



El Salvador

The World Bank Group
Country Survey FY 2014

Report of Findings
June 2014



Country **Opinion** Surveys
THE WORLD BANK GROUP

Acknowledgements

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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 El Salvador perceive the Bank Group;
- Obtain systematic feedback from stakeholders in El Salvador regarding:
 - Their views regarding the general environment in El Salvador;
 - Their overall attitudes toward the World Bank Group in El Salvador;
 - Overall impressions of the World Bank Group's effectiveness and results, knowledge work and activities, and communication and information sharing in El Salvador;
 - Perceptions of the World Bank Group's future role in El Salvador.
- Use data to help inform El Salvador country team's strategy.

II. Methodology

In March-April 2014, 135 stakeholders of the World Bank Group in El Salvador were invited to provide their opinions on the WBG's work in the country by participating in a country opinion survey. Participants were drawn from the office of the President; the office of the Prime Minister; office of a minister; office of a parliamentarian; ministries, ministerial departments, or implementation agencies; consultants/contractors working on WBG-supported projects/programs; project management units (PMUs) overseeing implementation of a project; local government officials; bilateral and multilateral agencies; private sector organizations; private foundations; the financial sector/private banks; NGOs; community based organizations; the media; independent government institutions; trade unions; faith-based groups; academia/research institutes/think tanks; judiciary branch; and other organizations. A total of 97 stakeholders participated in the survey (72% response rate).

Respondents received questionnaires via courier and returned them accordingly. Respondents were asked about: general issues facing El Salvador; their overall attitudes toward the WBG; the WBG's effectiveness and results; the WBG's knowledge work and activities; working with the WBG; the WBG's future role in El Salvador; and the WBG's communication and information sharing in El Salvador.

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

- A. General Issues Facing El Salvador: Respondents were asked to indicate whether El Salvador is headed in the right direction, what they thought were the top three most important development priorities in the country, which areas would contribute most to reducing poverty and generating economic growth in El Salvador, and how "shared prosperity" would be best achieved.
- B. Overall Attitudes toward the World Bank Group (WBG): Respondents were asked to rate their familiarity with the WBG and other regional development banks, their effectiveness in El Salvador, WBG staff preparedness to help El Salvador 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.

II. Methodology (continued)

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

Respondents were asked to indicate the WBG's greatest values and weaknesses, the most effective instruments in helping reduce poverty in El Salvador, in which sectoral areas the WBG should focus most of its resources (financial and knowledge services), and to what reasons respondents attributed failed or slow reform efforts. Respondents were also asked to respond to a few questions about capacity building and whether they believe the World Bank Group should have more or less local presence.

C. World Bank Group's Effectiveness and Results: Respondents were asked to rate the extent to which the WBG's work helps achieve development results in El Salvador, the extent to which the WBG meets El Salvador's needs for knowledge services and financial instruments, the importance for the WBG to be involved in thirty one development areas, and the WBG's level of effectiveness across twenty-eight development areas, such as education, crime and violence, public sector governance/reform, poverty reduction, and economic growth.

D. The World Bank Group's Knowledge Work and Activities: Respondents were asked to indicate how frequently they consult WBG's knowledge work and activities and to rate the effectiveness and quality of the WBG's knowledge work and activities, including how significant of a contribution it makes to development results and its technical quality. Respondents were also asked about the WBG reports, including if they read/consulted the most recent LAC Flagship Report, whether they raised substantive new information, and whether they provided them with useful information in terms of work they do.

E. Working with the World Bank Group: Respondents were asked to rate WBG's technical assistance/advisory work's contribution to solving development challenges and their level of agreement with a series of statements regarding working with the WBG, such as the WBG's "Safeguard Policy" requirements being reasonable, and disbursing funds promptly. They were also asked to indicate whether they think the World Bank Group takes enough risks.

F. The Future Role of the World Bank Group in El Salvador: Respondents were asked to indicate what the WBG should do to make itself of greater value in El Salvador, and which services the Bank should offer more of in the country. They were asked whether WBG has moved to the right direction, and the future role international development cooperation should play in El Salvador.

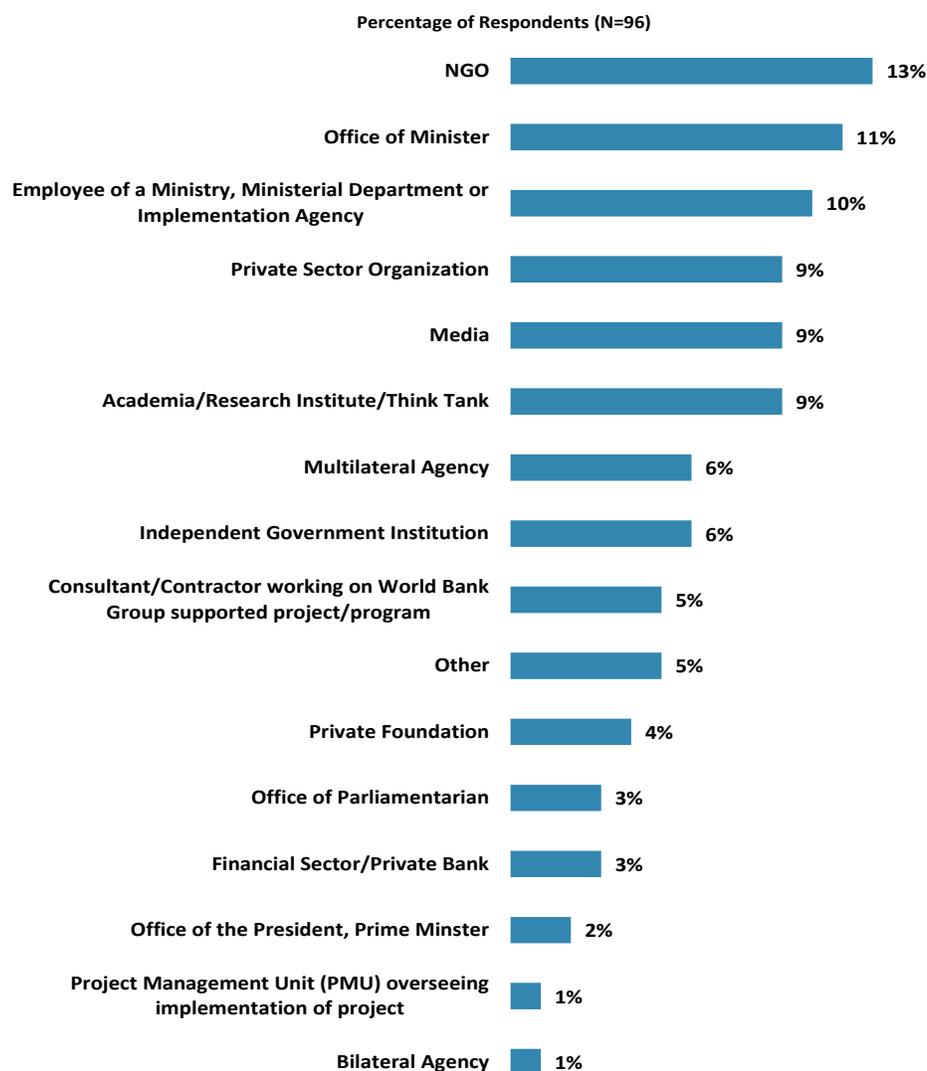
G. Communication and Information Sharing: Respondents were asked to indicate how they get information about economic and social development issues, how they prefer to receive information from the WBG, and their usage and evaluation of the WBG's websites. Respondents were also asked about their awareness of the WBG's Access to Information policy. Respondents were asked to rate WBG's responsiveness to information requests, value of its social media channels, and levels of easiness to find information they needed.

H. Background Information: Respondents were asked to indicate their current position, specialization, whether they professionally collaborate with the WBG, their exposure to the WBG in El Salvador, which WBG agencies they work with, whether IFC and the Bank work well together, and their geographic location.

III. Demographics of the Sample

Current Position

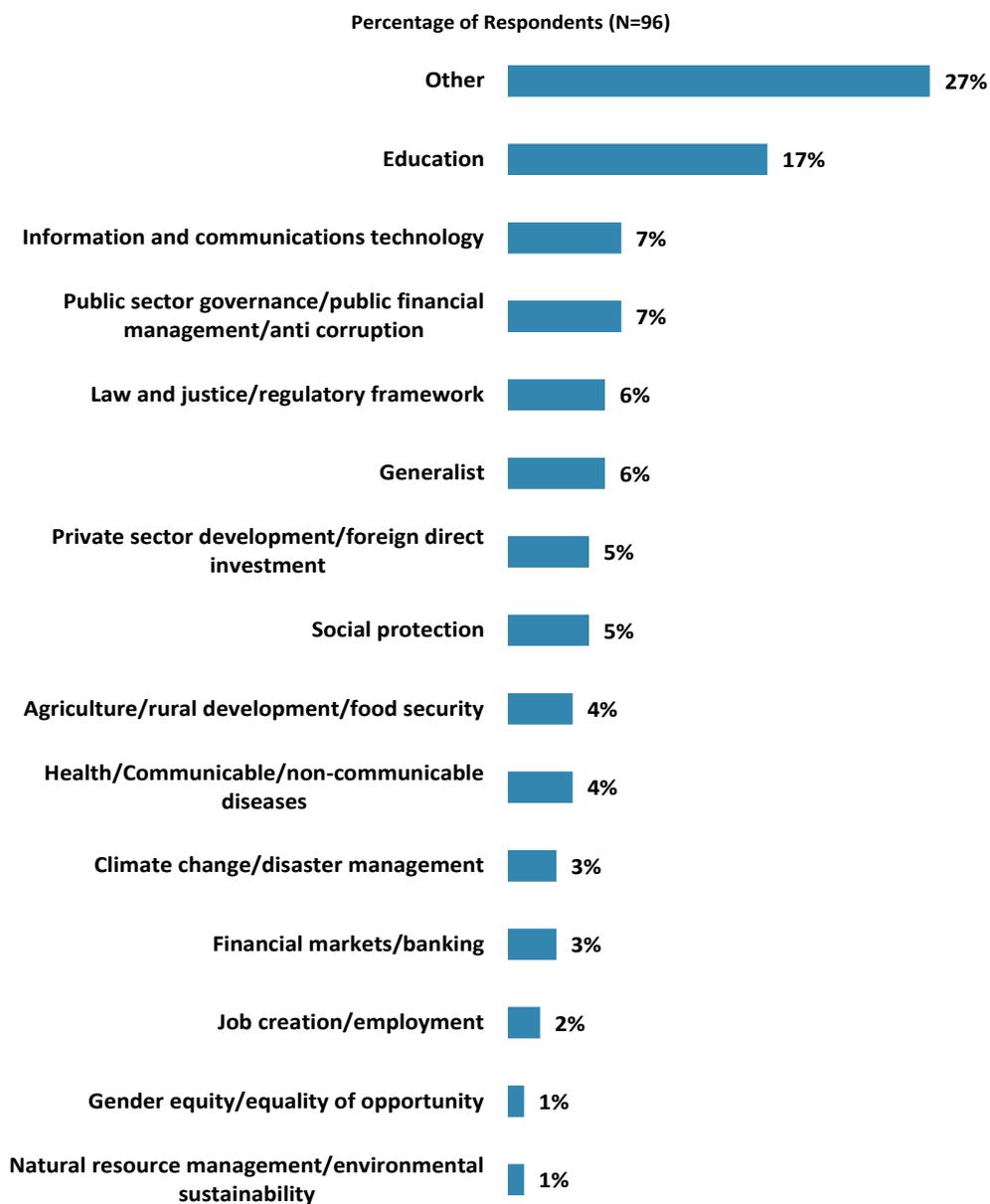
- For further analyses, respondents from the Office of President/Prime minister were combined with those from the office of ministers; respondents from consultants/contractors working on WBG projects were combined with those from PMUs, respondents from bilateral agencies were combined with those from multilateral agencies; respondents from the financial sector/private banks were combined with those from private sector organizations; Respondents from private foundations and NGOs were combined into “CSO.” Few respondents from the office of parliamentarian and other organizations were included in the “Other” category. There were no respondents from local governments, CBOs, trade unions, faith-based groups, or the judiciary branch.



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

III. Demographics of the Sample (continued)

Area of Primary Specialization

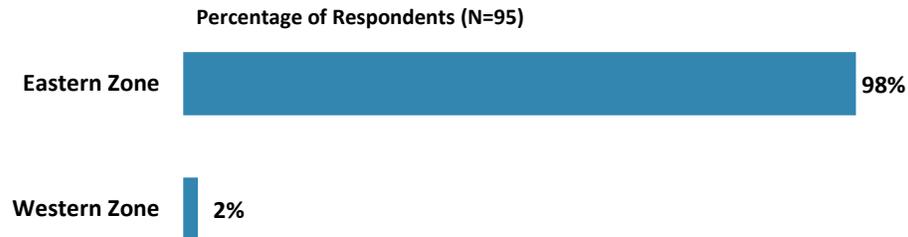


"Please identify the primary specialization of your work." (Respondents chose from a list.)

III. Demographics of the Sample (continued)

Geographic Location

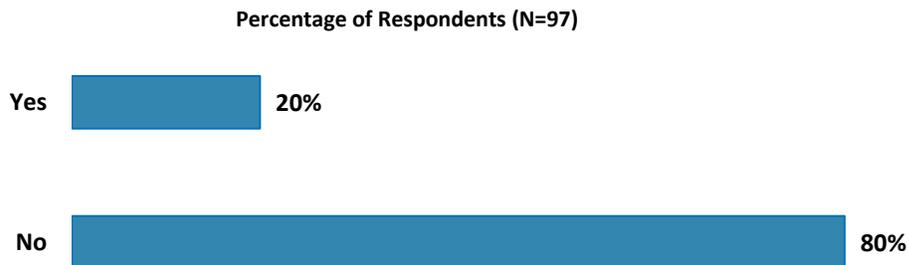
- Nearly all respondents indicated that they were located in the Eastern Zone. Because of the small number of respondents from other areas (Western and Central Zones), statistical comparisons across geographic locations were not possible.



"Which best represents your geographic location?"

Collaboration with and Exposure to the World Bank Group

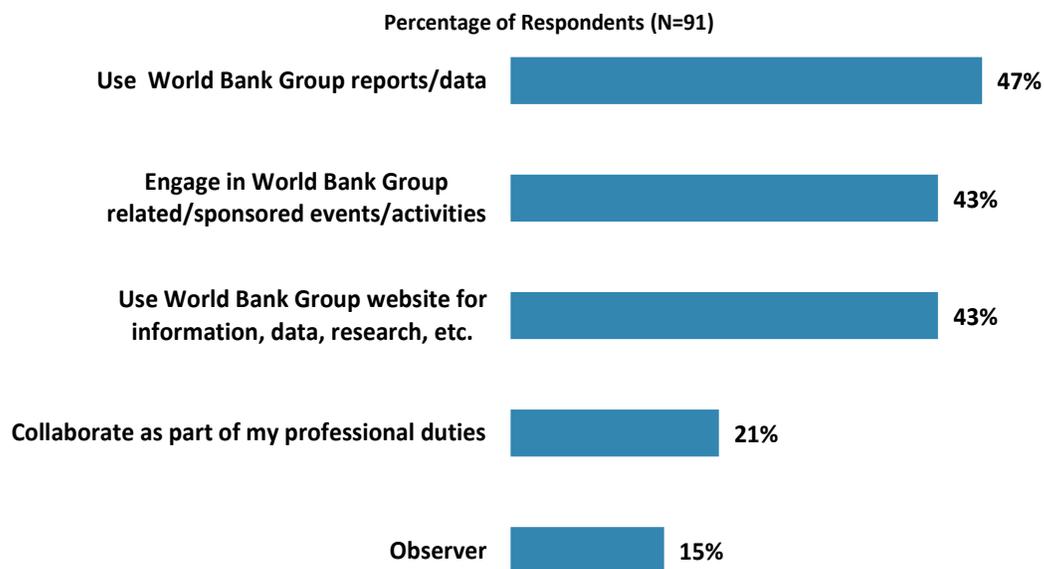
- Differences in responses to the indicator questions, based on levels of collaboration and exposure to the World Bank Group in El Salvador, can be found in Appendix C (see page 100) and Appendix D (see page 116). Please note that where these two factors appear to have a significant relationship with overall views of the World Bank Group, it is highlighted in yellow in Appendix F.



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

III. Demographics of the Sample (continued)

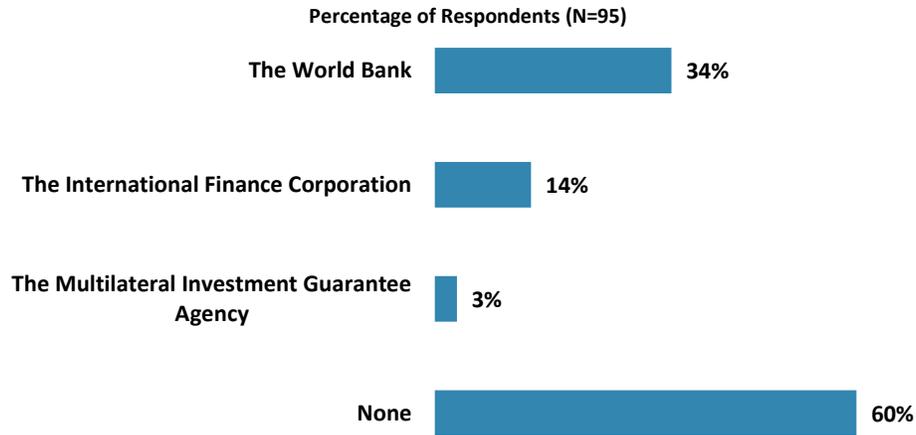
Collaboration with and Exposure to the World Bank Group (continued)



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

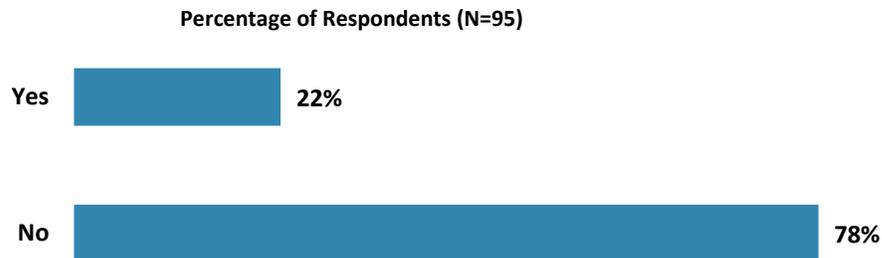
III. Demographics of the Sample (continued)

Exposure to Agencies within the World Bank Group



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

Exposure to the World Bank and IFC

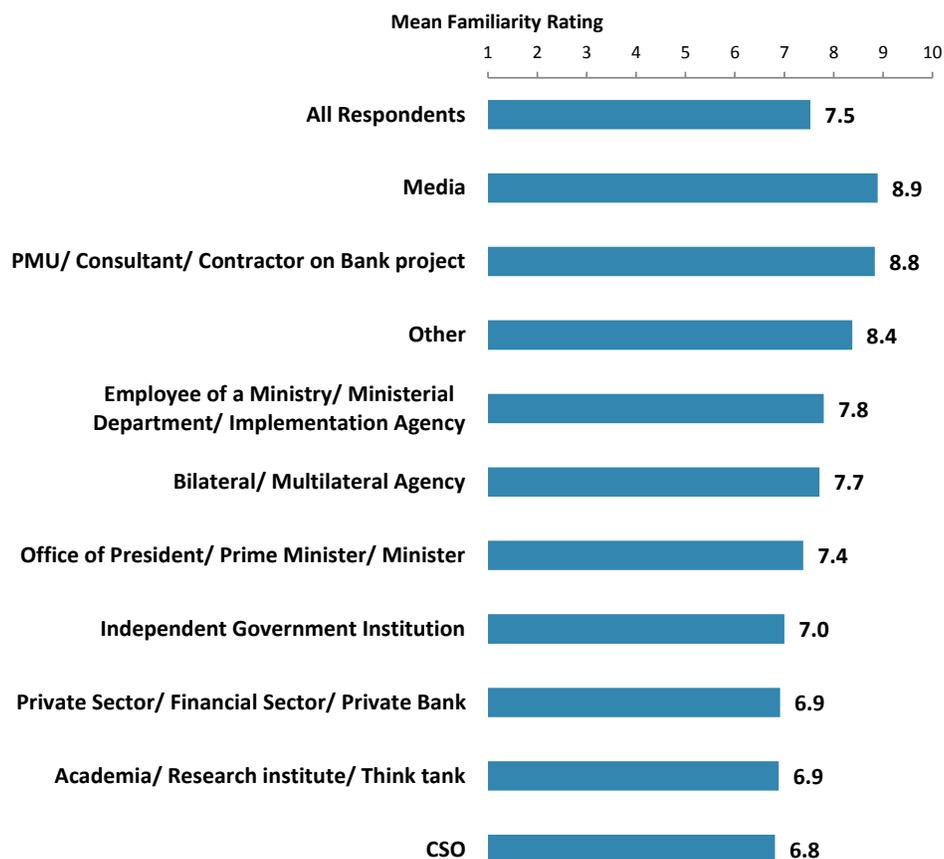


"Do your projects involve both the World Bank and IFC?"

III. Demographics of the Sample (continued)

Familiarity with the World Bank

- Respondents across stakeholder groups had statistically similar levels of familiarity with the World Bank in El Salvador.
- Respondents' ratings of familiarity with the World Bank were significantly, moderately correlated with their perceptions of the Bank's overall effectiveness in El Salvador, and their perceptions of the Bank's relevance to El Salvador's development. However, it is not significantly correlated with the Bank's ability to help achieve development results in El Salvador.

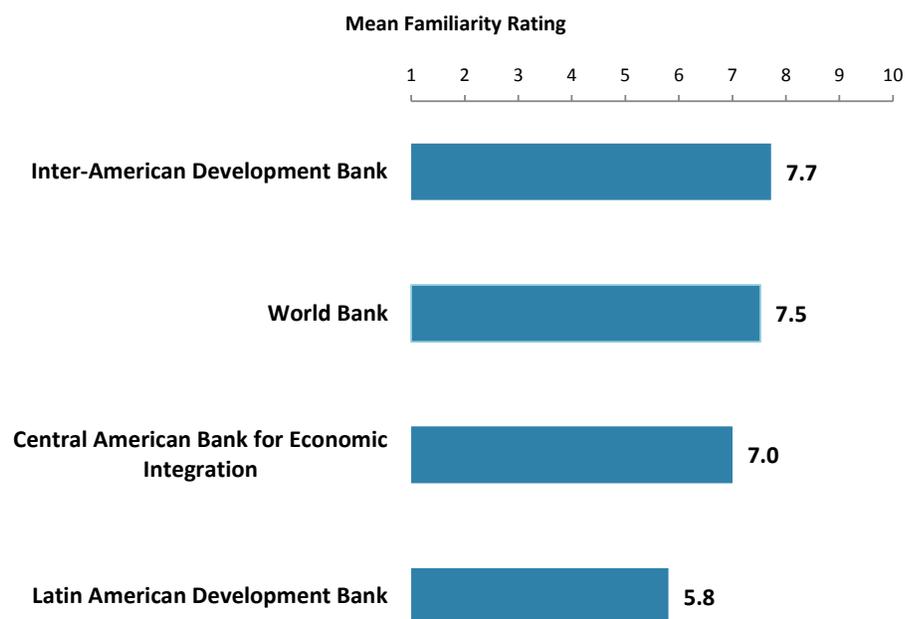


"How familiar are you with the work of the World Bank in El Salvador?"
(1 - "Not familiar at all", 10 - "Extremely familiar")

III. Demographics of the Sample (continued)

Familiarity with Other Organizations

- Respondents had significantly *higher* levels of familiarity with the World Bank than the Latin American Development Bank and the Central American Bank for Economic Integration.
- Respondents had significantly *lower* levels of familiarity with the World Bank than the Inter-American Development Bank.

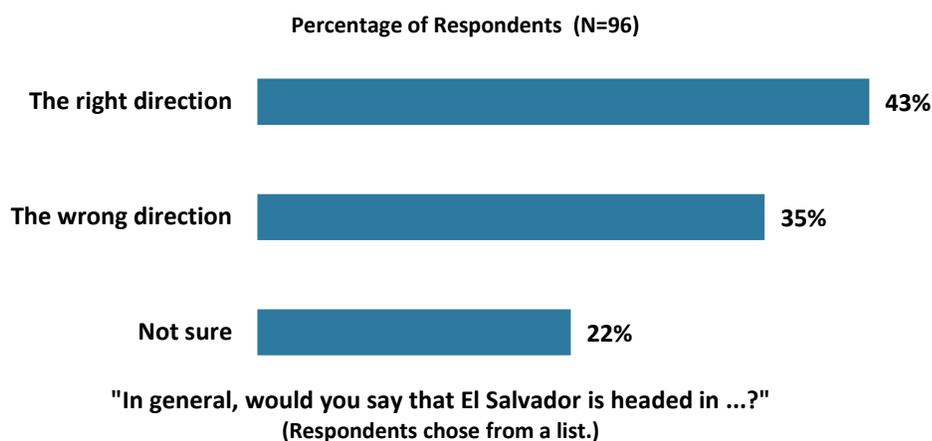


"How familiar are you with the work of these organizations in El Salvador?"
(1 - "Not familiar at all", 10 - "Extremely familiar")

IV. General Issues Facing El Salvador

Headed in the Right Direction

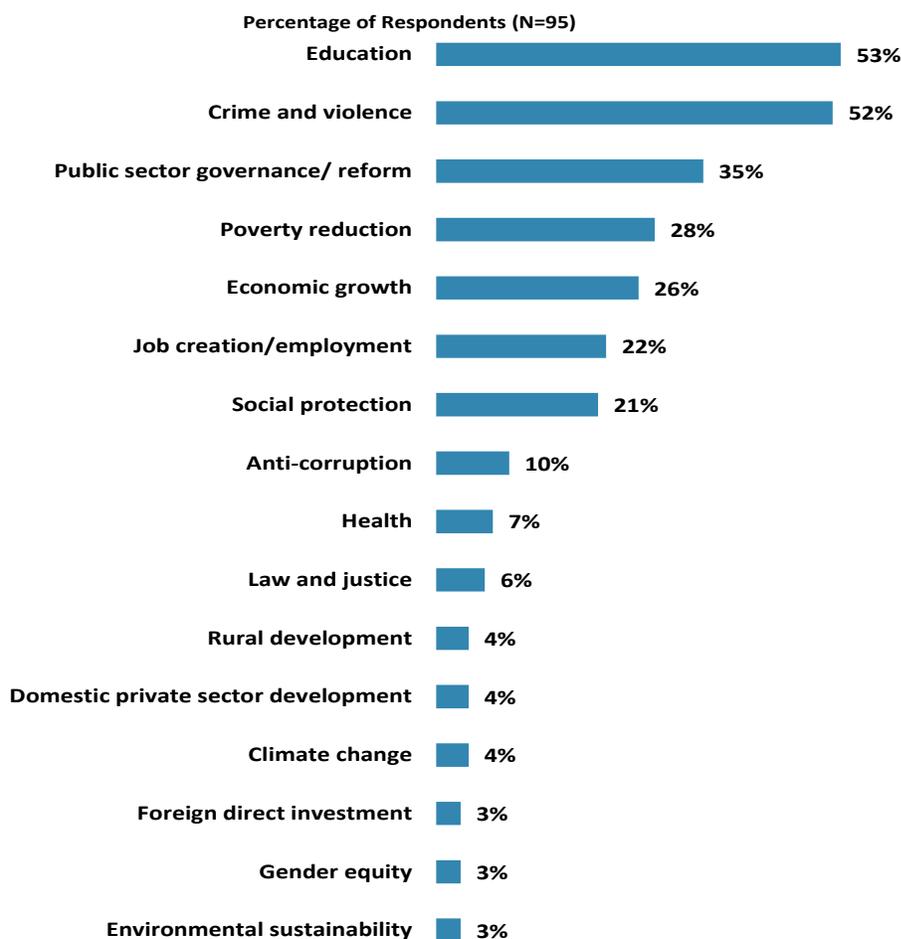
- There were significant stakeholder differences in their views of the country's direction. While a majority of respondents from the Office of President/Prime Minister/Minister, PMUs and consultants/contractors working on Bank projects believe that El Salvador is headed in the right direction, more than half of the respondents from private sector/financial sector/private banks, CSOs, academia/research institutes/think tanks and the media think that the country is moving in the wrong direction.



IV. General Issues Facing El Salvador (continued)

Development Priority

- Respondents who identified their primary specialization of work as “*education*” (17% of the sample) were significantly *more* likely to indicate that “*education*” and “*trade and exports*” were among the most important development priorities in El Salvador, compared to rest of respondents in other areas of work.
- However, respondents who identified their primary specialization of work as “*education*” were significantly *less* likely to indicate that “*poverty reduction*” was one of the most important development priorities in El Salvador, compared to the rest of respondents in other areas of work.



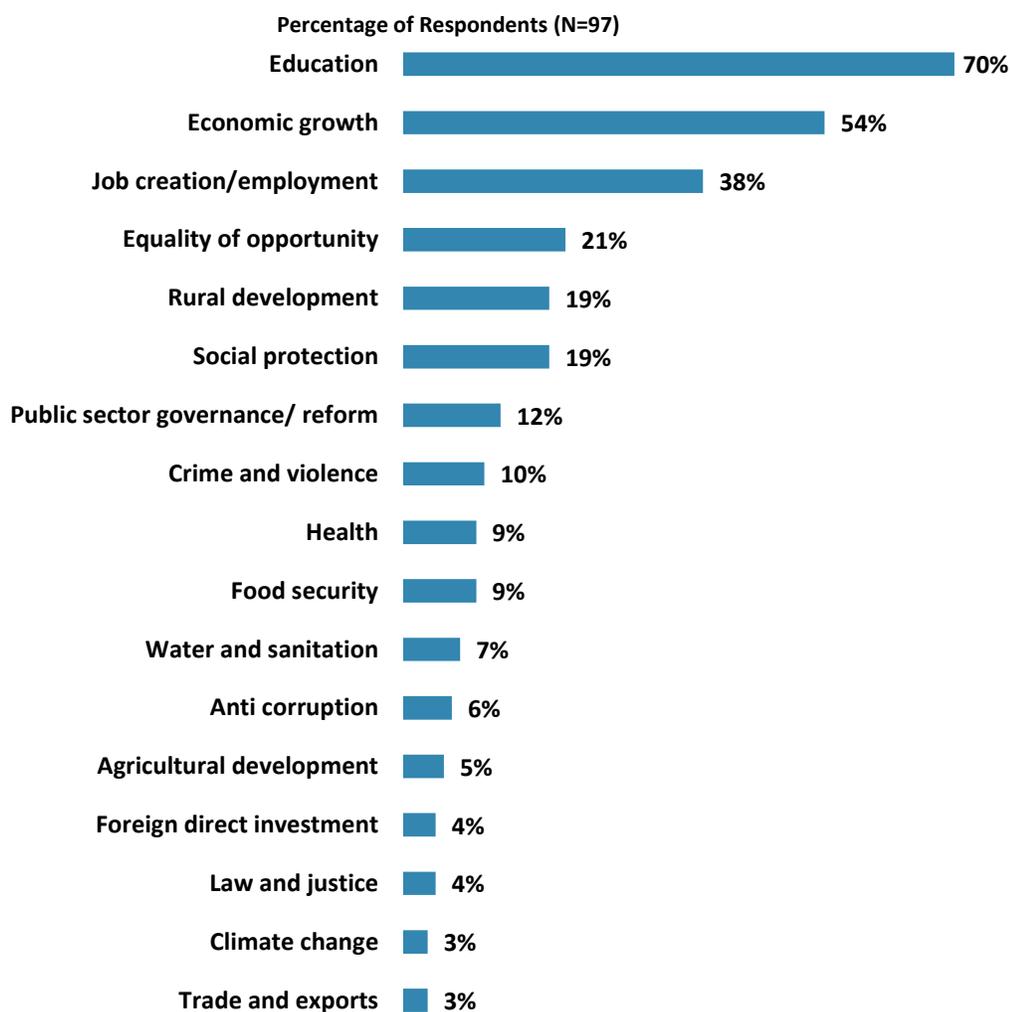
"Listed below are a number of development priorities in El Salvador. Please identify which of the following you consider the most important development priorities in El Salvador. (Choose no more than THREE)" (Respondents chose from a list. Responses combined.)

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

IV. General Issues Facing El Salvador (continued)

What Would Contribute Most to Reducing Poverty

- Respondents who identified their primary specialization of work as “*education*” (17% of the sample) were significantly *more* likely to consider “*foreign direct investment*” and “*environmental sustainability*” the biggest contributors to poverty reduction in El Salvador, as compared to the rest of respondents in other areas of work.

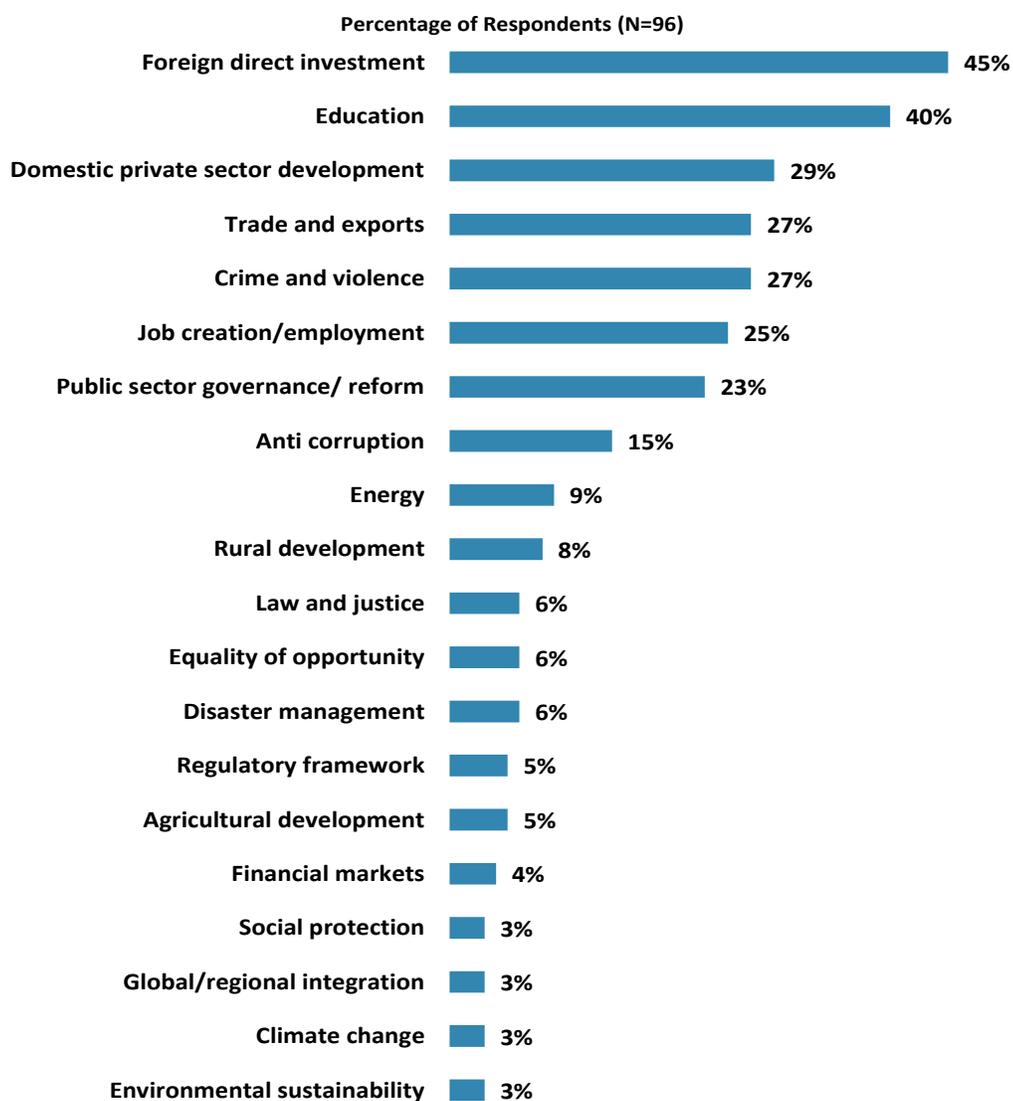


"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in El Salvador?" (Respondents chose from a list. Responses combined.)

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

IV. General Issues Facing El Salvador (continued)

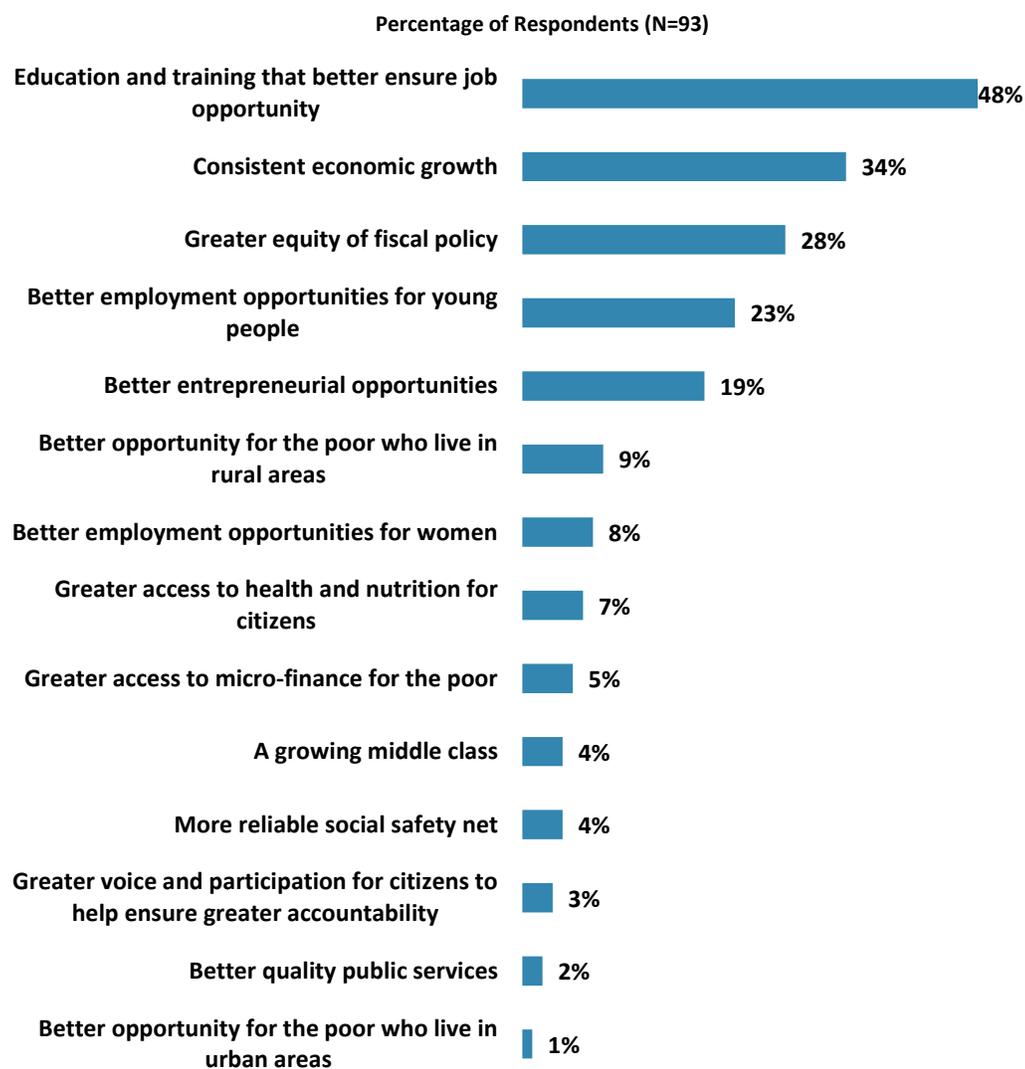
What Would Contribute Most to Generating Economic Growth



"Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in El Salvador? (Choose no more than THREE)" (Respondents chose from a list. Responses combined.)

