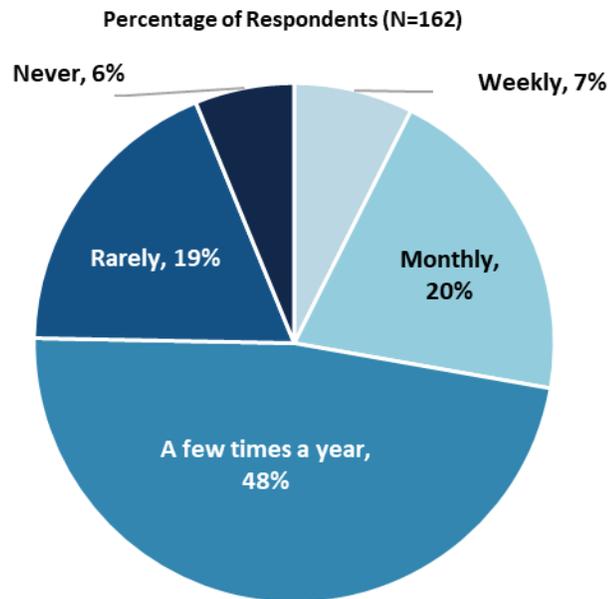
(*Significantly different between collaborators and non-collaborators)

¹Indicator Question



VIII. World Bank Group's Knowledge and Instruments

Frequency of Consulting WBG Knowledge Work and Activities

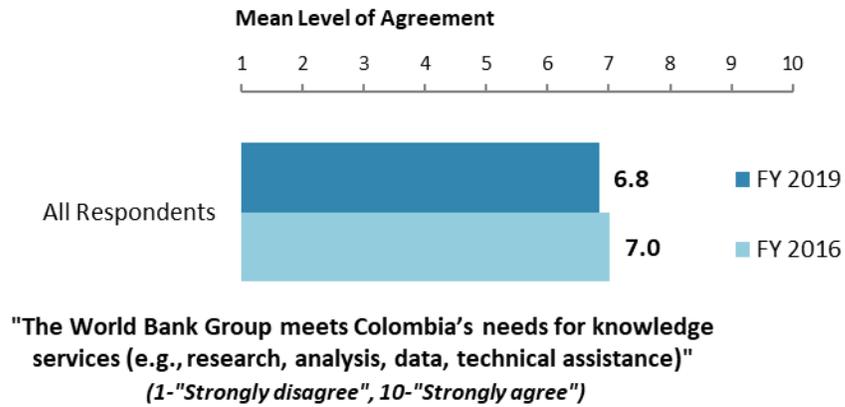


"How frequently do you consult World Bank Group's knowledge work and activities in the work you do?" (Respondents chose from a list.)

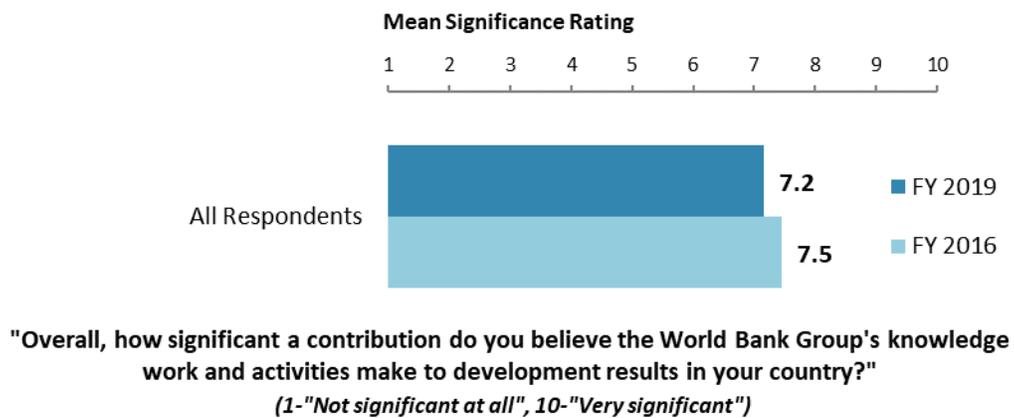


VIII. World Bank Group’s Knowledge and Instruments (continued)

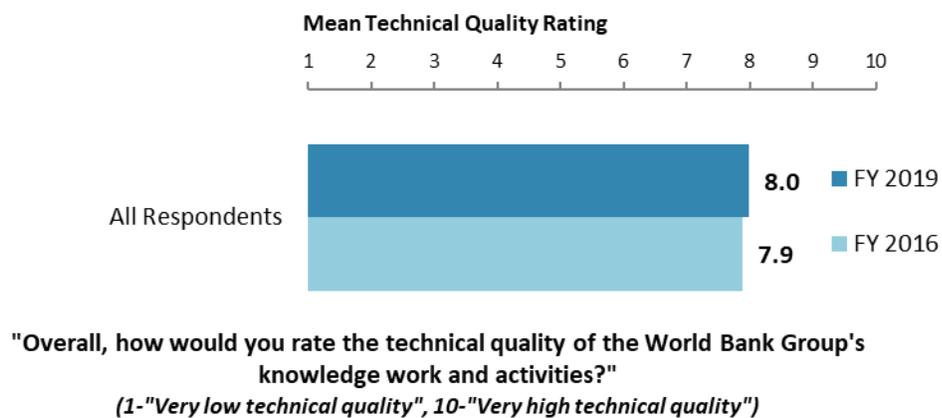
Meeting Colombia’s Knowledge Needs¹⁰ (Indicator Question)



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



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

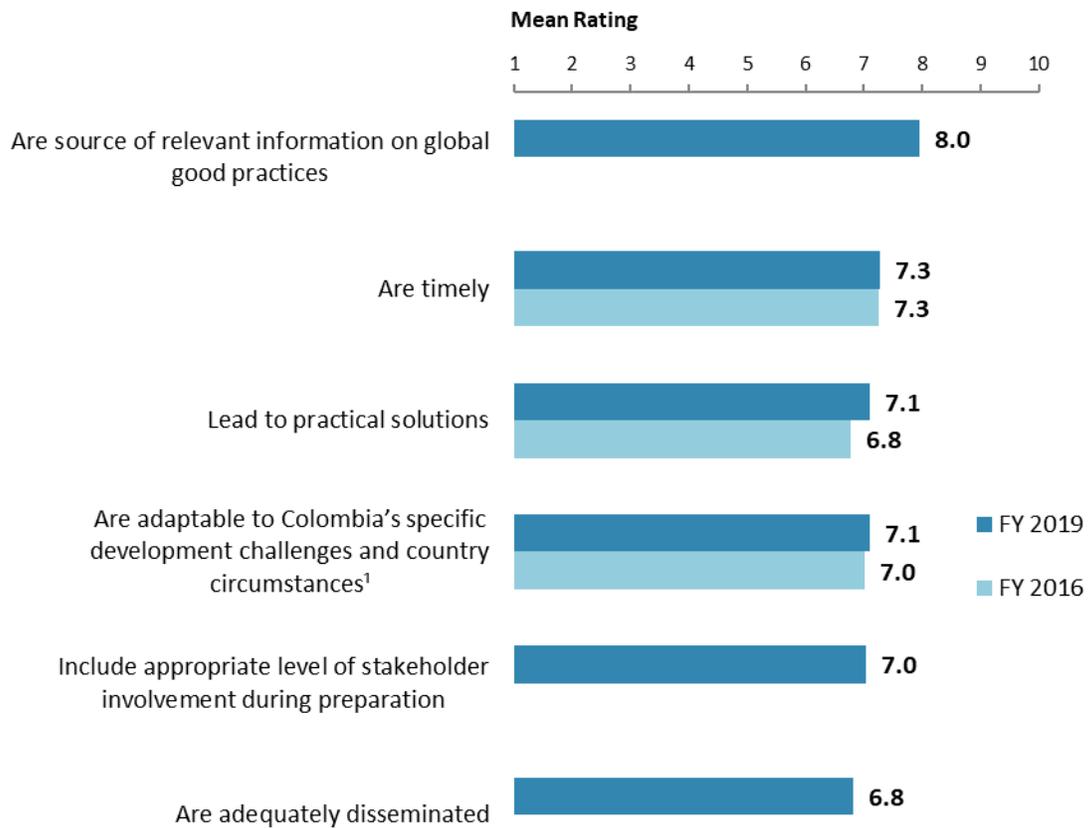


¹⁰ Means in the charts on this page were calculated based on weighted data.



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

Qualities of the WBG's Knowledge Work and Activities¹¹



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

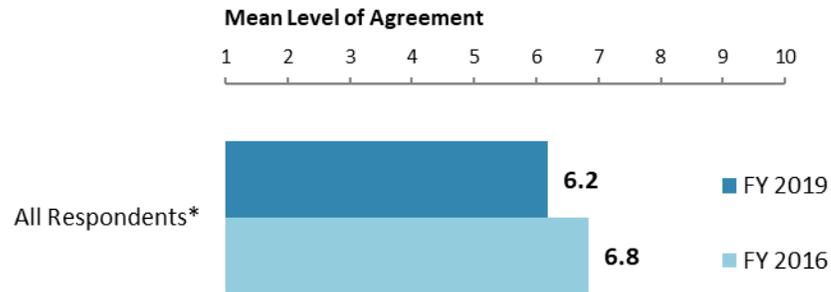
¹Indicator Question

¹¹ Means in the chart were calculated based on weighted data.



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

Meeting Colombia's Needs for Financial Instruments¹² (*Indicator Question*)



"The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Colombia"
*(*Significantly different between FY 2019 and FY 2016)*
(1-"Strongly disagree", 10-"Strongly agree")

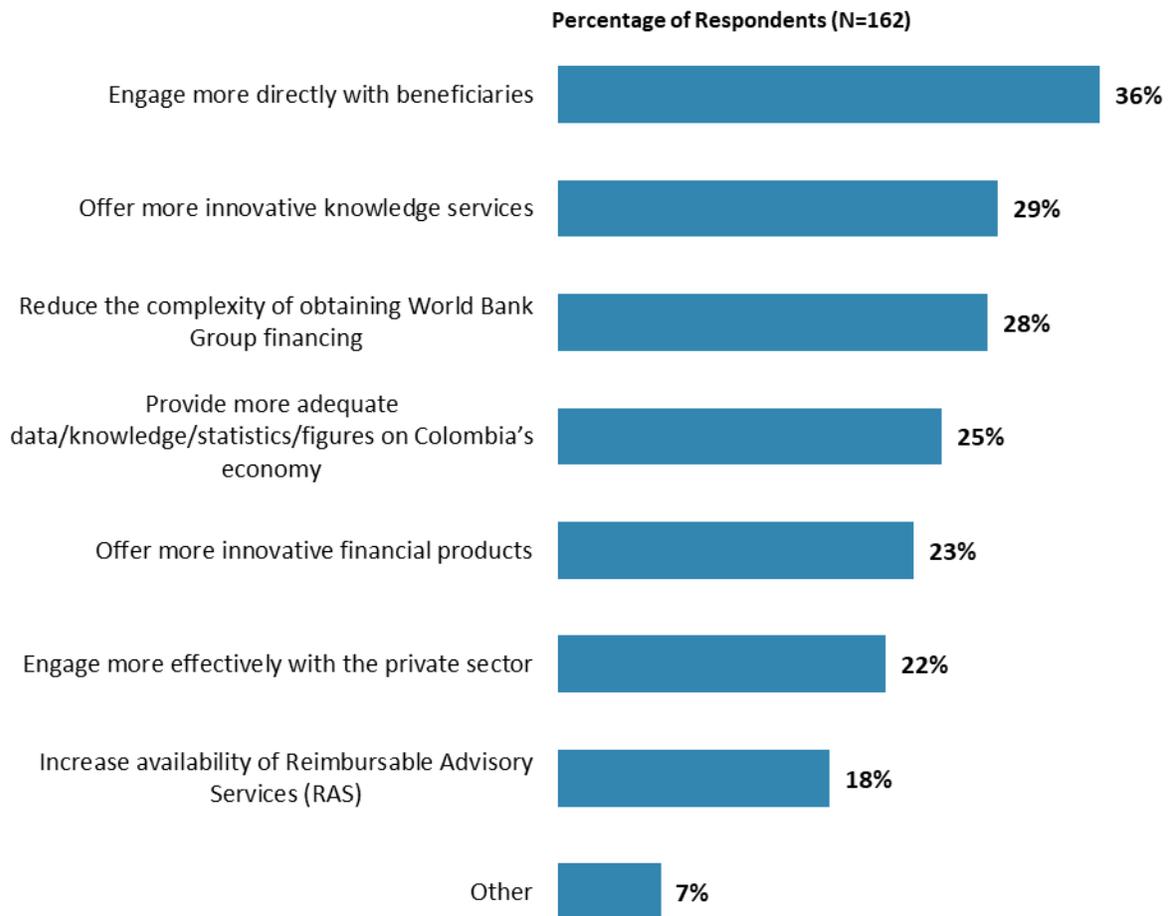
¹² Means in the chart were calculated based on weighted data.



IX. The Future Role of the World Bank Group in Colombia

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG should “*increase the level of capacity development in the country*” (41%) and “*reach out more to groups outside of Government*” (25%).



