



# **Colombia**

The World Bank Group  
Country Survey FY 2013

Report of Findings  
August 2013

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## I. Objectives

This survey was designed to achieve the following objectives:

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

## II. Methodology

In May and June 2013, 665 stakeholders of the World Bank Group in Colombia were invited to provide their opinions on the Bank's assistance to the country by participating in a country survey. Participants in the survey were drawn from among the office of the President; the office of a Minister; the office of a Parliamentarian; employees of a ministry, ministerial department, or implementation agency; consultants/contractors working on World Bank Group-supported projects/programs; project management units (PMUs) overseeing implementation of a project; local government officials or staff; bilateral agencies; multilateral agencies; private sector organizations; private foundations; the financial sector/private banks; NGOs; community-based organizations (CBOs); the media; independent government institutions; trade unions; faith-based groups; academia/research institutes/think tanks; and the judiciary branch. A total of 271 stakeholders participated in the country survey (41% response rate).

Respondents received questionnaires via courier and returned completed questionnaires similarly. Respondents were asked about: general issues facing Colombia; their overall attitudes toward the World Bank Group; the World Bank Group's effectiveness and results; the World Bank Group's knowledge and convening services; working with the World Bank Group; the World Bank Group's future role in Colombia; the World Bank Group's communication and information sharing in Colombia; and development organizations in the region.

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

- A. General Issues Facing Colombia: Respondents were asked to indicate whether Colombia is headed in the right direction, what they thought were the top three most important development priorities, which areas would contribute most to reducing poverty in Colombia, and how to best achieve "shared prosperity".
- B. Overall Attitudes toward the World Bank Group (WBG): Respondents were asked to rate their familiarity with the WBG and the IFC, the WBG's effectiveness in Colombia, the effectiveness of the WBG's collaboration, the WBG's staff preparedness to help Colombia solve its development challenges, their agreement with various statements regarding the WBG's work, and the extent to which the WBG is an effective development partner and the WBG's services meet the national development needs of Colombia. Respondents were also asked to indicate the sectoral areas on which it would be most productive for the WBG to focus its resources, the WBG's greatest weaknesses in its work, with which stakeholder groups the WBG should collaborate more, and to what reasons respondents attributed failed or slow reform efforts.
- C. World Bank Group Effectiveness and Results: Respondents were asked to rate the extent to which the WBG's work helps achieve development results in Colombia, the extent to which the WBG meets Colombia's needs for knowledge services and financial instruments, and the WBG's level of effectiveness across nine aspects of Colombia's national development plan.

## II. Methodology (continued)

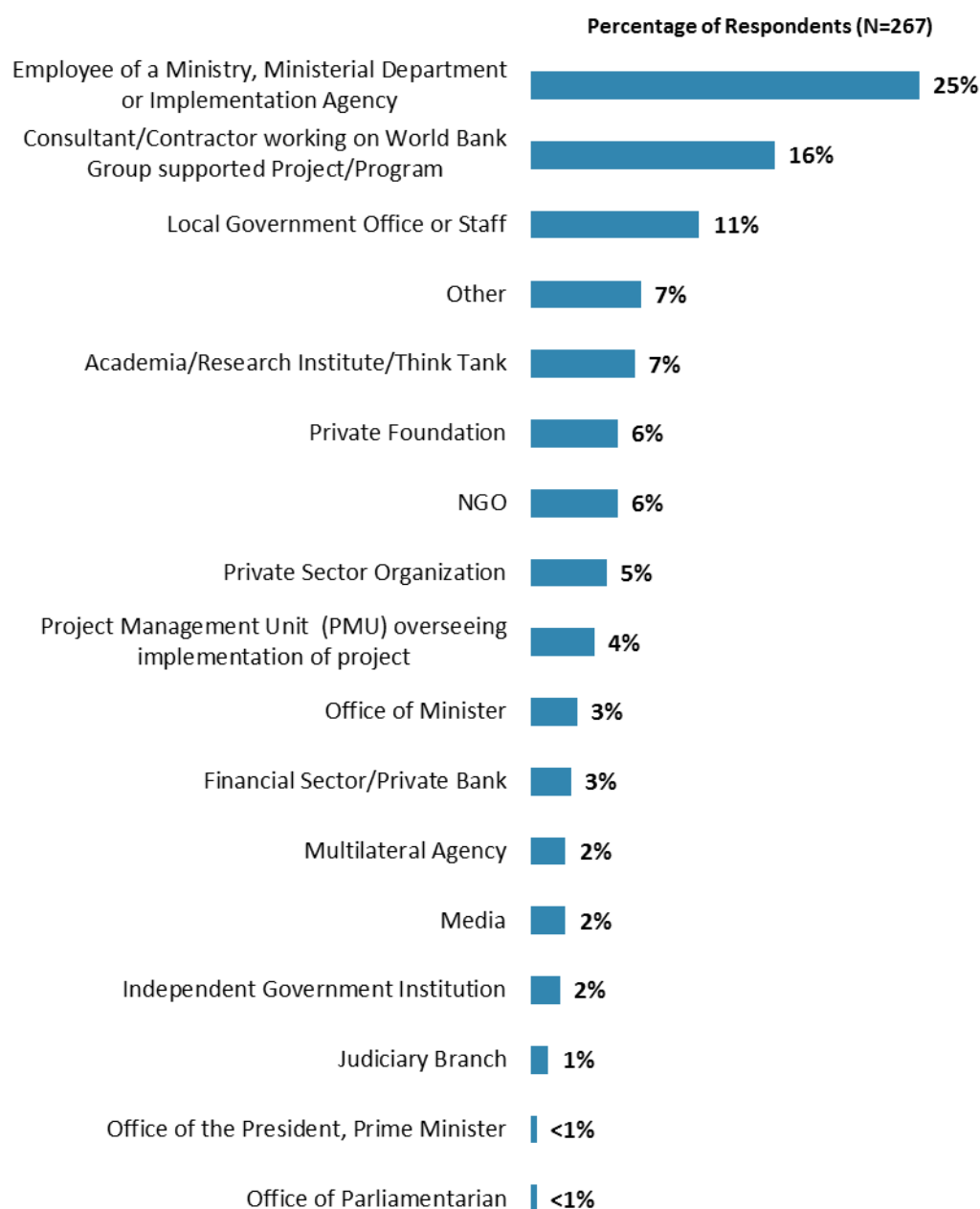
- D. The World Bank Group's Knowledge and Convening Services: Respondents were asked to indicate how frequently they interact with the WBG on knowledge and convening services and to rate the quality of the WBG's knowledge and convening services, including how significant of a contribution it makes to development results and its technical quality. Respondents were also asked if they consulted the most recent LAC Flagship Report and if so, to evaluate it.
- E. Working with the World Bank Group: Respondents were asked to rate their level of agreement with a series of statements regarding working with the WBG, such as working with the World Bank Group increasing Colombia's institutional capacity.
- F. The Future Role of the World Bank Group in Colombia: Respondents were asked to rate to what extent the World Bank has moved in the right direction in the last three years, how significant a role the WBG and international development corporation should play in Colombia's development in the near future, and how significant a role the IFC should play in helping Colombia achieve its goals in the future. Respondents were also asked to indicate what the WBG should do to make itself of greater value in Colombia and which services the WBG should offer more of in Colombia.
- G. Communication and Information Sharing: Respondents were asked to indicate how they get information about development issues, how they prefer to receive information from the WBG, and their usage and evaluation of the WBG's website. Respondents were asked about their awareness of the WBG's Access to Information policy, past information requests, and their level of agreement that they use more data from the WBG than a few years ago. Respondents were also asked about their level of agreement that they know how to find information from the WBG and that the WBG is responsive to information requests.
- H. Development Organizations in the Region: Respondents were asked to rate their familiarity and impressions of effectiveness with the Inter-American Development Bank and Latin American Development Bank.
- I. Background Information: Respondents were asked to indicate their current position, specialization, whether they professionally collaborate with the WBG, whether they are an IFC client, their exposure to the WBG in Colombia, which WBG agencies they work with, and geographic location.

In addition, when possible, responses from respondents completing this year's country survey were compared to responses from the 147 respondents (37% response rate) who completed the survey in FY 2011 and the 170 respondents (44% response rate) who completed the survey in FY 2007. Notations and/or charts are included when these comparisons were possible.

### III. Demographics of the Sample

#### Current Position

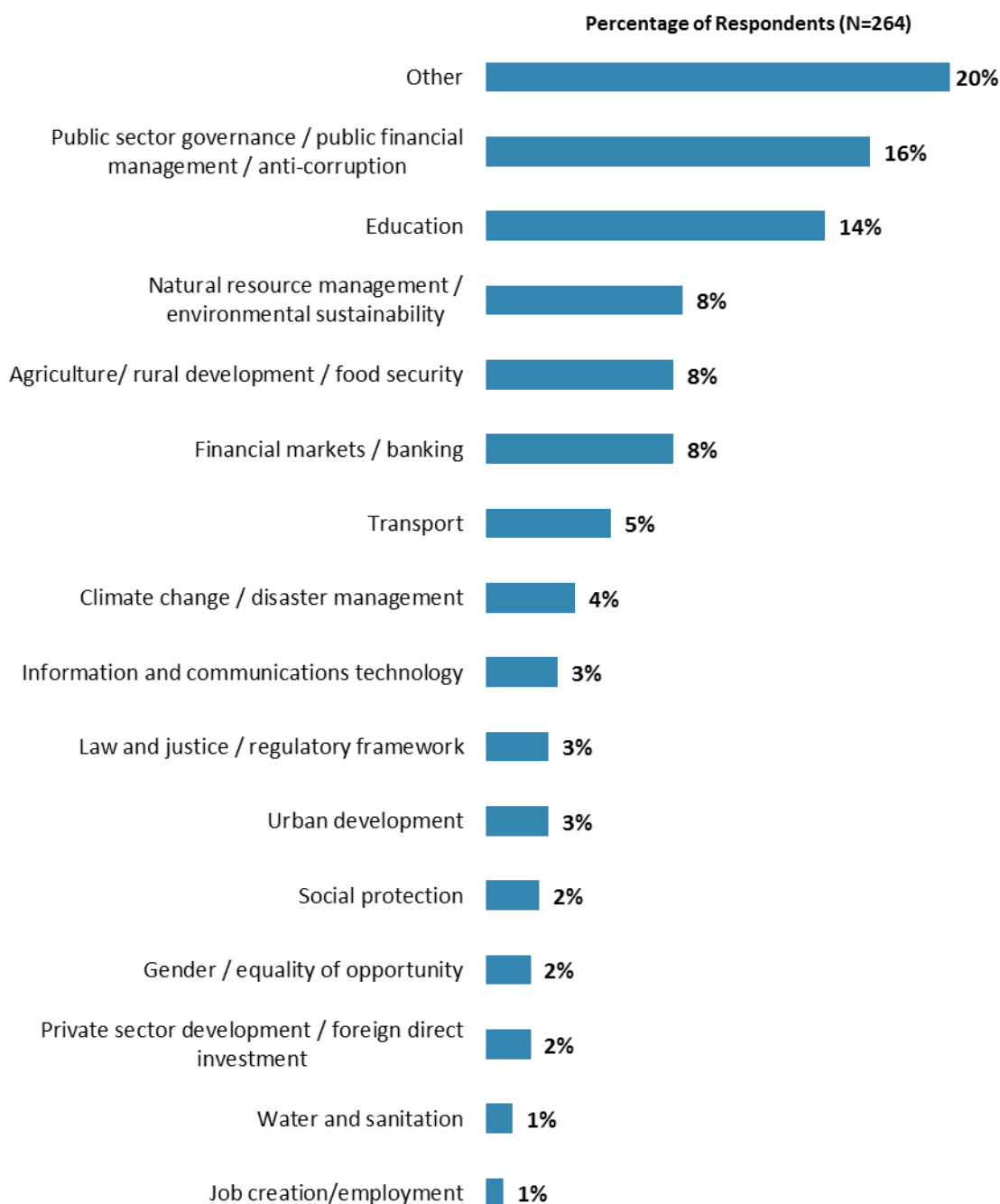
- For further analyses, respondents from the office of a Minister were combined with those from the office of the President; respondents from CBOs were combined with those from NGOs; respondents from the financial sector/private banks were combined with those from the private sector; and the few respondents from the office of a Parliamentarian and the judiciary were included in the “Other” category.



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

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

#### Area of Primary Specialization

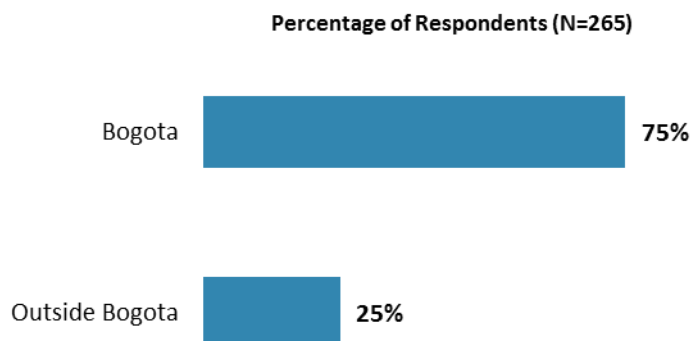


"Please identify the primary specialization of your work." (Respondents chose from a list.)

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

#### Geographic Location

- Responses across geographic locations for all country survey questions can be found in Appendix C (see page 76). Only significant differences between geographic locations in response to indicator questions will be discussed in the body of this report.



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

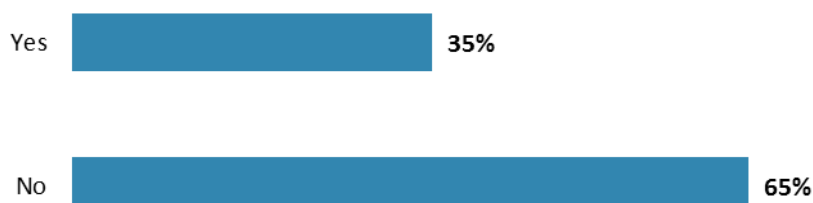


### III. Demographics of the Sample (continued)

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

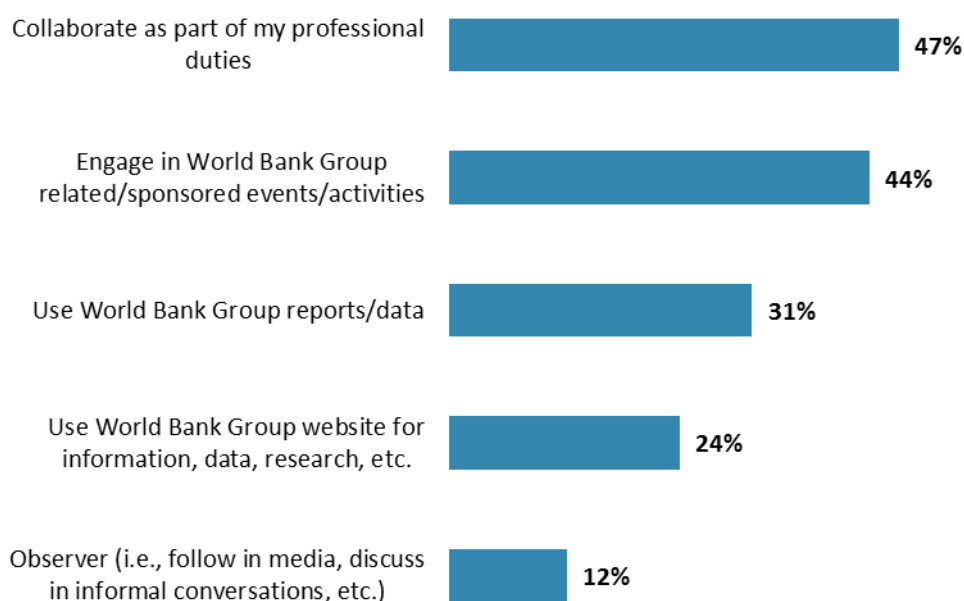
- Differences in responses to the indicator questions, based on levels of collaboration and exposure to the World Bank Group in Colombia, can be found in Appendix F (see page 89). Please note that where these two factors appear to have a significant relationship with overall views of the Bank, it is highlighted in yellow in that table.

Percentage of Respondents (N=265)



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

Percentage of Respondents (N=254)



"Which of the following describes most of your exposure to the World Bank Group in Colombia?  
(Choose no more than TWO)" (Respondents chose from a list. Responses combined.)

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

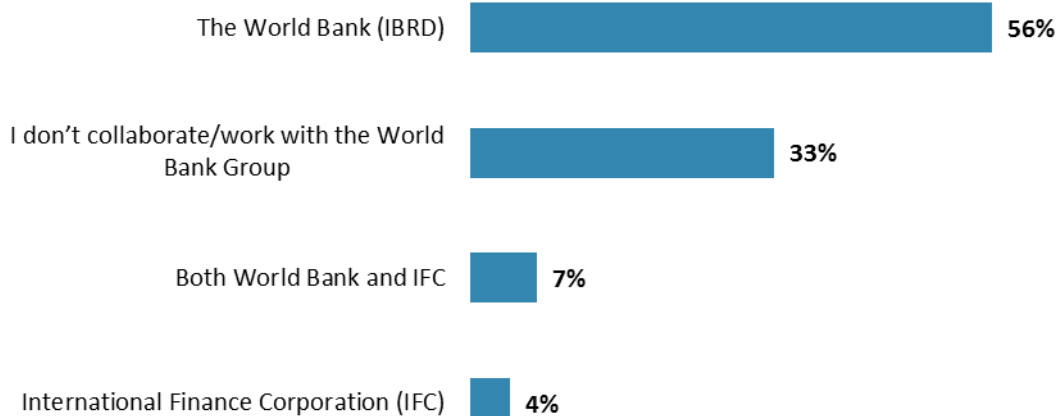
#### Exposure to Agencies within the World Bank Group

Percentage of Respondents (N=264)



"Are you/have you been an IFC client?"

Percentage of Respondents (N=236)

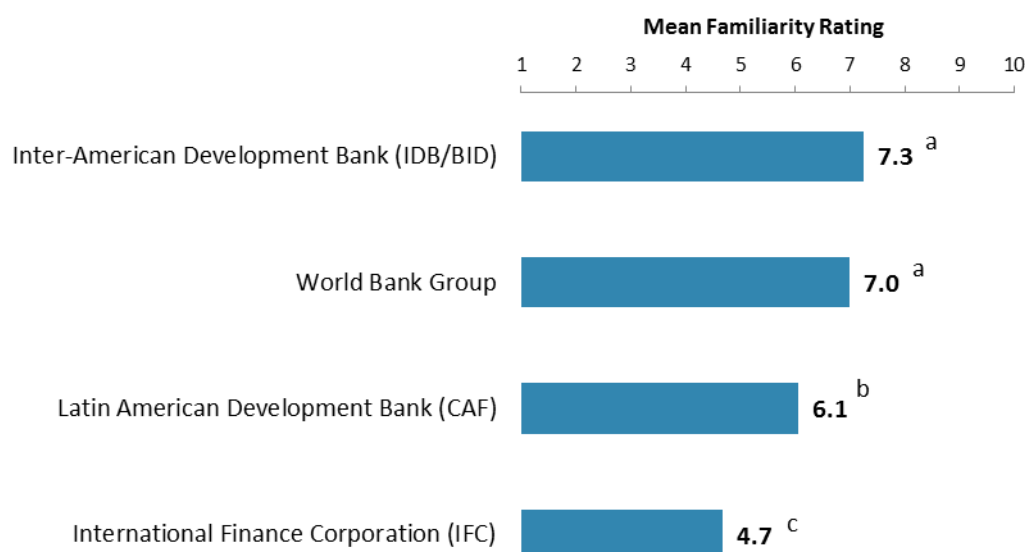


"Currently, which of the following agencies of the World Bank Group do you primarily work with in Colombia?" (Respondents chose from a list.)

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

#### Familiarity with the World Bank Group

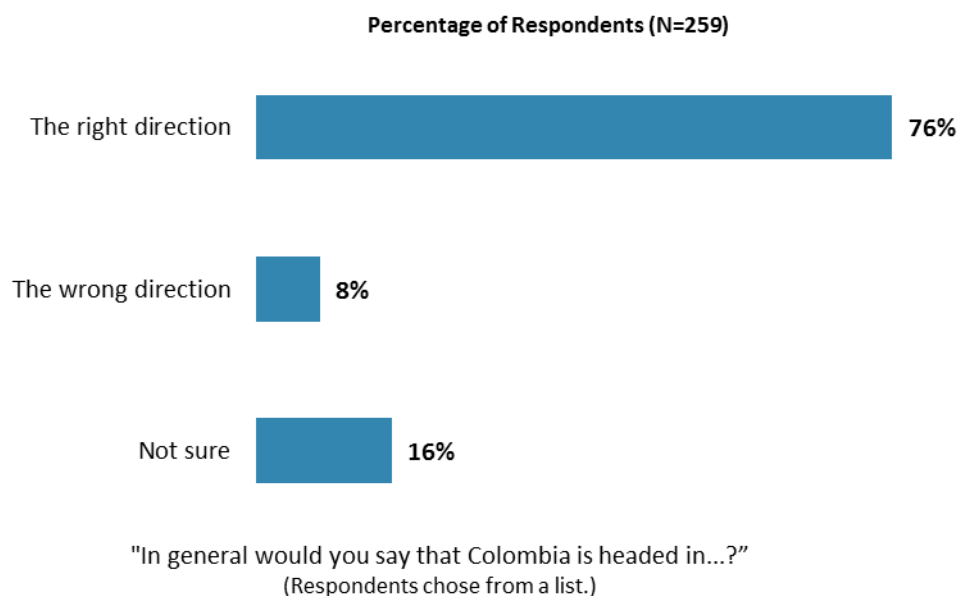
- Respondents' familiarity with the World Bank Group in Colombia was significantly higher than their familiarity with the Latin American Development Bank and IFC in Colombia, but statistically similar to that of the Inter-American Development Bank.
- Familiarity with the World Bank Group in Colombia received a mean rating of 7.0 across all respondents, statistically similar to the mean level of familiarity received in the FY '11 country survey (7.1) and the FY '07 country survey (6.7).
- Respondents from the office of the President/Minister, PMUs, and consultants on WBG-supported projects had the highest levels of familiarity with the WBG whereas respondents from NGOs/CBOs and academia had significantly lower levels of familiarity. Respondents across all stakeholder groups had statistically similar levels of familiarity with the IFC.
- Respondents from Bogota and outside Bogota had statistically similar levels of familiarity with the WBG and the IFC in Colombia.
- Respondents' ratings of familiarity with the WBG were significantly, strongly correlated with their perceptions of the WBG's overall effectiveness in Colombia and significantly, moderately correlated with the WBG's relevance to Colombia's development and perceptions of the WBG's ability to help achieve development results in Colombia.



"How familiar are you with the work of the \_\_\_\_ in Colombia?"  
 (1 - "Not familiar at all", 10 - "Extremely familiar"; Unique letters are significantly different.)

## IV. General Issues Facing Colombia

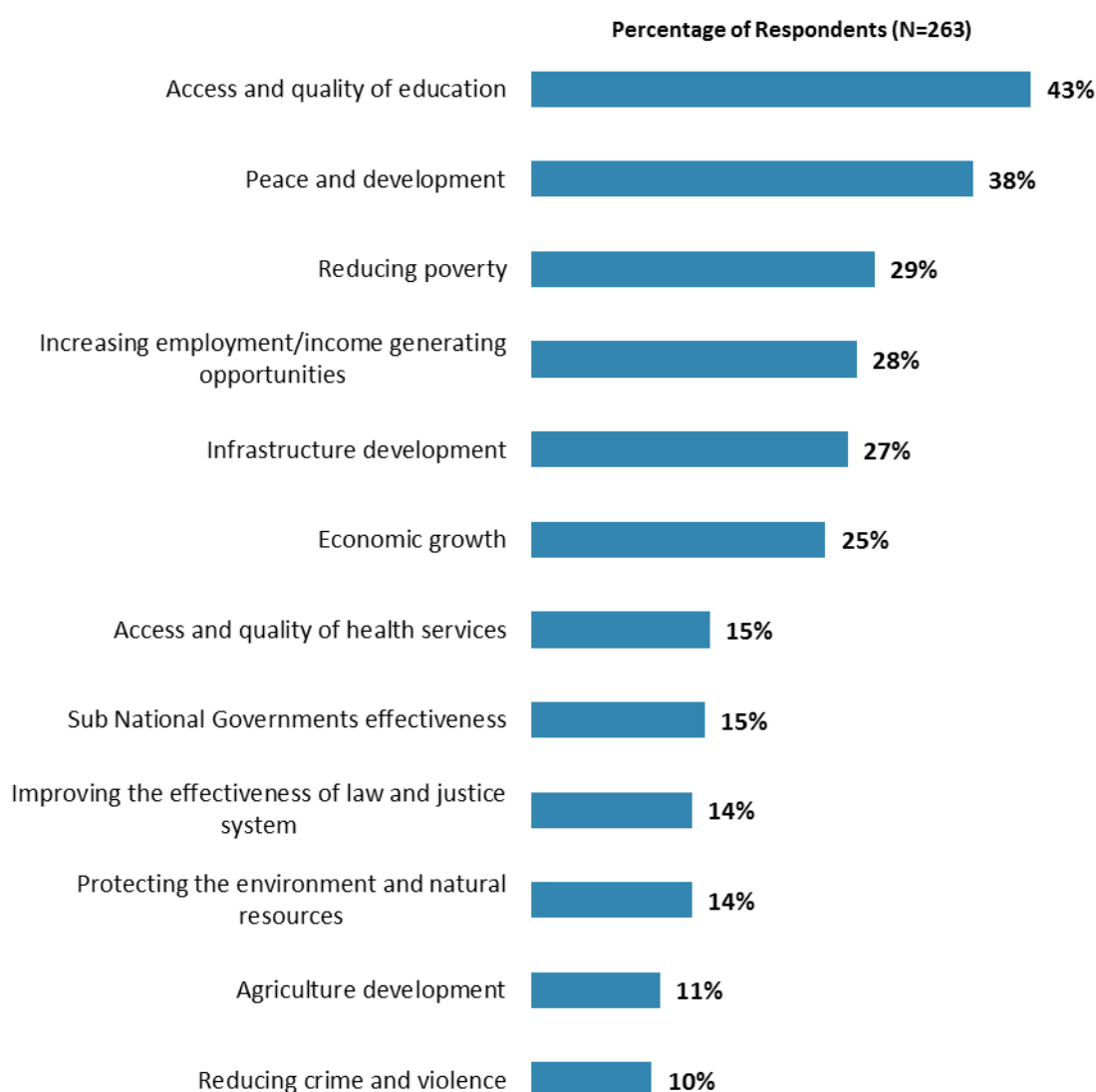
### Colombia Headed in the Right Direction



## IV. General Issues Facing Colombia (continued)

### Development Priorities

- In the FY '11 country survey, respondents indicated that access and quality of education (36%), reducing poverty (27%), and economic growth (23%) were the most important development priorities for Colombia. Similarly, respondents in the FY '07 country survey indicated that reducing poverty (43%), increasing employment (27%), increasing access to education (23%), and economic growth (20%) were the most important development priorities for Colombia.