IV. General Issues Facing El Salvador (continued)

Factors Contributing to “Shared Prosperity”

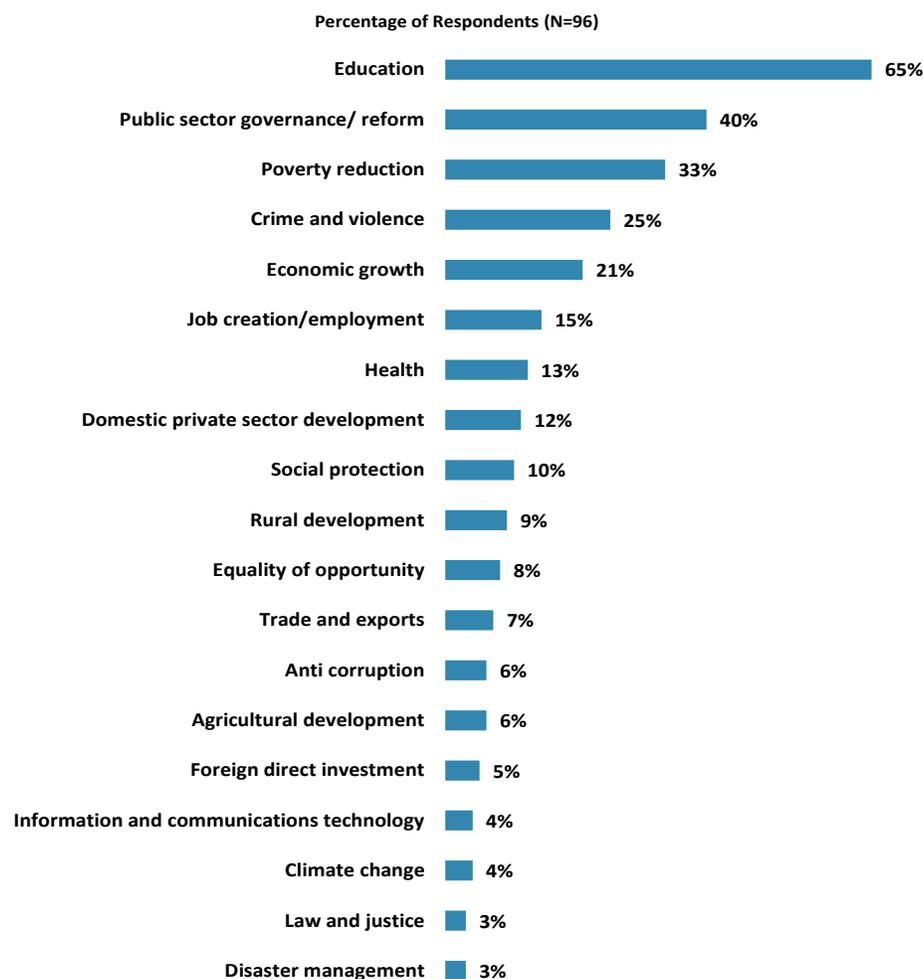


"When thinking about the idea of "shared prosperity" in your country, which of the following TWO best illustrate how this would be achieved in El Salvador?
(Choose no more than TWO)" (Respondents chose from a list. Responses combined.)

V. Overall Attitudes toward the World Bank Group

Where the World Bank Group Should Focus its Resources

- Education emerges as not only a top development priority, but also the area where the Bank should focus most of its resources according to respondents.
- Respondents whose primary specialization of work is in “education” (17% of the sample) were significantly *more* likely to indicate that the WBG should focus its attention and resources on “education” and “economic growth,” compared to respondents in other areas of work.
- However, respondents whose primary specialization of work is in “education” were significantly *less* likely to indicate that the WBG should focus its attention and resources on “public sector governance/reform,” compared to respondents in other areas of work.



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

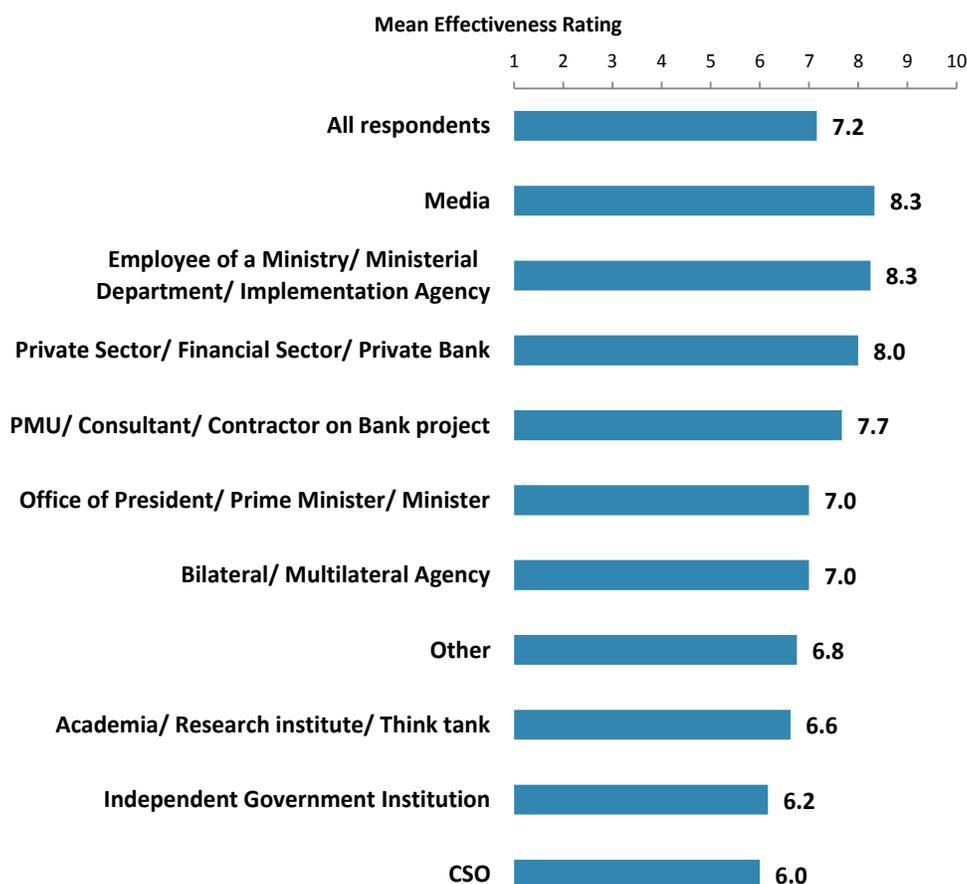
When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question H2 in Appendix F), analyses are done to see these respondents’ views about which areas the World Bank Group should focus its attention and resources on.

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

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

The World Bank’s Overall Effectiveness (*Indicator Question*)

- There were significant stakeholder differences in their ratings for the Bank’s overall effectiveness in El Salvador. Respondents from the media and employees of ministries/ministerial departments/implementation agencies had the highest ratings, whereas respondents from CSOs and independent government institutions tended to give significantly lower ratings for the Bank’s overall effectiveness.
- Respondents who professionally collaborate/work with the World Bank and those who do not gave statistically similar ratings for the Bank’s overall effectiveness.

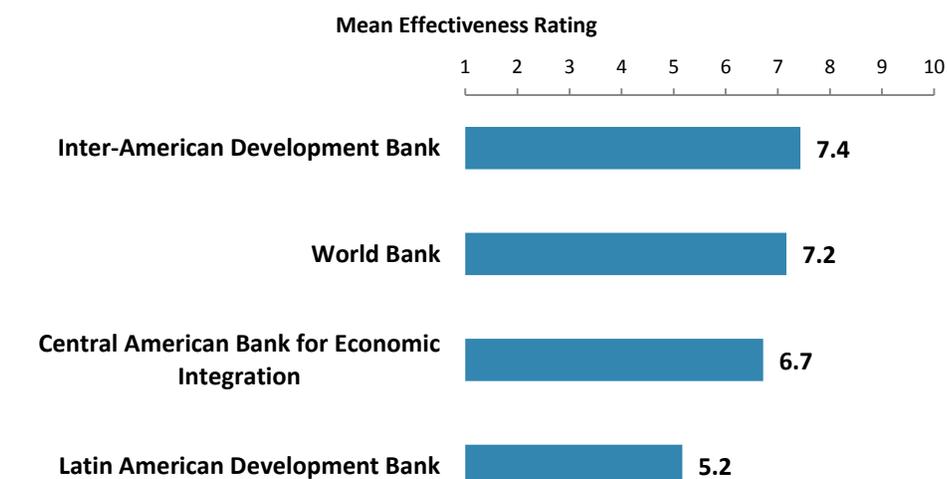


"Overall, please rate your impression of the World Bank's effectiveness in El Salvador?"
(1 - "Not effective at all", 10 - "Very effective")

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

Overall Effectiveness of Other Organizations

- Respondents gave significantly *higher* ratings for the World Bank's effectiveness than the effectiveness of Central American Bank for Economic Integration and Latin American Development Bank.
- Respondents gave significantly *lower* ratings for the effectiveness of the World Bank than the Inter-American Development Bank.

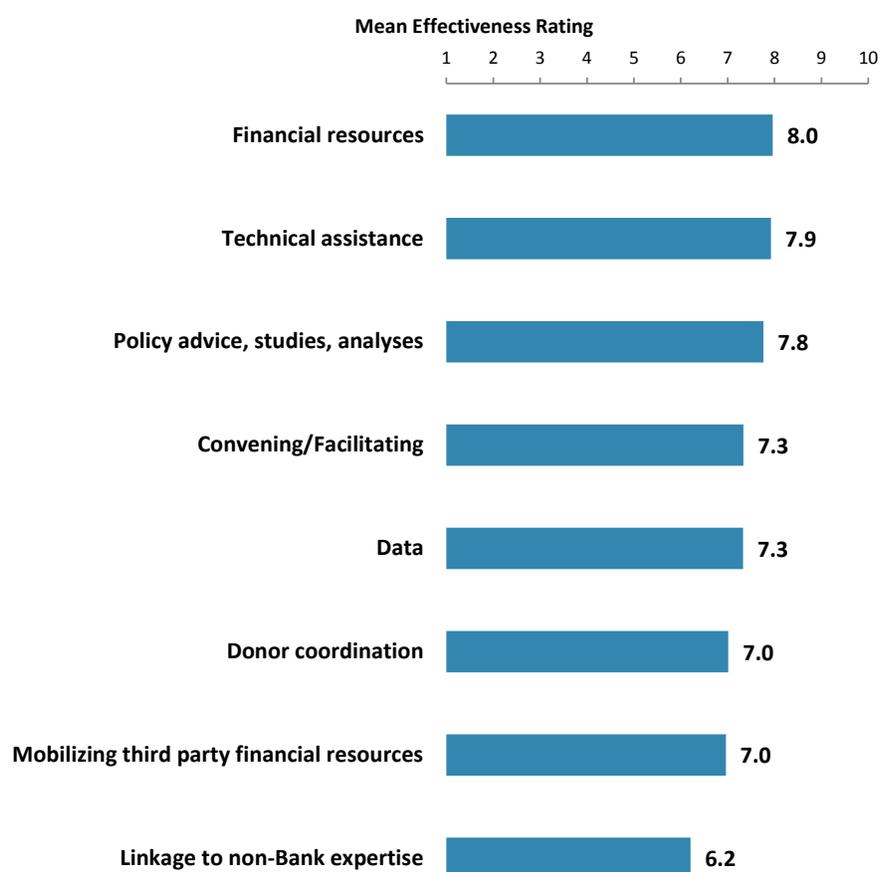


"Overall, please rate your impression of the effectiveness of these organizations?"
(1 - "Not effective at all", 10 - "Very effective")

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

Effectiveness of the WBG Activities

- Employees of ministries/ministerial departments/implementation agencies and respondents from independent government institutions had the highest ratings for the effectiveness of the WBG activities in “*data*” and “*mobilizing third party financial resources*” in supporting El Salvador’s efforts to achieve development results, whereas respondents from bilateral/multilateral agencies had significantly lower ratings.
- Employees of ministries/ministerial departments/implementation agencies had the highest ratings for the effectiveness of the WBG activities in “*convening/facilitating*” in supporting El Salvador’s efforts to achieve development results, whereas respondents from CSOs and the media had significantly lower ratings.

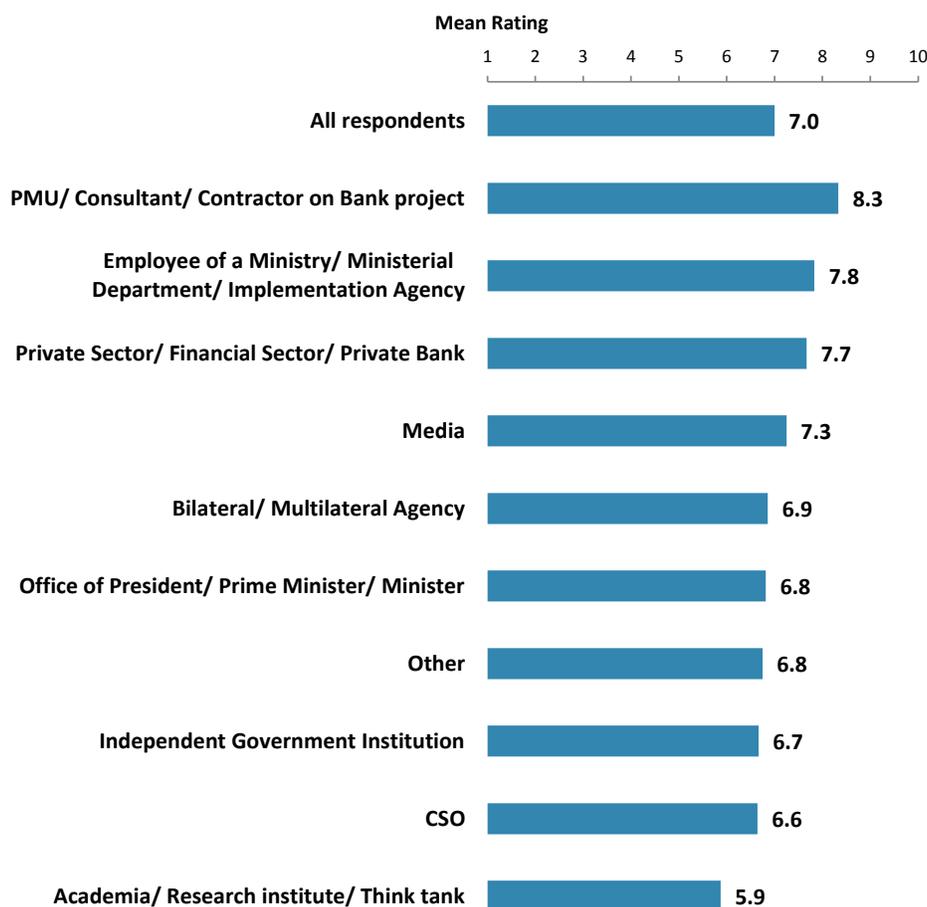


"How effective do the World Bank Group's activities below support El Salvador's efforts to achieve development results?"
(1 - "Not effective at all", 10 - "Very effective")

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

Achieving Development Results (*Indicator Question*)

- Respondents from PMUs and consultants/contractors working on Bank projects had the highest ratings for the World Bank Group helping achieve development results in El Salvador, whereas respondents from CSOs and academia/research institutes/think tanks had significantly lower ratings.
- Respondents who professionally collaborate/work with the World Bank Group had statistically similar ratings for the WBG helping achieve development results in El Salvador as those who do not professionally collaborate/work with the WBG.



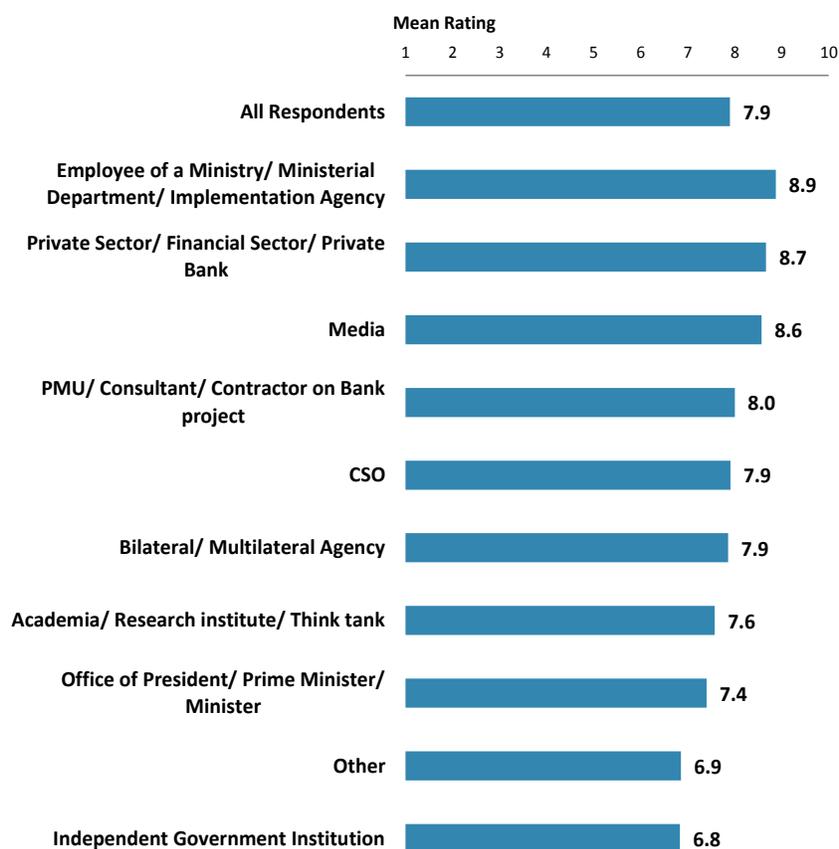
"To what extent does the World Bank Group's work help to achieve development results in El Salvador?"

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

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

Staff Preparedness (*Indicator Question*)

- Employees of ministries/ministerial departments/implementation agencies and respondents from private sector/financial sector/private banks had the highest ratings for the extent to which the WBG's staff is well prepared to help El Salvador solve its most complicated development challenges, whereas respondents from independent government institutions had significantly lower ratings.
- Respondents who professionally collaborate/work with the World Bank Group had statistically similar ratings for the extent to which the WBG's staff is well prepared to help El Salvador solve its most complicated development challenges as those who do not professionally collaborate/work with the WBG.

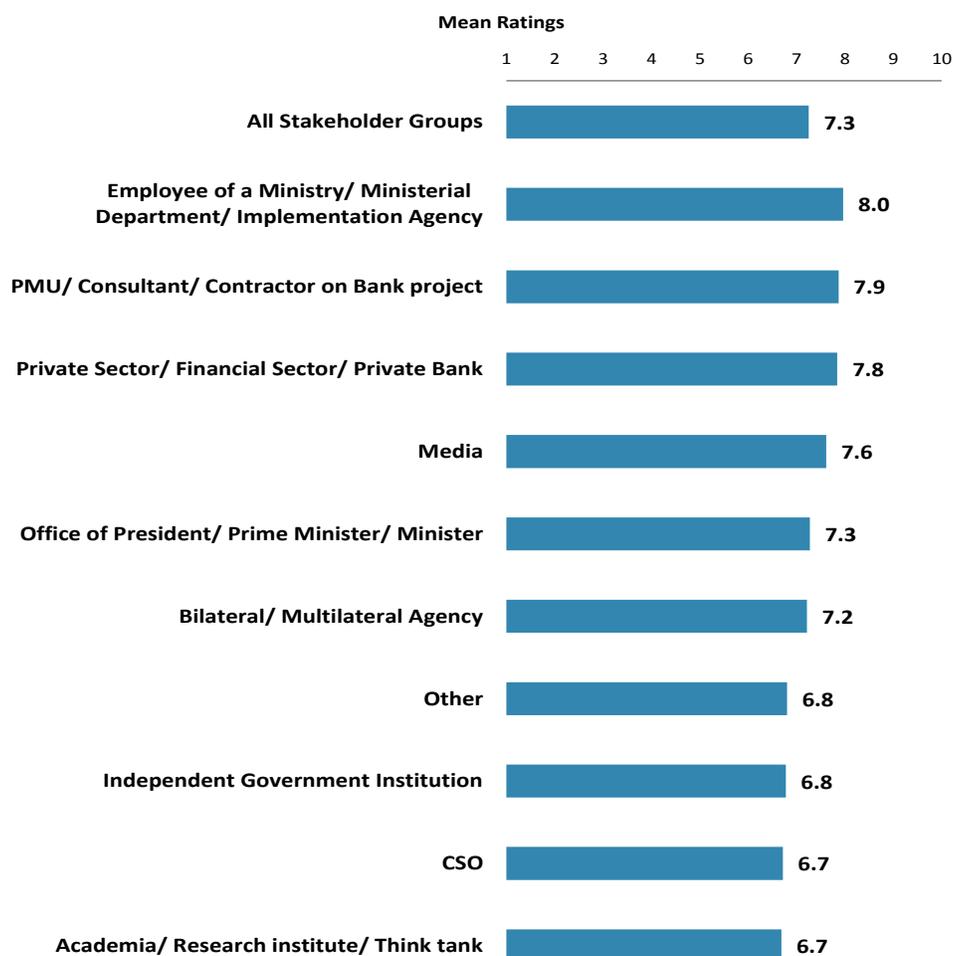


"To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help El Salvador solve its most complicated development challenges?"
(1-"To no degree at all", 10-"To a very significant degree")

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

Overall Ratings for Indicator Questions by Stakeholder Groups*

- Respondents across stakeholder groups gave statistically similar ratings for twenty six indicator questions.
- Respondents who professionally collaborate/work with the WBG gave statistically similar ratings for twenty six indicator questions as respondents who do not professionally collaborate/work with the WBG.
- Responses for individual indicator questions by stakeholder groups can be found in Appendix E (page 117).

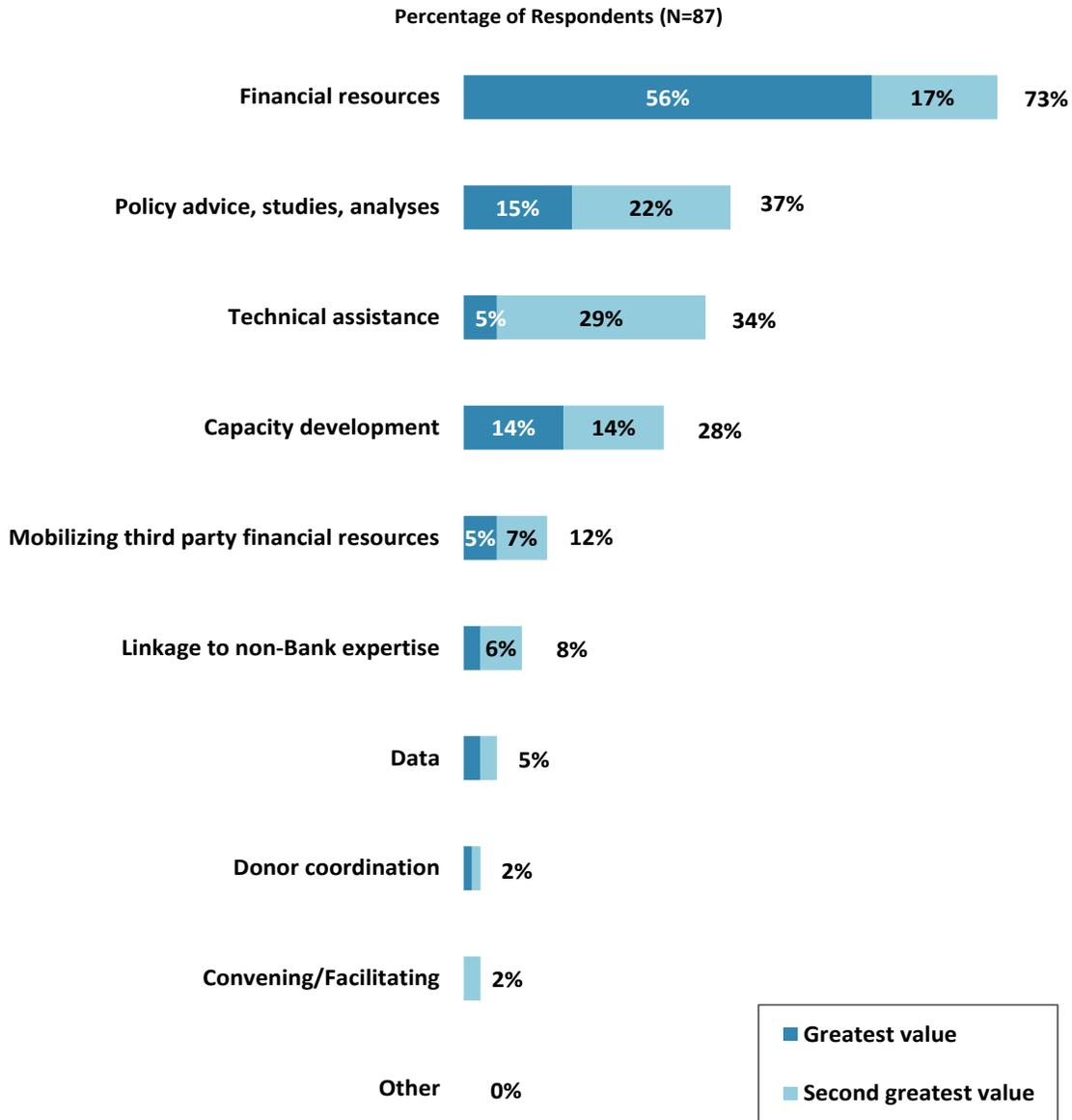


Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10

* Responses to all twenty six indicator questions can be found in Appendices D and E.

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

Greatest Value

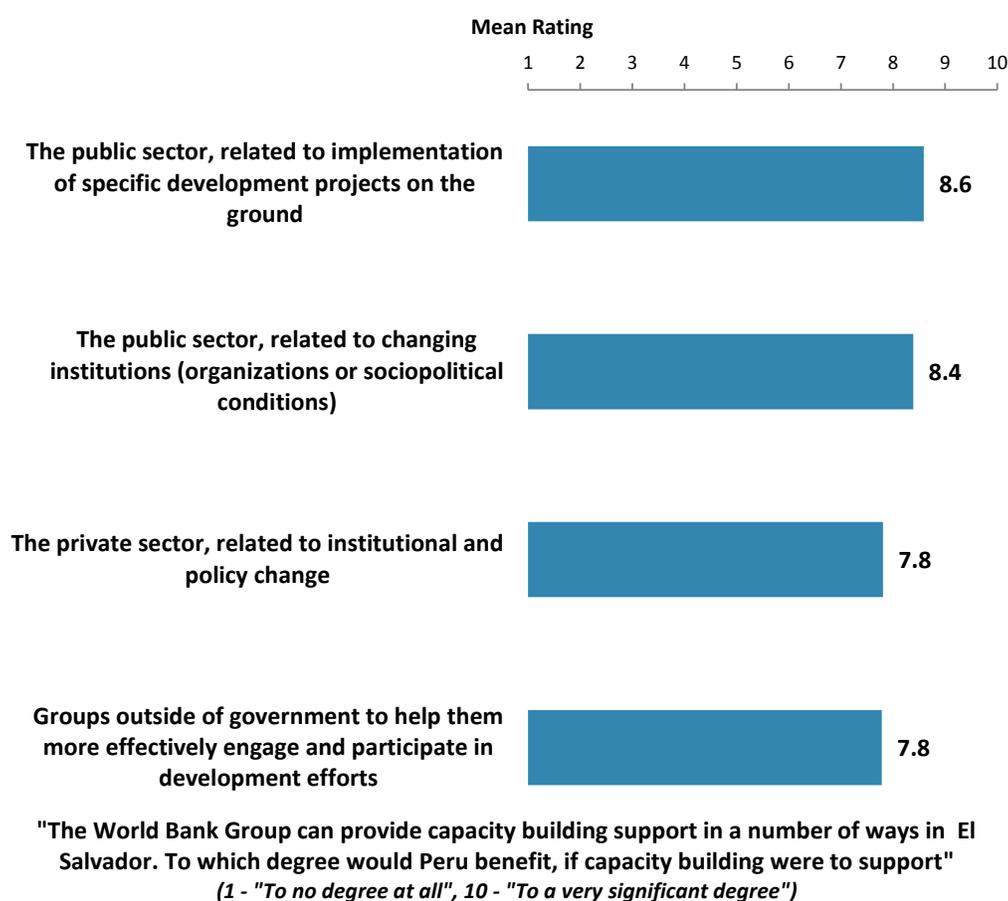


"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in El Salvador?"
 (Respondents chose from a list.)

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

Ways of Capacity Building Support

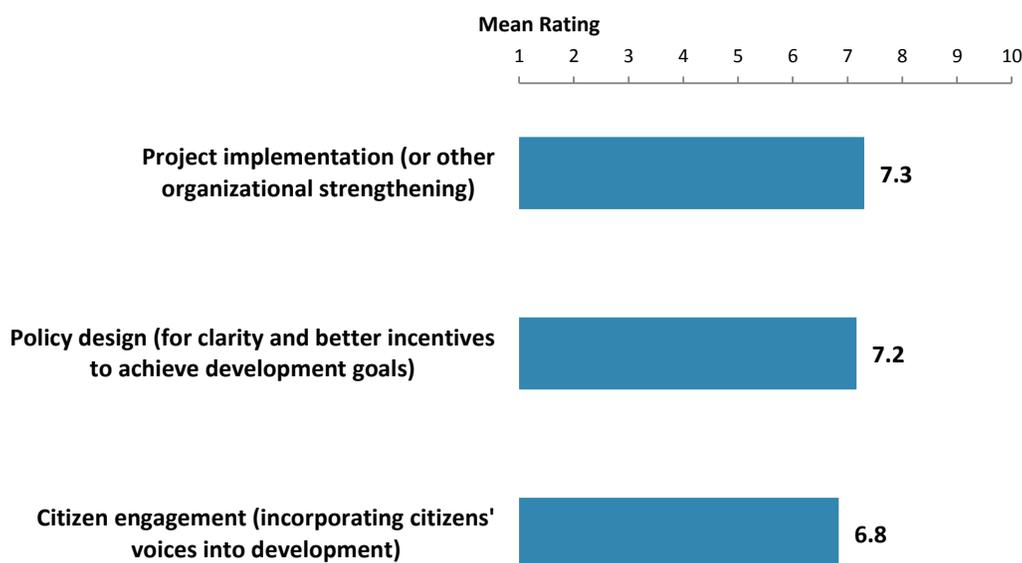
- Respondents from academia/research institutes/think tanks, the media, and CSOs gave the highest ratings for the extent to which El Salvador would benefit, if capacity building were to support “*groups outside government to help them more effectively engage and participate in development efforts,*” whereas respondents from independent government institutions and other organizations gave significantly lower ratings.
- Respondents across stakeholder groups gave statistically similar ratings for the extent to which El Salvador would benefit, if capacity building were to support the other three areas.



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

Effectiveness of WBG's Capacity Building Work

- Respondents from the private sector/financial sector/private banks and employees of ministries/ministerial departments/implementation agencies had the highest ratings for the effectiveness of WBG's capacity building work in *project implementation*, whereas respondents from independent government institutions and other organizations had significantly lower ratings.
- Employees of ministries/ministerial departments/implementation agencies had the highest ratings for the effectiveness of WBG's capacity building work in *citizen engagement*, whereas respondents from bilateral/multilateral agencies and other organizations had significantly lower ratings.
- Respondents from the media and private sector/financial sector/private banks had the highest ratings for the effectiveness of WBG's capacity building work in *policy design*, whereas respondents from the Office of President/Prime Minister/Ministers and other organizations had significantly lower ratings.

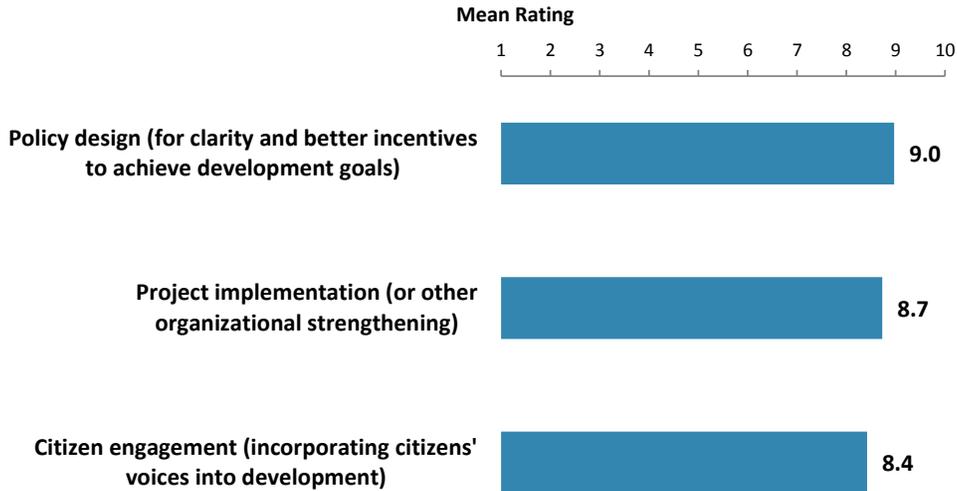


"How EFFECTIVE do you believe the World Bank Group is in terms of the capacity building work it does in each of the following areas in El Salvador?"
(1 - "Not effective at all", 10 - "Very effective")

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

Importance of WBG’s Capacity Building Work

- Respondents across stakeholder groups had statistically similar ratings for the importance of the WBG’s capacity building work in all three areas.

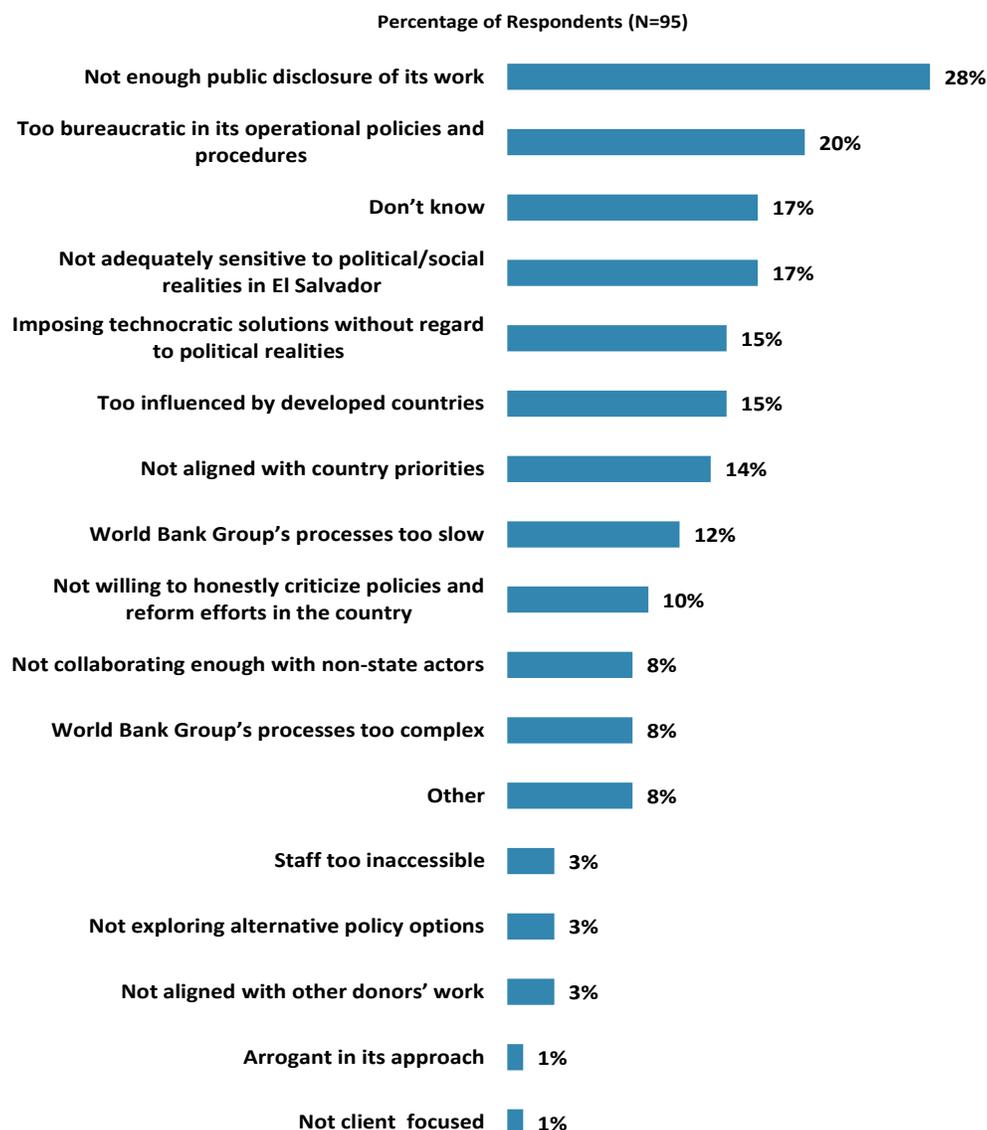


"When thinking about how to improve capacity building in El Salvador to help ensure better development results, looking forward, how IMPORTANT is it for the World Bank Group to be involved in the following aspects of capacity building?"
 (1 - "Not important at all", 10 - "Very important")

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

Greatest Weakness

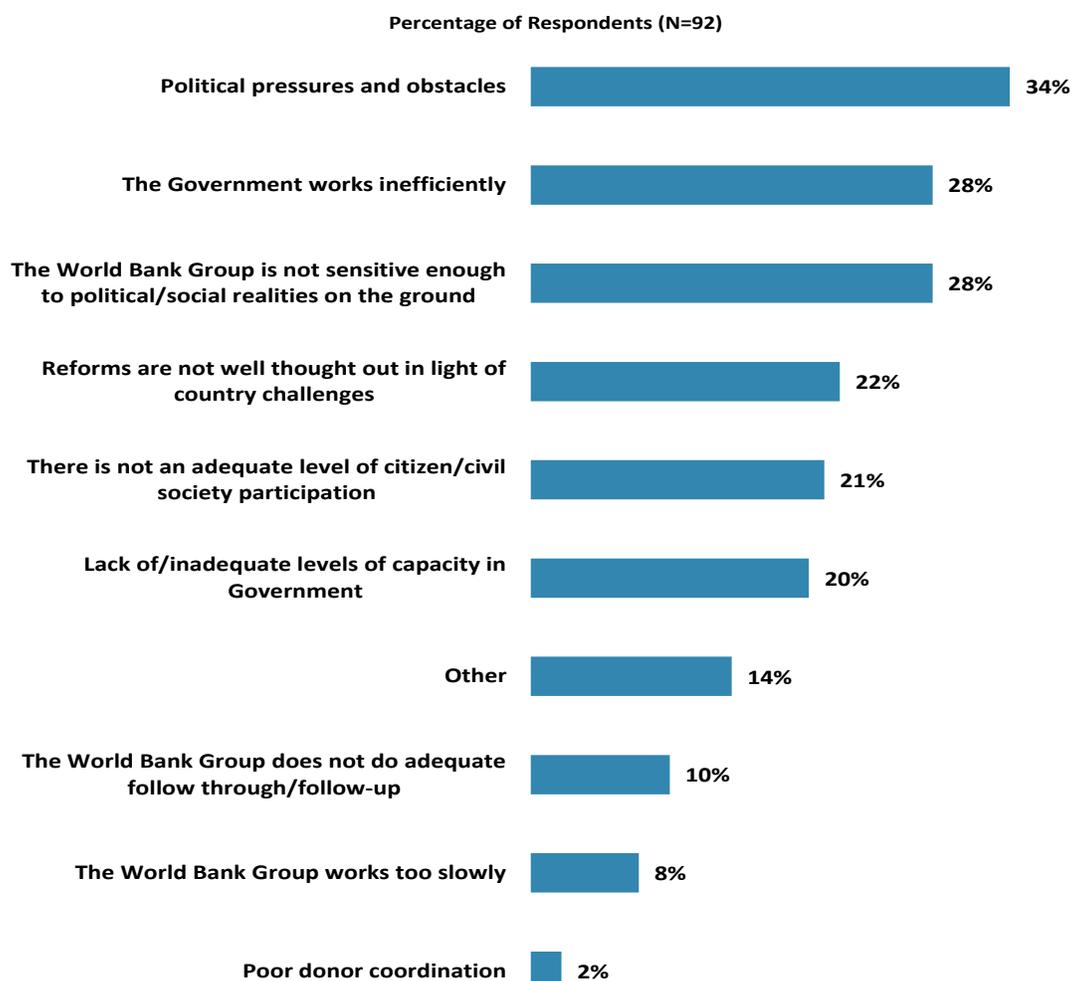
- Of all the respondents, those who are from academia/research institutes/think tanks (63%), CSOs (50%) and private sector/financial sector/private banks (50%) were mostly likely to indicate that “*not enough public disclosure of its work*” is the greatest weakness of the WBG, whereas respondents from independent government institutions, PMUs and consultants/contractors working on WBG projects were significantly less likely to indicate so.



