



Country Opinion Surveys

# FY 2024 Uruguay

## Country Opinion Survey Report

# Acknowledgements

The Uruguay Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Business Intelligence (BI) team, led by José De Buerba (Senior External Affairs Officer) and Svetlana Markova (Senior External Affairs Officer). Yulia Danilina, Jessica Cameron, Nan Lin, and Sofya Gubaydullina oversaw the design, reporting, and analysis of the survey results. Noreen Wambui and Irina Popova provided data support.

BI acknowledges the significant contribution from the Uruguay country team and independent field agency, Nómade. In particular, BI is grateful for the support from Valeria Bolla (External Affairs Officer) and Ivanna Echegoyen Ferreira (Program Analyst), who coordinated the survey-related activities from Montevideo, Uruguay.



# Contents

Objectives

Methodology Overview

Overall Context

Overall Attitudes Toward the World Bank Group

World Bank Group's Support for Development Areas

World Bank Group's Engagement on the Ground in Uruguay

World Bank Group's Financial Instruments and Knowledge Work

The Future Role of the World Bank Group in Uruguay

Communication and Outreach

Sample Demographics and Detailed Methodology



# Objectives

This survey was designed to assist the World Bank Group (WBG) in better understanding how Uruguay stakeholders perceive the WBG. The survey explored the following questions:

- 1. Overall Context:** How familiar are they with the WBG? How much do they trust the WBG?
- 2. Key Indicators:** What opinion do key stakeholders have of the WBG regarding its effectiveness, relevance, alignment with Uruguay's development priorities, and other key indicators? Are opinions improving or declining?
- 3. Development Priorities:** What areas of development are perceived to be the most important? Have the priorities changed over the past three years? How effective is the WBG perceived to be in these areas?
- 4. Engagement on the Ground:** How is the WBG perceived as a development partner in Uruguay? Are opinions improving or declining?
- 5. Financial Instruments and Knowledge Work:** What do key stakeholders value the most regarding the WBG's work in Uruguay? What opinion do key stakeholders have of WBG financial instruments and knowledge products? Are opinions improving or declining? What are stakeholders' suggestions for improving WBG's effectiveness?
- 6. Communication and Outreach:** What are the preferred communication channels? Are there differences among stakeholder groups in terms of preferred channels?
- 7. Message Recall:** What key topics do stakeholders recall when the WBG communicates? Is there a relationship between message recall and views of the WBG's work?





# Methodology Overview

## ■ Fielded March – May 2024

- 850 potential participants were asked to complete a mostly quantitative survey
- Respondents completed the questionnaire online
- List of names provided by the WBG country team and supplemented by the field agency
- Process managed on the ground by the field agency

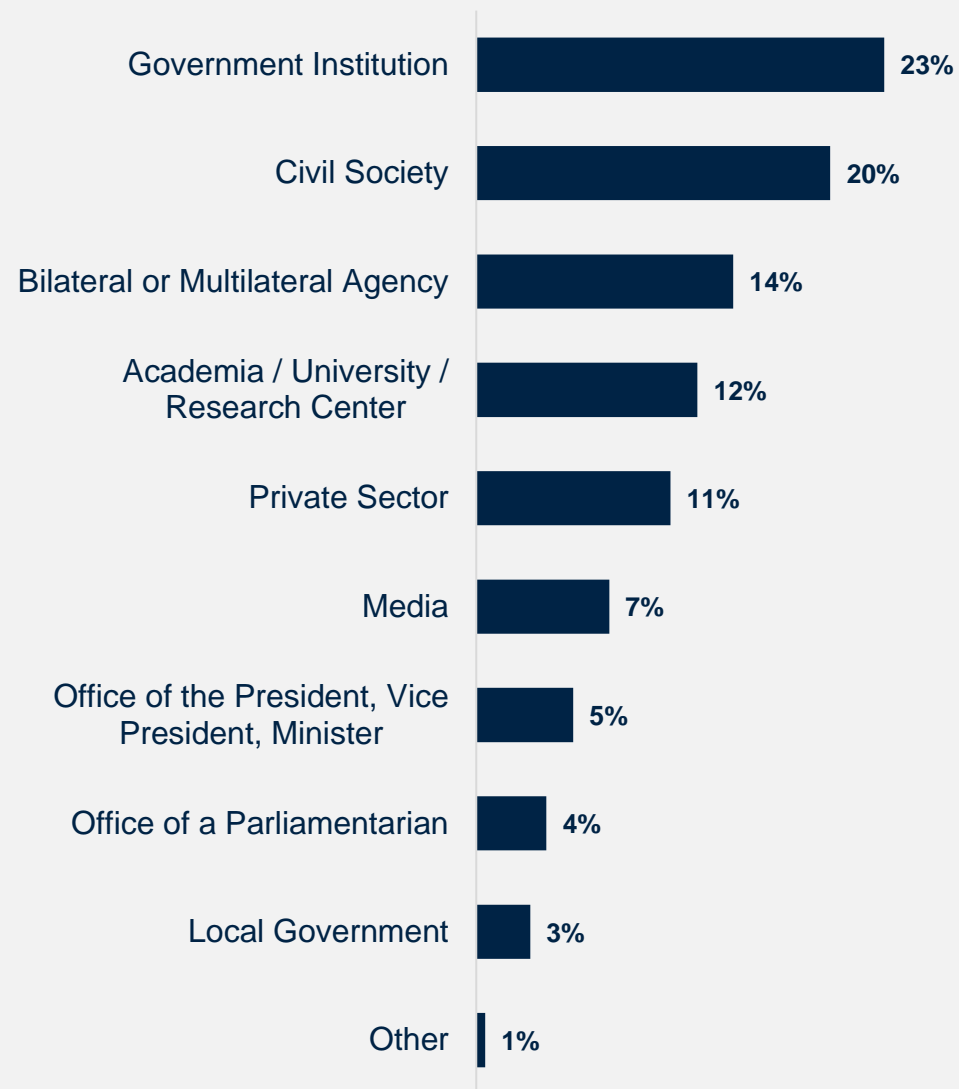
## ■ 203 participants (24% response rate)

- 66% currently collaborate with the WBG
- 36% aged 56 and above

## ■ Compared to FY20 Country Survey

- 162 participants (35% response rate)
- 26% collaborated with the WBG
- 48% aged 56 and above

Click [here](#) for details of the Respondent Sample and Methodology.



What is your primary professional affiliation? (Select only 1 response)  
(Percentage of Respondents, N=203)



WORLD BANK GROUP

# Overall Context

*“Collaborate with the development of employment-generating projects, not in large companies but in the direction of family producers, who are the ones who really move the world.”*

(Civil Society Respondent)

*“Increase its presence in the country. The Bank's office is very small compared to other international organizations. It is not good to provide support to Uruguay from Argentina.”*

(Government Institution Respondent)



WORLD BANK GROUP



*In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay? (N=96)*

# Consistent Familiarity with the World Bank

- **Comparison of FY24 and FY20:** Respondents in this year's Country Survey reported statistically similar levels of familiarity with the World Bank compared to respondents in the FY20 Survey:

Mean familiarity: **FY24 = 6.2**

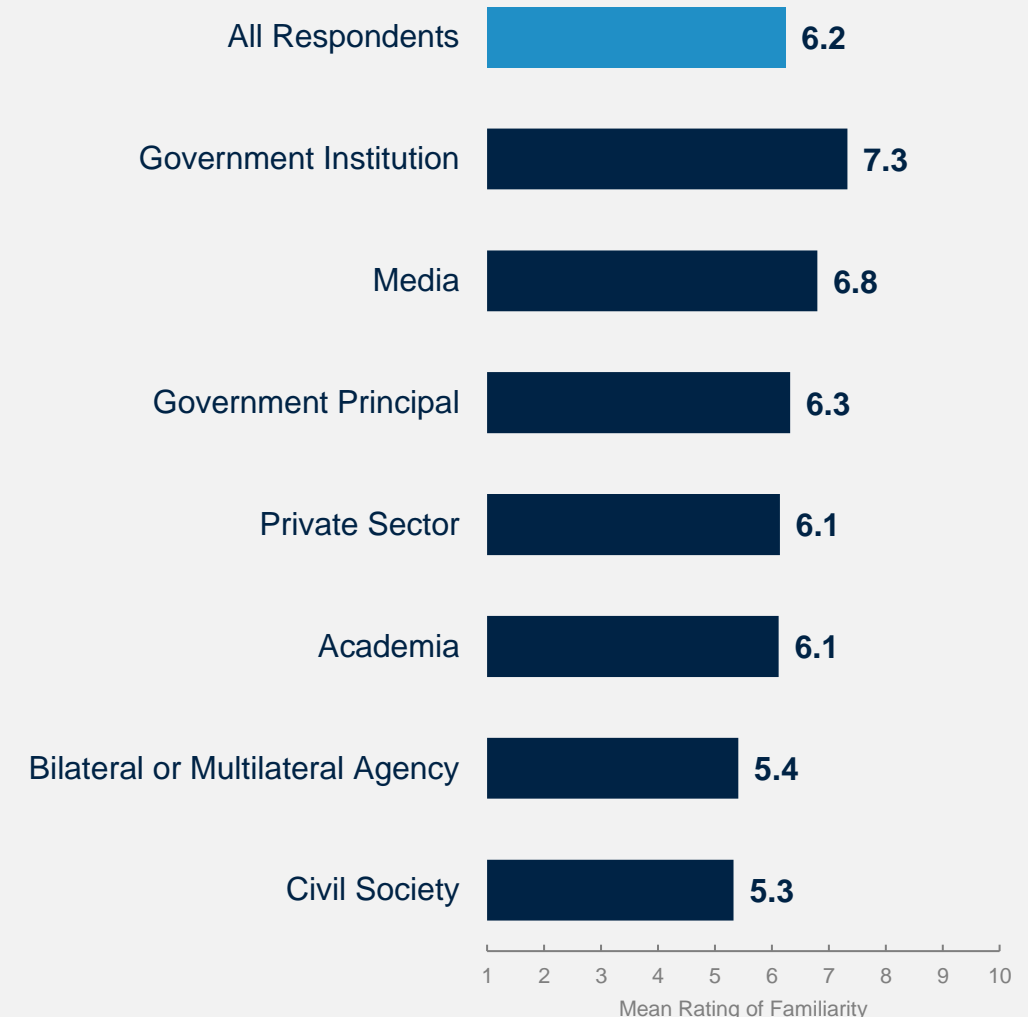
**FY20 = 6.7**

- **Collaboration with the WBG:** Respondents who indicated that they collaborate with the WBG reported significantly higher levels of familiarity with the institution's work:

Mean familiarity: **Collaborate with WBG = 7.1**

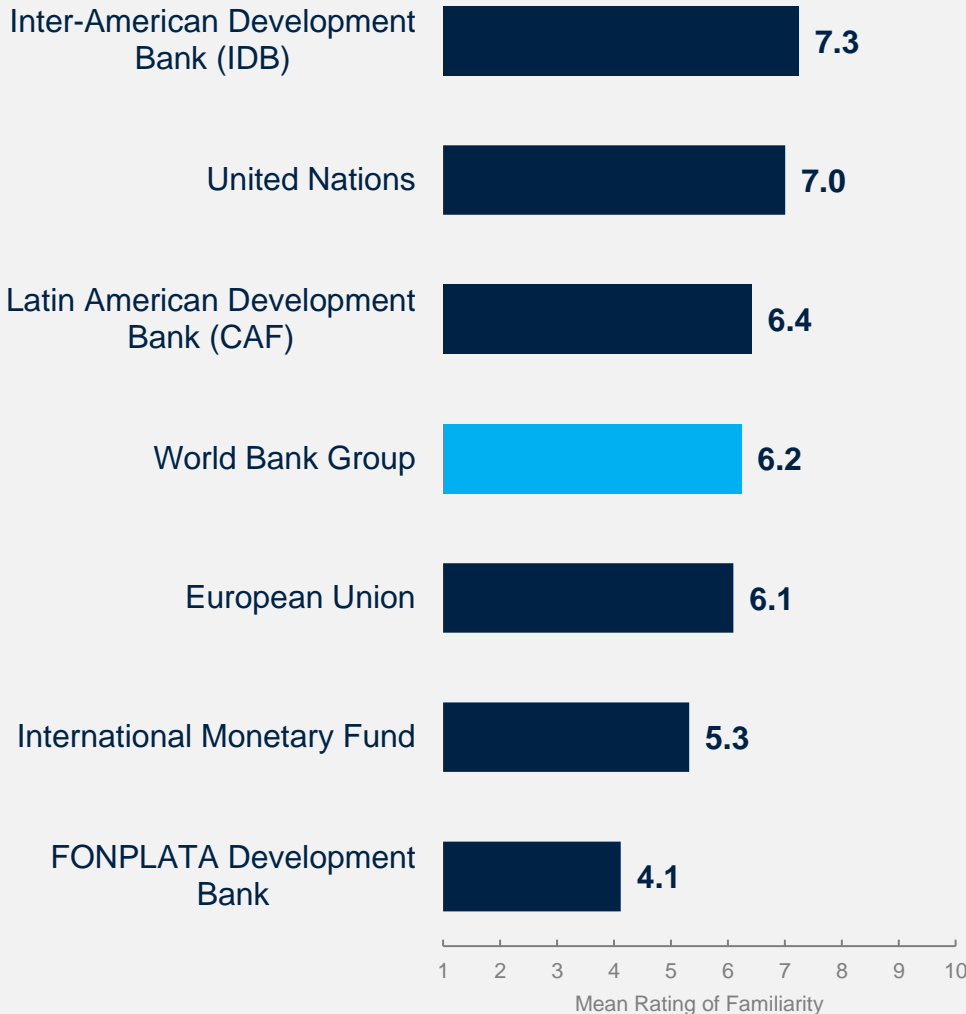
**Do not collaborate = 4.5**

- **Stakeholders:** Respondents from government institutions indicated the highest levels of familiarity with the WBG, whereas respondents from bilateral or multilateral agencies and civil society had significantly lower familiarity ratings.



# Stakeholders Most Familiar with the IDB and UN

- Respondents in this year's Country Survey were asked to indicate their familiarity with the work of several international organizations and the World Bank Group. Of these organizations, respondents in Uruguay indicated the highest levels of familiarity with the work of the Inter-American Development Bank, followed by the UN. Respondents were least familiar with the work of the FONPLATA Development Bank in Uruguay.
- **Comparison of FY24 and FY20:** It should be noted that respondents in this year's Country Survey reported statistically similar levels of familiarity with the Inter-American Development Bank and the Latin America Development Bank compared to respondents in FY20.