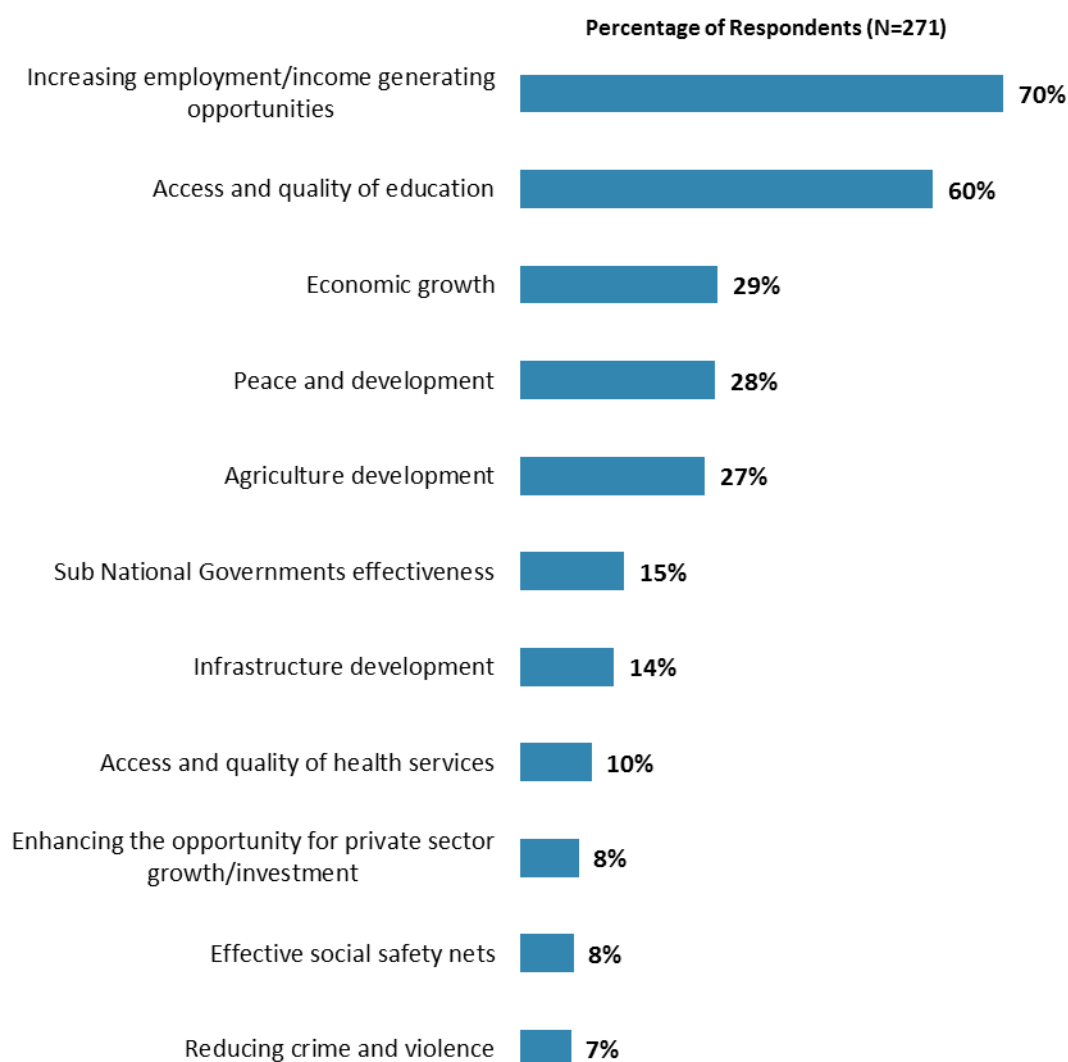


"Listed below are a number of development priorities in Colombia. Please identify which of the following you consider the most important development priorities in Colombia. (Choose no more than THREE)" (Respondents chose from a list. Responses combined. Top 12 shown.)

## IV. General Issues Facing Colombia (continued)

### Factors Contributing to Poverty Reduction

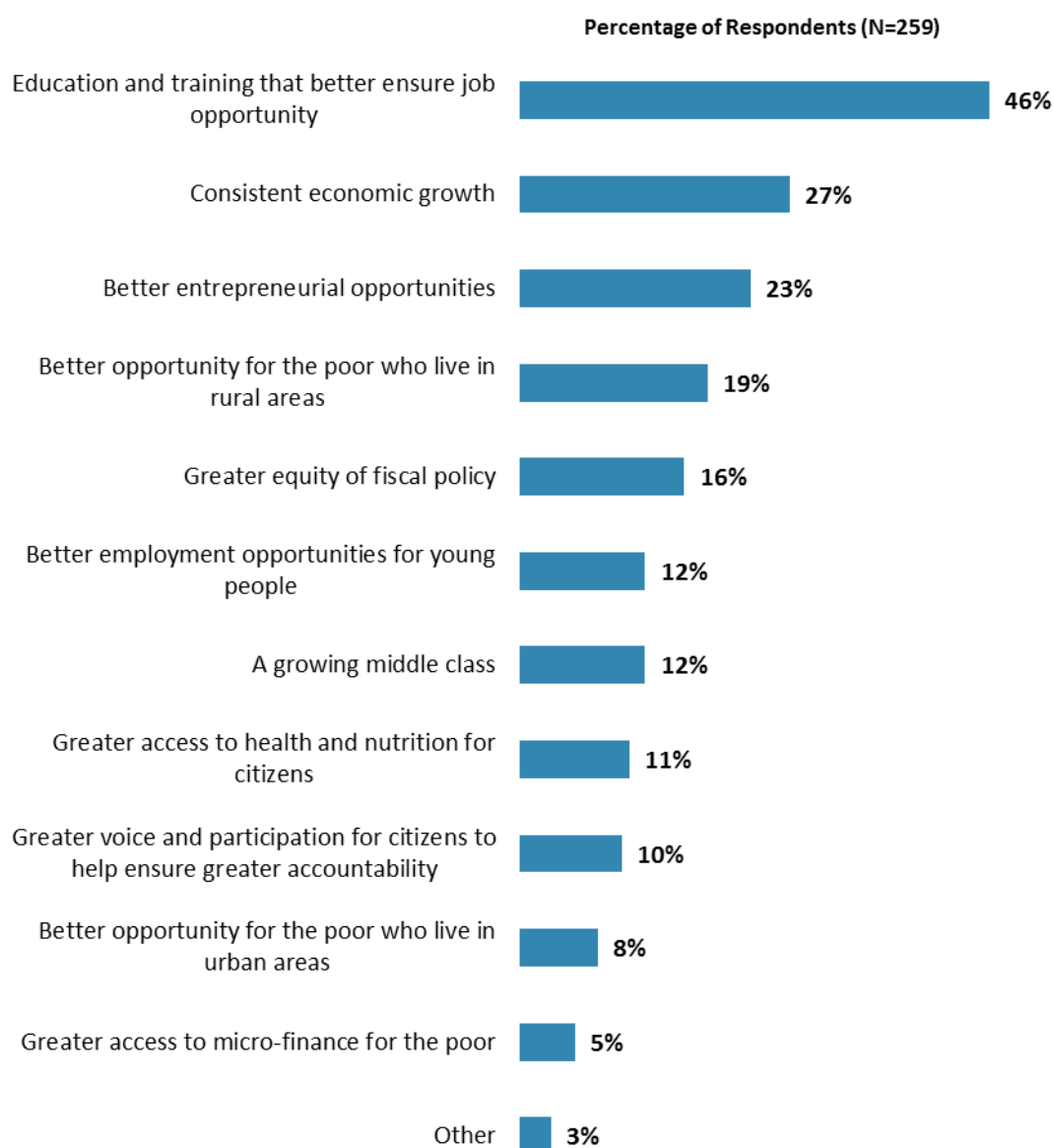
- In the FY '11 country survey, respondents indicated that access and quality of education (50%) and increasing employment (48%) would contribute most to poverty reduction in Colombia. Similarly, respondents in the FY '07 country survey indicated that education (64%) and increasing employment (61%) would most contribute to poverty reduction.



“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?” (Respondents chose from a list. Responses combined. Top 11 shown.)

## IV. General Issues Facing Colombia (continued)

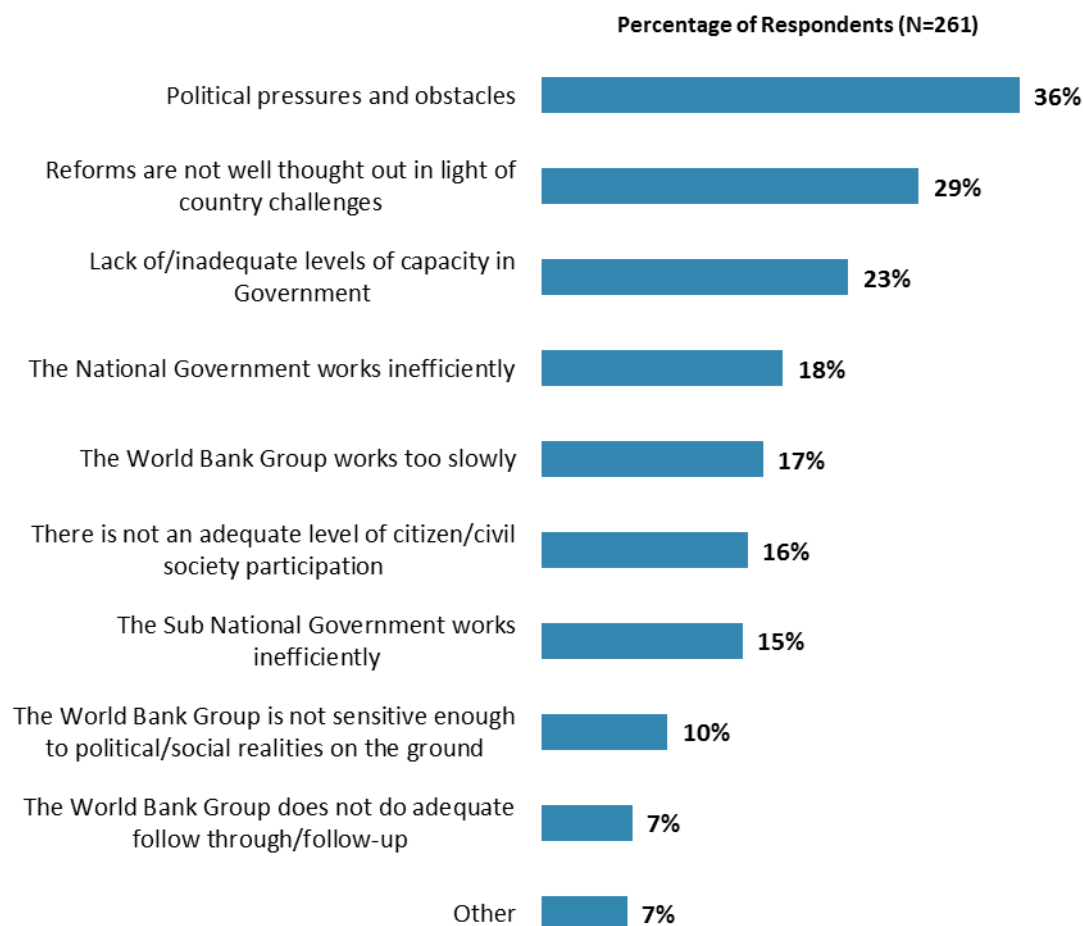
### Factors Contributing to “Shared Prosperity”



“When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Colombia? (Choose no more than TWO)”  
(Respondents chose from a list. Responses combined. Top 12 shown.)

## IV. General Issues Facing Colombia (continued)

### Attributing Slow or Failed Reform Efforts



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

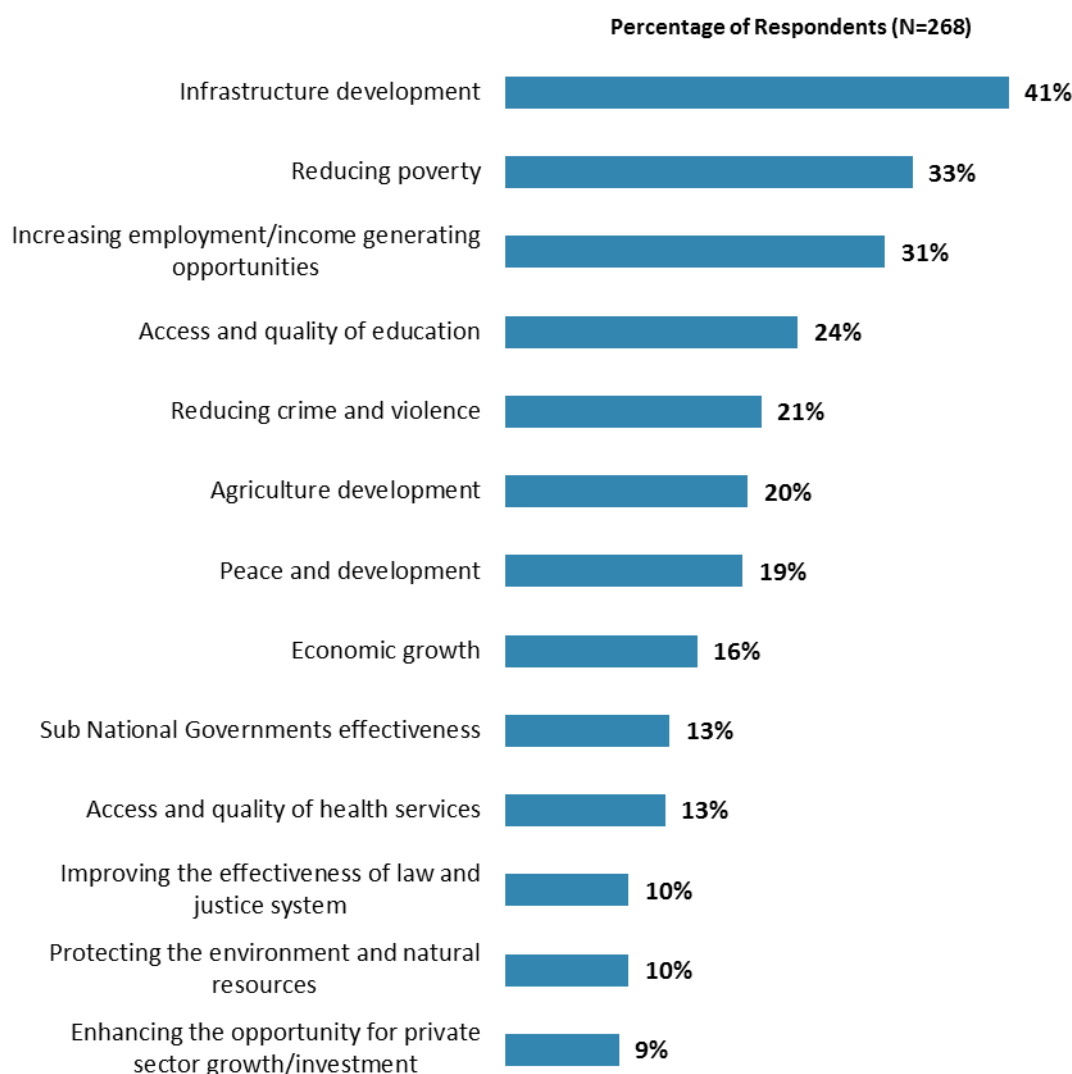


## V. Overall Attitudes toward the World Bank Group

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

### Focusing World Bank Group Resources

- In the FY ’11 country survey, respondents indicated that it would be most productive for the Bank to focus most of its resources on access and quality of education (29%), infrastructure development (24%), increasing employment (20%), and reducing poverty (20%). In FY ’07, respondents indicated that the Bank should focus on reducing poverty (40%), increasing access to education (34%), and increasing employment (23%).

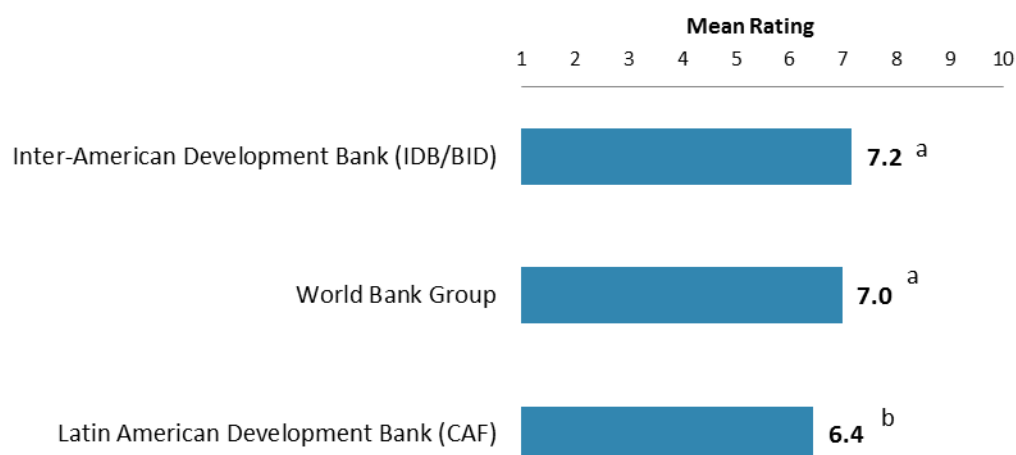


“When thinking about how the World Bank Group can best contribute to development solutions in Colombia, in which sectoral areas do you believe the World Bank Group should focus most of its attention and resources in Colombia? (Choose no more than THREE)”  
(Respondents chose from a list. Responses combined. Top 13 shown.)

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

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

- Respondents' ratings of the effectiveness of the World Bank Group in Colombia was significantly higher than their ratings of the effectiveness of the Latin American Development Bank in Colombia, but statistically similar to that of the Inter-American Development Bank.
- The World Bank Group's effectiveness in Colombia received a mean rating of 7.0 across all respondents, statistically similar to the mean overall effectiveness rating received in the FY '11 country survey (7.0), and significantly higher than the mean overall effectiveness rating received in the FY '07 country survey (6.3).
- Respondents across stakeholder groups and both geographic locations had statistically similar ratings for the World Bank Group's overall effectiveness in Colombia and for the extent to which the World Bank Group's work helps to achieve development results in Colombia.

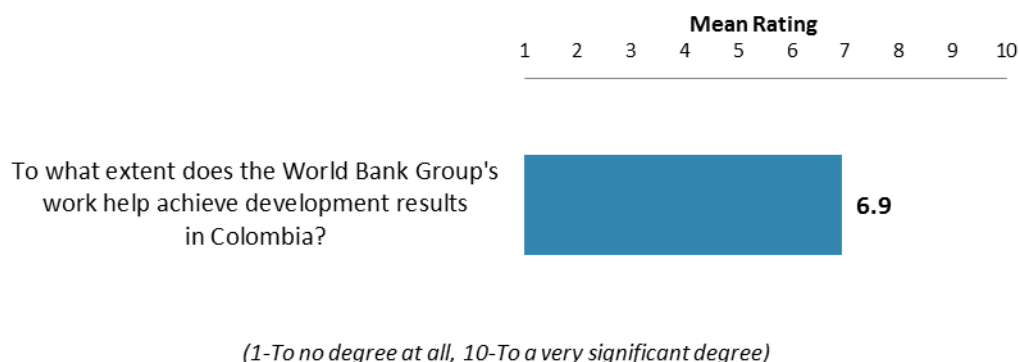


"Overall, please rate your impression of the effectiveness of these organizations in Colombia."  
 (1-Not effective at all, 10-Very effective; Unique letters are significantly different)

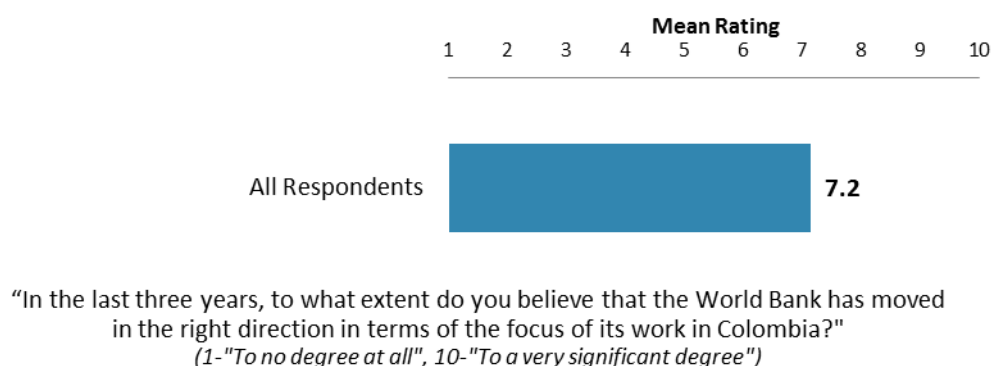
## V. Overall Attitudes toward the World Bank Group (continued)

Respondents across all stakeholder groups and geographic locations gave statistically similar ratings for these key attitudes toward the World Bank Group in Colombia.

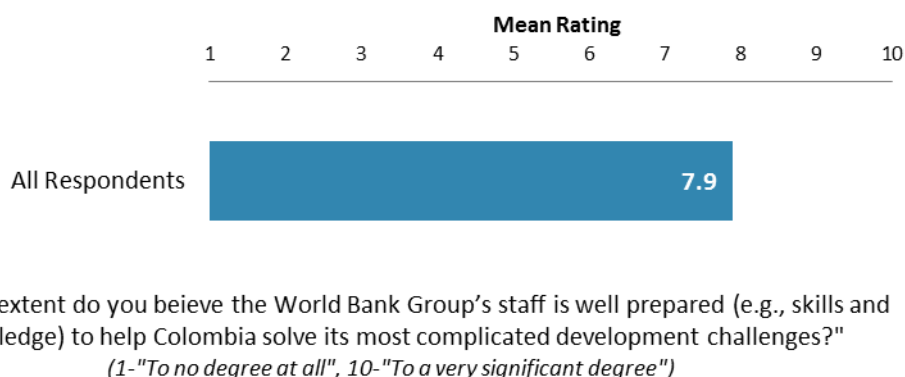
### The World Bank Group Achieves Development Results (*Indicator Question*)



### The Bank Moving in the Right Direction



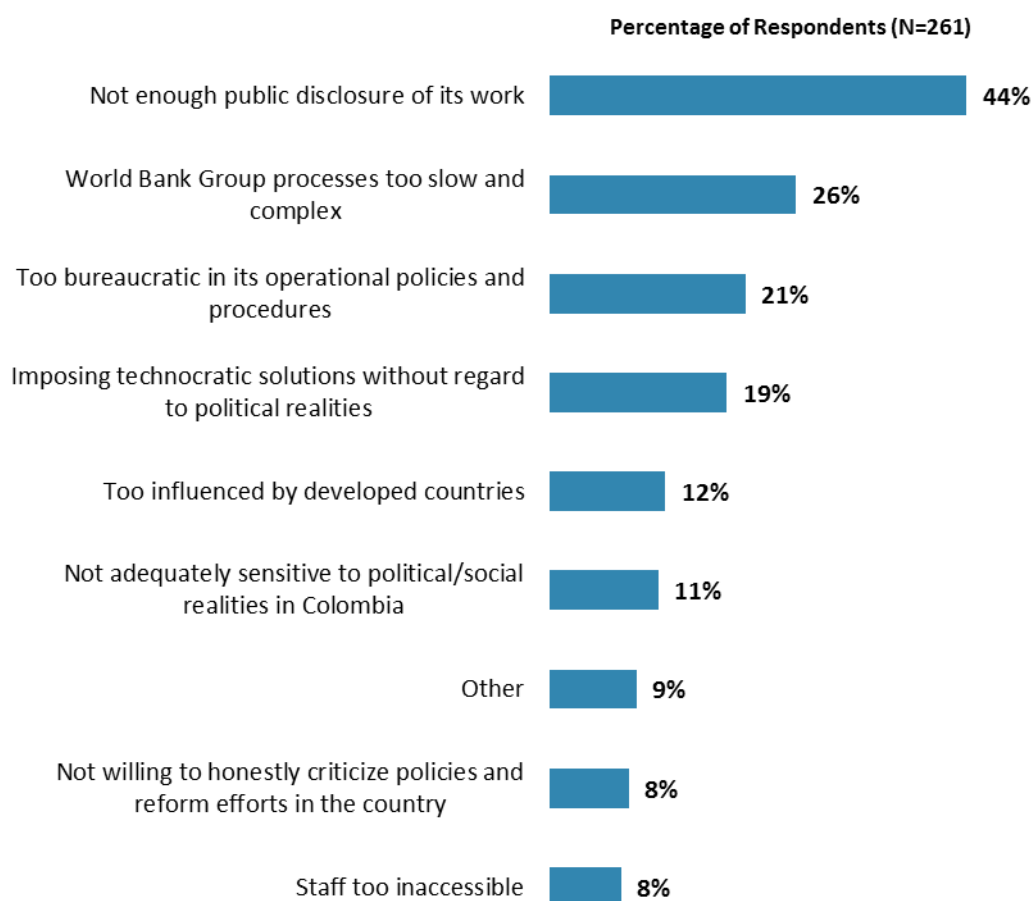
### Staff Preparedness (*Indicator Question*)



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

### Greatest Weakness

- Respondents in the FY '11 country survey indicated that the Bank's greatest weaknesses in its work in Colombia were not enough public disclosure of its work (39%), being too bureaucratic in its operational policies and procedures (31%), and the length of time it takes to process loans (27%). Respondents in the FY '07 country survey indicated that the Bank's greatest weaknesses were imposing technocratic solutions without regard to political realities (30%) and being too bureaucratic in its operational policies and procedures (30%).



“Which of the following do you identify as the World Bank’s greatest WEAKNESSES in its work in Colombia? (Choose no more than TWO)”  
(Respondents chose from a list. Responses combined. Top 9 shown.)

## VI. Sectoral Effectiveness

### Specific Areas of Effectiveness

- Because of the focus on thematic objectives of the World Bank Group's strategy to support Colombia's national development plan, there were just two opportunities to compare the WBG's effectiveness to that in the FY'11 and FY '07 country surveys. Respondents in this year's country survey gave significantly higher ratings of effectiveness for the WBG having an impact on "Opportunity in Education" compared to respondents in the FY'11 country survey (6.2), but statistically similar to the mean rating received in FY'07 (6.3). Respondents across all country surveys had statistically similar ratings for the WBG's effectiveness at "Social protection and improved citizen security".
- Respondents from the office of the President/Minister had the highest ratings for the WBG having an impact on "Opportunity in Education" whereas respondents from NGOs/CBOs, independent government institutions, and academia gave significantly lower ratings.



"In its efforts to support the government of Colombia's national development plan, the World Bank Group is emphasizing in its strategy 2011-2016 a number of thematic objectives. To achieve those objectives, the WBG offers a package of financial, knowledge and convening services to maximize its impact and effectiveness. For each objective below, please indicate how effective you believe the World Bank Group is in terms of having a positive impact on this particular area of development in Colombia." (1-"Not effective at all", 10-"Very effective")

## VI. Sectoral Effectiveness (continued)

### Drivers of Effectiveness

To determine the key drivers of respondents' ratings of the WBG's overall effectiveness and ratings of its ability to help achieve development results in Colombia, bivariate correlational analyses were conducted using respondents' ratings of the nine specific areas of effectiveness.