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

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

Attributing Slow or Failed Reform Efforts

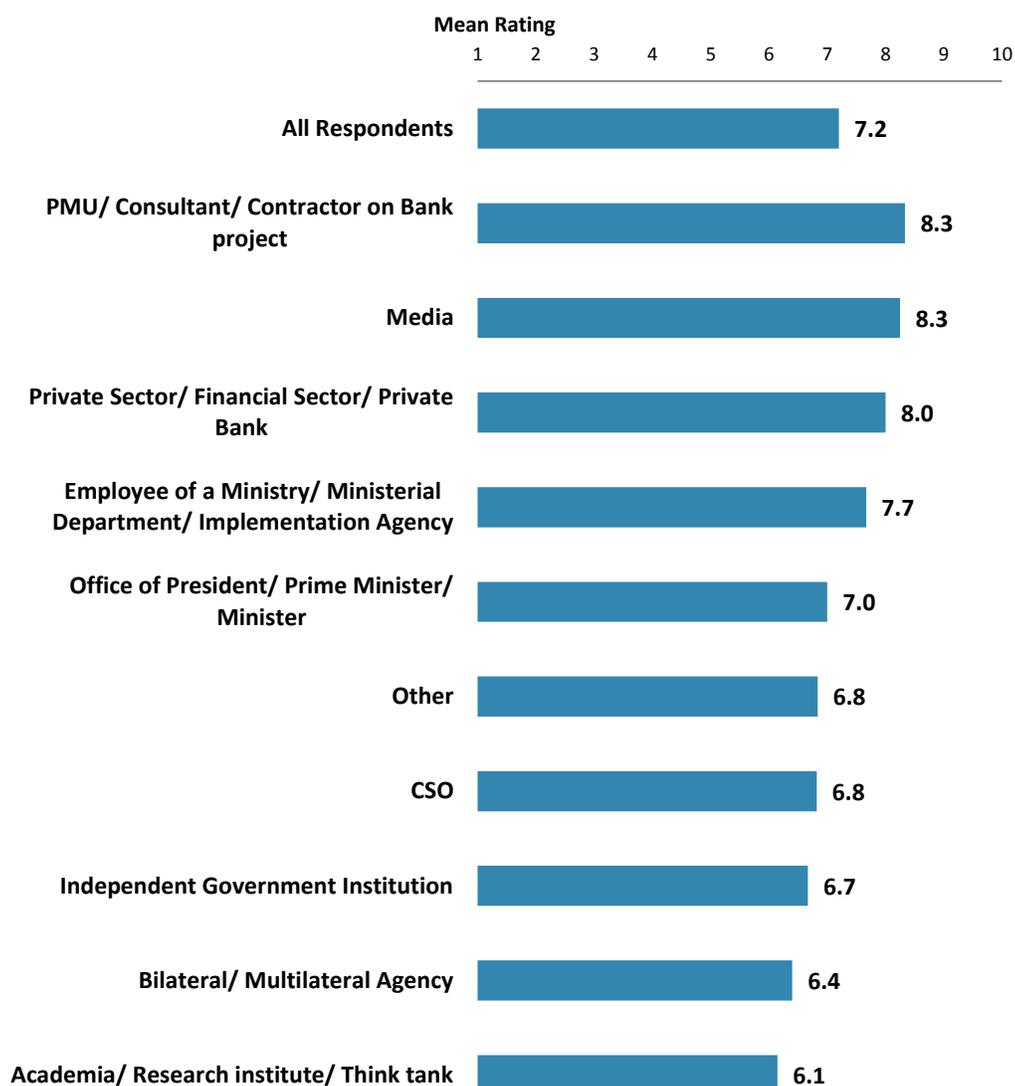


"When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)

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

World Bank Group Moving in the Right Direction

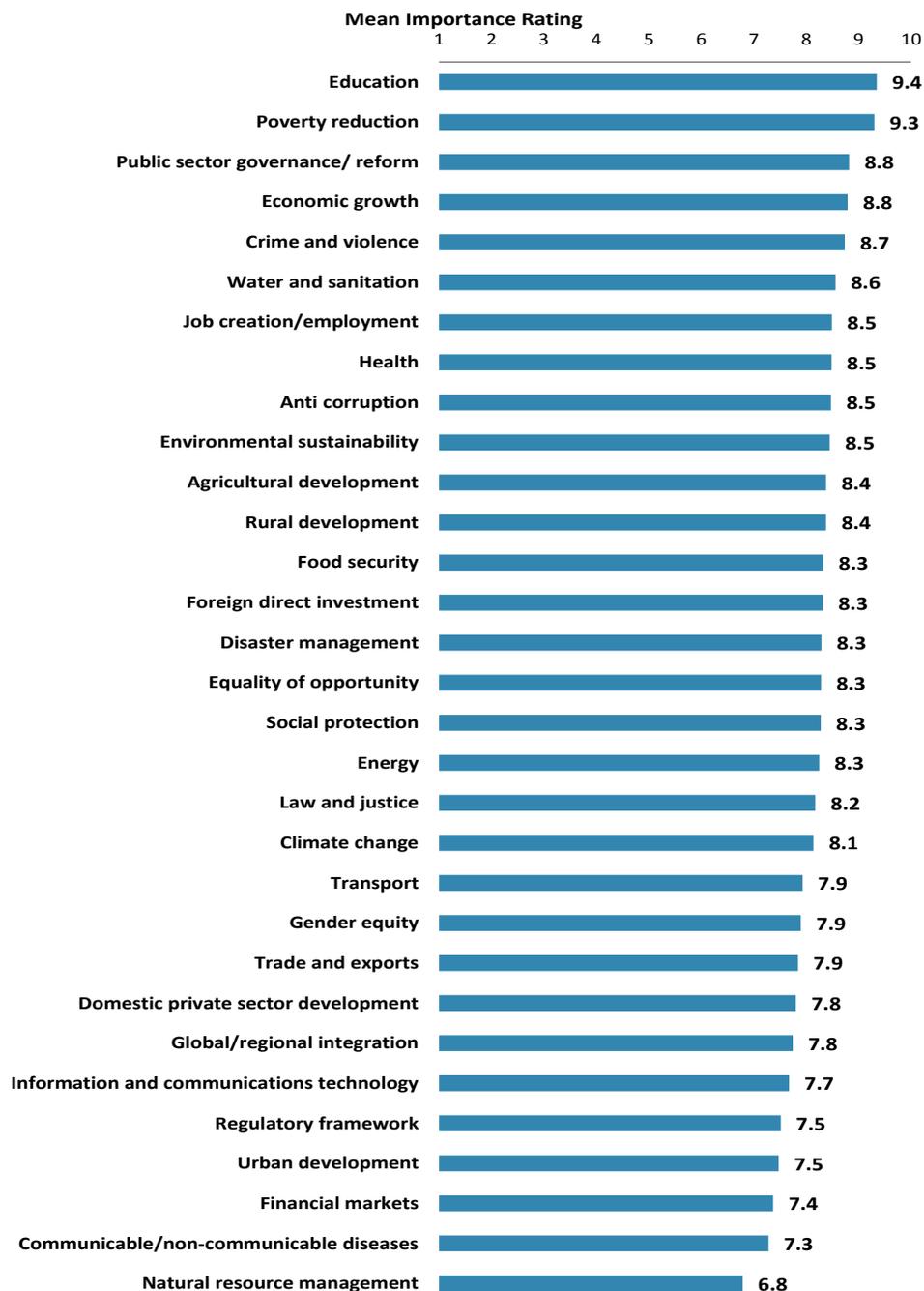
- Respondents from the media, PMUs and consultants/contractors working on WBG projects were mostly likely to indicate that the WBG has moved in the right direction in terms of the focus of its work in El Salvador in the last three years, whereas respondents from academia/research institutes/think tanks, and bilateral/multilateral agencies were significantly less likely to indicate so.



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

VI. Sectoral Importance and Effectiveness

Importance of Sectoral Areas

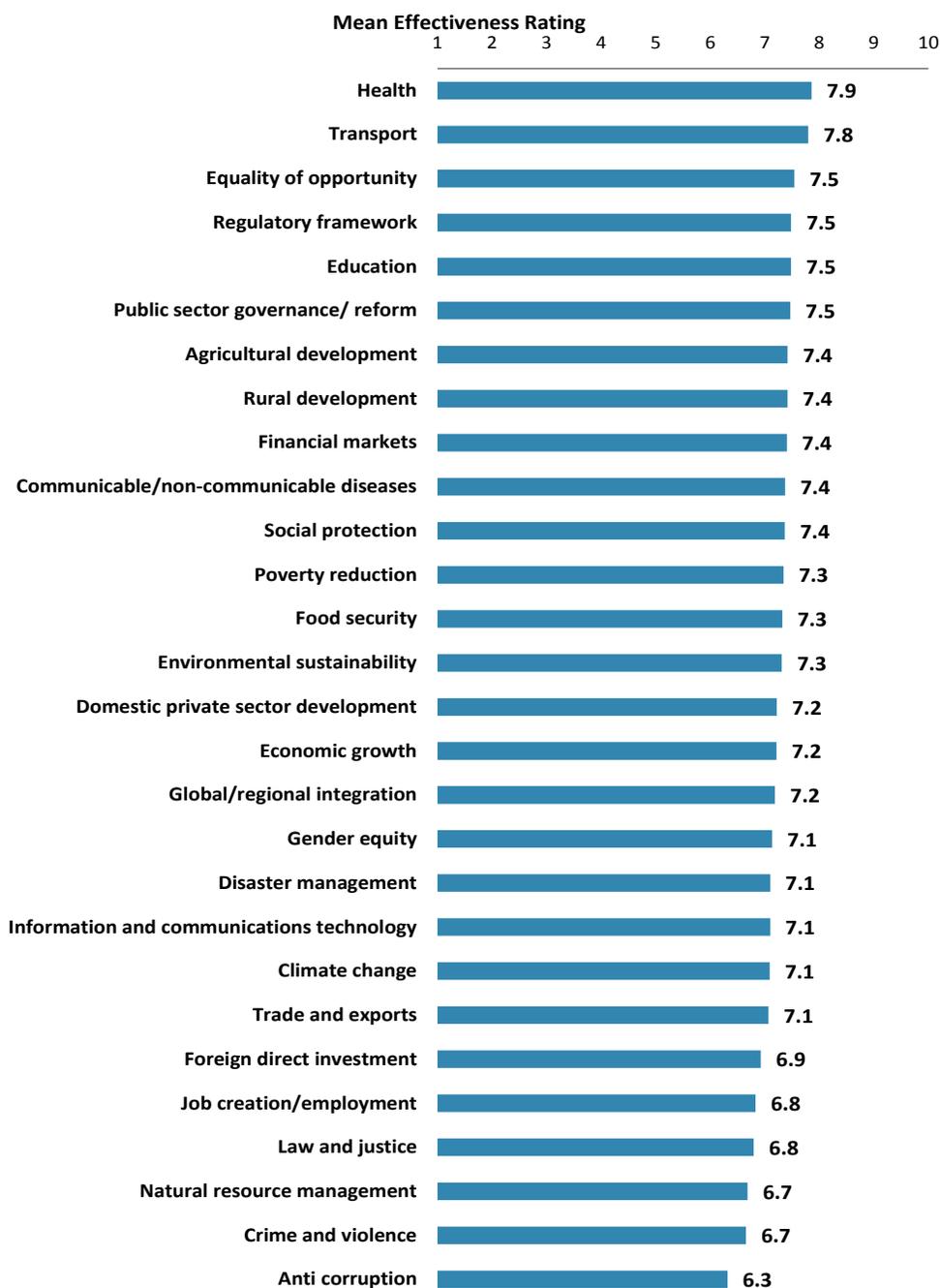


"In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in El Salvador?"

(1-"Not important at all", 10-"important")

VI. Sectoral Importance and Effectiveness (continued)

Effectiveness of Sectoral Areas



"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in El Salvador?"

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

VI. Sectoral Importance and Effectiveness (continued)

Effectiveness of Sectoral Areas (continued)

- There were significant stakeholder differences in their ratings for the WBG's effectiveness in several areas. In most cases, respondents from the private sector/financial sector/private sector and employees of ministries/ministerial departments/implantation agencies tended to give the highest ratings, whereas respondents from independent government institutions and academia/research institutes/think tanks tended to give significantly lower ratings. These areas of development included:
 - Information and communications technology;
 - Crime and violence;
 - Regulatory framework;
 - Domestic private sector development;
 - Disaster management;
 - Global/regional integration;
 - Food security; and
 - Social protection

- Respondents whose primarily specialization of work is in “*education*” (17% of all respondents) gave significantly lower ratings for the WBG's effectiveness in the following areas, compared to respondents who specialize in other areas:
 - Environmental sustainability;
 - Regulatory framework;
 - Economic growth;
 - Disaster management;
 - Public sector governance/reform;
 - Health;
 - Rural development;
 - Global/regional integration;
 - Food security;
 - Social protection;
 - Climate change; and
 - Agricultural development

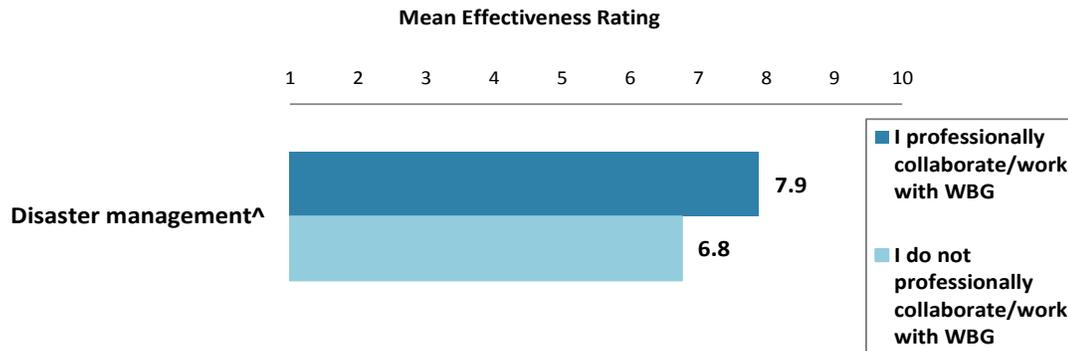
- Note in the Appendix on the sectoral effectiveness (Appendix A, page 62) that primarily informed stakeholders responded to this question.

- Responses across all stakeholder groups can be found in the Appendix.

VI. Sectoral Importance and Effectiveness (continued)

Effectiveness of Sectoral Areas (continued)

- Respondents who professionally collaborate/work with the WBG gave significantly higher ratings for the WBG’s effectiveness in “*disaster management*,” compared to respondents who do not professionally collaborate/work with the WBG.
- Respondents who do and do not professionally collaborate/work with the WBG gave statistically similar ratings for the WBG’s effectiveness in the remaining twenty-seven development areas.



"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in El Salvador?"
 (1-"Not effective at all", 10-"Very effective")
 (^Significantly different between respondents who do and do not collaborate with the WBG)

VI. Sectoral Importance and Effectiveness (continued)

Drivers of Effectiveness

To determine the key drivers of respondents' ratings of the World Bank Group's overall effectiveness and ratings of its ability to help achieve development results in El Salvador, bivariate correlational analyses were conducted using respondents' ratings of the twenty eight specific areas of effectiveness.

Correlational analyses, however, are not able to tell us exactly what is causing respondents' ratings of the World Bank'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 Bank'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 Bank'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 Bank's overall effectiveness, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the Bank's overall effectiveness in El Salvador. The areas determined to be key drivers from these analyses were:
 - The WBG's effectiveness at global/regional integration;
 - The WBG's effectiveness at food security;
 - The WBG's effectiveness at climate change;
 - The WBG's effectiveness at crime and violence;
 - The WBG's effectiveness at economic growth; and
 - The WBG's effectiveness at trade and exports.

- 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 El Salvador, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's ability to help achieve development results. The areas determined to be key drivers from these analyses were:
 - The WBG's effectiveness at job creation/employment;
 - The WBG's effectiveness at law and justice;
 - The WBG's effectiveness at gender equity;
 - The WBG's effectiveness at anti-corruption
 - The WBG's effectiveness at equality of opportunity; and
 - The WBG's effectiveness at crime and violence.

VII. How the World Bank Group Operates

The World Bank Group's Work in El Salvador

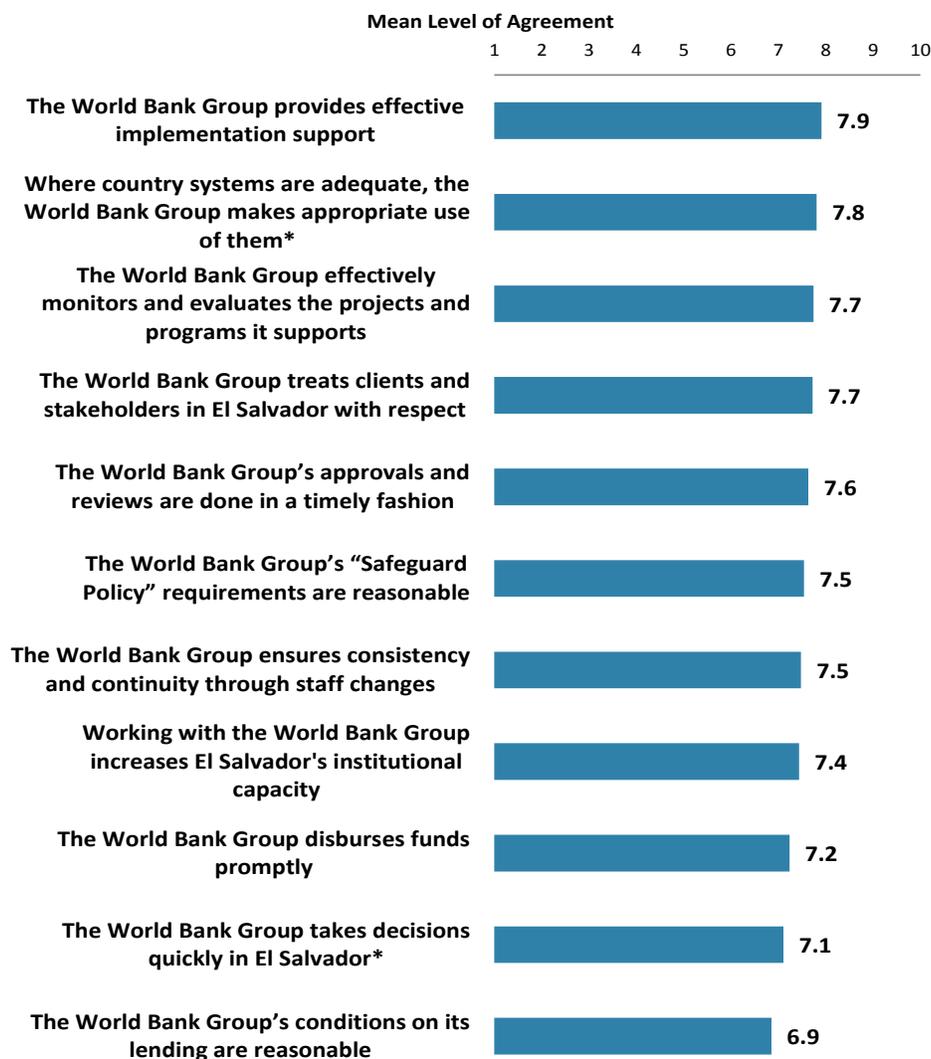
- Respondents from private sector/financial sector/private banks, PMUs, and contractors/consultants working on WBG projects tended to have the highest levels of agreement with the statement that *"The WBG supports programs and strategies that are realistic for El Salvador,"* whereas respondents from independent government institutions and academia/research institutes/think tanks tended to have significantly lower levels of agreement with this statement.
- Respondents across stakeholder groups had statistically similar levels of agreement with all other statements about the WBG's work in El Salvador including the indicator statements.
- Respondents who professionally collaborate/work with WBG tended to have significantly higher levels of agreement with the indicator statement that *"overall the WBG currently plays a relevant role in development in El Salvador,"* compared to respondents who do not professionally collaborate/work with WBG.



VII. How the World Bank Group Operates (continued)

Overall Perceptions

- Employees of ministries/ministerial departments/implementation agencies had the highest levels of agreement with the indicator statement that “*the WBG takes decisions quickly in El Salvador,*” whereas respondents from academia/research institutes/think tanks and other organizations tended to have significantly lower levels of agreement with this statement.



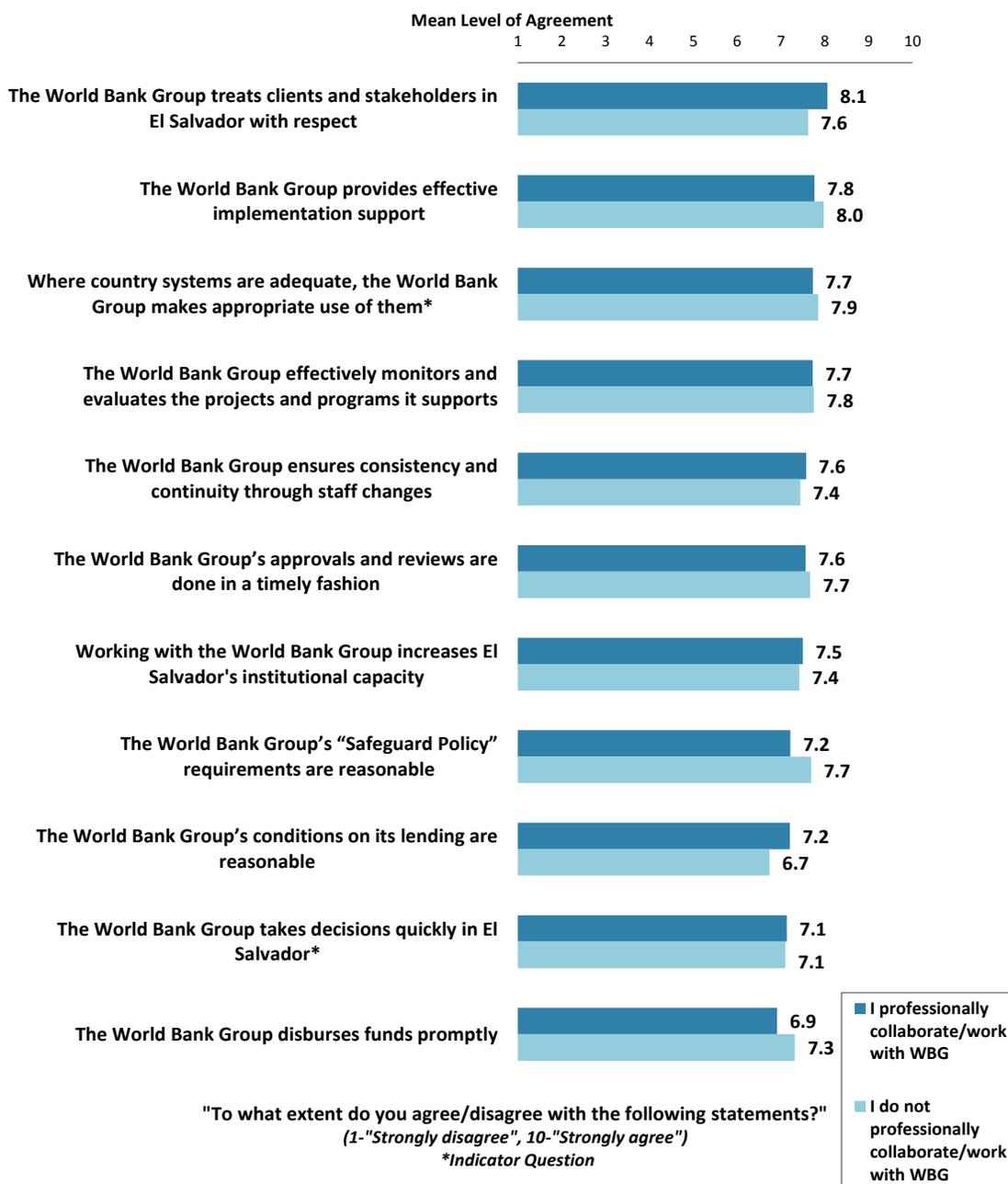
"To what extent do you agree/disagree with the following statements?"
(1-"Strongly disagree", 10-"Strongly agree")

*Indicator Question

VII. How the World Bank Group Operates (continued)

Overall Perceptions (continued)

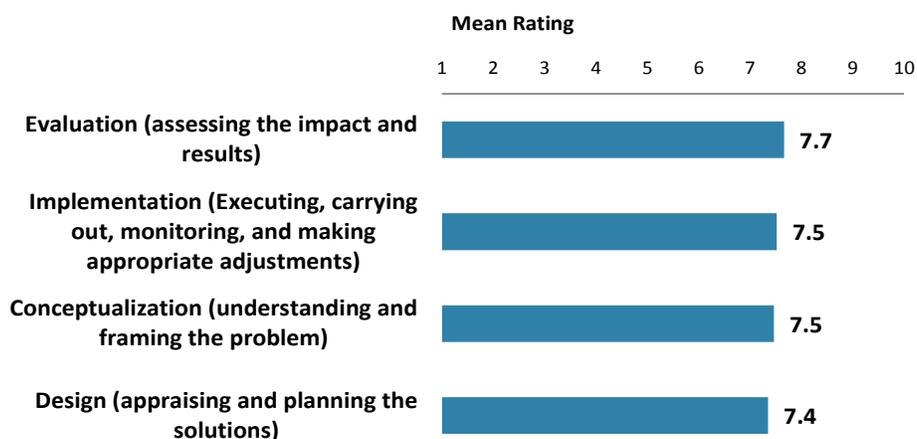
- Respondents who do and do not professionally collaborate/work with WBG had statistically similar levels of agreement with all the following statements.



VII. How the World Bank Group Operates (continued)

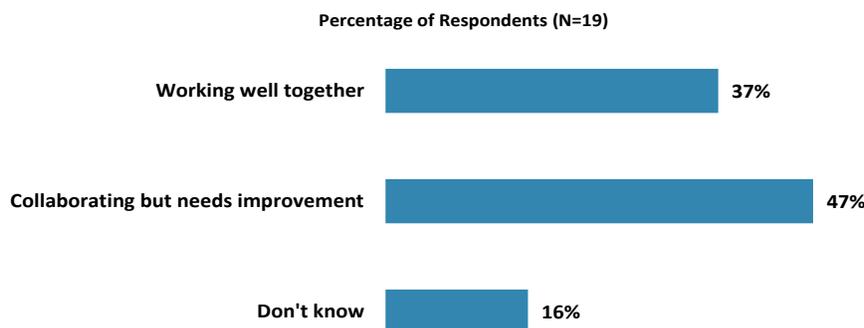
Contribution of the WBG’s Delivery Work

- Respondents from ministries/ministerial departments/implementation agencies had the highest ratings for the extent to which the WBG’s technical assistance/advisory work in “implementation” contributed to solving El Salvador’s development challenges, whereas respondents from academia/research institutes/think tanks tended to give significantly lower ratings.
- Respondents who do and do not collaborate/work with the World Bank Group had statistically similar ratings for all four aspects of the WBG’s technical assistance/advisory work’s contribution to solving El Salvador’s development challenges.



"To what extent does each of the following aspects of the World Bank Group's technical assistance/advisory work contribute to solving El Salvador's development challenges?"
 (1-"To no degree at all", 10-"To a significant degree")

Collaboration between the World Bank and IFC

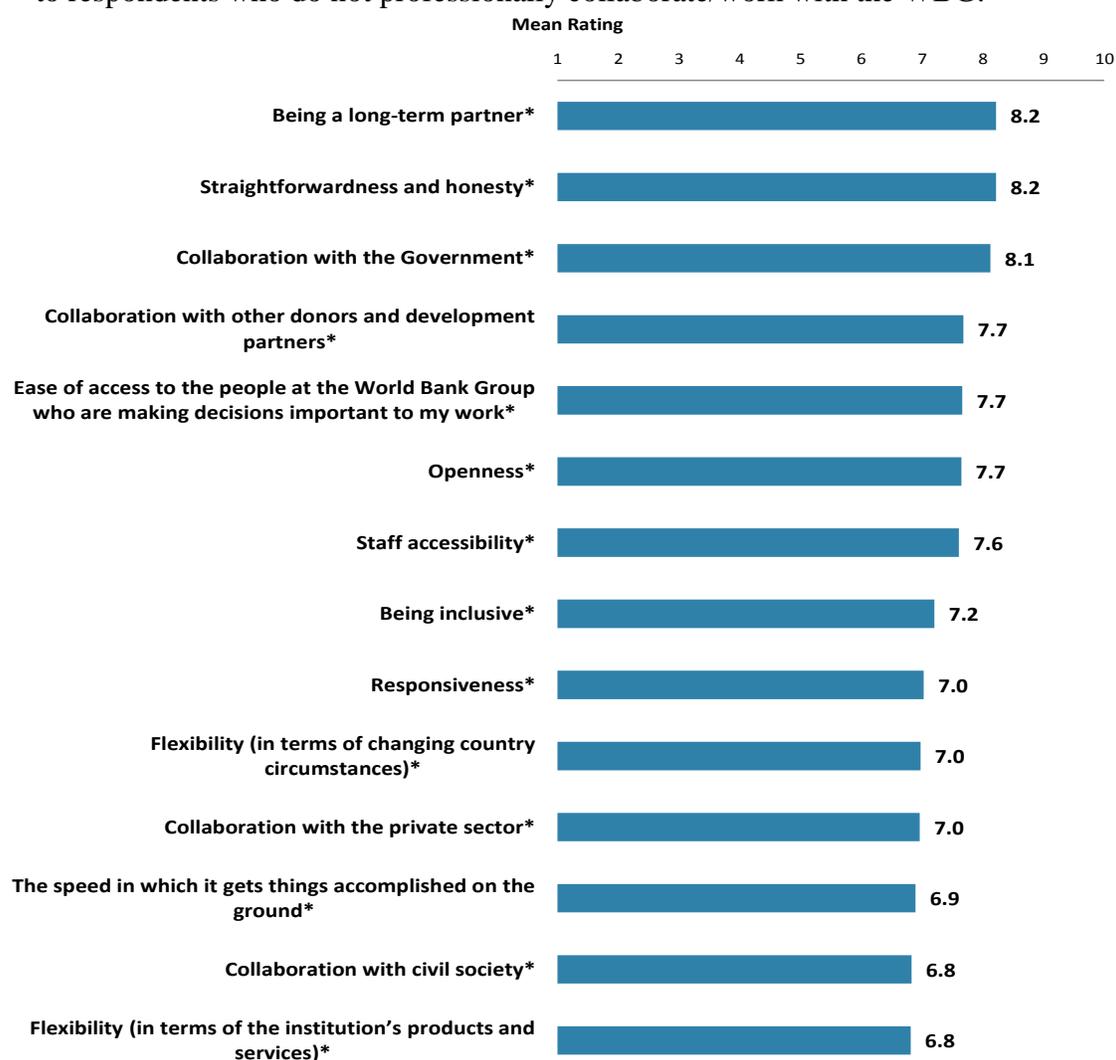


"If your projects involve both the World Bank and IFC, what was your view on the two institutions working together in El Salvador?"
 (Respondents chose from a list.)

VII. How the World Bank Group Operates (continued)

The World Bank Group as an Effective Development Partner

- There were significant stakeholder group differences in their ratings for two of WBG's qualities as an effective development partner. They are the *"the ease of access to the people at the WBG who are making decisions important to my work"* and *"being inclusive."* Respondents from ministries/ministerial departments/implementation agencies tended to give the highest ratings, whereas respondents from CSOs tended to give significantly lower ratings (see Appendix B for details).
- Respondents who professionally collaborate/work with the WBG had significantly lower ratings for the *"WBG's flexibility in terms of changing country circumstances,"* compared to respondents who do not professionally collaborate/work with the WBG.