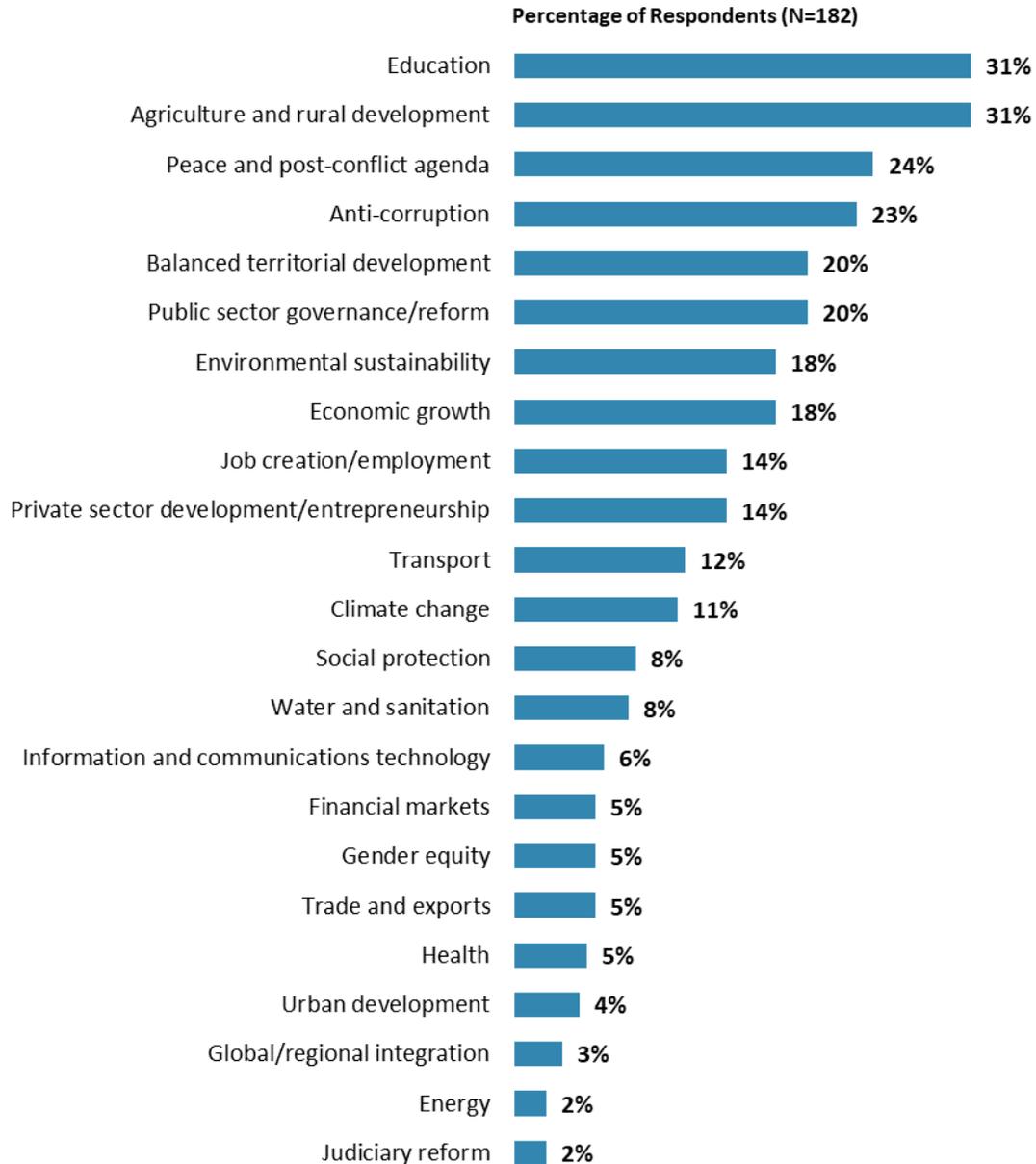
"Which of the following SHOULD the World Bank Group do to make itself of greater value in Colombia? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



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

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG should focus its resources on “*rural development*” (29%), “*education*” (26%), and “*peace and post-conflict agenda*” (23%).

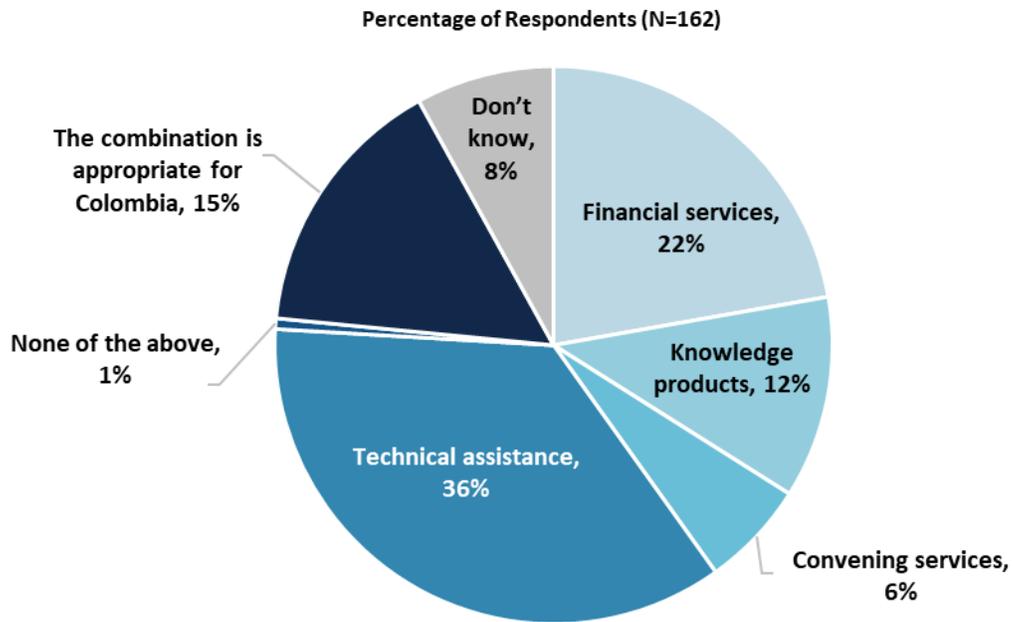


“When thinking about how the World Bank Group can have the most impact on development results in Colombia, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Colombia? (Choose no more than THREE)”
(Respondents chose from a list.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



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

Future Combination of the WBG Services



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

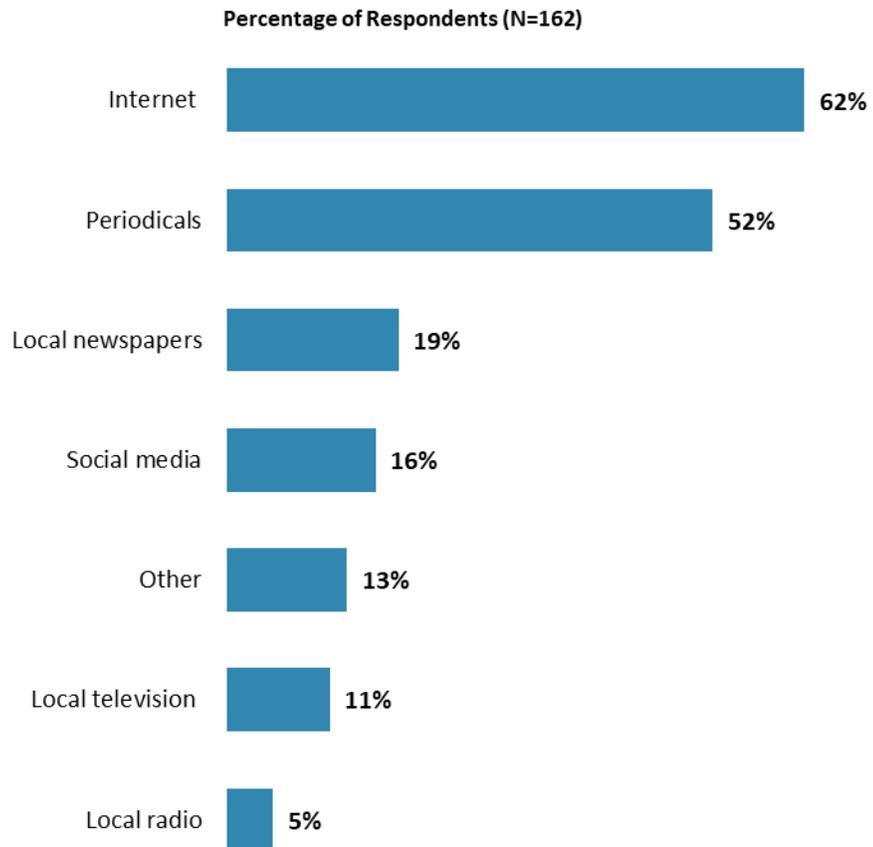


X. Communication and Outreach

Note: When considering the World Bank Group’s future outreach with key constituencies, please see Appendix B (page 53) for all responses by stakeholder groups.

General Information Sources

- **Year comparison:** Respondents in the previous FY’16 Country Survey indicated that they got most of their information about economic and social development issues in Colombia from the “*Internet*” (61%) and from “*periodicals*” (41%).



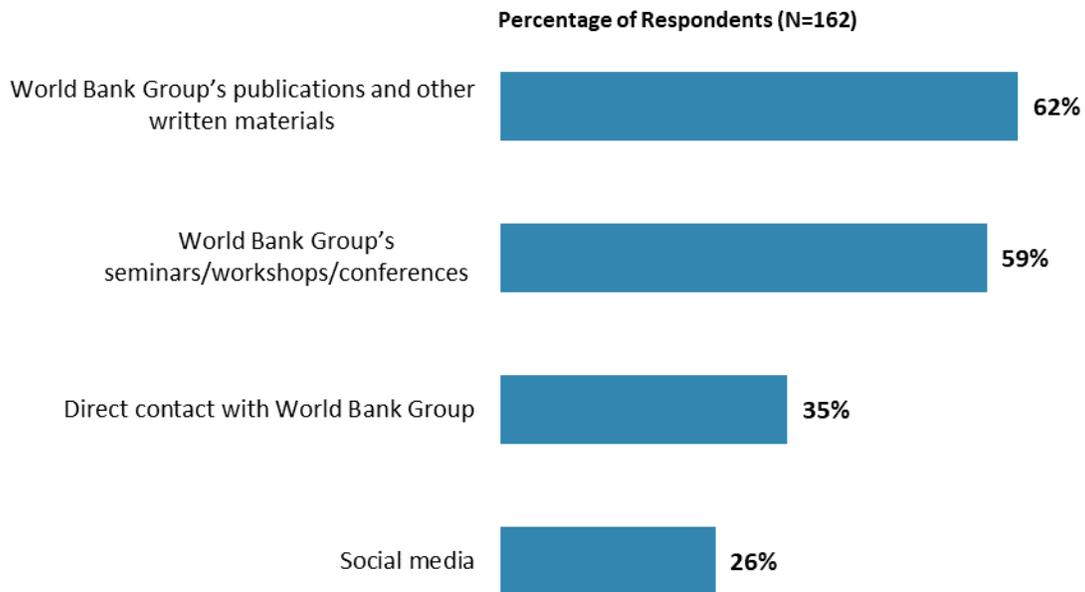
"How do you get most of your information about economic and social development issues in Colombia? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that they would prefer to receive information from the WBG through the “*World Bank Group’s seminars/workshops/conferences*” (48%).