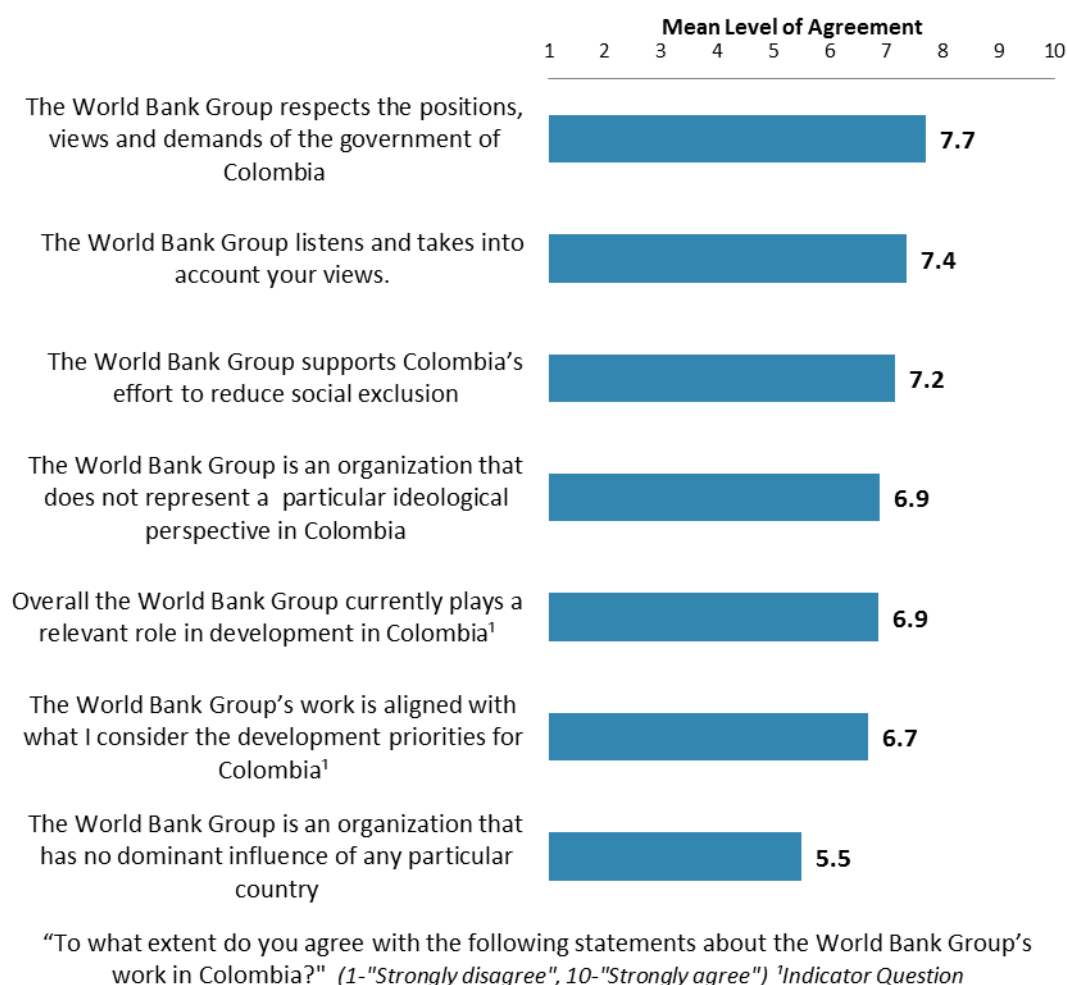
Correlational analyses, however, are not able to tell us exactly what is causing respondents' ratings of the WBG's overall effectiveness or ratings of its ability to help achieve development results. Rather, these analyses tell us that as ratings of effectiveness in one area increase, respondents' ratings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

- Overall Effectiveness: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the WBG's overall effectiveness, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's overall effectiveness in Colombia. The areas determined to be key drivers from these analyses were:
  - The WBG's effectiveness at social protection and improved citizen security;
  - The WBG's effectiveness at performance of social services; and
  - The WBG's effectiveness at productivity and innovation.
- Achieving Development Results: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the WBG's ability to help achieve development results in Colombia, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's ability to help achieve development results. The area determined to be a key driver from these analyses was:
  - The WBG's effectiveness at social protection and improved citizen security.

## VII. How the World Bank Group Operates

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

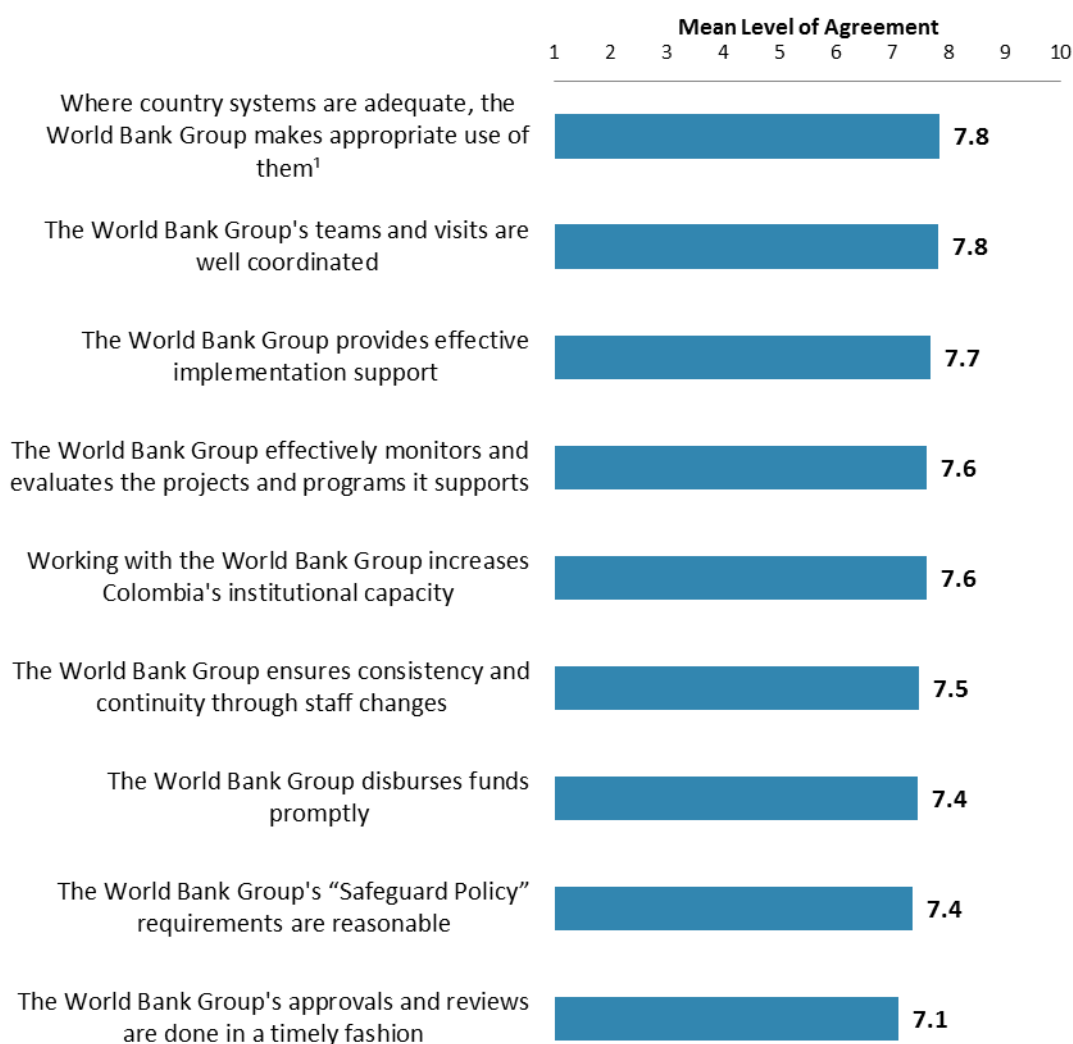
- Respondents in this year's country survey had significantly higher levels of agreement that "Overall the World Bank Group currently plays a relevant role in development in Colombia" and that "The World Bank Group's work is aligned with what I consider the development priorities for Colombia" compared to FY '11 respondents (5.9 and 6.3, respectively) and FY '07 respondents (6.1 and 6.1, respectively).
- Respondents from the office of the President/Minister had the highest levels of agreement that "The World Bank Group is an organization that does not represent a particular ideological perspective in Colombia" whereas respondents from academia had significantly lower levels of agreement.



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

### Overall Perceptions

- Respondents in this year's country survey had statistically similar levels of agreement for all statements that could be compared to respondents from the FY '11 country survey.
- Consultants on WBG-supported projects and respondents from PMUs and multilateral agencies had the highest levels of agreement that "The World Bank Group disburses funds promptly" whereas respondents from independent government institutions and academia had significantly lower levels of agreement.
- Respondents from outside Bogota had significantly higher levels of agreement for the indicator question, "Where country systems are adequate, the World Bank Group makes appropriate use of them" compared to respondents from Bogota. All geographic location comparisons can be found in the Appendix.



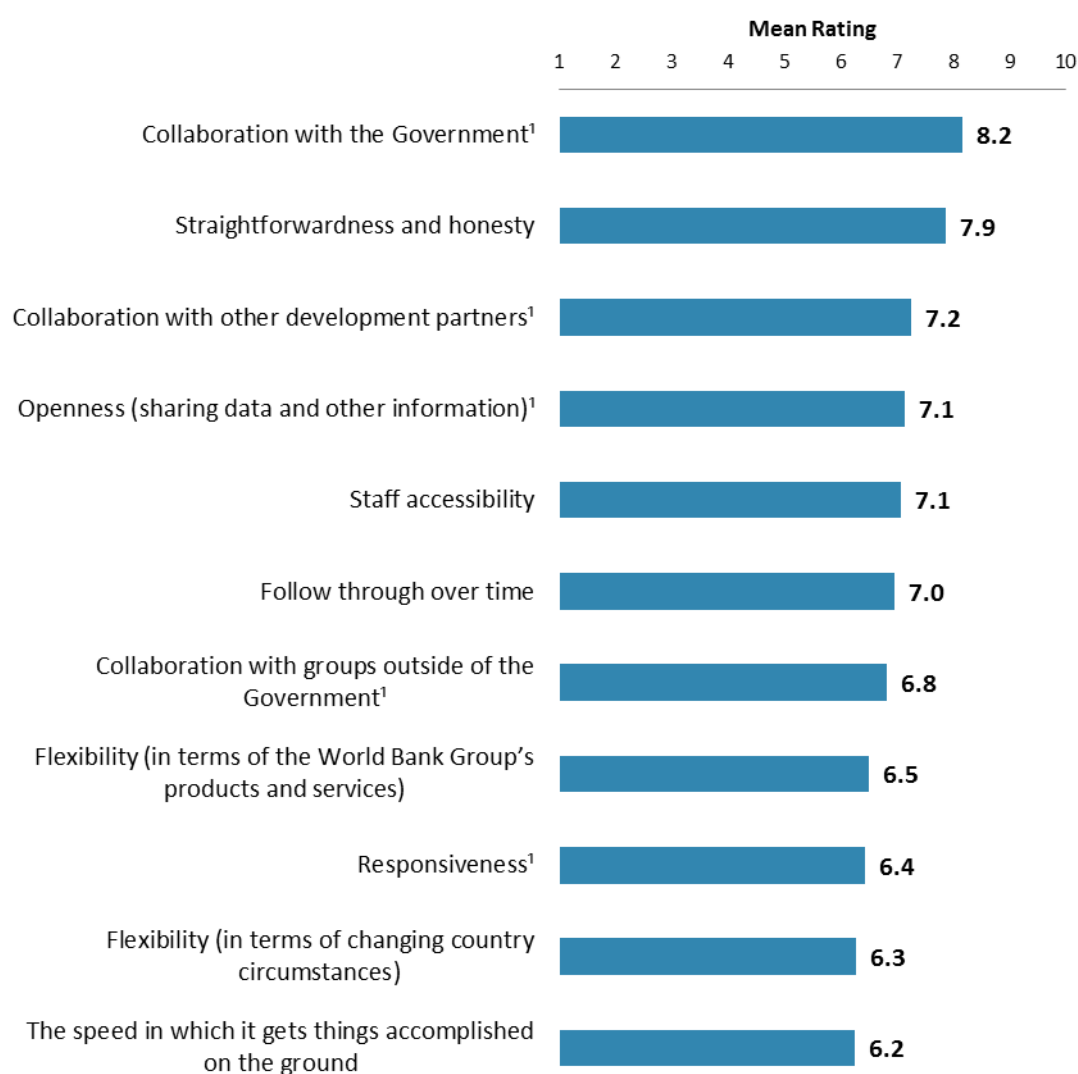
"To what extent do you agree/disagree with the following statements?"  
 (1-"Strongly disagree", 10-"Strongly agree") <sup>1</sup>Indicator Question



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

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

- Respondents in this year's country survey gave significantly higher ratings for the WBG's "Staff accessibility" compared to respondents from the FY '11 country survey (6.5) and FY '07 country survey (6.3), but significantly *lower* ratings for the WBG's "Straightforwardness and honesty" compared to respondents from the FY '07 country survey (8.3).
- Consultants on WBG-supported projects and respondents from the private sector/ financial sector/private banks gave the highest ratings for the WBG's "Collaboration with groups outside of the Government" whereas respondents from multilateral agencies and academia gave significantly lower ratings.

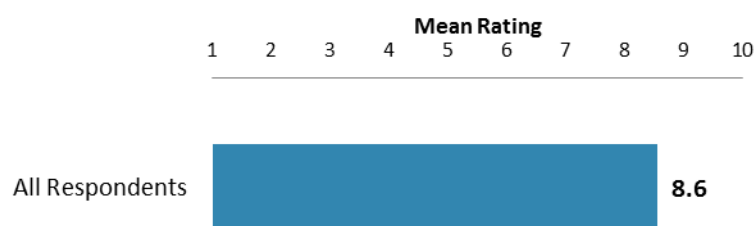


"To what extent is the World Bank Group an effective development partner in Colombia, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree") <sup>1</sup>Indicator Question

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

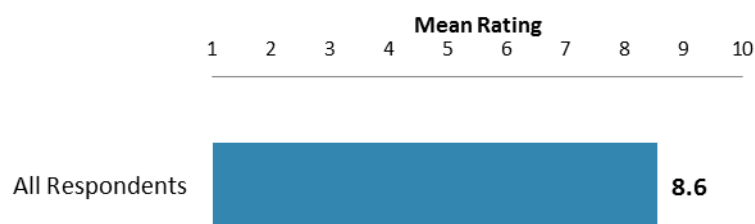
### Role Significance: WBG

- The significance of the role the WBG should play in Colombia's development in the near future received a mean rating of 8.6, statistically similar to the mean rating received in the FY '11 country survey (8.3).



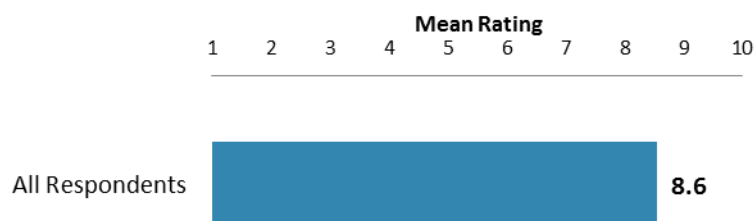
"How significant a role do you believe the World Bank Group SHOULD play in Colombia's development in the near future?" (1-"Not a significant role at all", 10-"Very significant role")

### Role Significance: International Development Cooperation



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

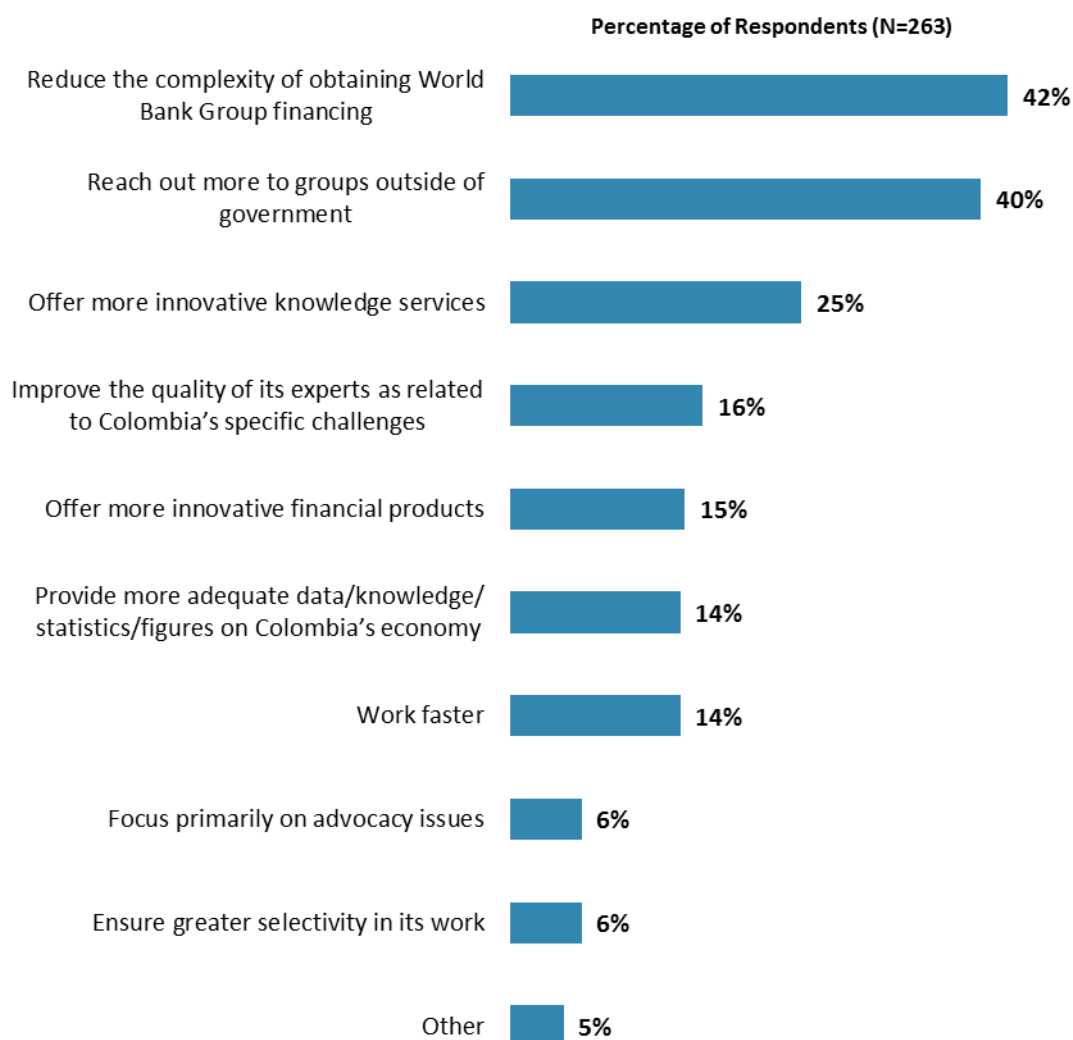
### Role Significance: IFC



"How significant a role do you believe IFC, through its support for the private sector, SHOULD play in helping Colombia achieve its economic and social development goals in the future?" (1-"Not a significant role at all", 10-"Very significant role")

## VIII. The Future Role of the World Bank Group in Colombia (cont.)

### Making the World Bank Group of Greater Value

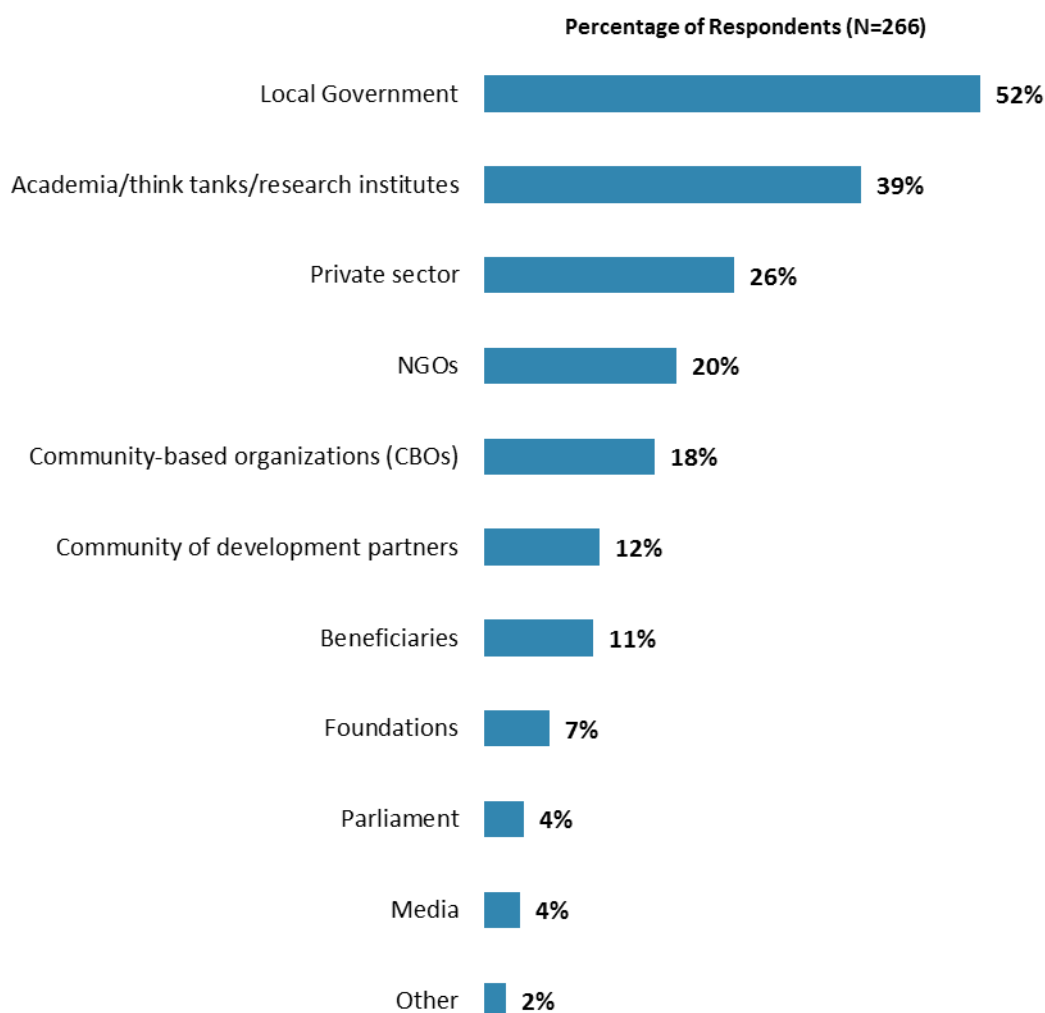


"Which of the following SHOULD the World Bank Group do to make itself of greater value in Colombia? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)

## VIII. The Future Role of the World Bank Group in Colombia (cont.)

### Collaborating with Stakeholders in Colombia

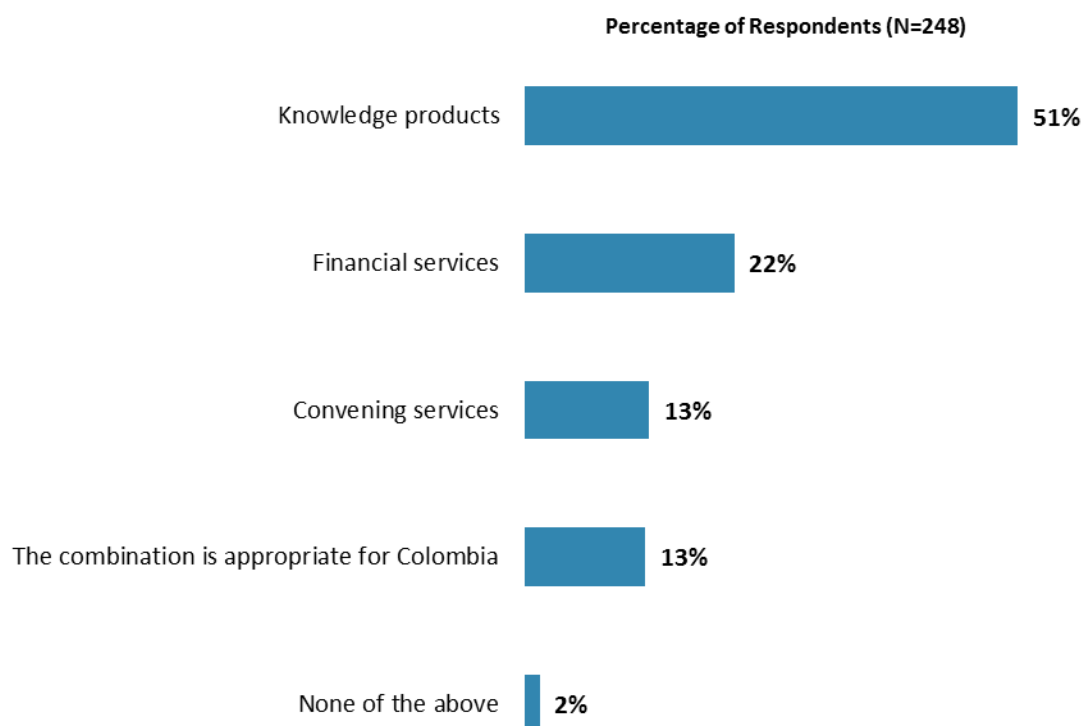
- Respondents in the FY '11 country survey indicated the World Bank Group should work more with local government (65%), followed by private sector (37%) and academia (27%) to ensure better development results in Colombia.
- Employees of ministries and respondents from the office of the President/Minister, PMUs, local government, multilateral agencies, media, and other organizations indicated that the WBG should collaborate more with local government in Colombia. Respondents from the private/financial sector/private banks indicated that the WBG should collaborate more with the private sector. Consultants on WBG-supported projects indicated that the WBG should collaborate more with local government and academia. Respondents from private foundations indicated that the WBG should collaborate more with NGOs and foundations. Respondents from NGOs/CBOs indicated that the WBG should collaborate more with NGOs. Respondents from independent government institutions and academia indicated that the WBG should collaborate more with academia.



“In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there?” (Respondents chose from a list. Responses combined.)

## VIII. The Future Role of the World Bank Group in Colombia (cont.)

### The WBG should offer More Knowledge Products

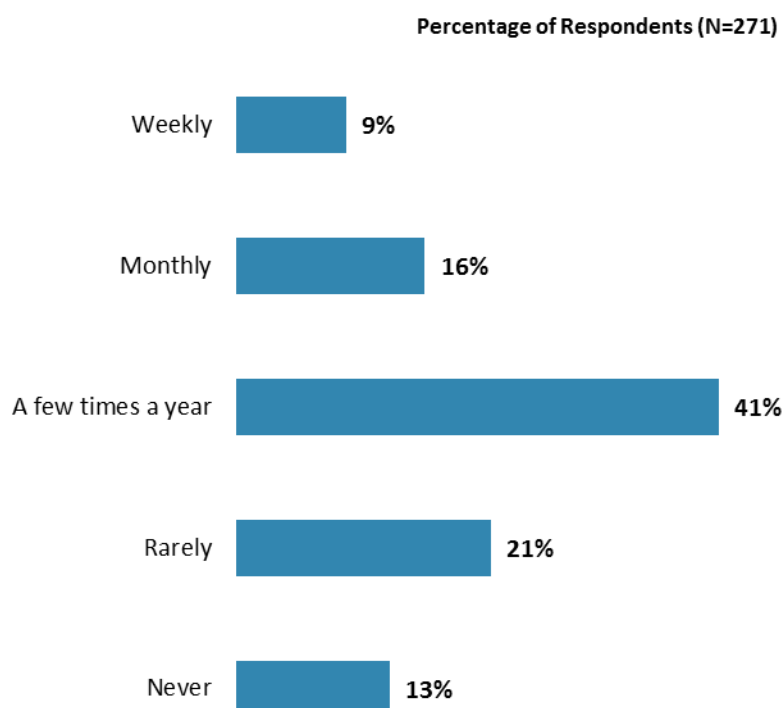


“When considering the combination of services that the World Bank Group offers in Colombia, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank should offer more of in Colombia?” (Respondents chose from a list.)

## IX. World Bank Group Knowledge and Convening Services

### Frequency of Interacting with the WBG on Knowledge and Convening Services

- Employees of ministries, consultants on WBG-supported projects, and respondents from the office of the President/Minister, PMUs, and multilateral agencies interacted with the WBG on knowledge and convening services significantly more often than respondents from other stakeholder groups.

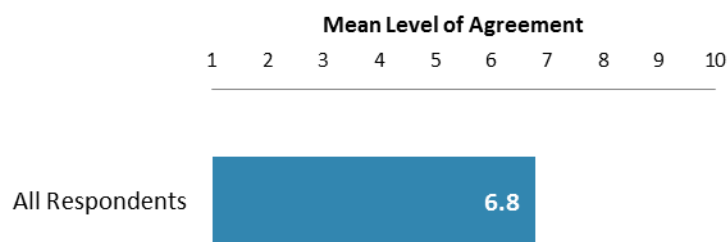


"How frequently do you interact with the World Bank Group on knowledge and convening services in the work you do?" (Respondents chose from a list.)

## IX. World Bank Group Knowledge and Convening Services (cont.)

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

- Respondents across all stakeholder groups and both geographic locations had statistically similar levels of agreement that the WBG meets Colombia's needs for knowledge services.