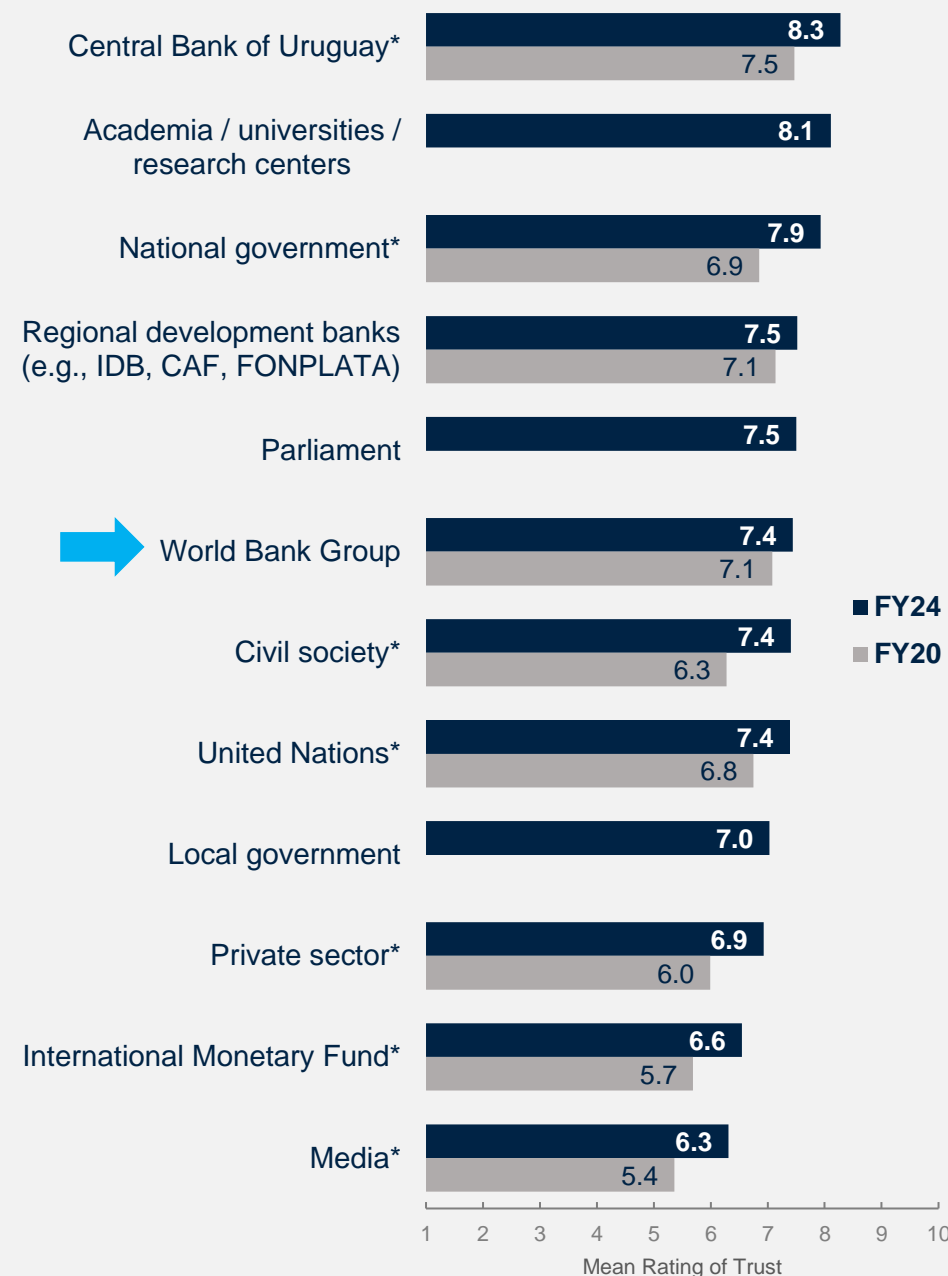




# Trust in the WBG is Consistent with FY20 Survey

Respondents gave the **highest trust ratings for the Central Bank of Uruguay** (significantly improved since FY20), **academia**, and the **National government** (also significantly improved). Of the institutions asked, the WBG was the 6<sup>th</sup> most trusted institution.

Of note, trust ratings for civil society, the UN, the private sector, the IMF, and the media significantly improved in FY24 compared to the FY20 Survey.



# ***Overall Attitudes toward the World Bank Group***

*“Coordinate even more closely and smoothly with the rest of multilateral organizations, particularly the United Nations.”*  
(Bilateral or Multilateral Respondent)

*“Define together with the country priority areas of work and its customization.”*  
(Government Institution Respondent)



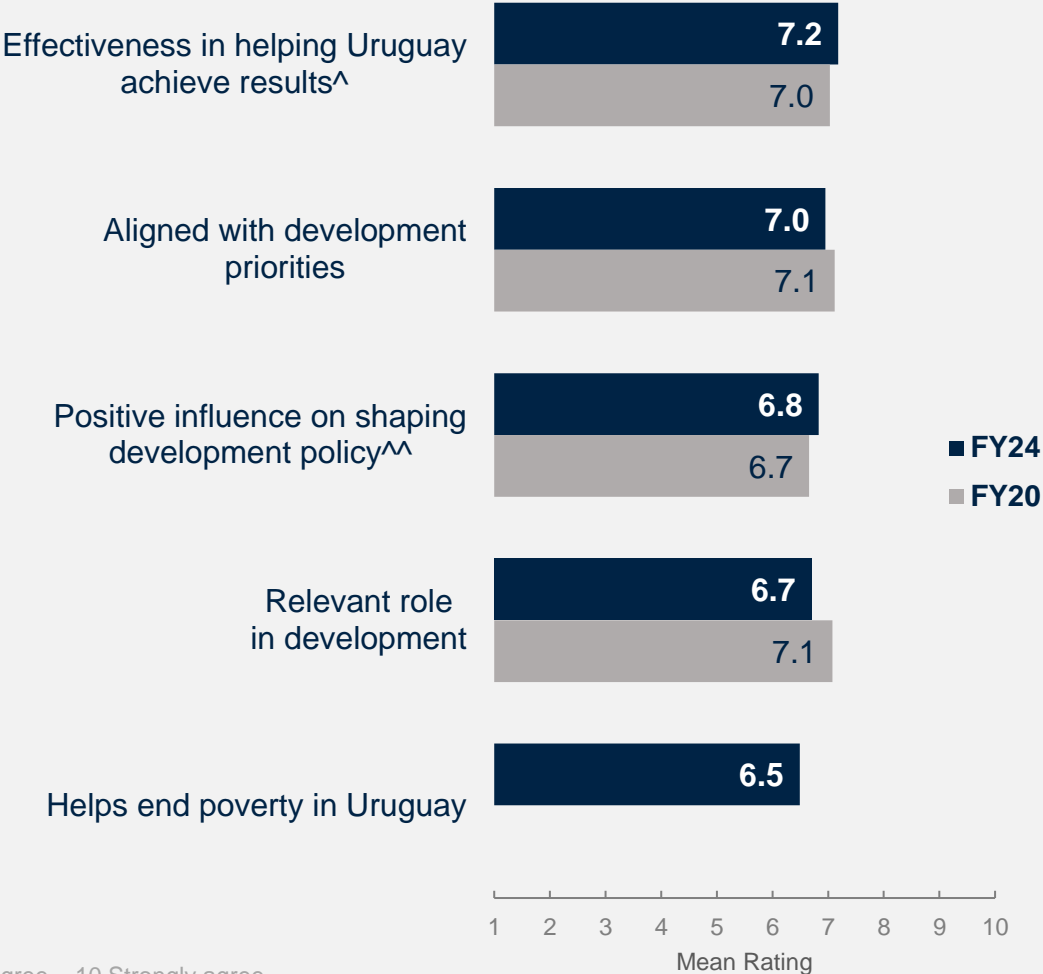
**WORLD BANK GROUP**



*In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay? (N=96)*

# Key Performance Indicators Consistent with FY20

In FY24, respondents gave similar ratings for the WBG's **effectiveness** in helping Uruguay achieve development results, its **alignment** with the country's development priorities, its **positive influence** on shaping development policy, and its **relevance** to development in Uruguay as in the FY20 Survey effort.



The WBG currently plays a relevant role in development in Uruguay. Scale: 1 Strongly disagree – 10 Strongly agree  
 The WBG has a positive influence on shaping the development policy in Uruguay. Scale: 1 Strongly disagree – 10 Strongly agree  
 The WBG's work is aligned with what I consider the development priorities for Uruguay. Scale: 1 Strongly disagree – 10 Strongly agree  
 The WBG's work helps end poverty in Uruguay. Scale: 1 Strongly disagree – 10 Strongly agree

How effective is the WBG in helping Uruguay achieve development results? Scale: 1 Not effective at all – 10 Very effective  
<sup>^</sup>Compared to a mean score of the two questions asked in FY20: "Overall, please rate your impression of the WBG's effectiveness in Uruguay. Scale: 1 Not effective at all – 10 Very effective; To what extent does the WBG's work help to achieve development results in Uruguay? Scale: 1 To no degree at all – 10 To a very significant degree  
<sup>^^</sup>In FY20, this was asked as "To what extent does the World Bank Group influence the development agenda in Uruguay?" (1-To no degree at all, 10-To a very significant degree)".

# Government Institution Stakeholders More Positive about WBG

Comparisons of ratings for key performance indicators between stakeholder groups show that respondents from government institutions and those from bilateral or multilateral agencies tend to have the highest ratings for the WBG across these KPIs, while respondents from academia and media tended to have lower ratings; however, these stakeholder group differences did not reach statistical significance.



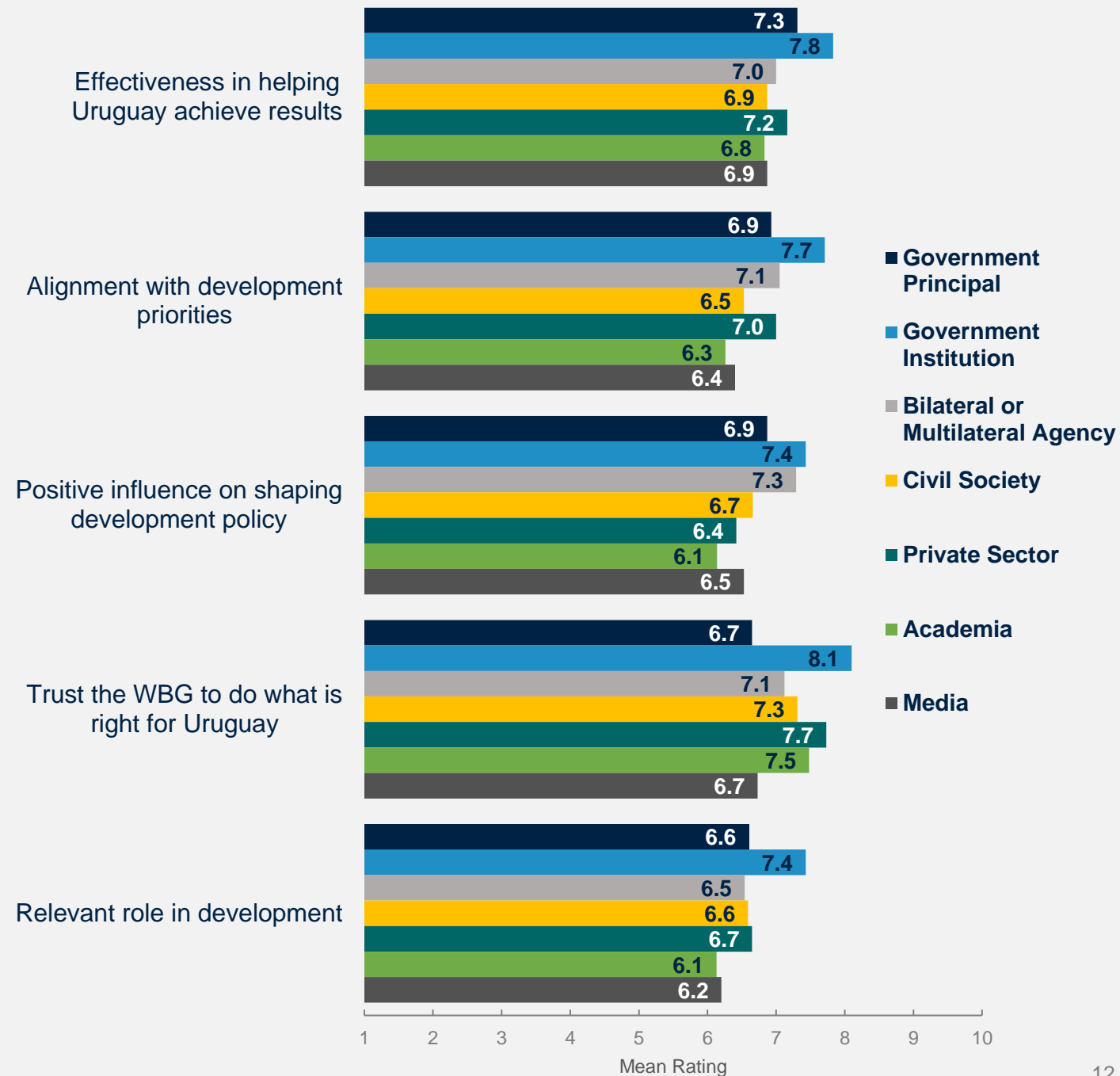
The WBG currently plays a relevant role in development in Uruguay. Scale: 1 Strongly disagree – 10 Strongly agree

The WBG has a positive influence on shaping the development policy in Uruguay. Scale: 1 Strongly disagree – 10 Strongly agree

The WBG's work is aligned with what I consider the development priorities for Uruguay. Scale: 1 Strongly disagree – 10 Strongly agree

How effective is the WBG in helping Uruguay achieve development results? Scale: 1 Not effective at all – 10 Very effective

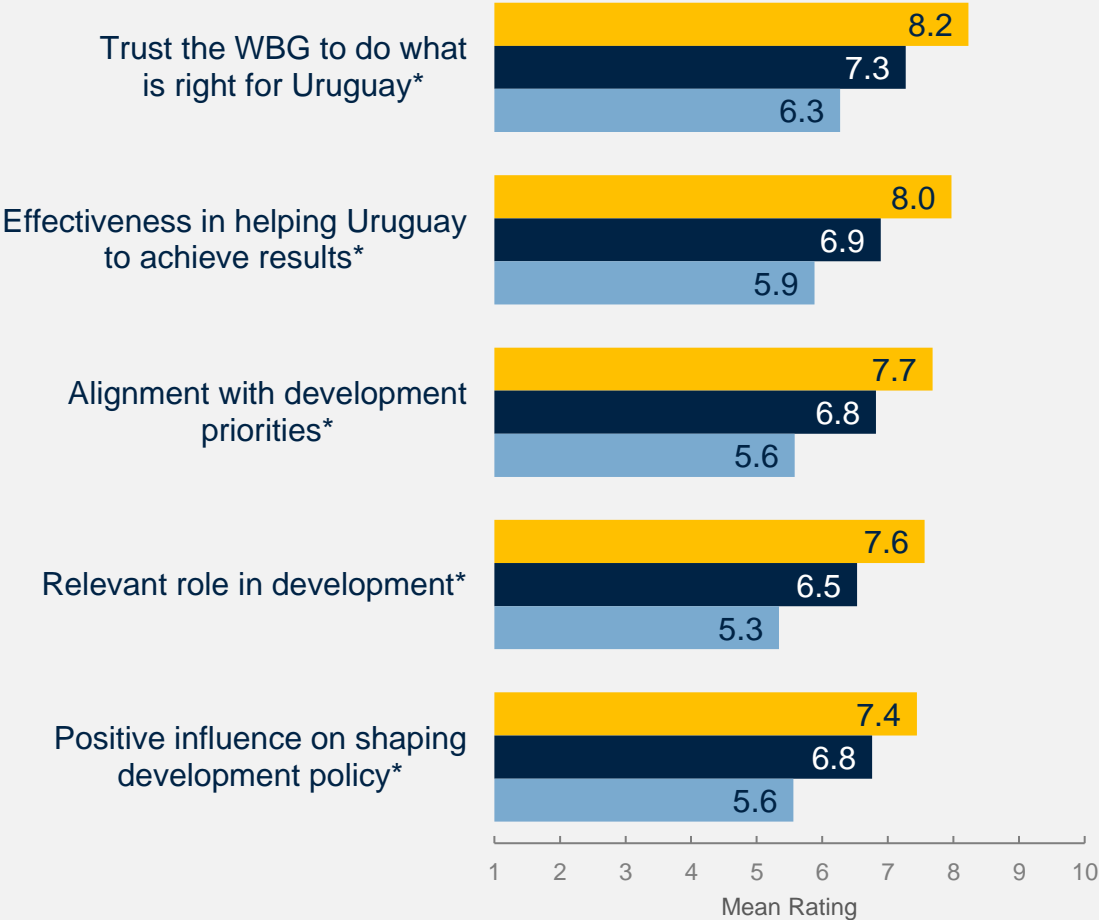
How much do you trust the WBG to do what is right for Uruguay? Scale: 1 Not at all – 10 Very much



# Familiarity Leads to More Positive Perceptions

Comparing ratings of key performance indicators among respondents highly familiar with the WBG (ratings of 8-10 on a 10-point scale) and those with little familiarity with the WBG (ratings of 1-4 on a 10-point scale), one can see that the more familiar stakeholders are with the WBG, the more positive their perceptions of it and its work are.

**Meaningful engagement and outreach can continue to increase positive perceptions.**



How familiar are you with the work of the WBG in Uruguay?