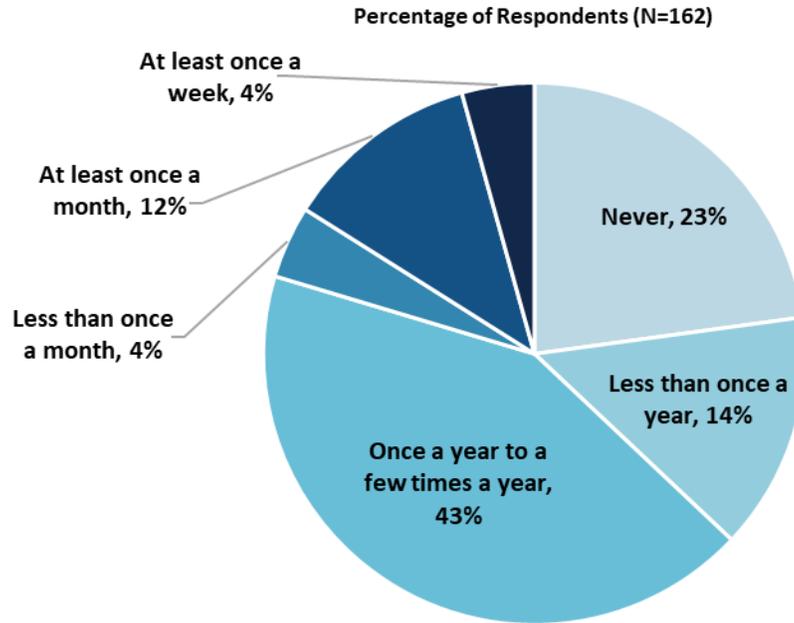


**"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)"**
(Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

WBG Interaction Frequency

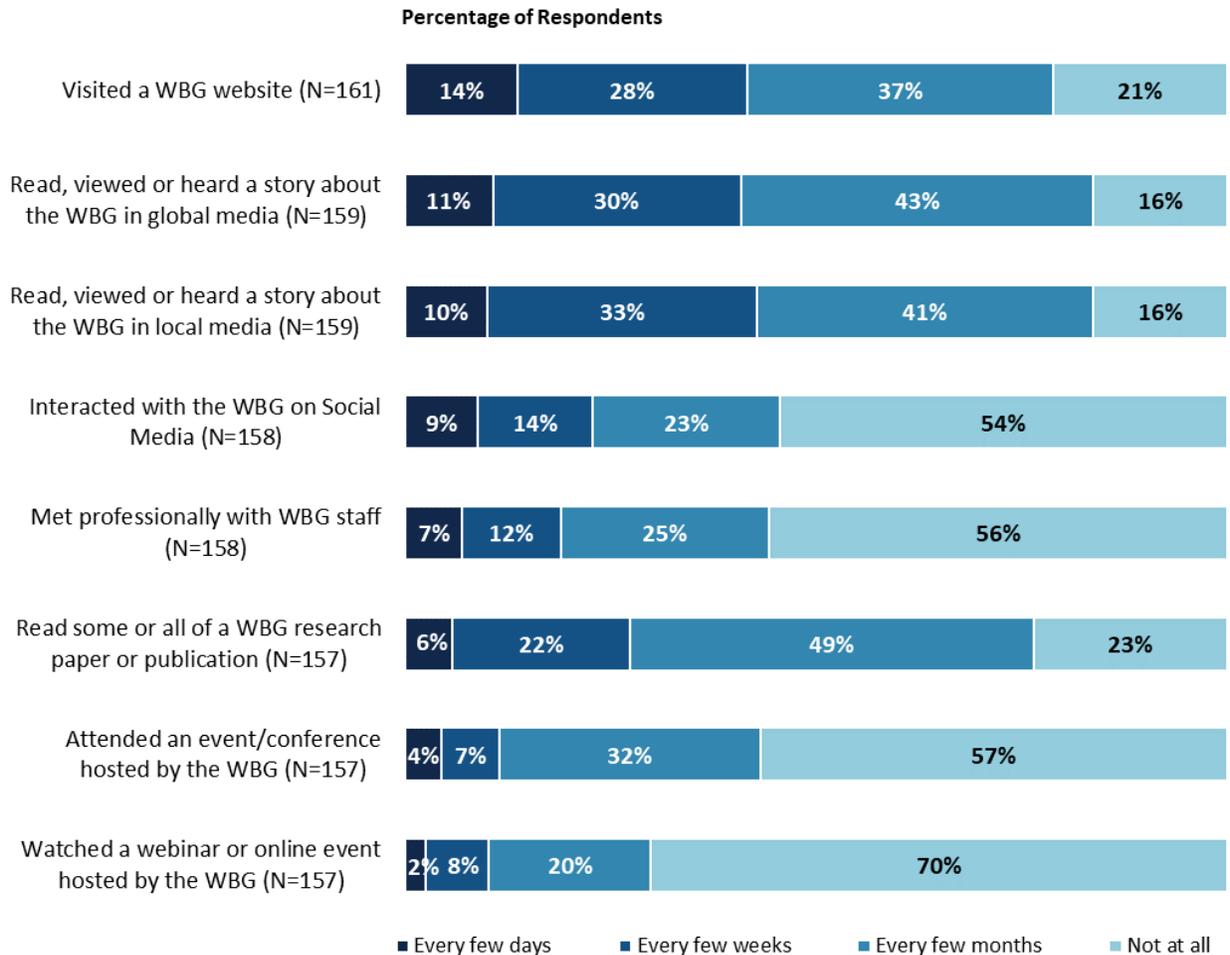


"How frequently do you interact with the World Bank Group now in Colombia?"
(Respondents chose from a list.)



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

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Appendix A: Responses to All Questions across All Respondents (N=200)

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

A. General Issues Facing Colombia

1. When you think about the future in Colombia, are you ... ?	Percentage of Respondents (N=199)
Very pessimistic	6.5%
Somewhat pessimistic	25.6%
Somewhat optimistic	46.2%
Very optimistic	18.1%
Not sure	3.5%

2. Do you think that economic opportunity for citizens in Colombia is ... ?	Percentage of Respondents (N=200)
Increasing	26.0%
Decreasing	37.0%
Staying about the same	37.0%

3. Listed below are a number of development priorities in Colombia. Please identify which of the following you consider the most important development priorities in Colombia. (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=200)
Peace and post-conflict agenda	34.5%
Anti-corruption	34.0%
Education	27.0%
Agriculture and rural development	24.0%
Job creation/employment	21.5%
Environmental sustainability	20.0%
Economic growth	18.5%
Balanced territorial development	17.5%
Transport (e.g., roads, bridges, transportation)	16.5%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	15.5%
Private sector development/entrepreneurship	9.5%
Climate change (e.g., mitigation, adaptation)	9.5%
Social protection (e.g., pensions, targeted social assistance)	8.5%
Judiciary reform	6.5%
Information and communications technology	5.0%
Water and sanitation	4.5%
Health	4.5%
Global/regional integration	3.5%
Trade and exports	3.0%
Gender equity (closing the gap between women and men, and boys and girls)	3.0%
Disaster risk management	2.5%
Urban development	2.0%
Energy	1.5%
Financial markets	1.5%

**A. General Issues Facing Colombia (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 Colombia? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=194)
Education	43.3%
Agriculture and rural development	33.0%
Job creation/employment	30.4%
Anti-corruption	27.3%
Economic growth	23.2%
Balanced territorial development	22.2%
Peace and post-conflict agenda	16.0%
Private sector development/entrepreneurship	15.5%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	14.9%
Social protection (e.g., pensions, targeted social assistance)	11.9%
Transport (e.g., roads, bridges, transportation)	10.8%
Health	9.3%
Environmental sustainability	8.8%
Gender equity (closing the gap between women and men, and boys and girls)	5.7%
Information and communications technology	4.1%
Judiciary reform	3.6%
Trade and exports	3.1%
Urban development	3.1%
Climate change (e.g., mitigation, adaptation)	2.1%
Water and sanitation	2.1%
Global/regional integration	1.5%
Energy	1.5%
Disaster risk management	1.5%
Financial markets	1.0%

5. When economic and/or social reform efforts fail or are slow to take place in Colombia, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=193)
Corruption	67.9%
Political pressures and obstacles	37.8%
Reforms are not well thought out in light of country challenges	28.5%
Poor coordination within the government	23.8%
Inadequate level of citizen/civil society participation	16.1%
Inadequate level of capacity in the government	12.4%
Other	4.7%
Inadequate level of private sector participation	3.6%
Inadequate level of government accountability	2.1%



A. General Issues Facing Colombia (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 national/federal government	181	3	5.58	2.20
2. Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	167	17	7.11	1.91
3. The World Bank Group*	171	14	7.27	1.95
4. The International Monetary Fund	170	15	6.39	2.37
5. UN	176	8	7.15	2.04
6. The Inter-American Development Bank (IDB/BID)	175	10	7.15	2.00
7. The Latin American Development Bank (CAF)	144	37	6.83	2.15
8. Banco de la Republica	179	5	7.31	2.09
9. Private sector	181	3	6.36	1.99
10. Civil society (e.g., NGOs, CBOs)	175	10	6.60	1.99
11. Faith-based institutions	168	17	5.42	2.45
12. Media and their web presence (e.g., newspapers, TV stations, radio)	181	4	5.09	2.20

7. Please describe the direction Colombia is moving in, when considering ... ?	N	Direction				
		Getting much worse	Getting somewh at worse	Staying the same	Getting somewh at better	Getting much better
1. Human development (e.g., health, education, and social protection)	186	14.0%	17.7%	27.4%	36.6%	4.3%
2. Equal opportunity for girls and boys, men and women	186	8.1%	10.2%	30.6%	47.8%	3.2%
3. Growing Colombia's economy in a way that leads to jobs and employment	186	11.3%	21.5%	40.3%	24.7%	2.2%
4. The gap between the rich and the poor	186	28.5%	34.4%	24.7%	10.2%	2.2%
5. Making government more effective	184	19.0%	23.9%	41.3%	13.0%	2.7%
6. Anti-corruption	186	22.6%	21.5%	40.3%	13.4%	2.2%
7. Developing the private sector/fostering entrepreneurship	187	2.1%	12.3%	43.9%	38.0%	3.7%

8. Listed below are global challenges. Which do you think have the most serious impact on Colombia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=183)
The gap between the rich and the poor	50.8%
Migrants and refugees	47.5%
Environmental degradation	35.5%
Jobs/employment	18.0%
Fragility in Colombia or neighboring countries	16.4%
Climate change	14.2%
Trade constraints	8.2%
Technology based disruption	7.1%

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

1. How familiar are you with the work of these organizations in Colombia? (1-Not familiar at all, 10-Extremely familiar)	Familiarity		
	N	Mean	SD
1. World Bank Group (WBG)	182	6.13	2.56
2. Inter-American Development Bank (IDB/BID)	182	6.47	2.31
3. Latin American Development Bank (CAF)	180	5.22	2.77
4. International Monetary Fund	179	5.69	2.62

2. Overall, please rate your impression of the effectiveness of these organizations in Colombia. (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. World Bank Group (WBG)*	157	23	6.78	1.96
2. Inter-American Development Bank (IDB/BID)	166	15	6.84	1.87
3. Latin American Development Bank (CAF)	140	42	6.33	2.18
4. International Monetary Fund	153	26	6.19	2.17

3. When thinking about how the World Bank Group can have the most impact on development results in Colombia, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Colombia? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=182)
Education	30.8%
Agriculture and rural development	30.8%
Peace and post-conflict agenda	24.2%
Anti-corruption	23.1%
Balanced territorial development	19.8%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	19.8%
Environmental sustainability	17.6%
Economic growth	17.6%
Job creation/employment	14.3%
Private sector development/entrepreneurship	14.3%
Transport (e.g., roads, bridges, transportation)	11.5%
Climate change (e.g., mitigation, adaptation)	11.0%
Social protection (e.g., pensions, targeted social assistance)	8.2%
Water and sanitation	7.7%
Information and communications technology	6.0%
Financial markets	5.5%
Gender equity (closing the gap between women and men, and boys and girls)	5.5%
Trade and exports	5.5%
Health	4.9%
Urban development	4.4%
Global/regional integration	3.3%
Energy	2.2%
Judiciary reform	2.2%
Disaster risk management	0.0%

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

4. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Colombia?	Percentage of Respondents (N=176)		
	Greatest Value	Second Greatest Value	Combined
Financial resources	21.1%	14.8%	35.9%
Capacity development related to World Bank Group supported projects	22.9%	11.9%	34.8%
Policy advice, studies, analyses	16.0%	13.6%	29.6%
Technical assistance	9.7%	17.0%	26.8%
Mobilizing third party financial resources	6.9%	11.9%	18.8%
Promoting knowledge sharing	8.0%	8.5%	16.5%
Implementation support	6.3%	8.0%	14.2%
Bringing together different groups of stakeholders	4.0%	8.0%	12.0%
Data and statistics	2.9%	5.1%	8.0%
Other	2.3%	1.1%	3.4%

5. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Colombia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=176)
Not adequately sensitive to political/social realities in Colombia	30.1%
Not willing to honestly criticize policies and reform efforts in the country	24.4%
Don't know	16.5%
Not adequately flexible	15.9%
World Bank Group's processes too complex	15.3%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	14.8%
World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)	11.9%
Not collaborating enough with private sector	11.4%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	9.1%
Other	6.8%
Arrogant in its approach	2.8%

6. 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=177)
Increased its emphasis recently	9.0%
Decreased its emphasis recently	6.8%
Emphasis has remained pretty consistent over time	38.4%
Don't know	45.8%

To what extent do you agree with the following statements about the World Bank Group's work in Colombia? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
7. Overall the World Bank Group currently plays a relevant role in development in Colombia*	152	18	6.68	2.12
8. The World Bank Group's work is aligned with what I consider the development priorities for Colombia*	147	23	6.61	2.06

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

To what extent is the World Bank Group an effective development partner in Colombia, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
9. Responsiveness to needs*	139	26	6.68	1.95
10. Flexibility (in terms of the institution's products and services)*	130	38	5.79	2.06
11. Flexibility (in terms of changing country circumstances)*	133	35	6.03	2.03
12. Being inclusive*	134	30	6.69	2.14
13. Openness (sharing data and other information)*	139	27	7.12	1.95
14. Collaboration with the Government*	143	23	7.71	1.69
15. The speed in which it gets things accomplished on the ground*	124	39	6.18	1.97
16. Helping to bring discipline/effective supervision to implementation of investment projects*	126	40	7.04	1.90
17. Collaboration with civil society*	129	40	5.95	2.23
18. Staff accessibility*	130	38	6.55	2.36
19. Collaboration with other donors and development partners*	119	49	6.80	2.01
20. Collaboration with the private sector*	119	45	6.55	2.09
21. Straightforwardness and honesty*	133	33	7.33	2.21
22. Treating clients and stakeholders in Colombia with respect*	137	31	7.99	1.87
23. Being a long-term partner*	139	29	7.91	2.04

**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 Colombia? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance)	72	92	6.36	2.14
2. Gender equity (closing the gap between women and men, and boys and girls)	78	85	6.69	2.09
3. Private sector development/entrepreneurship	87	77	6.68	1.81
4. Education	85	77	6.75	2.02
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	92	72	6.83	2.26
6. Global/regional integration	81	80	7.05	2.24
7. Peace and post-conflict agenda	90	73	6.56	2.37
8. Urban development	84	77	7.04	2.15
9. Energy	63	98	6.68	2.20
10. Water and sanitation	78	84	7.14	2.08
11. Balanced territorial development	81	81	6.30	2.19
12. Job creation/employment	68	95	5.76	2.27
13. Health	70	94	6.59	2.24
14. Financial markets	77	85	7.43	2.15
15. Transport (e.g., roads, bridges, transportation)	80	81	7.20	2.25
16. Agriculture and rural development	87	77	6.31	2.36
17. Trade and exports	59	101	6.88	2.20
18. Environmental sustainability	80	83	6.48	2.46
19. Climate change (e.g., mitigation, adaptation)	80	81	6.68	2.41
20. Anti-corruption	69	95	5.58	2.56
21. Judiciary reform	59	102	5.24	2.61
22. Economic growth	92	72	7.12	2.31
23. Disaster risk management	69	94	6.41	2.56
24. Information and communications technology	66	97	7.08	2.15
Achieving Development Results	N	DK	Mean	SD
2. To what extent does the World Bank Group's work help to achieve development results in Colombia?* (1-To no degree at all, 10-To a very significant degree)	139	24	6.81	1.88
Influencing the Development Agenda	N	DK	Mean	SD
3. To what extent does the World Bank Group influence the development agenda in Colombia?* (1-To no degree at all, 10-To a very significant degree)	140	24	6.70	2.06
To what extent do you agree with the following statements about the World Bank Group in Colombia? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
4. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Colombia*	129	35	6.15	2.19
5. The World Bank Group meets Colombia's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	137	25	6.82	2.09
Reimbursable Advisory Services	N	DK	Mean	SD
6. To what extent do you believe that Colombia received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)? (1-To no degree at all, 10-To a very significant degree)	81	84	6.51	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=162)
Weekly	7.4%
Monthly	20.4%
A few times a year	47.5%
Rarely	18.5%
Never	6.2%