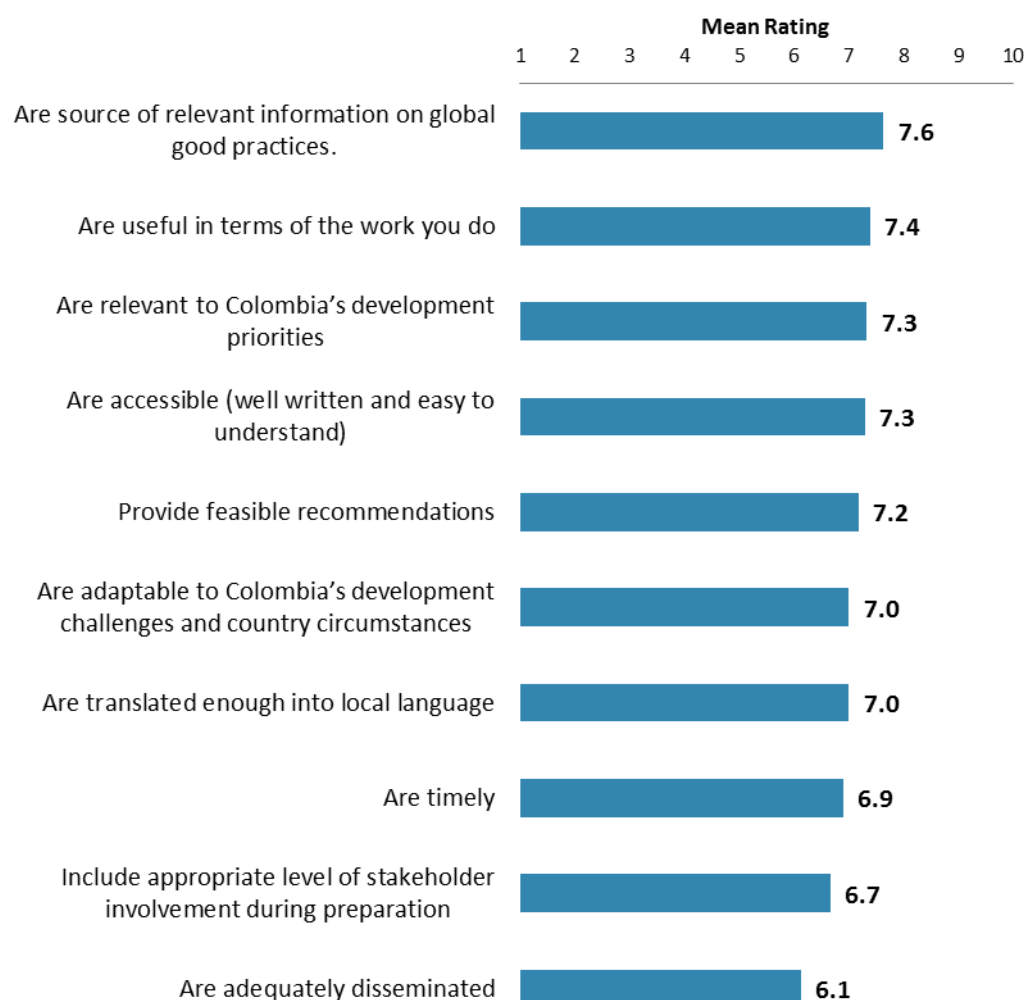


"The World Bank Group meets Colombia's needs for knowledge services  
(e.g., research, analysis, data, technical assistance)" (1-"Strongly disagree", 10-"Strongly agree")

## IX. World Bank Group Knowledge and Convening Services (cont.)

### Qualities of the WBG's Knowledge and Convening Services

- Respondents in this year's country survey had significantly higher ratings that the WBG's knowledge and convening services "Are a source of relevant information on global good practices" and "Are adaptable to Colombia's specific development challenges and country circumstances" compared to respondents from the FY '11 country survey (7.0 and 6.6, respectively). In addition, compared to respondents from FY '07, respondents in this year's survey had significantly higher ratings that the WBG's knowledge and convening services "Are adaptable to Colombia's specific development challenges and country circumstances" (6.0), but significantly *lower* ratings that they "Are useful in terms of the work you do" (8.3).
- Consultants on WBG-supported projects gave the highest ratings that the WBG's knowledge and convening services "Are adequately disseminated" whereas respondents from academia gave significantly lower ratings.



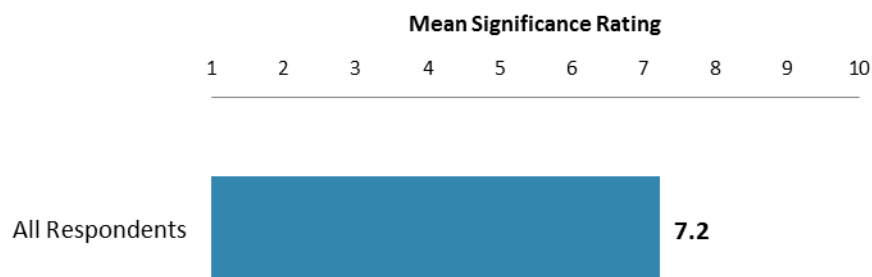
"In Colombia, to what extent do you believe that the World Bank Group's knowledge and convening services:" (1-"To no degree at all", 10-"To a very significant degree") <sup>1</sup>Indicator Question



## IX. World Bank Group Knowledge and Convening Services (cont.)

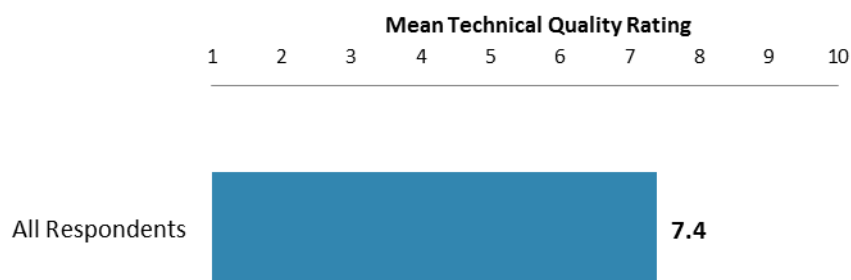
Respondents across all stakeholder groups and geographic locations gave statistically similar ratings for these key attitudes toward the World Bank Group's Knowledge and Convening Services in Colombia.

### Contribution of the WBG's Knowledge and Convening Services (*Indicator Question*)



"Overall, how significant a contribution do you believe the World Bank Group's knowledge and convening services make to development results in your country?  
(1-"Not significant at all", 10-"Very significant")"

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

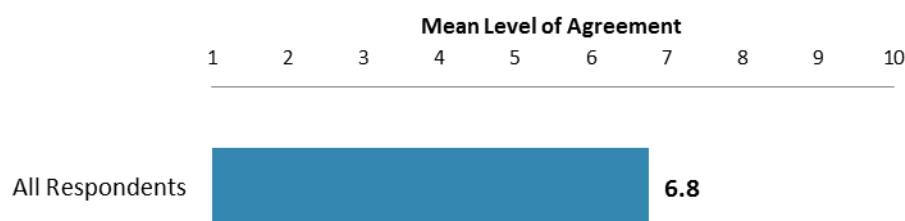


"Overall, how would you rate the technical quality of the World Bank Group's knowledge and convening services?" (1-"Very low technical quality", 10-"Very high technical quality")

## IX. World Bank Group Knowledge and Convening Services (cont.)

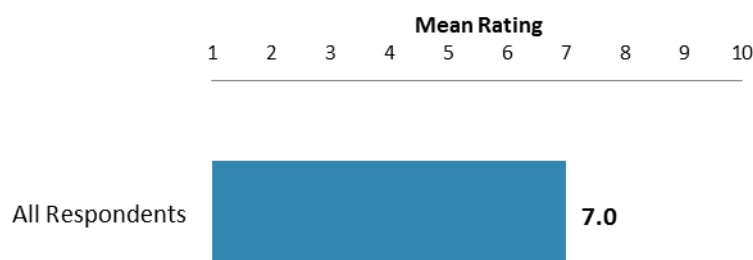
Respondents across all stakeholder groups and geographic locations gave statistically similar ratings for these key attitudes toward the World Bank Group's Knowledge and Convening Services in Colombia.

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



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

### Meeting Colombia's National Development Needs

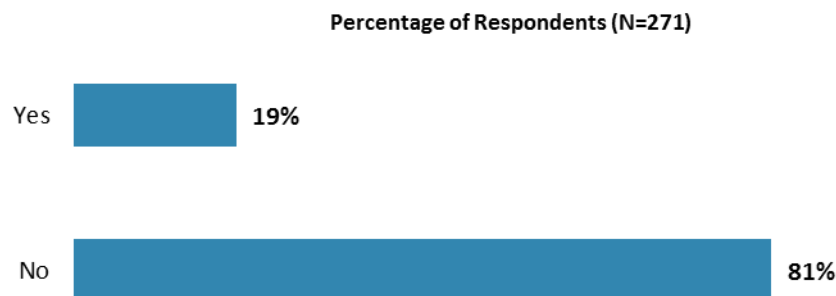


"When considering the national development needs in Colombia, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides meet the national development needs of Colombia?"  
*(1-"To no degree at all", 10-"To a very significant degree")*

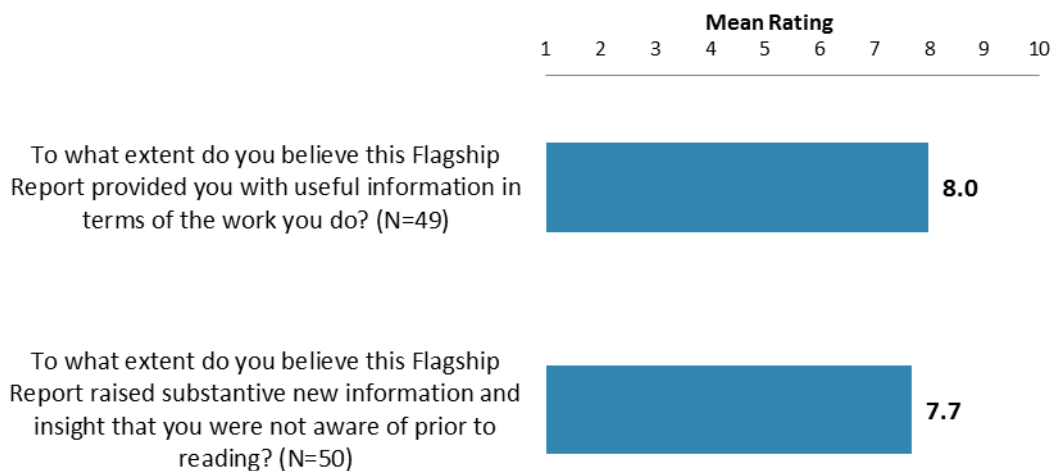
## IX. World Bank Group Knowledge and Convening Services (cont.)

### LAC Flagship Report

- Respondents from the media were the most likely to indicate that they had read/consulted the most recent LAC Flagship Report whereas consultants on WBG-supported projects were significantly less likely.



“Have you read/consulted the most recent LAC Flagship Report:  
*Economic Mobility and the Rise of the Latin American Middle Class?*”

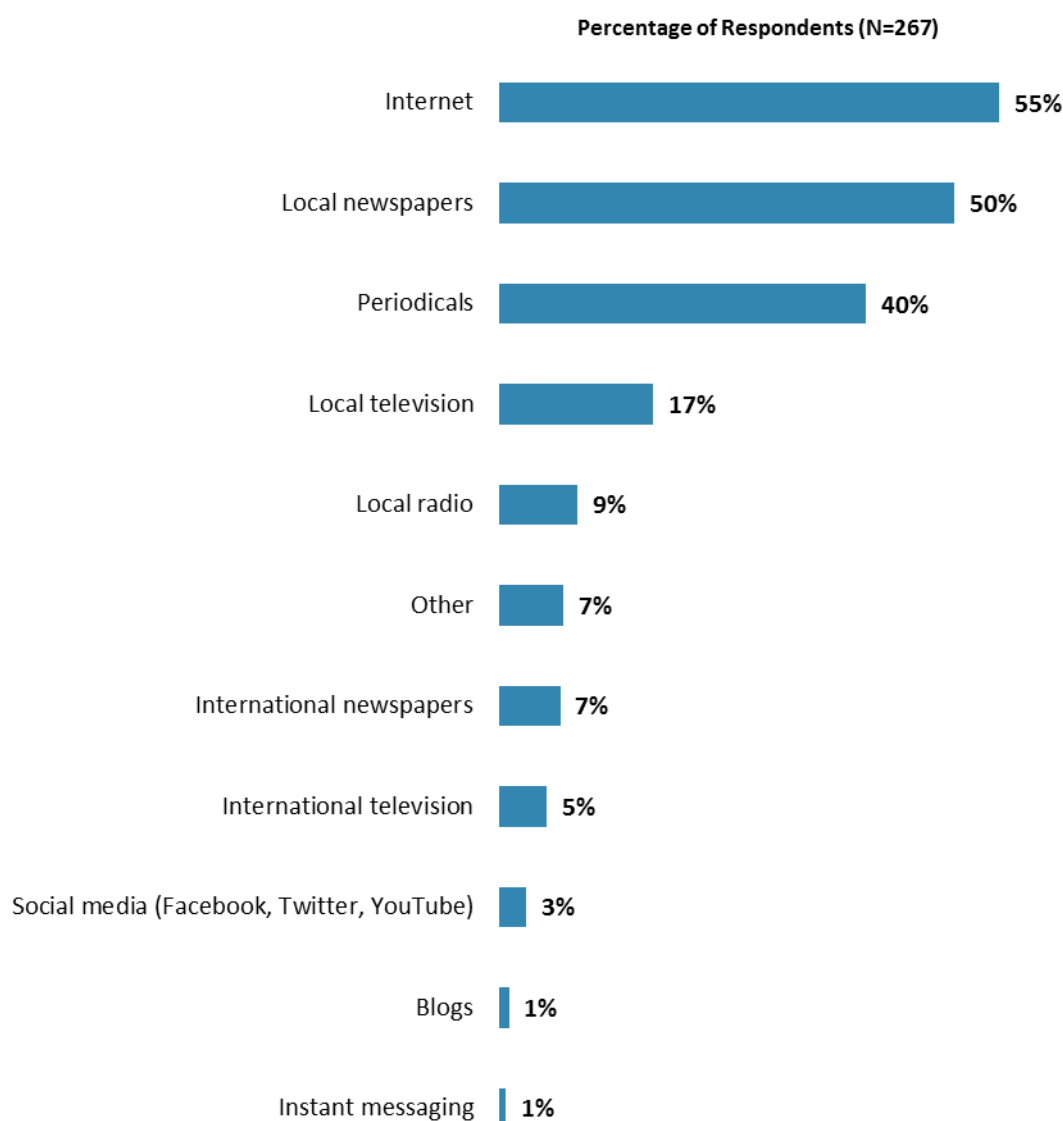


*(Only asked of those who indicated that they read/consulted the most recent LAC Flagship Report.  
1- "To no degree at all", 10- "To a very significant degree")*

## X. Communication and Openness

### Information Sources

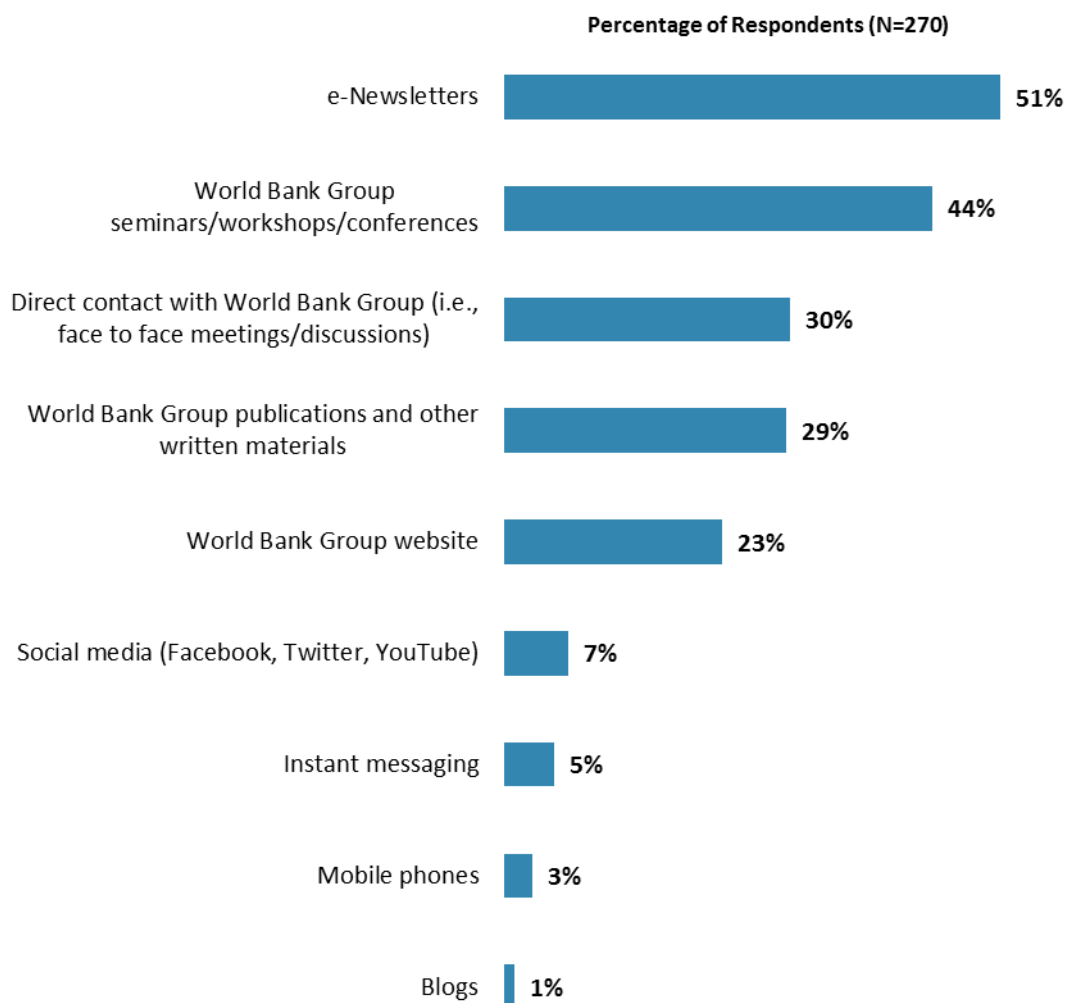
- Respondents in the FY '11 country survey indicated that they got most of their information about economic and social development issues in Colombia from the Internet (57%), followed by local newspapers (39%) and periodicals (20%). Similarly, respondents from the FY '07 country survey indicated that they utilized the Internet (51%) and periodicals (47%) to get most of their information about economic and social development issues in Colombia.



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

## X. Communication and Openness (continued)

### Preferred Information Sources

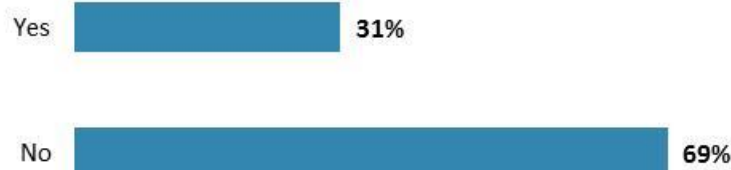


“How would you prefer to receive information from the World Bank Group?  
(Choose no more than TWO)” (Respondents chose from a list. Responses combined.)

## X. Communication and Openness (continued)

### Access to Information

Percentage of Respondents (N=265)



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

- 
- Employees of ministries, consultants on WBG-supported projects, and respondents from the office of the President/Minister, PMUs, local government, private foundations, academia, and other organizations were significantly more likely to have requested information from the World Bank Group in the past year whereas respondents from multilateral agencies, the private sector/financial sector/private banks, NGOs/CBOs, the media, and independent government institutions had never requested information.

Percentage of Respondents (N=266)



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

Percentage of Respondents (N=49)

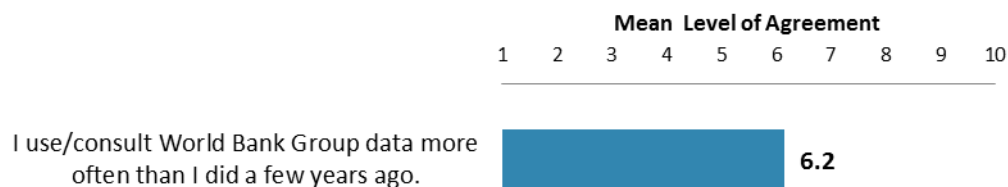


"Were you able to obtain this information?"

## X. Communication and Openness (continued)

### Access to Information (continued)

- Consultants on WBG-supported projects and respondents from PMUs and the office of the President/Minister had the highest levels of agreement that “I use/consult World Bank Group data more often than I did a few years ago” whereas respondents from independent government institutions, academia, and other organizations had significantly lower levels of agreement.

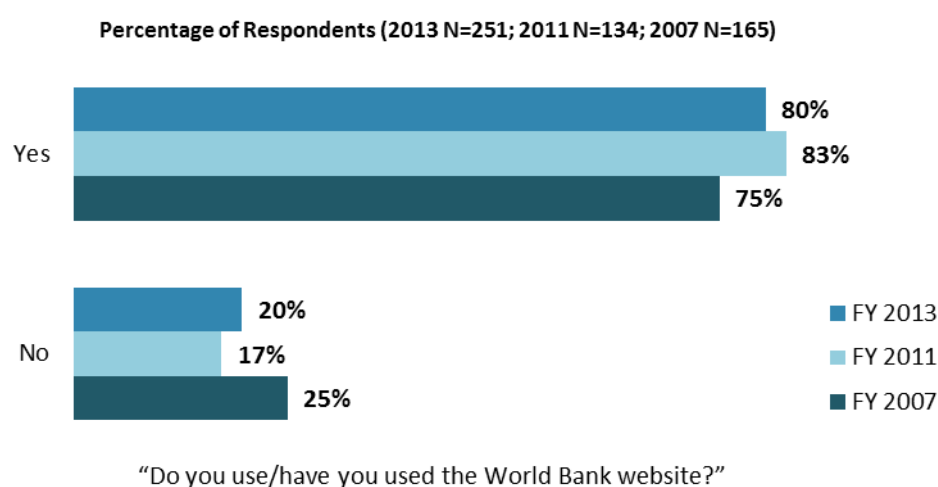


“Please rate how much you agree with the following statements.”  
 (1-“Strongly disagree”, 10-“Strongly agree”)

## X. Communication and Openness (continued)

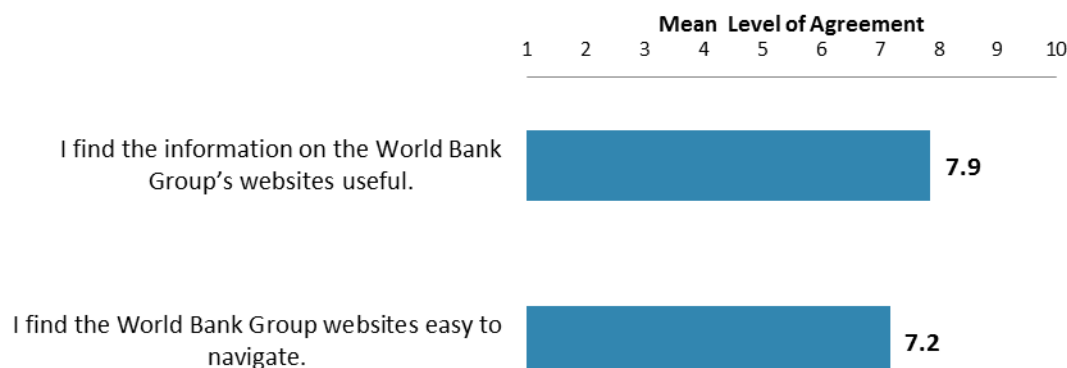
### Website Usage

- Respondents in this year's country survey indicated statistically similar rates of usage for the WBG's website as respondents from the FY '11 and FY '07 country surveys.
- Although the majority of respondents across all stakeholder groups indicated that they use the WBG's website, respondents from the private sector/financial sector/private banks, academia, and other organizations were significantly *less* likely to have used the WBG's website compared to respondents from other stakeholder groups.



### Website Evaluation

- Respondents in this year's country survey had statistically similar levels of agreement that "I find the World Bank Group websites easy to navigate" and that "I find the information on the World Bank Group's websites useful" compared to respondents from the FY '11 country survey (7.2 and 7.7, respectively).



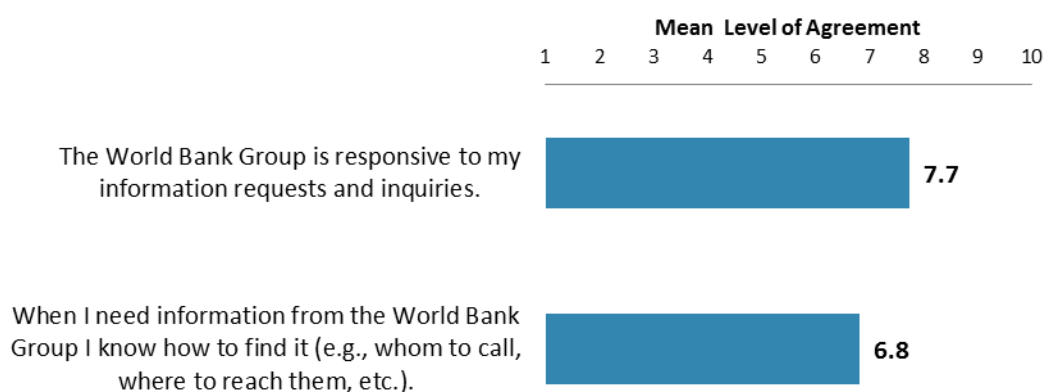
"Please rate how much you agree with the following statements."  
(1-"Strongly disagree", 10-"Strongly agree")



## X. Communication and Openness (continued)

### Information Sharing

- Respondents in this year's country survey had significantly higher levels of agreement that "The World Bank Group is responsive to my information requests and inquiries", but statistically similar levels of agreement that "When I need information from the World Bank Group I know how to find it" compared to respondents from the FY '11 country survey (7.0 and 6.7, respectively).
- Employees of ministries, consultants on WBG-supported projects and respondents from the office of the President/Minister and multilateral agencies had the highest levels of agreement that "The World Bank Group is responsive to my information requests and inquiries" whereas respondents from NGOs/CBOs and the media had significantly lower levels of agreement.
- Consultants on WBG-supported projects and respondents from PMUs and independent government institutions had the highest levels of agreement that "When I need information from the World Bank Group I know how to find it" whereas respondents from NGOs/CBOs, academia, and other organizations had significantly lower levels of agreement.