■ High Familiarity (8-10)   ■ Some Familiarity (5-7)   ■ Low Familiarity (1-4)

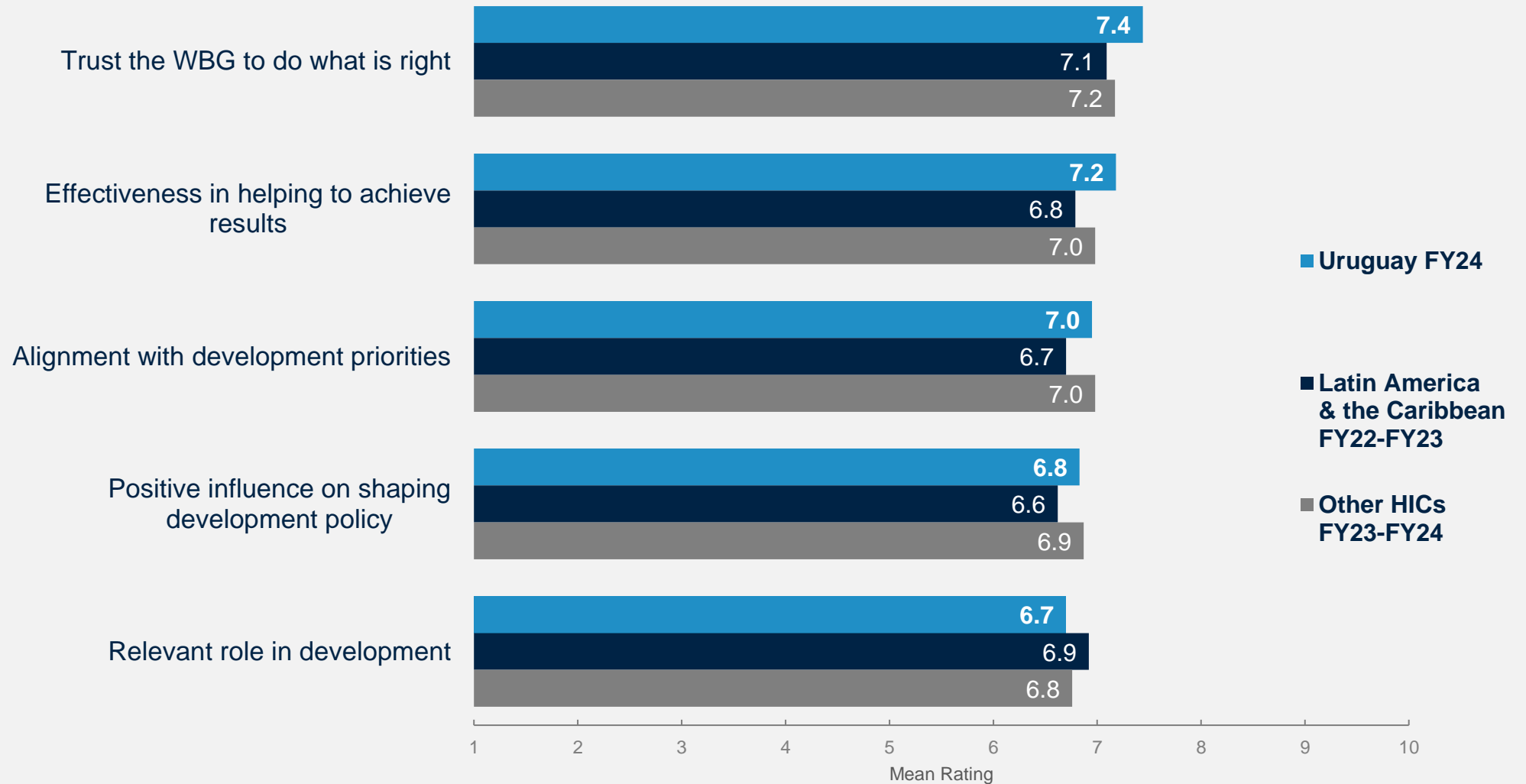


How much do you trust the WBG to do what is right for Uruguay? Scale: 1 Not at all – 10 Very much  
The WBG has a positive influence on shaping the development policy in Uruguay. Scale: 1 Strongly disagree – 10 Strongly agree  
The WBG currently plays a relevant role in development in Uruguay. Scale: 1 Strongly disagree – 10 Strongly agree  
The WBG’s work is aligned with what I consider the development priorities for Uruguay. Scale: 1 Strongly disagree – 10 Strongly agree  
How effective is the WBG in helping Uruguay achieve development results? Scale: 1 Not effective at all – 10 Very effective

\*Significant difference between levels of familiarity



# Uruguay On Par with Other Latin America and the Caribbean Countries and High-Income Countries on KPIs

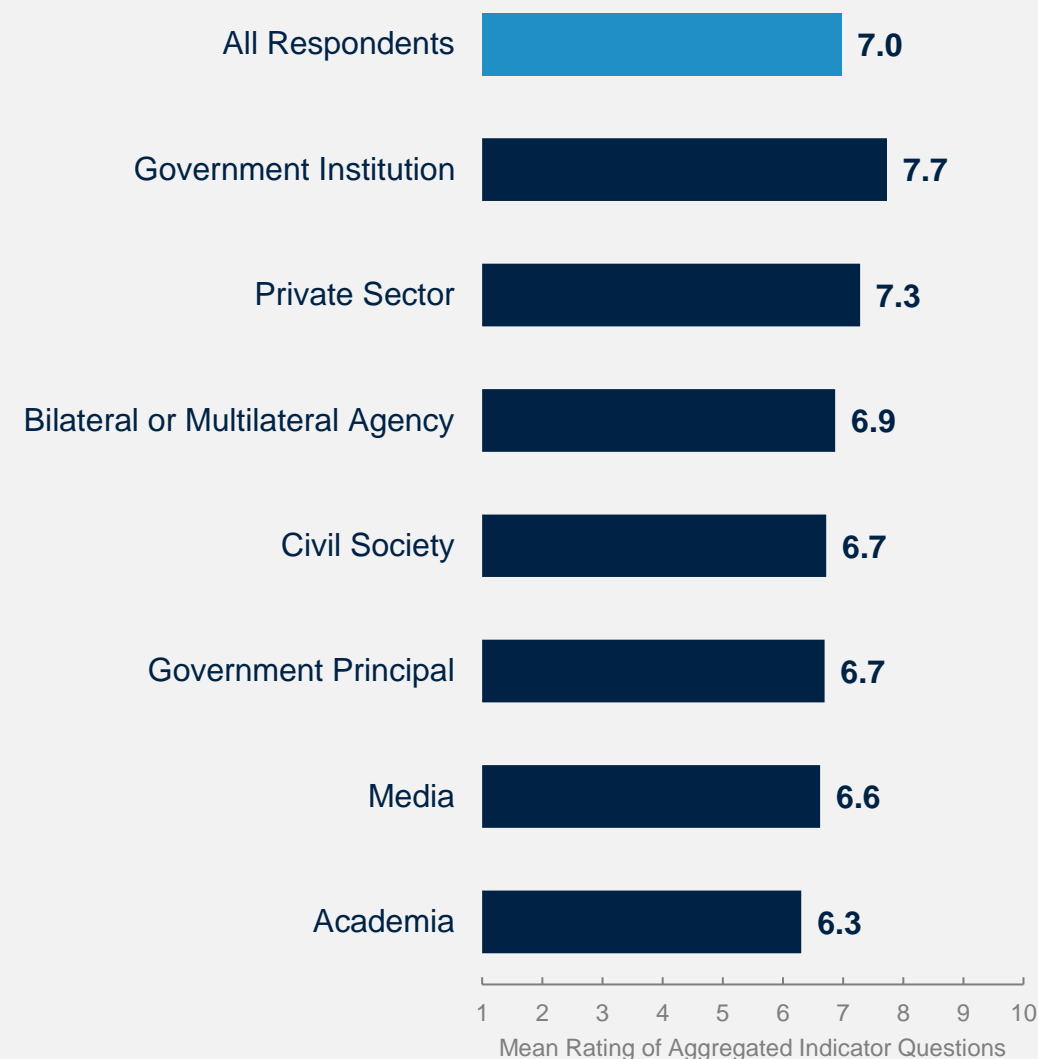


# Stakeholder Trends across Performance Indicators

Respondents from government institutions and the private sector had the highest mean ratings across the aggregated responses to the eighteen COS indicator questions, whereas respondents from academia had significantly lower ratings.

- **Collaboration with the WBG:** Respondents who indicated that they collaborate with the WBG gave significantly higher ratings across the aggregated indicator questions compared to respondents who did not collaborate with the WBG:

Mean rating:      **Collaborate with WBG = 7.3**  
                         **Do not collaborate = 6.4**



# ***World Bank Group's Support for Development Areas***

*"I believe that the WBG will increase its effectiveness with the progress of the work marked as a priority in Uruguay, especially regarding better employment opportunities and access to quality services. It is also important to advance in the research and academic work sector, as well as to continue along the lines of promoting the application of financial instruments linked to the fulfillment of environmental goals."*

(Government Principal Respondent)

*"Support Uruguay's more active insertion in the region and globally."*

(Bilateral or Multilateral Respondent)



**WORLD BANK GROUP**



*In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay? (N=96)*

# Development Areas for WBG Focus

As in FY20, **education** was the top area where stakeholders would like the WBG to focus its resources in FY24. **Social inclusion** was of much greater priority in FY24, identified by three times as many respondents as in FY20, becoming Uruguay's #2 development priority.

Similarly, more than twice as many respondents identified **environment/ natural resource management** and **climate change** as top development priorities in FY24 compared to FY20.

- Because 14% of this year's sample were specialists in the education sector, analyses were conducted to determine if they had undue influence on the results. Indeed, respondents who were education specialists were significantly more likely to say that education (92%) was a top priority for the WBG compared to respondents from other specializations (47%)

**In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay?**

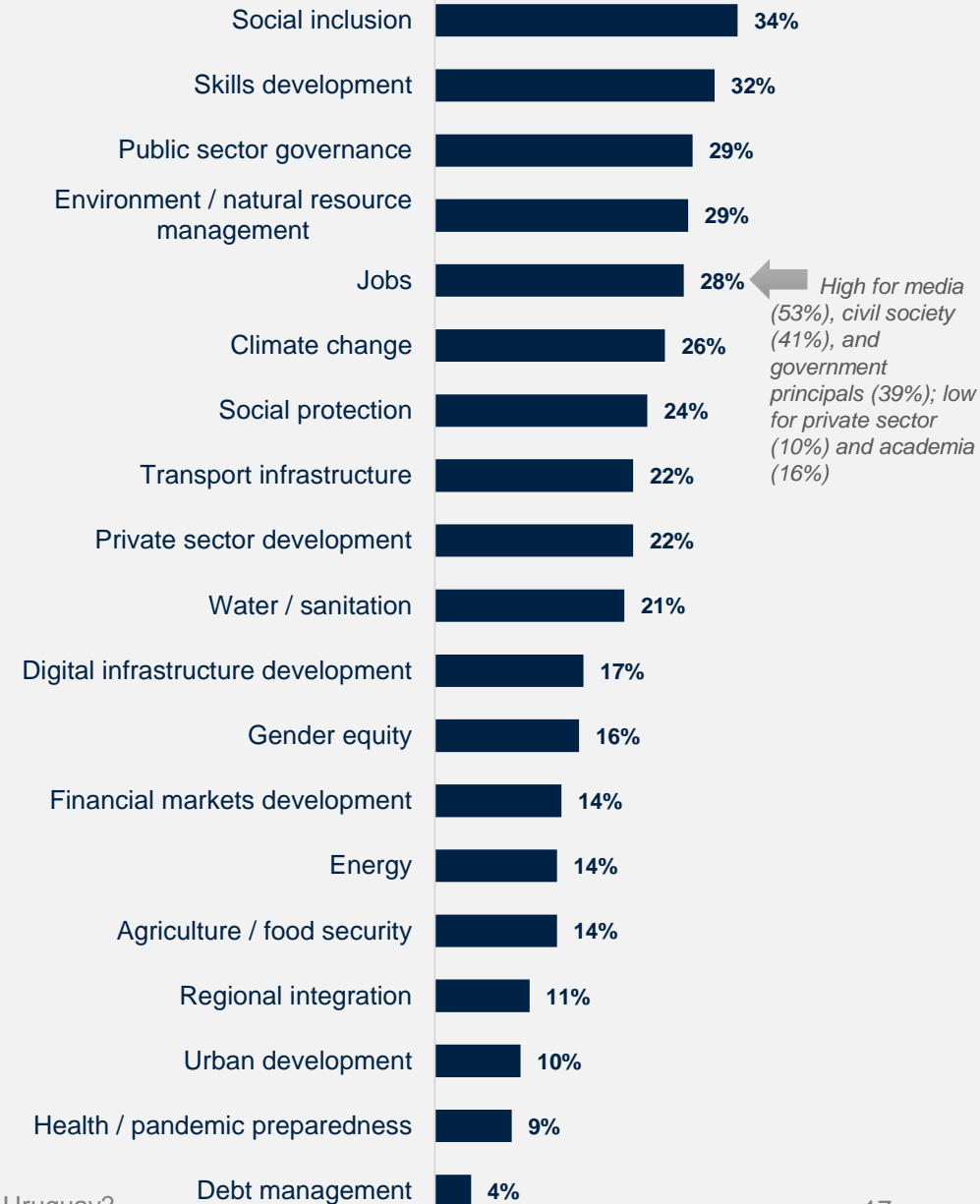
*"Support the alignment of national and sub-national public policies with the objectives of climate change response and addressing negative environmental impacts."*

(Government Principal Respondent)

*"To provide international knowledge and experience related to the challenges of social justice and inequality."* (Academia Respondent)

Low for government institutions (28%) and bilateral or multilaterals (36%)

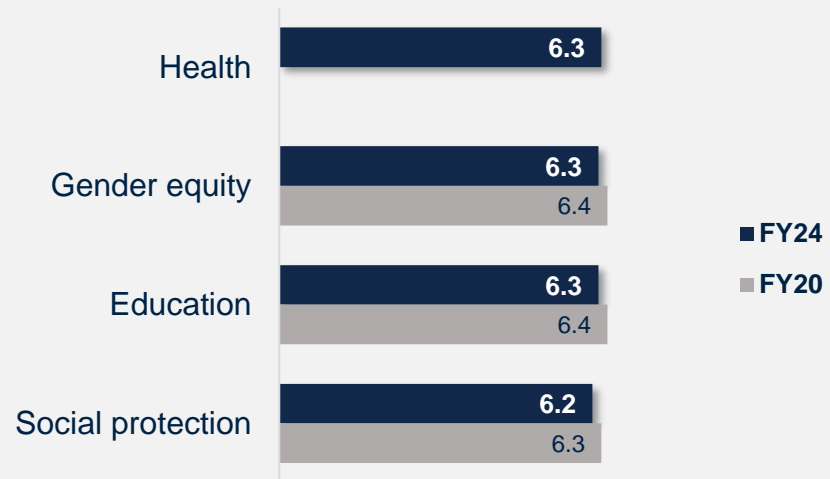
Education



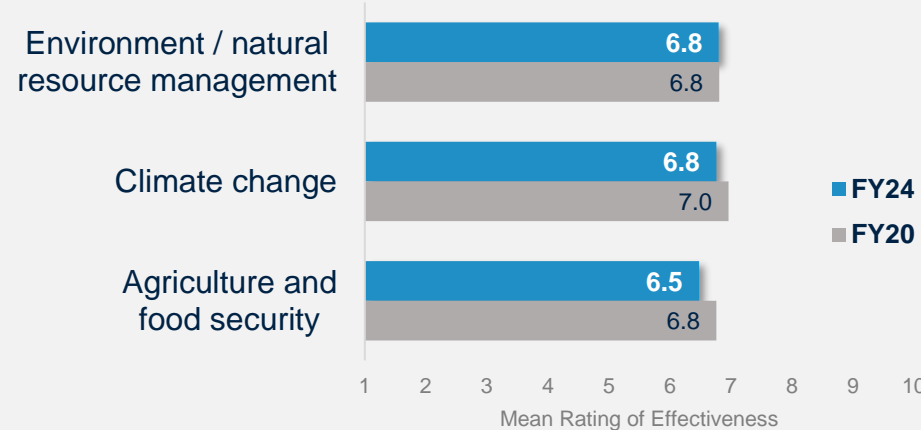
# Effectiveness of WBG's Sectoral Support

The WBG's work in **energy** received the highest effectiveness ratings. Of note, this year's survey respondents rated the WBG's work in transport significantly *lower* than in FY20 (mainly due to decreased ratings among respondents from government institutions, private sector, and academia). In addition, government institution respondents tended to have the highest ratings for the WBG's effectiveness in health, gender equity, and public sector governance, while private sector respondents tended to have significantly lower ratings.