In Colombia, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Are timely	125	37	7.19	1.89
3. Include appropriate level of stakeholder involvement during preparation	108	52	6.95	1.94
4. Lead to practical solutions	128	34	7.00	2.02
5. Are source of relevant information on global good practices	131	29	7.89	1.89
6. Are adequately disseminated	130	31	6.74	2.28
7. Are adaptable to Colombia's specific development challenges and country circumstances*	123	39	7.03	2.02

Overall Evaluations	N	DK	Mean	SD
8. 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)	134	26	7.10	1.89
9. 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)	139	24	7.91	1.75

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	71	91	7.42	2.16
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	110	50	7.50	2.02
3. The World Bank Group's approvals and reviews are done in a timely fashion	81	81	7.17	2.10
4. The World Bank Group's Environmental and Social Framework requirements are reasonable	75	85	7.41	1.93
5. The World Bank Group's conditions on its lending are reasonable	89	73	7.04	2.23
6. The World Bank Group takes decisions quickly in Colombia*	88	74	6.77	2.01
7. Working with the World Bank Group increases Colombia's institutional capacity	114	46	7.46	2.21
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	64	98	7.72	2.02

Support of Migrants in Colombia	N	DK	Mean	SD
9. To what extent do you believe that the donor community is doing enough to support the government's efforts related to migrants in Colombia? (1-To no degree at all, 10-To a very significant degree)	108	51	5.46	2.27

**E. Working with the World Bank Group (continued)**

10. In which of the following areas do you believe the World Bank Group should provide most of its resources when it comes to providing support to the migrant crisis in Colombia? (Choose no more than TWO)	Percentage of Respondents (N=162)
Jobs	53.7%
Social protection	42.6%
Health	30.9%
Education	25.9%
Strengthening of policy and institutional frameworks	17.3%
Housing	9.3%
Macro issues (fiscal accounts, balance of payments, etc.)	8.0%
Other	4.3%

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

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Colombia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=162)
Engage more directly with beneficiaries	35.8%
Offer more innovative knowledge services	29.0%
Reduce the complexity of obtaining World Bank Group financing	28.4%
Provide more adequate data/knowledge/statistics/figures on Colombia's economy	25.3%
Offer more innovative financial products	23.5%
Engage more effectively with the private sector	21.6%
Increase availability of Reimbursable Advisory Services (RAS)	17.9%
Other	6.8%

2. When considering the combination of services that the World Bank Group offers in Colombia, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Colombia? (Select only ONE response)	Percentage of Respondents (N=162)
Financial services	22.2%
Knowledge products	11.7%
Convening services	6.2%
Technical assistance	35.8%
None of the above	0.6%
The combination is appropriate for Colombia	15.4%
Don't know	8.0%

G. Communication and Information Sharing

1. How frequently do you interact with the World Bank Group now in Colombia?	Percentage of Respondents (N=162)
Never	22.8%
Less than once a year	14.2%
Once a year to a few times a year	42.6%
Less than once a month	4.3%
At least once a month	11.7%
At least once a week	4.3%

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

2. How do you get most of your information about economic and social development issues in Colombia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=162)
Internet	62.3%
Periodicals	52.5%
Local newspapers	18.5%
Local radio	4.9%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	16.0%
Local television	11.1%
Other	13.0%

3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=162)
World Bank Group's publications and other written materials	62.3%
World Bank Group's seminars/workshops/ conferences	58.6%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	34.6%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	25.9%

5. 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)	159	10.1%	32.7%	40.9%	16.4%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	159	10.7%	30.2%	42.8%	16.4%
Interacted with the WBG on Social Media (e.g., read a post or tweet, liked, commented, shared, retweeted)	158	8.9%	13.9%	22.8%	54.4%
Visited a WBG website (e.g., read a blog, used data)	161	13.7%	28.0%	37.3%	21.1%
Attended an event/conference hosted by the WBG	157	4.5%	7.0%	31.8%	56.7%
Watched a webinar or online event hosted by the WBG	157	2.5%	7.6%	19.7%	70.1%
Read some or all of a WBG research paper or publication	157	5.7%	21.7%	49.0%	23.6%
Met professionally with WBG staff	158	7.0%	12.0%	25.3%	55.7%

**H. Background Information**

1. Which of the following best describes your current affiliation? (Select only ONE response)	Percentage of Respondents (N=198)
Employee of a Ministry, Ministerial Department or Implementation Agency	42.9%
Academia/Research Institute/Think Tank	8.6%
NGO/Community Based Organization	7.1%
Local Government Office or Staff	6.6%
Multilateral Agency	6.6%
Private Foundation	6.1%
Office of the President	4.0%
Private Sector Organization	3.5%
Media (press, radio, TV, web, etc.)	3.5%
Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)	3.5%
Project Management Unit (PMU) overseeing implementation of project/ Consultant/Contractor working on World Bank Group supported project/program	2.0%
Bilateral Agency	2.0%
Financial Sector/Private Bank	1.5%
Office of Parliamentarian	1.0%
Youth Group	0.5%
Other	0.5%
Office of Minister	0.0%
Trade Union	0.0%
Faith-Based Group	0.0%
Judiciary Branch	0.0%

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=198)
Poverty	20.7%
Environment and natural resources	13.6%
Urban, rural, and social development	10.1%
Social protection and labor	9.1%
Finance and markets	6.1%
Generalist (specialized in multiple sectors)	6.1%
Education	5.6%
Macroeconomics and fiscal management	4.0%
Trade and competitiveness	4.0%
Transport and ICT	3.5%
Governance	3.5%
Fragility, conflict and violence	3.0%
Other	3.0%
Agriculture	2.5%
Health, nutrition, and population	2.0%
Public-private partnerships	1.0%
Gender	1.0%
Climate change	1.0%
Water	0.0%
Energy and extractives	0.0%
Jobs	0.0%

**H. Background Information (continued)**

3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, MIGA, ICSID) in your country?	Percentage of Respondents (N=195)
Yes	15.4%
No	84.6%

4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Colombia? (Select only ONE response)	Percentage of Respondents (N=30)
The World Bank (IBRD)	86.7%
The International Finance Corporation (IFC)	13.3%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%
International Centre for Settlement of Investment Disputes (ICSID)	0.0%

5. Do your projects involve both the World Bank and the IFC?	Percentage of Respondents (N=31)
Yes	38.7%
No	61.3%

6. Which of the following describes most of your exposure to the World Bank Group in Colombia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=185)
Use World Bank Group reports/data	40.5%
Use World Bank Group website for information, data, research, etc.	34.1%
Collaborate as part of my professional duties	32.4%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	25.9%
Engage in World Bank Group related/sponsored events/activities	18.9%

7. What's your gender?	Percentage of Respondents (N=200)
Female	37.5%
Male	62.5%

8. What's your age?	Percentage of Respondents (N=200)
25 and under	0.5%
26-35	20.5%
36-45	28.0%
46-55	27.0%
56 and above	24.0%

9. Which best represents your geographic location?	Percentage of Respondents (N=199)
Bogota	67.3%
Outside of Bogota	32.7%



Appendix B: Responses to Selected Questions by Stakeholder Groups¹³

- Office of the President/Prime Minister/Minister N=8 ● Employee of a Ministry/PMU/Consultant on WBG Project N= 89 ● Local Government N=13
- Bilateral/Multilateral Agency N=17 ● Private Sector/Financial Sector/Private Bank N=10 ● CSO N=27 ● Media N=7
- Independent Government Institution N=7 ● Academia/Research Institute/Think Tank (Academia) N=17 ● Other¹⁴ N=3

A. General Issues facing Colombia

When you think about the future in Colombia, are you ... ?

Percentage of Respondents	Office of the President/Prime Minister/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Very pessimistic	0.0%	10.1%	0.0%	5.9%	0.0%	3.8%	14.3%	0.0%	0.0%	33.3%
Somewhat pessimistic	12.5%	25.8%	23.1%	17.6%	20.0%	38.5%	28.6%	14.3%	29.4%	0.0%
Somewhat optimistic	62.5%	43.8%	30.8%	64.7%	40.0%	38.5%	42.9%	57.1%	58.8%	33.3%
Very optimistic	25.0%	18.0%	46.2%	11.8%	20.0%	7.7%	14.3%	28.6%	11.8%	33.3%
Not sure	0.0%	2.2%	0.0%	0.0%	20.0%	11.5%	0.0%	0.0%	0.0%	0.0%

¹³ Only 198 respondents provided information about their current positions (question H1 in the questionnaire). Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

¹⁴ Includes the following categories: Office of Parliamentarian (N=2), and Other (N=1).

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

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

Percentage of Respondents (Responses combined)	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Urban development	0.0%	1.1%	7.7%	5.9%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%
Energy	12.5%	0.0%	0.0%	0.0%	10.0%	3.7%	0.0%	0.0%	0.0%	0.0%
Water and sanitation	0.0%	5.6%	0.0%	5.9%	0.0%	7.4%	0.0%	14.3%	0.0%	0.0%
Balanced territorial development	0.0%	21.3%	23.1%	29.4%	0.0%	11.1%	14.3%	0.0%	23.5%	0.0%
Job creation/employment	25.0%	29.2%	23.1%	5.9%	10.0%	3.7%	28.6%	28.6%	17.6%	66.7%
Private sector development/entrepreneurship	12.5%	6.7%	7.7%	5.9%	30.0%	11.1%	28.6%	0.0%	11.8%	0.0%
Education	25.0%	34.8%	7.7%	5.9%	30.0%	22.2%	0.0%	57.1%	29.4%	33.3%
Public sector governance/reform	37.5%	15.7%	23.1%	17.6%	10.0%	7.4%	14.3%	14.3%	17.6%	0.0%
Global/regional integration	12.5%	2.2%	0.0%	5.9%	0.0%	0.0%	14.3%	0.0%	5.9%	0.0%
Peace and post-conflict agenda*	25.0%	25.8%	30.8%	76.5%	20.0%	33.3%	42.9%	28.6%	52.9%	33.3%
Social protection	0.0%	11.2%	0.0%	5.9%	20.0%	0.0%	0.0%	0.0%	23.5%	0.0%
Gender equity	12.5%	2.2%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
Anti-corruption	37.5%	38.2%	30.8%	23.5%	70.0%	33.3%	28.6%	14.3%	11.8%	33.3%
Judiciary reform	25.0%	6.7%	0.0%	0.0%	10.0%	7.4%	14.3%	0.0%	0.0%	33.3%
Economic growth	12.5%	19.1%	30.8%	11.8%	20.0%	11.1%	42.9%	42.9%	11.8%	0.0%
Disaster risk management*	0.0%	0.0%	7.7%	17.6%	0.0%	3.7%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	12.5%	5.6%	0.0%	5.9%	0.0%	3.7%	0.0%	0.0%	5.9%	33.3%
Transport	12.5%	16.9%	15.4%	5.9%	20.0%	14.8%	28.6%	0.0%	29.4%	0.0%
Agriculture and rural development	12.5%	25.8%	23.1%	23.5%	20.0%	29.6%	14.3%	28.6%	17.6%	0.0%
Trade and exports*	0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	17.6%	33.3%
Environmental sustainability	12.5%	14.6%	38.5%	29.4%	20.0%	37.0%	0.0%	28.6%	5.9%	33.3%
Climate change*	0.0%	5.6%	15.4%	0.0%	10.0%	40.7%	0.0%	0.0%	0.0%	0.0%
Health	12.5%	4.5%	0.0%	0.0%	0.0%	7.4%	14.3%	14.3%	0.0%	0.0%
Financial markets	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%

*Significantly different between stakeholder groups



A. General Issues facing Colombia (continued)

When economic and/or social reform efforts fail or are slow to take place in Colombia, which of the following would you attribute this to? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Reforms are not well thought out in light of country challenges	14.3%	29.5%	30.8%	18.8%	20.0%	20.0%	28.6%	57.1%	50.0%	0.0%
Poor coordination within the government	28.6%	26.1%	30.8%	37.5%	10.0%	16.0%	0.0%	28.6%	25.0%	0.0%
Inadequate level of government accountability	0.0%	1.1%	7.7%	0.0%	0.0%	8.0%	0.0%	0.0%	0.0%	0.0%
Inadequate level of capacity in the government	0.0%	17.0%	7.7%	6.3%	10.0%	4.0%	14.3%	0.0%	12.5%	33.3%
Political pressures and obstacles*	28.6%	35.2%	23.1%	50.0%	80.0%	20.0%	85.7%	42.9%	31.3%	66.7%
Inadequate level of private sector participation	14.3%	4.5%	0.0%	0.0%	0.0%	4.0%	0.0%	14.3%	0.0%	0.0%
Inadequate level of citizen/civil society participation	14.3%	11.4%	15.4%	31.3%	10.0%	36.0%	14.3%	0.0%	12.5%	0.0%
Corruption*	100.0%	71.6%	61.5%	43.8%	50.0%	84.0%	57.1%	28.6%	62.5%	100.0%
Other	0.0%	1.1%	15.4%	6.3%	10.0%	8.0%	0.0%	14.3%	6.3%	0.0%