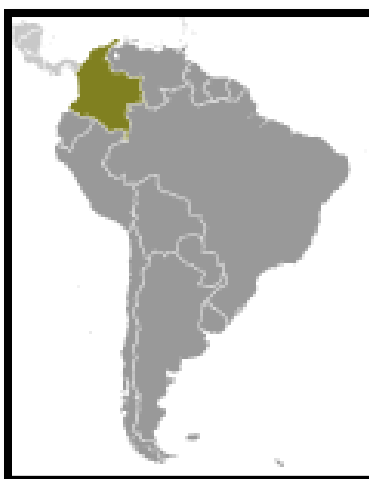


"Please rate how much you agree with the following statements."  
(1-"Strongly disagree", 10-"Strongly agree")

## XI. Appendices

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### COLOMBIA



## Appendix A: Responses to All Questions across All Respondents (N=271)

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

### A. General Issues Facing Colombia

1. In general would you say that Colombia is headed in...?	Percentage of Respondents (N=259)
The right direction	76.1%
The wrong direction	7.7%
Not sure	16.2%

2. Listed below are a number of development priorities in Colombia. Please identify which of the following you consider the most important development priorities in Colombia. (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=263)
Access and quality of education	42.6%
Peace and development	37.6%
Reducing poverty	29.3%
Increasing employment/income generating opportunities	27.8%
Infrastructure development	27.0%
Economic growth	25.1%
Access and quality of health services	15.2%
Sub National Governments effectiveness	14.8%
Improving the effectiveness of law and justice system	13.7%
Protecting the environment and natural resources	13.7%
Agriculture development	11.0%
Reducing crime and violence	10.3%
Increasing foreign direct investment	6.1%
Enhancing the opportunity for private sector growth/investment	5.7%
Improving environmental quality	4.2%
Central Government effectiveness/public procurement	3.0%
Climate change	3.0%
Improving trade and exports	2.7%
Effective social safety nets	2.3%
Strengthening regulatory framework	1.9%

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

<b>3. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Colombia? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=271)</b>
Increasing employment/income generating opportunities	70.5%
Access and quality of education	60.1%
Economic growth	28.8%
Peace and development	28.4%
Agriculture development	26.9%
Sub National Governments effectiveness	15.1%
Infrastructure development	13.7%
Access and quality of health services	10.3%
Enhancing the opportunity for private sector growth/investment	8.5%
Effective social safety nets	7.7%
Reducing crime and violence	7.4%
Improving the effectiveness of law and justice system	5.2%
Protecting the environment and natural resources	4.8%
Increasing foreign direct investment	3.0%
Improving trade and exports	1.5%
Climate change	1.1%
Central Government effectiveness/public procurement	0.7%
Improving environmental quality	0.7%
Strengthening regulatory framework	0.7%

<b>4. When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Colombia? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=259)</b>
Education and training that better ensure job opportunity	46.3%
Consistent economic growth	26.6%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	22.8%
Better opportunity for the poor who live in rural areas	18.5%
Greater equity of fiscal policy	16.2%
Better employment opportunities for young people	12.4%
A growing middle class	12.4%
Greater access to health and nutrition for citizens	10.8%
Greater voice and participation for citizens to help ensure greater accountability	10.0%
Better opportunity for the poor who live in urban areas	7.7%
Greater access to micro-finance for the poor	5.4%
Other	3.1%
Better quality public services	1.9%
Better employment opportunities for women	1.5%
More effective risk management	0.4%

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

<b>Familiarity</b> (1-Not familiar at all, 10-Extremely familiar)	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. How familiar are you with the work of the World Bank Group in Colombia?*	270	0	6.98	2.06
2. How familiar are you with the work of the International Finance Corporation (IFC) in Colombia?	269	0	4.68	2.68

<b>Overall Effectiveness</b> (1-Not effective at all, 10-Very effective)	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
3. Overall, please rate your impression of the World Bank Group's effectiveness in Colombia?*	242	28	6.99	1.82

<b>WBG Collaboration and Coordination</b> (1-Not effective at all, 10-Very effective)	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
4. How effectively do you believe the different parts of the World Bank Group (IBRD/IDA and IFC) collaborate and coordinate efforts in Colombia?	206	63	6.77	1.75

<b>Staff Preparedness</b> (1-To no degree at all, 10-To a very significant degree)	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
5. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Colombia solve its most complicated development challenges?	234	35	7.90	1.59

<b>6. When thinking about how the World Bank Group can best contribute to development solutions in Colombia, in which sectoral areas do you believe the World Bank Group should focus most of its attention and resources in Colombia? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=268)</b>
Infrastructure development	41.0%
Reducing poverty	33.2%
Increasing employment/income generating opportunities	31.0%
Access and quality of education	23.9%
Reducing crime and violence	20.9%
Agriculture development	19.8%
Peace and development	19.4%
Economic growth	15.7%
Sub National Governments effectiveness	13.4%
Access and quality of health services	13.1%
Improving the effectiveness of law and justice system	10.1%
Protecting the environment and natural resources	10.1%
Enhancing the opportunity for private sector growth/investment	9.3%
Effective social safety nets	7.5%
Climate change	6.3%
Central Government effectiveness/public procurement	4.9%
Strengthening regulatory framework	4.9%
Improving environmental quality	4.1%
Improving trade and exports	3.0%
Increasing foreign direct investment	2.2%

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

<b>7. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Colombia? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=261)</b>
Not enough public disclosure of its work	44.1%
World Bank Group processes too slow and complex	26.1%
Too bureaucratic in its operational policies and procedures	20.7%
Imposing technocratic solutions without regard to political realities	18.8%
Too influenced by developed countries	12.3%
Not adequately sensitive to political/social realities in Colombia	11.5%
Other	9.2%
Not willing to honestly criticize policies and reform efforts in the country	8.4%
Staff too inaccessible	7.7%
Not exploring alternative policy options	5.0%
Not aligned with country priorities	5.0%
Not aligned with other development partners' work	5.0%
Not collaborating enough with non-state actors	3.8%
Not client focused	3.8%
Arrogant in its approach	1.5%
The credibility of its knowledge/data	1.1%

<b>8. In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=266)</b>
Local Government	51.5%
Academia/think tanks/research institutes	39.1%
Private sector	25.9%
NGOs	19.9%
Community-based organizations (CBOs)	17.7%
Community of development partners	12.0%
Beneficiaries	11.3%
Foundations	6.8%
Parliament	4.1%
Media	3.8%
Other	2.3%
Faith-based organizations	0.4%

**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)	Level of Agreement			
	N	DK	Mean	SD
9. Overall the World Bank Group currently plays a relevant role in development in Colombia*	253	15	6.86	2.01
10. The World Bank Group's work is aligned with what I consider the development priorities for Colombia*	247	20	6.68	1.98
11. The World Bank Group is an organization that does not represent a particular ideological perspective in Colombia	247	20	6.88	2.76
12. The World Bank Group is an organization that has no dominant influence of any particular country	235	33	5.49	2.57
13. The World Bank Group supports Colombia's effort to reduce social exclusion	241	28	7.15	1.92
14. The World Bank Group respects the positions, views and demands of the government of Colombia	245	22	7.70	1.93
15. The World Bank Group listens and takes into account your views	239	29	7.35	1.91

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
16. Responsiveness*	222	43	6.43	1.98
17. Flexibility (in terms of the World Bank Group's products and services)	232	34	6.48	1.84
18. Flexibility (in terms of changing country circumstances)	220	44	6.28	1.93
19. Openness (sharing data and other information)*	228	38	7.14	2.01
20. Staff accessibility	223	42	7.05	2.01
21. Straightforwardness and honesty	223	42	7.85	1.75
22. Collaboration with groups outside of the Government (e.g., NGOs, academia, private sector)*	191	73	6.82	2.11
23. Collaboration with the Government*	238	29	8.15	1.45
24. Collaboration with other development partners*	188	76	7.24	1.79
25. The speed in which it gets things accomplished on the ground	223	41	6.23	2.06
26. Follow through over time	214	51	6.95	1.86

Financial, Knowledge, and Convening Services	N	DK	Mean	SD
27. When considering the national development needs in Colombia, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides meet the national development needs of Colombia? (1-To no degree at all, 10-To a very significant degree)	247	22	7.01	1.59

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

28. When reform efforts that the World Bank Group supported fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=261)
Political pressures and obstacles	36.4%
Reforms are not well thought out in light of country challenges	28.7%
Lack of/inadequate levels of capacity in Government	23.4%
The National Government works inefficiently	18.4%
The World Bank Group works too slowly	16.9%
There is not an adequate level of citizen/civil society participation	15.7%
The Sub National Government works inefficiently	15.3%
The World Bank Group is not sensitive enough to political/social realities on the ground	9.6%
The World Bank Group does not do adequate follow through/follow-up	6.9%
Other	6.5%

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

In its efforts to support the government of Colombia's national development plan, the World Bank Group is emphasizing in its strategy 2011-2016 a number of thematic objectives. To achieve those objectives, the WBG offers a package of financial, knowledge and convening services to maximize its impact and effectiveness. For each objective below, please indicate how effective you believe the World Bank Group is in terms of having a positive impact on this particular area of development in Colombia? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
<u>Expanding opportunities for Social Prosperity</u>				
1. Social protection and improved citizen security	162	101	6.13	1.93
2. Opportunity in education	176	87	6.72	1.93
3. Performance of social services	158	102	6.30	1.80
<u>Sustainable growth with enhanced climate change resilience</u>				
4. Sustainable urban development	186	75	6.91	1.87
5. Disaster risk management	165	98	6.68	1.85
6. Environmental management and climate change resilience	177	86	6.75	1.95
<u>Inclusive growth and enhanced productivity</u>				
7. Fiscal, financial and social risk management	179	82	6.96	1.89
8. Public sector management	183	78	6.93	1.79
9. Productivity and innovation	187	75	6.83	1.89
<b>Achieves Development Results</b> (1-To no degree at all, 10-To a very significant degree)				
10. To what extent does the World Bank Group's work help to achieve development results in Colombia?*	253	16	6.93	1.56



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

To what extent do you agree with the following statements about the World Bank Group in Colombia? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
11. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, risk management instruments) meet the needs of Colombia*	249	20	6.77	1.70
12. The World Bank Group meets Colombia's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	255	16	6.79	1.79

**D. The World Bank Group's Knowledge and Convening Services**

(i.e., Analysis, Studies, Research, Data, Conferences, Workshops, Study Tours)

1. How frequently do you interact with the World Bank Group on knowledge and convening services in the work you do?	Percentage of Respondents (N=271)
Weekly	9.2%
Monthly	15.9%
A few times a year	40.6%
Rarely	21.4%
Never	12.9%

2. Have you read/consulted the most recent LAC Flagship Report: <i>Economic Mobility and the Rise of the Latin American Middle Class</i> ?	Percentage of Respondents (N=271)
Yes	18.8%
No	81.2%

LAC Flagship Report Evaluations (1-To no degree at all, 10-To a very significant degree)	N	DK	Mean	SD
3. To what extent do you believe this Flagship Report raised substantive new information and insight that you were not aware of prior to reading?	50	221	7.68	1.28
4. To what extent do you believe this Flagship Report provided you with useful information in terms of the work you do?	49	222	7.98	1.28

In Colombia, to what extent do you believe that the World Bank Group's knowledge and convening services: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
5. Are timely	231	37	6.89	1.66
6. Include appropriate level of stakeholder involvement during preparation	212	50	6.67	1.87
7. Are relevant to Colombia's development priorities	235	32	7.33	1.65
8. Provide feasible recommendations	235	32	7.18	1.63
9. Are accessible (well written and easy to understand)	233	33	7.30	1.70
10. Are source of relevant information on global good practices	232	37	7.63	1.68
11. Are useful in terms of the work you do	236	32	7.39	1.95
12. Are adequately disseminated	237	29	6.12	2.07
13. Are translated enough into local language	225	43	7.00	2.09
14. Are adaptable to Colombia's specific development challenges and country circumstances*	234	34	7.00	1.73

**D. The World Bank Group's Knowledge and Convening Services (continued)**

<b>Overall Evaluations</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
15. Overall, how significant a contribution do you believe the World Bank Group's knowledge and convening services make to development results in your country?* <i>(1-Not significant at all, 10-Very significant)</i>	243	26	7.23	1.65
16. Overall, how would you rate the technical quality of the World Bank Group's knowledge and convening services?* <i>(1-Very low technical quality, 10-Very high technical quality)</i>	240	28	7.39	1.59

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

<b>To what extent do you agree/disagree with the following statements?</b> <i>(1-Strongly disagree, 10-Strongly agree)</i>	<b>Level of Agreement</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. The World Bank Group disburses funds promptly	195	70	7.44	2.05
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	225	43	7.60	1.71
3. The World Bank Group's approvals and reviews are done in a timely fashion	215	54	7.10	2.01
4. The World Bank Group's "Safeguard Policy" requirements are reasonable	191	77	7.36	1.91
5. Working with the World Bank Group increases Colombia's institutional capacity	235	33	7.60	1.81
6. The World Bank Group ensures consistency and continuity through staff changes	188	79	7.46	1.70
7. The World Bank Group's teams and visits are well coordinated	210	58	7.82	1.74
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	191	78	7.84	1.58
9. The World Bank Group provides effective implementation support (i.e., supervision of projects)	222	47	7.68	1.76

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

<b>The Bank's Focus</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. In the last three years, to what extent do you believe that the World Bank Group has moved in the right direction in terms of the focus of its work in Colombia? (1-To no degree at all, 10-To a very significant degree)	233	36	7.15	1.70

<b>The Bank's Role</b> (1-Not a significant role at all, 10-Very significant role)	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
2. How significant a role do you believe the World Bank Group SHOULD play in Colombia's development in the near future?	267	3	8.55	1.52
3. How significant a role do you believe that international development cooperation (e.g. range of donors and partners) SHOULD play in Colombia's development in the near future?	263	6	8.54	1.44
4. How significant a role do you believe IFC, through its support for the private sector, SHOULD play in helping Colombia achieve its economic and social development goals in the future?	243	25	8.53	1.47

<b>5. Which of the following SHOULD the World Bank Group do to make itself of greater value in Colombia? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=263)</b>
Reduce the complexity of obtaining World Bank Group financing	42.2%
Reach out more to groups outside of government	39.9%
Offer more innovative knowledge services	24.7%
Improve the quality of its experts as related to Colombia's specific challenges	16.3%
Offer more innovative financial products	14.8%
Provide more adequate data/knowledge/ statistics/figures on Colombia's economy	14.4%
Work faster	14.4%
Focus primarily on advocacy issues	6.1%
Ensure greater selectivity in its work	6.1%
Other	4.6%

<b>6. 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 should offer more of in Colombia?</b>	<b>Percentage of Respondents (N=248)</b>
Knowledge products	51.2%
Financial services	21.8%
Convening services	12.9%
The combination is appropriate for Colombia	12.5%
None of the above	1.6%

**G. Communication and Information Sharing**

<b>1. How do you get most of your information about development issues in Colombia? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=267)</b>
Internet	54.7%
Local newspapers	49.8%
Periodicals	40.1%
Local television	16.9%
Local radio	8.6%
Other	7.1%
International newspapers	6.7%
International television	5.2%
Social media (Facebook, Twitter, YouTube)	3.0%
Blogs	1.1%
Instant messaging	0.7%
Mobile phones	0.4%
International radio	0.0%

<b>2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=270)</b>
e-Newsletters	51.5%
World Bank Group seminars/workshops/conferences	44.4%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	29.6%
World Bank Group publications and other written materials	29.3%
World Bank Group website	22.6%
Social media (Facebook, Twitter, YouTube)	6.7%
Instant messaging	5.2%
Mobile phones	3.0%
Blogs	1.1%
Other	0.0%

<b>3. Are you aware of the World Bank Group's Access to Information Policy under which the Bank will now disclose any information in its possession that is not a list of exceptions?</b>	<b>Percentage of Respondents (N=265)</b>
Yes	30.9%
No	69.1%

<b>4. Have you requested information from the World Bank Group on its activities in the past year?</b>	<b>Percentage of Respondents (N=266)</b>
Yes	18.0%
No	82.0%

<b>5. Were you able to obtain this information?</b>	<b>Percentage of Respondents (N=49)</b>
Yes	91.8%
No	8.2%

<b>6. Do you use/have used the World Bank Group website?</b>	<b>Percentage of Respondents (N=251)</b>
Yes	80.5%
No	19.5%

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

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
7. I use/consult World Bank Group data more currently than I did a few years ago.	247	16	6.16	2.58
8. I find the World Bank Group websites easy to navigate.	214	32	7.17	1.79
9. I find the information on the World Bank Group's websites useful.	213	32	7.87	1.43
10. When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.).	231	33	6.81	2.46
11. The World Bank Group is responsive to my information requests and inquiries.	175	83	7.74	2.10

**H. Development Organizations in the Region**

How familiar are you with the work of these organizations in Colombia? (1-Not familiar at all, 10-Extremely familiar)	N	DK	Mean	SD
1. Inter-American Development Bank (IDB/BID)	265	5	7.25	2.18
2. Latin American Development Bank (CAF)	255	13	6.05	2.61

Overall, please rate your impression of the effectiveness of these organizations in Colombia. (1-Not effective at all, 10-Extremely effective)	N	DK	Mean	SD
3. Inter-American Development Bank (IDB/BID)	237	33	7.17	1.50
4. Latin American Development Bank (CAF)	185	82	6.45	1.84

**H. Background Information**

1. Which of the following best describes your current position? (Please mark only ONE response)	Percentage of Respondents (N=267)
Employee of a Ministry, Ministerial Department or Implementation Agency	25.1%
Consultant/Contractor working on World Bank Group supported Project/Program	15.7%
Local Government Office or Staff	10.9%
Other	7.1%
Academia/Research Institute/Think Tank	6.7%
Private Foundation	5.6%
NGO	5.6%
Private Sector Organization	4.9%
Project Management Unit (PMU) overseeing implementation of project	4.1%
Office of Minister	3.0%
Financial Sector/Private Bank	2.6%
Multilateral Agency	2.2%
Media	2.2%
Independent Government Institution	1.9%
Judiciary Branch	1.1%
Office of the President, Prime Minister	.4%
Office of Parliamentarian	.4%
Community-Based Organization	.4%

**H. Background Information (continued)**

<b>2. Please identify the primary specialization of your work. (Please mark only ONE response)</b>	<b>Percentage of Respondents (N=264)</b>
Other	19.7%
Public sector governance / public financial management / anti-corruption	16.3%
Education	14.4%
Natural resource management / environmental sustainability	8.3%
Agriculture/ rural development / food security	8.0%
Financial markets / banking	8.0%
Transport	5.3%
Climate change / disaster management	3.8%
Information and communications technology	3.0%
Law and justice / regulatory framework	2.7%
Urban development	2.7%
Social protection	2.3%
Gender / equality of opportunity	1.9%
Private sector development / foreign direct investment	1.9%
Water and sanitation	1.1%
Job creation/employment	.8%

<b>3. Currently, do you professionally collaborate/work with the World Bank Group in your country?</b>	<b>Percentage of Respondents (N=265)</b>
Yes	34.7%
No	65.3%

<b>4. Are you/have you been an IFC client?</b>	<b>Percentage of Respondents (N=264)</b>
Yes	13.3%
No	86.7%

<b>5. Which of the following describes most of your exposure to the World Bank Group in Colombia? (Choose no more than TWO)</b>	<b>Percentage of Respondents (N=254)</b>
Collaborate as part of my professional duties	46.9%
Engage in World Bank Group related/sponsored events/activities	43.7%
Use World Bank Group reports/data	31.5%
Use World Bank Group website for information, data, research, etc.	24.0%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	12.2%

<b>6. Currently, which of the following agencies of the World Bank Group do you primarily work with in Colombia? (Please mark only ONE response)</b>	<b>Percentage of Respondents (N=236)</b>
The World Bank (IBRD)	55.9%
I don't collaborate/work with the World Bank Group	32.6%
Both World Bank and IFC	7.2%
International Finance Corporation (IFC)	4.2%

<b>7. Which best represents your geographic location?</b>	<b>Percentage of Respondents (N=265)</b>
Bogota	75.5%
Outside Bogota	24.5%

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

### A. General Issues Facing Colombia

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

Percentage of Respondents	Office of the President/Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/CBO	Media	Independent Government Institution	Academia	Other
The right direction	100.0%	78.8%	75.0%	72.7%	89.3%	100.0%	80.0%	46.7%	53.3%	83.3%	75.0%	68.8%	70.0%
The wrong direction	-	6.1%	7.5%	9.1%	7.1%	-	10.0%	20.0%	13.3%	-	-	12.5%	5.0%
Not sure	-	15.2%	17.5%	18.2%	3.6%	-	10.0%	33.3%	33.3%	16.7%	25.0%	18.8%	25.0%

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/Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/CBO	Media	Independent Government Institution	Academia	Other
Central Government effectiveness/public procurement*	12.5%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	13.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Sub National Governments effectiveness	12.5%	16.4%	17.5%	20.0%	10.3%	33.3%	5.3%	26.7%	6.7%	33.3%	0.0%	17.6%	8.7%
Economic growth	37.5%	32.8%	22.5%	40.0%	24.1%	0.0%	21.1%	20.0%	13.3%	16.7%	0.0%	17.6%	30.4%
Increasing foreign direct investment	0.0%	9.0%	2.5%	0.0%	10.3%	0.0%	10.5%	6.7%	0.0%	0.0%	25.0%	0.0%	4.3%
Access and quality of education	50.0%	34.3%	55.0%	60.0%	44.8%	50.0%	42.1%	40.0%	33.3%	33.3%	25.0%	41.2%	47.8%
Access and quality of health services	12.5%	16.4%	20.0%	0.0%	20.7%	0.0%	10.5%	13.3%	20.0%	16.7%	0.0%	11.8%	17.4%
Peace and development	37.5%	31.3%	22.5%	40.0%	41.4%	33.3%	57.9%	33.3%	53.3%	16.7%	75.0%	41.2%	52.2%
Improving the effectiveness of law and justice system	12.5%	11.9%	15.0%	0.0%	10.3%	0.0%	5.3%	26.7%	13.3%	33.3%	50.0%	29.4%	8.7%
Infrastructure development*	37.5%	22.4%	12.5%	20.0%	37.9%	16.7%	36.8%	13.3%	6.7%	66.7%	100.0%	29.4%	39.1%
Improving environmental quality	0.0%	6.0%	10.0%	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	5.9%	4.3%
Climate change	0.0%	4.5%	7.5%	0.0%	3.4%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Protecting the environment and natural resources	12.5%	11.9%	15.0%	10.0%	20.7%	16.7%	5.3%	20.0%	13.3%	0.0%	0.0%	23.5%	13.0%
Increasing employment/income generating opportunities	37.5%	28.4%	32.5%	50.0%	13.8%	33.3%	47.4%	33.3%	26.7%	16.7%	0.0%	23.5%	13.0%
Enhancing the opportunity for private sector growth/investment	12.5%	9.0%	5.0%	0.0%	3.4%	0.0%	5.3%	0.0%	6.7%	0.0%	0.0%	0.0%	8.7%
Agriculture development*	25.0%	13.4%	5.0%	10.0%	13.8%	50.0%	5.3%	0.0%	20.0%	33.3%	0.0%	11.8%	0.0%
Strengthening regulatory framework	0.0%	1.5%	0.0%	10.0%	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	4.3%
Improving trade and exports	0.0%	4.5%	2.5%	0.0%	3.4%	0.0%	5.3%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%
Effective social safety nets	0.0%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	6.7%	0.0%	0.0%	0.0%	4.3%
Reducing poverty	0.0%	35.8%	27.5%	40.0%	34.5%	16.7%	21.1%	20.0%	40.0%	16.7%	0.0%	23.5%	34.8%
Reducing crime and violence	0.0%	4.5%	12.5%	0.0%	3.4%	33.3%	5.3%	13.3%	26.7%	16.7%	25.0%	17.6%	8.7%

\*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses Combined)	Office of the President/ Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/ CBO	Media	Independent Government Institution	Academia	Other
Economic growth	33.3%	28.4%	28.6%	36.4%	24.1%	0.0%	30.0%	13.3%	31.3%	16.7%	0.0%	44.4%	39.1%
Increasing employment/income generating opportunities	44.4%	73.1%	71.4%	81.8%	72.4%	33.3%	85.0%	60.0%	68.8%	66.7%	80.0%	66.7%	65.2%
Improving trade and exports	0.0%	3.0%	2.4%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Access and quality of health services	11.1%	7.5%	9.5%	9.1%	13.8%	16.7%	15.0%	6.7%	18.8%	0.0%	60.0%	5.6%	4.3%
Agriculture development	22.2%	25.4%	28.6%	9.1%	27.6%	83.3%	20.0%	33.3%	31.3%	33.3%	0.0%	22.2%	34.8%
Central Government effectiveness/public procurement	0.0%	1.5%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Reducing crime and violence	0.0%	4.5%	4.8%	0.0%	17.2%	16.7%	10.0%	20.0%	6.3%	0.0%	20.0%	5.6%	4.3%
Increasing foreign direct investment	0.0%	4.5%	2.4%	0.0%	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	4.3%
Effective social safety nets*	22.2%	10.4%	4.8%	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	33.3%	0.0%	22.2%	8.7%
Sub National Governments effectiveness	0.0%	10.4%	26.2%	27.3%	17.2%	33.3%	10.0%	20.0%	12.5%	33.3%	0.0%	16.7%	4.3%
Peace and development	44.4%	23.9%	21.4%	27.3%	27.6%	33.3%	30.0%	46.7%	43.8%	16.7%	20.0%	22.2%	34.8%
Access and quality of education	66.7%	59.7%	59.5%	72.7%	55.2%	50.0%	65.0%	66.7%	50.0%	83.3%	80.0%	66.7%	52.2%
Improving the effectiveness of law and justice system	11.1%	6.0%	4.8%	0.0%	3.4%	0.0%	5.0%	6.7%	0.0%	0.0%	0.0%	11.1%	8.7%
Climate change	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	4.3%
Improving environmental quality	11.1%	0.0%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Infrastructure development	22.2%	20.9%	9.5%	9.1%	6.9%	33.3%	10.0%	20.0%	18.8%	0.0%	0.0%	0.0%	8.7%
Strengthening regulatory framework	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%
Protecting the environment and natural resources	0.0%	7.5%	2.4%	0.0%	6.9%	0.0%	0.0%	6.7%	6.3%	0.0%	0.0%	5.6%	8.7%
Enhancing the opportunity for private sector growth/investment	0.0%	7.5%	9.5%	0.0%	20.7%	0.0%	10.0%	0.0%	6.3%	16.7%	20.0%	0.0%	13.0%

\*Significantly different between stakeholder groups



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

When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Colombia?