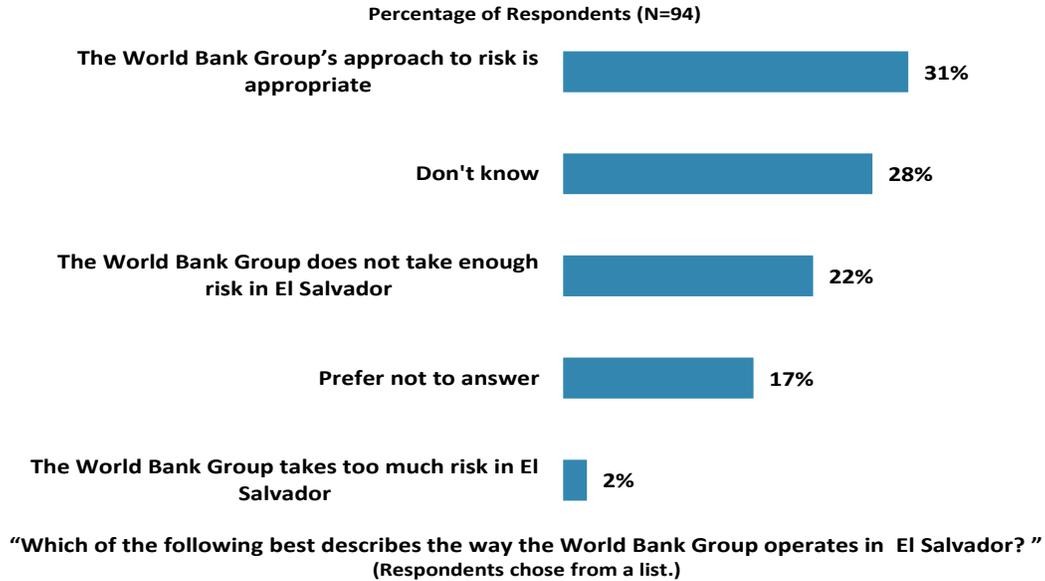


"To what extent is the World Bank Group an effective development partner in El Salvador, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")

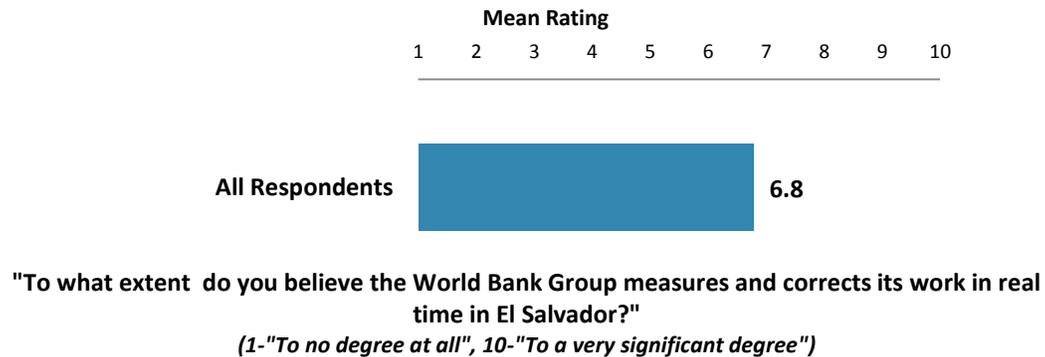
*Indicator Question

VII. How the World Bank Group Operates (continued)

The World Bank Group’s Approach to Risk in El Salvador

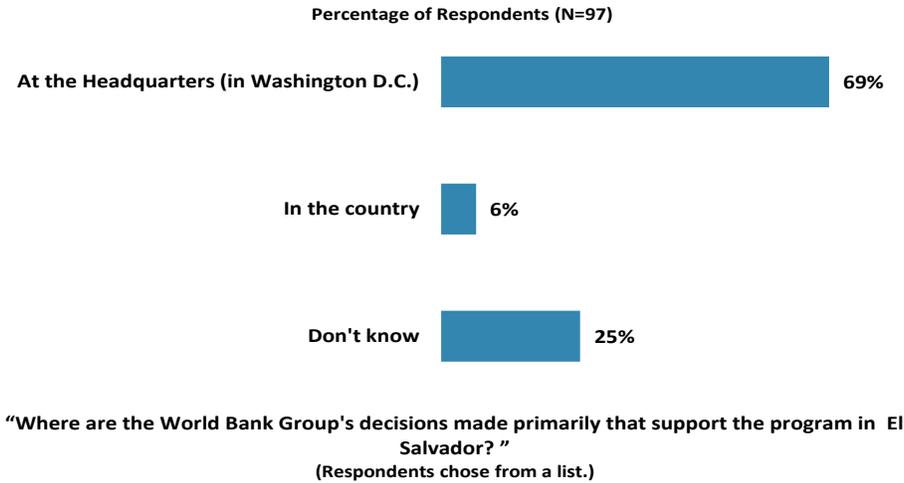


The World Bank Group’s Internal Monitoring Mechanism

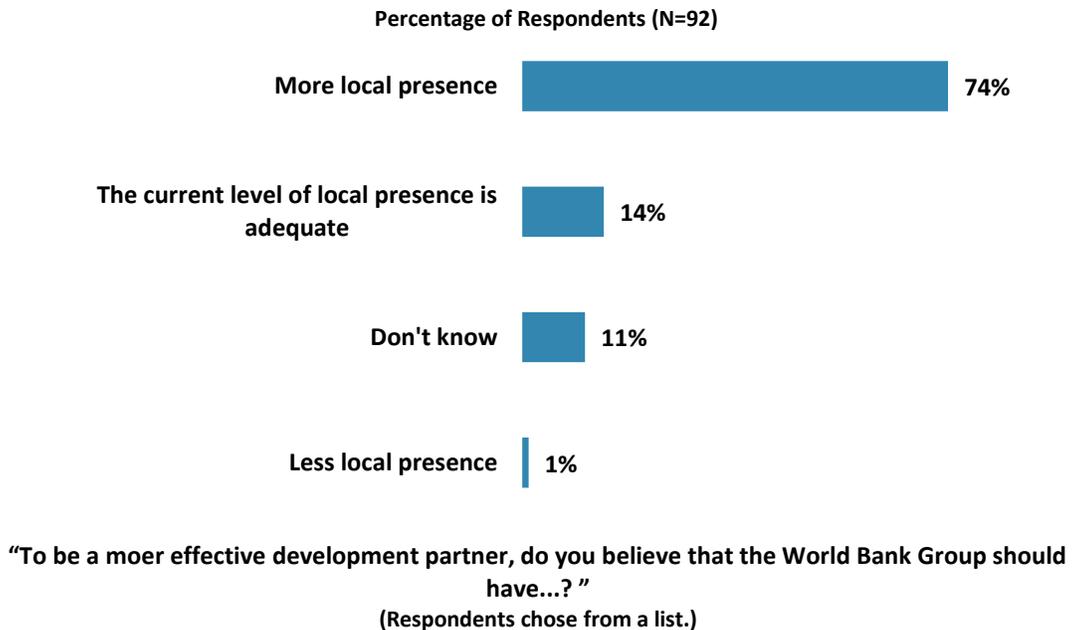


VII. How the World Bank Group Operates (continued)

Making Decisions about the WBG Program in El Salvador



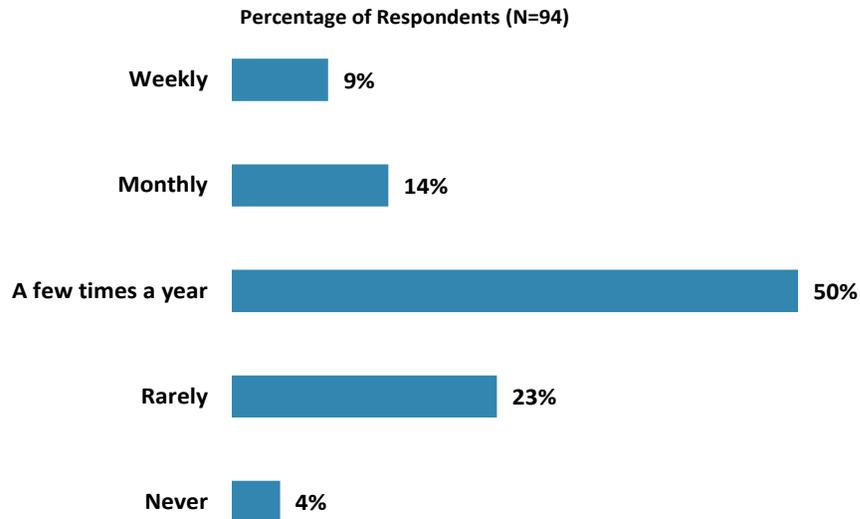
The World Bank Group’s Local Presence in El Salvador



VIII. World Bank Group's Knowledge and Instruments

Frequency of Consulting World Bank Group's Knowledge Work and Activities

- Respondents from PMUs and consultants/contractors working on WBG projects were significantly *more* likely to consult the WBG knowledge work and activities in their work than other stakeholder groups. More than 80% of them reported that they used the WBG knowledge work and activities weekly in the work they do.
- Compared to other stakeholder groups, respondents from CSOs and academia/research institutes/think tanks were significantly *less* likely to consult the WBG knowledge work and activities. Nearly half of them reported that they rarely or never consulted the WBG knowledge work and activities.

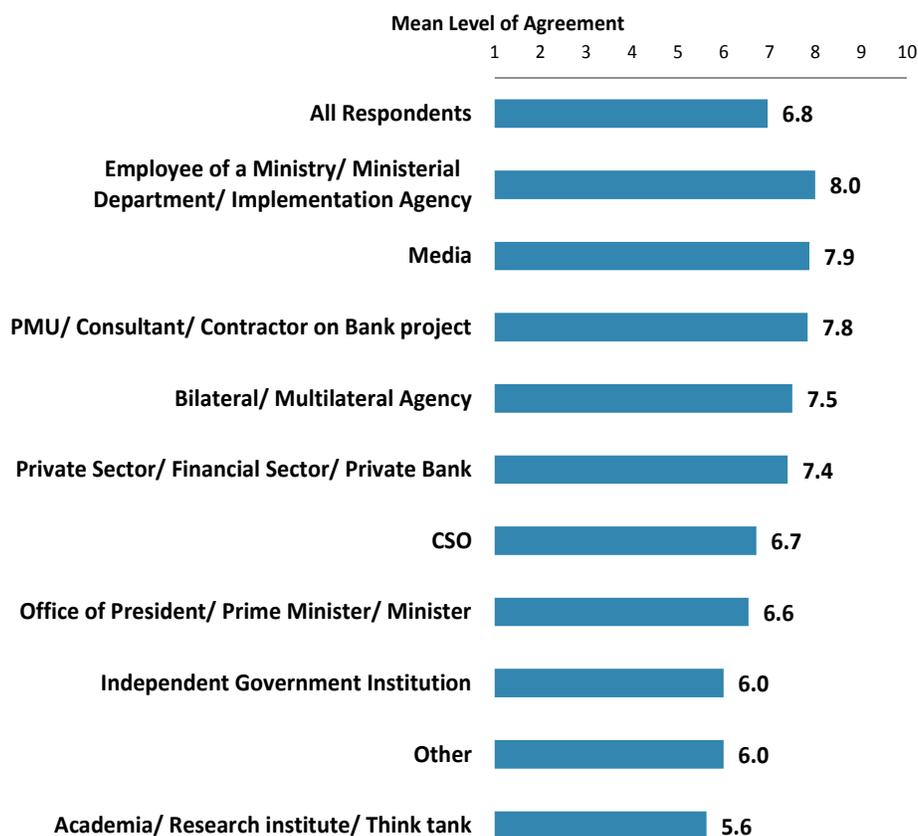


"How frequently do you consult World Bank Group knowledge work and activities in the work you do?" (Respondents chose from a list.)

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

Meeting El Salvador's Knowledge Needs (*Indicator Question*)

- Respondents from ministries/ministerial departments/implementation agencies and the media had the highest levels of agreement that the WBG meets El Salvador's needs for knowledge services, whereas the respondents from academia/research institutes/think tanks had significantly lower levels of agreement.
- Respondents who professionally collaborate/work with the WBG had significantly higher levels of agreement that the WBG meets El Salvador's needs for knowledge services compared to respondents who do not collaborate/work with the WBG.

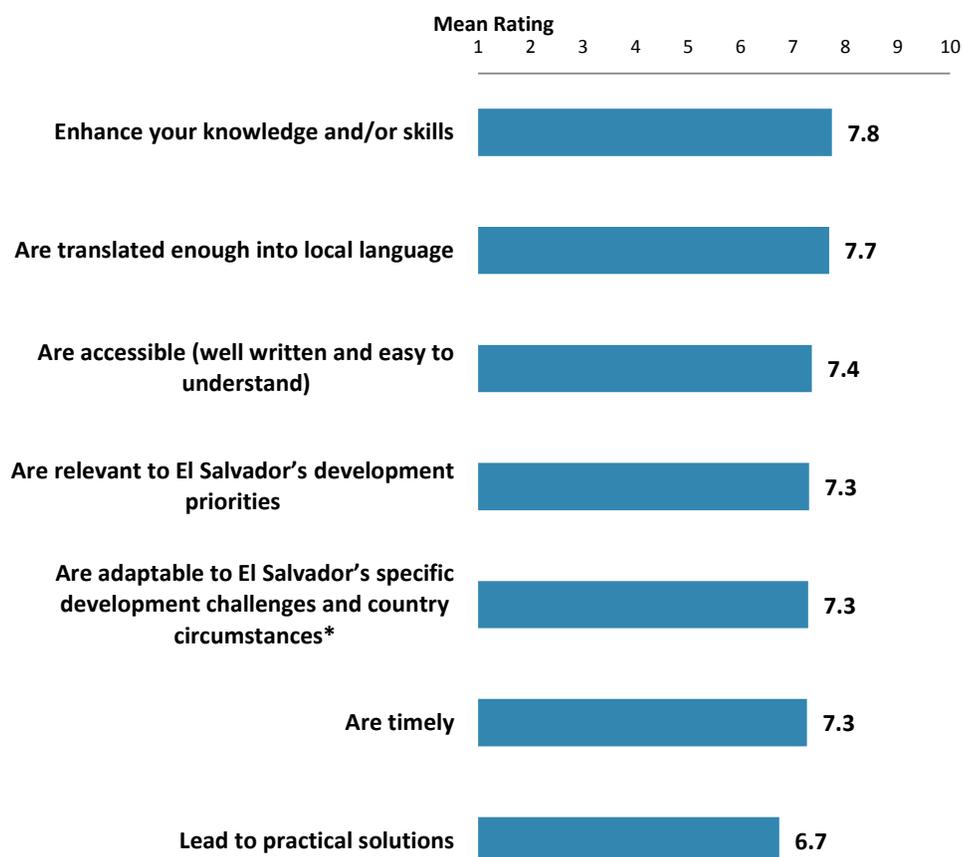


"The World Bank Group meets El Salvador's needs for knowledge services"
(1-"Strongly disagree", 10-"Strongly agree")

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

Qualities of the WBG's Knowledge Work and Activities

- Employees of ministries/ministerial departments/implementation agencies had the highest ratings for the WBG knowledge work and activities' "timeliness" and "adaptability to El Salvador's specific development challenges and country circumstance," whereas respondents from academia/research institutes/think tanks had significantly lower ratings for these two qualities.
- Respondents who professionally collaborate/work with the WBG and those who do not had statistically similar ratings for all of the following qualities of the WBG knowledge work and activities, including the indicator quality "adaptability to El Salvador's specific development challenges and country circumstance."



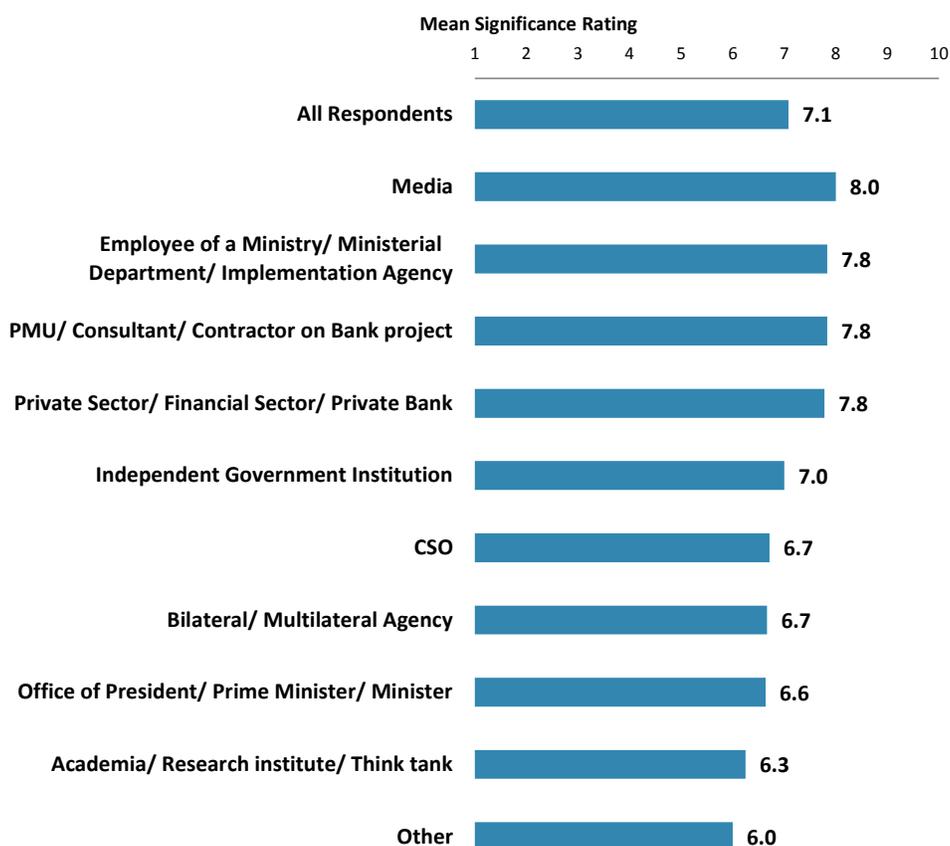
"In El Salvador, to what extent do you believe that the World Bank Group's knowledge work and activities:" (1-"To no degree at all", 10-"To a very significant degree")

*Indicator Question

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

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

- Respondents from the media had the highest ratings for the significance of the contribution that the WBG's knowledge work and activities make to development results in El Salvador, whereas respondent from academia/research institutes/think tanks and other organizations tended to have significantly lower ratings.
- Respondents who do and do not professionally collaborate/work with the WBG had statistically similar ratings for the significance of the contribution that the WBG's knowledge work and activities make to development results in El Salvador.

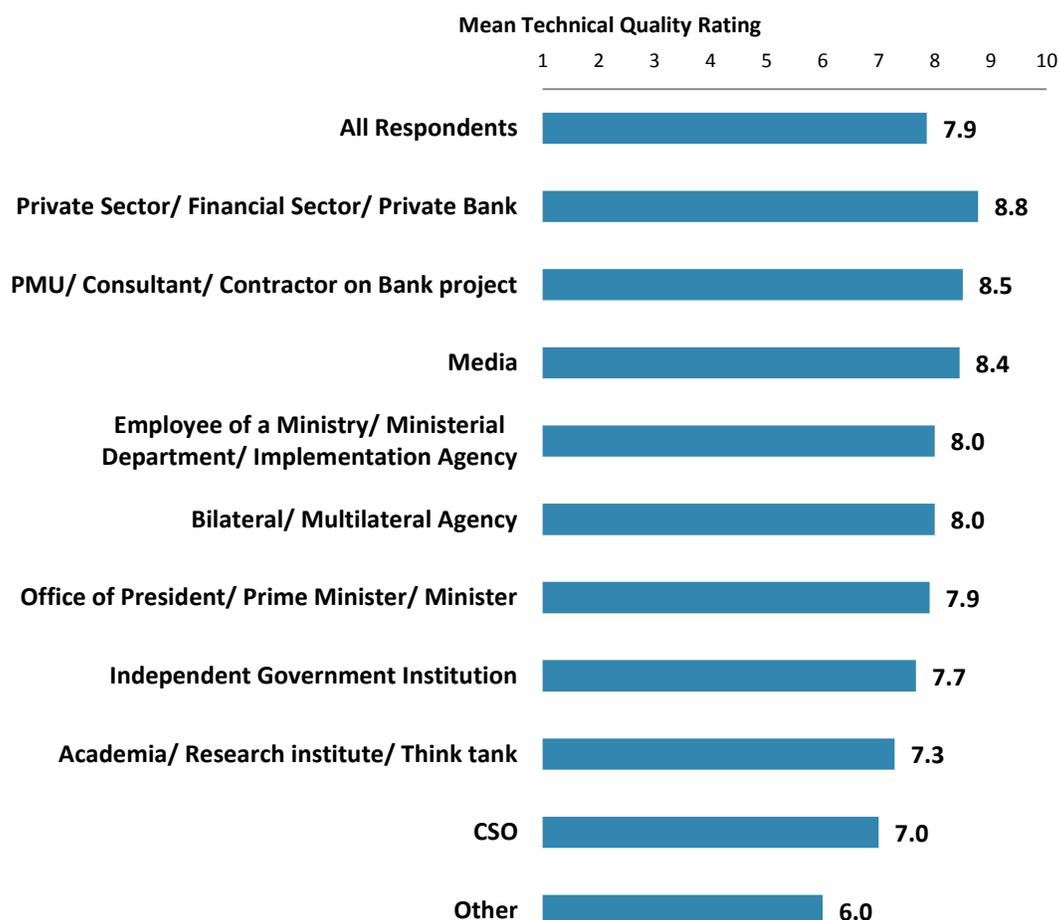


"Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?"
(1-"Not significant at all", 10-"Very significant")

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

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

- Respondents from the private sector/financial sector/private banks tended to give the highest ratings for the technical quality of the WBG's knowledge work and activities, whereas respondents from CSOs and other organizations tended to give significantly lower ratings.
- Respondents who do and do not professionally collaborate/work with the WBG had statistically similar ratings for the technical quality of the WBG's knowledge work and activities.



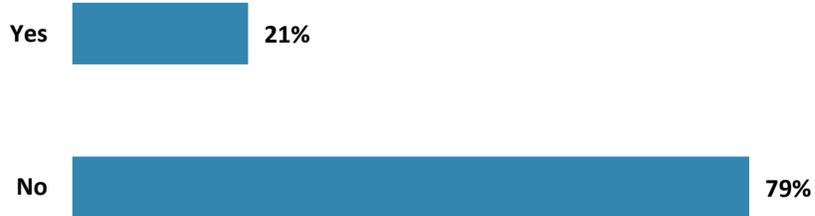
"Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?"

(1-"Very low technical quality", 10-"Very high technical quality")

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

World Bank Group Reports

Percentage of Respondents (N=97)



"Have you read/consulted the most rescent LAC Flagship Report: [Latin American Enetreprenneur. Many Firms but Little Innovation]?" (Respondents chose from a list.)

Mean Rating

1 2 3 4 5 6 7 8 9 10

All respondents 7.4

"To what extent do you believe any Report raised substantive new information and insight that you were not aware of prior to reading?" n = 21
 (1-"To no degree at all", 10 -"To a very significant degree")

Mean Rating

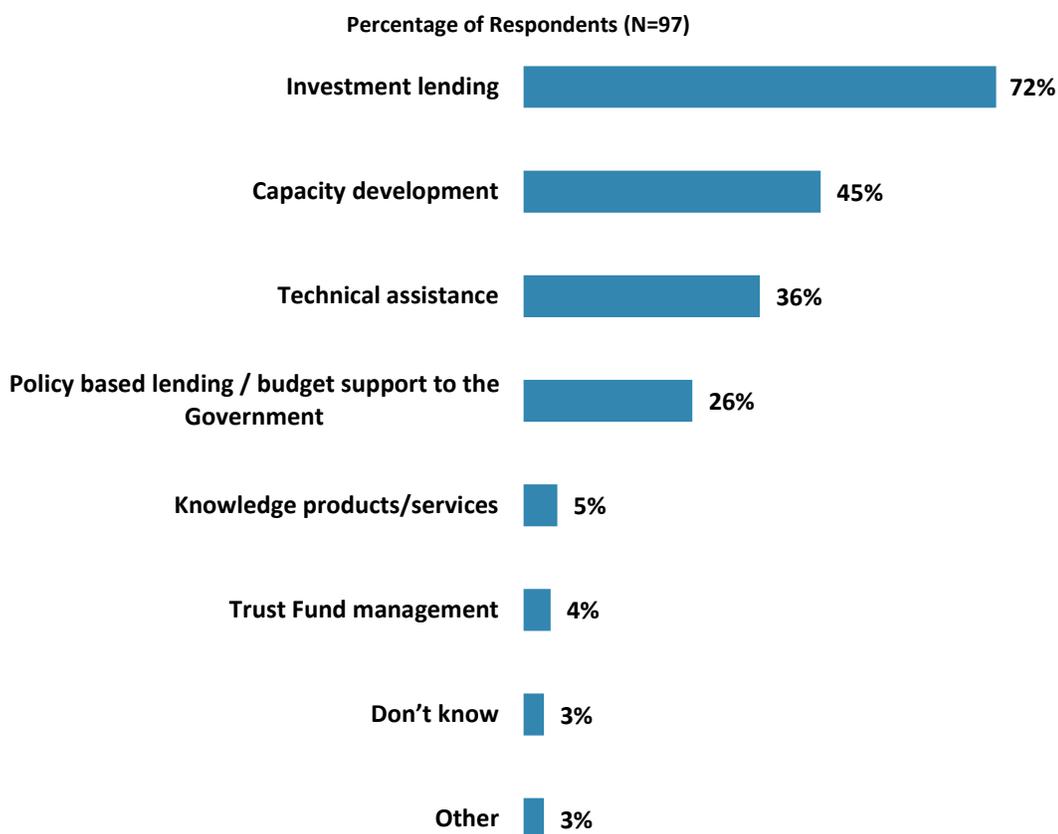
1 2 3 4 5 6 7 8 9 10

All respondents 7.1

"To what extent do you believe any Report provided you with useful information in terms of the work you do?" n = 22
 (1-"To no degree at all", 10-"To a very significant degree")

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

Most Effective Instruments in Reducing Poverty

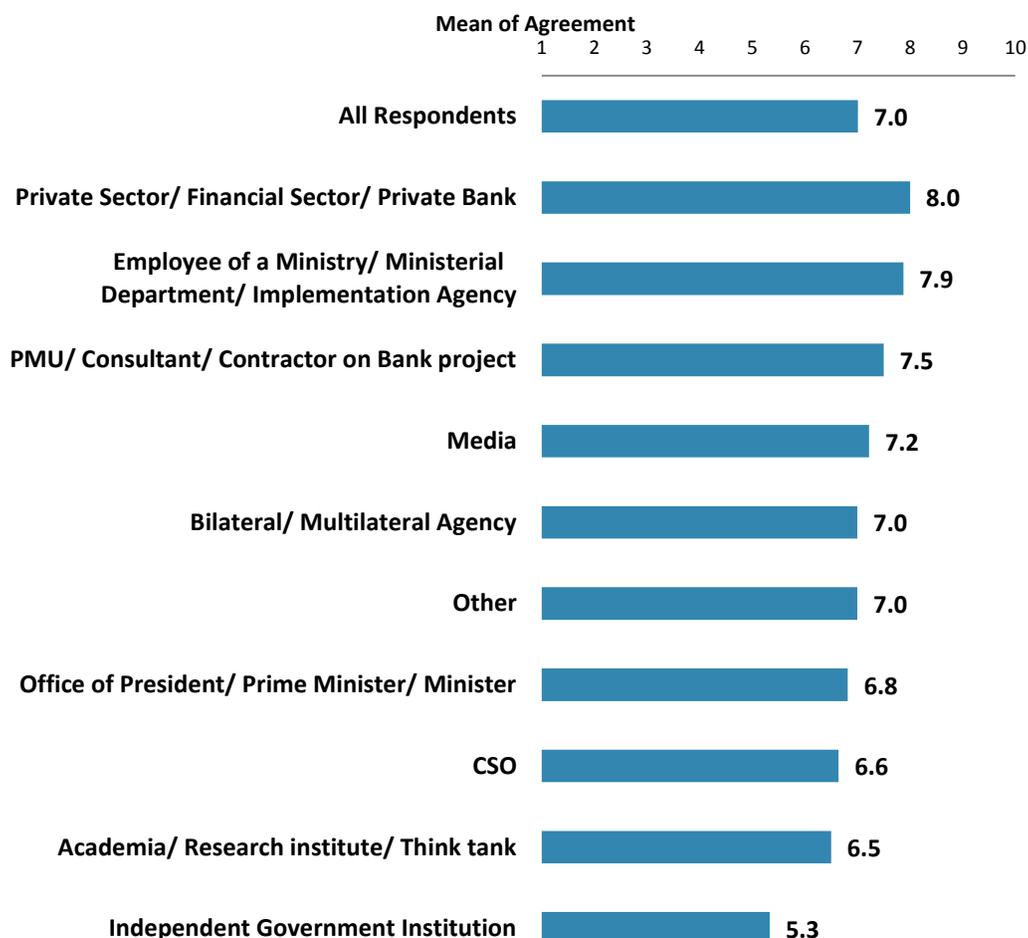


“Which World Bank Group instruments do you believe are the MOST effective in reducing poverty in El Salvador? (Choose no more than TWO)”
(Respondents chose from a list. Responses combined.)

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

Combination of World Bank Group Service

- Respondents from the private sector/financial sector/private banks had the highest ratings for the extent the combination of the WBG's financial, knowledge, and convening services meets the national development needs of El Salvador, whereas respondents from independent government institutions had significantly lower ratings.



"When considering the national development needs in El Salvador, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides in El Salvador meet the national development needs of El Salvador?"

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

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

Meeting El Salvador's Needs for Financial Instruments (*Indicator Question*)

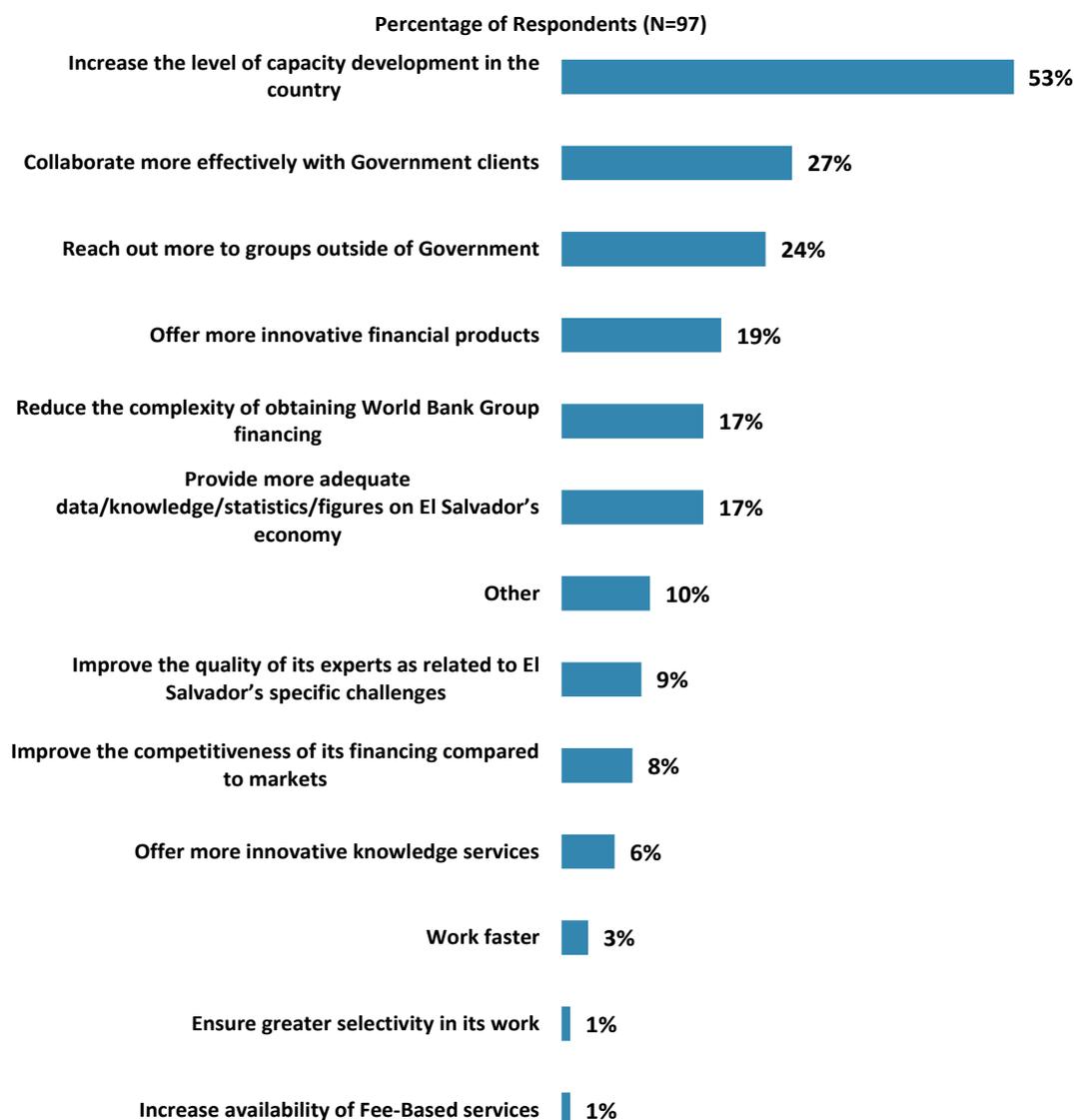
- Employees of ministries/ministerial departments/implementation agencies had the highest levels of agreement that the World Bank Group's financial instruments meet El Salvador's needs, whereas respondents from academia/research institutes/think tanks and CSOs had significantly lower levels of agreement.
- Respondents who professionally collaborate/work with the WBG had significantly higher levels of agreement that the World Bank Group's financial instruments meet El Salvador's needs, compared to respondents who do not professionally collaborate/work with the WBG.



"The World Bank Group's financial instruments meet the needs of El Salvador."
 (1-"Strongly disagree", 10-"Strongly agree")

IX. The Future Role of the World Bank Group in El Salvador

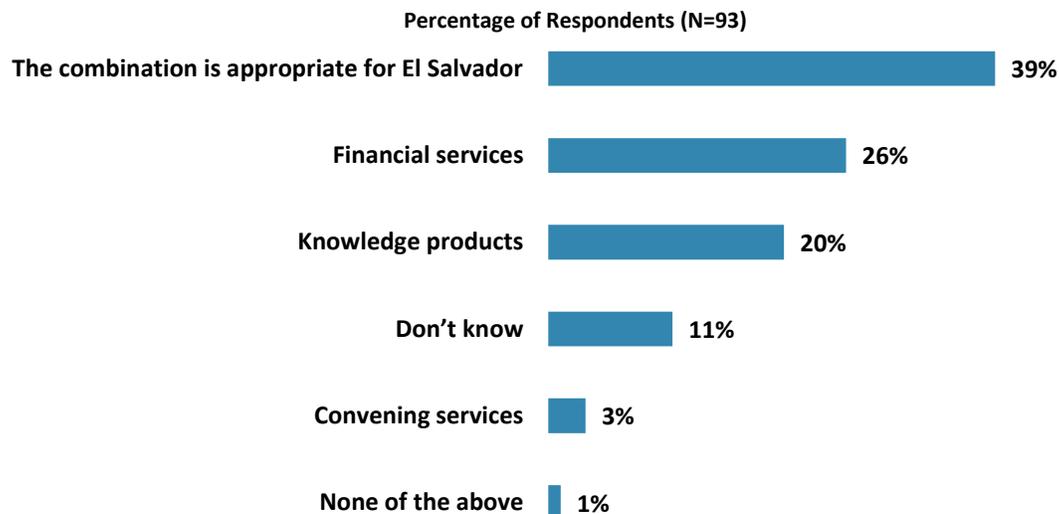
Making the World Bank Group of Greater Value



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

IX. The Future Role of the World Bank Group in El Salvador (continued)

World Bank Group's Services in El Salvador

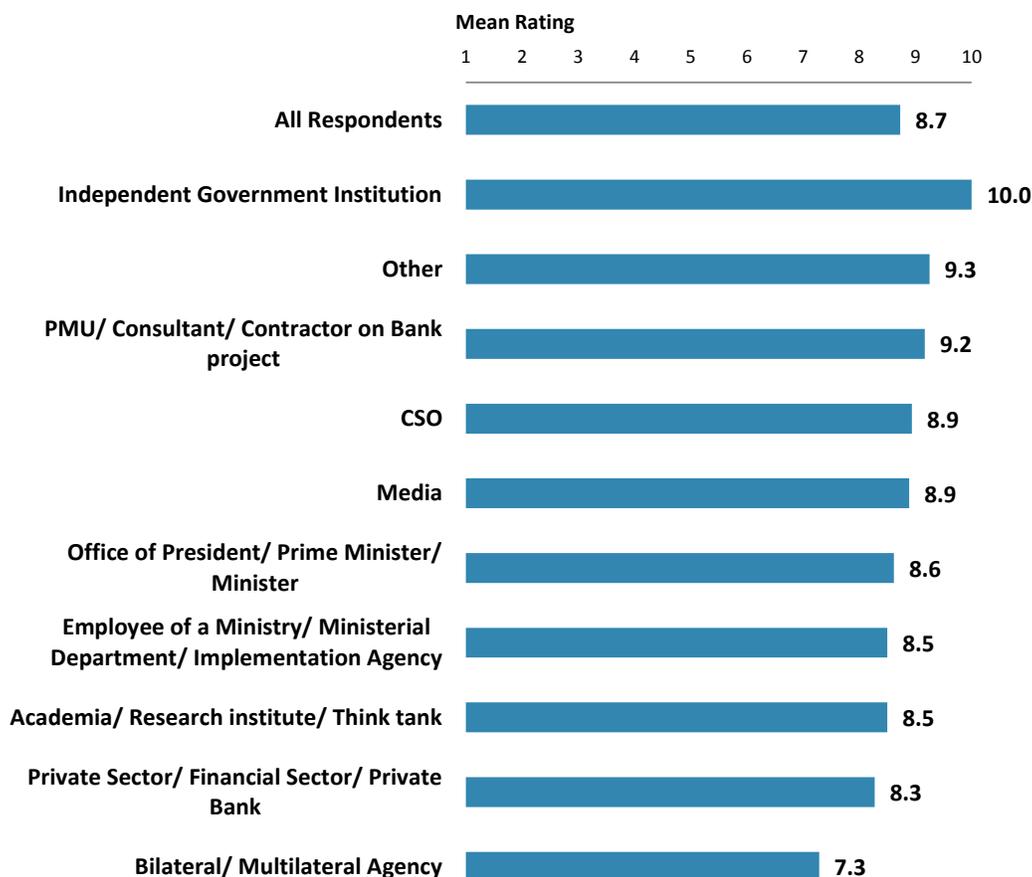


"When considering the combination of services that the World Bank Group offers in El Salvador, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in El Salvador?"
(Respondents chose from a list.)

IX. The Future Role of the World Bank Group in El Salvador (continued)

Future Role of International Development in El Salvador

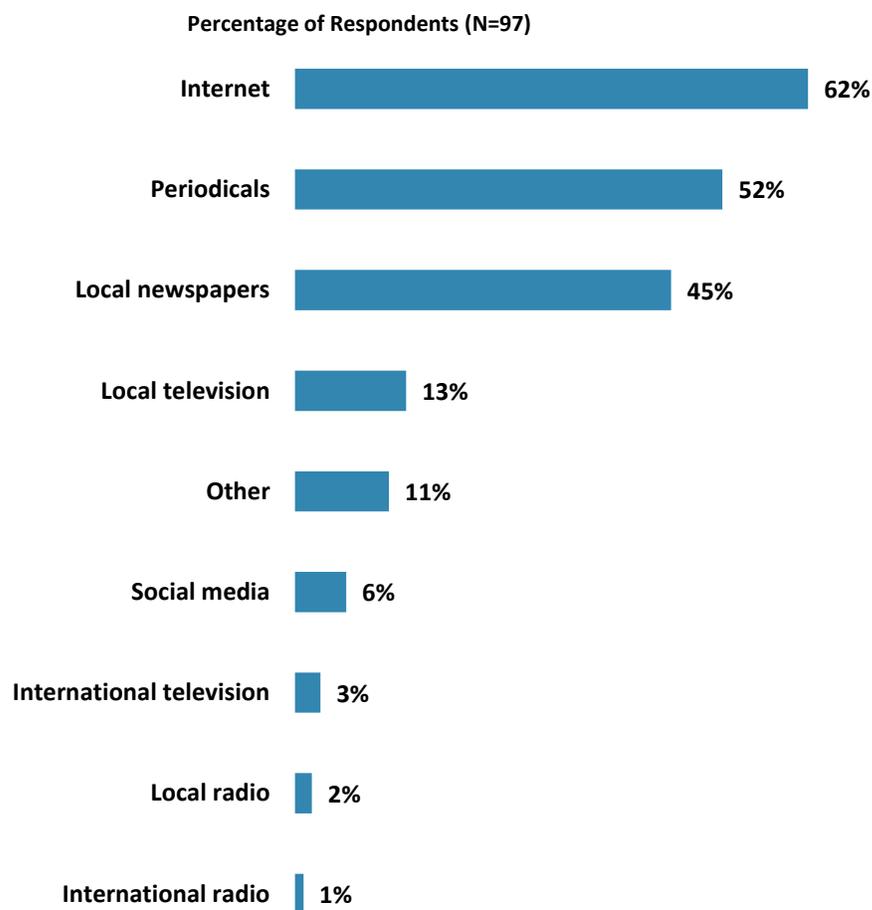
- Respondents from independent government institutions had the highest ratings for the importance of international development cooperation in El Salvador, whereas respondents from bilateral/multilateral agencies tended to give significantly lower ratings.