*Significantly different between stakeholder groups

	Office of the President/Prime Minister/Minister			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			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	7.57	1.51	73	6.92	2.17	11	7.45	2.12	16	7.56	1.46	9	7.89	1.83	24	7.50	1.67	7	7.29	1.98	5	8.40	1.14	15	7.47	1.73	3	5.67	3.22

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

B. Overall Attitudes toward the World Bank Group

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

	Office of the President/Prime Minister/Minister			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			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
World Bank Group (WBG)	7	5.57	3.69	83	5.70	2.70	12	5.33	2.77	15	7.40	1.50	10	7.20	2.39	24	6.21	2.36	6	7.33	0.82	6	6.00	3.29	15	7.00	1.89	3	7.00	1.73
Inter-American Development Bank (IDB/BID)	7	6.57	2.57	83	6.10	2.39	12	5.50	2.75	15	7.27	1.58	10	7.80	2.25	24	6.50	1.79	6	6.67	1.51	6	7.67	3.45	15	7.20	2.01	3	6.67	1.53
Latin American Development Bank (CAF)*	7	6.14	3.24	83	4.53	2.79	12	4.33	2.54	14	6.21	2.26	9	7.33	2.29	24	5.13	2.56	6	5.83	1.94	6	7.50	3.39	15	6.40	2.44	3	5.00	1.73
International Monetary Fund	7	6.14	2.27	83	5.37	2.78	12	4.75	2.63	14	6.07	1.64	8	6.88	2.85	24	5.67	2.26	6	6	2.10	6	7.17	4.07	15	6.80	2.37	3	4.33	1.53

*Significantly different between stakeholder groups



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

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

	Office of the President/Prime Minister/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			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
World Bank Group (WBG)	6	7.67	1.63	68	6.43	2.21	11	6.27	2.45	14	7.36	1.15	9	7.33	1.58	22	6.86	1.91	6	7.17	1.47	2	8.50	0.71	15	7.33	1.29	3	5.33	2.1
Inter-American Development Bank (IDB/BID)	7	7.43	1.51	74	6.57	2.04	11	6.45	1.92	13	7.08	1.38	10	7.40	2.22	22	7.18	1.79	6	6.83	1.47	5	8.00	1.00	14	7.36	1.22	3	4.33	1.2
Latin American Development Bank (CAF)	6	7.67	1.37	57	5.75	2.36	10	5.70	2.45	14	6.93	1.64	10	6.60	2.12	19	6.37	2.41	5	6.80	1.79	5	7.60	0.89	12	7.25	1.71	1	6.00	.
International Monetary Fund	5	6.80	1.79	69	5.77	2.27	11	6.00	2.41	11	6.18	1.54	9	6.67	2.45	22	6.23	2.35	6	6.33	1.97	4	8.75	0.96	14	7.21	1.37	1	5.00	.

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

Percentage of Respondents (Responses combined)	Office of the President/Prime Minister/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Private sector development/entrepreneurship	14.3%	15.7%	8.3%	6.7%	20.0%	12.5%	16.7%	50.0%	0.0%	33.3%
Education*	14.3%	36.1%	50.0%	0.0%	20.0%	20.8%	16.7%	66.7%	40.0%	33.3%
Peace and post-conflict agenda*	14.3%	14.5%	8.3%	33.3%	40.0%	41.7%	66.7%	0.0%	46.7%	0.0%
Job creation/employment	0.0%	20.5%	8.3%	6.7%	10.0%	8.3%	0.0%	33.3%	6.7%	33.3%
Health	0.0%	8.4%	8.3%	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%
Financial markets	14.3%	6.0%	0.0%	0.0%	10.0%	0.0%	0.0%	33.3%	6.7%	0.0%
Social protection*	14.3%	9.6%	0.0%	0.0%	10.0%	0.0%	50.0%	0.0%	13.3%	0.0%
Gender equity	14.3%	3.6%	0.0%	20.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%
Public sector governance/reform	0.0%	22.9%	8.3%	40.0%	10.0%	12.5%	16.7%	16.7%	20.0%	0.0%
Global/regional integration	14.3%	1.2%	8.3%	6.7%	10.0%	0.0%	0.0%	0.0%	6.7%	0.0%
Energy	0.0%	1.2%	0.0%	0.0%	10.0%	4.2%	0.0%	16.7%	0.0%	0.0%
Water and sanitation	14.3%	6.0%	0.0%	6.7%	0.0%	12.5%	0.0%	16.7%	20.0%	0.0%
Trade and exports	0.0%	4.8%	0.0%	0.0%	10.0%	4.2%	33.3%	0.0%	6.7%	33.3%
Environmental sustainability	28.6%	10.8%	25.0%	20.0%	10.0%	41.7%	0.0%	16.7%	13.3%	33.3%
Judiciary reform	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%
Economic growth	14.3%	21.7%	16.7%	6.7%	20.0%	12.5%	16.7%	16.7%	13.3%	33.3%
Disaster risk management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology*	42.9%	6.0%	8.3%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	33.3%
Transport	0.0%	10.8%	8.3%	26.7%	10.0%	8.3%	33.3%	0.0%	13.3%	0.0%
Agriculture and rural development	14.3%	37.3%	58.3%	20.0%	30.0%	25.0%	0.0%	33.3%	20.0%	0.0%
Climate change*	0.0%	3.6%	8.3%	13.3%	20.0%	41.7%	16.7%	0.0%	6.7%	0.0%
Anti-corruption	42.9%	24.1%	25.0%	33.3%	20.0%	12.5%	0.0%	0.0%	20.0%	66.7%
Balanced territorial development	28.6%	18.1%	25.0%	33.3%	20.0%	12.5%	33.3%	0.0%	20.0%	0.0%
Urban development	0.0%	4.8%	16.7%	6.7%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%

*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 the President/Prime Minister/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Increased its emphasis recently	0.0%	8.9%	16.7%	7.1%	10.0%	4.2%	16.7%	0.0%	20.0%	0.0%
Decreased its emphasis recently	14.3%	7.6%	0.0%	14.3%	20.0%	4.2%	0.0%	0.0%	0.0%	0.0%
Emphasis has remained pretty consistent over time	42.9%	36.7%	33.3%	42.9%	50.0%	33.3%	50.0%	50.0%	33.3%	66.7%
Don't know	42.9%	46.8%	50.0%	35.7%	20.0%	58.3%	33.3%	50.0%	46.7%	33.3%

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

	Office of the President/Prime Minister/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			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 Colombia	5	7.40	1.14	63	6.43	2.23	10	7.10	1.85	14	6.79	2.16	9	6.33	2.60	22	6.55	2.35	6	7.33	1.51	4	7.25	1.71	15	7.27	1.94	3	5.67	2.31
The World Bank Group's work is aligned with what I consider the development priorities for Colombia	5	6.80	1.30	61	6.56	2.24	9	6.44	2.24	14	7.07	1.33	9	6.67	2.50	21	6.14	2.20	6	7.17	1.60	4	7.50	1.29	14	7.00	1.80	3	4.33	2.08

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

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

	Office of the President/Prime Minister/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			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	8.00	1.23	60	6.77	2.10	9	6.78	1.48	13	6.62	1.33	8	6.00	2.33	18	6.22	2.34	6	7.17	0.98	4	7.50	2.08	12	6.67	1.61	3	6.00	2.65
Flexibility (in terms of the institution's products and services)	5	6.80	1.48	55	5.47	2.27	8	6.63	1.92	12	5.92	1.38	8	5.50	2.73	18	5.78	2.26	5	6.40	1.14	5	6.00	1.87	11	6.27	1.56	2	5.00	2.83
Flexibility (in terms of changing country circumstances)	5	7.00	1.23	56	5.79	2.25	9	6.78	1.72	12	6.08	1.24	7	5.29	2.75	20	5.85	2.21	5	6.60	1.34	4	6.75	1.89	12	6.58	1.51	2	5.50	3.54
Being inclusive	4	7.50	1.92	61	6.61	2.18	8	7.50	1.60	12	6.17	1.70	8	6.25	2.38	17	6.41	2.98	4	7.75	1.26	3	7.67	2.52	14	7.07	1.54	2	6.00	2.83
Openness (sharing data and other information)	5	8.00	1.41	62	7.16	2.03	7	7.57	1.51	12	5.58	2.35	8	7.25	1.17	20	7.25	2.10	5	7.40	1.95	4	8.00	1.41	13	7.38	1.56	2	5.50	2.12
Collaboration with the Government	5	8.00	1.58	61	7.75	1.75	9	8.56	0.88	13	7.38	1.94	8	7.75	0.89	20	7.20	2.14	4	7.50	1.29	4	8.50	1.29	15	7.87	1.51	3	7.00	1.73
The speed in which it gets things accomplished on the ground	4	6.25	2.22	56	6.30	1.99	7	6.71	1.50	12	6.00	1.81	8	5.13	2.03	18	5.89	2.25	3	6.67	1.16	3	6.67	2.52	10	6.60	1.90	2	5.50	3.54
Helping to bring discipline/effective supervision to implementation of investment projects	5	7.40	2.07	53	7.02	2.03	9	7.44	1.81	11	6.73	1.74	7	7.29	1.11	18	6.61	1.88	6	7.83	1.17	3	7.67	1.16	11	7.45	2.30	2	5.00	2.83
Collaboration with civil society	4	6.75	2.06	50	5.90	2.38	9	6.56	2.07	11	4.82	2.27	9	5.56	2.01	22	5.50	2.33	4	7.00	1.16	2	6.50	0.71	14	7.07	1.73	3	6.33	2.89
Staff accessibility	4	6.25	2.22	57	6.77	2.65	10	6.90	2.28	11	5.91	2.39	7	5.86	2.67	18	6.11	2.19	3	6.00	2.00	3	7.67	0.58	13	6.85	1.73	3	7.33	2.08
Collaboration with other donors and development partners	4	6.75	1.71	52	6.85	2.14	8	7.13	1.64	10	6.00	2.26	5	6.60	2.88	21	7.00	2.03	5	7.40	1.14	1	8.00	.	9	6.89	1.76	3	5.67	1.53
Collaboration with the private sector	5	7.20	1.79	49	6.43	2.26	6	7.50	1.64	10	6.60	1.96	7	5.71	2.50	19	6.26	2.05	6	7.17	1.17	2	7.00	1.41	11	7.45	2.16	3	4.67	1.16
Straightforwardness and honesty	5	8.00	1.00	60	7.23	2.30	10	8.20	2.10	11	6.18	2.04	7	8.71	0.95	16	6.50	2.88	6	7.67	1.37	4	7.75	1.26	10	7.90	2.18	3	8.00	1.00
Treating clients and stakeholders in Colombia with respect	5	8.00	1.00	60	7.90	1.96	9	8.67	1.87	13	7.92	1.94	8	9.38	0.74	17	7.41	2.35	4	7.25	1.50	4	8.75	1.26	14	8.00	1.62	3	7.33	1.53
Being a long-term partner	5	7.80	1.30	61	7.80	2.03	8	8.87	1.64	13	7.62	2.02	7	8.86	2.19	18	7.17	2.88	5	8.20	1.30	4	9.00	0.82	15	8.07	1.75	2	8.50	0.71



C. World Bank Group's Effectiveness and Results

	Office of the President/Prime Minister/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			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 Colombia?	5	7.80	1.30	56	6.91	2.01	7	6.43	2.51	14	6.86	1.88	9	6.44	2.13	20	6.50	1.99	5	7.00	1.73	4	7.00	0.82	15	6.87	1.51	3	5.67	1.53

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

	Office of the President/Prime Minister/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			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 Colombia?	5	7.40	1.52	59	6.86	2.28	7	6.43	1.90	13	6.23	1.92	8	5.63	2.72	20	7.00	1.84	6	6.83	2.14	4	6.25	0.50	14	6.93	1.64	3	4.67	1.16

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

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

	Office of the President/Prime Minister/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			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 Colombia	5	6.60	1.95	52	6.08	2.46	8	6.00	2.45	12	6.58	1.83	8	6.25	2.25	20	5.45	2.31	6	6.33	1.03	2	8.50	2.12	12	6.92	1.38	3	4.67	1.53
The World Bank Group meets Colombia's needs for knowledge services	5	7.00	2.35	58	6.95	2.33	8	6.38	2.83	13	6.85	1.46	8	6.88	2.10	18	6.28	2.05	6	7.00	1.27	4	7.75	1.71	13	6.85	1.91	3	6.00	1.73



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 the President/Prime Minister/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Weekly	0.0%	7.0%	0.0%	0.0%	0.0%	13.6%	16.7%	16.7%	7.1%	33.3%
Monthly	14.3%	14.1%	0.0%	28.6%	44.4%	18.2%	83.3%	0.0%	35.7%	0.0%
A few times a year	42.9%	46.5%	77.8%	64.3%	44.4%	40.9%	0.0%	66.7%	42.9%	66.7%
Rarely	14.3%	23.9%	11.1%	7.1%	11.1%	27.3%	0.0%	0.0%	14.3%	0.0%
Never	28.6%	8.5%	11.1%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%

*Significantly different between stakeholder groups

	Office of the President/Prime Minister/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
In Colombia, to what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Colombia's specific development challenges and country circumstances	5	6.60	1.95	51	6.84	2.17	7	8.29	1.60	8	7.38	1.06	8	7.63	1.60	18	7.06	2.56	6	7.17	0.98	4	7.00	1.41	12	7.08	1.83	3	4.67	2.31