Percentage of Respondents (Responses Combined)	Office of the President/ Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/ CBO	Media	Independent Government Institution	Academia	Other
Better employment opportunities for young people	25.0%	10.9%	13.2%	18.2%	17.2%	0.0%	10.0%	21.4%	6.7%	16.7%	20.0%	12.5%	4.3%
Better employment opportunities for women	0.0%	1.6%	0.0%	0.0%	3.4%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%
Greater access to micro-finance for the poor	0.0%	9.4%	5.3%	0.0%	10.3%	16.7%	5.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%
Greater voice and participation for citizens to help ensure greater accountability	0.0%	7.8%	7.9%	18.2%	6.9%	0.0%	10.0%	14.3%	33.3%	0.0%	0.0%	18.8%	8.7%
Greater access to health and nutrition for citizens	12.5%	12.5%	10.5%	0.0%	13.8%	0.0%	15.0%	7.1%	0.0%	33.3%	20.0%	6.3%	13.0%
Better entrepreneurial opportunities	0.0%	21.9%	34.2%	18.2%	20.7%	33.3%	20.0%	7.1%	33.3%	16.7%	0.0%	18.8%	26.1%
A growing middle class	25.0%	9.4%	10.5%	0.0%	6.9%	33.3%	30.0%	28.6%	0.0%	16.7%	0.0%	18.8%	8.7%
Better opportunity for the poor who live in rural areas	12.5%	15.6%	21.1%	9.1%	20.7%	33.3%	10.0%	14.3%	20.0%	16.7%	20.0%	18.8%	30.4%
Better opportunity for the poor who live in urban areas	0.0%	10.9%	5.3%	18.2%	3.4%	16.7%	0.0%	0.0%	6.7%	0.0%	20.0%	12.5%	13.0%
Consistent economic growth	25.0%	23.4%	28.9%	36.4%	37.9%	0.0%	30.0%	35.7%	33.3%	33.3%	20.0%	6.3%	21.7%
More effective risk management	0.0%	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Greater equity of fiscal policy	25.0%	21.9%	18.4%	18.2%	6.9%	33.3%	5.0%	28.6%	13.3%	0.0%	0.0%	12.5%	13.0%
Education and training that better ensure job opportunity	62.5%	43.8%	39.5%	54.5%	41.4%	33.3%	55.0%	42.9%	40.0%	66.7%	80.0%	62.5%	39.1%
Better quality public services	12.5%	3.1%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	10.3%	0.0%	0.0%	0.0%	13.3%	0.0%	0.0%	6.3%	8.7%

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

	Office of the President/ Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
How familiar are you with the work of the World Bank Group in Colombia?*	9	8.00	66	7.30	42	7.86	11	7.91	29	6.62	6	7.17	20	6.25	15	6.33	16	6.00	6	7.33	5	7.00	18	6.00	23	6.22
How familiar are you with the work of the International Finance Corporation (IFC) in Colombia?	9	5.44	67	4.82	42	4.07	11	5.73	27	4.70	6	5.17	20	5.60	15	4.73	16	4.44	6	4.33	5	5.00	18	3.61	23	4.22

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

	Office of the President/ Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall, please rate your impression of the World Bank Group's effectiveness in Colombia?	9	7.56	65	7.08	40	7.47	11	6.55	26	6.73	5	8.00	16	6.94	13	6.54	11	6.64	4	7.50	4	6.50	16	6.13	18	6.94

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

	Office of the President/ Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
How effectively do you believe the different parts of the World Bank Group (IBRD/IDA and IFC) collaborate and coordinate efforts in Colombia?*	9	7.11	51	6.92	38	7.53	11	6.36	25	6.80	4	7.75	12	6.17	7	5.86	10	6.30	5	6.60	3	6.00	11	5.27	17	6.76

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

	Office of the President/ Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Colombia solve its most complicated development challenges?	9	8.11	62	7.89	40	8.27	11	7.18	23	8.26	6	8.00	14	8.07	12	7.42	10	7.80	6	7.67	4	7.50	14	6.93	19	8.11

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

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

When thinking about how the World Bank Group can best contribute to development solutions in Colombia, in which sectoral areas do you believe the World Bank Group should focus most of its attention and resources in Colombia? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Office of the President/ Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/ CBO	Media	Independent Government Institution	Academia	Other
Effective social safety nets	0.0%	7.6%	9.8%	0.0%	0.0%	0.0%	0.0%	13.3%	12.5%	16.7%	20.0%	16.7%	8.7%
Improving trade and exports	0.0%	3.0%	0.0%	0.0%	3.6%	0.0%	15.0%	0.0%	0.0%	0.0%	0.0%	5.6%	4.3%
Infrastructure development	44.4%	40.9%	29.3%	45.5%	42.9%	16.7%	50.0%	40.0%	31.3%	83.3%	60.0%	33.3%	52.2%
Climate change	11.1%	12.1%	2.4%	9.1%	3.6%	16.7%	5.0%	0.0%	12.5%	0.0%	0.0%	5.6%	0.0%
Central Government effectiveness/public procurement	0.0%	3.0%	7.3%	18.2%	0.0%	0.0%	0.0%	13.3%	0.0%	0.0%	0.0%	11.1%	8.7%
Increasing foreign direct investment	0.0%	0.0%	2.4%	0.0%	3.6%	0.0%	0.0%	6.7%	6.3%	0.0%	0.0%	5.6%	0.0%
Enhancing the opportunity for private sector growth/investment	11.1%	12.1%	4.9%	9.1%	17.9%	0.0%	10.0%	0.0%	0.0%	16.7%	20.0%	11.1%	8.7%
Access and quality of health services	33.3%	13.6%	19.5%	9.1%	10.7%	0.0%	20.0%	13.3%	12.5%	0.0%	0.0%	5.6%	8.7%
Improving the effectiveness of law and justice system	0.0%	7.6%	12.2%	9.1%	14.3%	0.0%	0.0%	26.7%	12.5%	16.7%	20.0%	16.7%	4.3%
Increasing employment/income generating opportunities	33.3%	34.8%	36.6%	45.5%	32.1%	16.7%	40.0%	20.0%	25.0%	0.0%	40.0%	22.2%	13.0%
Reducing crime and violence	0.0%	22.7%	22.0%	9.1%	25.0%	50.0%	30.0%	20.0%	18.8%	33.3%	20.0%	11.1%	13.0%
Strengthening regulatory framework	0.0%	7.6%	2.4%	0.0%	0.0%	0.0%	10.0%	6.7%	0.0%	0.0%	0.0%	11.1%	8.7%
Reducing poverty	44.4%	25.8%	36.6%	45.5%	39.3%	50.0%	20.0%	26.7%	25.0%	33.3%	20.0%	33.3%	47.8%
Protecting the environment and natural resources	11.1%	10.6%	19.5%	9.1%	7.1%	0.0%	5.0%	13.3%	25.0%	0.0%	0.0%	5.6%	0.0%
Economic growth	11.1%	12.1%	12.2%	36.4%	21.4%	0.0%	15.0%	0.0%	18.8%	0.0%	20.0%	22.2%	26.1%
Sub National Governments effectiveness	33.3%	22.7%	14.6%	9.1%	7.1%	16.7%	0.0%	6.7%	6.3%	0.0%	20.0%	16.7%	8.7%
Access and quality of education	22.2%	15.2%	22.0%	27.3%	25.0%	33.3%	40.0%	26.7%	25.0%	66.7%	20.0%	27.8%	13.0%
Improving environmental quality	0.0%	6.1%	4.9%	0.0%	0.0%	16.7%	0.0%	6.7%	6.3%	0.0%	0.0%	11.1%	0.0%
Agriculture development	22.2%	16.7%	22.0%	0.0%	21.4%	50.0%	20.0%	13.3%	37.5%	33.3%	20.0%	5.6%	26.1%
Peace and development	11.1%	15.2%	14.6%	18.2%	25.0%	16.7%	5.0%	40.0%	25.0%	0.0%	0.0%	22.2%	43.5%

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

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

Percentage of Respondents (Responses Combined)	Office of the President/ Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/ CBO	Media	Independent Government Institution	Academia	Other
Staff too inaccessible	0.0%	7.9%	13.2%	9.1%	3.4%	16.7%	5.0%	0.0%	0.0%	33.3%	0.0%	11.1%	8.7%
Not exploring alternative policy options*	25.0%	0.0%	5.3%	9.1%	3.4%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	11.1%	8.7%
Not adequately sensitive to political/social realities in Colombia*	12.5%	4.8%	13.2%	0.0%	17.2%	0.0%	0.0%	13.3%	6.7%	0.0%	20.0%	38.9%	21.7%
Not enough public disclosure of its work	37.5%	39.7%	39.5%	27.3%	44.8%	66.7%	65.0%	40.0%	60.0%	33.3%	20.0%	33.3%	60.9%
Arrogant in its approach	0.0%	1.6%	5.3%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not aligned with country priorities	0.0%	6.3%	5.3%	0.0%	13.8%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	8.7%
The credibility of its knowledge/data	0.0%	1.6%	2.6%	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not willing to honestly criticize policies and reform efforts in the country	0.0%	14.3%	10.5%	9.1%	10.3%	0.0%	0.0%	0.0%	6.7%	16.7%	20.0%	5.6%	4.3%
Too influenced by developed countries*	37.5%	14.3%	7.9%	0.0%	17.2%	0.0%	15.0%	0.0%	13.3%	50.0%	0.0%	16.7%	4.3%
Imposing technocratic solutions without regard to political realities	0.0%	17.5%	7.9%	9.1%	17.2%	16.7%	20.0%	26.7%	13.3%	50.0%	60.0%	33.3%	21.7%
World Bank Group processes too slow and complex	50.0%	27.0%	28.9%	45.5%	10.3%	0.0%	30.0%	33.3%	26.7%	16.7%	20.0%	5.6%	34.8%
Too bureaucratic in its operational policies and procedures	25.0%	19.0%	21.1%	54.5%	13.8%	33.3%	20.0%	40.0%	26.7%	0.0%	0.0%	5.6%	17.4%
Not aligned with other development partners' work	0.0%	7.9%	7.9%	9.1%	3.4%	33.3%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Not collaborating enough with non-state actors	0.0%	3.2%	0.0%	0.0%	3.4%	0.0%	5.0%	13.3%	6.7%	16.7%	0.0%	11.1%	0.0%
Not client focused	0.0%	6.3%	5.3%	0.0%	3.4%	16.7%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	4.3%
Other	0.0%	11.1%	10.5%	9.1%	13.8%	0.0%	5.0%	13.3%	6.7%	0.0%	20.0%	11.1%	0.0%

\*Significantly different between stakeholder groups

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

In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Office of the President/ Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/ CBO	Media	Independent Government Institution	Academia	Other
NGOs*	0.0%	17.2%	23.8%	9.1%	10.3%	0.0%	15.0%	40.0%	81.3%	16.7%	20.0%	5.9%	13.0%
Local Government*	87.5%	57.8%	38.1%	63.6%	72.4%	83.3%	40.0%	33.3%	18.8%	66.7%	20.0%	58.8%	47.8%
Beneficiaries	0.0%	14.1%	14.3%	18.2%	10.3%	0.0%	5.0%	13.3%	0.0%	0.0%	40.0%	11.8%	13.0%
Private sector*	37.5%	26.6%	21.4%	18.2%	13.8%	50.0%	60.0%	20.0%	18.8%	33.3%	40.0%	5.9%	26.1%
Community-based organizations (CBOs)	25.0%	20.3%	23.8%	0.0%	20.7%	33.3%	10.0%	13.3%	12.5%	16.7%	20.0%	5.9%	17.4%
Community of development partners	12.5%	7.8%	11.9%	36.4%	20.7%	0.0%	15.0%	13.3%	6.3%	16.7%	0.0%	11.8%	8.7%
Foundations*	0.0%	1.6%	11.9%	0.0%	0.0%	0.0%	10.0%	40.0%	12.5%	0.0%	0.0%	5.9%	4.3%
Academia/think tanks/research institutes*	12.5%	39.1%	38.1%	54.5%	34.5%	33.3%	40.0%	6.7%	37.5%	50.0%	60.0%	82.4%	34.8%
Parliament	12.5%	6.3%	2.4%	0.0%	3.4%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	5.9%	4.3%
Media	12.5%	1.6%	4.8%	0.0%	6.9%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	5.9%	8.7%
Faith-based organizations	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%
Other	0.0%	1.6%	2.4%	0.0%	0.0%	0.0%	5.0%	6.7%	0.0%	0.0%	0.0%	0.0%	8.7%

\*Significantly different between stakeholder groups

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/ Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall the World Bank Group currently plays a relevant role in development in Colombia	8	6.87	66	6.64	41	7.71	11	6.55	26	6.73	6	6.83	18	7.33	14	6.43	13	7.38	5	5.80	5	6.00	17	6.24	19	6.68
The World Bank Group's work is aligned with what I consider the development priorities for Colombia	8	7.25	62	6.74	39	7.49	11	6.09	29	6.17	6	7.33	15	7.27	14	6.36	12	6.92	5	5.80	5	6.20	17	5.71	20	6.35
The World Bank Group is an organization that does not represent a particular ideological perspective in Colombia*	7	8.57	63	7.51	38	6.53	10	6.40	27	6.11	5	8.20	19	7.89	13	6.31	14	6.07	5	5.80	5	7.20	17	5.18	20	7.35
The World Bank Group is an organization that has no dominant influence of any particular country	8	6.25	56	5.54	36	5.72	11	7.00	25	5.48	6	6.50	16	5.31	14	5.36	13	4.62	6	5.50	5	6.20	17	4.41	18	5.00
The World Bank Group supports Colombia's effort to reduce social exclusion	8	7.50	59	7.17	37	7.86	11	6.91	26	7.00	6	6.33	17	7.00	13	6.85	14	6.71	5	6.80	5	6.80	17	6.29	19	7.68
The World Bank Group respects the positions, views and demands of the government of	8	8.38	65	7.60	37	8.19	11	7.00	25	7.80	6	8.17	16	8.00	14	8.14	13	7.38	4	8.00	5	7.60	17	6.76	20	7.20
The World Bank Group listens and takes into account your views.	8	8.25	63	7.70	41	7.63	11	6.82	25	7.60	5	8.80	15	7.00	12	6.58	13	6.85	4	7.00	5	6.60	15	6.27	18	6.89

\*Significantly different between stakeholder groups

**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/Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Responsiveness	8	6.50	60	6.55	37	7.03	11	6.36	20	6.75	6	6.33	15	6.73	11	5.64	12	6.08	5	5.40	4	5.00	12	5.17	17	6.47
Flexibility (in terms of the World Bank Group's products and services)	6	6.50	64	6.52	38	7.16	10	6.50	21	6.90	6	6.17	16	6.88	13	6.00	13	6.23	5	5.60	4	5.50	13	5.23	19	6.05
Flexibility (in terms of changing country circumstances)	7	6.00	59	6.34	36	6.94	10	6.20	21	6.62	6	6.33	13	6.85	12	5.58	12	6.17	5	4.80	4	5.50	13	5.46	18	5.56
Openness (sharing data and other information)	7	6.43	62	7.29	40	7.80	10	7.20	20	7.10	6	6.83	15	6.80	12	6.92	12	6.75	5	7.00	5	7.20	14	6.07	16	6.75
Staff accessibility	8	7.50	61	7.33	39	7.33	10	7.20	20	7.30	6	7.00	15	7.20	12	7.08	13	6.46	5	6.20	5	6.60	11	4.73	14	6.93
Straightforwardness and honesty	8	8.00	60	7.72	39	8.28	10	7.80	20	8.25	5	9.00	14	8.50	13	7.69	13	7.62	5	7.60	5	7.20	12	6.17	15	7.67
Collaboration with groups outside of the Government*	6	6.83	38	6.47	34	7.76	8	7.00	21	7.19	3	4.67	15	7.80	13	6.54	15	6.80	5	6.60	5	5.80	11	5.00	14	6.29
Collaboration with the Government	8	8.88	66	8.20	38	8.45	10	7.20	26	7.92	6	8.50	12	8.33	13	8.54	12	8.00	6	8.17	5	7.80	14	7.64	18	7.89
Collaboration with other development partners	6	7.83	42	7.45	34	7.85	8	7.25	21	7.29	3	6.00	13	7.31	11	6.27	11	6.64	5	7.60	3	6.00	11	6.64	16	6.88
The speed in which it gets things accomplished on the ground	8	6.25	61	6.43	39	6.64	10	6.00	21	6.67	5	6.80	15	6.27	13	5.31	13	5.92	5	6.40	2	5.50	12	5.00	15	5.73
Follow through over time	5	7.20	61	6.95	40	7.35	10	6.50	21	7.33	3	6.67	15	7.33	12	6.42	13	6.85	5	7.00	3	6.00	9	5.78	13	6.54

\*Significantly different between stakeholder groups

	Office of the President/Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
When considering the national development needs in Colombia, to what extent does the combination of financial, knowledge and convening services that the World Bank currently provides meet the national development needs of Colombia?	8	7.13	65	7.15	38	7.39	11	7.36	27	7.07	6	7.17	16	6.69	12	6.67	13	6.08	5	6.60	5	6.60	16	6.63	21	7.00

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

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

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

Percentage of Respondents (Responses Combined)	Office of the President/ Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/ CBO	Media	Independent Government Institution	Academia	Other
The World Bank Group works too slowly*	33.3%	10.9%	7.7%	18.2%	11.1%	0.0%	11.1%	40.0%	18.8%	50.0%	20.0%	16.7%	30.4%
The National Government works inefficiently	22.2%	10.9%	25.6%	9.1%	18.5%	16.7%	11.1%	26.7%	18.8%	33.3%	0.0%	38.9%	17.4%
The Sub National Government works inefficiently	33.3%	17.2%	20.5%	9.1%	11.1%	33.3%	16.7%	6.7%	6.3%	16.7%	20.0%	22.2%	4.3%
There is not an adequate level of citizen/civil society participation*	0.0%	9.4%	15.4%	9.1%	33.3%	16.7%	16.7%	6.7%	43.8%	0.0%	0.0%	27.8%	8.7%
The World Bank Group does not do adequate follow through/follow-up	0.0%	6.3%	7.7%	18.2%	7.4%	0.0%	11.1%	6.7%	0.0%	0.0%	0.0%	0.0%	17.4%
Lack of/inadequate levels of capacity in Government	11.1%	21.9%	25.6%	18.2%	18.5%	50.0%	16.7%	33.3%	25.0%	33.3%	20.0%	16.7%	26.1%
Political pressures and obstacles	22.2%	43.8%	43.6%	27.3%	22.2%	66.7%	44.4%	46.7%	37.5%	0.0%	40.0%	16.7%	30.4%
Reforms are not well thought out in light of country challenges*	55.6%	39.1%	12.8%	27.3%	40.7%	16.7%	22.2%	13.3%	12.5%	50.0%	60.0%	5.6%	39.1%
The World Bank Group is not sensitive enough to political/social realities on the ground	0.0%	4.7%	10.3%	18.2%	7.4%	0.0%	5.6%	13.3%	12.5%	0.0%	20.0%	33.3%	8.7%
Other	0.0%	4.7%	5.1%	27.3%	7.4%	0.0%	16.7%	0.0%	6.3%	16.7%	0.0%	5.6%	4.3%

\*Significantly different between stakeholder groups

### C. World Bank Group Effectiveness and Results

In its efforts to support the government of Colombia's national development plan, the World Bank Group is emphasizing in its strategy 2011-2016 a number of thematic objectives. To achieve those objectives, the WBG offers a package of financial, knowledge and convening services to maximize its impact and effectiveness. For each objective below, please indicate how effective you believe the World Bank Group is in terms of having a positive impact on this particular area of development in Colombia? (1-Not effective at all, 10-Very effective)

	Office of the President/ Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Expanding opportunities for Social Prosperity																										
Social protection and improved citizen security	5	7.00	43	6.07	24	6.79	5	6.20	18	6.39	1	5.00	10	6.80	10	5.60	8	5.25	4	6.25	5	5.00	13	5.31	15	6.13
Opportunity in education*	6	8.00	45	6.73	26	7.42	7	7.57	19	7.16	1	5.00	13	7.46	11	6.36	9	5.67	4	6.75	5	5.20	13	5.38	15	6.07
Performance of social services	5	7.60	40	5.95	21	7.00	5	6.60	18	6.44	1	5.00	11	6.91	9	5.56	10	5.90	4	6.75	5	6.00	13	5.62	14	6.29
Sustainable growth with enhanced climate change resilience																										
Sustainable urban development	6	7.67	56	7.23	25	6.88	7	6.57	19	7.00	1	5.00	11	7.09	12	7.17	11	6.18	4	7.25	5	7.00	12	5.25	15	7.13
Disaster risk management	4	8.25	48	6.96	22	6.64	5	5.80	18	7.11	1	5.00	11	7.09	9	6.00	11	6.73	4	7.25	4	6.25	12	5.33	14	6.36
Environmental management and climate change resilience	5	7.80	49	7.00	28	7.32	5	6.40	18	6.83	1	5.00	12	7.17	9	6.11	11	6.36	4	7.00	4	6.50	12	4.92	16	6.44
Inclusive growth and enhanced productivity																										
Fiscal, financial and social risk management	6	8.50	49	7.18	24	6.54	9	6.78	19	7.32	1	6.00	13	7.69	9	7.22	10	6.70	4	6.00	5	6.00	13	6.08	15	6.60
Public sector management	5	8.00	53	7.23	24	6.75	9	7.22	20	7.25	1	6.00	15	7.27	9	6.67	10	6.50	4	6.25	5	6.60	12	6.08	14	6.50
Productivity and innovation	6	7.67	48	6.71	28	7.04	8	7.25	20	7.70	1	5.00	14	7.21	11	6.64	11	6.64	4	6.00	5	6.60	13	5.62	15	6.73

\*Significantly different between stakeholder groups

	Office of the President/Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent does the World Bank Group's work help to achieve development results in Colombia?	8	7.50	65	6.98	42	7.50	9	6.78	26	7.00	6	6.83	18	7.06	14	7.00	13	6.38	6	7.00	5	6.20	16	6.13	21	6.29

(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/Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank Group's financial instruments meet the needs of Colombia	8	6.25	65	7.11	41	7.39	10	7.00	27	6.63	4	6.25	16	6.81	11	6.09	15	6.60	6	6.50	5	6.20	16	5.81	21	6.19
The World Bank Group meets Colombia's needs for knowledge services	8	6.88	67	6.93	40	7.00	10	7.10	27	7.15	6	7.50	17	6.94	12	6.33	15	6.40	6	6.83	5	5.60	17	5.53	21	6.57



### D. The World Bank Group's Knowledge and Convening Services (i.e., Analysis, Studies, Research, Data, Conferences, Workshops, Study Tours)

How frequently do you interact with the World Bank Group on knowledge and convening services in the work you do?\*

Percentage of Respondents	Office of the President/Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/CBO	Media	Independent Government Institution	Academia	Other
Weekly	-	9%	26%	36%	3%	-	10%	-	-	-	-	-	4%
Monthly	33%	24%	17%	-	-	17%	10%	40%	6%	17%	-	6%	17%
A few times a year	56%	45%	38%	64%	38%	67%	40%	13%	56%	33%	60%	33%	22%
Rarely	11%	19%	19%	-	31%	17%	10%	20%	25%	17%	20%	50%	26%
Never	-	3%	-	-	28%	-	30%	27%	13%	33%	20%	11%	30%

\*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of the President/Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/CBO	Media	Independent Government Institution	Academia	Other
Yes	22.2%	13.4%	4.8%	18.2%	31.0%	33.3%	15.0%	20.0%	18.8%	50.0%	20.0%	33.3%	21.7%
No	77.8%	86.6%	95.2%	81.8%	69.0%	66.7%	85.0%	80.0%	81.3%	50.0%	80.0%	66.7%	78.3%

	Office of the President/Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent do you believe the Flagship Report raised substantive new information and insight that you were not aware of prior to reading?	2	7.50	9	7.22	2	9.00	2	8.50	9	8.33	2	6.50	3	8.00	3	7.67	3	6.67	3	7.00	1	7.00	6	7.50	4	7.75
To what extent do you believe the Flagship Report provided you with useful information in terms of the work you do?	2	7.50	9	7.89	2	8.00	2	7.50	9	8.33	2	6.00	3	8.33	3	8.67	3	7.67	3	7.67	1	7.00	6	8.00	3	8.67

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

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

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

	Office of the President/Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Are timely	9	7.00	61	7.28	39	7.08	10	6.80	24	7.04	6	6.83	13	6.77	13	7.00	10	6.90	5	7.00	5	5.80	13	5.54	19	6.21
Include appropriate level of stakeholder involvement during preparation	8	7.00	57	6.81	31	6.90	9	7.44	23	6.87	5	7.00	14	6.64	11	5.91	14	6.14	4	7.25	5	6.80	12	5.17	15	6.33
Are relevant to Colombia's development priorities	9	7.67	61	7.57	38	7.26	10	7.70	26	7.50	6	7.50	13	7.85	12	7.75	12	6.42	6	7.83	5	6.80	14	6.29	19	6.68
Provide feasible recommendations	9	7.56	61	7.38	38	7.42	10	7.10	25	7.56	6	7.17	13	7.31	13	6.38	14	7.21	5	7.00	5	6.80	13	5.85	19	7.00
Are accessible (well written and easy to understand)	9	8.00	59	7.39	38	7.45	10	7.30	25	7.48	6	7.17	13	7.92	12	6.42	14	6.86	5	7.40	5	6.80	14	6.71	19	6.95
Are source of relevant information on global good practices.	8	8.75	61	7.67	38	7.74	10	7.70	25	7.80	6	7.33	13	7.85	12	7.33	12	7.42	6	7.83	5	7.40	13	6.54	19	7.37
Are useful in terms of the work you do	9	8.11	62	7.69	39	7.79	10	7.10	26	7.69	5	7.00	14	7.14	12	6.75	13	7.00	5	7.40	5	6.40	15	6.80	18	6.39
Are adequately disseminated*	9	6.33	61	6.51	36	6.97	10	6.10	26	6.31	5	5.60	13	5.62	13	5.62	13	5.54	6	6.17	5	5.20	16	4.81	20	5.40
Are translated enough into local language	7	6.71	61	7.18	38	7.39	10	7.40	25	7.16	3	5.67	11	7.64	12	6.58	13	6.54	5	5.40	5	6.00	13	6.31	18	6.72
Are adaptable to Colombia's specific development challenges and country circumstances	9	7.11	61	7.23	39	7.38	10	7.20	25	7.36	5	7.80	14	6.93	12	6.00	12	6.25	5	6.40	5	6.60	15	6.07	18	6.61

	Office of the President/Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall, how significant a contribution do you believe the World Bank Group's knowledge and convening services make to development results in your country?	9	7.78	65	7.32	38	7.47	10	7.50	23	7.61	6	7.17	17	7.29	13	6.38	13	7.31	6	7.83	5	7.20	14	6.36	20	6.40
Overall, how would you rate the technical quality of the World Bank Group's knowledge and convening services?	9	7.78	64	7.67	39	7.51	11	7.09	23	7.61	6	6.67	15	7.47	13	6.54	15	7.53	5	6.80	5	7.00	13	6.77	18	7.00

(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/Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank Group disburses funds promptly*	8	7.38	53	7.79	40	8.23	11	8.18	16	7.00	4	8.25	12	6.75	10	6.60	12	7.50	2	6.00	2	4.00	8	5.38	16	6.75
The World Bank Group effectively monitors and evaluates the projects and programs it supports	9	7.44	61	7.56	41	7.98	11	7.36	22	8.14	5	7.80	14	7.93	11	7.36	14	7.79	3	7.00	4	6.25	10	6.60	18	7.33
The World Bank Group's approvals and reviews are done in a timely fashion	9	7.11	59	7.20	42	7.40	11	6.73	20	8.00	5	7.20	14	6.86	10	6.20	13	7.00	2	7.00	3	5.67	10	6.10	16	6.75
The World Bank Group's "Safeguard Policy" requirements are reasonable	7	7.29	53	7.42	40	7.83	9	8.00	17	7.88	4	7.00	12	7.33	10	6.00	11	7.09	2	5.50	3	6.67	7	6.57	15	7.07
Working with the World Bank Group increases Colombia's institutional capacity	9	7.89	62	7.53	39	7.97	11	7.27	24	8.00	6	7.83	15	7.73	11	7.09	13	7.62	5	8.20	5	7.00	15	6.93	18	7.17
The World Bank Group ensures consistency and continuity through staff changes	6	8.17	54	7.72	39	7.18	9	6.44	16	7.81	2	7.00	13	7.85	9	7.22	12	7.08	2	5.50	3	7.33	7	7.43	14	7.71
The World Bank Group's teams and visits are well coordinated	8	8.38	59	7.66	42	8.17	11	7.27	20	8.50	4	6.75	13	8.15	11	7.45	12	7.33	3	7.67	4	6.00	8	7.25	14	8.21
Where country systems are adequate, the World Bank Group makes appropriate use of them	8	8.50	50	7.70	42	8.19	10	7.20	21	8.33	2	7.00	10	8.10	8	7.25	11	7.64	3	7.33	3	8.33	7	7.29	15	7.47
The World Bank Group provides effective implementation support	9	7.89	60	7.52	42	7.86	11	7.27	22	8.64	5	8.00	14	7.79	11	7.55	14	7.71	3	7.00	4	6.75	8	7.13	17	7.41

\*Significantly different between stakeholder groups

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

	Office of the President/Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
In the last three years, to what extent do you believe that the World Bank has moved in the right direction in terms of the focus of its work in Colombia?	9	7.56	62	7.35	35	7.74	11	6.91	25	7.24	6	7.00	18	7.00	9	6.67	14	6.71	6	5.17	5	6.60	12	6.42	18	7.06

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

	Office of the President/Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
How significant a role do you believe the World Bank Group SHOULD play in Colombia's development in the near future?	9	8.44	66	8.27	42	8.62	11	8.82	29	8.86	6	8.67	19	8.84	15	8.13	16	9.19	6	9.00	5	8.00	18	8.17	22	8.73

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

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

	Office of the President/Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
How significant a role do you believe that international development cooperation (e.g. range of donors and partners) SHOULD play in Colombia's development in the near future?	8	8.75	63	8.29	42	8.64	11	8.45	29	8.86	6	8.17	20	8.65	15	8.27	16	9.50	6	8.83	5	8.60	18	8.11	21	8.33

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

	Office of the President/Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
How significant a role do you believe IFC, through its support for the private sector, SHOULD play in helping Colombia achieve its economic and social development goals in the future?	7	8.57	60	8.42	36	8.61	10	8.20	27	8.74	4	8.75	20	8.80	15	8.27	14	8.71	6	7.83	5	8.40	16	8.19	20	8.85

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

**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/Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/CBO	Media	Independent Government Institution	Academia	Other
Improve the quality of its experts as related to Colombia's specific challenges*	11.1%	17.9%	14.6%	0.0%	25.9%	0.0%	5.3%	0.0%	12.5%	0.0%	60.0%	33.3%	21.7%
Reduce the complexity of obtaining World Bank Group financing	33.3%	34.3%	51.2%	45.5%	44.4%	25.0%	47.4%	53.3%	56.3%	16.7%	60.0%	33.3%	39.1%
Focus primarily on advocacy issues	0.0%	4.5%	4.9%	27.3%	3.7%	25.0%	5.3%	6.7%	6.3%	0.0%	0.0%	0.0%	13.0%
Reach out more to groups outside of government*	0.0%	32.8%	39.0%	18.2%	22.2%	25.0%	63.2%	80.0%	68.8%	50.0%	0.0%	55.6%	39.1%
Ensure greater selectivity in its work	0.0%	9.0%	4.9%	9.1%	7.4%	0.0%	10.5%	6.7%	0.0%	0.0%	0.0%	11.1%	0.0%
Provide more adequate data/knowledge/statistics/figures on Colombia's economy	11.1%	17.9%	19.5%	0.0%	14.8%	0.0%	15.8%	6.7%	12.5%	16.7%	20.0%	5.6%	17.4%
Offer more innovative financial products*	55.6%	14.9%	14.6%	27.3%	18.5%	25.0%	10.5%	0.0%	6.3%	33.3%	0.0%	5.6%	8.7%
Offer more innovative knowledge services	44.4%	31.3%	9.8%	9.1%	29.6%	50.0%	15.8%	13.3%	18.8%	50.0%	40.0%	27.8%	30.4%
Work faster*	11.1%	11.9%	17.1%	54.5%	11.1%	0.0%	10.5%	20.0%	0.0%	16.7%	0.0%	5.6%	21.7%
Other	0.0%	1.5%	2.4%	9.1%	14.8%	25.0%	5.3%	6.7%	6.3%	0.0%	0.0%	5.6%	0.0%

\*Significantly different between stakeholder groups

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

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 should offer more of in Colombia?