"How significant a role do you believe that international development cooperation SHOULD play in El Salvador's development in the near future?"
(1-"Not a significant role at all", 10-"Very significant role")

X. Communication and Openness

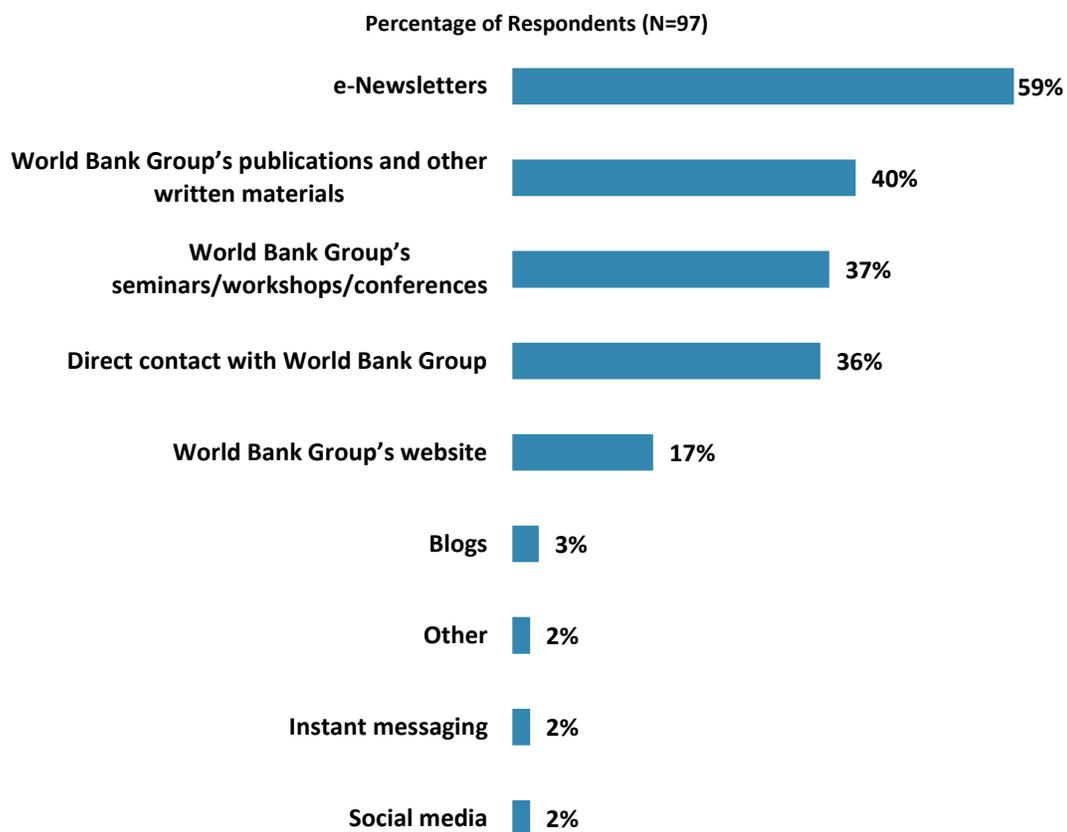
General Information Sources



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

X. Communication and Openness (continued)

Preferred Information Sources

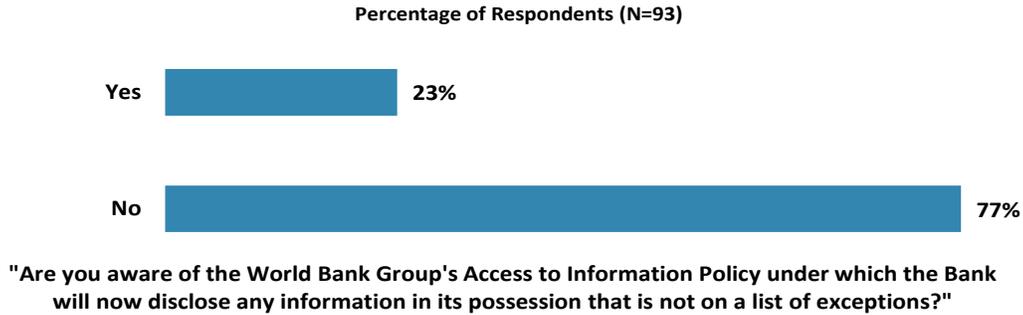


"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)

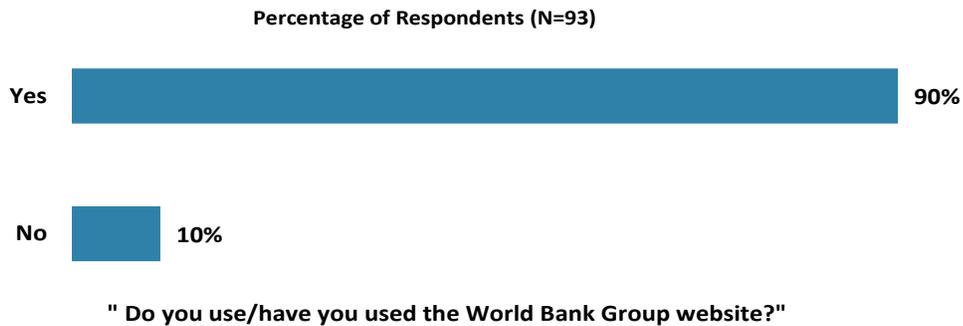
X. Communication and Openness (continued)

Access to Information

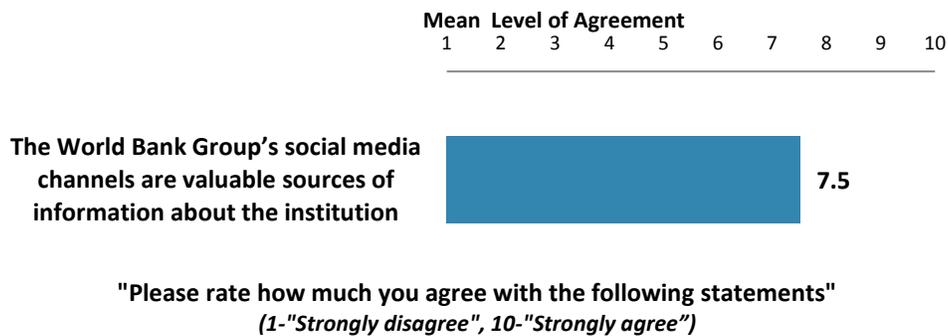
- Respondents from academia/research institutes/think tanks, bilateral/multilateral agencies and other organizations were significantly less likely to be aware of the Access to Information Policy compared to other stakeholder groups.



Website Usage

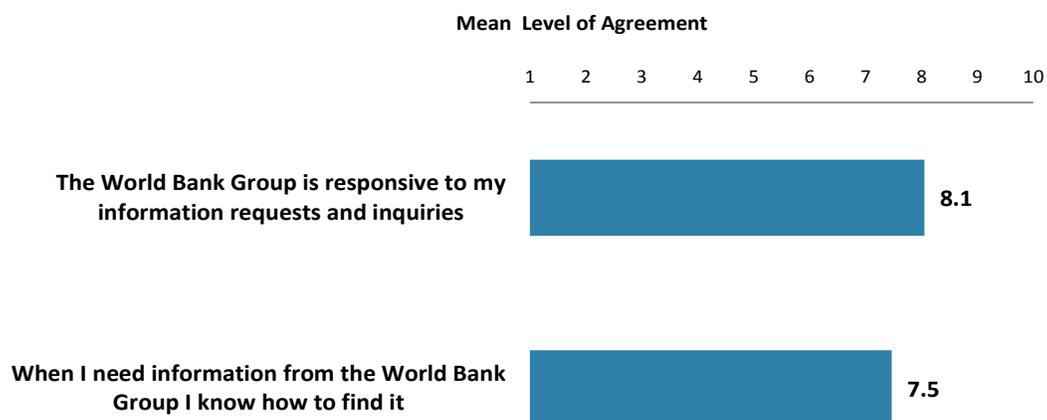


Evaluation of WBG's Social Media Channels



X. Communication and Openness (continued)

Information Sharing



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

XI. Appendices

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El Salvador



Appendix A: Responses to All Questions across All Respondents (N=97)

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 El Salvador

1. In general would you say that El Salvador is headed in ... ?	Percentage of Respondents (N=96)
The right direction	42.7%
The wrong direction	35.4%
Not sure	21.9%

2. Listed below are a number of development priorities in El Salvador. Please identify which of the following you consider the most important development priorities in El Salvador? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=95)
Education	52.6%
Crime and violence	51.6%
Public sector governance/ reform	34.7%
Poverty reduction	28.4%
Economic growth	26.3%
Job creation/employment	22.1%
Social protection	21.1%
Anti-corruption	9.5%
Health	7.4%
Law and justice	6.3%
Rural development	4.2%
Domestic private sector development	4.2%
Climate change	4.2%
Foreign direct investment	3.2%
Gender equity	3.2%
Environmental sustainability	3.2%
Disaster management	2.1%
Agricultural development	2.1%
Equality of opportunity	2.1%
Food security	2.1%
Transport	1.1%
Water and sanitation	1.1%
Energy	1.1%
Urban development	1.1%
Trade and exports	1.1%
Regulatory framework	1.1%
Information and communications technology	1.1%
Global/regional integration	0.0%
Financial markets	0.0%
Communicable/non-communicable diseases	0.0%
Natural resource management	0.0%

A. General Issues Facing El Salvador (continued)

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 El Salvador? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=97)
Education	70.1%
Economic growth	53.6%
Job creation/employment	38.1%
Equality of opportunity	20.6%
Rural development	18.6%
Social protection	18.6%
Public sector governance/ reform	12.4%
Crime and violence	10.3%
Health	9.3%
Food security	9.3%
Water and sanitation	7.2%
Anti corruption	6.2%
Agricultural development	5.2%
Foreign direct investment	4.1%
Law and justice	4.1%
Climate change	3.1%
Trade and exports	3.1%
Urban development	2.1%
Gender equity	1.0%
Domestic private sector development	1.0%
Environmental sustainability	1.0%
Global/regional integration	0.0%
Regulatory framework	0.0%
Transport	0.0%
Communicable/non-communicable diseases	0.0%
Information and communications technology	0.0%
Energy	0.0%
Natural resource management	0.0%
Disaster management	0.0%
Financial markets	0.0%

A. General Issues Facing El Salvador (continued)

4. Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in El Salvador? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=96)
Foreign direct investment	44.8%
Education	39.6%
Domestic private sector development	29.2%
Trade and exports	27.1%
Crime and violence	27.1%
Job creation/employment	25.0%
Public sector governance/ reform	22.9%
Anti corruption	14.6%
Energy	9.4%
Rural development	8.3%
Law and justice	6.3%
Equality of opportunity	6.3%
Disaster management	6.3%
Regulatory framework	5.2%
Agricultural development	5.2%
Financial markets	4.2%
Social protection	3.1%
Global/regional integration	3.1%
Climate change	3.1%
Environmental sustainability	3.1%
Urban development	2.1%
Information and communications technology	1.0%
Natural resource management	1.0%
Gender equity	0.0%
Water and sanitation	0.0%
Communicable/non-communicable diseases	0.0%
Food security	0.0%
Transport	0.0%
Health	0.0%

A. General Issues Facing El Salvador (continued)

5. When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in El Salvador? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=93)
Education and training that better ensure job opportunity	48.4%
Consistent economic growth	34.4%
Greater equity of fiscal policy	28.0%
Better employment opportunities for young people	22.6%
Better entrepreneurial opportunities	19.4%
Better opportunity for the poor who live in rural areas	8.6%
Better employment opportunities for women	7.5%
Greater access to health and nutrition for citizens	6.5%
Greater access to micro-finance for the poor	5.4%
A growing middle class	4.3%
More reliable social safety net	4.3%
Greater voice and participation for citizens to help ensure greater accountability	3.2%
Better quality public services	2.2%
Better opportunity for the poor who live in urban areas	1.1%
Other	0.0%

B. Overall Attitudes toward the World Bank Group

How familiar are you with the work of these organizations in El Salvador? <i>(1-Not familiar at all, 10-Extremely familiar)</i>	N	DK	Mean	SD
1. World Bank	97	0	7.53	2.01
2. Inter-American Development Bank	97	0	7.72	1.91
3. Latin American Development Bank	93	0	5.81	4.10
4. Central American Bank for Economic Integration	94	0	7.00	2.27

Overall, please rate your impression of the effectiveness of these organizations in El Salvador. <i>(1-Not effective at all, 10-Extremely effective)</i>	N	DK	Mean	SD
5. World Bank*	85	12	7.16	1.60
6. Inter-American Development Bank	88	9	7.43	1.28
7. Latin American Development Bank	18	69	5.17	2.18
8. Central American Bank for Economic Integration	75	18	6.72	1.67

Staff Preparedness*	N	DK	Mean	SD
9. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help solve El Salvador's most complicated development challenges? <i>(1-To no degree at all, 10-To a very significant degree)</i>	79	18	7.90	1.35

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

10. When thinking about how the World Bank Group can have the most impact on development results in El Salvador, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in El Salvador? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=96)
Education	64.6%
Public sector governance/ reform	39.6%
Poverty reduction	33.3%
Crime and violence	25.0%
Economic growth	20.8%
Job creation/employment	14.6%
Health	12.5%
Domestic private sector development	11.5%
Social protection	10.4%
Rural development	9.4%
Equality of opportunity	8.3%
Trade and exports	7.3%
Anti corruption	6.3%
Agricultural development	6.3%
Foreign direct investment	5.2%
Information and communications technology	4.2%
Climate change	4.2%
Law and justice	3.1%
Disaster management	3.1%
Gender equity	2.1%
Environmental sustainability	2.1%
Urban development	1.0%
Food security	1.0%
Regulatory framework	1.0%
Transport	0.0%
Global/regional integration	0.0%
Water and sanitation	0.0%
Energy	0.0%
Financial markets	0.0%
Communicable/non-communicable diseases	0.0%
Natural resource management	0.0%

11. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in El Salvador?	Percentage of Respondents (N=87)		
	Greatest Value	2nd Greatest Value	Combined
Financial resources	56.3%	17.2%	73.6%
Policy advice, studies, analyses	14.9%	21.8%	36.8%
Technical assistance	4.6%	28.7%	33.3%
Capacity development	13.8%	13.8%	27.6%
Mobilizing third party financial resources	4.6%	6.9%	11.5%
Linkage to non-Bank expertise	2.3%	5.7%	8.0%
Data	2.3%	2.3%	4.6%
Donor coordination	1.1%	1.1%	2.3%
Convening/Facilitating	0.0%	2.3%	2.3%
Other	0.0%	0.0%	0.0%

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

How effectively do the World Bank Group's activities below support El Salvador's efforts to achieve development results? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
12. Convening/Facilitating	68	24	7.34	1.65
13. Data	79	14	7.33	1.58
14. Policy advice, studies, analyses	84	10	7.76	1.39
15. Financial resources	82	12	7.96	1.49
16. Technical assistance	81	12	7.93	1.27
17. Mobilizing third party financial resources	52	39	6.96	1.76
18. Donor coordination	59	35	7.02	1.85
19. Linkage to non-Bank expertise	48	45	6.21	2.32

The World Bank Group can provide capacity building support in a number of ways in El Salvador. To which degree would El Salvador benefit, if capacity building were to support...? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
20. Groups outside of government (e.g., civil society, media) to help them more effectively engage and participate in development efforts	92	4	7.78	1.99
21. The public sector, related to implementation of specific development projects on the ground	92	3	8.59	1.38
22. The public sector, related to changing institutions (organizations or sociopolitical conditions)	93	2	8.39	1.42
23. The private sector, related to institutional and policy change	93	3	7.81	1.58

How EFFECTIVE do you believe the World Bank Group is in terms of the capacity building work it does in each of the following areas in El Salvador? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
24. Project implementation (or other organizational strengthening)	52	44	7.31	1.59
25. Citizen engagement (incorporating citizens' voices into development)	31	65	6.84	1.93
26. Policy design (for clarity and better incentives to achieve development goals)	49	46	7.16	1.43

When thinking about how to improve capacity building in El Salvador to help ensure better development results, looking forward, how IMPORTANT is it for the World Bank Group to be involved in the following aspects of capacity building? (1-Not important at all, 10-Very important)	Effectiveness			
	N	DK	Mean	SD
27. Project implementation (or other organizational strengthening)	66	30	8.73	1.02
28. Citizen engagement (incorporating citizens' voices into development)	60	36	8.42	1.38
29. Policy design (for clarity and better incentives to achieve development goals)	66	29	8.97	.80

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

30. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in El Salvador? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=95)
Not enough public disclosure of its work	28.4%
Too bureaucratic in its operational policies and procedures	20.0%
Don't know	16.8%
Not adequately sensitive to political/social realities in El Salvador	16.8%
Imposing technocratic solutions without regard to political realities	14.7%
Too influenced by developed countries	14.7%
Not aligned with country priorities	13.7%
World Bank Group's processes too slow	11.6%
Not willing to honestly criticize policies and reform efforts in the country	9.5%
Not collaborating enough with non-state actors	8.4%
World Bank Group's processes too complex	8.4%
Other	8.4%
Staff too inaccessible	3.2%
Not exploring alternative policy options	3.2%
Not aligned with other donors' work	3.2%
Arrogant in its approach	1.1%
Not client focused	1.1%
The credibility of its knowledge/data	0.0%

31. Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in El Salvador? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=97)
Investment lending	72.2%
Capacity development	45.4%
Technical assistance	36.1%
Policy based lending / budget support to the Government	25.8%
Knowledge products/services	5.2%
Trust Fund management	4.1%
Don't know	3.1%
Other	3.1%

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 El Salvador? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
32. Overall the World Bank Group currently plays a relevant role in development in El Salvador*	92	5	7.21	1.69
33. The World Bank Group's work is aligned with what I consider the development priorities for El Salvador*	87	9	6.82	1.63
34. The World Bank Group supports El Salvador's efforts to reduce social exclusion	81	15	7.17	1.64
35. The World Bank Group supports programs and strategies that are realistic for El Salvador	89	7	7.00	1.66
36. The World Bank Group treats clients and stakeholders in El Salvador with respect	72	24	7.72	1.47
37. The World Bank Group is an organization that does not represent a particular ideological perspective in El Salvador	82	13	7.56	2.19
38. The World Bank Group is an organization that is not overly influenced by any particular country	73	23	5.64	2.76
39. The World Bank Group respects the positions, views and demands of the government of El Salvador	77	20	7.48	1.98
40. The World Bank Group listens and takes into account your views	78	18	7.05	1.93

Combination of services	N	DK	Mean	SD
41. When considering the national development needs in El Salvador, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides in El Salvador meet the national development needs of El Salvador? (1-To no degree at all, 10-To a very significant degree)	87	9	7.01	1.30

To what extent is the World Bank Group an effective development partner in El Salvador, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
42. Responsiveness*	71	20	7.03	1.47
43. Flexibility (in terms of the institution's products and services)*	64	28	6.81	1.48
44. Flexibility (in terms of changing country circumstances)*	74	18	6.97	1.51
45. Being inclusive*	69	21	7.20	1.54
46. Openness*	71	20	7.65	1.37
47. Staff accessibility*	71	20	7.61	1.70
48. Straightforwardness and honesty*	69	22	8.22	1.29
49. Ease of access to the people at the World Bank Group who are making decisions important to my work*	65	26	7.66	1.95
50. Collaboration with civil society*	63	29	6.83	1.83
51. Collaboration with the Government*	79	12	8.13	1.09
52. Collaboration with other donors and development partners*	53	38	7.68	1.28
53. Collaboration with the private sector*	26	19	6.96	1.84
54. The speed in which it gets things accomplished on the ground*	55	35	6.89	1.51
55. Being a long-term partner*	78	14	8.22	1.45

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

56. To be a more effective development partner in El Salvador, do you believe that the World Bank Group should have...? (Select only ONE response)	Percentage of Respondents (N=92)
More local presence	73.9%
The current level of local presence is adequate	14.1%
Don't know	10.9%
Less local presence	1.1%

57. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=92)
Political pressures and obstacles	33.7%
The Government works inefficiently	28.3%
The World Bank Group is not sensitive enough to political/social realities on the ground	28.3%
Reforms are not well thought out in light of country challenges	21.7%
There is not an adequate level of citizen/civil society participation	20.7%
Lack of/inadequate levels of capacity in Government	19.6%
Other	14.1%
The World Bank Group does not do adequate follow through/follow-up	9.8%
The World Bank Group works too slowly	7.6%
Poor donor coordination	2.2%

C. World Bank Group's Effectiveness and Results

1. In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in El Salvador? (1-Not important at all, 10-Very important)	Importance			
	N	DK	Mean	SD
1. Anti corruption	95	0	8.47	1.67
2. Information and communications technology	90	4	7.68	1.81
3. Transport	92	2	7.93	1.62
4. Crime and violence	95	0	8.74	1.45
5. Law and justice	90	5	8.18	1.65
6. Urban development	90	4	7.48	1.70
7. Environmental sustainability	91	3	8.45	1.17
8. Regulatory framework	91	3	7.52	1.82
9. Communicable/non-communicable diseases	85	10	7.28	1.97
10. Poverty reduction	96	1	9.30	1.04
11. Gender equity	91	3	7.90	1.70
12. Domestic private sector development	94	0	7.81	1.69
13. Foreign direct investment	93	1	8.32	1.54
14. Water and sanitation	91	3	8.56	1.31
15. Trade and exports	84	10	7.85	1.72
16. Economic growth	91	4	8.79	1.26
17. Energy	91	2	8.25	1.48
18. Disaster management	89	5	8.29	1.47
19. Public sector governance/ reform	95	0	8.82	1.31
20. Job creation/employment	94	0	8.49	1.46
21. Financial markets	83	11	7.37	1.74
22. Equality of opportunity	88	5	8.28	1.49
23. Health	93	2	8.48	1.48
24. Rural development	94	2	8.38	1.29
25. Global/regional integration	91	4	7.75	1.55
26. Food security	91	4	8.33	1.29
27. Education	94	0	9.35	.94
28. Social protection	93	2	8.28	1.58
29. Climate change	91	4	8.14	1.39
30. Agricultural development	94	1	8.38	1.32
31. Natural resource management	86	9	6.79	2.28

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

2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in El Salvador? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Anti corruption	35	60	6.31	1.94
2. Information and communications technology	30	64	7.10	1.54
3. Transport	35	59	7.80	1.21
4. Crime and violence	29	65	6.66	1.54
5. Law and justice	30	64	6.80	1.58
6. Environmental sustainability	35	59	7.31	1.21
7. Regulatory framework	31	63	7.48	1.65
8. Communicable/non-communicable diseases	24	70	7.38	1.56
9. Poverty reduction	61	34	7.34	1.61
10. Gender equity	44	51	7.14	1.72
11. Domestic private sector development	27	68	7.22	1.50
12. Foreign direct investment	28	66	6.93	1.90
13. Trade and exports	29	65	7.07	1.62
14. Economic growth	51	44	7.22	1.57
15. Disaster management	30	64	7.10	1.24
16. Public sector governance/ reform	53	41	7.47	1.42
17. Job creation/employment	30	64	6.83	1.86
18. Financial markets	27	67	7.41	1.37
19. Equality of opportunity	35	58	7.54	1.42
20. Health	42	52	7.86	1.09
21. Rural development	43	51	7.42	1.38
22. Global/regional integration	32	59	7.19	1.62
23. Food security	28	64	7.32	1.63
24. Education	56	38	7.48	1.43
25. Social protection	46	49	7.37	1.48
26. Climate change	33	61	7.09	1.35
27. Agricultural development	31	63	7.42	1.31
28. Natural resource management	19	75	6.68	2.58

3. Where are the World Bank Group's decisions made primarily that support the program in El Salvador? (Select only ONE response)	Percentage of Respondents (N=97)
At the Headquarters (in Washington D.C.)	69.1%
In the country	6.2%
Don't know	24.7%

Achieving Development Results*	N	DK	Mean	SD
4. To what extent does the World Bank Group's work help to achieve development results in El Salvador?* (1-To no degree at all, 10-To a very significant degree)	84	13	7.00	1.34

To what extent do you agree with the following statements about the World Bank Group in El Salvador? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
5. The World Bank Group's financial instruments meet the needs of El Salvador*	83	14	6.81	1.58
6. The World Bank Group meets El Salvador's needs for knowledge services*	79	18	6.96	1.60

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

Internal Evaluation Mechanisms	N	DK	Mean	SD
7. To what extent do you believe the World Bank Group measures and corrects its work in real time in El Salvador? (1-To no degree at all, 10-To a very significant degree)	51	46	6.78	1.72

D. The World Bank Group's Knowledge Work and Activities (i.e., Analysis, Studies, Research, Data, Reports, Conferences)

1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	Percentage of Respondents (N=94)
Weekly	8.5%
Monthly	13.8%
A few times a year	50.0%
Rarely	23.4%
Never	4.3%

In El Salvador, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Are timely	73	22	7.27	1.54
3. Are relevant to El Salvador's development priorities	77	19	7.31	1.49
4. Lead to practical solutions	74	22	6.74	1.62
5. Are accessible (well written and easy to understand)	74	21	7.36	1.44
6. Enhance your knowledge and/or skills	75	20	7.75	1.20
7. Are translated enough into local language	72	23	7.69	1.64
8. Are adaptable to El Salvador's specific development challenges and country circumstances*	75	20	7.29	1.36

Overall Evaluations	N	DK	Mean	SD
9. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?* (1-Not significant at all, 10-Very significant)	78	19	7.08	1.32
10. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?* (1-Very low technical quality, 10-Very high technical quality)	78	19	7.86	1.39

D. The World Bank Group's Knowledge Work and Activities (i.e., Analysis, Studies, Research, Data, Reports, Conferences)

11. Have you read/consulted the most recent LAC Flagship Report: [Latin American Entrepreneur. Many Firms but little Innovation]?	Percentage of Respondents (N=97)
Yes	20.6%
No	79.4%

Value of World Bank Group Reports	N	DK	Mean	SD
12. To what extent do you believe this Flagship Report raised substantive new information and insight that you were not aware of prior to reading? (1-To no degree at all, 10-To a very significant degree)	21	72	7.38	1.36
13. To what extent do you believe this Flagship Report provided you with useful information in terms of the work you do? (1-To no degree at all, 10-To a very significant degree)	22	71	7.14	1.75

E. Working with the World Bank Group

To what extent does each of the following aspects of the World Bank Group's technical assistance/advisory work contribute to solving El Salvador's development challenges? (1-To no degree at all, 10-To a very significant degree)	Level of Agreement			
	N	DK	Mean	SD
1. Conceptualization (understanding and framing the problem)	73	23	7.47	1.39
2. Design (appraising and planning the solutions)	74	22	7.35	1.35
3. Implementation (Executing, carrying out, monitoring, and making appropriate adjustments)	71	25	7.52	1.37
4. Evaluation (assessing the impact and results)	68	28	7.66	1.47

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
5. The World Bank Group disburses funds promptly	55	40	7.24	1.54
6. The World Bank Group effectively monitors and evaluates the projects and programs it supports	66	29	7.74	1.73
7. The World Bank Group's approvals and reviews are done in a timely fashion	55	40	7.64	1.51
8. The World Bank Group's "Safeguard Policy" requirements are reasonable	46	47	7.54	1.17
9. The World Bank Group's conditions on its lending are reasonable	61	34	6.85	1.92
10. The World Bank Group takes decisions quickly in El Salvador*	55	40	7.11	1.79
11. Working with the World Bank Group increases El Salvador's institutional capacity	73	22	7.44	1.45
12. The World Bank Group ensures consistency and continuity through staff changes	48	46	7.48	1.27
13. Where country systems are adequate, the World Bank Group makes appropriate use of them*	37	57	7.81	1.29
14. The World Bank Group provides effective implementation support	56	38	7.91	1.37

15. Which of the following best describes the way the World Bank Group operates in El Salvador? (Select only one response)	Percentage of Respondents (N=94)
The World Bank Group takes too much risk in El Salvador	2.1%
The World Bank Group does not take enough risk in El Salvador	22.3%
The World Bank Group's approach to risk is appropriate	30.9%
Don't know	27.7%
Prefer not to answer	17.0%

F. Recent Trends and the Future Role of the World Bank Group in El Salvador

World Bank Group Moving in the Right Direction	N	DK	Mean	SD
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 El Salvador? (1-To no degree at all, 10-To a very significant degree)	76	19	7.21	1.31

Role of International Development Cooperation	N	DK	Mean	SD
2. How significant a role do you believe that international development cooperation (e.g., range of donors and partners) SHOULD play in El Salvador's development in the near future? (1-Not a significant role at all, 10-Very significant role)	93	2	8.73	1.36

3. Which of the following SHOULD the World Bank Group do to make itself of greater value in El Salvador? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=97)
Increase the level of capacity development in the country	52.6%
Collaborate more effectively with Government clients	26.8%
Reach out more to groups outside of Government	23.7%
Offer more innovative financial products	18.6%
Reduce the complexity of obtaining World Bank Group financing	16.5%
Provide more adequate data/knowledge/statistics/figures on El Salvador's economy	16.5%
Other	10.3%
Improve the quality of its experts as related to El Salvador's specific challenges	9.3%
Improve the competitiveness of its financing compared to markets	8.2%
Offer more innovative knowledge services	6.2%
Work faster	3.1%
Ensure greater selectivity in its work	1.0%
Increase availability of Fee-Based services	1.0%

4. When considering the combination of services that the World Bank Group offers in El Salvador, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in El Salvador? (Select only ONE response)	Percentage of Respondents (N=93)
Financial services	25.8%
Knowledge products	20.4%
Convening services	3.2%
None of the above	1.1%
The combination is appropriate for El Salvador	38.7%
Don't know	10.8%

G. Communication and Information Sharing

1. How do you get most of your information about economic and social development issues in El Salvador? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=97)
Internet	61.9%
Periodicals	51.5%
Local newspapers	45.4%
Local television	13.4%
Other	11.3%
Social media	6.2%
International television	3.1%
Local radio	2.1%
International radio	1.0%
International newspapers	0.0%
Blogs	0.0%
Mobile phones	0.0%
Instant messaging	0.0%

2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=97)
e-Newsletters	58.8%
World Bank Group's publications and other written materials	40.2%
World Bank Group's seminars/workshops/conferences	37.1%
Direct contact with World Bank Group	36.1%
World Bank Group's website	16.5%
Blogs	3.1%
Other	2.1%
Instant messaging	2.1%
Social media	2.1%
Mobile phones	0.0%

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 on a list of exceptions?	Percentage of Respondents (N=93)
Yes	22.6%
No	77.4%

4. Do you use/have used the World Bank Group's website?	Percentage of Respondents (N=93)
Yes	90.3%
No	9.7%

Please rate how much you agree with the following statements. <i>(1-Strongly disagree, 10-Strongly agree)</i>	Level of Agreement			
	N	DK	Mean	SD
5. When I need information from the World Bank Group I know how to find it	87	10	7.47	2.17
6. The World Bank Group's social media channels are valuable sources of information about the institution	61	36	7.52	2.14
7. The World Bank Group is responsive to my information requests and inquiries	52	43	8.06	1.88

H. Background Information

1. Which of the following best describes your current position? (Please mark only ONE response)	Percentage of Respondents (N=96)
NGO	12.5%
Office of Minister	11.5%
Employee of a Ministry, Ministerial Department or Implementation Agency	10.4%
Private Sector Organization	9.4%
Media	9.4%
Academia/Research Institute/Think Tank	9.4%
Multilateral Agency	6.3%
Independent Government Institution	6.3%
Consultant/Contractor working on World Bank Group supported project/program	5.2%
Other	5.2%
Private Foundation	4.2%
Office of Parliamentarian	3.1%
Financial Sector/Private Bank	3.1%
Office of the President, Prime Minister	2.1%
Project Management Unit (PMU) overseeing implementation of project	1.0%
Bilateral Agency	1.0%

2. Please identify the primary specialization of your work. (Please mark only ONE response)	Percentage of Respondents (N=96)
Other	27.1%
Education	16.7%
Information and communications technology	7.3%
Public sector governance/public financial management/anti corruption	7.3%
Law and justice/regulatory framework	6.3%
Generalist	6.3%
Private sector development/foreign direct investment	5.2%
Social protection	5.2%
Agriculture/rural development/food security	4.2%
Health/Communicable/non-communicable diseases	4.2%
Climate change/disaster management	3.1%
Financial markets/banking	3.1%
Job creation/employment	2.1%
Gender equity/equality of opportunity	1.0%
Natural resource management/environmental sustainability	1.0%

3. Currently, do you professionally collaborate/work with the World Bank Group in your country?	Percentage of Respondents (N=97)
Yes	19.6%
No	80.4%

H. Background Information (continued)

4. Which of the following agencies of the World Bank Group do you work with in El Salvador? (Select all that apply)	Percentage of Respondents (Responses Combined; N=95)
The World Bank	33.7%
The International Finance Corporation	13.7%
The Multilateral Investment Guarantee Agency	3.2%
None	60.0%

5. Do your projects involve both the World Bank and IFC?	Percentage of Respondents (N=95)
Yes	21.7%
No	78.3%

6. If yes, what was your view on the two institutions working together in El Salvador? (Select only ONE response)	Percentage of Respondents (N=19)
Working well together	36.8%
Collaborating but needs improvement	47.4%
In conflict	0.0%
Other	0.0%
Don't know	15.8%

7. Which of the following describes most of your exposure to the World Bank Group in El Salvador? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=91)
Use World Bank Group reports/data	47.3%
Engage in World Bank Group related/sponsored events/activities	42.9%
Use World Bank Group website for information, data, research, etc.	42.9%
Collaborate as part of my professional duties	20.9%
Observer	15.4%

8. Which best represents your geographic location?	Percentage of Respondents (N=95)
Eastern Zone	97.9%
Western Zone	2.1%

Appendix B: Responses to All Questions by Stakeholder Groups

A. General Issues facing El Salvador

In general, would you say that El Salvador is headed in...?*

Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The right direction	75.0%	60.0%	100.0%	42.9%	0.0%	18.8%	44.4%	66.7%	11.1%	50.0%
The wrong direction	8.3%	10.0%	0.0%	14.3%	66.7%	50.0%	55.6%	16.7%	66.7%	37.5%
Not sure	16.7%	30.0%	0.0%	42.9%	33.3%	31.3%	0.0%	16.7%	22.2%	12.5%

*Significantly different between stakeholder groups

Listed below are a number of development priorities in El Salvador. Please identify which of the following you consider the most important development priorities in El Salvador?

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Social protection*	7.7%	50.0%	16.7%	57.1%	8.3%	26.7%	11.1%	33.3%	11.1%	0.0%
Transport	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Public sector governance/ reform	38.5%	50.0%	33.3%	57.1%	41.7%	6.7%	22.2%	33.3%	44.4%	37.5%
Global/regional integration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gender equity	15.4%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Domestic private sector development	0.0%	0.0%	0.0%	0.0%	8.3%	6.7%	11.1%	16.7%	0.0%	0.0%
Foreign direct investment	7.7%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	12.5%
Water and sanitation	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%
Anti-corruption	7.7%	30.0%	0.0%	0.0%	16.7%	13.3%	11.1%	0.0%	0.0%	0.0%
Job creation/employment	15.4%	10.0%	33.3%	14.3%	25.0%	33.3%	22.2%	0.0%	33.3%	25.0%
Rural development	7.7%	0.0%	0.0%	0.0%	0.0%	6.7%	11.1%	0.0%	0.0%	12.5%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Urban development	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	11.1%	0.0%
Equality of opportunity	0.0%	0.0%	0.0%	14.3%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%
Health	7.7%	0.0%	16.7%	0.0%	16.7%	0.0%	0.0%	16.7%	11.1%	12.5%
Education	38.5%	60.0%	66.7%	57.1%	58.3%	60.0%	55.6%	16.7%	77.8%	25.0%
Poverty reduction*	53.8%	0.0%	33.3%	42.9%	16.7%	20.0%	55.6%	33.3%	0.0%	37.5%
Energy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%
Food security	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
Climate change	7.7%	0.0%	0.0%	0.0%	0.0%	6.7%	22.2%	0.0%	0.0%	0.0%
Agricultural development	7.7%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%
Trade and exports	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Crime and violence	38.5%	40.0%	50.0%	42.9%	50.0%	60.0%	55.6%	66.7%	44.4%	75.0%
Economic growth	30.8%	10.0%	16.7%	14.3%	33.3%	20.0%	11.1%	50.0%	22.2%	62.5%
Law and justice	0.0%	10.0%	16.7%	0.0%	8.3%	13.3%	0.0%	0.0%	11.1%	0.0%
Regulatory framework	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disaster management	0.0%	10.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%

*Significantly different between stakeholder groups

A. General Issues facing El Salvador (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 El Salvador? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Water and sanitation	15.4%	0.0%	0.0%	14.3%	16.7%	0.0%	11.1%	16.7%	0.0%	0.0%
Equality of opportunity	30.8%	30.0%	0.0%	28.6%	8.3%	25.0%	33.3%	0.0%	11.1%	12.5%
Economic growth	53.8%	20.0%	33.3%	42.9%	83.3%	56.3%	55.6%	50.0%	66.7%	50.0%
Climate change	0.0%	10.0%	0.0%	0.0%	0.0%	6.3%	11.1%	0.0%	0.0%	0.0%
Global/regional integration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%
Rural development	23.1%	30.0%	0.0%	42.9%	16.7%	18.8%	33.3%	0.0%	0.0%	12.5%
Urban development	0.0%	10.0%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%
Regulatory framework	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social protection*	0.0%	40.0%	50.0%	14.3%	8.3%	12.5%	44.4%	33.3%	0.0%	12.5%
Law and justice	0.0%	10.0%	0.0%	0.0%	16.7%	6.3%	0.0%	0.0%	0.0%	0.0%
Transport	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Crime and violence	0.0%	10.0%	16.7%	28.6%	16.7%	12.5%	0.0%	0.0%	11.1%	12.5%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti corruption	15.4%	10.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	22.2%	0.0%
Domestic private sector development	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Foreign direct investment	0.0%	0.0%	16.7%	0.0%	0.0%	6.3%	0.0%	0.0%	11.1%	12.5%
Education	84.6%	60.0%	66.7%	28.6%	83.3%	68.8%	44.4%	100.0%	88.9%	62.5%
Energy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Public sector governance/ reform	0.0%	20.0%	16.7%	28.6%	0.0%	12.5%	11.1%	0.0%	22.2%	25.0%
Natural resource management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Health	7.7%	0.0%	16.7%	0.0%	16.7%	12.5%	11.1%	0.0%	11.1%	12.5%
Agricultural development	7.7%	0.0%	0.0%	28.6%	0.0%	0.0%	0.0%	16.7%	11.1%	0.0%
Job creation/employment	23.1%	50.0%	83.3%	14.3%	33.3%	31.3%	22.2%	66.7%	33.3%	62.5%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Trade and exports*	0.0%	0.0%	0.0%	28.6%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%
Food security	30.8%	0.0%	0.0%	0.0%	0.0%	12.5%	11.1%	16.7%	0.0%	12.5%

*Significantly different between stakeholder groups

A. General Issues facing El Salvador (continued)

Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in El Salvador? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Energy	23.1%	0.0%	0.0%	14.3%	8.3%	0.0%	22.2%	0.0%	22.2%	0.0%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	7.7%	10.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	11.1%	0.0%
Social protection	0.0%	0.0%	0.0%	14.3%	0.0%	13.3%	0.0%	0.0%	0.0%	0.0%
Global/regional integration	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%
Climate change	7.7%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti corruption	23.1%	40.0%	0.0%	0.0%	8.3%	26.7%	22.2%	0.0%	0.0%	0.0%
Disaster management	15.4%	30.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%
Rural development	0.0%	30.0%	0.0%	0.0%	0.0%	6.7%	11.1%	33.3%	11.1%	0.0%
Foreign direct investment*	46.2%	0.0%	83.3%	42.9%	75.0%	40.0%	33.3%	50.0%	44.4%	37.5%
Urban development	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	11.1%	0.0%	0.0%	0.0%
Water and sanitation	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Education	30.8%	30.0%	50.0%	28.6%	41.7%	33.3%	11.1%	50.0%	55.6%	87.5%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%
Regulatory framework*	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	50.0%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Trade and exports	30.8%	30.0%	50.0%	28.6%	33.3%	20.0%	22.2%	50.0%	22.2%	0.0%
Public sector governance/ reform	15.4%	10.0%	16.7%	57.1%	16.7%	26.7%	33.3%	0.0%	22.2%	25.0%
Domestic private sector development	23.1%	10.0%	16.7%	42.9%	41.7%	40.0%	44.4%	16.7%	33.3%	12.5%
Job creation/employment	23.1%	50.0%	0.0%	42.9%	25.0%	20.0%	22.2%	33.3%	0.0%	25.0%
Agricultural development	23.1%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
Food security	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transport	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	22.2%	0.0%	0.0%	0.0%
Health	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Law and justice	0.0%	10.0%	0.0%	0.0%	8.3%	0.0%	11.1%	0.0%	33.3%	0.0%
Crime and violence*	30.8%	0.0%	83.3%	14.3%	33.3%	26.7%	22.2%	50.0%	22.2%	12.5%
Financial markets*	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	37.5%

*Significantly different between stakeholder groups

A. General Issues facing El Salvador (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 El Salvador? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
	Better employment opportunities for young people*	30.8%	20.0%	0.0%	50.0%	8.3%	20.0%	75.0%	16.7%	11.1%
Better employment opportunities for women	15.4%	0.0%	0.0%	16.7%	0.0%	0.0%	12.5%	33.3%	11.1%	0.0%
Greater access to micro-finance for the poor	7.7%	10.0%	0.0%	0.0%	8.3%	13.3%	0.0%	0.0%	0.0%	0.0%
Greater voice and participation for citizens to help ensure greater accountability	0.0%	10.0%	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	11.1%	0.0%
Greater access to health and nutrition for citizens	0.0%	0.0%	0.0%	16.7%	16.7%	0.0%	0.0%	0.0%	22.2%	14.3%
Better entrepreneurial opportunities	15.4%	10.0%	0.0%	0.0%	8.3%	20.0%	12.5%	83.3%	11.1%	42.9%
A growing middle class	7.7%	0.0%	0.0%	0.0%	16.7%	0.0%	12.5%	0.0%	0.0%	0.0%
Better opportunity for the poor who live in rural areas*	0.0%	20.0%	50.0%	16.7%	0.0%	6.7%	12.5%	0.0%	0.0%	0.0%
Better opportunity for the poor who live in urban areas	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%
Consistent economic growth	7.7%	20.0%	83.3%	50.0%	41.7%	33.3%	37.5%	16.7%	44.4%	28.6%
More reliable social safety net	7.7%	10.0%	0.0%	16.7%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%
Greater equity of fiscal policy*	69.2%	40.0%	16.7%	16.7%	0.0%	20.0%	25.0%	16.7%	0.0%	71.4%
Education and training that better ensure job opportunity*	38.5%	40.0%	50.0%	16.7%	91.7%	66.7%	12.5%	0.0%	88.9%	28.6%
Better quality public services*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	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%

*Significantly different between stakeholder groups

B. Overall Attitudes toward the World Bank Group

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

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
World Bank	13	7.38	2.06	10	7.80	2.10	6	8.83	.98	7	7.71	1.89	12	6.92	2.94	16	6.81	1.83	9	8.89	.93	6	7.00	1.10	9	6.89	2.20	8	8.38	1.60
Inter-American Development Bank	13	7.54	2.03	10	7.90	2.18	6	8.17	1.83	7	7.86	2.41	12	7.33	2.74	16	7.50	1.51	9	8.89	.93	6	7.00	1.10	9	7.00	2.06	8	8.50	1.41
Latin American Development Bank	13	5.00	4.32	10	6.40	3.86	3	1.00	0.00	7	4.00	4.47	12	6.67	3.28	16	6.31	4.57	9	4.89	3.18	6	5.00	4.65	9	6.44	4.50	8	8.38	3.74
Central American Bank for Economic Integration*	13	7.31	1.93	10	6.40	1.58	3	3.00	0.00	7	5.29	2.87	12	7.58	1.62	16	6.56	2.31	9	8.56	1.59	6	8.00	1.55	9	6.33	2.92	8	8.50	1.77

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

Overall, please rate your impression of the effectiveness of these organizations in El Salvador?