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

	Office of the President/Prime Minister/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	4	6.75	0.50	55	7.25	2.08	7	7.29	2.14	11	7.36	1.50	8	7.38	1.69	20	6.60	2.23	6	6.83	1.33	4	7.50	1.29	15	7.20	1.70	3	5.33	1.16
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	4	7.25	0.96	59	7.86	1.81	7	8.43	2.57	12	7.67	1.72	9	8.78	0.67	18	7.33	2.20	6	8.83	0.98	5	8.40	0.89	15	8.20	1.52	3	6.33	1.16

(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 the President/Prime Minister/Minister			Employee of a Ministry/ PMU/Consultant on WBG Project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
The World Bank Group takes decisions quickly in Colombia	4	6.75	2.75	35	6.69	2.21	4	7.50	2.38	10	6.10	1.29	5	8.60	1.52	15	6.60	1.99	1	5.00	.	3	7.33	2.08	9	6.67	1.73	2	7.50	2.12
Where country systems are adequate, the World Bank Group makes appropriate use of them	3	6.67	2.89	29	7.76	1.98	3	9.67	0.58	5	7.00	2.35	5	8.40	1.52	10	8.40	0.70	1	6.00	.	1	7.00	.	5	7.80	2.17	2	3.50	3.54

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

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

Percentage of Respondents (Responses combined)	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Offer more innovative financial products	42.9%	24.3%	30.0%	14.3%	33.3%	9.1%	33.3%	20.0%	20.0%	33.3%
Provide more adequate data/knowledge/statistics/figures on Colombia's economy	14.3%	27.1%	50.0%	14.3%	11.1%	27.3%	16.7%	20.0%	26.7%	33.3%
Engage more directly with beneficiaries*	14.3%	41.4%	20.0%	57.1%	0.0%	50.0%	50.0%	0.0%	26.7%	0.0%
Offer more innovative knowledge services	42.9%	27.1%	30.0%	42.9%	11.1%	27.3%	0.0%	80.0%	26.7%	33.3%
Reduce the complexity of obtaining World Bank Group financing	42.9%	27.1%	20.0%	14.3%	33.3%	36.4%	16.7%	20.0%	26.7%	66.7%
Increase availability of Reimbursable Advisory Services (RAS)	14.3%	24.3%	10.0%	0.0%	0.0%	13.6%	33.3%	0.0%	33.3%	0.0%
Engage more effectively with the private sector*	14.3%	18.6%	30.0%	7.1%	77.8%	22.7%	16.7%	20.0%	20.0%	0.0%
Other*	0.0%	1.4%	0.0%	28.6%	33.3%	4.5%	0.0%	0.0%	6.7%	33.3%

*Significantly different between stakeholder groups



G. Communication and Information Sharing

How frequently do you interact with the World Bank Group now in Colombia?

Percentage of Respondents	Office of the President/Prime Minister/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Never	28.6%	30.4%	30.0%	0.0%	22.2%	9.1%	16.7%	16.7%	26.7%	0.0%
Less than once a year	14.3%	13.0%	30.0%	0.0%	11.1%	22.7%	0.0%	0.0%	13.3%	66.7%
Once a year to a few times a year	57.1%	33.3%	30.0%	71.4%	22.2%	50.0%	50.0%	66.7%	60.0%	0.0%
Less than once a month	0.0%	4.3%	0.0%	7.1%	22.2%	4.5%	0.0%	0.0%	0.0%	0.0%
At least once a month	0.0%	13.0%	10.0%	21.4%	22.2%	9.1%	33.3%	0.0%	0.0%	0.0%
At least once a week	0.0%	5.8%	0.0%	0.0%	0.0%	4.5%	0.0%	16.7%	0.0%	33.3%

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

Percentage of Respondents (Responses combined)	Office of the President/Prime Minister/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Internet	57.1%	56.5%	90.0%	78.6%	77.8%	54.5%	66.7%	50.0%	60.0%	66.7%
Periodicals	71.4%	52.2%	30.0%	28.6%	66.7%	50.0%	83.3%	33.3%	80.0%	33.3%
Local newspapers	28.6%	17.4%	20.0%	35.7%	0.0%	9.1%	16.7%	33.3%	20.0%	33.3%
Local radio	0.0%	4.3%	10.0%	7.1%	11.1%	4.5%	0.0%	16.7%	0.0%	0.0%
Social media	14.3%	15.9%	30.0%	14.3%	0.0%	31.8%	0.0%	0.0%	13.3%	0.0%
Local television	0.0%	14.5%	10.0%	7.1%	11.1%	13.6%	0.0%	0.0%	0.0%	66.7%
Other	0.0%	15.9%	0.0%	7.1%	11.1%	13.6%	16.7%	33.3%	6.7%	0.0%

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

Percentage of Respondents (Responses combined)	Office of the President/Prime Minister/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Direct contact with World Bank Group*	42.9%	30.4%	40.0%	21.4%	77.8%	45.5%	33.3%	50.0%	6.7%	66.7%
Social media	57.1%	24.6%	40.0%	28.6%	22.2%	27.3%	16.7%	16.7%	20.0%	0.0%
World Bank Group's publications and other written materials	28.6%	65.2%	50.0%	78.6%	77.8%	45.5%	83.3%	66.7%	66.7%	33.3%
World Bank Group's seminars/workshops/conferences	42.9%	60.9%	60.0%	50.0%	22.2%	63.6%	50.0%	50.0%	86.7%	33.3%

*Significantly different between stakeholder groups



H. Background Information

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

Percentage of Respondents	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Yes	0.0%	12.6%	0.0%	41.2%	20.0%	12.0%	0.0%	14.3%	29.4%	33.3%
No	100.0%	87.4%	100.0%	58.8%	80.0%	88.0%	100.0%	85.7%	70.6%	66.7%

*Significantly different between stakeholder groups

If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Colombia?*

Percentage of Respondents	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
The World Bank (IBRD)	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%	0.0%	100.0%	60.0%	100.0%
The International Finance Corporation (IFC)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	40.0%	0.0%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
International Centre for Settlement of Investment Disputes (ICSID)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Observer	42.9%	23.8%	27.3%	17.6%	10.0%	48.0%	14.3%	0.0%	29.4%	0.0%
Use World Bank Group reports/data*	28.6%	28.8%	9.1%	52.9%	80.0%	40.0%	71.4%	83.3%	64.7%	33.3%
Engage in World Bank Group related/sponsored events/activities*	14.3%	17.5%	18.2%	35.3%	30.0%	8.0%	0.0%	66.7%	11.8%	33.3%
Collaborate as part of my professional duties*	14.3%	37.5%	27.3%	64.7%	10.0%	28.0%	0.0%	16.7%	17.6%	66.7%
Use World Bank Group website for information, data, research, etc.	28.6%	33.8%	36.4%	5.9%	40.0%	40.0%	71.4%	16.7%	52.9%	0.0%

*Significantly different between stakeholder groups



Appendix C: Responses to Selected Questions by Level of Collaboration with the World Bank Group¹⁵

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 Colombia COS questionnaire: All 10-point scale questions and questions B3, B5, and F1 from the questionnaire.

For 10-point scale questions that were asked both in FY16 and FY19 Colombia 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, FY16 N=68
- Collaborating with the WBG, FY19 N=30
- Not collaborating with the WBG, FY19 N=165

A. General Issues Facing Colombia

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 national/federal government	27	5.85	2.23	149	5.53	2.22
Bilateral organizations	24	7.58	1.86	138	6.99	1.93
The World Bank Group*	28	7.96	1.90	139	7.09	1.94
The International Monetary Fund*	26	7.46	2.12	140	6.17	2.38
UN	27	7.44	1.74	145	7.05	2.10
The Inter-American Development Bank (IDB/BID)	26	7.73	1.97	145	7.03	2.02
The Latin American Development Bank (CAF)	25	7.52	2.00	115	6.63	2.17
Banco de la Republica	25	7.52	1.90	149	7.30	2.16
Private sector	27	6.56	1.37	149	6.32	2.10
Civil society	24	6.92	1.47	146	6.51	2.07
Faith-based institutions	19	5.11	2.31	144	5.41	2.48
Media and their web presence*	25	5.88	2.21	151	4.91	2.18

*Significantly different between collaborators and non-collaborators

B. Overall Attitudes toward the World Bank Group

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

	2016			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)*	67	8.06	1.74	28	7.96	1.58	149	5.81	2.58
Inter-American Development Bank (IDB/BID)*	66	7.33	2.28	28	7.57	1.69	149	6.28	2.36
Latin American Development Bank (CAF)*	66	5.64	2.93	28	6.46	2.74	147	4.96	2.73
International Monetary Fund ⁱ				28	6.36	2.75	146	5.57	2.59

*Significantly different between collaborators and non-collaborators

ⁱ Only FY 2019 questionnaire had this response option.

¹⁵ Only 195 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)**

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

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

	2016			2019					
	Collaborating with the WBG			Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)*	61	7.85	1.31	26	7.77	1.56	126	6.54	1.99
Inter-American Development Bank (IDB/BID)*	53	7.77	1.68	24	7.67	1.63	137	6.66	1.87
Latin American Development Bank (CAF)*	39	6.05	2.04	22	7.68	1.21	113	6.00	2.24
International Monetary Fund* ⁱ				18	7.72	1.23	130	5.95	2.21

*Significantly different between collaborators and non-collaborators

ⁱ Only FY 2019 questionnaire had this response option.

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Private sector development/entrepreneurship	7.1%	16.1%
Education*	7.1%	36.2%
Peace and post-conflict agenda	17.9%	26.2%
Job creation/employment*	0.0%	16.8%
Health	7.1%	4.7%
Financial markets	10.7%	4.7%
Social protection	7.1%	8.7%
Gender equity	3.6%	6.0%
Public sector governance/reform	32.1%	17.4%
Global/regional integration	3.6%	3.4%
Energy	7.1%	1.3%
Water and sanitation*	17.9%	6.0%
Trade and exports	7.1%	5.4%
Environmental sustainability	14.3%	18.1%
Judiciary reform	7.1%	1.3%
Economic growth	14.3%	18.1%
Disaster risk management	0.0%	0.0%
Information and communications technology	7.1%	6.0%
Transport*	28.6%	8.1%
Agriculture and rural development	25.0%	30.9%
Climate change*	0.0%	12.8%
Anti-corruption	32.1%	20.1%
Balanced territorial development	25.0%	18.8%
Urban development	3.6%	4.7%

*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 Colombia?
(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Not adequately sensitive to political/social realities in Colombia	29.6%	29.9%
World Bank Group’s processes too complex*	29.6%	12.5%
World Bank Group’s processes too slow	11.1%	12.5%
Not collaborating enough with private sector	7.4%	11.8%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	14.8%	8.3%
Not adequately flexible	18.5%	15.3%
Not willing to honestly criticize policies and reform efforts in the country	18.5%	26.4%
Not collaborating enough with civil society	3.7%	16.0%
Arrogant in its approach	0.0%	3.5%
Other	14.8%	4.9%
Don’t know	11.1%	18.1%

*Significantly different between collaborators and non-collaborators

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

(1-Strongly disagree, 10-Strongly agree)

	2016			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 Colombia*	63	7.30	1.84	26	7.62	1.70	123	6.45	2.16
The World Bank Group’s work is aligned with what I consider the development priorities for Colombia*	64	7.30	1.64	25	7.68	1.84	118	6.36	2.04

*Significantly different between collaborators and non-collaborators

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

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

	2016			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*	55	7.16	1.66	24	7.75	1.65	111	6.43	1.93
Flexibility (in terms of the institution’s products and services)	55	6.76	1.66	19	5.95	2.20	108	5.72	2.04
Flexibility (in terms of changing country circumstances)	57	6.95	1.67	21	6.00	2.24	109	6.01	2.01
Being inclusive*	54	7.24	1.78	24	7.88	1.65	107	6.40	2.16
Openness (sharing data and other information)*	57	7.84	1.51	25	7.84	1.52	111	6.94	2.02
Collaboration with the Government*	60	8.30	1.21	25	8.40	1.53	114	7.55	1.71
The speed in which it gets things accomplished on the ground	60	6.73	1.70	21	6.29	2.33	100	6.13	1.90
Helping to bring discipline/effective supervision to implementation of investment projects ⁱ				21	7.57	1.99	101	6.93	1.89
Collaboration with civil society*	46	7.09	1.77	19	6.89	1.91	108	5.79	2.25
Staff accessibility*	61	7.56	1.46	25	8.24	1.39	102	6.12	2.36
Collaboration with other donors and development partners ⁱ				21	7.62	1.60	95	6.61	2.06
Collaboration with the private sector*	46	7.52	1.84	20	7.50	1.50	96	6.32	2.16
Straightforwardness and honesty*	59	8.46	1.32	23	8.35	1.85	107	7.09	2.23
Treating clients and stakeholders in Colombia with respect*	60	8.62	1.22	25	9.04	1.34	110	7.74	1.90
Being a long-term partner*	59	8.39	1.71	24	9.12	1.15	112	7.63	2.12

*Significantly different between collaborators and non-collaborators

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

	2016			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	16	7.75	2.05	9	7.56	1.33	61	6.13	2.19
Gender equity*	14	7.14	2.03	8	8.38	1.51	68	6.44	2.07
Private sector development/entrepreneurship ⁱ	18	8.00	1.65	11	7.82	0.98	74	6.45	1.82
Education*	28	8.18	1.70	10	7.90	1.52	73	6.55	2.04
Public sector governance/reform*	27	7.81	2.08	15	8.13	1.13	75	6.52	2.33
Global/regional integration*	20	7.90	2.05	12	8.50	1.51	67	6.75	2.27
Peace and post-conflict agenda*	24	8.29	1.65	14	7.86	1.66	74	6.24	2.39
Urban development	21	7.67	1.56	12	7.83	2.04	70	6.86	2.16
Energy*	17	8.06	1.68	8	8.38	1.06	53	6.40	2.25
Water and sanitation*	32	8.09	1.45	12	8.75	1.14	64	6.84	2.11
Balanced territorial development*	23	7.96	1.52	8	7.75	1.83	71	6.13	2.20
Job creation/employment*	13	6.69	2.18	9	7.78	1.48	57	5.39	2.23
Health*	22	8.09	1.41	10	8.50	1.08	58	6.24	2.26
Financial markets*	18	7.61	2.20	15	8.93	0.88	60	7.03	2.24
Transport*	23	8.00	1.71	19	8.53	1.71	60	6.75	2.25
Agriculture and rural development ⁱⁱ	29	8.19	1.32	11	7.18	2.48	74	6.18	2.33
Trade and exports	14	8.29	1.90	8	8.00	1.31	49	6.65	2.29
Environmental sustainability*	39	7.87	1.54	12	8.42	1.44	66	6.08	2.46
Climate change*	31	8.16	1.73	14	8.57	1.28	64	6.22	2.42
Anti-corruption*	18	7.28	2.56	8	8.38	1.41	59	5.20	2.46
Judiciary reform ⁱⁱⁱ				6	8.00	1.10	51	4.84	2.56
Economic growth*	23	8.43	1.70	16	8.88	0.81	74	6.72	2.38
Disaster risk management ^{iv}	17	7.88	1.80	10	8.80	1.23	57	5.95	2.54
Information and communications technology*	12	7.50	2.15	10	8.60	1.17	54	6.76	2.21

*Significantly different between collaborators and non-collaborators

ⁱ In FY 2016, the category was “Private sector development”.