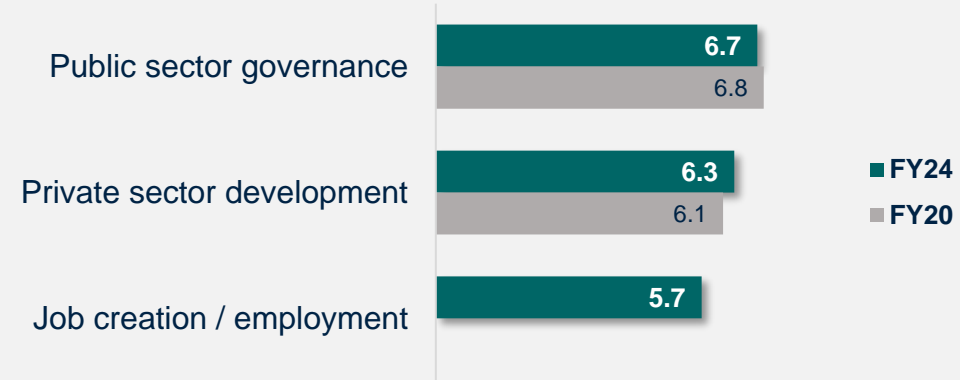
## Human Development



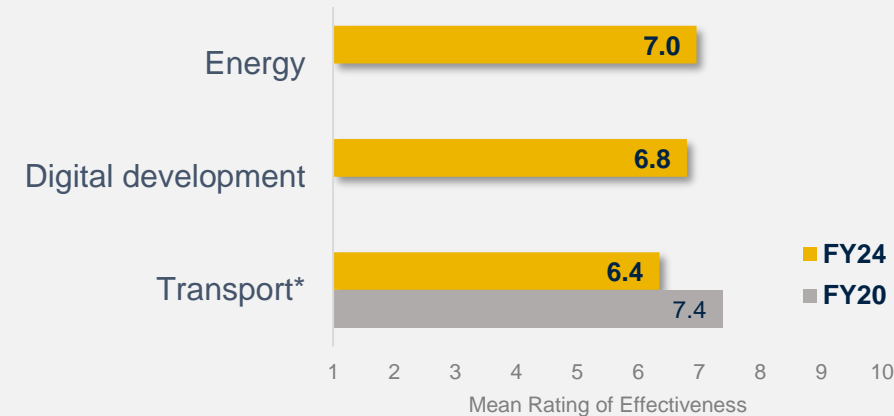
## Environmental Sustainability



## Finance / Institutions / Economic Growth



## Infrastructure



\*Significant difference between years



How **effective** has the WBG been at achieving development results in each of these areas in Uruguay? Scale: 1 Not effective at all – 10 Very effective (If you have NO exposure to/experience in working in any of the sectors listed below, please respond “Don’t know”)



# ***World Bank Group's Engagement on the Ground in Uruguay***

*“To build its agenda in dialogue with governmental and social actors in Uruguay and in articulation and synergy with the UN system.”*  
(Bilateral/Multilateral Respondent)

*“Greater dissemination of its activities and greater involvement with a diversity of stakeholders, such as subnational and local governments, civil society and academia.”*  
(Local Government Respondent)



**WORLD BANK GROUP**



*In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay? (N=96)*

# The WBG Increasingly Seen as an Open, Flexible Partner

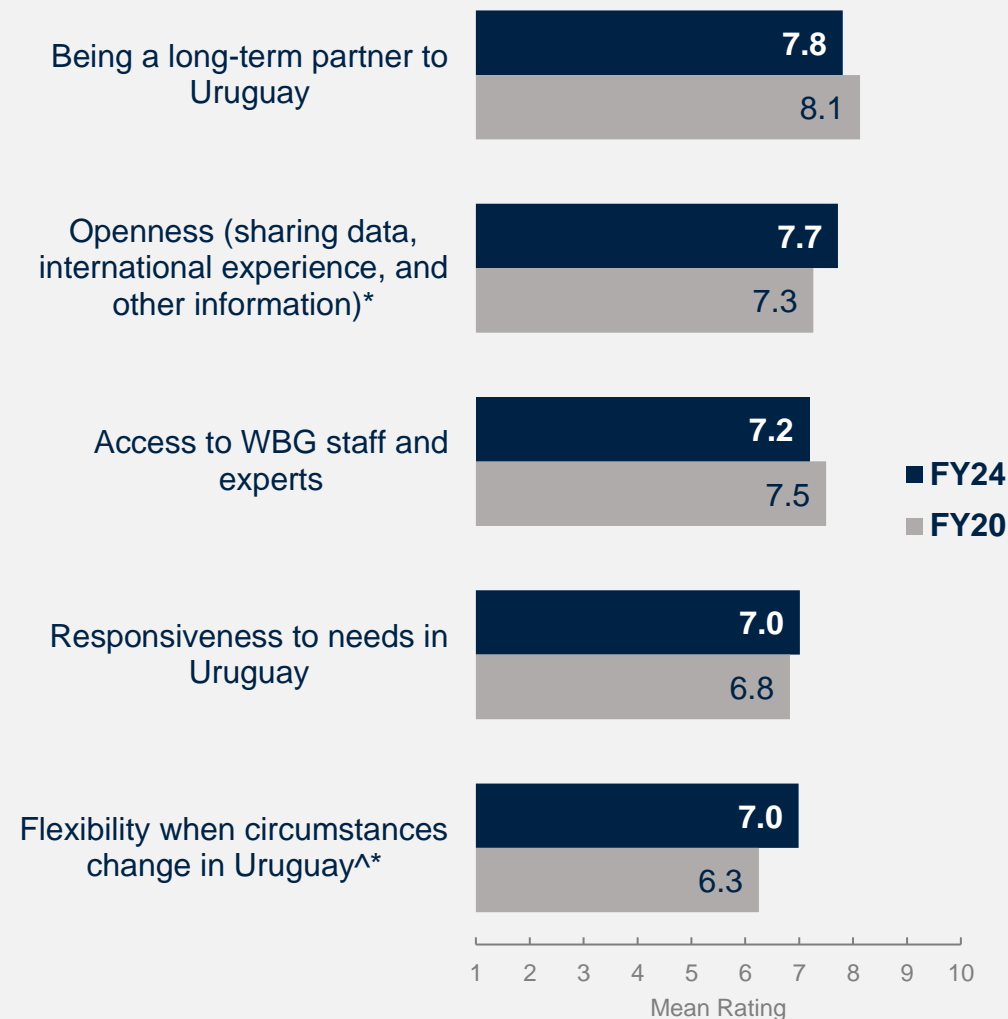
In FY24, respondents gave the WBG the highest ratings for being a long-term partner to Uruguay. In addition, respondents perceived the WBG as significantly more **open** and **flexible** than in FY20.

- Of note, government respondents gave the highest ratings for the WBG's responsiveness (mean = 7.8) and accessibility (mean = 8.3), whereas media respondents gave significantly lower ratings (means = 6.2 and 6.0, respectively).

*In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay?*

*"To place on the national agenda issues related to generating conditions and processes to strengthen sustainability in a broad sense."*  
(Bilateral or Multilateral Respondent)

*"Social dialogue. Effectiveness will increase if cooperation is based on agreements with national and local stakeholders."*  
(Academia Respondent)



# The WBG Seen as Effectively Collaborating with Stakeholders

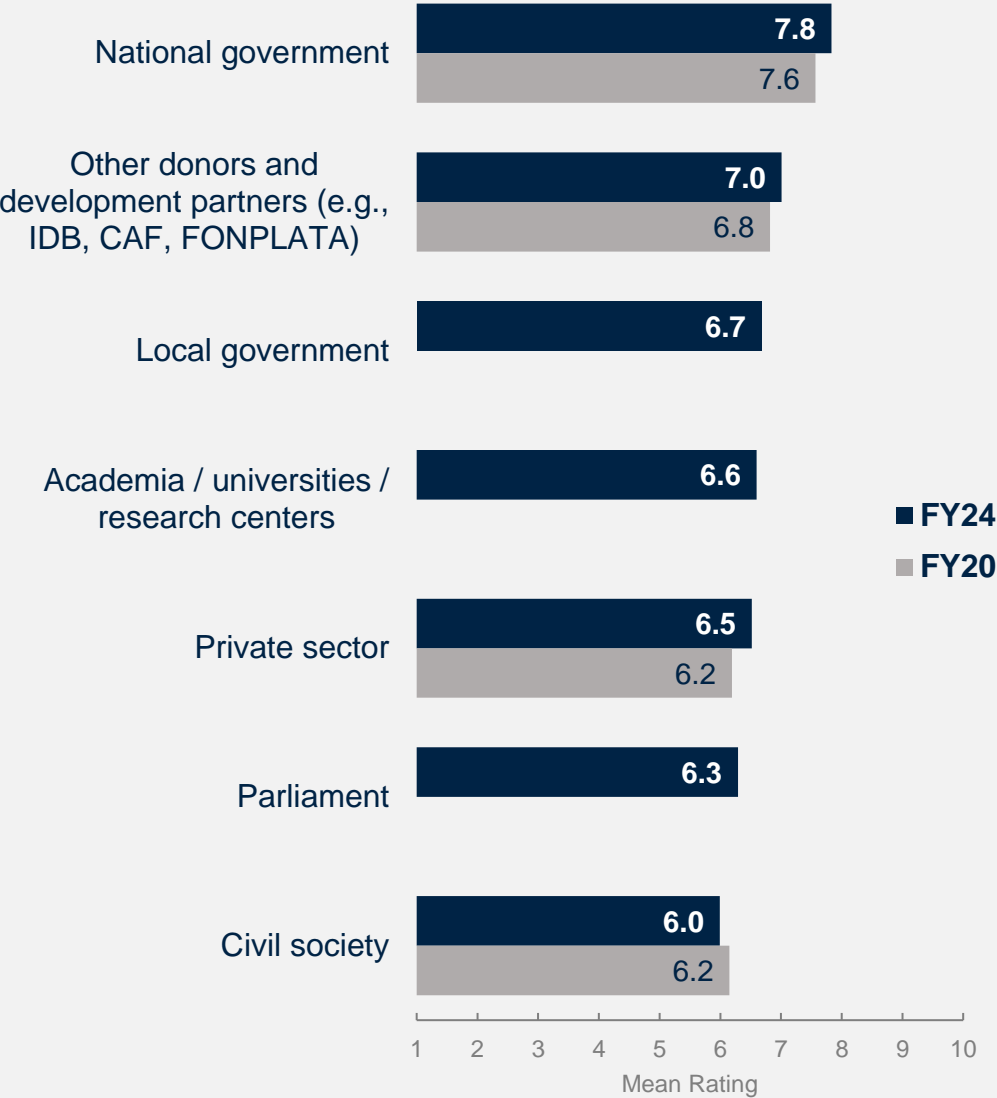
In FY24, respondents perceived the WBG as most effective at collaborating with the **National government**, followed by **other donors and development partners**. The WBG's collaboration with the **civil society** was rated the lowest.

**In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay?**

*“Collaborate in strategic projections in the country's priority areas.”*  
(Parliamentarian Respondent)

*“Deepen articulation with other international organizations, sharing analysis of context and challenges as well as priorities and defined contribution spaces.”*  
(Bilateral or Multilateral Respondent)

*“Support civil society more and put more pressure on the State to coordinate with the population.”*  
(Bilateral or Multilateral Respondent)



# Stakeholders want the Bank to Collaborate More with Academia, Private Sector, and Civil Society

Most respondents in this year's survey indicated that the WBG should collaborate more with **academia/ universities/ research centers** besides its partnership with the National government. Respondents also wanted to see the WBG collaborate more with the **private sector** and **civil society**.

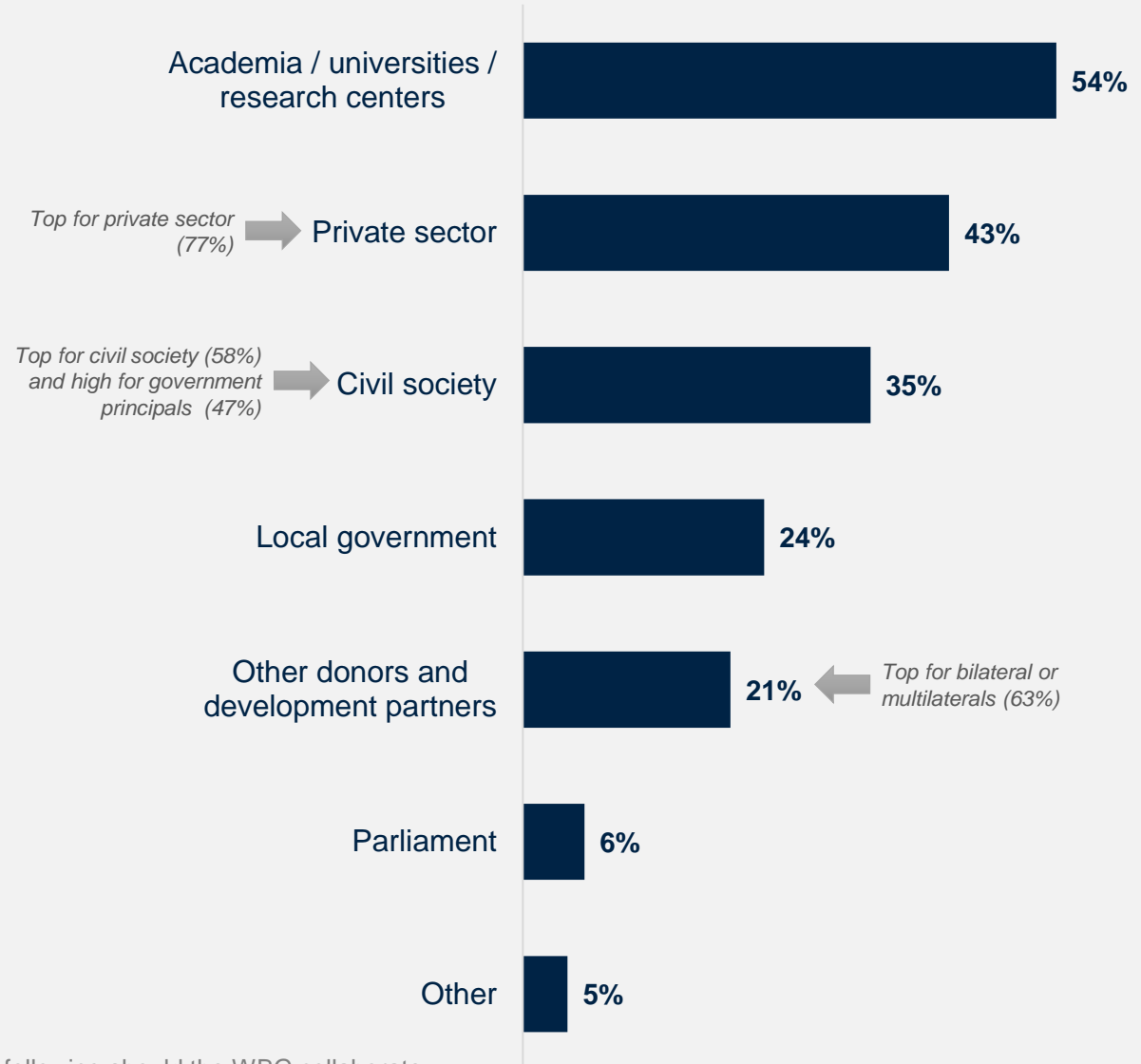
Outreach to academia and civil society is additionally recommended because respondents from these stakeholder groups had lower levels of familiarity with the WBG and held more critical views of the WBG's work.