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
World Bank*	9	7.00	1.87	8	8.25	1.04	6	7.67	.52	7	7.00	1.29	10	8.00	1.33	13	6.00	2.04	9	8.33	1.58	6	6.17	1.17	8	6.63	1.19	8	6.75	1.04
Inter-American Development Bank*	11	7.27	1.35	8	8.25	1.04	5	8.60	.55	7	6.86	1.35	11	7.91	1.30	14	6.93	.92	9	8.33	1.58	6	6.50	.84	8	6.63	1.19	8	7.25	.71
Latin American Development Bank	1	7.00	0	3	5.00	3.46	0	0	0	1	8.00	0	3	6.00	1.73	3	3.67	3.06	3	5.33	1.53	0	0	0	2	3.50	.71	2	5.50	.71
Central American Bank for Economic Integration*	11	6.55	1.57	6	6.67	2.42	0	0	0	5	6.00	1.22	12	7.00	1.41	12	5.33	1.72	9	7.67	2.00	5	7.20	.45	6	6.50	1.22	8	7.75	.89

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

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

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help El Salvador solve its most complicated development challenges?*	10	7.40	1.51	8	8.88	.99	6	8.00	1.10	7	7.86	1.07	9	8.67	1.22	11	7.91	1.38	7	8.57	.98	6	6.83	.75	7	7.57	1.62	7	6.86	1.46

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

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

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Social protection	0.0%	30.0%	0.0%	28.6%	0.0%	12.5%	22.2%	16.7%	0.0%	0.0%
Public sector governance/ reform*	53.8%	40.0%	0.0%	71.4%	58.3%	25.0%	11.1%	16.7%	44.4%	62.5%
Transport	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Poverty reduction	53.8%	30.0%	33.3%	42.9%	25.0%	25.0%	55.6%	0.0%	22.2%	37.5%
Global/regional integration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gender equity	0.0%	10.0%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%
Crime and violence*	23.1%	50.0%	16.7%	0.0%	16.7%	37.5%	22.2%	66.7%	11.1%	0.0%
Domestic private sector development*	0.0%	0.0%	50.0%	0.0%	25.0%	6.3%	22.2%	16.7%	0.0%	12.5%
Rural development	0.0%	20.0%	0.0%	14.3%	0.0%	25.0%	11.1%	0.0%	11.1%	0.0%
Foreign direct investment	15.4%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%
Water and sanitation	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Energy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	15.4%	20.0%	0.0%	28.6%	16.7%	25.0%	11.1%	0.0%	11.1%	0.0%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Urban development	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%
Equality of opportunity	7.7%	0.0%	0.0%	14.3%	0.0%	12.5%	0.0%	16.7%	22.2%	12.5%
Health*	0.0%	0.0%	50.0%	0.0%	25.0%	6.3%	0.0%	33.3%	22.2%	12.5%
Education	46.2%	40.0%	100.0%	42.9%	83.3%	62.5%	66.7%	66.7%	88.9%	62.5%
Food security	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%
Climate change	15.4%	0.0%	0.0%	0.0%	0.0%	6.3%	11.1%	0.0%	0.0%	0.0%
Agricultural development	15.4%	20.0%	0.0%	14.3%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%
Trade and exports	15.4%	0.0%	0.0%	14.3%	8.3%	0.0%	0.0%	33.3%	11.1%	0.0%
Economic growth	15.4%	10.0%	50.0%	14.3%	16.7%	25.0%	22.2%	0.0%	33.3%	25.0%
Law and justice	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%
Regulatory framework	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti corruption	0.0%	0.0%	0.0%	0.0%	16.7%	12.5%	22.2%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	37.5%
Disaster management	15.4%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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

When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in El Salvador?

Greatest Value Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
	Convening/Facilitating	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Data*	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Policy advice, studies, analyses	23.1%	0.0%	0.0%	50.0%	9.1%	7.7%	0.0%	16.7%	33.3%	0.0%
Financial resources	53.8%	40.0%	100.0%	33.3%	63.6%	61.5%	66.7%	16.7%	33.3%	87.5%
Capacity development	15.4%	20.0%	0.0%	0.0%	18.2%	7.7%	11.1%	33.3%	22.2%	12.5%
Technical assistance	7.7%	0.0%	0.0%	0.0%	0.0%	7.7%	22.2%	0.0%	0.0%	0.0%
Mobilizing third party financial resources	0.0%	0.0%	0.0%	16.7%	0.0%	7.7%	0.0%	33.3%	0.0%	0.0%
Donor coordination	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Linkage to non-Bank expertise	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	11.1%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

2 nd Greatest Value Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
	Convening/Facilitating	0.0%	0.0%	0.0%	0.0%	9.1%	7.7%	0.0%	0.0%	0.0%
Data	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	11.1%	0.0%
Policy advice, studies, analyses	7.7%	0.0%	66.7%	16.7%	27.3%	23.1%	22.2%	0.0%	11.1%	50.0%
Financial resources	23.1%	20.0%	0.0%	33.3%	0.0%	15.4%	0.0%	50.0%	33.3%	12.5%
Capacity development	23.1%	40.0%	33.3%	33.3%	0.0%	7.7%	0.0%	0.0%	0.0%	12.5%
Technical assistance	30.8%	20.0%	0.0%	0.0%	54.5%	30.8%	55.6%	50.0%	11.1%	12.5%
Mobilizing third party financial resources	7.7%	0.0%	0.0%	0.0%	9.1%	15.4%	11.1%	0.0%	11.1%	0.0%
Donor coordination	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%
Linkage to non-Bank expertise	7.7%	20.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	11.1%	12.5%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

How effectively do the World Bank Group's activities below support El Salvador's efforts to achieve development results? (1-Not effective at all, 10-Very effective)

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Convening/Facilitating*	8	7.75	1.83	6	8.83	1.47	6	8.00	0.00	6	7.00	1.55	10	8.00	1.33	7	6.71	2.29	8	6.75	.71	4	7.50	.58	6	7.00	2.00	6	5.67	1.97
Data*	12	7.00	1.21	6	9.00	.89	5	8.00	0.00	6	6.67	1.63	12	7.33	1.72	8	6.88	1.96	9	7.78	1.39	5	8.40	.55	7	6.43	1.90	8	6.63	1.77
Policy advice, studies, analyses	13	7.62	1.33	6	8.67	.52	5	8.00	0.00	7	6.57	1.99	12	7.83	1.40	10	8.00	1.83	9	8.44	1.67	6	7.50	.55	7	7.57	.53	8	7.25	1.39
Financial resources	13	7.77	1.42	6	8.83	.98	6	9.00	0.00	5	8.00	1.41	12	8.08	1.31	8	8.38	1.51	9	8.56	1.59	6	6.83	2.23	8	6.88	1.55	8	7.38	1.19
Technical assistance	13	8.00	.71	6	8.67	.52	5	7.40	.55	7	7.14	2.27	11	7.91	1.22	8	8.63	.92	9	8.67	1.50	6	7.00	1.55	7	7.71	.95	8	7.50	1.07
Mobilizing third party financial resources*	5	5.60	2.61	4	8.75	.50	5	7.00	0.00	5	5.20	2.28	9	7.33	1.41	5	7.40	1.52	7	7.86	1.57	1	8.00		4	7.50	.58	6	5.50	.84
Donor coordination	6	6.17	2.48	5	6.80	2.59	5	6.00	2.74	5	6.00	1.87	9	7.67	1.66	7	8.14	1.46	6	7.50	1.52	5	7.20	.84	4	7.50	.58	6	6.17	1.33
Linkage to non-Bank expertise	6	5.83	2.23	4	7.00	2.31	5	6.60	.55	5	5.00	2.24	6	8.67	1.51	4	5.50	4.12	6	6.67	1.21	1	6.00		4	5.75	2.87	6	4.17	1.47

*Significantly different between stakeholder groups

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

The World Bank Group can provide capacity building support in a number of ways in El Salvador. To what degree would El Salvador benefit, if capacity building were to support...?

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

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Groups outside of government (e.g., civil society, media) to help them more effectively engage and participate in development efforts*	13	7.38	1.12	8	8.00	1.20	5	8.40	.55	7	7.71	1.25	12	7.17	2.62	15	8.53	1.88	9	8.67	1.66	5	5.80	2.05	9	8.78	1.72	8	6.38	3.11
The public sector, related to implementation of specific development projects on the ground	12	8.58	1.00	8	9.25	1.39	6	8.50	.55	7	8.71	.95	12	8.50	1.83	14	8.79	1.31	9	7.00	2.18	6	8.67	.52	9	8.89	1.05	8	9.00	.76
The public sector, related to changing institutions (organizations or sociopolitical conditions)	12	8.83	.58	8	9.13	.83	5	8.40	.55	7	7.71	1.60	12	8.67	1.78	16	8.00	2.13	9	8.00	1.58	6	7.50	1.05	9	8.22	.83	8	9.13	.64
The private sector, related to institutional and policy change	12	7.33	1.44	8	8.13	1.13	6	8.50	.55	7	7.57	.53	12	8.00	1.48	15	8.13	1.60	9	8.33	1.32	6	7.50	1.22	9	8.00	1.41	8	6.25	3.01

*Significantly different between stakeholder groups

How EFFECTIVE do you believe the World Bank Group is in terms of the capacity building work it does in each of the following areas in El Salvador? (1-Not effective at all, 10-Very effective)

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Project implementation (or other organizational strengthening)*	8	7.38	.74	6	8.33	1.21	4	7.25	.50	5	7.00	1.58	6	8.33	1.21	9	7.89	.78	1	7.00		5	5.60	2.41	3	8.00	1.00	5	5.40	2.19
Citizen engagement (incorporating citizens' voices into development)*	2	8.00	1.41	3	8.33	1.15	3	8.00	0.00	4	5.50	1.73	4	7.50	1.73	5	6.40	1.82	5	7.80	.84				1	7.00		4	4.25	2.50
Policy design (for clarity and better incentives to achieve development goals)*	8	6.75	.71	5	7.00	1.22	3	8.00	0.00	4	7.25	2.06	7	8.14	.90	3	7.00	1.73	4	8.25	.50	5	7.00	1.22	6	7.33	1.63	4	4.75	1.50

*Significantly different between stakeholder groups

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

When thinking about how to improve capacity building in El Salvador to help ensure better development results, looking forward, how IMPORTANT is it for the World Bank Group to be involved in the following aspects of capacity building? (1-Not important at all, 10-Very important)

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Project implementation (or other organizational strengthening)	8	8.75	.46	6	8.67	1.03	6	9.17	.41	7	8.29	1.38	9	8.78	1.20	10	9.00	1.05	6	8.50	.84	5	9.60	.89	4	8.50	.58	5	7.80	1.30
Citizen engagement (incorporating citizens' voices into development)	10	8.90	.74	4	9.25	.50	5	9.00	0.00	6	8.50	1.22	8	8.75	1.39	9	8.67	1.22	6	8.00	1.67	4	7.50	1.73	3	8.00	0.00	5	6.60	2.30
Policy design (for clarity and better incentives to achieve development goals)	8	8.88	.35	5	9.20	.45	5	9.00	0.00	6	9.17	.98	11	9.18	.87	8	8.88	.83	6	8.33	.82	5	9.60	.89	7	8.57	1.13	5	9.00	.71

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

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Staff too inaccessible*	0.0%	0.0%	0.0%	33.3%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%
Not exploring alternative policy options	0.0%	0.0%	16.7%	0.0%	0.0%	6.3%	0.0%	0.0%	12.5%	0.0%
Not adequately sensitive to political/social realities in El Salvador*	23.1%	10.0%	0.0%	0.0%	8.3%	6.3%	0.0%	66.7%	25.0%	50.0%
Not enough public disclosure of its work*	7.7%	20.0%	0.0%	16.7%	50.0%	50.0%	33.3%	0.0%	62.5%	12.5%
Arrogant in its approach	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%
Not aligned with country priorities	15.4%	10.0%	0.0%	16.7%	0.0%	12.5%	0.0%	33.3%	12.5%	50.0%
The credibility of its knowledge/data	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
World Bank Group's processes too complex	7.7%	0.0%	0.0%	16.7%	25.0%	6.3%	11.1%	16.7%	0.0%	0.0%
Not willing to honestly criticize policies and reform efforts in the country*	7.7%	0.0%	0.0%	16.7%	0.0%	0.0%	33.3%	33.3%	25.0%	0.0%
Too influenced by developed countries	30.8%	10.0%	0.0%	0.0%	0.0%	18.8%	33.3%	33.3%	12.5%	0.0%
Imposing technocratic solutions without regard to political realities	38.5%	0.0%	0.0%	16.7%	0.0%	12.5%	33.3%	16.7%	12.5%	12.5%
World Bank Group's processes too slow*	7.7%	0.0%	83.3%	0.0%	16.7%	12.5%	0.0%	0.0%	0.0%	0.0%
Too bureaucratic in its operational policies and procedures	7.7%	30.0%	66.7%	16.7%	25.0%	12.5%	22.2%	0.0%	0.0%	25.0%
Not aligned with other donors' work	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	12.5%
Not collaborating enough with non-state actors	15.4%	0.0%	0.0%	0.0%	0.0%	18.8%	22.2%	0.0%	12.5%	0.0%
Not client focused	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	7.7%	20.0%	33.3%	16.7%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	15.4%	50.0%	0.0%	16.7%	25.0%	25.0%	0.0%	0.0%	0.0%	12.5%

*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO			Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other		
						N	Mean	SD	N	Mean	SD	N	Mean	SD
Capacity development	30.8%	50.0%	100.0%	57.1%	41.7%	37.5%	33.3%	50.0%	66.7%	12.5%				
Policy based lending / budget support to the Government*	69.2%	30.0%	0.0%	57.1%	8.3%	12.5%	22.2%	33.3%	11.1%	12.5%				
Knowledge products/services	7.7%	10.0%	0.0%	14.3%	8.3%	0.0%	11.1%	0.0%	0.0%	0.0%				
Investment lending	76.9%	60.0%	33.3%	57.1%	75.0%	75.0%	66.7%	83.3%	77.8%	100.0%				
Technical assistance*	15.4%	10.0%	16.7%	14.3%	66.7%	50.0%	44.4%	16.7%	44.4%	62.5%				
Trust Fund management*	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%				
Other	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	11.1%	0.0%	0.0%	0.0%				
Don't know	0.0%	20.0%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%				

*Significantly different between stakeholder groups

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

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
	Overall the World Bank Group currently plays a relevant role in development in El Salvador	13	6.92	.86	8	8.38	1.60	6	8.67	.82	7	7.29	2.36	11	7.55	1.57	16	7.06	1.95	9	7.00	1.58	6	6.33	1.03	7	6.86	2.04	8	6.50
The World Bank Group's work is aligned with what I consider the development priorities for El Salvador	13	6.62	1.12	8	7.63	1.30	5	8.40	.55	6	6.83	2.23	10	7.70	1.64	15	6.40	2.06	9	6.44	1.74	6	6.00	.89	7	6.43	1.72	7	6.29	1.25
The World Bank Group supports El Salvador's efforts to reduce social exclusion	11	7.55	1.44	8	7.50	1.60	2	9.00	0.00	7	7.14	1.35	9	8.11	.78	13	6.54	2.22	9	7.11	1.90	6	6.67	1.03	7	6.71	1.11	8	6.88	2.17
The World Bank Group supports programs and strategies that are realistic for El Salvador*	13	6.69	1.84	8	7.63	1.30	5	8.40	.55	7	7.43	1.81	10	7.90	1.10	15	6.67	1.95	9	7.67	1.80	6	5.67	1.03	7	5.57	.98	8	6.63	1.30
The World Bank Group treats clients and stakeholders in El Salvador with respect	12	7.58	.51	6	7.83	1.83	5	8.00	0.00	6	8.00	1.10	9	8.89	.93	11	7.55	2.02	5	8.40	1.52	4	7.50	.58	5	6.60	2.07	8	6.75	1.75
The World Bank Group is an organization that does not represent a particular ideological perspective in El Salvador	13	7.62	2.26	6	8.50	1.87	5	7.80	1.64	6	7.17	2.14	11	8.27	1.19	12	8.25	1.36	8	8.00	3.07	6	6.33	2.58	7	6.43	2.51	7	6.14	3.02
The World Bank Group is an organization that is not overly influenced by any particular country	11	4.18	2.60	6	7.00	2.61	2	8.00	0.00	5	5.80	3.35	10	7.70	2.06	11	5.64	2.84	9	5.11	2.67	6	5.67	2.73	5	4.60	2.07	7	4.57	3.36
The World Bank Group respects the positions, views and demands of the government of El Salvador	12	7.25	1.71	5	8.40	.55	6	7.50	1.22	7	7.57	1.62	10	8.60	.70	10	7.50	2.64	8	8.38	2.39	6	6.33	2.25	6	6.00	2.45	6	6.50	2.35
The World Bank Group listens and takes into account your views	12	6.92	1.51	6	7.83	1.47	5	8.60	.55	6	7.33	1.75	10	7.80	1.23	12	6.50	2.43	8	6.38	2.92	6	7.33	1.86	5	6.00	1.87	7	6.29	2.06

*Significantly different between stakeholder groups

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

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
When considering the national development needs in El Salvador, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides in El Salvador meet the national development needs of El Salvador*	11	6.82	1.25	8	7.88	.83	6	7.50	.55	7	7.00	1.29	9	8.00	.87	14	6.64	1.50	9	7.22	1.09	6	5.33	1.37	8	6.50	1.20	8	7.00	1.20

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

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

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness	11	7.00	1.61	5	8.00	0.00	6	7.67	.52	7	6.57	1.99	9	7.00	1.87	9	6.56	1.42	7	7.29	.95	6	6.00	1.55	6	7.50	1.64	4	7.25	1.50
Flexibility (in terms of the institution's products and services)	9	7.33	1.94	5	7.20	1.10	6	7.00	1.10	5	7.40	1.67	9	6.89	1.36	10	6.10	1.37	6	7.50	.55	4	5.00	0.00	5	6.80	1.64	4	6.75	2.22
Flexibility (in terms of changing country circumstances)	13	7.31	1.60	5	7.60	.55	6	6.67	1.63	5	7.20	1.64	9	7.33	1.66	12	6.50	1.57	7	7.71	.95	6	6.33	1.37	7	6.57	1.62	3	6.33	2.52
Being inclusive*	13	7.00	1.00	5	8.20	.84	6	7.67	.52	6	7.17	1.17	9	7.89	1.05	11	6.09	2.17	5	8.00	0.00	4	5.50	.58	6	7.50	1.97	3	7.67	3.21
Openness	13	7.85	1.52	5	8.80	.84	6	8.00	0.00	5	7.40	1.82	9	7.89	.78	12	6.67	1.67	7	8.14	.90	4	8.00	0.00	6	6.83	1.94	3	7.67	1.15
Staff accessibility	13	7.85	1.57	5	8.80	.84	6	8.50	.55	6	6.83	1.33	9	8.44	.88	12	6.33	2.42	7	8.14	1.46	4	7.00	1.15	4	7.25	1.50	4	7.50	2.38
Straightforwardness and honesty	11	8.00	1.41	5	9.20	1.10	6	8.50	.55	6	8.33	1.03	9	8.44	1.01	10	7.80	1.14	7	8.86	1.21	4	8.50	.58	6	7.17	1.94	4	7.75	2.22
Ease of access to the people at the World Bank Group who are making decisions important to my work*	13	7.92	1.61	5	8.80	.84	6	8.67	.82	7	7.86	1.07	9	8.56	.73	9	5.00	2.74	5	7.60	1.14	4	8.50	.58	4	6.25	2.75	2	9.50	.71
Collaboration with civil society*	6	6.83	.75	2	7.00	0.00	6	8.00	0.00	5	6.80	1.10	9	8.00	.71	13	5.69	2.63	7	7.43	1.13	4	4.50	.58	6	7.00	1.90	4	7.25	2.75
Collaboration with the Government	13	8.08	.95	5	8.60	.55	6	8.00	0.00	6	7.83	1.17	10	8.10	1.37	12	8.42	.90	9	8.44	1.33	6	7.67	1.37	8	8.00	1.20	3	7.67	2.08
Collaboration with other donors and development partners	7	7.57	.98	2	8.00	0.00	6	7.50	.55	6	6.50	1.76	6	8.17	.75	8	7.75	1.04	8	8.38	1.06	2	8.00	0.00	4	8.25	1.71	3	7.33	2.52
Collaboration with the private sector	1	6.00								2	8.50	.71	4	5.75	2.63	3	6.00	1.73	7	7.29	1.38	4	6.00	0.00	3	9.00	1.00	1	10.00	
The speed in which it gets things accomplished on the ground	6	6.50	1.38	5	7.20	.45	6	6.50	.55	3	6.33	2.52	9	6.89	1.96	8	7.00	1.31	5	7.20	1.10	6	7.67	.52	3	5.33	2.89	3	8.33	2.08
Being a long-term partner	13	8.08	1.55	5	9.40	.55	6	8.33	.52	5	8.40	.55	10	8.60	.97	13	7.85	2.08	8	8.00	1.07	6	9.00	.89	7	8.00	1.63	4	7.50	2.08

*Significantly different between stakeholder groups

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

To be more effective development partner in El Salvador, do you believe that the World Bank Group should have? (Select only ONE response)

Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
More local presence	76.9%	40.0%	100.0%	85.7%	66.7%	80.0%	77.8%	66.7%	75.0%	80.0%
The current level of local presence is adequate	23.1%	20.0%	0.0%	14.3%	25.0%	6.7%	11.1%	0.0%	12.5%	20.0%
Less local presence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%
Don't know	0.0%	40.0%	0.0%	0.0%	8.3%	13.3%	0.0%	33.3%	12.5%	0.0%

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

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The World Bank Group does not do adequate follow through/follow-up	30.8%	12.5%	0.0%	0.0%	0.0%	0.0%	11.1%	33.3%	11.1%	0.0%
There is not an adequate level of citizen/civil society participation*	23.1%	0.0%	0.0%	0.0%	25.0%	50.0%	33.3%	0.0%	22.2%	0.0%
The World Bank Group is not sensitive enough to political/social realities on the ground	53.8%	37.5%	0.0%	14.3%	0.0%	25.0%	44.4%	33.3%	33.3%	20.0%
Lack of/inadequate levels of capacity in Government*	0.0%	0.0%	0.0%	28.6%	66.7%	18.8%	22.2%	0.0%	22.2%	20.0%
Poor donor coordination	0.0%	0.0%	0.0%	0.0%	8.3%	6.3%	0.0%	0.0%	0.0%	0.0%
The World Bank Group works too slowly*	7.7%	0.0%	50.0%	14.3%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%
The Government works inefficiently	30.8%	25.0%	33.3%	42.9%	50.0%	18.8%	33.3%	0.0%	22.2%	20.0%
Political pressures and obstacles	0.0%	37.5%	33.3%	57.1%	25.0%	43.8%	22.2%	33.3%	66.7%	40.0%
Reforms are not well thought out in light of country challenges	38.5%	37.5%	16.7%	14.3%	16.7%	12.5%	0.0%	33.3%	22.2%	40.0%
Other	15.4%	25.0%	16.7%	14.3%	0.0%	12.5%	22.2%	33.3%	0.0%	20.0%

*Significantly different between stakeholder groups

C. World Bank Group's Effectiveness and Results

In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in El Salvador? (1-Not important at all, 10-Very important)

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Anti corruption	13	8.15	1.21	8	9.00	1.20	6	8.33	1.63	7	7.86	2.12	12	9.08	1.00	16	8.81	1.60	9	8.78	1.99	6	8.00	1.55	9	8.67	1.50	8	7.25	2.82
Information and communications technology	13	7.54	.66	8	7.88	1.25	6	7.00	2.19	7	6.86	2.61	10	7.60	2.59	13	7.85	1.86	9	8.56	1.59	6	7.67	1.37	9	7.89	2.32	8	7.38	1.60
Transport	13	7.62	1.04	8	8.00	.53	6	6.50	2.26	7	8.00	1.53	11	8.45	1.13	15	7.40	2.44	9	8.22	2.05	6	7.67	1.37	8	8.88	.83	8	8.50	.93
Crime and violence	13	7.92	1.38	8	9.13	.99	6	9.00	0.00	7	8.00	2.08	12	8.75	1.48	16	9.13	1.20	9	8.78	1.99	6	9.67	.52	9	9.22	1.09	8	8.13	1.89
Law and justice	11	6.64	2.34	7	9.00	.82	6	8.17	1.17	7	7.57	1.62	12	8.92	1.31	16	8.44	1.15	9	8.33	1.87	4	9.00	1.15	9	8.11	1.76	8	7.88	1.73
Urban development*	13	7.00	1.73	8	7.50	1.20	6	6.33	1.51	7	8.00	1.00	10	6.60	2.07	14	7.36	1.74	9	8.44	1.59	6	7.00	.89	8	7.50	2.27	8	9.00	.76
Environmental sustainability*	13	8.54	.78	8	8.50	.76	6	8.17	.41	7	7.86	1.77	11	8.73	1.19	13	7.92	1.66	9	9.00	.71	6	7.33	1.03	9	9.00	1.00	8	9.00	.76
Regulatory framework	13	6.85	1.95	8	8.25	.71	6	7.50	1.22	7	7.00	2.08	11	8.64	.92	13	6.62	2.53	9	8.22	1.79	6	6.67	1.03	9	7.56	1.74	8	7.75	1.75
Communicable/non-communicable diseases	11	6.27	1.79	8	7.25	1.75	6	7.00	2.45	7	6.71	2.14	11	7.18	1.83	13	7.08	2.14	9	8.22	2.28	4	7.00	2.31	8	7.75	1.75	7	8.43	1.40
Poverty reduction	13	9.15	.90	10	9.40	.84	6	9.17	.75	7	8.71	2.56	12	9.25	1.06	15	9.53	.64	9	9.56	.88	6	8.67	.52	9	9.22	.97	8	9.88	.35
Gender equity*	13	8.46	1.61	8	9.13	.83	6	8.50	.55	7	8.57	1.51	10	6.50	1.72	16	7.13	2.28	9	8.56	.88	4	7.50	.58	9	7.78	2.05	8	7.75	1.04
Domestic private sector development	13	7.46	.78	8	7.63	1.92	6	8.50	1.22	7	7.71	1.38	12	7.75	2.14	16	7.94	2.05	9	8.78	1.20	6	7.00	1.55	9	8.00	2.06	8	7.25	1.75
Foreign direct investment	13	8.46	1.20	8	8.50	1.60	6	8.17	2.04	7	8.00	2.38	12	8.50	1.51	15	8.20	1.86	9	8.22	1.39	6	8.00	.89	9	8.33	1.50	8	8.63	1.41
Water and sanitation	13	8.15	.55	8	8.50	.53	6	7.67	.82	7	7.71	2.50	11	8.82	1.08	16	8.56	1.50	9	8.89	1.69	4	9.00	1.15	9	9.33	.71	8	8.88	1.25
Trade and exports	9	8.33	1.12	7	8.14	1.46	6	7.50	1.22	7	8.29	1.25	11	7.73	2.10	13	7.23	2.52	9	7.89	1.83	6	8.00	.89	8	8.50	1.69	8	7.25	1.58
Economic growth	11	8.73	.90	8	8.13	1.55	6	9.17	.75	7	8.86	.90	12	9.00	1.60	15	8.33	1.40	9	9.00	1.41	6	8.33	1.37	8	9.00	1.20	8	9.63	.74
Energy*	11	8.18	1.08	7	8.14	1.68	6	6.83	1.47	7	7.43	2.70	12	8.75	1.06	15	8.20	1.32	9	8.33	1.32	6	7.33	1.03	9	9.22	.83	8	9.00	1.41
Disaster management	13	8.54	1.13	8	8.63	.92	6	8.00	0.00	7	6.57	2.88	11	8.64	1.21	13	8.08	1.50	9	9.11	1.17	6	8.67	.52	8	8.13	1.96	8	8.13	.99
Public sector governance/ reform	13	8.46	1.20	8	9.00	1.20	6	7.83	.41	7	9.14	.90	12	9.42	.90	16	8.31	2.06	9	8.89	1.54	6	8.67	.52	9	9.00	1.12	8	9.50	.76
Job creation/employment	13	8.23	.83	8	9.25	.46	6	9.17	.75	7	9.00	.82	12	8.50	1.57	15	8.40	2.10	9	7.89	2.09	6	8.00	1.55	9	8.33	1.66	8	8.38	1.06
Financial markets	9	7.44	.73	8	7.63	1.92	6	7.33	.82	6	7.50	1.76	11	6.73	1.79	14	7.64	2.13	8	7.00	1.77	4	7.00	2.31	8	7.63	2.62	8	7.50	1.31
Equality of opportunity	11	8.73	1.35	8	9.00	.93	6	8.83	.41	7	8.00	1.83	12	7.17	1.85	15	8.60	1.50	9	8.67	1.32	2	8.00	0.00	9	8.22	1.56	8	7.50	1.31
Health	13	8.08	1.50	8	8.63	1.51	6	8.50	.55	7	7.71	1.98	11	8.91	1.04	15	8.60	1.45	9	8.22	2.28	6	9.00	.89	9	8.67	1.66	8	8.63	1.41
Rural development	13	7.92	1.26	10	8.20	1.23	6	7.67	.82	6	8.83	1.17	11	8.18	1.25	15	8.73	1.39	9	9.11	.93	6	9.00	0.00	9	8.00	2.00	8	8.38	1.30
Global/regional integration	13	7.77	.73	8	8.25	1.67	6	7.00	1.55	6	7.50	1.38	12	7.67	1.72	15	7.73	1.71	9	8.00	1.87	4	7.00	2.31	9	8.00	1.80	8	8.00	1.41
Food security	13	8.23	.73	8	8.25	1.39	6	7.67	.52	7	7.86	1.95	11	8.27	1.35	15	8.40	1.40	9	8.89	1.69	4	8.50	.58	9	8.56	1.59	8	8.50	1.07
Education	13	9.08	.86	8	9.25	1.39	6	9.50	.55	7	9.00	1.53	12	8.83	.39	15	9.47	.64	9	9.33	1.00	6	9.33	1.03	9	9.33	1.32	8	9.25	.71
Social protection	13	7.92	1.12	8	9.25	1.04	6	8.50	.55	6	8.17	2.71	12	8.92	1.44	15	8.53	1.55	9	8.00	2.12	6	6.67	.52	9	7.89	1.90	8	8.25	1.28
Climate change	13	9.00	1.08	8	8.25	1.16	6	8.00	0.00	7	6.86	1.77	12	8.17	1.11	14	8.07	1.86	9	8.78	1.20	4	7.50	.58	9	7.89	1.62	8	8.00	1.20
Agricultural development	13	8.46	1.05	8	8.63	1.51	6	7.17	.41	7	9.00	1.00	12	8.25	1.06	15	8.47	1.46	9	7.89	2.09	6	9.00	0.00	9	8.56	1.59	8	8.25	1.28
Natural resource management	11	6.00	2.57	8	6.75	1.91	6	6.67	.82	7	6.86	2.04	11	6.73	2.20	13	7.85	2.19	9	6.67	2.12	4	3.00	2.31	9	7.11	2.62	7	8.00	1.73

*Significantly different between stakeholder groups

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

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

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Anti corruption	3	6.67	1.15	2	8.00	0.00	1	5.00		3	7.33	1.53	5	7.40	2.07	5	7.40	1.14	5	5.60	2.19	2	7.00	0.00	3	4.33	3.21	6	4.83	1.17
Information and communications technology*	1	8.00		2	8.00	0.00				2	7.50	.71	3	8.33	1.53	5	7.00	.71	6	7.83	.75	4	6.50	1.73	2	3.50	.71	5	6.80	1.64
Transport	2	7.00	0.00	2	9.00	0.00				3	7.67	1.15	4	8.00	.82	5	7.80	1.64	5	7.60	.55	4	7.50	.58	4	8.00	.82	6	7.83	2.23
Crime and violence*	3	7.00	0.00	2	8.00	0.00				4	6.50	1.73	3	7.67	.58	5	7.40	.89	4	7.75	1.26	2	5.00	0.00	4	4.75	1.71	2	5.00	0.00
Law and justice	3	7.67	.58	2	8.00	0.00				3	7.33	1.15	4	7.75	.96	4	7.25	.96	5	6.40	2.19	2	7.00	0.00	5	5.60	1.95	2	4.50	.71
Environmental sustainability	2	7.00	0.00	4	8.50	.58				3	8.00	1.00	5	7.60	.55	5	7.00	.71	4	8.00	.82	4	7.00	0.00	3	6.00	2.00	5	6.60	1.95
Regulatory framework*	2	8.00	0.00	4	8.50	.58	1	7.00		2	7.50	.71	6	8.00	1.10	4	7.75	1.50	5	8.60	1.52	2	6.00	0.00	3	5.67	2.52	2	4.50	.71
Communicable/non-communicable diseases							3	7.00	0.00	2	7.00	1.41	3	6.33	3.06	3	7.67	1.15	4	8.75	.50	2	6.00	0.00	3	7.00	1.00	4	8.00	2.00
Poverty reduction	9	7.44	1.33	5	8.60	.55	3	7.33	2.89	6	6.83	1.72	7	8.29	.76	6	7.33	.82	7	7.71	.95	6	6.33	1.37	6	5.83	1.60	6	7.67	2.73
Gender equity	8	7.38	1.51	3	9.00	0.00	2	9.00	0.00	4	6.75	2.06	3	8.00	1.00	6	7.33	.82	6	6.83	1.60	4	7.00	0.00	4	5.00	2.45	4	6.50	2.65
Domestic private sector development*	2	5.00	0.00	2	8.00	0.00				3	8.33	.58	4	8.00	.82	5	8.00	1.00	6	7.67	.82	2	6.00	0.00				3	4.67	1.53
Foreign direct investment	2	5.00	0.00	2	8.00	0.00				4	6.00	2.31	3	8.67	1.53	3	7.00	1.00	6	7.67	1.21	2	6.00	0.00	1	4.00		5	7.00	2.83
Trade and exports	2	5.00	0.00	2	8.00	0.00				4	7.00	2.16	4	8.25	1.26	3	6.67	.58	6	8.17	.75	2	6.00	0.00	1	4.00		5	6.60	1.95
Economic growth	7	6.43	1.40	3	8.00	0.00	2	7.00	0.00	4	6.75	2.22	6	8.00	.63	6	6.83	1.17	6	8.50	1.38	6	7.00	0.00	4	5.50	2.38	7	7.71	2.06
Disaster management*	2	7.00	0.00	4	8.50	.58	3	7.00	0.00	2	8.50	.71	3	8.00	1.00	2	6.50	.71	5	7.00	0.00	4	7.50	.58	3	5.00	1.00	2	5.00	0.00
Public sector governance/ reform	8	7.25	.71	5	8.80	.45	1	7.00		4	7.75	2.63	7	7.14	1.77	5	8.40	.89	7	7.29	1.60	6	7.00	0.00	4	6.00	1.15	6	7.83	1.60
Job creation/employment	2	9.00	0.00	3	8.33	.58	1	5.00		5	7.00	2.12	4	6.50	2.52	2	7.00	1.41	5	7.40	1.52	4	7.00	0.00	2	3.50	.71	2	5.00	0.00
Financial markets	2	8.00	0.00	3	8.00	0.00				3	7.33	.58	4	8.00	.82	3	7.00	1.00	4	7.75	.96	2	7.00	0.00	1	4.00		5	7.20	2.49
Equality of opportunity	3	9.00	0.00	3	8.33	.58	3	8.33	1.15	2	7.50	2.12	3	7.67	.58	5	7.40	.89	6	7.67	1.21	4	7.00	1.15	3	6.33	1.53	3	6.33	3.21
Health	4	7.50	.58	3	8.00	0.00	5	8.00	0.00	3	7.67	2.08	4	8.25	.96	6	7.83	.75	4	8.00	.82	4	7.50	.58	4	7.00	1.15	5	8.60	2.19
Rural development	6	8.00	.89	3	8.33	.58				3	7.33	1.15	5	8.00	.71	5	7.00	.71	7	8.14	.90	6	6.33	1.03	3	5.67	2.52	5	7.40	2.19
Global/regional integration*	2	4.00	0.00	2	8.00	0.00				3	7.67	1.53	5	8.00	.71	5	7.60	1.14	6	8.33	.82	2	6.00	0.00	2	4.00	0.00	5	7.00	1.41
Food security*	2	8.00	0.00	2	8.00	0.00	3	8.00	0.00	2	8.00	1.41	3	8.00	1.00	3	6.33	.58	5	8.80	.45	2	5.00	0.00	1	3.00		5	6.60	1.95
Education	7	7.71	.49	3	8.00	0.00	2	9.00	0.00	4	8.00	.82	6	7.67	2.07	11	7.64	1.29	6	7.83	.98	6	6.33	.52	6	6.00	2.10	5	8.00	1.73
Social protection*	5	8.60	.55	5	8.60	.55	1	8.00		3	7.67	1.53	4	8.25	.96	5	7.20	1.30	7	7.86	.90	6	6.00	1.79	4	5.50	1.73	6	6.67	.82
Climate change	6	6.67	1.37	4	8.50	.58				2	7.00	1.41	4	7.75	.96	4	6.75	.50	4	8.00	1.15	2	6.00	0.00	2	5.50	.71	5	6.60	1.95
Agricultural development	2	9.00	0.00	2	8.00	0.00				3	7.33	1.15	4	8.00	1.41	3	6.67	.58	6	8.17	.98	4	6.50	.58	2	7.00	1.41	5	6.60	1.95
Natural resource management*				2	8.00	0.00				2	8.00	0.00	2	7.50	.71	2	6.50	.71	3	8.33	1.15	2	1.00	0.00	1	5.00		5	7.00	2.83