ⁱⁱ In FY 2016, 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.

ⁱⁱⁱ Only FY 2019 questionnaire had this response option.

^{iv} In FY 2016, the category was “Disaster management”.

	2016			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 Colombia?*	57	7.53	1.65	23	8.13	1.46	113	6.50	1.86

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

	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 Colombia?*	21	7.76	1.58	116	6.49	2.10

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

	2016			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 Colombia*	55	7.33	1.75	20	7.85	1.73	106	5.78	2.12
The World Bank Group meets Colombia's needs for knowledge services*	52	7.63	1.75	23	7.96	1.69	111	6.56	2.11

*Significantly different between collaborators and non-collaborators

D. The World Bank Group's Knowledge Work and Activities**In Colombia, to what extent do you believe that the World Bank Group's knowledge work and activities:***(1- To no degree at all, 10- To a very significant degree)*

	2016			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*	56	7.68	1.69	23	7.96	1.77	99	7.01	1.88
Include appropriate level of stakeholder involvement during preparation* ⁱ				17	8.12	1.62	89	6.71	1.93
Lead to practical solutions*	51	7.33	1.84	21	8.14	1.71	104	6.76	2.01
Are source of relevant information on global good practices ⁱ				23	8.52	1.50	105	7.73	1.95
Are adequately disseminated* ⁱ				23	8.04	1.80	104	6.45	2.30
Are adaptable to Colombia's specific development challenges and country circumstances*	53	7.51	1.97	19	8.05	1.87	101	6.81	2.01

*Significantly different between collaborators and non-collaborators

ⁱ Only FY 2019 questionnaire had these response options.

	2016			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?*	57	7.93	1.59	23	8.30	1.33	108	6.81	1.91

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

	2016			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?	54	8.20	1.28	23	8.43	1.85	113	7.79	1.74

(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)

	2016			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*	43	7.81	1.88	15	9.00	1.00	54	6.98	2.23
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	52	8.15	1.61	22	8.41	1.14	86	7.27	2.16
The World Bank Group's approvals and reviews are done in a timely fashion	47	7.89	1.59	17	7.94	2.51	62	6.94	1.97
The World Bank Group's Environmental and Social Framework requirements are reasonable ⁱ	37	7.65	2.31	15	8.73	1.44	58	7.05	1.93
The World Bank Group's conditions on its lending are reasonable*	37	7.84	1.95	15	8.73	1.16	72	6.69	2.27
The World Bank Group takes decisions quickly in Colombia*	49	7.10	1.69	16	8.00	1.75	70	6.50	1.98
Working with the World Bank Group increases country's institutional capacity*	55	8.13	1.54	23	8.43	1.20	88	7.14	2.35
Where country systems are adequate, the World Bank Group makes appropriate use of them	37	8.03	1.48	11	7.82	3.06	51	7.67	1.80

*Significantly different between collaborators and non-collaborators

ⁱ In FY 2016, the category was "The World Bank Group's 'Safeguard Policy' requirements are reasonable".

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

Which of the following SHOULD the World Bank Group do to make itself of greater value in Colombia?*

(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Offer more innovative financial products	15.4%	23.5%
Provide more adequate data/knowledge/statistics/figures on Colombia's economy	19.2%	27.3%
Engage more directly with beneficiaries	19.2%	39.4%
Offer more innovative knowledge services	19.2%	30.3%
Reduce the complexity of obtaining World Bank Group financing	26.9%	28.8%
Increase availability of Reimbursable Advisory Services (RAS)	23.1%	17.4%
Engage more effectively with the private sector	26.9%	20.5%
Other*	23.1%	3.8%

*Significantly different between collaborators and non-collaborators



Appendix D: Responses to Selected Questions by Year¹⁶

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 2016 respondents and the total number of respondents indicated may differ from those reported in the FY 2016 COS report.

- FY 2016 Number of comparable respondents = 184
- FY 2019 Number of comparable respondents = 195

By weighting, the FY 2016 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 2016	FY 2019
Office of the President/Prime Minister/Minister	5.0%	5.0%
Government Institutions	49.0%	49.0%
Local Government	7.5%	7.5%
Bilateral/Multilateral Agency	4.5%	4.5%
Civil Society	13.5%	13.5%
Private Sector	8.0%	8.0%
Academia	9.0%	9.0%
Media	3.5%	3.5%

B. Overall Attitudes toward the World Bank Group

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)*	178	7.14	2.16	179	6.13	2.60
Inter-American Development Bank (IDB/BID)	170	6.94	2.33	179	6.50	2.34
Latin American Development Bank (CAF)	171	5.27	2.78	177	5.29	2.81
International Monetary Fund [†]				176	5.76	2.67

*Significantly different between FY 2016 and FY 2019

[†] Only FY 2019 questionnaire had this response option.

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

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)	157	7.21	2.00	154	6.82	1.98
Inter-American Development Bank (IDB/BID)	139	7.23	1.98	164	6.92	1.88
Latin American Development Bank (CAF)	113	5.84	2.34	139	6.34	2.22
International Monetary Fund [†]				153	6.24	2.21

[†] Only FY 2019 questionnaire had this response option.

¹⁶ Only those questions that were asked in the FY 2016 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 agree with the following statements about the World Bank Group's work in Colombia?

(1-Strongly disagree, 10-Strongly agree)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Colombia	167	6.84	2.03	149	6.70	2.14
The World Bank Group's work is aligned with what I consider the development priorities for Colombia	160	6.83	1.94	144	6.65	2.08

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

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	138	6.68	2.07	135	6.72	1.98
Flexibility (in terms of the institution's products and services)	134	6.28	1.94	128	5.83	2.12
Flexibility (in terms of changing country circumstances)	140	6.36	1.91	130	6.06	2.09
Being inclusive	138	6.73	2.01	132	6.75	2.17
Openness (sharing data and other information)	146	7.48	1.75	137	7.24	1.89
Collaboration with the Government	151	8.04	1.50	140	7.76	1.66
The speed in which it gets things accomplished on the ground	141	6.33	2.07	122	6.19	1.99
Helping to bring discipline/effective supervision to implementation of investment projects ⁱ				124	7.13	1.88
Collaboration with civil society	126	6.50	2.08	127	6.03	2.21
Staff accessibility	143	6.76	2.14	127	6.58	2.38
Collaboration with other donors and development partners ⁱ				115	6.89	2.02
Collaboration with the private sector	113	6.85	2.07	116	6.61	2.13
Straightforwardness and honesty	142	7.73	2.02	130	7.44	2.21
Treating clients and stakeholders in Colombia with respect	141	8.04	1.87	135	8.07	1.87
Being a long-term partner	140	7.89	2.14	136	7.96	2.06

ⁱ Only FY 2019 questionnaire had these response options.



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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Social protection	46	6.78	2.38	72	6.29	2.18
Gender equity	38	5.95	2.29	79	6.74	2.15
Private sector development/entrepreneurship ⁱ	51	7.09	2.11	87	6.59	1.91
Education*	67	7.60	1.90	88	6.76	2.06
Public sector governance/reform	67	7.03	2.21	92	6.86	2.31
Global/regional integration	47	6.97	2.24	81	7.10	2.28
Peace and post-conflict agenda*	61	7.45	2.28	88	6.63	2.37
Urban development	59	7.12	2.15	81	7.11	2.15
Energy	46	6.92	2.06	63	6.66	2.33
Water and sanitation	71	7.45	1.92	78	7.18	2.11
Balanced territorial development	59	6.90	2.30	81	6.33	2.21
Job creation/employment	46	6.06	2.34	68	5.83	2.39
Health	51	7.01	2.10	70	6.63	2.29
Financial markets	51	7.27	1.97	77	7.45	2.23
Transport	56	7.01	1.95	78	7.30	2.25
Agriculture and rural development* ⁱⁱ	74	7.28	2.28	85	6.34	2.41
Trade and exports	42	7.51	1.79	58	6.91	2.22
Environmental sustainability*	86	7.28	2.13	80	6.54	2.51
Climate change	76	7.22	2.31	79	6.71	2.47
Anti-corruption	57	6.26	2.95	67	5.62	2.64
Judiciary reform ⁱⁱⁱ				58	5.24	2.71
Economic growth	65	7.60	1.95	92	7.13	2.36
Disaster risk management ^{iv}	47	6.74	2.19	68	6.44	2.62
Information and communications technology	40	6.49	1.96	66	7.11	2.22

*Significantly different between FY 2016 and FY 2019

ⁱ In FY 2016, the category was "Private sector development".

ⁱⁱ In FY 2016, 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.

ⁱⁱⁱ Only FY 2019 questionnaire had this response option.

^{iv} In FY 2016, the category was "Disaster management".

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Colombia?	142	7.11	1.78	135	6.83	1.91

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

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

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

(1-Strongly disagree, 10-Strongly agree)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Colombia*	141	6.84	2.09	126	6.19	2.22
The World Bank Group meets Colombia's needs for knowledge services	141	7.01	2.01	133	6.84	2.14

*Significantly different between FY 2016 and FY 2019

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 2016	FY 2019
Weekly	10.4%	7.0%
Monthly	24.5%	20.9%
A few times a year	40.5%	46.8%
Rarely	17.2%	18.4%
Never	7.4%	7.0%

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

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Are timely	131	7.26	1.89	123	7.28	1.84
Include appropriate level of stakeholder involvement during preparation ⁱ				108	7.04	1.92
Lead to practical solutions	128	6.77	2.15	126	7.10	2.00
Are source of relevant information on global good practices ⁱ				129	7.96	1.83
Are adequately disseminated ⁱ				127	6.82	2.29
Are adaptable to Colombia's specific development challenges and country circumstances	135	7.02	2.24	122	7.10	1.99

ⁱ Only FY 2019 questionnaire had these response options.

	FY 2016			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?	144	7.45	1.92	131	7.15	1.89
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	141	7.89	1.69	136	7.99	1.74

(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)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	102	7.66	2.03	70	7.46	2.26
The World Bank Group effectively monitors and evaluates the projects and programs it supports	124	7.70	1.81	108	7.59	2.01
The World Bank Group's approvals and reviews are done in a timely fashion	106	7.32	1.98	80	7.22	2.12
The World Bank Group's Environmental and Social Framework requirements are reasonable ⁱ	93	7.21	2.38	75	7.46	1.96
The World Bank Group's conditions on its lending are reasonable	95	7.03	2.37	87	7.11	2.29
The World Bank Group takes decisions quickly in Colombia	109	6.44	1.98	86	6.87	2.06
Working with the World Bank Group increases country's institutional capacity	130	7.50	2.01	111	7.51	2.27
Where country systems are adequate, the World Bank Group makes appropriate use of them	81	7.60	1.84	64	7.92	1.82

ⁱ In FY 2016, the category was "The World Bank Group's 'Safeguard Policy' requirements are reasonable".