***In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay?***

*"Promote the articulation between academia and national and departmental governments."*  
(Government Principal Respondent)

*"Reach out more to the private sector and make training plans available."* (Private Sector Respondent)

*"Improve and promote the linkage between academia and the public and private productive sector."*  
(Media Respondent)



In addition to its partnership with the National government, which of the following should the WBG collaborate with more to have greater impact in Uruguay? (Select up to 2) (Percentage of Respondents, N=177)

# ***World Bank Group's Financial Instruments and Knowledge Work***

*“Financial support in the fields of education, innovation, and development of social impact projects with a special focus on sustainability.”*

(Academia Respondent)

*“Knowledge exchanges with international experts through workshops and the formation of working groups on specific high-impact projects for Uruguay (e.g., governance in the public sector, energy sector, transportation), including their financing, convening, and coordinating all parties involved, including academia.”*

(Private Sector Respondent)



**WORLD BANK GROUP**



*In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay? (N=96)*



# Financial Resources, Technical Assistance and Implementation Support Considered the Bank's Greatest Value

***In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay?***

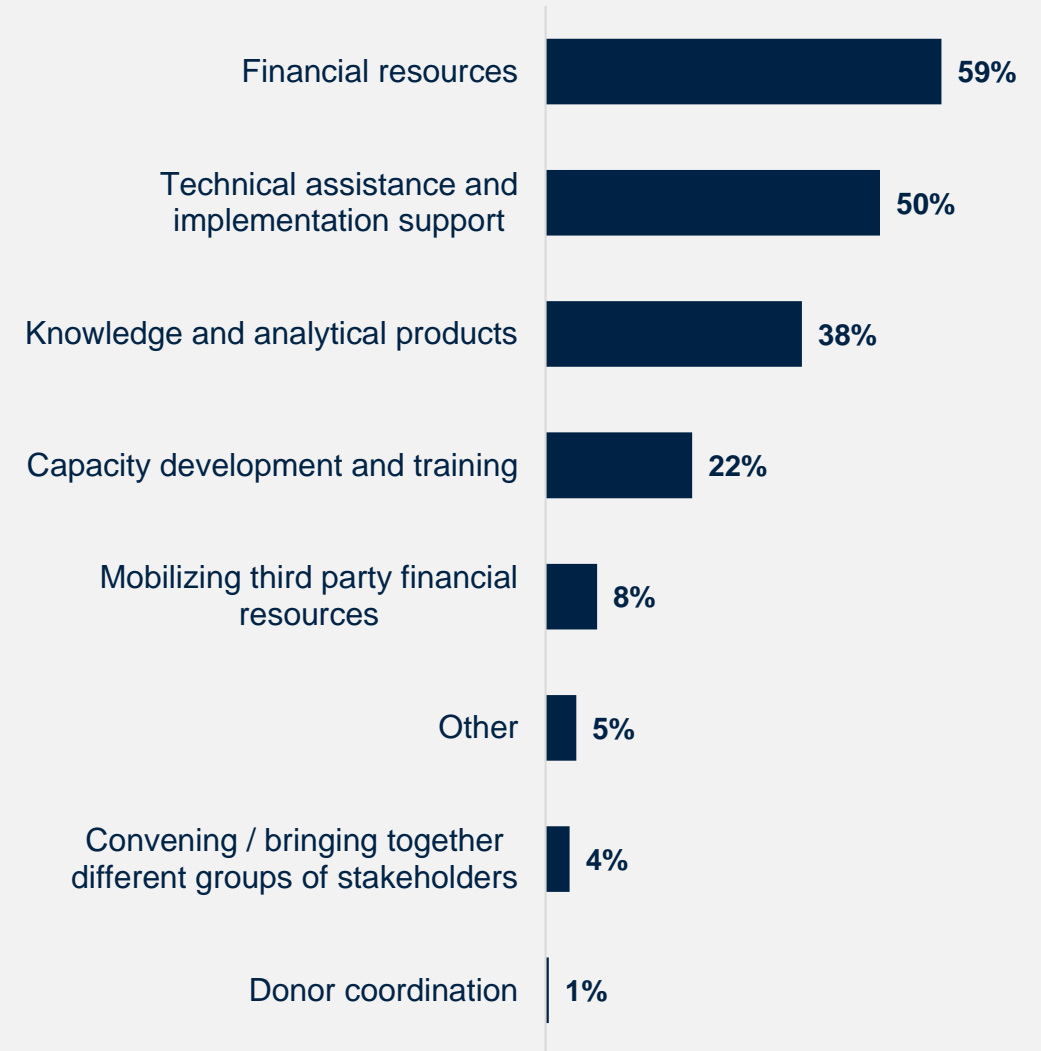
*"Investing more financially and in knowledge."*  
(Civil Society Respondent)

*"Seek mechanisms so that middle- and high-income countries, such as Uruguay, can access greater sources of financing."*  
(Government Institution Respondent)

*"Technical cooperation and support in the areas of public policy development and evaluation."*  
(Government Institution Respondent)

*"Supporting, on a larger scale, through technical assistance, the design of projects at the sub-national level."*  
(Civil Society Respondent)

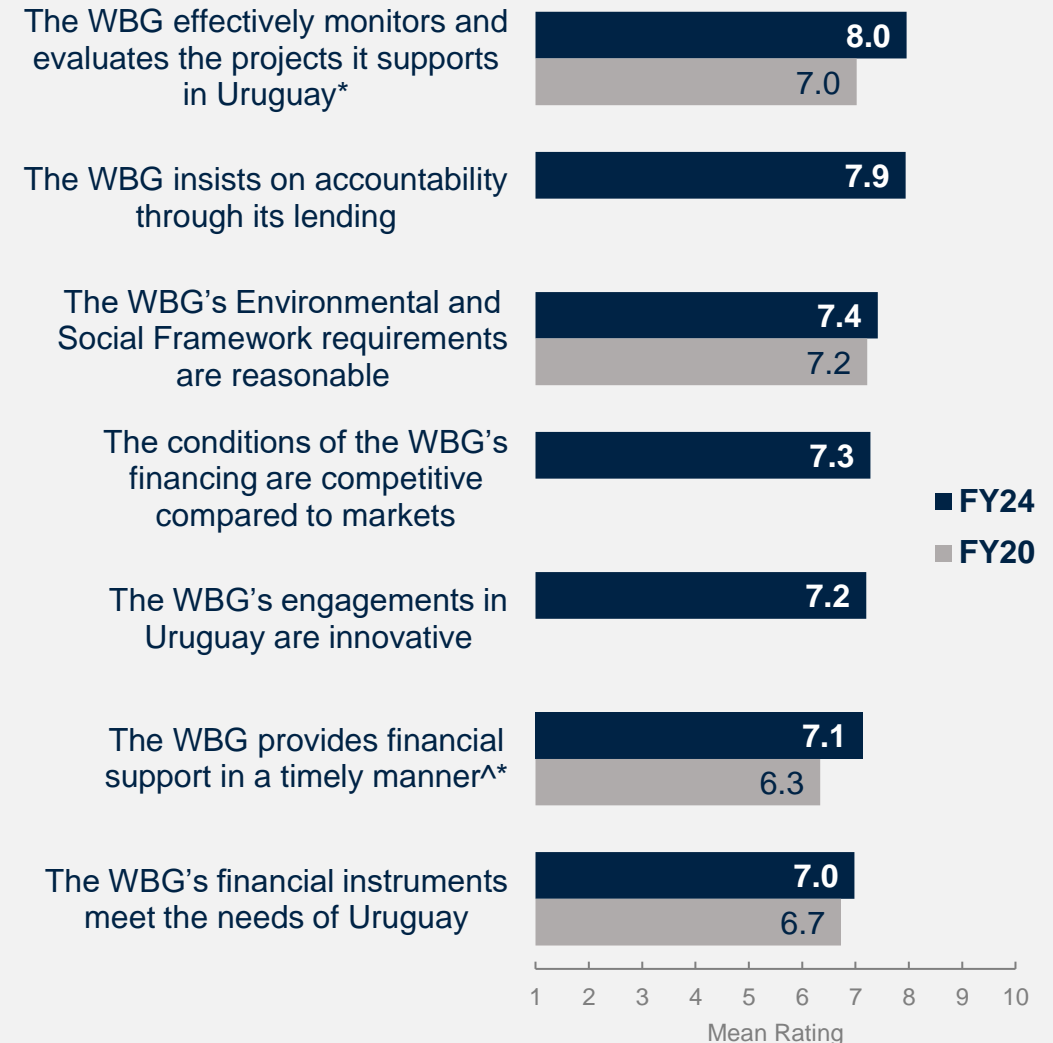
*"Continue to build governance capacities in the public sector, train the private sector to align their actions with public policies, and strengthen the governance capacities of subnational governments."*  
(Government Institution Respondent)



# WBG Increasingly Seen as Monitoring & Evaluating its Projects and Providing Timely Support

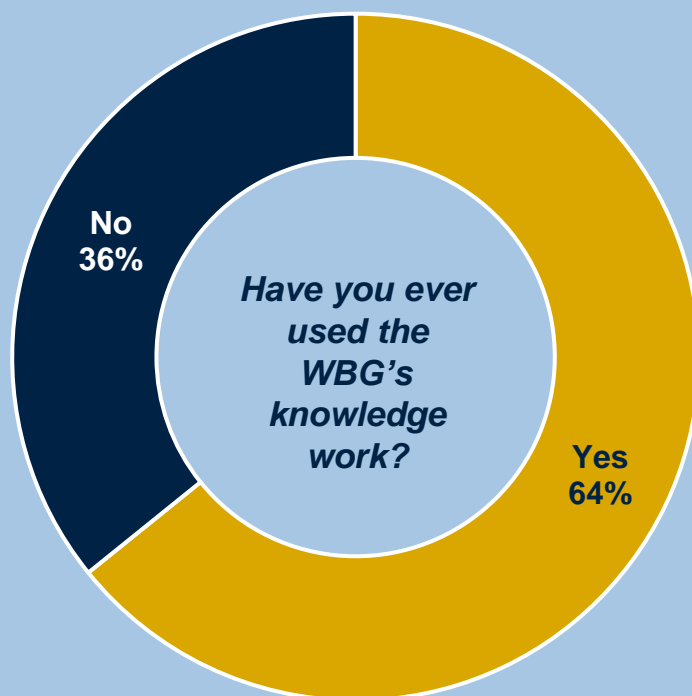
Regarding the WBG's financial instruments, respondents had the highest levels of agreement that the WBG **effectively monitors and evaluates its projects** (significantly improved since FY20). It should also be noted that respondents had significantly higher levels of agreement that **the WBG provides financial support in a timely manner** this year compared to the FY20 survey. Stakeholder group differences of note:

- Respondents from government principals and government institutions had the highest levels of agreement that the WBG's financial instruments meet Uruguay's needs (means = 7.5 and 8.0, respectively). In contrast, respondents from civil society and academia had significantly lower levels of agreement (both means = 5.7).
- Respondents from government principals and government institutions also had the highest levels of agreement that the WBG's financial support is timely (means = 7.6 and 8.2, respectively). In contrast, respondents from civil society and academia had significantly lower levels of agreement (means = 6.3 and 5.8, respectively).
- Respondents from government principals, government institutions, bilateral or multilateral agencies, and the media had the highest levels of agreement that the WBG's engagements are innovative (means = 7.6, 7.9, 7.7, and 7.6, respectively). In contrast, respondents from academia had significantly lower levels of agreement (mean = 5.3).



# 64% of Respondents Have Used the WBG's Knowledge Work and Reported Much More Positive Perceptions of It

More than 6 in 10 respondents reported having used the WBG's knowledge work in the past.



I am satisfied with the quality of the WBG's knowledge work in Uruguay\*



The WBG brings global expertise to Uruguay as part of its knowledge work



Working with the WBG increases Uruguay's institutional capacity



The WBG plays a valuable role in facilitating international knowledge exchange



The WBG's knowledge work is tailored to Uruguay's context\*



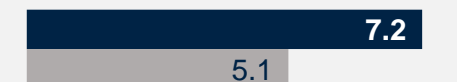
The WBG's knowledge work is timely\*



Significance of contribution WBG's knowledge work makes to development results in Uruguay



When I need to consult the WBG's knowledge work, I know how to find it\*



Have you ever used the WBG's knowledge work?

■ Yes  
■ No

\*Significant difference between usage

1 2 3 4 5 6 7 8 9 10  
Mean Rating



# WBG Knowledge Work Perceived More Positively in FY24

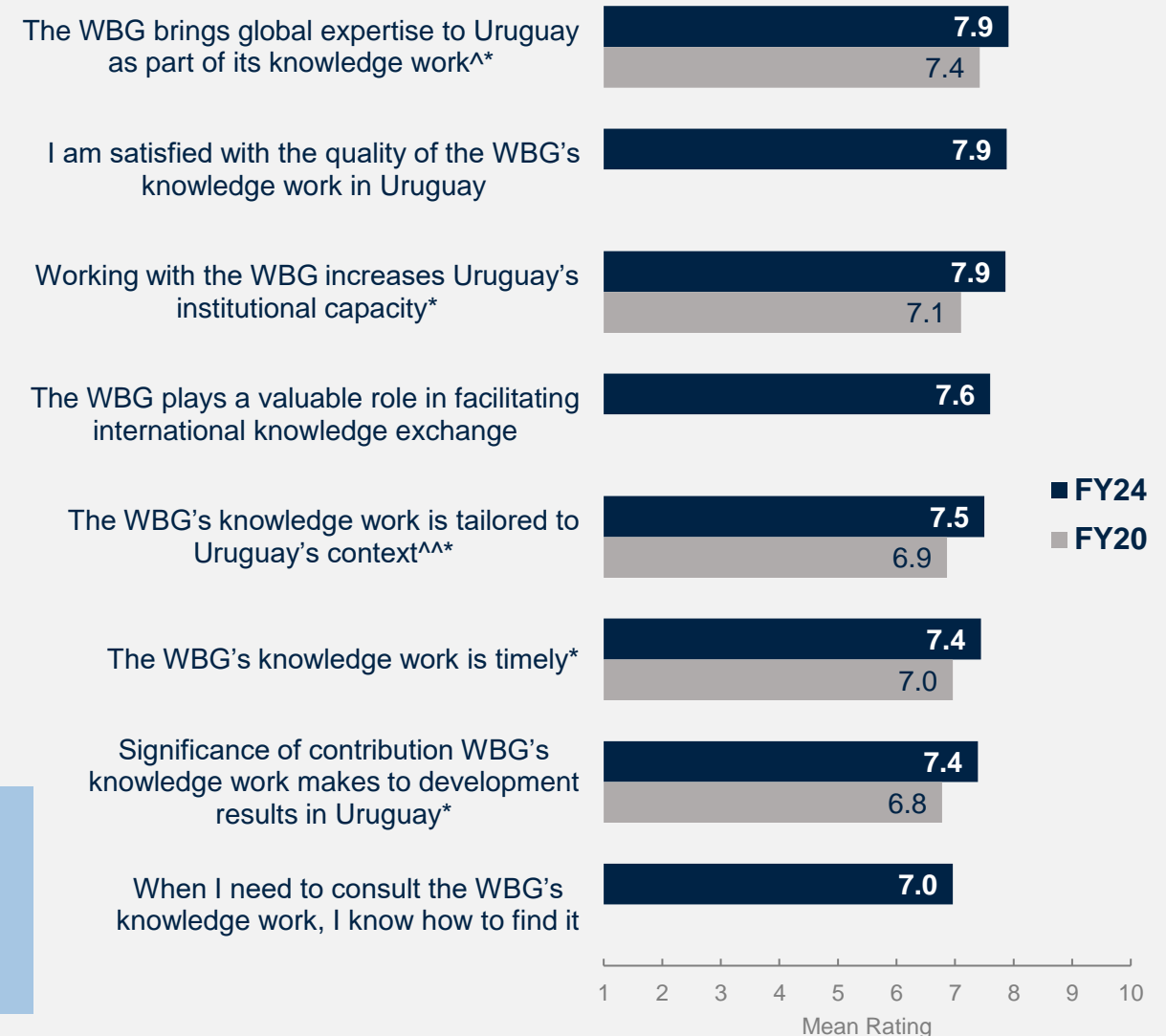
Respondents had the highest levels of agreement that the WBG **brings global expertise** to Uruguay (significantly improved compared to respondents in FY20), that they are satisfied with **its quality**, and that it **increases institutional capacity** in Uruguay (also significantly improved). In addition, respondents this year had significantly higher levels of agreement that the WBG's knowledge work is **tailored** to Uruguay's context, is **timely** and **makes a significant contribution to development results** in Uruguay compared to respondents in FY20.