*Significantly different between stakeholder groups

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

Where are the World Bank Group's decisions made primarily that support the program in El Salvador? (Select only ONE response)

Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
At the Headquarters (in Washington D.C.)	76.9%	60.0%	100.0%	71.4%	50.0%	62.5%	88.9%	100.0%	33.3%	75.0%
In the country	15.4%	0.0%	0.0%	14.3%	16.7%	0.0%	0.0%	0.0%	11.1%	0.0%
Don't know	7.7%	40.0%	0.0%	14.3%	33.3%	37.5%	11.1%	0.0%	55.6%	25.0%

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in El Salvador?*	11	6.82	.98	6	7.83	1.47	6	8.33	.52	7	6.86	1.35	9	7.67	1.66	14	6.64	1.55	8	7.25	1.16	6	6.67	.52	8	5.88	1.46	8	6.75	.89

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

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

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of El Salvador*	11	6.91	.54	5	8.60	.89	6	8.00	0.00	6	7.00	1.41	11	7.73	1.49	13	6.15	1.72	8	6.75	1.98	6	6.33	1.03	8	5.13	1.73	8	6.25	1.16
The World Bank Group meets El Salvador's needs for knowledge services*	11	6.55	.82	6	8.00	.89	6	7.83	.41	6	7.50	1.38	10	7.40	1.65	14	6.71	1.82	8	7.88	1.89	6	6.00	1.55	8	5.63	1.69	3	6.00	1.73

*Significantly different between stakeholder groups

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group measures and corrects its work in real time in El Salvador?	7	6.57	1.27	5	8.40	.55	6	7.00	0.00	4	6.75	1.50	5	7.60	1.14	7	6.00	3.00	5	6.80	2.05	2	8.00	0.00	4	5.75	1.71	5	5.40	.89

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

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

How frequently do you consult World Bank Group's knowledge work and activities in the work you do?*

Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
	Weekly	15.4%	12.5%	83.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Monthly	15.4%	0.0%	16.7%	42.9%	0.0%	18.8%	33.3%	0.0%	12.5%	0.0%
A few times a year	53.8%	50.0%	0.0%	42.9%	66.7%	37.5%	66.7%	100.0%	37.5%	50.0%
Rarely	15.4%	37.5%	0.0%	14.3%	25.0%	37.5%	0.0%	0.0%	50.0%	37.5%
Never	0.0%	0.0%	0.0%	0.0%	8.3%	6.3%	0.0%	0.0%	0.0%	12.5%

*Significantly different between stakeholder groups

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

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are timely*	10	7.40	1.58	5	8.60	.55	6	8.00	0.00	6	7.50	1.38	10	8.10	1.37	14	6.86	1.88	8	6.88	1.55	4	7.00	1.15	6	6.00	1.41	3	5.67	1.15
Are relevant to El Salvador's development priorities	11	6.82	1.40	5	8.40	.55	6	7.50	1.22	7	7.86	1.35	9	8.11	1.05	14	6.93	1.94	8	7.75	1.39	6	7.33	.52	7	6.00	1.63	3	6.33	1.15
Lead to practical solutions	10	6.80	1.32	5	7.20	1.10	6	8.17	.75	7	6.43	1.72	9	7.56	1.74	13	6.23	2.09	7	7.57	1.27	6	6.00	0.00	7	5.71	1.70	3	5.67	1.53
Are accessible (well written and easy to understand)	11	6.91	1.58	5	7.80	1.64	6	8.33	.52	6	7.83	1.33	9	7.78	1.39	12	7.17	1.53	8	7.50	1.60	6	7.33	.52	7	6.57	2.07	3	7.00	0.00
Enhance your knowledge and/or skills	11	7.64	.92	5	8.00	1.00	6	8.33	.52	6	8.33	1.37	9	8.22	.83	13	7.85	1.14	8	8.13	1.55	6	7.00	0.00	7	6.71	1.89	3	6.67	.58
Are translated enough into local language	11	7.64	1.86	5	8.80	.84	6	8.33	.52	5	7.20	1.10	9	7.89	1.17	13	7.62	1.19	8	8.25	1.98	6	7.00	2.68	6	6.17	2.14	3	8.33	1.15
Are adaptable to El Salvador's specific development challenges and country circumstances*	11	7.09	.83	5	8.00	1.00	6	7.67	.82	6	7.17	1.72	9	7.89	1.36	14	7.29	1.27	8	8.25	1.58	6	6.00	0.00	7	6.29	1.89	3	7.00	1.00

*Significantly different between stakeholder groups

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	11	6.64	1.12	6	7.83	1.47	6	7.83	.41	6	6.67	1.03	9	7.78	.83	14	6.71	1.54	8	8.00	1.60	6	7.00	.89	8	6.25	1.28	3	6.00	1.00
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	11	7.91	1.04	6	8.00	1.55	6	8.50	.55	7	8.00	1.53	9	8.78	.97	14	7.00	1.71	9	8.44	1.42	6	7.67	.52	7	7.29	1.50	2	6.00	0.00

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

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

Have you read/consulted the most recent LAC Flagship Report: [Latin American Entrepreneur Many Firms but Little Innovation]?

Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	30.8%	20.0%	0.0%	28.6%	25.0%	12.5%	22.2%	33.3%	22.2%	12.5%
No	69.2%	80.0%	100.0%	71.4%	75.0%	87.5%	77.8%	66.7%	77.8%	87.5%

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe this Flagship Report raised substantive new information and insight that you were not aware of prior to reading?	4	7.25	1.50	2	8.00	0.00	0	-	-	2	7.00	1.41	3	7.67	.58	3	6.67	2.31	2	8.50	.71	2	7.00	0.00	2	6.00	0.00	1	10.00	
To what extent do you believe this Flagship Report provided you with useful information in terms of the work you do?	4	7.00	1.41	2	8.00	0.00	0	-	-	2	7.00	1.41	3	7.67	.58	4	5.50	3.32	2	9.00	0.00	2	7.00	0.00	2	7.00	1.41	1	8.00	

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

E. Working with the World Bank Group

To what extent does each of the following aspects of the World Bank Group's technical assistance/advisory work contribute to solving El Salvador's development challenges?

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

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Conceptualization (understanding and framing the problem)	11	7.55	1.13	5	7.20	1.10	6	8.00	0.00	5	8.00	1.87	8	8.38	1.06	11	7.27	1.56	7	7.14	1.86	6	7.33	1.37	7	6.29	1.50	6	7.17	.75
Design (appraising and planning the solutions)	11	7.18	.98	5	8.00	1.00	6	8.00	0.00	5	7.60	.89	8	8.00	1.60	11	6.91	1.92	8	7.75	.89	6	7.33	1.37	7	6.00	1.41	6	6.83	.41
Implementation (Executing, carrying out, monitoring, and making appropriate adjustments)*	10	7.40	1.07	5	8.60	.55	6	8.33	.52	5	7.20	1.48	8	8.00	1.51	11	7.09	1.51	8	7.88	.99	6	7.67	1.37	6	6.00	1.79	5	6.80	.45
Evaluation (assessing the impact and results)	7	7.71	1.11	5	8.40	.55	6	7.83	1.47	5	8.20	1.64	8	8.13	.99	11	7.55	1.63	7	7.57	1.62	6	8.00	1.55	7	6.14	1.95	5	7.00	0.00

*Significantly different between stakeholder groups

E. Working with the World Bank Group (continued)

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

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	9	6.78	1.48	3	7.67	1.15	6	8.67	.52	4	7.75	.96	6	8.00	1.26	7	7.43	1.27	7	7.14	1.21	2	7.00	0.00	5	6.80	1.64	5	5.60	2.61
The World Bank Group effectively monitors and evaluates the projects and programs it supports	10	7.50	1.43	5	9.20	.45	6	8.00	1.10	4	6.50	2.89	9	8.44	.73	11	7.36	2.34	7	7.43	2.30	6	8.00	.89	5	7.00	1.87	2	8.00	2.83
The World Bank Group's approvals and reviews are done in a timely fashion	7	6.71	1.70	5	8.60	.55	6	7.33	1.51	3	7.67	.58	8	8.13	.99	7	7.14	2.48	7	8.00	1.00	4	8.50	.58	5	7.00	1.73	2	8.00	2.83
The World Bank Group's "Safeguard Policy" requirements are reasonable	6	7.67	1.03	5	8.60	.55	6	7.50	.55	1	8.00		6	8.17	.75	6	8.00	1.26	5	7.20	1.48	4	6.50	.58	5	6.60	1.67	1	6.00	
The World Bank Group's conditions on its lending are reasonable	7	7.43	.53	5	8.80	.45	3	5.67	.58	4	7.00	1.41	8	7.50	2.07	8	6.13	2.80	8	7.13	2.30	4	6.00	0.00	6	6.83	1.33	7	5.43	2.23
The World Bank Group takes decisions quickly in El Salvador*	8	7.00	1.51	5	9.00	0.00	6	7.67	.82	4	8.00	1.63	7	7.86	1.57	7	6.29	2.36	7	7.29	1.80	4	6.50	.58	4	5.00	2.16	2	5.00	1.41
Working with the World Bank Group increases El Salvador's institutional capacity	11	7.18	1.08	6	8.17	1.17	6	8.33	.52	5	7.20	1.79	10	8.00	1.05	10	7.30	1.95	8	7.38	1.92	4	7.00	1.15	5	7.20	1.92	7	6.57	1.40
The World Bank Group ensures consistency and continuity through staff changes	8	7.25	.89	5	8.00	1.00	6	7.33	1.03	5	7.20	1.64	4	8.50	.58	5	7.00	1.87	6	8.17	1.17	2	7.00	0.00	5	7.80	.84	2	5.00	1.41
Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	4	8.50	.58	5	7.80	1.64	6	7.33	1.63	4	8.75	1.50	6	8.33	.52	4	8.00	.82	4	6.75	1.26				2	7.00	1.41	2	7.00	1.41
The World Bank Group provides effective implementation support (i.e., supervision of projects)	9	7.56	1.13	6	8.00	1.10	6	8.00	1.10	4	7.00	2.83	8	8.50	.53	6	8.50	.84	6	8.17	.98	6	8.00	.89	3	6.33	2.89	2	8.00	2.83

*Significantly different between stakeholder groups

Which of the following best describes the way the World Bank Group operates in El Salvador?* (Select only ONE response)

Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The World Bank Group takes too much risk in El Salvador	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%
The World Bank Group does not take enough risk in El Salvador	38.5%	0.0%	0.0%	28.6%	10.0%	31.3%	11.1%	66.7%	12.5%	12.5%
The World Bank Group's approach to risk is appropriate	15.4%	50.0%	83.3%	28.6%	60.0%	18.8%	44.4%	0.0%	12.5%	12.5%
Don't know	7.7%	50.0%	16.7%	28.6%	30.0%	31.3%	33.3%	33.3%	37.5%	12.5%
Prefer not to answer	38.5%	0.0%	0.0%	0.0%	0.0%	18.8%	11.1%	0.0%	25.0%	62.5%

*Significantly different between stakeholder groups

F. Recent Trends and the Future Role of the World Bank Group in El Salvador

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
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 El Salvador?*	13	7.00	.91	6	7.67	.82	6	8.33	.52	5	6.40	2.30	7	8.00	1.15	11	6.82	1.17	8	8.25	1.49	6	6.67	.52	7	6.14	1.57	6	6.83	.41
How significant a role do you believe that international development cooperation SHOULD play in El Salvador's development in the near future?*	13	8.62	.51	8	8.50	1.41	6	9.17	.75	7	7.29	.76	11	8.27	2.69	16	8.94	.85	9	8.89	.93	6	10.00	0.00	8	8.50	1.41	8	9.25	1.16

(1-To no degree at all, 10-To a very significant degree; 1-Not a significant role at all, 10-Very significant role) *Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Provide more adequate data/knowledge/statistics/figures on El Salvador's economy	15.4%	0.0%	0.0%	14.3%	16.7%	25.0%	11.1%	0.0%	22.2%	50.0%
Collaborate more effectively with Government clients	61.5%	40.0%	0.0%	42.9%	8.3%	25.0%	22.2%	0.0%	22.2%	25.0%
Offer more innovative financial products	30.8%	0.0%	16.7%	14.3%	8.3%	25.0%	22.2%	33.3%	11.1%	25.0%
Improve the competitiveness of its financing compared to markets	7.7%	0.0%	0.0%	0.0%	8.3%	18.8%	11.1%	0.0%	11.1%	0.0%
Reach out more to groups outside of Government*	0.0%	0.0%	0.0%	14.3%	41.7%	37.5%	66.7%	0.0%	44.4%	12.5%
Improve the quality of its experts as related to El Salvador's specific challenges	7.7%	20.0%	0.0%	28.6%	8.3%	0.0%	22.2%	0.0%	0.0%	12.5%
Offer more innovative knowledge services	0.0%	0.0%	0.0%	0.0%	0.0%	18.8%	0.0%	33.3%	11.1%	0.0%
Ensure greater selectivity in its work	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Increase the level of capacity development in the country*	69.2%	60.0%	100.0%	57.1%	58.3%	25.0%	11.1%	66.7%	66.7%	37.5%
Reduce the complexity of obtaining World Bank Group financing	0.0%	0.0%	33.3%	0.0%	25.0%	18.8%	22.2%	33.3%	11.1%	37.5%
Increase availability of Fee-Based services	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Work faster*	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other*	0.0%	40.0%	0.0%	14.3%	8.3%	6.3%	11.1%	33.3%	0.0%	0.0%

*Significantly different between stakeholder groups

F. Recent Trends and the Future Role of the World Bank Group in El Salvador (continued)

When considering the combination of services that the World Bank Group offers in El Salvador, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in El Salvador?* (Select only ONE response)

Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Financial services	25.0%	0.0%	0.0%	28.6%	27.3%	25.0%	12.5%	33.3%	37.5%	75.0%
Knowledge products	16.7%	30.0%	33.3%	42.9%	36.4%	6.3%	12.5%	0.0%	37.5%	0.0%
Convening services	0.0%	0.0%	0.0%	0.0%	0.0%	18.8%	0.0%	0.0%	0.0%	0.0%
None of the above	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%
The combination is appropriate for El Salvador	41.7%	30.0%	66.7%	14.3%	27.3%	43.8%	75.0%	66.7%	25.0%	0.0%
Don't know	16.7%	40.0%	0.0%	14.3%	9.1%	0.0%	0.0%	0.0%	0.0%	25.0%

*Significantly different between stakeholder groups

G. Communication and Information Sharing

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

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Local newspapers	30.8%	60.0%	0.0%	57.1%	50.0%	56.3%	66.7%	33.3%	44.4%	37.5%
International newspapers	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local radio*	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%
Local television	15.4%	10.0%	16.7%	28.6%	0.0%	6.3%	33.3%	33.3%	11.1%	0.0%
International television*	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%
Periodicals	76.9%	30.0%	100.0%	28.6%	50.0%	56.3%	33.3%	33.3%	55.6%	37.5%
Internet	53.8%	60.0%	50.0%	57.1%	66.7%	62.5%	44.4%	66.7%	66.7%	87.5%
Social media*	0.0%	0.0%	33.3%	0.0%	25.0%	6.3%	0.0%	0.0%	0.0%	0.0%
Blogs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mobile phones	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%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	7.7%	0.0%	0.0%	28.6%	8.3%	12.5%	11.1%	0.0%	11.1%	37.5%

*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 President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
	Blogs	0.0%	20.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%
Direct contact with World Bank Group*	15.4%	20.0%	83.3%	71.4%	8.3%	37.5%	44.4%	33.3%	44.4%	50.0%
e-Newsletters	61.5%	60.0%	66.7%	71.4%	75.0%	43.8%	44.4%	66.7%	33.3%	75.0%
Instant messaging	15.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
World Bank Group's seminars/workshops/conferences*	69.2%	40.0%	33.3%	14.3%	33.3%	43.8%	22.2%	0.0%	66.7%	12.5%
World Bank Group's publications and other written materials	38.5%	20.0%	0.0%	14.3%	33.3%	50.0%	55.6%	66.7%	55.6%	50.0%
Mobile phones	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social media	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	12.5%
World Bank Group's website	0.0%	0.0%	16.7%	28.6%	33.3%	25.0%	33.3%	33.3%	0.0%	0.0%
Other*	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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 President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
	Yes	16.7%	50.0%	50.0%	0.0%	25.0%	12.5%	44.4%	33.3%	0.0%
No	83.3%	50.0%	50.0%	100.0%	75.0%	87.5%	55.6%	66.7%	100.0%	100.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
	Yes	100.0%	70.0%	100.0%	100.0%	75.0%	93.8%	100.0%	100.0%	88.9%
No	0.0%	30.0%	0.0%	0.0%	25.0%	6.3%	0.0%	0.0%	11.1%	0.0%

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

	Which of the following best describes your current position?																													
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
	When I need information from the World Bank Group I know how to find it	13	6.62	2.69	8	9.00	.93	6	9.17	.75	6	7.83	1.60	10	7.60	2.55	15	7.33	1.80	9	7.22	2.59	6	8.33	1.37	7	6.43	2.51	7	6.29
The World Bank Group's social media channels are valuable sources of information about the institution	9	8.22	1.30	5	8.40	1.34	2	9.00	0.00	6	6.00	3.03	9	7.33	2.74	10	7.50	2.27	8	8.75	1.39	2	6.00	0.00	8	6.50	2.00	2	7.00	2.83
The World Bank Group is responsive to my information requests and inquiries	7	8.57	1.27	3	10.00	0.00	6	8.83	.41	5	8.80	1.30	8	8.13	1.13	6	6.67	2.34	7	7.86	2.85	2	8.00	0.00	3	8.33	1.53	5	6.20	2.49

H. Background Information

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

Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	15.4%	40.0%	50.0%	57.1%	8.3%	0.0%	22.2%	33.3%	11.1%	0.0%
No	84.6%	60.0%	50.0%	42.9%	91.7%	100.0%	77.8%	66.7%	88.9%	100.0%

*Significantly different between stakeholder groups

Which of the following agencies of the World Bank Group do you work with in El Salvador? (Select all that apply)

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The World Bank*	30.8%	60.0%	100.0%	71.4%	8.3%	20.0%	55.6%	33.3%	0.0%	0.0%
The International Finance Corporation	15.4%	0.0%	0.0%	28.6%	33.3%	0.0%	33.3%	0.0%	11.1%	12.5%
The Multilateral Investment Guarantee Agency	15.4%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%
None*	53.8%	40.0%	0.0%	28.6%	66.7%	80.0%	55.6%	66.7%	88.9%	87.5%

*Significantly different between stakeholder groups

Do your projects involve both the World Bank and IFC?

Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	23.1%	20.0%	16.7%	57.1%	40.0%	6.3%	37.5%	0.0%	14.3%	12.5%
No	76.9%	80.0%	83.3%	42.9%	60.0%	93.8%	62.5%	100.0%	85.7%	87.5%

If yes, what was your view on the two institutions working together in El Salvador?

Percentage of Respondents	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Working well together	0.0%	0.0%	0.0%	50.0%	66.7%	100.0%	33.3%	-	0.0%	100.0%
Collaborating but needs improvement	100.0%	100.0%	0.0%	25.0%	33.3%	0.0%	33.3%	-	100.0%	0.0%
Don't know	0.0%	0.0%	100.0%	25.0%	0.0%	0.0%	33.3%	-	0.0%	0.0%

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

Percentage of Respondents (Responses combined)	Office of President/ Prime Minister/ Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on Bank project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Observer*	0.0%	20.0%	0.0%	0.0%	8.3%	28.6%	11.1%	0.0%	25.0%	60.0%
Use World Bank Group reports/data*	53.8%	10.0%	50.0%	0.0%	50.0%	57.1%	66.7%	33.3%	75.0%	60.0%
Engage in World Bank Group related/sponsored events/activities*	53.8%	30.0%	33.3%	57.1%	58.3%	21.4%	22.2%	100.0%	50.0%	20.0%
Collaborate as part of my professional duties	15.4%	30.0%	50.0%	42.9%	16.7%	7.1%	33.3%	33.3%	0.0%	0.0%
Use World Bank Group website for information, data, research, etc.	46.2%	50.0%	50.0%	57.1%	33.3%	50.0%	44.4%	33.3%	25.0%	40.0%

*Significantly different between stakeholder groups

Appendix C: Responses to All Questions by Levels of Collaboration

A. General Issues facing El Salvador

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

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
The right direction	47.4%	41.6%
The wrong direction	21.1%	39.0%
Not sure	31.6%	19.5%

Listed below are a number of development priorities in El Salvador. Please identify which of the following you consider the most important development priorities in El Salvador?

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Social protection	31.6%	18.4%
Transport	0.0%	1.3%
Public sector governance/ reform	42.1%	32.9%
Global/regional integration	0.0%	0.0%
Gender equity	5.3%	2.6%
Domestic private sector development	5.3%	3.9%
Foreign direct investment	5.3%	2.6%
Water and sanitation	0.0%	1.3%
Anti-corruption	5.3%	10.5%
Job creation/employment*	5.3%	26.3%
Rural development	0.0%	5.3%
Financial markets	0.0%	0.0%
Urban development	0.0%	1.3%
Environmental sustainability	0.0%	3.9%
Equality of opportunity	5.3%	1.3%
Health	0.0%	9.2%
Education	52.6%	52.6%
Poverty reduction	31.6%	27.6%
Energy	0.0%	1.3%
Food security	5.3%	1.3%
Climate change	10.5%	2.6%
Agricultural development	0.0%	2.6%
Trade and exports*	5.3%	0.0%
Crime and violence	52.6%	51.3%
Economic growth	26.3%	26.3%
Law and justice	5.3%	6.6%
Regulatory framework*	5.3%	0.0%
Communicable/non-communicable diseases	0.0%	0.0%
Natural resource management	0.0%	0.0%
Disaster management	0.0%	2.6%
Information and communications technology	0.0%	1.3%

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

A. General Issues facing El Salvador (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 El Salvador? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Water and sanitation	0.0%	9.0%
Equality of opportunity	26.3%	19.2%
Economic growth	57.9%	52.6%
Climate change	5.3%	2.6%
Global/regional integration	0.0%	0.0%
Gender equity	0.0%	1.3%
Rural development	15.8%	19.2%
Urban development	0.0%	2.6%
Regulatory framework	0.0%	0.0%
Social protection	31.6%	15.4%
Law and justice	0.0%	5.1%
Transport	0.0%	0.0%
Crime and violence	10.5%	10.3%
Communicable/non-communicable diseases	0.0%	0.0%
Information and communications technology	0.0%	0.0%
Anti corruption	5.3%	6.4%
Domestic private sector development*	5.3%	0.0%
Foreign direct investment	5.3%	3.8%
Education	63.2%	71.8%
Energy	0.0%	0.0%
Public sector governance/ reform	10.5%	12.8%
Natural resource management	0.0%	0.0%
Environmental sustainability	0.0%	1.3%
Disaster management	0.0%	0.0%
Health	10.5%	9.0%
Agricultural development	5.3%	5.1%
Job creation/employment	42.1%	37.2%
Financial markets	0.0%	0.0%
Trade and exports	5.3%	2.6%
Food security	0.0%	11.5%

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

A. General Issues facing El Salvador (continued)

Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in El Salvador? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Energy	15.8%	7.8%
Gender equity	0.0%	0.0%
Equality of opportunity	5.3%	6.5%
Social protection	5.3%	2.6%
Global/regional integration*	10.5%	1.3%
Climate change	0.0%	3.9%
Anti corruption	5.3%	16.9%
Disaster management	0.0%	7.8%
Rural development	5.3%	9.1%
Foreign direct investment	36.8%	46.8%
Urban development	0.0%	2.6%
Water and sanitation	0.0%	0.0%
Education	36.8%	40.3%
Information and communications technology	0.0%	1.3%
Regulatory framework	0.0%	6.5%
Communicable/non-communicable diseases	0.0%	0.0%
Trade and exports	36.8%	24.7%
Public sector governance/ reform	26.3%	22.1%
Domestic private sector development	31.6%	28.6%
Job creation/employment	26.3%	24.7%
Agricultural development	10.5%	3.9%
Food security	0.0%	0.0%
Transport	0.0%	0.0%
Natural resource management*	5.3%	0.0%
Environmental sustainability*	10.5%	1.3%
Health	0.0%	0.0%
Law and justice	5.3%	6.5%
Crime and violence	26.3%	27.3%
Financial markets	0.0%	5.2%

**Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally*

When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in El Salvador? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Better employment opportunities for young people	23.5%	22.4%
Better employment opportunities for women	0.0%	9.2%
Greater access to micro-finance for the poor	5.9%	5.3%
Greater voice and participation for citizens to help ensure greater accountability*	11.8%	1.3%
Greater access to health and nutrition for citizens	5.9%	6.6%
Better entrepreneurial opportunities	5.9%	22.4%
A growing middle class	0.0%	5.3%
Better opportunity for the poor who live in rural areas	5.9%	9.2%
Better opportunity for the poor who live in urban areas	0.0%	1.3%
Consistent economic growth	47.1%	31.6%
More reliable social safety net	5.9%	3.9%
Greater equity of fiscal policy	29.4%	27.6%
Education and training that better ensure job opportunity	52.9%	47.4%
Better quality public services	0.0%	2.6%
Other	0.0%	0.0%

**Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally*

B. Overall Attitudes toward the World Bank Group

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

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
World Bank*	19	8.53	1.71	78	7.28	2.01
Inter-American Development Bank	19	8.47	1.95	78	7.54	1.87
Latin American Development Bank	19	5.63	4.19	74	5.85	4.10
Central American Bank for Economic Integration	19	7.00	2.79	75	7.00	2.14

**Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally*

Overall, please rate your impression of the effectiveness of these organizations in El Salvador?

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

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
World Bank	19	7.53	1.61	66	7.06	1.60
Inter-American Development Bank	18	7.72	1.41	70	7.36	1.24
Latin American Development Bank	3	7.33	.58	15	4.73	2.12
Central American Bank for Economic Integration	14	6.64	1.74	61	6.74	1.67

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help El Salvador solve its most complicated development challenges?	19	8.11	1.56	60	7.83	1.29

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

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

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

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Social protection*	26.3%	6.5%
Public sector governance/ reform	47.4%	37.7%
Transport	0.0%	0.0%
Poverty reduction	15.8%	37.7%
Global/regional integration	0.0%	0.0%
Gender equity	5.3%	1.3%
Crime and violence	21.1%	26.0%
Domestic private sector development	10.5%	11.7%
Rural development	5.3%	10.4%
Foreign direct investment	10.5%	3.9%
Water and sanitation	0.0%	0.0%
Energy	0.0%	0.0%
Job creation/employment	5.3%	16.9%
Financial markets	0.0%	0.0%
Urban development	0.0%	1.3%
Environmental sustainability	5.3%	1.3%
Equality of opportunity	15.8%	6.5%
Health	0.0%	15.6%
Education	47.4%	68.8%
Food security	0.0%	1.3%
Climate change	5.3%	3.9%
Agricultural development	0.0%	7.8%
Trade and exports	10.5%	6.5%
Economic growth	31.6%	18.2%
Law and justice*	15.8%	0.0%
Regulatory framework	0.0%	1.3%
Communicable/non-communicable diseases	0.0%	0.0%
Natural resource management	0.0%	0.0%
Anti corruption	5.3%	6.5%
Information and communications technology	0.0%	5.2%
Disaster management	5.3%	2.6%

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in El Salvador?

Greatest Value Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Convening/Facilitating	0.0%	0.0%
Data*	10.5%	0.0%
Policy advice, studies, analyses	26.3%	11.8%
Financial resources	47.4%	58.8%
Capacity development	10.5%	14.7%
Technical assistance	0.0%	5.9%
Mobilizing third party financial resources	5.3%	4.4%
Donor coordination	0.0%	1.5%
Linkage to non-Bank expertise	0.0%	2.9%
Other	0.0%	0.0%

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

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

When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in El Salvador?

2 nd Greatest Value Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Convening/Facilitating	0.0%	2.9%
Data	5.3%	1.5%
Policy advice, studies, analyses	10.5%	25.0%
Financial resources	15.8%	17.6%
Capacity development	21.1%	11.8%
Technical assistance	31.6%	27.9%
Mobilizing third party financial resources	0.0%	8.8%
Donor coordination	0.0%	1.5%
Linkage to non-Bank expertise*	15.8%	2.9%
Other	0.0%	0.0%

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

How effectively do the World Bank Group's activities below support El Salvador's efforts to achieve development results?
(1-Not effective at all, 10-Very effective)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Convening/Facilitating	16	7.94	1.18	52	7.15	1.74
Data*	16	8.19	1.33	63	7.11	1.58
Policy advice, studies, analyses	18	7.72	1.49	66	7.77	1.38
Financial resources	18	8.28	1.53	64	7.88	1.49
Technical assistance	18	8.33	.97	63	7.81	1.33
Mobilizing third party financial resources	14	7.00	2.08	38	6.95	1.66
Donor coordination*	15	5.93	2.25	44	7.39	1.56
Linkage to non-Bank expertise	14	5.93	1.94	34	6.32	2.47

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

The World Bank Group can provide capacity building support in a number of ways in El Salvador. To what degree would El Salvador benefit, if capacity building were to support...? (1-To no degree at all, 10-To a very significant degree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Groups outside of government (e.g., civil society, media) to help them more effectively engage and participate in development efforts	17	7.94	1.34	75	7.75	2.12
The public sector, related to implementation of specific development projects on the ground	19	8.89	1.37	73	8.51	1.38
The public sector, related to changing institutions (organizations or sociopolitical conditions)	18	8.72	1.45	75	8.31	1.41
The private sector, related to institutional and policy change	19	8.32	.89	74	7.68	1.69

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

How **EFFECTIVE** do you believe the World Bank Group is in terms of the capacity building work it does in each of the following areas in El Salvador? (1-Not effective at all, 10-Very effective)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Project implementation (or other organizational strengthening)	12	7.92	1.24	40	7.13	1.65
Citizen engagement (incorporating citizens' voices into development)	7	7.43	1.40	24	6.67	2.06
Policy design (for clarity and better incentives to achieve development goals)	10	7.20	1.48	39	7.15	1.44

When thinking about how to improve capacity building in El Salvador to help ensure better development results, looking forward, how **IMPORTANT** is it for the World Bank Group to be involved in the following aspects of capacity building? (1-Not important at all, 10-Very important)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Project implementation (or other organizational strengthening)	18	8.78	.94	48	8.71	1.05
Citizen engagement (incorporating citizens' voices into development)	13	8.62	1.50	47	8.36	1.36
Policy design (for clarity and better incentives to achieve development goals)	15	8.87	.74	51	9.00	.82

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

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Staff too inaccessible	5.6%	2.6%
Not exploring alternative policy options*	11.1%	1.3%
Not adequately sensitive to political/social realities in El Salvador	27.8%	14.3%
Not enough public disclosure of its work	16.7%	31.2%
Arrogant in its approach	0.0%	1.3%
Not aligned with country priorities	11.1%	14.3%
The credibility of its knowledge/data	0.0%	0.0%
World Bank Group's processes too complex	16.7%	6.5%
Not willing to honestly criticize policies and reform efforts in the country	0.0%	11.7%
Too influenced by developed countries	11.1%	15.6%
Imposing technocratic solutions without regard to political realities	11.1%	15.6%
World Bank Group's processes too slow	11.1%	11.7%
Too bureaucratic in its operational policies and procedures	33.3%	16.9%
Not aligned with other donors' work	0.0%	3.9%
Not collaborating enough with non-state actors	5.6%	9.1%
Not client focused*	5.6%	0.0%
Other*	27.8%	3.9%
Don't know	5.6%	19.5%

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

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

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

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Capacity development	63.2%	41.0%
Policy based lending / budget support to the Government	26.3%	25.6%
Knowledge products/services*	15.8%	2.6%
Investment lending	57.9%	75.6%
Technical assistance	26.3%	38.5%
Trust Fund management	5.3%	3.8%
Other	0.0%	3.8%
Don't know	0.0%	3.8%

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

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

(1-Strongly disagree, 10-Strongly agree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in El Salvador*	19	8.26	1.41	73	6.93	1.66
The World Bank Group's work is aligned with what I consider the development priorities for El Salvador	18	7.17	1.69	69	6.72	1.62
The World Bank Group supports El Salvador's efforts to reduce social exclusion	18	7.44	1.42	63	7.10	1.70
The World Bank Group supports programs and strategies that are realistic for El Salvador	18	7.67	1.53	71	6.83	1.66
The World Bank Group treats clients and stakeholders in El Salvador with respect	17	8.06	.97	55	7.62	1.58
The World Bank Group is an organization that does not represent a particular ideological perspective in El Salvador	17	7.29	2.31	65	7.63	2.18
The World Bank Group is an organization that is not overly influenced by any particular country	17	6.24	3.11	56	5.46	2.65
The World Bank Group respects the positions, views and demands of the government of El Salvador	19	7.58	1.92	58	7.45	2.01
The World Bank Group listens and takes into account your views	17	7.18	2.35	61	7.02	1.82

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
When considering the national development needs in El Salvador, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides in El Salvador meet the national development needs of El Salvador	19	7.26	.93	68	6.94	1.38

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

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

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

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Responsiveness	19	6.79	1.65	52	7.12	1.41
Flexibility (in terms of the institution's products and services)	18	6.28	1.60	46	7.02	1.39
Flexibility (in terms of changing country circumstances)*	18	6.11	1.64	56	7.25	1.37
Being inclusive	16	7.25	1.53	53	7.19	1.56
Openness	15	7.67	1.29	56	7.64	1.41
Staff accessibility	18	7.83	1.29	53	7.53	1.83
Straightforwardness and honesty	18	8.39	1.20	51	8.16	1.33
Ease of access to the people at the World Bank Group who are making decisions important to my work	19	7.68	1.86	46	7.65	2.00
Collaboration with civil society	13	6.85	1.21	50	6.82	1.97
Collaboration with the Government	18	8.00	.84	61	8.16	1.16
Collaboration with other donors and development partners	12	7.08	1.38	41	7.85	1.22
Collaboration with the private sector	4	8.00	.82	22	6.77	1.93
The speed in which it gets things accomplished on the ground	17	6.41	1.54	38	7.11	1.47
Being a long-term partner	18	8.22	1.40	60	8.22	1.47

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

To be more effective development partner in El Salvador, do you believe that the World Bank Group should have?
(Select only ONE response)

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
More local presence	94.7%	68.5%
The current level of local presence is adequate	0.0%	17.8%
Less local presence	0.0%	1.4%
Don't know	5.3%	12.3%

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

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
The World Bank Group does not do adequate follow through/follow-up	5.3%	11.0%
There is not an adequate level of citizen/civil society participation*	0.0%	26.0%
The World Bank Group is not sensitive enough to political/social realities on the ground	26.3%	28.8%
Lack of/inadequate levels of capacity in Government	15.8%	20.5%
Poor donor coordination	0.0%	2.7%
The World Bank Group works too slowly	10.5%	6.8%
The Government works inefficiently*	47.4%	23.3%
Political pressures and obstacles	42.1%	31.5%
Reforms are not well thought out in light of country challenges	15.8%	23.3%
Other	26.3%	11.0%

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

C. World Bank Group's Effectiveness and Results

In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in El Salvador? (1-Not important at all, 10-Very important)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Anti corruption	19	8.42	2.06	76	8.49	1.57
Information and communications technology	19	7.58	2.48	71	7.70	1.61
Transport	19	7.58	1.95	73	8.03	1.52
Crime and violence	19	8.47	1.74	76	8.80	1.37
Law and justice	17	7.82	1.85	73	8.26	1.61
Urban development	19	7.63	1.34	71	7.44	1.79
Environmental sustainability	19	8.47	1.12	72	8.44	1.19
Regulatory framework	19	7.68	1.57	72	7.47	1.88
Communicable/non-communicable diseases	17	6.65	2.60	68	7.44	1.77
Poverty reduction	19	9.32	1.00	77	9.30	1.05
Gender equity	17	8.12	1.69	74	7.85	1.71
Domestic private sector development	19	8.00	1.45	75	7.76	1.75
Foreign direct investment	19	8.21	2.15	74	8.35	1.36
Water and sanitation	17	8.35	1.50	74	8.61	1.27
Trade and exports	19	7.79	1.75	65	7.86	1.72
Economic growth	19	8.79	1.40	72	8.79	1.23
Energy	19	8.26	2.18	72	8.25	1.25
Disaster management	19	8.53	1.84	70	8.23	1.36
Public sector governance/ reform	19	8.89	1.10	76	8.80	1.37
Job creation/employment	19	8.42	1.77	75	8.51	1.39
Financial markets	17	7.24	1.64	66	7.41	1.78
Equality of opportunity	17	8.53	1.33	71	8.23	1.52
Health*	19	7.79	1.62	74	8.66	1.40
Rural development	19	8.26	1.41	75	8.41	1.26
Global/regional integration	17	8.00	1.66	74	7.69	1.53
Food security	17	8.06	1.30	74	8.39	1.29
Education	19	9.32	1.16	75	9.36	.88
Social protection	19	8.53	1.81	74	8.22	1.52
Climate change	17	8.41	1.28	74	8.08	1.41
Agricultural development	19	8.11	1.66	75	8.45	1.22
Natural resource management	17	6.88	1.69	69	6.77	2.41

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

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

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

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Anti corruption	10	6.40	2.01	25	6.28	1.95
Information and communications technology	6	7.50	1.76	24	7.00	1.50
Transport	7	8.00	1.00	28	7.75	1.27
Crime and violence	6	6.50	1.76	23	6.70	1.52
Law and justice	6	6.50	1.97	24	6.88	1.51
Environmental sustainability	11	7.45	1.44	24	7.25	1.11
Regulatory framework	13	7.38	1.50	18	7.56	1.79
Communicable/non-communicable diseases	3	7.33	1.15	21	7.38	1.63
Poverty reduction	18	7.50	1.54	43	7.28	1.65
Gender equity	11	7.27	2.05	33	7.09	1.63
Domestic private sector development	8	7.25	1.49	19	7.21	1.55
Foreign direct investment	8	6.50	1.69	20	7.10	2.00
Trade and exports	8	6.75	1.83	21	7.19	1.57
Economic growth	13	6.62	1.61	38	7.42	1.52
Disaster management*	9	7.89	1.05	21	6.76	1.18
Public sector governance/ reform	15	7.47	1.51	38	7.47	1.41
Job creation/employment	9	6.67	1.80	21	6.90	1.92
Financial markets	6	7.50	.55	21	7.38	1.53
Equality of opportunity	10	7.50	1.43	25	7.56	1.45
Health	11	7.55	1.13	31	7.97	1.08
Rural development	12	7.00	1.41	31	7.58	1.36
Global/regional integration	9	6.44	2.01	23	7.48	1.38
Food security	6	7.17	2.14	22	7.36	1.53
Education	15	7.53	1.41	41	7.46	1.45
Social protection	14	7.71	1.14	32	7.22	1.60
Climate change	12	7.00	1.48	21	7.14	1.31
Agricultural development	6	7.33	.82	25	7.44	1.42
Natural resource management	6	7.33	1.21	13	6.38	3.01

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

Where are the World Bank Group's decisions made primarily that support the program in El Salvador?*

(Select only ONE response)

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
At the Headquarters (in Washington D.C.)	94.7%	62.8%
In the country	0.0%	7.7%
Don't know	5.3%	29.5%

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in El Salvador?	19	7.37	1.54	65	6.89	1.28

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

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

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

(1-Strongly disagree, 10-Strongly agree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of El Salvador*	18	7.72	1.49	65	6.55	1.52
The World Bank Group meets El Salvador's needs for knowledge services*	18	7.61	1.61	61	6.77	1.55

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group measures and corrects its work in real time in El Salvador?	17	7.24	1.64	34	6.56	1.74

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

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

How frequently do you consult World Bank Group's knowledge work and activities in the work you do?