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 Colombia? (Choose no more than TWO)									
	Not collaborating with the WBG	Collaborating with the WBG	Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
To what extent do you trust The World Bank Group to do what is right?	7.09	7.96	7.33	7.33	7.18	7.53	7.17	7.97	7.20	7.58	7.38	7.25
Overall, please rate your impression of the World Bank Group's effectiveness in Colombia.	6.54	7.77	7.01	6.34	6.68	7.10	6.65	7.72	6.60	7.35	6.92	6.75
Overall the World Bank Group currently plays a relevant role in development in Colombia	6.45	7.62	6.76	6.58	6.81	6.59	6.48	7.63	6.58	6.98	6.86	6.47
The World Bank Group's work is aligned with what I consider the development priorities for Colombia	6.36	7.68	6.75	6.33	6.82	6.44	6.44	7.57	6.39	7.18	6.84	6.37
Responsiveness to needs	6.43	7.75	6.86	6.07	6.71	6.66	6.50	7.39	6.34	7.35	6.88	6.38
Flexibility (in terms of the institution's products and services)	5.72	5.95	5.88	5.43	5.77	5.79	5.62	6.40	5.52	6.25	5.86	5.66
Flexibility (in terms of changing country circumstances)	6.01	6.00	6.13	5.61	6.01	6.02	5.81	6.78	5.91	6.23	6.03	6.00
Being inclusive	6.40	7.88	6.93	5.86	6.68	6.73	6.40	7.70	6.40	7.30	6.88	6.37
Openness (sharing data and other information)	6.94	7.84	7.22	6.79	7.28	6.95	6.91	8.00	6.97	7.45	7.26	6.92
Collaboration with the Government	7.55	8.40	7.75	7.53	7.73	7.66	7.52	8.38	7.57	7.94	7.87	7.40
The speed in which it gets things accomplished on the ground	6.13	6.29	6.27	5.76	6.25	6.06	6.03	6.71	5.91	6.61	6.31	5.91
Helping to bring discipline/effective supervision to implementation of investment projects	6.93	7.57	7.06	6.74	7.04	6.92	6.88	7.42	6.85	7.26	7.03	6.93
Collaboration with civil society	5.79	6.89	6.10	5.50	6.04	5.85	5.73	7.05	5.89	6.10	5.97	5.94
Staff accessibility	6.12	8.24	6.68	5.85	6.59	6.39	6.20	7.57	6.05	7.30	6.86	5.87
Collaboration with other donors and development partners	6.61	7.62	6.91	6.40	6.74	6.89	6.58	7.70	6.66	7.05	6.90	6.62
Collaboration with the private sector	6.32	7.50	6.56	6.35	6.36	6.71	6.33	7.33	6.41	6.72	6.59	6.40
Straightforwardness and honesty	7.09	8.35	7.42	6.79	7.28	7.33	7.12	7.93	7.02	7.84	7.48	7.00
Treating clients and stakeholders in Colombia with respect	7.74	9.04	7.93	8.11	7.81	8.17	7.84	8.40	7.83	8.24	8.21	7.55
Being a long-term partner	7.63	9.12	7.93	7.77	8.01	7.75	7.70	8.57	7.73	8.25	7.98	7.76
To what extent does the World Bank Group's work help to achieve development results in Colombia?	6.50	8.13	6.86	6.71	6.96	6.65	6.63	7.59	6.48	7.43	7.02	6.48
To what extent does the World Bank Group influence the development agenda in Colombia?	6.49	7.76	6.79	6.44	6.88	6.47	6.57	7.32	6.44	7.16	6.79	6.57
The World Bank Group's financial instruments meet the needs of Colombia	5.78	7.85	6.19	6.00	6.11	6.18	5.90	7.33	5.78	6.80	6.35	5.81
The World Bank Group meets Colombia's needs for knowledge services	6.56	7.96	6.93	6.47	6.80	6.86	6.56	8.00	6.56	7.29	7.04	6.47
The World Bank Group's knowledge work and activities are adaptable to Colombia's specific development challenges and country circumstances	6.81	8.05	7.06	6.84	6.95	7.09	6.83	7.72	6.84	7.37	7.23	6.67
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.81	8.30	7.16	6.93	7.22	6.98	6.88	7.93	6.89	7.51	7.27	6.80
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.79	8.43	8.01	7.58	7.97	7.84	7.76	8.43	7.85	8.02	7.87	8.00
The World Bank Group takes decisions quickly in Colombia	6.50	8.00	6.81	6.71	7.06	6.42	6.59	7.50	6.51	7.21	6.91	6.52
Where country systems are adequate, the World Bank Group makes appropriate use of them	7.67	7.82	7.69	7.75	7.73	7.67	7.66	7.90	7.65	7.77	7.51	8.11

Yellow highlight indicates significant difference between Yes and No means.



Appendix F: Colombia FY19 COS Questionnaire



World Bank Group Country Survey FY 2019 – Colombia

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

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

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

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

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

**SECTION A: GENERAL ISSUES FACING COLOMBIA**

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

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

A3. Listed below are a number of development priorities in Colombia. Please identify which of the following you consider the most important development priorities in Colombia. (Choose no more than THREE)			
1	Urban development	13	Anti-corruption
2	Energy	14	Judiciary reform
3	Water and sanitation	15	Economic growth
4	Balanced territorial development	16	Disaster risk management
5	Job creation/employment	17	Information and communications technology
6	Private sector development/entrepreneurship	18	Transport (e.g., roads, bridges, transportation)
7	Education	19	Agriculture and rural development
8	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	20	Trade and exports
9	Global/regional integration	21	Environmental sustainability
10	Peace and post-conflict agenda	22	Climate change (e.g., mitigation, adaptation)
11	Social protection (e.g., pensions, targeted social assistance)	23	Health
12	Gender equity (closing the gap between women and men, and boys and girls)	24	Financial markets

**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 Colombia? (Choose no more than THREE)

1	Balanced territorial development	13	Health
2	Information and communications technology	14	Financial markets
3	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)
4	Agriculture and rural development	16	Gender equity (closing the gap between women and men, and boys and girls)
5	Trade and exports	17	Private sector development/entrepreneurship
6	Transport (e.g., roads, bridges, transportation)	18	Global/regional integration
7	Energy	19	Urban development
8	Anti-corruption	20	Environmental sustainability
9	Economic growth	21	Judiciary reform
10	Disaster risk management	22	Water and sanitation
11	Peace and post-conflict agenda	23	Job creation/employment
12	Climate change (e.g., mitigation, adaptation)	24	Education

A5. When economic and/or social reform efforts fail or are slow to take place in Colombia, which of the following would you attribute this to? (Choose no more than TWO)

1	Reforms are not well thought out in light of country challenges
2	Poor coordination within the government
3	Inadequate level of government accountability
4	Inadequate level of capacity in the government
5	Political pressures and obstacles
6	Inadequate level of private sector participation
7	Inadequate level of citizen/civil society participation
8	Corruption
9	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	The national/federal government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	The World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	The International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	UN	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
6	The Inter-American Development Bank (IDB/BID)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
7	The Latin American Development Bank (CAF)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
8	Banco de la Republica	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
9	Private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
10	Civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
11	Faith-based institutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
12	Media and their web presence (e.g., newspapers, TV stations, radio)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

A7. Please describe the direction Colombia 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"/>				
2	Equal opportunity for girls and boys, men and women	<input type="checkbox"/>				
3	Growing Colombia's economy in a way that leads to jobs and employment	<input type="checkbox"/>				
4	The gap between the rich and the poor	<input type="checkbox"/>				
5	Making government more effective	<input type="checkbox"/>				
6	Anti-corruption	<input type="checkbox"/>				
7	Developing the private sector/fostering entrepreneurship	<input type="checkbox"/>				

**SECTION A: GENERAL ISSUES**

A8. Listed below are global challenges. Which do you think have the most serious impact on Colombia? (Choose no more than TWO)			
1	Fragility in Colombia or neighboring countries	5	Jobs/employment
2	Technology based disruption	6	Trade constraints
3	Climate change	7	The gap between the rich and the poor
4	Migrants and refugees	8	Environmental degradation

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

B1. How familiar are you with the work of these organizations in Colombia?											
		Not familiar at all								Extremely familiar	
1		1	2	3	4	5	6	7	8	9	10
1	World Bank Group (WBG)	1	2	3	4	5	6	7	8	9	10
2	Inter-American Development Bank (IDB/BID)	1	2	3	4	5	6	7	8	9	10
3	Latin American Development Bank (CAF)	1	2	3	4	5	6	7	8	9	10
4	International Monetary Fund	1	2	3	4	5	6	7	8	9	10

B2. Overall, please rate your impression of the effectiveness of these organizations in Colombia.												
		Not effective at all								Very effective		Don't know
1		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
1	World Bank Group (WBG)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Inter-American Development Bank (IDB/BID)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	Latin American Development Bank (CAF)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

B3. When thinking about how the World Bank Group can have the most impact on development results in Colombia, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Colombia? (Choose no more than THREE)			
1	Private sector development/entrepreneurship	13	Trade and exports
2	Education	14	Environmental sustainability
3	Peace and post-conflict agenda	15	Judiciary reform
4	Job creation/employment	16	Economic growth
5	Health	17	Disaster risk management
6	Financial markets	18	Information and communications technology
7	Social protection (e.g., pensions, targeted social assistance)	19	Transport (e.g., roads, bridges, transportation)
8	Gender equity (closing the gap between women and men, and boys and girls)	20	Agriculture and rural development
9	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	21	Climate change (e.g., mitigation, adaptation)
10	Global/regional integration	22	Anti-corruption
11	Energy	23	Balanced territorial development
12	Water and sanitation	24	Urban development

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

B4. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Colombia?			
		Greatest Value (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	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

B5. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Colombia? (Choose no more than TWO)	
1	Not adequately sensitive to political/social realities in Colombia
2	World Bank Group's processes too complex
3	World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)
4	Not collaborating enough with private sector
5	Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN
6	Not adequately flexible
7	Not willing to honestly criticize policies and reform efforts in the country
8	Not collaborating enough with civil society (e.g., NGOs, CBOs)
9	Arrogant in its approach
10	Other (please specify): _____
11	Don't know

B6. 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

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

To what extent do you agree with the following statements about the World Bank Group's work in Colombia?												
		Strongly disagree								Strongly agree		Don't know
		1	2	3	4	5	6	7	8	9	10	
B7	Overall the World Bank Group currently plays a relevant role in development in Colombia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B8	The World Bank Group's work is aligned with what I consider the development priorities for Colombia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

To what extent is the World Bank Group an effective development partner in Colombia, in terms of each of the following?												
		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	
B9	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B10	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B11	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B12	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B13	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B14	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B15	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B16	Helping to bring discipline/effective supervision to implementation of investment projects	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B17	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B18	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B19	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B20	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B21	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B22	Treating clients and stakeholders in Colombia with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B23	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 Colombia? (If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")												
		Not effective at all									Very effective	Don't know
		1	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/entrepreneurship	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	Peace and post-conflict agenda	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	Balanced territorial development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
12	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
13	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
14	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
15	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
16	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
17	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
18	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
19	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
20	Anti-corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
21	Judiciary reform	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
22	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
23	Disaster risk management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
24	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

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

C2. To what extent does the World Bank Group's work help to achieve development results in Colombia?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all									To a very significant degree			Don't know

C3. To what extent does the World Bank Group influence the development agenda in Colombia?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all									To a very significant degree			Don't know

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

C6. To what extent do you believe that Colombia received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?												
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 D: THE WORLD BANK GROUP’S KNOWLEDGE WORK AND ACTIVITIES (i.e., ANALYSIS, STUDIES, RESEARCH, DATA, REPORTS, CONFERENCES)

D1. How frequently do you consult World Bank Group’s knowledge work and activities in the work you do?	
1	Weekly
2	Monthly
3	A few times a year
4	Rarely
5	Never

In Colombia, to what extent do you believe that the World Bank Group’s knowledge work and activities:													
		To no degree at all					To a very significant degree					Don't know	
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 adaptable to Colombia’s specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

D8. 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	

D9. 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	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E2	The World Bank Group effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E3	The World Bank Group's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E4	The World Bank Group's Environmental and Social Framework requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E5	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E6	The World Bank Group takes decisions quickly in Colombia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E7	Working with the World Bank Group increases Colombia's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E8	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

E9. To what extent do you believe that the donor community is doing enough to support the government's efforts related to migrants in Colombia?										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all									To a very significant degree	Don't know

E10. In which of the following areas do you believe the World Bank Group should provide most of its resources when it comes to providing support to the migrant crisis in Colombia? (Choose no more than TWO)	
1	Jobs
2	Social protection
3	Strengthening of policy and institutional frameworks
4	Macro issues (fiscal accounts, balance of payments, etc.)
5	Education
6	Health
7	Housing
8	Other (please specify): _____

**SECTION F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN COLOMBIA**

F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Colombia? (Choose no more than TWO)	
1	Offer more innovative financial products
2	Provide more adequate data/knowledge/statistics/figures on Colombia's economy
3	Engage more directly with beneficiaries
4	Offer more innovative knowledge services
5	Reduce the complexity of obtaining World Bank Group financing
6	Increase availability of Reimbursable Advisory Services (RAS)
7	Engage more effectively with the private sector
8	Other (please specify): _____

F2. When considering the combination of services that the World Bank Group offers in Colombia, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Colombia? (Select only ONE response)	
1	Financial services
2	Knowledge products
3	Convening services
4	Technical assistance
5	None of the above
6	The combination is appropriate for Colombia
7	Don't know

**SECTION G: COMMUNICATION AND INFORMATION SHARING**

G1. How frequently do you interact with the World Bank Group now in Colombia?	
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 Colombia? (Choose no more than TWO)			
1	Internet	5	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)
2	Periodicals	6	Local television
3	Local newspapers	7	Other (please specify): _____
4	Local radio		

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

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	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	Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)
5	Project Management Unit (PMU) overseeing implementation of project/ Consultant/Contractor working on World Bank Group supported project/program	15	Trade Union
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	Private Sector Organization	19	Judiciary Branch
10	Financial Sector/Private Bank	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, IFC, MIGA, ICSID) in your country?	
1	Yes
2	No

**SECTION H: BACKGROUND INFORMATION**

H4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Colombia? (Select only ONE response)

- | | |
|---|--|
| 1 | The World Bank (IBRD) |
| 2 | The International Finance Corporation (IFC) |
| 3 | The Multilateral Investment Guarantee Agency (MIGA) |
| 4 | International Centre for Settlement of Investment Disputes (ICSID) |

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 Colombia? (Choose no more than TWO)

- | | |
|---|---|
| 1 | Observer (i.e., follow in media, discuss in informal conversations, etc.) |
| 2 | Use World Bank Group reports/data |
| 3 | Engage in World Bank Group related/sponsored events/activities |
| 4 | Collaborate as part of my professional duties |
| 5 | Use World Bank Group website for information, data, research, etc. |

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 | Bogotá |
| 2 | Outside of Bogotá |

Thank you for completing the survey!