- Government institutions respondents had the highest levels of agreement that working with the WBG increases institutional capacity, brings global expertise, and is timely (means = 8.6, 8.7, and 8.4, respectively). In contrast, there were significantly lower levels of agreement among government principals (means = 7.4, 6.8, and 6.5, respectively), respondents from academia (means = 7.0, 7.3, and 6.7, respectively), and the media (means = 7.2, 7.0, and 6.7, respectively).

***In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay?***

*"Generate strategy for the exploitation of knowledge products to feed debates on public policies."*

(Bilateral or Multilateral Respondent)



To what extent do you agree with the following statements? Scale: 1 Strongly disagree – 10 Strongly agree

How significant a contribution do you believe the WBG's knowledge work makes to development results in Uruguay?

Scale: 1 Not significant at all – 10 Very significant <sup>^</sup>Compared to "Source of relevant information on global good practices" asked in FY20.

<sup>^^</sup>Compared to "Adaptable to Uruguay's specific development challenges and country circumstances" in FY20 <sup>\*</sup>Significant difference between years





# ***The Future Role of the World Bank Group in Uruguay***

*“Be less bureaucratic, more flexible, and more able to adjust to the specific reality of Uruguay.”*  
(Government Institution Respondent)

*“Keep focusing on long term sustainable development and poverty reduction. Quality support is more important for Uruguay than the overall portfolio of interventions.”*  
(Bilateral or Multilateral Respondent)

*“Generate more meetings with the different stakeholders, defining clear objectives and results to be achieved with and through these stakeholders, generating concrete instances and overseeing their implementation.”*  
(Civil Society Respondent)



**WORLD BANK GROUP**



*In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay? (N=96)*



# How can the Bank increase its effectiveness? Open-Ended Responses

*More engagement with stakeholders, capacity building, and investment to better align with Uruguay's needs, context, and capacity.*

## Engagement 30%

- More engagement with government, civil society, private sector, academia, and regional banks
- Build the capacity of local stakeholders but also listen to their expertise
- Use the Bank's platform to elevate topics for policy debate

## Knowledge 18%

- More training/capacity building
- More technical assistance
- Increase investments in knowledge to generate debate on policy and development

## Focus Area 18%

- Education, innovation, skills development
- Social inclusion
- Climate change adaptation
- Governance and structural reforms



## Communication 12%

- More promotion/awareness of the WBG's work
- Broader dissemination of results, programs, etc.
- Better communication with partners

## Financial Support 10%

- Increase financing in various forms in support of Uruguay
- More understanding of local circumstances, capacity, etc.

## Results 7%

- Better monitoring and evaluation to increase accountability
- More flexibility and speed, less bureaucracy

## Operational Effectiveness 5%

- Be a long-term partner
- Support Uruguay in its core development beyond today's government (and its agenda)



In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay? (N=96)

# How can the Bank increase its effectiveness? Open-Ended Responses

*More engagement with stakeholders, capacity building, and investment to better align with Uruguay's needs, context, and capacity.*

## Engagement

*"To have a direct exchange with the executing units of the Ministries to know what projects they are working on and provide knowledge and support in those areas."*  
(Government Institution Respondent)

*"Reach out to all levels of the state, individually and personally."*  
(Parliamentarian Respondent)

*"Greater priority given to supporting initiatives by civil society and sub-nationals, coordinated work with other multilateral banks, civil society and the private sector."*  
(Civil Society Respondent)

*"Provide support (not only financial) for local capacity building, accepting the local vision and not strictly applying generic approaches. For this to be really useful in the long term, it should act with broad criteria regarding local partners."*  
(Academia Respondent)

## Focus Area

*"Contemplate the inequality gaps and condition their investments, loans, consultancies, etc., to include the variables perpetuating these inequalities. E.g., racial ethnicity. Uruguay has a very pronounced equity gap/debt with this population."*  
(Academia Respondent)

*"Support the structural reforms that the country needs. It should support education reform, public enterprise governance reform, and programs to reduce violence and recidivism among persons deprived of liberty."*  
(Civil Society Respondent)

*"Have greater collaboration/interaction with the private sector while promoting better governance practices in the public sector."*  
(Media Respondent)

*"Focus on its adaptation to climate change and conserving its natural resources. Improving waste management is urgent. I also believe it is necessary to focus on reducing dependence on livestock, as it is responsible for half of the GHG emitted by Uruguay."*  
(Bilateral or Multilateral Respondent)

## Knowledge

*"Greater articulation with technical management levels for annual needs assessments."*  
(Government Institution Respondent)

*"Generate more knowledge products and put them on the public agenda for discussion. The WBG is able to put issues on the table and make them relevant, this should be a priority."*  
(Private Sector Respondent)

*"Share successful projects from other countries, in order to have it as a background for the development of a new application or proposal."*  
(Government Institution Respondent)

*"Generate capacities and development in the private sector."*  
(Media Respondent)



*In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay? (N=96)*



**WORLD BANK GROUP**

# How can the Bank increase its effectiveness? Open-Ended Responses

*More engagement with stakeholders, capacity building, and investment to better align with Uruguay's needs, context, and capacity.*

## Communication

- "To have a greater presence and visibility."* (Private Sector Respondent)
- "Become better known."* (Government Institution Respondent)
- "Increased dissemination."* (Academia Respondent)
- "Improve the dissemination of its proposals."* (Media Respondent)
- "Disclosure of its activities and contribution."* (Private Sector Respondent)
- "Making it known what it can do for those able to utilize its tools and services."* (Civil Society Respondent)

## Operation Effectiveness

- "Beyond the important relative institutional and democratic development and the country's stability, everything is relative to the governmental majorities in office. The WBG should be more attentive and flexible to such changes considering the particularities of the country... and be more self-critical with its historical mistakes."* (Government Principal Respondent)
- "Strengthen the work on technical-financial agreements at the country level, incorporating social agendas based on prior consultations or coupling (priority) social agendas that may not be in the country's strategies (of the government of the day). This includes childhood, racial minorities, social inclusion, and equitable development."* (Academia Respondent)

## Financial Support

- "Increase R&D grants and provide instruments to help develop technology-based entrepreneurial ecosystem, especially in biotechnologies. Focus on simplifying regulations in the areas of health and food."* (Academia Respondent)
- "Establishing a program more closely linked to national investment plans (including local government plans)."* (Government Institution Respondent)
- "By financially supporting projects that involve solutions to Uruguay's problems."* (Civil Society Respondent)
- "Organize its agenda according to the country's medium-term strategy and generate instances of participation and advocacy in the sectoral civil society funds as a prerequisite for the loan."* (Government Institution Respondent)

## Results

- "Being more proactive, direct, and at the same time controlling the executed projects; there is no time to waste in bureaucratic processes."* (Civil Society Respondent)
- "Having representation to follow up on projects. To be faster in processing projects."* (Civil Society Respondent)
- "Improve accountability. Evaluations are carried out, but they do not necessarily fulfill the role they should have in decision making."* (Government Institution Respondent)



In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay? (N=96)



WORLD BANK GROUP

# *Communication and Outreach*

*“Provide information on its capabilities, objectives, and tools to the different stakeholders in society.”* (Government Principal Respondent)

*“To have more presence.”* (Parliamentarian Respondent)

*“Publicize its objectives and the instruments available to carry them out.”* (Civil Society Respondent)

*“To make its actions known to multilateral organizations.”* (Bilateral or Multilateral Respondent)



WORLD BANK GROUP



*In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay? (N=96)*



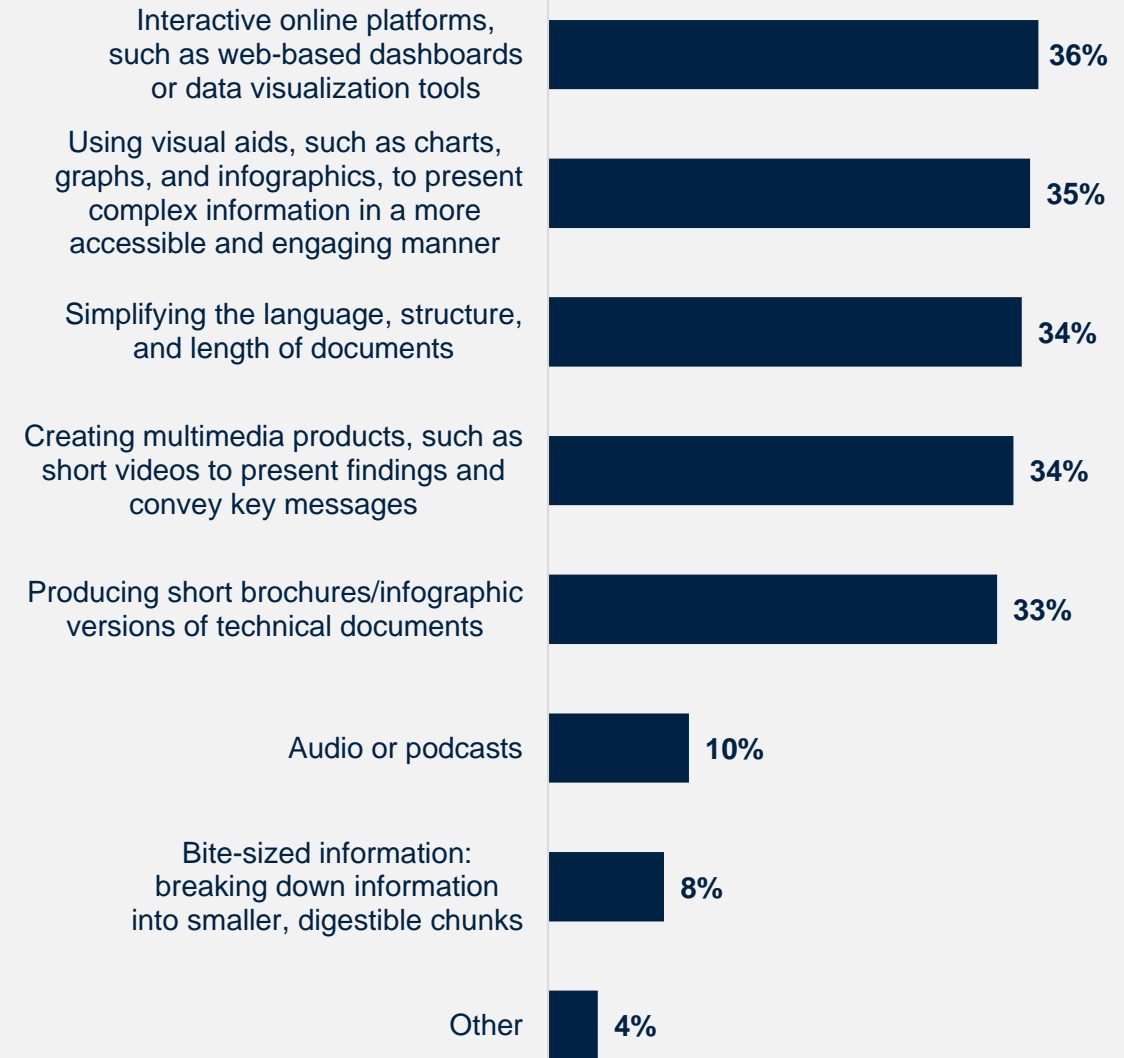
# WBG Communications Should Incorporate a Variety of Factors to Make Them More Convenient and Engaging

Respondents in Uruguay thought that the WBG could make its documents and communications more convenient and engaging by using **interactive online platforms, visual aids, simpler language, accompanying multimedia products, and shorter/infographic versions** of more technical documents.

***In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Uruguay?***

*“More concrete information on aid and support to Uruguay. Easy access to data, indicators, and context of that support.”*  
(Media Respondent)

*“Continue investing in innovative projects that allow Uruguay to be an expert in current issues, I understand that the capacities exist in Uruguay and the WBG can allow us to access markets or knowledge that will make us more accessible.”*  
(Government Institution Respondent)



WORLD BANK GROUP



The WBG is committed to making its documents and communications convenient and engaging for you.  
In your opinion, what factors would most contribute to achieving this goal? (Select up to 2)  
(Percentage of Respondents, N=166)



# Events, Direct Contact, and e-Newsletters were the Most Preferred for Receiving WBG Communication

Respondents most preferred to receive Bank communications through **events/conferences/seminars/workshops** (in person or online), **direct contact** with staff, and **e-newsletters**. Note that significant differences exist between stakeholder groups in their preferences for events (much more preferred among those from government institutions and bilateral/multilateral agencies) and direct messaging (much more preferred among the private sector).

	Preferred WBG Channel							
	All Respondents	Government Principals	Government Institution	Bilateral or Multilateral Agency	Civil Society	Private Sector	Academia / Research Center	Media
Event / conference / seminar / workshop* <i>(in person or online)</i>	53%	44%	63%	74%	49%	47%	55%	15%
Direct contact with staff <i>(e.g., in person, virtually, phone, email)</i>	44%	56%	54%	35%	52%	20%	32%	39%
e-Newsletters	43%	25%	37%	35%	52%	47%	64%	46%
Direct messaging* <i>(e.g., WhatsApp, Telegram, Viber)</i>	21%	25%	15%	17%	9%	53%	5%	39%
Social media <i>(e.g., Facebook, Twitter)</i>	20%	31%	15%	17%	24%	13%	23%	31%