Percentage of Respondents	Office of the President/Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/CBO	Media	Independent Government Institution	Academia	Other
Financial services	33.3%	11.1%	17.9%	44.4%	32.0%	20.0%	42.1%	14.3%	20.0%	20.0%	40.0%	12.5%	18.2%
Knowledge products	66.7%	60.3%	46.2%	33.3%	48.0%	80.0%	36.8%	28.6%	33.3%	80.0%	60.0%	75.0%	50.0%
Convening services	-	14.3%	15.4%	-	12.0%	-	15.8%	28.6%	20.0%	-	-	6.3%	13.6%
None of the above	-	1.6%	-	11.1%	-	-	-	7.1%	-	-	-	-	4.5%
The combination is appropriate for Colombia	-	12.7%	20.5%	11.1%	8.0%	-	5.3%	21.4%	26.7%	-	-	6.3%	13.6%

### G. Communication and Information Sharing

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

Percentage of Respondents (Responses Combined)	Office of the President/Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/CBO	Media	Independent Government Institution	Academia	Other
Local newspapers	55.6%	55.2%	50.0%	54.5%	31.0%	16.7%	70.0%	42.9%	56.3%	66.7%	20.0%	50.0%	47.8%
International newspapers*	11.1%	6.0%	0.0%	9.1%	6.9%	50.0%	5.0%	14.3%	0.0%	16.7%	0.0%	0.0%	13.0%
Local radio	0.0%	9.0%	7.5%	9.1%	3.4%	0.0%	5.0%	7.1%	0.0%	50.0%	0.0%	11.1%	13.0%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local television	11.1%	9.0%	32.5%	27.3%	10.3%	16.7%	20.0%	7.1%	18.8%	16.7%	0.0%	11.1%	26.1%
International television	0.0%	3.0%	10.0%	9.1%	13.8%	0.0%	5.0%	0.0%	6.3%	0.0%	0.0%	0.0%	4.3%
Periodicals*	55.6%	43.3%	12.5%	18.2%	41.4%	50.0%	45.0%	64.3%	37.5%	0.0%	80.0%	77.8%	34.8%
Internet*	66.7%	55.2%	72.5%	63.6%	72.4%	50.0%	35.0%	35.7%	43.8%	50.0%	80.0%	44.4%	34.8%
Social media (Facebook, Twitter, YouTube)	0.0%	4.5%	5.0%	0.0%	0.0%	0.0%	5.0%	0.0%	6.3%	0.0%	0.0%	0.0%	4.3%
Blogs	0.0%	0.0%	0.0%	0.0%	6.9%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mobile phones	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Instant messaging	0.0%	0.0%	2.5%	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	6.0%	2.5%	9.1%	13.8%	0.0%	0.0%	21.4%	18.8%	0.0%	0.0%	5.6%	8.7%

\*Significantly different between stakeholder groups

**G. Communication and Information Sharing (continued)****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/ Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/ CBO	Media	Independent Government Institution	Academia	Other
World Bank Group website	22.2%	19.4%	31.0%	27.3%	24.1%	0.0%	10.0%	13.3%	31.3%	16.7%	0.0%	33.3%	30.4%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	44.4%	35.8%	26.2%	27.3%	20.7%	16.7%	25.0%	33.3%	37.5%	16.7%	40.0%	16.7%	30.4%
e-Newsletters	44.4%	43.3%	52.4%	54.5%	62.1%	50.0%	65.0%	60.0%	43.8%	83.3%	40.0%	61.1%	34.8%
Instant messaging	11.1%	6.0%	2.4%	0.0%	3.4%	0.0%	5.0%	6.7%	6.3%	16.7%	20.0%	0.0%	8.7%
World Bank Group seminars/workshops/conferences	44.4%	44.8%	50.0%	63.6%	37.9%	50.0%	45.0%	26.7%	43.8%	16.7%	80.0%	33.3%	56.5%
World Bank Group publications and other written materials	33.3%	31.3%	14.3%	18.2%	27.6%	83.3%	35.0%	33.3%	25.0%	33.3%	20.0%	44.4%	26.1%
Mobile phones	0.0%	4.5%	0.0%	0.0%	6.9%	0.0%	0.0%	13.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Social media (Facebook, Twitter, YouTube)	0.0%	6.0%	9.5%	0.0%	6.9%	0.0%	15.0%	13.3%	6.3%	0.0%	0.0%	5.6%	4.3%
Blogs	0.0%	0.0%	4.8%	0.0%	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

Percentage of Respondents	Office of the President/ Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/ CBO	Media	Independent Government Institution	Academia	Other
Yes	44.4%	31.3%	41.5%	45.5%	25.9%	16.7%	10.0%	20.0%	18.8%	50.0%	40.0%	41.2%	27.3%
No	55.6%	68.7%	58.5%	54.5%	74.1%	83.3%	90.0%	80.0%	81.3%	50.0%	60.0%	58.8%	72.7%

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

Percentage of Respondents	Office of the President/ Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/ CBO	Media	Independent Government Institution	Academia	Other
Yes	33.3%	28.8%	26.2%	27.3%	21.4%	-	-	6.7%	-	-	-	16.7%	9.1%
No	66.7%	71.2%	73.8%	72.7%	78.6%	100.0%	100.0%	93.3%	100%	100.0%	100.0%	83.3%	90.9%

\*Significantly different between stakeholder groups

**Were you able to obtain this information?**

Percentage of Respondents	Office of the President/ Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/ CBO	Media	Independent Government Institution	Academia	Other
Yes	66.7%	84.2%	100.0%	100%	100%	-	-	100.0%	-	-	-	100.0%	100%
No	33.3%	15.8%	-	-	-	-	-	-	-	-	-	-	-

## G. Communication and Information Sharing (continued)

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

Percentage of Respondents	Office of the President/Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/CBO	Media	Independent Government Institution	Academia	Other
Yes	100.0%	82.8%	97.3%	100%	74.1%	100.0%	60.0%	86.7%	85.7%	83.3%	75.0%	66.7%	59.1%
No	-	17.2%	2.7%	-	25.9%	-	40.0%	13.3%	14.3%	16.7%	25.0%	33.3%	40.9%

\*Significantly different between stakeholder groups

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

	Office of the President/Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
I use/consult World Bank Group data more often than I did a few years ago.*	9	7.33	60	6.43	39	7.03	11	7.09	25	6.56	6	6.17	18	5.33	14	5.93	14	5.57	5	6.80	5	4.60	18	5.00	21	5.14
I find the World Bank Group websites easy to navigate.	9	7.78	55	7.24	40	7.25	10	8.10	23	7.39	6	6.50	10	6.10	13	6.38	13	6.31	5	7.80	4	7.50	11	6.45	13	8.08
I find the information on the World Bank Group's websites useful.	9	7.89	55	7.91	40	7.95	10	8.30	23	7.87	6	7.83	10	7.80	14	7.43	11	7.00	5	8.40	4	8.00	11	8.45	13	7.62
When I need information from the World Bank Group I know how to find it.*	9	7.22	61	6.97	40	7.83	10	7.80	20	6.95	6	6.67	13	6.62	14	6.00	13	5.38	5	6.20	4	8.00	14	5.64	20	5.65
The World Bank Group is responsive to my information requests and inquiries.*	8	8.50	47	8.26	39	8.49	10	7.30	16	7.06	2	8.50	9	7.11	10	7.10	10	6.10	3	6.33	3	7.00	6	7.17	11	6.91

\*Significantly different between stakeholder groups

## H. Development Organizations in the Region

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

	Office of the President/Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Inter-American Development Bank (IDB/BID)	9	8.44	66	7.47	40	6.93	11	8.55	29	7.28	6	6.67	20	6.35	14	7.64	16	7.44	5	7.20	5	7.60	18	6.94	23	6.78
Latin American Development Bank (CAF)	8	7.87	65	6.45	36	4.86	11	6.36	29	6.55	6	4.83	19	5.63	14	5.86	14	5.93	4	7.50	5	6.80	18	6.22	23	5.65

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

	Office of the President/Minister		Employee of a Ministry		Consultant on WBG Project		PMU		Local Government		Multilateral Agency		Private/Financial Sector/ Private Bank		Private Foundation		NGO/CBO		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Inter-American Development Bank (IDB/BID)	9	7.67	61	7.02	30	7.57	11	6.64	26	7.65	5	7.20	17	7.47	14	6.29	15	7.60	5	6.60	5	6.80	15	7.13	21	6.81
Latin American Development Bank (CAF)	7	7.00	48	6.40	16	5.63	9	5.11	26	7.08	3	6.00	15	7.07	10	5.80	12	6.25	4	6.50	4	7.00	12	6.75	16	6.88

## I. Background Information

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

Percentage of Respondents	Office of the President/Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/CBO	Media	Independent Government Institution	Academia	Other
Yes	33.3%	39.7%	59.5%	54.5%	27.6%	33.3%	25.0%	33.3%	6.7%	-	-	16.7%	34.8%
No	66.7%	60.3%	40.5%	45.5%	72.4%	66.7%	75.0%	66.7%	93.3%	100.0%	100.0%	83.3%	65.2%

\*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/Minister	Employee of a Ministry	Consultant on WBG Project	PMU	Local Govt.	Multilateral Agency	Private/Financial Sector/Private Bank	Private Foundation	NGO/CBO	Media	Independent Government Institution	Academia	Other
Observer (i.e., follow in media, discuss in informal conversations, etc.)*	0.0%	3.2%	2.4%	0.0%	17.9%	0.0%	23.5%	13.3%	28.6%	40.0%	40.0%	29.4%	19.0%
Use World Bank Group reports/data*	22.2%	22.2%	23.8%	9.1%	35.7%	16.7%	64.7%	40.0%	21.4%	80.0%	20.0%	47.1%	42.9%
Engage in World Bank Group related/sponsored events/activities	66.7%	52.4%	45.2%	63.6%	17.9%	16.7%	41.2%	33.3%	28.6%	40.0%	20.0%	58.8%	52.4%
Collaborate as part of my professional duties*	44.4%	57.1%	66.7%	90.9%	39.3%	50.0%	17.6%	46.7%	28.6%	0.0%	20.0%	29.4%	28.6%
Use World Bank Group website for information, data, research, etc.*	22.2%	20.6%	14.3%	9.1%	35.7%	16.7%	29.4%	40.0%	42.9%	40.0%	80.0%	17.6%	9.5%

\*Significantly different between stakeholder groups



## Appendix C: Responses to All Questions by Geographic Location

### A. General Issues Facing Colombia

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

Percentage of Respondents	Bogota	Outside Bogota
The right direction	76.7%	73.4%
The wrong direction	7.9%	7.8%
Not sure	15.3%	18.8%

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)	Bogota	Outside Bogota
Central Government effectiveness/public procurement	3.6%	1.6%
Sub National Governments effectiveness	16.9%	8.1%
Economic growth	25.6%	22.6%
Increasing foreign direct investment*	4.1%	11.3%
Access and quality of education	39.0%	51.6%
Access and quality of health services	14.9%	16.1%
Peace and development*	33.3%	51.6%
Improving the effectiveness of law and justice system*	16.4%	4.8%
Infrastructure development	28.2%	24.2%
Improving environmental quality	5.6%	0.0%
Climate change	3.6%	1.6%
Protecting the environment and natural resources	14.4%	11.3%
Increasing employment/income generating opportunities	27.7%	30.6%
Enhancing the opportunity for private sector growth/investment	6.2%	3.2%
Agriculture development	10.8%	12.9%
Strengthening regulatory framework	1.5%	3.2%
Improving trade and exports	2.1%	4.8%
Effective social safety nets	3.1%	0.0%
Reducing poverty	30.3%	25.8%
Reducing crime and violence	9.2%	12.9%

\*Significantly different between locations

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?

Percentage of Respondents (Responses Combined)	Bogota	Outside Bogota
Economic growth	28.0%	32.3%
Increasing employment/income generating opportunities	67.5%	78.5%
Improving trade and exports	2.0%	0.0%
Access and quality of health services	9.5%	13.8%
Agriculture development	27.5%	23.1%
Central Government effectiveness/public procurement	1.0%	0.0%
Reducing crime and violence	6.5%	10.8%
Increasing foreign direct investment	2.0%	4.6%
Effective social safety nets	7.5%	6.2%
Sub National Governments effectiveness	14.5%	16.9%
Peace and development	29.5%	27.7%
Access and quality of education	58.0%	66.2%
Improving the effectiveness of law and justice system	6.5%	1.5%
Climate change	1.5%	0.0%
Improving environmental quality	1.0%	0.0%
Infrastructure development*	17.5%	3.1%
Strengthening regulatory framework	0.5%	1.5%
Protecting the environment and natural resources	6.0%	1.5%
Enhancing the opportunity for private sector growth/investment	7.0%	12.3%

\*Significantly different between locations

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

When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Colombia?

Percentage of Respondents (Responses Combined)	Bogota	Outside Bogota
Better employment opportunities for young people	11.0%	16.1%
Better employment opportunities for women	1.6%	1.6%
Greater access to micro-finance for the poor	4.2%	8.1%
Greater voice and participation for citizens to help ensure greater accountability	8.9%	14.5%
Greater access to health and nutrition for citizens	11.5%	9.7%
Better entrepreneurial opportunities	22.0%	24.2%
A growing middle class	13.1%	9.7%
Better opportunity for the poor who live in rural areas	20.9%	11.3%
Better opportunity for the poor who live in urban areas	8.9%	4.8%
Consistent economic growth	25.1%	32.3%
More effective risk management	0.5%	0.0%
Greater equity of fiscal policy*	18.8%	4.8%
Education and training that better ensure job opportunity	43.5%	56.5%
Better quality public services	2.1%	1.6%
Other	3.7%	1.6%

\*Significantly different between locations

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

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Colombia?	199	7.10	2.15	65	6.55	1.76
How familiar are you with the work of the International Finance Corporation (IFC) in Colombia?	198	4.77	2.74	65	4.31	2.56

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

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Colombia?	176	7.11	1.82	60	6.62	1.84

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

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
How effectively do you believe the different parts of the World Bank Group (IBRD/IDA and IFC) collaborate and coordinate efforts in Colombia?	150	6.88	1.70	51	6.53	1.80

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

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Colombia solve its most complicated development challenges?	175	7.88	1.54	53	7.92	1.73

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

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

When thinking about how the World Bank Group can best contribute to development solutions in Colombia, in which sectoral areas do you believe the World Bank Group should focus most of its attention and resources in Colombia? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Bogota	Outside Bogota
Effective social safety nets	8.6%	4.7%
Improving trade and exports	2.0%	4.7%
Infrastructure development	42.4%	39.1%
Climate change	6.6%	4.7%
Central Government effectiveness/public procurement	5.6%	3.1%
Increasing foreign direct investment*	0.5%	7.8%
Enhancing the opportunity for private sector growth/investment	9.1%	9.4%
Access and quality of health services	13.1%	14.1%
Improving the effectiveness of law and justice system	11.1%	7.8%
Increasing employment/income generating opportunities	29.3%	34.4%
Reducing crime and violence	20.7%	20.3%
Strengthening regulatory framework	4.5%	6.3%
Reducing poverty	30.3%	42.2%
Protecting the environment and natural resources	11.6%	4.7%
Economic growth	15.2%	18.8%
Sub National Governments effectiveness*	16.2%	6.3%
Access and quality of education	23.7%	23.4%
Improving environmental quality	5.6%	0.0%
Agriculture development	18.7%	21.9%
Peace and development	18.7%	23.4%

\*Significantly different between locations

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)	Bogota	Outside Bogota
Staff too inaccessible	7.8%	8.1%
Not exploring alternative policy options*	2.6%	12.9%
Not adequately sensitive to political/social realities in Colombia	10.9%	14.5%
Not enough public disclosure of its work	42.0%	53.2%
Arrogant in its approach	2.1%	0.0%
Not aligned with country priorities	5.2%	4.8%
The credibility of its knowledge/data	1.6%	0.0%
Not willing to honestly criticize policies and reform efforts in the country	9.8%	3.2%
Too influenced by developed countries	11.9%	14.5%
Imposing technocratic solutions without regard to political realities	19.7%	17.7%
World Bank Group processes too slow and complex	26.9%	22.6%
Too bureaucratic in its operational policies and procedures*	22.8%	11.3%
Not aligned with other development partners' work	5.2%	3.2%
Not collaborating enough with non-state actors	3.1%	6.5%
Not client focused	4.1%	3.2%
Other	8.8%	8.1%

\*Significantly different between locations

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

In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Bogota	Outside Bogota
NGOs	19.0%	24.6%
Local Government	49.7%	58.5%
Beneficiaries	13.3%	4.6%
Private sector	28.7%	16.9%
Community-based organizations (CBOs)	19.0%	15.4%
Community of development partners	11.3%	15.4%
Foundations	6.2%	9.2%
Academia/think tanks/research institutes	37.4%	43.1%
Parliament	4.1%	1.5%
Media	4.1%	3.1%
Faith-based organizations	0.5%	0.0%
Other	2.1%	1.5%

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)

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Colombia	186	6.74	2.05	61	7.15	1.97
The World Bank Group's work is aligned with what I consider the development priorities for Colombia	181	6.66	1.95	60	6.62	2.08
The World Bank Group is an organization that does not represent a particular ideological perspective in Colombia	184	6.92	2.72	57	6.63	2.96
The World Bank Group is an organization that has no dominant influence of any particular country	172	5.60	2.64	58	5.19	2.45
The World Bank Group supports Colombia's effort to reduce social exclusion	176	7.16	1.92	59	7.07	1.97
The World Bank Group respects the positions, views and demands of the government of Colombia	184	7.75	1.90	55	7.44	2.08
The World Bank Group listens and takes into account your views	176	7.37	1.94	57	7.19	1.88

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)

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
Responsiveness	165	6.36	2.01	51	6.59	1.97
Flexibility (in terms of the World Bank Group's products and services)	173	6.45	1.79	53	6.60	2.08
Flexibility (in terms of changing country circumstances)	164	6.23	1.97	50	6.32	1.87
Openness (sharing data and other information)	168	7.11	1.99	54	7.09	2.10
Staff accessibility	168	7.15	1.94	49	6.71	2.27
Straightforwardness and honesty	168	7.81	1.70	49	8.02	1.95
Collaboration with groups outside of the Government	134	6.79	2.13	51	6.94	2.16
Collaboration with the Government	177	8.18	1.45	55	8.04	1.48
Collaboration with other development partners	131	7.23	1.81	51	7.37	1.76
The speed in which it gets things accomplished on the ground	165	6.21	2.14	52	6.38	1.92
Follow through over time	156	6.82	1.96	52	7.25	1.56

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

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
When considering the national development needs in Colombia, to what extent does the combination of financial, knowledge and convening services that the World Bank currently provides meet the national development needs of Colombia?	184	7.09	1.58	57	6.72	1.63

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

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

Percentage of Respondents (Responses Combined)	Bogota	Outside Bogota
The World Bank Group works too slowly	19.7%	9.7%
The National Government works inefficiently	19.2%	16.1%
The Sub National Government works inefficiently	15.5%	14.5%
There is not an adequate level of citizen/civil society participation*	10.4%	33.9%
The World Bank Group does not do adequate follow through/follow-up	6.7%	8.1%
Lack of/inadequate levels of capacity in Government	23.8%	21.0%
Political pressures and obstacles	38.9%	29.0%
Reforms are not well thought out in light of country challenges	30.1%	25.8%
The World Bank Group is not sensitive enough to political/social realities on the ground	8.3%	14.5%
Other	6.2%	6.5%

\*Significantly different between locations

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

In its efforts to support the government of Colombia's national development plan, the World Bank Group is emphasizing in its strategy 2011-2016 a number of thematic objectives. To achieve those objectives, the WBG offers a package of financial, knowledge and convening services to maximize its impact and effectiveness. For each objective below, please indicate how effective you believe the World Bank Group is in terms of having a positive impact on this particular area of development in Colombia? (1-Not effective at all, 10-Very effective)

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
<b>Expanding opportunities for Social Prosperity</b>						
Social protection and improved citizen security	120	6.24	1.83	40	5.83	2.23
Opportunity in education	126	6.75	1.93	46	6.57	1.96
Performance of social services	113	6.29	1.78	42	6.26	1.94
<b>Sustainable growth with enhanced climate change resilience</b>						
Sustainable urban development	139	7.03	1.84	42	6.45	1.98
Disaster risk management	125	6.75	1.80	35	6.31	2.08
Environmental management and climate change resilience	134	6.85	1.88	38	6.32	2.20
<b>Inclusive growth and enhanced productivity</b>						
Fiscal, financial and social risk management	131	6.97	1.93	44	6.93	1.86
Public sector management	135	6.97	1.80	43	6.79	1.85
Productivity and innovation	137	6.75	1.92	46	7.09	1.86

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

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Colombia?	185	6.95	1.53	62	6.79	1.67

(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)

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Colombia	182	6.81	1.72	61	6.62	1.75
The World Bank Group meets Colombia's needs for knowledge services	189	6.82	1.81	60	6.60	1.76

### D. The World Bank Group's Knowledge and Convening Services

(i.e., Analysis, Studies, Research, Data, Conferences, Workshops, Study Tours)

#### How frequently do you interact with the World Bank Group on knowledge and convening services in the work you do?\*

Percentage of Respondents	Bogota	Outside Bogota
Weekly	10.5%	4.6%
Monthly	19.5%	4.6%
A few times a year	40.0%	40.0%
Rarely	19.0%	30.8%
Never	11.0%	20.0%

\*Significantly different between locations

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

Percentage of Respondents	Bogota	Outside Bogota
Yes	17.0%	23.1%
No	83.0%	76.9%

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the Flagship Report raised substantive new information and insight that you were not aware of prior to reading?	33	7.52	1.35	15	7.93	1.03
To what extent do you believe the Flagship Report provided you with useful information in terms of the work you do?	32	7.94	1.34	15	7.93	1.22

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

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

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

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

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
Are timely	173	6.98	1.60	53	6.58	1.88
Include appropriate level of stakeholder involvement during preparation	160	6.79	1.81	47	6.26	2.10
Are relevant to Colombia's development priorities	176	7.42	1.66	54	7.04	1.66
Provide feasible recommendations	177	7.20	1.62	53	7.08	1.75
Are accessible (well written and easy to understand)	174	7.30	1.65	54	7.22	1.91
Are source of relevant information on global good practices.	173	7.67	1.64	53	7.40	1.85
Are useful in terms of the work you do	175	7.44	1.98	55	7.13	1.86
Are adequately disseminated*	176	6.26	1.99	55	5.60	2.31
Are translated enough into local language	167	6.93	2.08	52	7.25	2.22
Are adaptable to Colombia's specific development challenges and country circumstances	173	7.02	1.69	55	6.89	1.88

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge and convening services make to development results in your country?	181	7.22	1.66	56	7.20	1.67
Overall, how would you rate the technical quality of the World Bank Group's knowledge and convening services?	179	7.36	1.65	55	7.42	1.44

(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)

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	153	7.48	2.01	37	7.30	2.30
The World Bank Group effectively monitors and evaluates the projects and programs it supports	171	7.51	1.76	49	7.88	1.51
The World Bank Group's approvals and reviews are done in a timely fashion	165	7.01	2.03	45	7.31	1.95
The World Bank Group's "Safeguard Policy" requirements are reasonable	146	7.27	1.91	40	7.65	2.01
Working with the World Bank Group increases Colombia's institutional capacity	174	7.58	1.84	56	7.66	1.77
The World Bank Group ensures consistency and continuity through staff changes	147	7.40	1.68	36	7.64	1.87
The World Bank Group's teams and visits are well coordinated*	164	7.68	1.83	41	8.29	1.33
Where country systems are adequate, the World Bank Group makes appropriate use of them*	142	7.70	1.64	44	8.25	1.42
The World Bank Group provides effective implementation support	169	7.55	1.84	48	8.06	1.44

\*Significantly different between locations

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

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
In the last three years, to what extent do you believe that the World Bank has moved in the right direction in terms of the focus of its work in Colombia?	173	7.16	1.68	55	7.07	1.78

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

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
How significant a role do you believe the World Bank Group SHOULD play in Colombia's development in the near future?	197	8.42	1.55	65	9.03	1.37

(1-Not a significant role at all, 10-Very significant role) \*Significantly different between locations

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
How significant a role do you believe that international development cooperation (e.g. range of donors and partners) SHOULD play in Colombia's development in the near future?*	193	8.37	1.48	65	9.06	1.22

(1-Not a significant role at all, 10-Very significant role) \*Significantly different between locations

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
How significant a role do you believe IFC, through its support for the private sector, SHOULD play in helping Colombia achieve its economic and social development goals in the future?	174	8.45	1.50	64	8.81	1.38

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

### 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)	Bogota	Outside Bogota
Improve the quality of its experts as related to Colombia's specific challenges	15.9%	19.0%
Reduce the complexity of obtaining World Bank Group financing	41.0%	44.4%
Focus primarily on advocacy issues	7.2%	3.2%
Reach out more to groups outside of government	38.5%	46.0%
Ensure greater selectivity in its work	6.2%	6.3%
Provide more adequate data/knowledge/statistics/figures on Colombia's economy	14.9%	14.3%
Offer more innovative financial products	14.9%	12.7%
Offer more innovative knowledge services	24.1%	27.0%
Work faster	15.4%	12.7%
Other	4.1%	4.8%

### 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 should offer more of in Colombia?

Percentage of Respondents	Bogota	Outside Bogota
Financial services	18.6%	33.3%
Knowledge products	53.0%	43.3%
Convening services	12.0%	15.0%
None of the above	2.2%	-
The combination is appropriate for Colombia	14.2%	8.3%



### G. Communication and Information Sharing

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

Percentage of Respondents (Responses Combined)	Bogota	Outside Bogota
Local newspapers	48.2%	54.7%
International newspapers	8.0%	1.6%
Local radio	7.5%	12.5%
International radio	0.0%	0.0%
Local television	14.6%	23.4%
International television	4.5%	6.3%
Periodicals	40.7%	39.1%
Internet*	59.3%	40.6%
Social media (Facebook, Twitter, YouTube)	2.0%	6.3%
Blogs	0.5%	3.1%
Mobile phones	0.5%	0.0%
Instant messaging	0.5%	1.6%
Other	7.0%	7.8%

\*Significantly different between locations

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

Percentage of Respondents (Responses Combined)	Bogota	Outside Bogota
World Bank Group website	24.0%	20.0%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	28.0%	33.8%
e-Newsletters	51.5%	49.2%
Instant messaging	5.5%	4.6%
World Bank Group seminars/workshops/conferences	45.5%	41.5%
World Bank Group publications and other written materials	30.0%	26.2%
Mobile phones	2.5%	4.6%
Social media (Facebook, Twitter, YouTube)*	5.0%	12.3%
Blogs	1.5%	0.0%
Other	0.0%	0.0%

\*Significantly different between locations

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

Percentage of Respondents	Bogota	Outside Bogota
Yes	33.5%	22.2%
No	66.5%	77.8%

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

Percentage of Respondents	Bogota	Outside Bogota
Yes	17.8%	15.6%
No	82.2%	84.4%

Were you able to obtain this information?