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Weekly	10.5%	8.0%
Monthly	15.8%	13.3%
A few times a year	68.4%	45.3%
Rarely	5.3%	28.0%
Never	0.0%	5.3%

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

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

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Are timely	17	7.29	1.53	56	7.27	1.55
Are relevant to El Salvador's development priorities	19	7.47	1.65	58	7.26	1.45
Lead to practical solutions	19	7.11	1.52	55	6.62	1.65
Are accessible (well written and easy to understand)	18	7.61	1.09	56	7.29	1.53
Enhance your knowledge and/or skills	19	8.16	1.12	56	7.61	1.20
Are translated enough into local language	17	7.12	1.76	55	7.87	1.58
Are adaptable to El Salvador's specific development challenges and country circumstances	19	7.16	1.30	56	7.34	1.39

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	18	7.17	1.47	60	7.05	1.28
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	19	8.11	.99	59	7.78	1.50

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

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

Have you read/consulted the most recent LAC Flagship Report: [Latin American Entrepreneur Many Firms but Little Innovation]?

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Yes	31.6%	17.9%
No	68.4%	82.1%

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent do you believe this Flagship Report raised substantive new information and insight that you were not aware of prior to reading?	6	7.00	1.10	15	7.53	1.46
To what extent do you believe this Flagship Report provided you with useful information in terms of the work you do?	6	7.33	1.03	16	7.06	1.98

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

E. Working with the World Bank Group

To what extent does each of the following aspects of the World Bank Group's technical assistance/advisory work contribute to solving El Salvador's development challenges? (1-To no degree at all, 10-To a very significant degree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Conceptualization (understanding and framing the problem)	18	7.28	1.74	55	7.53	1.26
Design (appraising and planning the solutions)	18	7.67	1.24	56	7.25	1.38
Implementation (Executing, carrying out, monitoring, and making appropriate adjustments)	18	7.83	1.47	53	7.42	1.34
Evaluation (assessing the impact and results)	18	7.78	1.80	50	7.62	1.35

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

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	11	6.91	1.70	44	7.32	1.51
The World Bank Group effectively monitors and evaluates the projects and programs it supports	18	7.72	1.84	48	7.75	1.71
The World Bank Group's approvals and reviews are done in a timely fashion	16	7.56	1.63	39	7.67	1.47
The World Bank Group's "Safeguard Policy" requirements are reasonable	14	7.21	1.19	32	7.69	1.15
The World Bank Group's conditions on its lending are reasonable	15	7.20	1.61	46	6.74	2.02
The World Bank Group takes decisions quickly in El Salvador	15	7.13	2.17	40	7.10	1.66
Working with the World Bank Group increases El Salvador's institutional capacity	16	7.50	1.75	57	7.42	1.38
The World Bank Group ensures consistency and continuity through staff changes	14	7.57	1.40	34	7.44	1.24
Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	11	7.73	1.85	26	7.85	1.01
The World Bank Group provides effective implementation support (i.e., supervision of projects)	17	7.76	1.68	39	7.97	1.22

E. Working with the World Bank Group (continued)

Which of the following best describes the way the World Bank Group operates in El Salvador?

(Select only ONE response)

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
The World Bank Group takes too much risk in El Salvador	0.0%	2.7%
The World Bank Group does not take enough risk in El Salvador	31.6%	20.0%
The World Bank Group's approach to risk is appropriate	47.4%	26.7%
Don't know	15.8%	30.7%
Prefer not to answer	5.3%	20.0%

F. Recent Trends and the Future Role of the World Bank Group in El Salvador

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
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 El Salvador?	18	7.44	1.62	58	7.14	1.21
How significant a role do you believe that international development cooperation SHOULD play in El Salvador's development in the near future?	19	8.37	1.21	74	8.82	1.39

(1-To no degree at all, 10-To a very significant degree; 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 El Salvador?

(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Provide more adequate data/knowledge/statistics/figures on El Salvador's economy	5.3%	19.2%
Collaborate more effectively with Government clients	42.1%	23.1%
Offer more innovative financial products	10.5%	20.5%
Improve the competitiveness of its financing compared to markets	0.0%	10.3%
Reach out more to groups outside of Government	10.5%	26.9%
Improve the quality of its experts as related to El Salvador's specific challenges*	21.1%	6.4%
Offer more innovative knowledge services	10.5%	5.1%
Ensure greater selectivity in its work	0.0%	1.3%
Increase the level of capacity development in the country	68.4%	48.7%
Reduce the complexity of obtaining World Bank Group financing	15.8%	16.7%
Increase availability of Fee-Based services	0.0%	1.3%
Work faster	0.0%	3.8%
Other	15.8%	9.0%

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

F. Recent Trends and the Future Role of the World Bank Group in El Salvador (continued)

When considering the combination of services that the World Bank Group offers in El Salvador, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in El Salvador?* (Select only ONE response)

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Financial services	11.1%	29.3%
Knowledge products	50.0%	13.3%
Convening services	0.0%	4.0%
None of the above	0.0%	1.3%
The combination is appropriate for El Salvador	38.9%	38.7%
Don't know	0.0%	13.3%

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

G. Communication and Information Sharing

How do you get most of your information about economic and social development issues in El Salvador?

(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Local newspapers	36.8%	47.4%
International newspapers	0.0%	0.0%
Local radio	0.0%	2.6%
International radio	0.0%	1.3%
Local television	10.5%	14.1%
International television	0.0%	3.8%
Periodicals	63.2%	48.7%
Internet	57.9%	62.8%
Social media	10.5%	5.1%
Blogs	0.0%	0.0%
Mobile phones	0.0%	0.0%
Instant messaging	0.0%	0.0%
Other	21.1%	9.0%

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

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Blogs	0.0%	3.8%
Direct contact with World Bank Group*	63.2%	29.5%
e-Newsletters	47.4%	61.5%
Instant messaging	0.0%	2.6%
World Bank Group's seminars/workshops/conferences	42.1%	35.9%
World Bank Group's publications and other written materials	21.1%	44.9%
Mobile phones	0.0%	0.0%
Social media	0.0%	2.6%
World Bank Group's website	15.8%	16.7%
Other*	10.5%	0.0%

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

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	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Yes	10.5%	25.7%
No	89.5%	74.3%

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

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Yes	100.0%	87.8%
No	0.0%	12.2%

G. Communication and Information Sharing (continued)

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

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
When I need information from the World Bank Group I know how to find it*	19	8.42	1.71	68	7.21	2.22
The World Bank Group's social media channels are valuable sources of information about the institution	14	7.21	2.33	47	7.62	2.10
The World Bank Group is responsive to my information requests and inquiries	15	7.73	1.94	37	8.19	1.87

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

H. Background Information

Which of the following agencies of the World Bank Group do you work with in El Salvador? (Select all that apply)

Percentage of Respondents (Responses Combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
The World Bank*	78.9%	22.4%
The International Finance Corporation*	31.6%	9.2%
The Multilateral Investment Guarantee Agency*	10.5%	1.3%
None*	0.0%	75.0%

*Significantly different between stakeholders who do and do not collaborate with the World Bank Group professionally

Do your projects involve both the World Bank and IFC?

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Yes	36.8%	17.8%
No	63.2%	82.2%

If yes, what was your view on the two institutions working together in El Salvador?

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Working well together	14.3%	50.0%
Collaborating but needs improvement	71.4%	33.3%
Don't know	14.3%	16.7%

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

Indicator Question	Currently, do you professionally collaborate/work with the World Bank in your country?		Which of the following describes most of your exposure to the World Bank in El Salvador? (Choose no more than TWO)									
	No Mean	Yes Mean	Observer		Use WB reports/data		Engage in WB activities		Collaborate		Use WB website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
Overall, please rate your impression of the effectiveness of the World Bank	7.06	7.53	7.33	6.55	7.26	7.19	7.32	7.13	7.10	7.63	7.11	7.37
To what extent do you believe the World Bank Group's staff is well prepared to help El Salvador solve its most complicated development challenges?	7.83	8.11	7.98	8.11	8.13	7.86	8.16	7.84	7.98	8.06	7.88	8.16
Overall the World Bank Group currently plays a relevant role in development in El Salvador	6.93	8.26	7.42	6.45	7.84	6.71	7.10	7.54	7.04	8.21	7.35	7.24
The World Bank Group's work is aligned with what I consider the development priorities for El Salvador	6.72	7.17	6.92	6.40	7.20	6.51	6.66	7.08	6.69	7.44	6.83	6.89
Responsiveness	7.12	6.79	7.03	7.11	6.92	7.19	7.33	6.78	7.00	7.17	7.05	7.04
Flexibility (in terms of the institution's products and services)	7.02	6.28	6.84	6.57	6.55	7.10	6.80	6.82	6.98	6.39	6.79	6.83
Flexibility (in terms of changing country circumstances)	7.25	6.11	7.02	6.75	6.49	7.50	6.92	7.06	7.22	6.28	6.98	7.00
Being inclusive	7.19	7.25	7.07	8.13	7.14	7.26	7.23	7.15	7.19	7.21	7.39	6.97
Openness	7.64	7.67	7.63	8.00	7.71	7.63	7.47	7.88	7.65	7.73	7.64	7.71
Staff accessibility	7.53	7.83	7.65	7.50	7.77	7.49	7.22	8.09	7.58	7.78	7.66	7.59
Straightforwardness and honesty	8.16	8.39	8.22	8.22	8.53	7.87	8.03	8.44	8.02	8.78	8.21	8.24
Ease of access to the people at the World Bank Group who are making decisions important to my work	7.65	7.68	7.71	7.40	7.81	7.52	7.32	8.03	7.50	8.25	7.86	7.48
Collaboration with civil society	6.82	6.85	6.68	7.78	6.90	6.77	6.81	6.87	6.73	7.23	7.14	6.42
Collaboration with the Government	8.16	8.00	8.13	8.00	8.15	8.08	8.03	8.21	8.02	8.47	8.16	8.06
Collaboration with other donors and development partners	7.85	7.08	7.66	8.00	7.44	7.96	7.56	7.81	7.69	7.69	8.00	7.27
Collaboration with the private sector	6.77	8.00	6.90	7.17	7.08	6.85	7.00	6.92	6.95	7.00	6.94	7.00
The speed in which it gets things accomplished on the ground	7.11	6.41	6.89	6.88	6.81	7.00	6.92	6.87	6.92	6.80	6.74	7.09
Being a long-term partner	8.22	8.22	8.29	8.00	8.21	8.29	7.97	8.54	8.21	8.39	8.36	8.10
To what extent does the World Bank Group's work help to achieve development results in El Salvador?	6.89	7.37	7.07	6.83	7.38	6.69	6.95	7.13	6.90	7.47	6.91	7.22
The World Bank Group's financial instruments meet the needs of El Salvador	6.55	7.72	6.90	6.64	7.28	6.44	6.77	6.95	6.60	7.72	6.85	6.87
The World Bank Group meets El Salvador's needs for knowledge services	6.77	7.61	7.06	6.50	7.31	6.71	6.90	7.08	6.72	7.79	6.96	7.03
The World Bank Group knowledge work and activities are adaptable to El Salvador's specific development challenges and country circumstances	7.34	7.16	7.38	6.50	7.31	7.27	7.31	7.26	7.22	7.50	7.16	7.48
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	7.05	7.17	7.12	6.80	7.22	6.95	6.95	7.21	6.97	7.44	7.13	7.00
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.78	8.11	7.94	7.38	7.89	7.87	7.72	8.05	7.77	8.21	7.98	7.74
The World Bank Group takes decisions quickly in El Salvador	7.10	7.13	7.16	6.40	7.52	6.67	6.92	7.23	6.90	7.60	7.09	7.10
Where country systems are adequate, the World Bank Group makes appropriate use of them	7.85	7.73	7.91	7.20	8.00	7.53	7.32	8.33	7.88	7.64	7.81	7.81

Yellow highlight indicates significant difference between Yes and No mean.

Appendix E: Indicator Questions by Stakeholder Groups

	Which of the following best describes your current position?																																
	Office of President/ Prime Minister/ Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on Bank project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia/ Research institute/ Think tank			Other					
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
Overall, please rate your impression of the effectiveness of the World Bank*	9	7.00	1.87	8	8.25	1.04	6	7.67	0.52	7	7.00	1.29	10	8.00	1.33	13	6.00	2.04	9	8.33	1.58	6	6.17	1.17	8	6.63	1.19	8	6.75	1.04			
To what extent do you believe the World Bank Group's staff is well prepared to help El Salvador solve its most complicated development challenges?*	10	7.40	1.51	8	8.88	0.99	6	8.00	1.10	7	7.86	1.07	9	8.67	1.22	11	7.91	1.38	7	8.57	0.98	6	6.83	0.75	7	7.57	1.62	7	6.86	1.46			
Overall the World Bank Group currently plays a relevant role in development in El Salvador	13	6.92	0.86	8	8.38	1.60	6	8.67	0.82	7	7.29	2.36	11	7.55	1.57	16	7.06	1.95	9	7.00	1.58	6	6.33	1.03	7	6.86	2.04	8	6.50	2.00			
The World Bank Group's work is aligned with what I consider the development priorities for El Salvador	13	6.62	1.12	8	7.63	1.30	5	8.40	0.55	6	6.83	2.23	10	7.70	1.64	15	6.40	2.06	9	6.44	1.74	6	6.00	0.89	7	6.43	1.72	7	6.29	1.25			
Responsiveness	11	7.00	1.61	5	8.00	0.00	6	7.67	0.52	7	6.57	1.99	9	7.00	1.87	9	6.56	1.42	7	7.29	0.95	6	6.00	1.55	6	7.50	1.64	4	7.25	1.50			
Flexibility (in terms of the institution's products and services)	9	7.33	1.94	5	7.20	1.10	6	7.00	1.10	5	7.40	1.67	9	6.89	1.36	10	6.10	1.37	6	7.50	0.55	4	5.00	.00	5	6.80	1.64	4	6.75	2.22			
Flexibility (in terms of changing country circumstances)	13	7.31	1.60	5	7.60	0.55	6	6.67	1.63	5	7.20	1.64	9	7.33	1.66	12	6.50	1.57	7	7.71	0.95	6	6.33	1.37	7	6.57	1.62	3	6.33	2.52			
Being inclusive*	13	7.00	1.00	5	8.20	0.84	6	7.67	0.52	6	7.17	1.17	9	7.89	1.05	11	6.09	2.17	5	8.00	0.00	4	5.50	0.58	6	7.50	1.97	3	7.67	3.21			
Openness	13	7.85	1.52	5	8.80	0.84	6	8.00	0.00	5	7.40	1.82	9	7.89	.78	12	6.67	1.67	7	8.14	0.90	4	8.00	0.00	6	6.83	1.94	3	7.67	1.15			
Staff accessibility	13	7.85	1.57	5	8.80	0.84	6	8.50	0.55	6	6.83	1.33	9	8.44	0.88	12	6.33	2.42	7	8.14	1.46	4	7.00	1.15	4	7.25	1.50	4	7.50	2.38			
Straightforwardness and honesty	11	8.00	1.41	5	9.20	1.10	6	8.50	0.55	6	8.33	1.03	9	8.44	1.01	10	7.80	1.14	7	8.86	1.21	4	8.50	.58	6	7.17	1.94	4	7.75	2.22			
Ease of access to the people at the World Bank Group who are making decisions important to my work*	13	7.92	1.61	5	8.80	0.84	6	8.67	0.82	7	7.86	1.07	9	8.56	0.73	9	5.00	2.74	5	7.60	1.14	4	8.50	.58	4	6.25	2.75	2	9.50	0.71			
Collaboration with civil society*	6	6.83	.75	2	7.00	0.00	6	8.00	0.00	5	6.80	1.10	9	8.00	0.71	13	5.69	2.63	7	7.43	1.13	4	4.50	0.58	6	7.00	1.90	4	7.25	2.75			
Collaboration with the Government	13	8.08	0.95	5	8.60	0.55	6	8.00	0.00	6	7.83	1.17	10	8.10	1.37	12	8.42	0.90	9	8.44	1.33	6	7.67	1.37	8	8.00	1.20	3	7.67	2.08			
Collaboration with other donors and development partners	7	7.57	0.98	2	8.00	0.00	6	7.50	0.55	6	6.50	1.76	6	8.17	.75	8	7.75	1.04	8	8.38	1.06	2	8.00	.00	4	8.25	1.71	3	7.33	2.52			
Collaboration with the private sector	1	6.00								2	8.50	0.71	4	5.75	2.63	3	6.00	1.73	7	7.29	1.38	4	6.00	0.00	3	9.00	1.00	1	10.00				
The speed in which it gets things accomplished on the ground	6	6.50	1.38	5	7.20	0.45	6	6.50	0.55	3	6.33	2.52	9	6.89	1.96	8	7.00	1.31	5	7.20	1.10	6	7.67	0.52	3	5.33	2.89	3	8.33	2.08			
Being a long-term partner	13	8.08	1.55	5	9.40	0.55	6	8.33	.52	5	8.40	0.55	10	8.60	0.97	13	7.85	2.08	8	8.00	1.07	6	9.00	.89	7	8.00	1.63	4	7.50	2.08			
To what extent does the World Bank Group's work help to achieve development results in El Salvador?*	11	6.82	0.98	6	7.83	1.47	6	8.33	0.52	7	6.86	1.35	9	7.67	1.66	14	6.64	1.55	8	7.25	1.16	6	6.67	0.52	8	5.88	1.46	8	6.75	0.89			
The World Bank Group's financial instruments meet the needs of El Salvador*	11	6.91	0.54	5	8.60	0.89	6	8.00	0.00	6	7.00	1.41	11	7.73	1.49	13	6.15	1.72	8	6.75	1.98	6	6.33	1.03	8	5.13	1.73	8	6.25	1.16			
The World Bank Group meets El Salvador's needs for knowledge services*	11	6.55	0.82	6	8.00	0.89	6	7.83	0.41	6	7.50	1.38	10	7.40	1.65	14	6.71	1.82	8	7.88	1.89	6	6.00	1.55	8	5.63	1.69	3	6.00	1.73			
The World Bank Group knowledge work and activities are adaptable to El Salvador's specific development challenges and country circumstances*	11	7.09	0.83	5	8.00	1.00	6	7.67	0.82	6	7.17	1.72	9	7.89	1.36	14	7.29	1.27	8	8.25	1.58	6	6.00	0.00	7	6.29	1.89	3	7.00	1.00			
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	11	6.64	1.12	6	7.83	1.47	6	7.83	0.41	6	6.67	1.03	9	7.78	0.83	14	6.71	1.54	8	8.00	1.60	6	7.00	0.89	8	6.25	1.28	3	6.00	1.00			
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	11	7.91	1.04	6	8.00	1.55	6	8.50	.55	7	8.00	1.53	9	8.78	.97	14	7.00	1.71	9	8.44	1.42	6	7.67	0.52	7	7.29	1.50	2	6.00	0.00			
The World Bank Group takes decisions quickly in El Salvador*	8	7.00	1.51	5	9.00	0.00	6	7.67	0.82	4	8.00	1.63	7	7.86	1.57	7	6.29	2.36	7	7.29	1.80	4	6.50	.58	4	5.00	2.16	2	5.00	1.41			
Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	4	8.50	0.58	5	7.80	1.64	6	7.33	1.63	4	8.75	1.50	6	8.33	0.52	4	8.00	0.82	4	6.75	1.26				2	7.00	1.41	2	7.00	1.41			

*Significantly different between stakeholder groups

Appendix F: El Salvador FY 2014 Questionnaire



World Bank Group Country Survey FY14 – El Salvador

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

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

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

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

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

SECTION A: GENERAL ISSUES FACING EL SALVADOR

A1. In general would you say that El Salvador is headed in ... ?	
1	The right direction
2	The wrong direction
3	Not sure

SECTION A: GENERAL ISSUES

A2. Listed below are a number of development priorities in El Salvador.			
Please identify which of the following you consider the most important development priorities in El Salvador? (Choose no more than THREE)			
1	Social protection (e.g., pensions, targeted social assistance)	17	Education
2	Transport (e.g., roads, bridges, transportation)	18	Poverty reduction
3	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	19	Energy
4	Global/regional integration	20	Food security
5	Gender equity	21	Climate change (e.g., mitigation, adaptation)
6	Domestic private sector development	22	Agricultural development
7	Foreign direct investment	23	Trade and exports
8	Water and sanitation	24	Crime and violence
9	Anti-corruption	25	Economic growth
10	Job creation/employment	26	Law and justice (e.g., judicial system)
11	Rural development	27	Regulatory framework
12	Financial markets	28	Communicable/non-communicable diseases
13	Urban development	29	Natural resource management (e.g., oil, gas, mining)
14	Environmental sustainability	30	Disaster management
15	Equality of opportunity (i.e., equity)	31	Information and communications technology
16	Health		

SECTION A: GENERAL ISSUES

A3. 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 El Salvador? (Choose no more than THREE)			
1	Water and sanitation	16	Anti corruption
2	Equality of opportunity (i.e., equity)	17	Domestic private sector development
3	Economic growth	18	Foreign direct investment
4	Climate change (e.g., mitigation, adaptation)	19	Education
5	Global/regional integration	20	Energy
6	Gender equity	21	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
7	Rural development	22	Natural resource management (e.g., oil, gas, mining)
8	Urban development	23	Environmental sustainability
9	Regulatory framework	24	Disaster management
10	Social protection (e.g., pensions, targeted social assistance)	25	Health
11	Law and justice (e.g., judicial system)	26	Agricultural development
12	Transport (e.g., roads, bridges, transportation)	27	Job creation/employment
13	Crime and violence	28	Financial markets
14	Communicable/non-communicable diseases	29	Trade and exports
15	Information and communications technology	30	Food security

SECTION A: GENERAL ISSUES

A4. Economic growth can be driven by a number of factors.			
Which THREE areas below do you believe would contribute most to generating economic growth in El Salvador? (Choose no more than THREE)			
1	Energy	16	Communicable/non-communicable diseases
2	Gender equity	17	Trade and exports
3	Equality of opportunity (i.e., equity)	18	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
4	Social protection (e.g., pensions, targeted social assistance)	19	Domestic private sector development
5	Global/regional integration	20	Job creation/employment
6	Climate change (e.g., mitigation, adaptation)	21	Agricultural development
7	Anti corruption	22	Food security
8	Disaster management	23	Transport (e.g., roads, bridges, transportation)
9	Rural development	24	Natural resource management (e.g., oil, gas, mining)
10	Foreign direct investment	25	Environmental sustainability
11	Urban development	26	Health
12	Water and sanitation	27	Law and justice (e.g., judicial system)
13	Education	28	Crime and violence
14	Information and communications technology	29	Financial markets
15	Regulatory framework		

A5. When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in El Salvador? (Choose no more than TWO)	
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 reliable social safety net
12	Greater equity of fiscal policy
13	Education and training that better ensure job opportunity
14	Better quality public services
15	Other (please specify): _____

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

How familiar are you with the work of these organizations in El Salvador?												
		Not familiar at all										Extremely familiar
		1	2	3	4	5	6	7	8	9	10	
B1	World Bank (WB/BM)	1	2	3	4	5	6	7	8	9	10	
B2	Inter-American Development Bank (IDB/BID)	1	2	3	4	5	6	7	8	9	10	
B3	Latin American Development Bank (CAF)	1	2	3	4	5	6	7	8	9	10	
B4	Central American Bank for Economic Integration (CABEI/BCiE)	1	2	3	4	5	6	7	8	9	10	

Overall, please rate your impression of the effectiveness of these organizations in El Salvador.													
		Not effective at all										Extremely effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
B5	World Bank (WB/BM)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
B6	Inter-American Development Bank (IDB/BID)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
B7	Latin American Development Bank (CAF)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
B8	Central American Bank for Economic Integration (CABEI/BCiE)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

B9. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help El Salvador solve its most complicated development challenges?													
		1	2	3	4	5	6	7	8	9	10		
		To no degree at all										To a very significant degree	Don't know
		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 B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B10. When thinking about how the World Bank Group can have the most impact on development results in El Salvador, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in El Salvador? (Choose no more than THREE)

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

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B11. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in El Salvador?		Greatest Value (Choose only ONE)	Second Greatest Value (Choose only ONE)
1	Convening/Facilitating	<input type="checkbox"/>	<input type="checkbox"/>
2	Data	<input type="checkbox"/>	<input type="checkbox"/>
3	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
4	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
5	Capacity development (e.g. Institutional strengthening)	<input type="checkbox"/>	<input type="checkbox"/>
6	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
7	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
8	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
9	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	<input type="checkbox"/>	<input type="checkbox"/>
10	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

How effectively do the World Bank Group's activities below support El Salvador's efforts to achieve development results?													
		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
B12	Convening/Facilitating	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B13	Data	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B14	Policy advice, studies, analyses	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B15	Financial resources	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B16	Technical assistance	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B17	Mobilizing third party financial resources	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B18	Donor coordination	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B19	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

The World Bank Group can provide capacity building support in a number of ways in El Salvador. To which degree would El Salvador benefit, if capacity building were to support...?													
		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
B20	Groups outside of government (e.g., civil society, media) to help them more effectively engage and participate in development efforts	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B21	The public sector , related to implementation of specific development projects on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B22	The public sector , related to changing institutions (organizations or sociopolitical conditions)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B23	The private sector , related to institutional and policy change	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

How *effective* do you believe the World Bank Group is in terms of the capacity building work it does in each of the following areas in El Salvador? (If you have NO exposure to/experience in any of the areas listed below, please respond “Don’t know”)

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
B24	Project implementation (or other organizational strengthening)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B25	Citizen engagement (incorporating citizens' voices into development)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B26	Policy design (for clarity and better incentives to achieve development goals)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

When thinking about how to improve capacity building in El Salvador to help ensure better development results, looking forward, how *important* is it for the World Bank Group to be involved in the following aspects of capacity building? (If you have NO exposure to/experience in any of the areas listed below, please respond “Don’t know”)

		Not important at all										Very important	Don't know
		1	2	3	4	5	6	7	8	9	10		
B27	Project implementation (or other organizational strengthening)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B28	Citizen engagement (incorporating citizens' voices into development)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B29	Policy design (for clarity and better incentives to achieve development goals)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

B30. Which of the following do you identify as the World Bank Group’s greatest WEAKNESSES in its work in El Salvador? (Choose no more than TWO)

1	Staff too inaccessible
2	Not exploring alternative policy options
3	Not adequately sensitive to political/social realities in El Salvador
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	World Bank Group’s processes too complex
9	Not willing to honestly criticize policies and reform efforts in the country
10	Too influenced by developed countries
11	Imposing technocratic solutions without regard to political realities
12	World Bank Group’s processes too slow
13	Too bureaucratic in its operational policies and procedures
14	Not aligned with other donors’ work
15	Not collaborating enough with non-state actors
16	Not client focused
17	Other (please specify): _____
18	Don’t know

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP**B31. Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in El Salvador? (Choose no more than TWO)**

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

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

		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
B32	Overall the World Bank Group currently plays a relevant role in development in El Salvador	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B33	The World Bank Group's work is aligned with what I consider the development priorities for El Salvador	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B34	The World Bank Group supports El Salvador's efforts to reduce social exclusion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B35	The World Bank Group supports programs and strategies that are realistic for El Salvador	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B36	The World Bank Group treats clients and stakeholders in El Salvador with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B37	The World Bank Group is an organization that does not represent a particular ideological perspective in El Salvador	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B38	The World Bank Group is an organization that is not overly influenced by any particular country	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B39	The World Bank Group respects the positions, views and demands of the government of El Salvador	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B40	The World Bank Group listens and takes into account your views	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

B41. When considering the national development needs in El Salvador, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides in El Salvador meet the national development needs of El Salvador?

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 B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

To what extent is the World Bank Group an effective development partner in El Salvador, in terms of each of the following?												
		To no degree at all								To a very significant degree		Don't know
		1	2	3	4	5	6	7	8	9	10	
B42	Responsiveness	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B43	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B44	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B45	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B46	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B47	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B48	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B49	Ease of access to the people at the World Bank Group who are making decisions important to my work	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B50	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B51	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B52	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B53	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B54	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B55	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

B56. To be a more effective development partner in El Salvador, do you believe that the World Bank Group should have... ? (Select only ONE response)

<input type="checkbox"/> More local presence	<input type="checkbox"/> The current level of local presence is adequate	<input type="checkbox"/> Less local presence	<input type="checkbox"/> Don't know
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B57. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)

1	The World Bank Group does not do adequate follow through/follow-up
2	There is not an adequate level of citizen/civil society participation
3	The World Bank Group is not sensitive enough to political/social realities on the ground
4	Lack of/inadequate levels of capacity in Government
5	Poor donor coordination
6	The World Bank Group works too slowly
7	The Government works inefficiently
8	Political pressures and obstacles
9	Reforms are not well thought out in light of country challenges
10	Other (please specify): _____

SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS

C1. In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in El Salvador?													
		Not important at all										Very important	Don't know
1		1	2	3	4	5	6	7	8	9	10		
1	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Crime and violence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Law and justice (e.g., judicial system)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Regulatory framework	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Communicable/non-communicable diseases	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Domestic private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Foreign direct investment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
17	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Disaster management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
22	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
26	Food security	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
27	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
28	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
29	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
30	Agricultural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
31	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS

C2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in El Salvador? (If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Anti corruption	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	Information and communications technology	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
4	Crime and violence	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
5	Law and justice (e.g., judicial system)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
6	Environmental sustainability	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
7	Regulatory framework	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
8	Communicable/non-communicable diseases	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
9	Poverty reduction	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
10	Gender equity	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
11	Domestic private sector development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
12	Foreign direct investment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
13	Trade and exports	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
14	Economic growth	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
15	Disaster management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
16	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
17	Job creation/employment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
18	Financial markets	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
19	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
20	Health	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
21	Rural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
22	Global/regional integration	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
23	Food security	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
24	Education	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
25	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
26	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
27	Agricultural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
28	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS

C3. Where are the World Bank Group's decisions made primarily that support the program in El Salvador? (Select only ONE response)	
1	At the Headquarters (in Washington D.C.)
2	In the country
3	Don't know

C4. To what extent does the World Bank Group's work help to achieve development results in El Salvador?											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

To what extent do you agree with the following statements about the World Bank Group in El Salvador?														
				Strongly disagree						Strongly agree		Don't know		
C5	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of El Salvador			1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C6	The World Bank Group meets El Salvador'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"/>

C7. To what extent do you believe the World Bank Group measures and corrects its work in real time in El Salvador?											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

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

SECTION D: THE WORLD BANK GROUP'S KNOWLEDGE WORK AND ACTIVITIES (i.e., ANALYSIS, STUDIES, RESEARCH, DATA, REPORTS, CONFERENCES)

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

In El Salvador, to what extent do you believe that the World Bank Group's knowledge work and activities:													
		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
D2	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D3	Are relevant to El Salvador's development priorities	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D4	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D5	Are accessible (well written and easy to understand)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D6	Enhance your knowledge and/or skills	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D7	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D8	Are adaptable to El Salvador's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

D9. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?													
		1	2	3	4	5	6	7	8	9	10		
												<input type="checkbox"/>	
Not significant at all											Very significant	Don't know	

D10. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?													
		1	2	3	4	5	6	7	8	9	10		
												<input type="checkbox"/>	
Very low technical quality											Very high technical quality	Don't know	

SECTION D: THE WORLD BANK GROUP'S KNOWLEDGE WORK AND ACTIVITIES (I.E., ANALYSIS, STUDIES, RESEARCH, DATA, REPORTS, CONFERENCES)

D11. Have you read/consulted the most recent LAC Flagship Report: [<i>Latin American Entrepreneur. Many Firms but little Innovation</i>]? (LAC Flagship Reports are annual reports prepared by the LAC Chief Economist Office.)	
1	Yes
2	No

D12. To what extent do you believe this Flagship Report raised substantive new information and insight that you were not aware of prior to reading?										
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

D13. To what extent do you believe this Flagship Report provided you with useful information in terms of the work you do?										
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 E: WORKING WITH THE WORLD BANK GROUP

To what extent does each of the following aspects of the World Bank Group's technical assistance/advisory work contribute to solving El Salvador's development challenges?													
		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
E1	Conceptualization (understanding and framing the problem)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E2	Design (appraising and planning the solutions)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E3	Implementation (Executing, carrying out, monitoring, and making appropriate adjustments)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E4	Evaluation (assessing the impact and results)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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		
E5	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E6	The World Bank Group effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E7	The World Bank Group's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E8	The World Bank Group's "Safeguard Policy" requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E9	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E10	The World Bank Group takes decisions quickly in El Salvador	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E11	Working with the World Bank Group increases El Salvador's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E12	The World Bank Group ensures consistency and continuity through staff changes	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E13	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E14	The World Bank Group provides effective implementation support (i.e., supervision of projects)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

E15. Which of the following best describes the way the World Bank Group operates in El Salvador? (Select only one response)

1	The World Bank Group takes too much risk in El Salvador
2	The World Bank Group does not take enough risk in El Salvador
3	The World Bank Group's approach to risk is appropriate
4	Don't know
5	Prefer not to answer

SECTION F: RECENT TRENDS AND THE FUTURE ROLE OF THE WORLD BANK GROUP IN EI Salvador

F1. 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 EI Salvador?

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 that international development cooperation (e.g., range of donors and partners) SHOULD play in EI Salvador'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. Which of the following SHOULD the World Bank Group do to make itself of greater value in EI Salvador? (Choose no more than TWO)

1	Provide more adequate data/knowledge/statistics/figures on EI Salvador's economy
2	Collaborate more effectively with Government clients (e.g., national, state, local)
3	Offer more innovative financial products
4	Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)
5	Reach out more to groups outside of Government
6	Improve the quality of its experts as related to EI Salvador's specific challenges
7	Offer more innovative knowledge services
8	Ensure greater selectivity in its work
9	Increase the level of capacity development in the country (e.g. Institutional Strengthening)
10	Reduce the complexity of obtaining World Bank Group financing
11	Increase availability of Fee-Based services
12	Work faster
13	Other (please specify): _____

F4. When considering the combination of services that the World Bank Group offers in EI Salvador, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in EI Salvador? (Select only ONE response)

1	Financial services
2	Knowledge products
3	Convening services
4	None of the above
5	The combination is appropriate for EI Salvador
6	Don't know

SECTION G: COMMUNICATION AND INFORMATION SHARING

G1. How do you get most of your information about economic and social development issues in El Salvador? (Choose no more than TWO)	
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 (e.g., Facebook, Twitter, Youtube, Flickr)
10	Blogs
11	Mobile phones
12	Instant messaging
13	Other (please specify): _____

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

G3	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?	Yes	No
G4	Do you use/have you used the World Bank Group website?	Yes	No

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		
G5	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.)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
G6	The World Bank Group's social media channels (e.g., Facebook, Twitter, Youtube, Flickr) are valuable sources of information about the institution	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
G7	The World Bank Group is responsive to my information requests and inquiries	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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SECTION H: BACKGROUND INFORMATION

H1. Which of the following best describes your current position? (Select only ONE response)	
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): _____

H2. Please identify the primary specialization of your work. (Select only ONE response)			
1	Agriculture/ rural development / food security	11	Natural resource management / environmental sustainability
2	Climate change / disaster management	12	Private sector development / foreign direct investment
3	Education	13	Public sector governance / public financial management / anti corruption
4	Energy	14	Social protection
5	Financial markets / banking	15	Transport
6	Gender equity / equality of opportunity	16	Urban development
7	Health / communicable/non-communicable diseases	17	Water and sanitation
8	Information and communications technology	18	Generalist
9	Job creation/employment	19	Other (please specify): _____
10	Law and justice / regulatory framework		

SECTION H: BACKGROUND INFORMATION

H3. Currently, do you professionally collaborate/work with the World Bank Group in your country?	
1	Yes
2	No

H4. Which of the following agencies of the World Bank Group do you work with in El Salvador? (Select all that apply)	
1	The World Bank (IBRD/IDA)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	None

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

H6. If yes, what was your view on the two institutions working together in El Salvador? (Select only ONE response)	
1	Working well together
2	Collaborating but needs improvement
3	In conflict
4	Other
5	Don't know

H7. Which of the following describes most of your exposure to the World Bank Group in El Salvador? (Choose no more than TWO)	
1	Observer (i.e., follow in media, discuss in informal conversations, etc.)
2	Use World Bank Group reports/data
3	Engage in World Bank Group related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank Group website for information, data, research, etc.

H8. Which best represents your geographic location?	
1	Western Zone
2	Central Zone
3	Eastern Zone

Thank you for completing the survey!