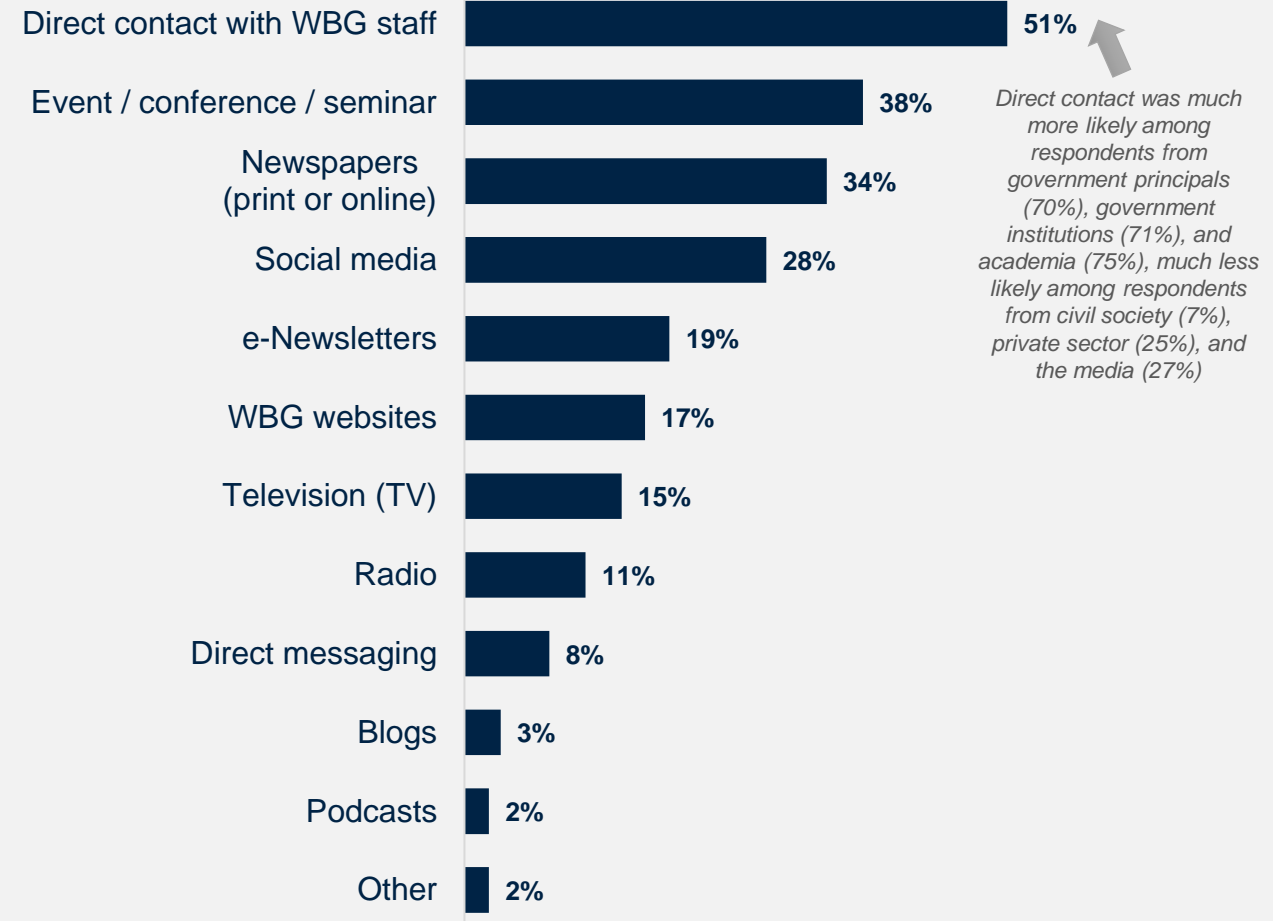
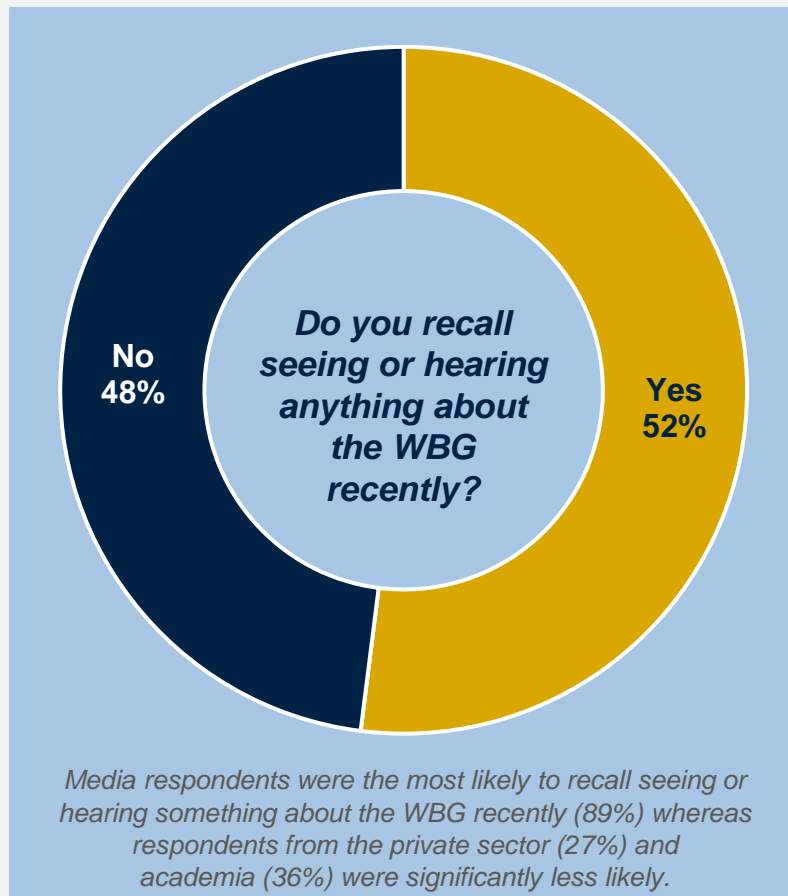
How would you prefer to receive communication from the WBG? (Select up to 2)  
(Percentage of Respondents, N=169) \*Significant difference between stakeholder groups



WORLD BANK GROUP

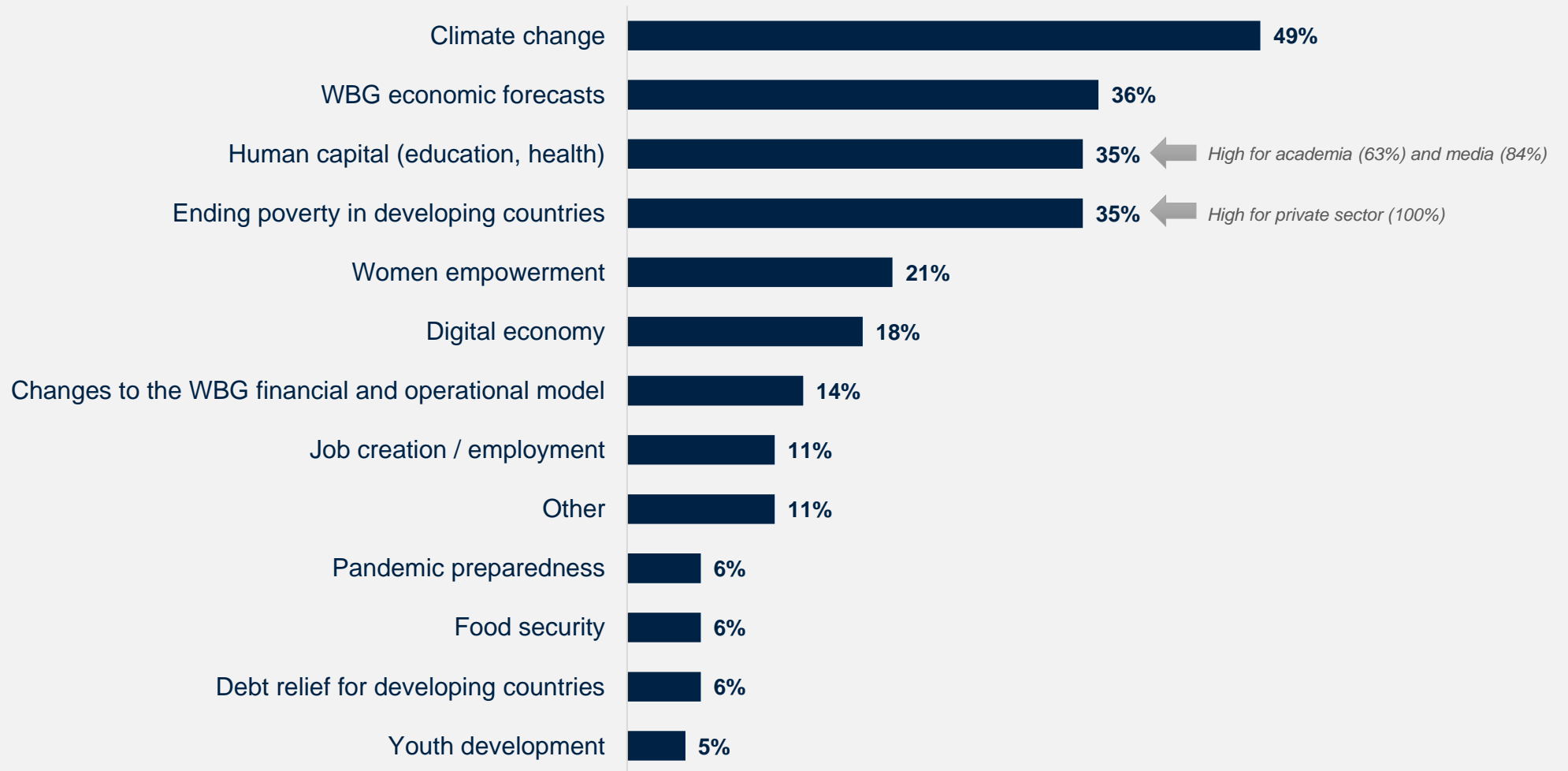
# A Majority Engaged with the WBG Recently, most often through Direct Contact

52% of respondents recalled hearing or seeing something about the WBG recently. Respondents most often reported seeing/hearing about the WBG through **direct contact** with staff; however, this was most common among respondents from government principals, government institutions, and academia.



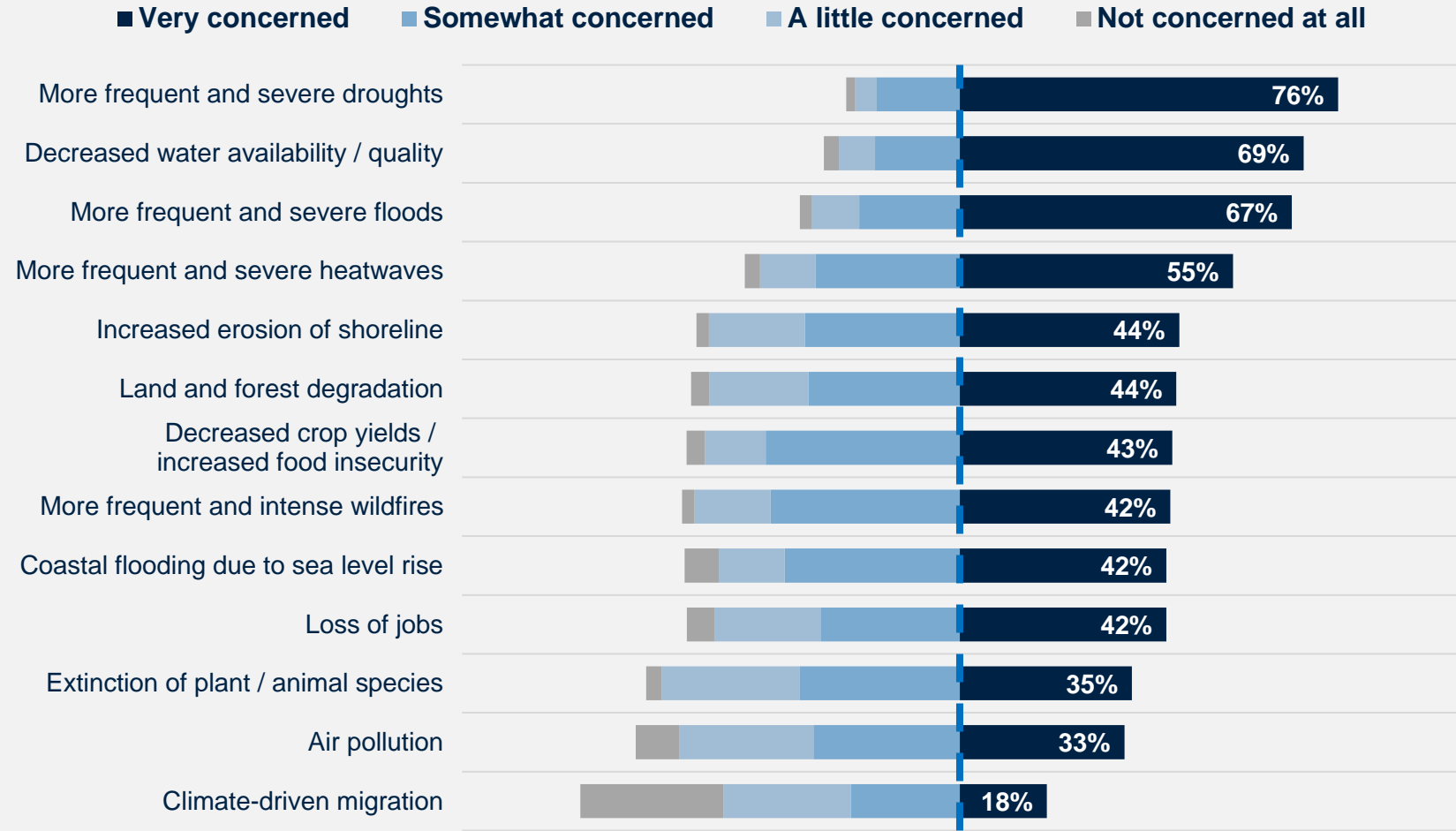
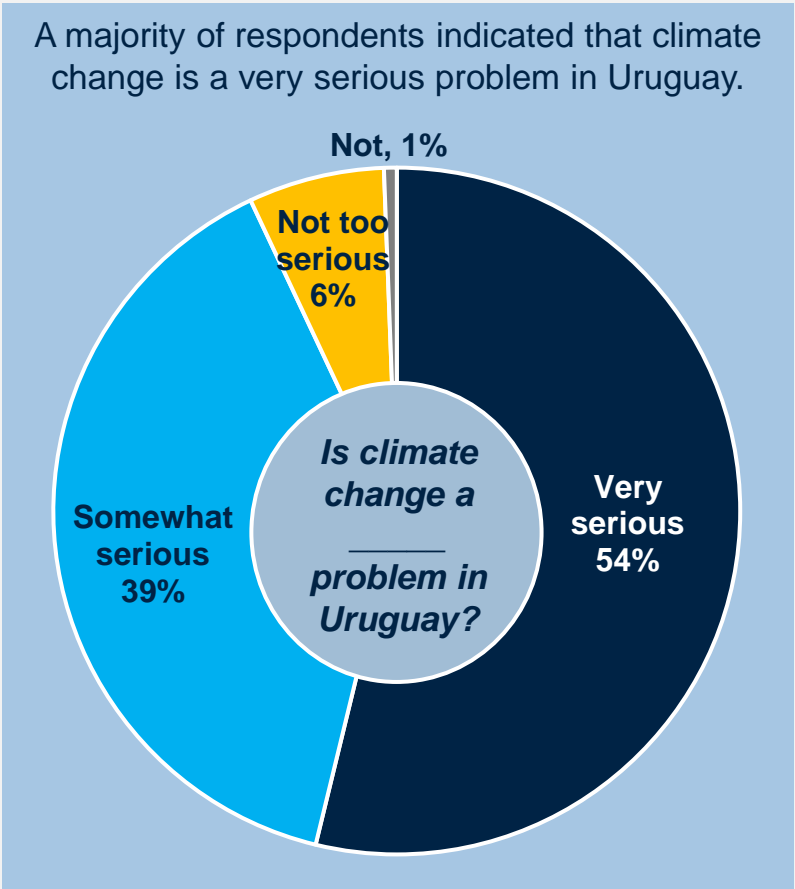
# WBG Work on Climate Change was the Most Commonly Recalled Topic

Respondents most frequently recalled WBG work or research on **climate change**, followed by **economic forecasts**, **human capital** and **ending poverty** in developing countries.