Percentage of Respondents	Bogota	Outside Bogota
Yes	91.7%	100.0%
No	8.3%	-

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

Percentage of Respondents	Bogota	Outside Bogota
Yes	82.4%	72.9%
No	17.6%	27.1%

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

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

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
I use/consult World Bank Group data more often than I did a few years ago.	186	6.08	2.51	56	6.38	2.88
I find the World Bank Group websites easy to navigate.	160	7.16	1.80	49	7.18	1.86
I find the information on the World Bank Group's websites useful.	161	7.78	1.47	47	8.13	1.35
When I need information from the World Bank Group I know how to find it.	176	6.84	2.38	51	6.65	2.79
The World Bank Group is responsive to my information requests and inquiries.	137	7.72	2.19	34	7.68	1.80

### H. Development Organizations in the Region

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

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
Inter-American Development Bank (IDB/BID)	197	7.24	2.19	63	7.24	2.18
Latin American Development Bank (CAF)	191	6.09	2.63	59	5.83	2.59

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

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

	Bogota			Outside Bogota		
	N	Mean	SD	N	Mean	SD
Inter-American Development Bank (IDB/BID)*	176	7.03	1.48	56	7.63	1.54
Latin American Development Bank (CAF)	136	6.37	1.90	44	6.61	1.74

\*Significantly different between locations

### I. Background Information

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

Percentage of Respondents	Bogota	Outside Bogota
Yes	38.2%	23.4%
No	61.8%	76.6%

\*Significantly different between locations

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)	Bogota	Outside Bogota
Observer (i.e., follow in media, discuss in informal conversations, etc.)	11.0%	17.0%
Use World Bank Group reports/data*	27.0%	46.0%
Engage in World Bank Group related/sponsored events/activities	46.0%	34.0%
Collaborate as part of my professional duties*	52.0%	29.0%
Use World Bank Group website for information, data, research, etc.*	21.0%	34.0%

\*Significantly different between locations

## Appendix D: Responses to Sector Effectiveness Questions by Specialization

### C. World Bank Group Effectiveness and Results

In its efforts to support the government of Colombia's national development plan, the World Bank Group is emphasizing in its strategy 2011-2016 a number of thematic objectives. To achieve those objectives, the WBG offers a package of financial, knowledge and convening services to maximize its impact and effectiveness. For each objective below, please indicate how effective you believe the World Bank Group is in terms of having a positive impact on this particular area of development in Colombia? (1-Not effective at all, 10-Very effective)

	Agriculture/ rural development / food security		Climate change / disaster management		Education		Financial markets / banking		Gender / equality of opportunity		Information and communi- cations technology		Job creation/empl oyment		Law and justice / regulatory framework		Natural resource management / environmental sustainability		Private sector development / foreign direct investment		Public sector governance / public financial mgmt./ anti- corruption		Social protection		Transport		Urban development		Water and sanitation		Other			
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean		
Expanding opportunities for Social Prosperity																																		
Social protection and improved citizen security	16	6.50	4	7.00	26	6.38	13	6.08	3	5.33	5	5.80	1	4.00	3	5.00	13	6.92	5	6.00	27	5.56	2	7.50	5	6.80	3	6.33				34	5.82	
Opportunity in education	16	6.88	4	7.25	34	7.06	15	6.87	4	6.75	4	6.00	1	5.00	5	5.60	14	7.29	5	7.40	27	6.37	1	9.00	6	6.50	2	5.50				35	6.43	
Performance of social services	16	6.13	3	6.67	26	6.31	13	6.15	3	5.67	4	6.00	1	7.00	3	5.33	14	7.50	5	7.00	26	5.92	1	8.00	5	6.60	2	5.00				33	6.12	
Sustainable growth with enhanced climate change resilience																																		
Sustainable urban development	18	7.22	10	8.30	26	6.73	12	6.33	3	5.67	3	7.00	1	7.00	3	4.33	18	7.56	5	7.60	30	6.67	1	8.00	12	7.67	6	7.33				34	6.44	
Disaster risk management*	18	7.11	10	8.40	22	5.91	12	6.42	2	4.50	4	7.25	1	5.00	3	4.00	18	7.72	4	7.25	28	6.54	1	6.00	8	7.50	4	6.50				27	6.11	
Environmental management and climate change resilience*	19	7.11	10	8.00	24	6.29	12	6.33	3	5.33	4	7.25	1	6.00	3	2.67	21	7.71	4	7.25	30	6.63	2	6.50	9	7.44	3	5.33				29	6.38	
Inclusive growth and enhanced productivity																																		
Fiscal, financial and social risk management	14	6.93	8	7.88	26	6.35	15	7.27	4	6.50	4	6.50	1	7.00	4	6.50	14	8.36	5	7.40	35	7.09	1	8.00	7	7.86	3	6.67	1	8.00	33	6.21		
Public sector management	17	6.94	6	7.67	26	6.58	15	6.47	3	5.33	4	5.75	1	8.00	4	5.25	15	8.00	5	6.80	33	7.18	1	8.00	8	7.75	4	7.25	1	8.00	36	6.78		
Productivity and innovation	19	7.68	5	7.40	28	6.75	15	6.20	3	5.00	4	6.75	1	8.00	4	4.50	18	7.50	5	6.00	30	6.67	2	6.50	7	7.57	3	6.33	1	9.00	38	6.79		

\*Significantly different between specializations

## Appendix E: Responses to All Questions by Year<sup>1</sup>

FY '07 Response Number = 170 • FY '11 Response Number = 147 • FY '13 Response Number = 271

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

	FY 2007			FY 2011			FY 2013		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Colombia?	167	6.67	2.00	139	7.12	2.04	270	6.98	2.07
Overall, please rate your impression of the World Bank Group's effectiveness in Colombia? <sup>^</sup>	161	6.29	1.72	139	7.00	1.53	242	6.99	1.82

(1-Not familiar at all, 10-Extremely familiar; 1-Not effective at all, 10-Very effective)

<sup>^</sup>Significantly different between FY13 and FY07 country surveys

### 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 2007			FY 2011			FY 2013		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Colombia <sup>^*</sup>	166	6.08	1.79	136	5.87	1.89	253	6.86	2.01
The World Bank Group's work is aligned with what I consider the development priorities for Colombia <sup>^*</sup>	160	6.08	2.01	134	6.25	1.89	247	6.68	1.98

<sup>^</sup>Significantly different between FY13 and FY07 country surveys

<sup>\*</sup>Significantly different between FY13 and FY11 country surveys

### 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 2007			FY 2011			FY 2013		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Staff accessibility <sup>^*</sup>	156	6.26	2.26	121	6.51	2.12	223	7.05	2.01
Straightforwardness and honesty <sup>^</sup>	159	8.33	1.98	119	7.47	2.11	223	7.85	1.75

<sup>^</sup>Significantly different between FY13 and FY07 country surveys

<sup>\*</sup>Significantly different between FY13 and FY11 country surveys

### C. World Bank Group Effectiveness and Results

For each objective below, please indicate how effective you believe the World Bank Group is in terms of having a positive impact on this particular area of development in Colombia? (1-Not effective at all, 10-Very effective)

	FY 2007			FY 2011			FY 2013		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Social protection and improved citizen security	145	5.84	2.09	105	6.06	2.05	162	6.13	1.93
Opportunity in education <sup>*</sup>	149	6.33	2.21	116	6.17	2.07	176	6.72	1.93

<sup>\*</sup>Significantly different between FY13 and FY11 country surveys

<sup>1</sup> Only those questions that were asked in the FY'07, FY'11 and FY '13 country surveys, with similar response scales/options, are presented.

### D. The World Bank Group's Knowledge

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

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

	FY 2007			FY 2011			FY 2013		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are source of relevant information on global good practices*	165	7.67	1.96	120	6.96	1.75	232	7.63	1.69
Are useful in terms of the work you do^	165	8.30	1.78	123	7.48	1.78	236	7.39	1.95
Are adaptable to Colombia's specific development challenges and country circumstances^*	165	5.98	2.16	123	6.58	1.76	234	7.00	1.73

^Significantly different between FY13 and FY07 country surveys

\*Significantly different between FY13 and FY11 country surveys

### 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 2007			FY 2011			FY 2013		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	93	7.37	1.98	71	7.75	1.98	195	7.44	2.05
The World Bank Group effectively monitors and evaluates the projects and programs it supports	107	7.47	2.00	77	7.65	1.69	225	7.60	1.71
Working with the World Bank Group increases Colombia's institutional capacity^	109	6.93	2.14	77	7.14	1.95	235	7.60	1.81

^Significantly different between FY13 and FY07 country surveys

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

	FY 2007			FY 2011			FY 2013		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
How significant a role do you believe the World Bank Group SHOULD play in Colombia's development in the near future?				133	8.31	1.53	267	8.55	1.52

### G. Communication and Information Sharing

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

Percentage of Respondents	FY 2007	FY 2011	FY 2013
Yes	75.2%	82.8%	80.5%
No	24.8%	17.2%	19.5%

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

	FY 2007			FY 2011			FY 2013		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
I find the World Bank Group websites easy to navigate.				102	7.23	1.98	214	7.17	1.79
I find the information on the World Bank Group's websites useful.				101	7.68	1.57	213	7.87	1.43
When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.).				108	6.73	2.32	231	6.81	2.46
The World Bank Group is responsive to my information requests and inquiries.*				102	7.02	1.93	175	7.74	2.10

\*Significantly different between FY13 and FY11 country surveys

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

Indicator Question	I3. Currently, do you professionally collaborate/ work with the WBG?		I5. Which of the following describes most of your exposure to the World Bank Group in Colombia? (Choose no more than TWO)									
	No Mean	Yes Mean	Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
Overall, please rate your impression of the World Bank Group's effectiveness in Colombia?	6.68	7.49	7.14	6.10	7.14	6.73	6.82	7.25	6.68	7.37	7.17	6.48
To what extent do you believe the World Bank Group's staff is well prepared to help Colombia solve its most complicated development challenges?	7.64	8.34	7.98	7.31	8.04	7.58	7.83	7.99	7.80	8.00	7.95	7.73
Overall the World Bank Group currently plays a relevant role in development in Colombia	6.63	7.20	6.98	6.00	6.94	6.69	6.83	6.89	6.72	7.01	6.89	6.76
The World Bank Group's work is aligned with what I consider the development priorities for Colombia	6.21	7.48	6.86	5.68	6.90	6.29	6.55	6.91	6.33	7.15	6.88	6.18
Responsiveness	6.20	6.72	6.52	5.45	6.48	6.24	6.33	6.51	6.38	6.44	6.50	6.09
Openness (sharing data and other information)	6.85	7.50	7.16	6.37	7.23	6.74	7.12	7.03	6.96	7.20	6.96	7.46
Collaboration with groups outside of the Government	6.66	7.15	6.93	6.00	6.94	6.48	6.68	6.97	6.58	7.05	6.90	6.48
Collaboration with the Government	8.02	8.36	8.22	7.56	8.20	8.01	8.06	8.25	8.14	8.16	8.09	8.33
Collaboration with other development partners	7.09	7.53	7.35	6.40	7.39	6.84	7.01	7.51	6.93	7.55	7.36	6.81
To what extent does the World Bank Group's work help to achieve development results in Colombia?	6.63	7.41	7.03	6.17	7.05	6.64	6.72	7.18	6.72	7.14	6.99	6.70
The World Bank Group's financial instruments meet the needs of Colombia	6.56	7.12	6.89	6.00	6.96	6.41	6.42	7.23	6.68	6.90	6.84	6.58
The World Bank Group meets Colombia's needs for knowledge services	6.51	7.23	6.90	5.93	6.98	6.32	6.63	6.95	6.49	7.09	6.84	6.55
Are adaptable to Colombia's specific development challenges and country circumstances	6.60	7.65	7.18	5.96	7.08	6.90	6.82	7.28	6.86	7.22	7.11	6.76
Overall, how significant a contribution do you believe the World Bank Group's knowledge and convening services make to development results in your country?	6.89	7.73	7.33	6.61	7.36	6.97	7.03	7.49	7.12	7.37	7.30	7.04
Overall, how would you rate the technical quality of the World Bank Group's knowledge and convening services?	7.12	7.78	7.47	6.70	7.54	7.01	7.20	7.59	7.19	7.58	7.44	7.17
Where country systems are adequate, the World Bank Group makes appropriate use of them	7.71	8.04	7.92	7.11	7.95	7.57	7.64	8.06	7.84	7.84	7.79	8.03

Yellow highlight indicates significant difference between Yes and No mean.

## Appendix G: Colombia FY 2013 Questionnaire



### World Bank Country Survey FY13 – 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 is meant to 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 critical stakeholders. With this understanding, the World Bank Group hopes to develop more effective strategies, outreach and programs that support development in Colombia. The World Bank Group commissioned an independent firm to oversee the logistics of this effort in Colombia. This ensures anonymity and confidentiality. We hope you'll be candid. 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.**

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

#### SECTION A: GENERAL ISSUES FACING COLOMBIA

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

<b>A2. Listed below are a number of development priorities in Colombia.</b>			
<b>Please identify which of the following you consider the most important development priorities in Colombia? (Choose no more than THREE)</b>			
1	Central Government effectiveness/public procurement	11	Climate change
2	Sub National Governments (Departamentos) Effectiveness	12	Protecting the environment and natural resources
3	Economic growth	13	Increasing employment/income generating opportunities
4	Increasing foreign direct investment	14	Enhancing the opportunity for private sector growth/investment
5	Access and quality of education	15	Agriculture development
6	Access and quality of health services	16	Strengthening regulatory framework
7	Peace and development	17	Improving trade and exports
8	Improving the effectiveness of law and justice system	18	Effective social safety nets
9	Infrastructure development	19	Reducing poverty
10	Improving environmental quality	20	Reducing crime and violence

**SECTION A: GENERAL ISSUES**

<b>A3. Poverty reduction is a broad term that encompasses work in many different areas.</b>			
<b>Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Colombia? (Choose no more than THREE)</b>			
1	Economic growth	11	Peace and development
2	Increasing employment/income generating opportunities	12	Access and quality of education
3	Improving trade and exports	13	Improving the effectiveness of law and justice system
4	Access and quality of health services	14	Climate change
5	Agriculture development	15	Improving environmental quality
6	Central Government effectiveness/public procurement	16	Infrastructure development
7	Reducing crime and violence	17	Strengthening regulatory framework
8	Increasing foreign direct investment	18	Protecting the environment and natural resources
9	Effective social safety nets	19	Enhancing the opportunity for private sector growth/investment
10	Sub National Governments (Departamentos) Effectiveness		

<b>A4. When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Colombia? (Choose no more than TWO)</b>	
1	Better employment opportunities for young people
2	Better employment opportunities for women
3	Greater access to micro-finance for the poor
4	Greater voice and participation for citizens to help ensure greater accountability
5	Greater access to health and nutrition for citizens
6	Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)
7	A growing middle class
8	Better opportunity for the poor who live in rural areas
9	Better opportunity for the poor who live in urban areas
10	Consistent economic growth
11	More effective risk management
12	Greater equity of fiscal policy
13	Education and training that better ensure job opportunity
14	Better quality public services
15	Other (please specify): _____

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



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

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

<b>B2. How familiar are you with the work of the International Finance Corporation (IFC) in Colombia?</b>									
1	2	3	4	5	6	7	8	9	10
Not familiar at all					Extremely familiar				

<b>B3. Overall, please rate your impression of the World Bank Group's effectiveness in Colombia?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not effective at all									Very effective	Don't know

<b>B4. How effectively do you believe the different parts of the World Bank Group (IBRD/IDA and IFC) collaborate and coordinate efforts in Colombia?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not effective at all									Very effective	Don't know

<b>B5. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Colombia solve its most complicated development challenges?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all									To a very significant degree	Don't know

<b>B6. When thinking about how the World Bank Group can best contribute to development solutions in Colombia, in which sectoral areas do you believe the World Bank Group should focus most of its attention and resources in Colombia? (Choose no more than THREE)</b>			
1	Effective social safety nets	11	Reducing crime and violence
2	Improving trade and exports	12	Strengthening regulatory framework
3	Infrastructure development	13	Reducing poverty
4	Climate change	14	Protecting the environment and natural resources
5	Central Government effectiveness/public procurement	15	Economic growth
6	Increasing foreign direct investment	16	Sub National Governments (Departamentos) Effectiveness
7	Enhancing the opportunity for private sector growth/investment	17	Access and quality of education
8	Access and quality of health services	18	Improving environmental quality
9	Improving the effectiveness of law and justice system	19	Agriculture development
10	Increasing employment/income generating opportunities	20	Peace and development

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

**B7. 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	Staff too inaccessible
2	Not exploring alternative policy options
3	Not adequately sensitive to political/social realities in Colombia
4	Not enough public disclosure of its work
5	Arrogant in its approach
6	Not aligned with country priorities
7	The credibility of its knowledge/data
8	Not willing to honestly criticize policies and reform efforts in the country
9	Too influenced by developed countries
10	Imposing technocratic solutions without regard to political realities
11	World Bank Group processes too slow and complex
12	Too bureaucratic in its operational policies and procedures
13	Not aligned with other development partners' work
14	Not collaborating enough with non-state actors
15	Not client focused
16	Other (please specify): _____

**B8. In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there? (Choose no more than TWO)**

1	NGOs
2	Local Government
3	Beneficiaries
4	Private sector
5	Community Based Organizations (CBOs)
6	Community of development partners
7	Foundations
8	Academia/think tanks/research institutes
9	Parliament
10	Media
11	Faith based organizations
12	Other (please specify): _____

## 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	
B9	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"/>	
B10	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"/>	
B11	The World Bank Group is an organization that does not represent a particular ideological perspective in Colombia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B12	The World Bank Group is an organization that has no dominant influence of any particular country	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B13	The World Bank Group supports Colombia’s effort to reduce social exclusion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B14	The World Bank Group respects the positions, views and demands of the government of Colombia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B15	The World Bank Group listens and takes into account your views.	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
B16	Responsiveness	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B17	Flexibility (in terms of the World Bank Group’s products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B18	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B19	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B20	Staff accessibility	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	Collaboration with groups outside of the Government (e.g., NGOs, academia, private sector)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B23	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B24	Collaboration with other development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B25	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B26	Follow through over time	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

<b>B27. When considering the national development needs in Colombia, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides meet the national development needs of Colombia?</b>												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all										To a very significant degree		Don't know

<b>B28. When reform efforts that the World Bank Group supported fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)</b>	
1	The World Bank Group works too slowly
2	The National Government works inefficiently
3	The Sub National Government works inefficiently
4	There is not an adequate level of citizen/civil society participation
5	The World Bank Group does not do adequate follow through/follow-up
6	Lack of/inadequate levels of capacity in Government
7	Political pressures and obstacles
8	Reforms are not well thought out in light of country challenges
9	The World Bank Group is not sensitive enough to political/social realities on the ground
10	Other (please specify): _____

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## SECTION C: WORLD BANK GROUP EFFECTIVENESS AND RESULTS

In its efforts to support the government of Colombia's national development plan, the World Bank Group is emphasizing in its strategy 2011-2016 a number of thematic objectives. To achieve those objectives, the WBG offers a package of financial, knowledge and convening services to maximize its impact and effectiveness. For each objective below, please indicate how *effective* you believe the World Bank Group is in terms of having a positive impact on this particular area of development in Colombia.

		Level of Effectiveness										
		Not effective at all										Very effective
<b><u>Expanding opportunities for Social Prosperity</u></b>												
C1	Social protection and improved citizen security	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C2	Opportunity in education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C3	Performance of social services	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b><u>Sustainable growth with enhanced climate change resilience</u></b>												
C4	Sustainable urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C5	Disaster Risk management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C6	Environmental management and climate change resilience	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b><u>Inclusive growth and enhanced productivity</u></b>												
C7	Fiscal, financial and social risk management.	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C8	Public sector management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C9	Productivity and innovation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

## SECTION C: WORLD BANK GROUP EFFECTIVENESS AND RESULTS

<b>C10. To what extent does the World Bank Group's work help to achieve development results in Colombia?</b>											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

<b>To what extent do you agree with the following statements about the World Bank Group in Colombia?</b>														
		Strongly disagree										Strongly agree		Don't know
<b>C11</b>	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, risk management instruments) meet the needs of Colombia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
<b>C12</b>	The World Bank Group meets Colombia's needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		

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## SECTION D: THE WORLD BANK GROUP'S KNOWLEDGE AND CONVENING SERVICES (i.e., ANALYSIS, STUDIES, RESEARCH, DATA, CONFERENCES, WORKSHOPS, STUDY TOURS)

<b>D1. How frequently do you interact with the World Bank Group on knowledge and convening services in the work you do?</b>	
1	Weekly
2	Monthly
3	A few times a year
4	Rarely
5	Never

<b>D2</b>	Have you read/consulted the most recent LAC Flagship Report: <i>Economic Mobility and the Rise of the Latin American Middle Class?</i> (If YES please go to D3; if NO please go to D5)	Yes	No
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<b>D3. To what extent do you believe this Flagship Report raised substantive new information and insight that you were not aware of prior to reading?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all									To a very significant degree	Don't know

<b>D4. To what extent do you believe this Flagship Report provided you with useful information in terms of the work you do?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all									To a very significant degree	Don't know

## SECTION D: THE WORLD BANK GROUP'S KNOWLEDGE AND CONVENING SERVICES (i.e., ANALYSIS, STUDIES, RESEARCH, DATA, CONFERENCES, WORKSHOPS, STUDY TOURS)

In Colombia, to what extent do you believe that the World Bank Group's knowledge and convening services :												
		To no degree at all								To a very significant degree		Don't know
		1	2	3	4	5	6	7	8	9	10	
<b>D5</b>	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D6</b>	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D7</b>	Are relevant to Colombia's development priorities	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D8</b>	Provide feasible recommendations	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D9</b>	Are accessible (well written and easy to understand)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D10</b>	Are source of relevant information on global good practices.	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D11</b>	Are useful in terms of the work you do	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D12</b>	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D13</b>	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D14</b>	Are adaptable to Colombia's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

D15. Overall, how significant a contribution do you believe the World Bank Group's knowledge and convening services make to development results in your country?												
1	2	3	4	5	6	7	8	9	10			
Not significant at all									Very significant	Don't know		

D16. Overall, how would you rate the technical quality of the World Bank Group's knowledge and convening services?												
1	2	3	4	5	6	7	8	9	10			
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	
<b>E1</b>	The World Bank Group disburses funds promptly											<input type="checkbox"/>
<b>E2</b>	The World Bank Group effectively monitors and evaluates the projects and programs it supports											<input type="checkbox"/>
<b>E3</b>	The World Bank Group's approvals and reviews are done in a timely fashion											<input type="checkbox"/>
<b>E4</b>	The World Bank Group's "Safeguard Policy" requirements are reasonable											<input type="checkbox"/>
<b>E5</b>	Working with the World Bank Group increases Colombia's institutional capacity											<input type="checkbox"/>
<b>E6</b>	The World Bank Group ensures consistency and continuity through staff changes											<input type="checkbox"/>
<b>E7</b>	The World Bank Group's teams and visits are well coordinated											<input type="checkbox"/>
<b>E8</b>	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them											<input type="checkbox"/>
<b>E9</b>	The World Bank Group provides effective implementation support (i.e., supervision of projects)											<input type="checkbox"/>

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

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

**F2. How significant a role do you believe the World Bank Group SHOULD play in Colombia's development in the near future?**

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

**F3. How significant a role do you believe that international development cooperation (e.g. range of donors and partners) SHOULD play in Colombia's development in the near future?**

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

**F4. How significant a role do you believe IFC, through its support for the private sector, SHOULD play in helping Colombia achieve its economic and social development goals in the future?**

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

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

**F5. Which of the following SHOULD the World Bank Group do to make itself of greater value in Colombia? (Choose no more than TWO)**

1	Improve the quality of its experts as related to Colombia's specific challenges
2	Reduce the complexity of obtaining World Bank Group financing
3	Focus primarily on advocacy issues
4	Reach out more to groups outside of government
5	Ensure greater selectivity in its work
6	Provide more adequate data/knowledge/statistics/figures on Colombia's economy
7	Offer more innovative financial products
8	Offer more innovative knowledge services
9	Work faster
10	Other (please specify): _____

**F6. 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 should offer more of in Colombia?**

**(Please mark only ONE response)**

1	Financial services
2	Knowledge products
3	Convening services
4	None of the above
5	The combination is appropriate for Colombia

**SECTION G: COMMUNICATION AND INFORMATION SHARING**

<b>G1. How do you get most of your information about development issues in Colombia? (Choose no more than TWO)</b>	
1	Local newspapers
2	International newspapers
3	Local radio
4	International radio
5	Local television
6	International television
7	Periodicals
8	Internet
9	Social media (Facebook, Twitter, Youtube)
10	Blogs
11	Mobile phones
12	Instant messaging
13	Other (please specify): _____

<b>G2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)</b>	
1	World Bank Group website
2	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
3	e-newsletters
4	Instant messaging
5	World Bank Group seminars/workshops/conferences
6	World Bank Group publications and other written materials
7	Mobile phones
8	Social media (Facebook, Twitter, Youtube)
9	Blogs
10	Other (please specify): _____

<b>G3</b>	Are you aware of the World Bank Group's Access to Information Policy under which the Bank will now disclose any information in its possession that is not on a list of exceptions?	<b>Yes</b>	<b>No</b>
<b>G4</b>	Have you requested information from the World Bank Group on its activities in the past year? <b>(If YES please go to Question G5; if NO please go to G6)</b>	<b>Yes</b>	<b>No</b>
<b>G5</b>	Were you able to obtain this information?	<b>Yes</b>	<b>No</b>
<b>G6</b>	Do you use/have you used the World Bank Group website?	<b>Yes</b>	<b>No</b>

**SECTION G: COMMUNICATION AND INFORMATION SHARING**

Please rate how much you agree with the following statements.													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>G7</b>	I use/consult World Bank Group data more often than I did a few years ago											<input type="checkbox"/>	
<b>G8</b>	I find the World Bank Group websites easy to navigate. <i>(Only answer if you have used a World Bank Group website)</i>											<input type="checkbox"/>	
<b>G9</b>	I find the information on the World Bank Group's websites useful. <i>(Only answer if you have used a World Bank Group website)</i>											<input type="checkbox"/>	
<b>G10</b>	When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.)											<input type="checkbox"/>	
<b>G11</b>	The World Bank Group is responsive to my information requests and inquiries											<input type="checkbox"/>	

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**SECTION H: DEVELOPMENT ORGANIZATIONS IN THE REGION**

<b>How familiar are you with the work of these organizations in Colombia?</b>												
		<b>Not familiar at all</b>								<b>Extremely familiar</b>		<b>Don't know</b>
		1	2	3	4	5	6	7	8	9	10	
<b>H1</b>	Inter-American Development Bank (IDB/BID)											<input type="checkbox"/>
<b>H2</b>	Latin American Development Bank (CAF)											<input type="checkbox"/>

<b>Overall, please rate your impression of the effectiveness of these organizations in Colombia?</b>												
		<b>Not effective at all</b>								<b>Extremely effective</b>		<b>Don't know</b>
		1	2	3	4	5	6	7	8	9	10	
<b>H3</b>	Inter-American Development Bank (IDB/BID)											<input type="checkbox"/>
<b>H4</b>	Latin American Development Bank (CAF)											<input type="checkbox"/>

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**SECTION I: BACKGROUND INFORMATION**

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

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

**SECTION H: BACKGROUND INFORMATION**

**I3. Currently, do you professionally collaborate/work with the World Bank Group in your country?**

1	Yes
2	No

**I4. Are you/have you been an IFC client?**

1	Yes
2	No

**I5. 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.

**I6. Currently, which of the following agencies of the World Bank Group do you primarily work with in Colombia? (Please mark only ONE response)**

1	The World Bank (IBRD)
2	International Finance Corporation (IFC)
3	Both World Bank and IFC
4	I don't collaborate/work with the World Bank Group

**I7. Which best represents your geographic location?**

1	Bogota
2	Outside Bogota

**Thank you for completing the survey!**