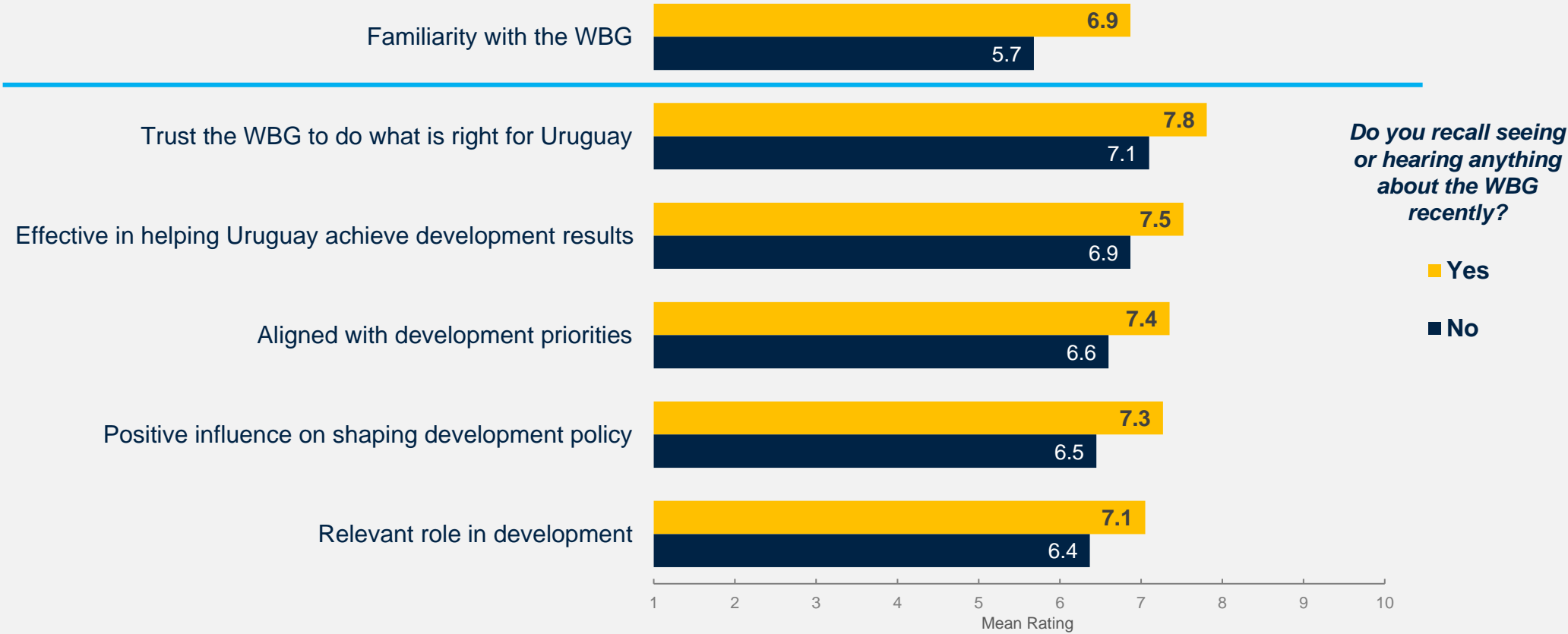


# Climate Change is a Serious Concern for Most. Make Climate Change Communications More Impactful by Relating to Droughts, Water, Floods

7 in 10 respondents were **very concerned** about **more frequent/severe droughts**, **decreased water availability/quality**, and **more frequent/severe floods** regarding the potential impacts of climate change in Uruguay. These key areas of concern should be considered to make communications about climate change more impactful.



# Message Recall Increases Familiarity and Leads to More Positive Perceptions of the WBG and its Work



These findings suggest that respondents who are more frequently exposed to information about the WBG or who actively engage with WBG staff and knowledge work (read research papers, etc.) are also more likely to hold more positive views about the WBG’s work.

How familiar are you with the work of the World Bank Group in Uruguay? Scale: 1 Not familiar at all – 10 Extremely familiar  
How much do you trust the WBG to do what is right for Uruguay? Scale: 1 Not at all – 10 Very much  
Scale: 1 Strongly disagree – 10 Strongly agree: The WBG currently plays a relevant role in development in Uruguay. The WBG has a positive influence on shaping the development policy in Uruguay. The WBG’s work is aligned with what I consider the development priorities for Uruguay.  
How effective is the WBG in helping Uruguay achieve development results? Scale: 1 Not effective at all – 10 Very effective:

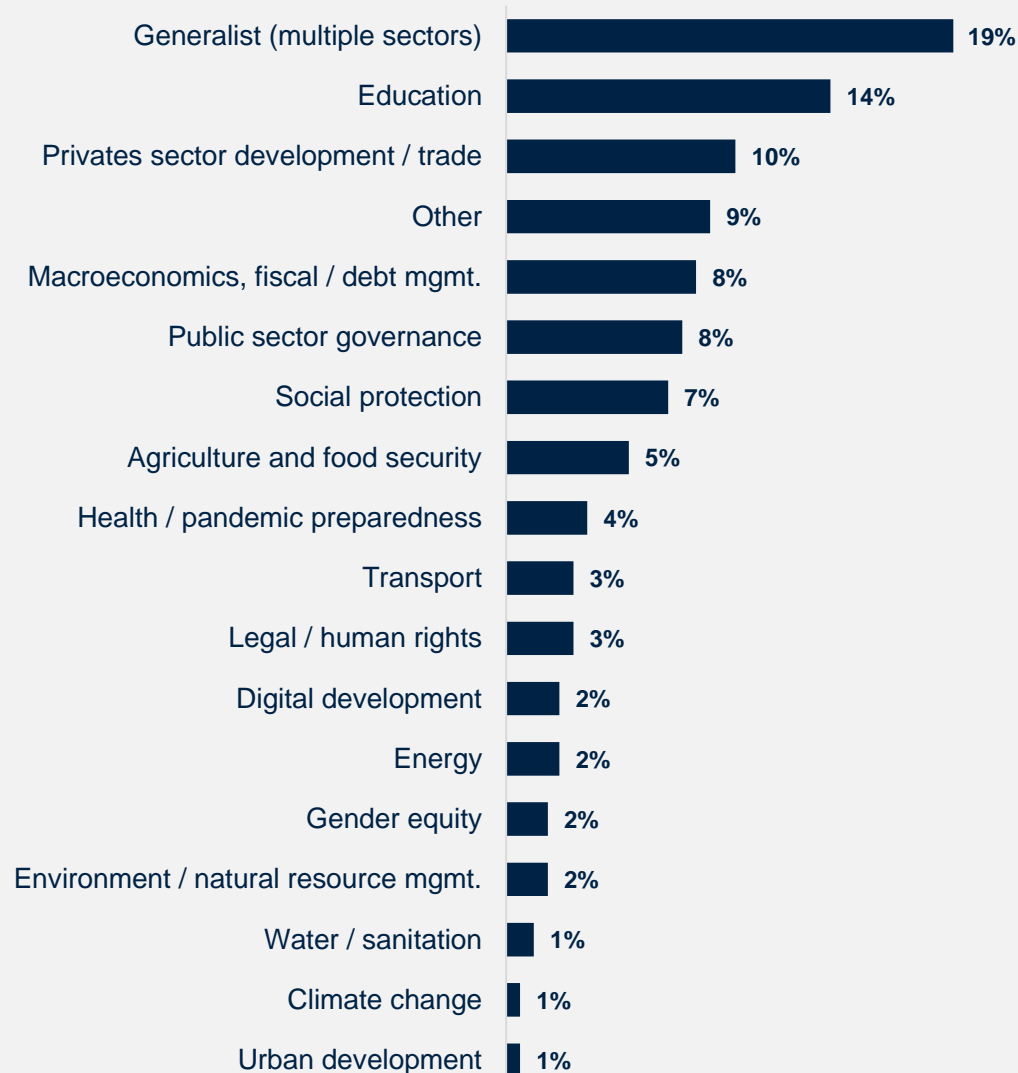


# ***Sample Demographics and Detailed Methodology***



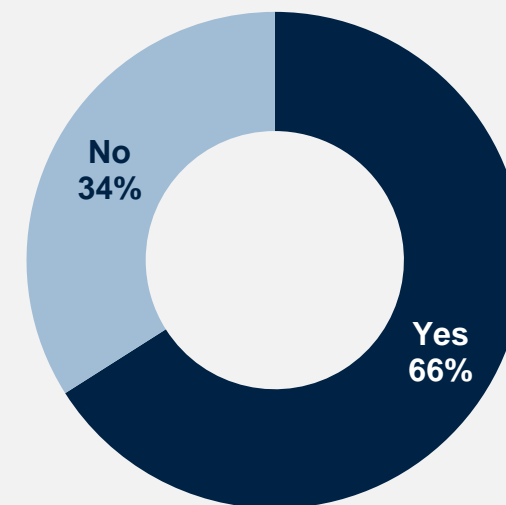
# Sample Demographics

## What is the primary specialization of your work? (N=171)



## Do you collaborate/work with the World Bank Group (WBG) in Uruguay? (N=203)

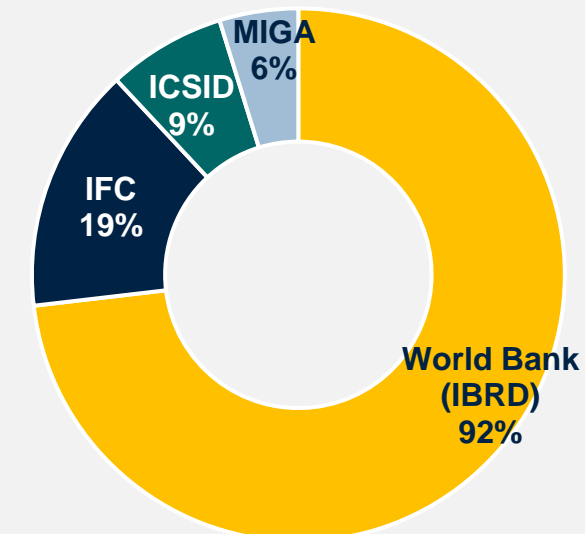
*Respondents from government institutions and the media were significantly more likely to indicate that they collaborate with the WBG (98% and 87%, respectively) compared to respondents from other stakeholder groups.*



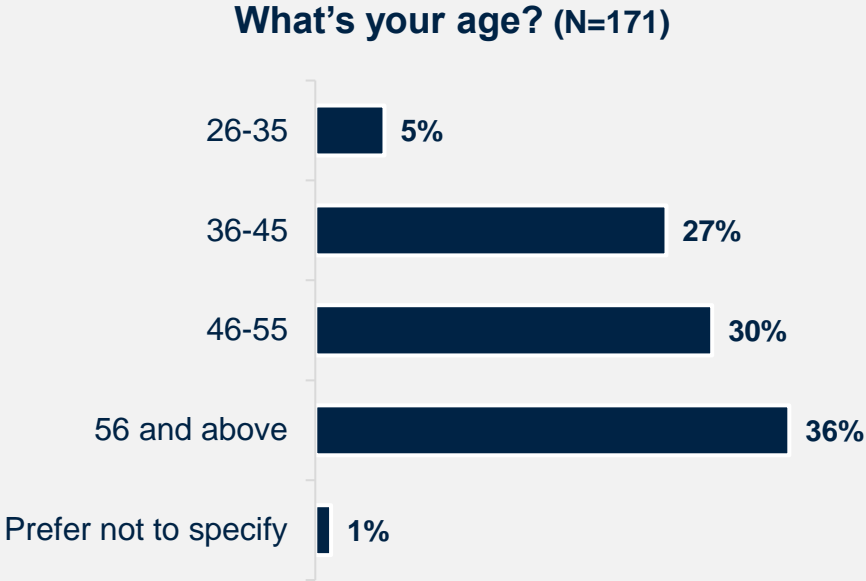
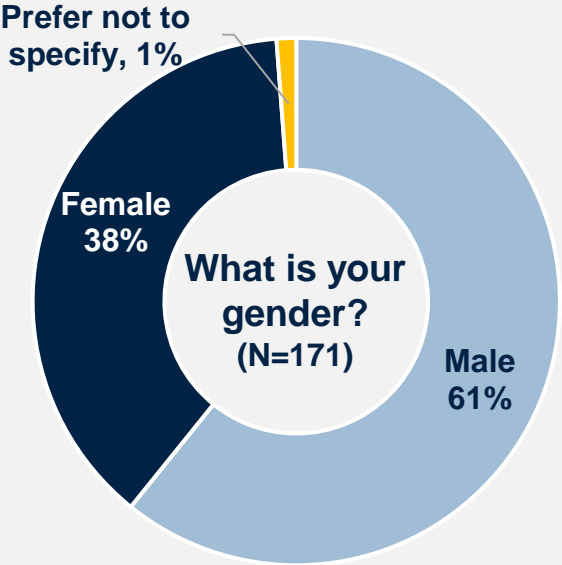
## Which of the following WBG agencies do you collaborate/work with in Uruguay? (N=134)

*Percentages equal more than 100% because respondents could choose multiple agencies within the WBG.*

*Compared to respondents from other stakeholder groups, the private sector respondents were significantly more likely to collaborate with the IFC (55%) and significantly less likely to collaborate with the WB (64%).*



# Sample Demographics (continued)



# Detailed Methodology

From **March to May 2024**, a total of 850 stakeholders in Uruguay were invited to provide their opinions on the WBG’s work by participating in a Country Opinion Survey (COS). A list of potential participants was compiled by the WBG country team and the field agency. Participants were drawn from the Offices of the President, Vice President, Minister, and Parliament, government institutions, local governments, bilateral or multilateral agencies, the private sector, civil society, academia, and the media.

Of these stakeholders, **203 participated in the survey (24% response rate)**. Respondents completed the questionnaire via an online platform.

**The results of this year’s survey were compared to the FY20 Survey, which had a response rate of 35% (N=162).**

Comparing responses across Country Surveys reflects changes in attitudes over time but also changes in respondent samples, changes in methodology, and changes to the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. This year’s survey had a broader distribution of respondents across stakeholder groups with better outreach to and/or response from bilateral or multilateral agencies and civil society organizations. Any differences in stakeholder composition between the two years should be considered when interpreting the results of the past-year comparison analyses.

Key statistically significant findings (tested at the research standard of  $p < .05$ ) are noted throughout the report.

Breakdowns for individual questions by stakeholder group can be found in the “Uruguay COS FY24 Appendices with data breakdowns.xlsx” file published in the WBG Microdata Library, along with the survey microdata and this report.

Percentage of Respondents	FY 2020	FY 2024
<b>Government Principals:</b> Office of the President, Vice President, Minister, Parliamentarian	7%	10%
<b>Government Institutions:</b> Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	36%	23%
<b>Local Government</b>	3%	0%
<b>Bilateral/Multilateral Agency:</b> Embassy, Development Organization, Development Bank, UN Agency	9%	15%
<b>Civil Society Organization:</b> Local and regional NGOs, Community-Based Organization, Private Foundation, Professional/Trade Association, Faith-Based Group, Youth Group	6%	20%
<b>Private Sector:</b> Private Company, Financial Sector Organization, Private Bank	19%	11%
<b>Academia / Research Center</b>	10%	13%
<b>Media</b>	11%	8%
<b>Total Number of Respondents</b>	<b>137</b>	<b>196</b>

# Indicator Questions

Every country that engages in the Country Opinion Survey (COS) must include specific indicator questions, several of which are aggregated for the World Bank Group's annual Corporate Scorecard and are highlighted in **red** below.

**A1\_5.** How much do you trust the World Bank Group to do what is right for Uruguay? Scale: 1 Not at all – 10 Very much

**A2.** How effective is the World Bank Group in helping Uruguay achieve development results? Scale: 1 Not effective at all – 10 Very effective

**A3.** How significant a contribution do you believe the WBG's knowledge work make to development results in Uruguay?  
Scale: 1 Not significant at all – 10 Very significant

To what extent do you agree with the following statements? Scale: 1 Strongly disagree – 10 Strongly agree

**A4.** The WBG currently plays a relevant role in development in Uruguay.

**A5.** The WBG's work is aligned with what I consider the development priorities for Uruguay.

**A6.** The WBG has a positive influence on shaping development policy in Uruguay.

**A7.** The WBG's work helps end poverty in Uruguay

To what extent is the WBG an effective development partner in terms of each of the following? Scale: 1 To no degree at all – 10 To a very significant degree

**C1\_1.** Responsiveness to needs in Uruguay

**C1\_2.** Access to WBG staff and experts

**C1\_3.** Flexibility when circumstances change in Uruguay

**C1\_5.** Being a long-term partner to Uruguay

To what extent is the WBG an effective development partner in Uruguay, in terms of collaborating with the following groups?

Scale: 1 To no degree at all – 10 To a very significant degree

**C2\_1.** National government

**C2\_4.** Private sector

**C2\_5.** Civil society

**C2\_6.** Other donors and development partners

To what extent do you agree with the following statements? Scale: 1 Strongly disagree – 10 Strongly agree

**C4\_1.** The WBG's financial instruments (i.e., budget support, loans, grants, trust funds) meet the needs of Uruguay.

**C6\_1.** I am satisfied with the quality of the WBG's knowledge work in Uruguay.

**C6\_4.** The WBG's knowledge work is tailored to Uruguay's context.







Country Opinion Surveys

# Thank you

*For more information about this report  
or the Country Opinion Survey program,  
please contact:*

[countrysurveys@worldbankgroup.org](mailto:countrysurveys@worldbankgroup.org)

