

FY17 Uruguay Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



May 2017



Acknowledgements

The Uruguay Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG) team led by Sharon Felzer (Senior Communications Officer, Head of PORG). Jessica Cameron, Jing Guo, and Svetlana Markova oversaw design, reporting, and analysis. Calita Woods, Dania Mendoza, and Noreen Wambui provided data support. PORG acknowledges the significant contribution from the Uruguay country team and the local consultant Valeria Fernandez Moujan (Experimentación y Tendencias S.A.). In particular, PORG is grateful for the support from Valeria Bolla (Communications Officer), who coordinated the survey related activities from Montevideo, Uruguay.





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I. Objectives

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

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

II. Methodology

From November to December 2016, 404 stakeholders of the WBG in Uruguay were invited to provide their opinions on the WBG's work in the country by participating in a Country Opinion Survey (COS). Participants were drawn from the office of the President/Prime Minister, office of a Minister, office of a Parliamentarian, employees of ministries/ministerial departments/implementation agencies, Project Management Units (PMUs) overseeing implementation of WBG projects or consultants/contractors working on WBG-supported projects/programs, local government officials or staff, bilateral/multilateral agencies, private sector organizations, private foundations, the financial sector/private banks, NGOs/community-based organizations (CBOs), the media, independent government institutions, trade unions, faith-based groups, youth groups, academia/research institutes/think tanks, and the judiciary branch.

A total of 208 stakeholders participated in the survey (51% response rate). Respondents received an invitation via email and completed the questionnaire online.

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

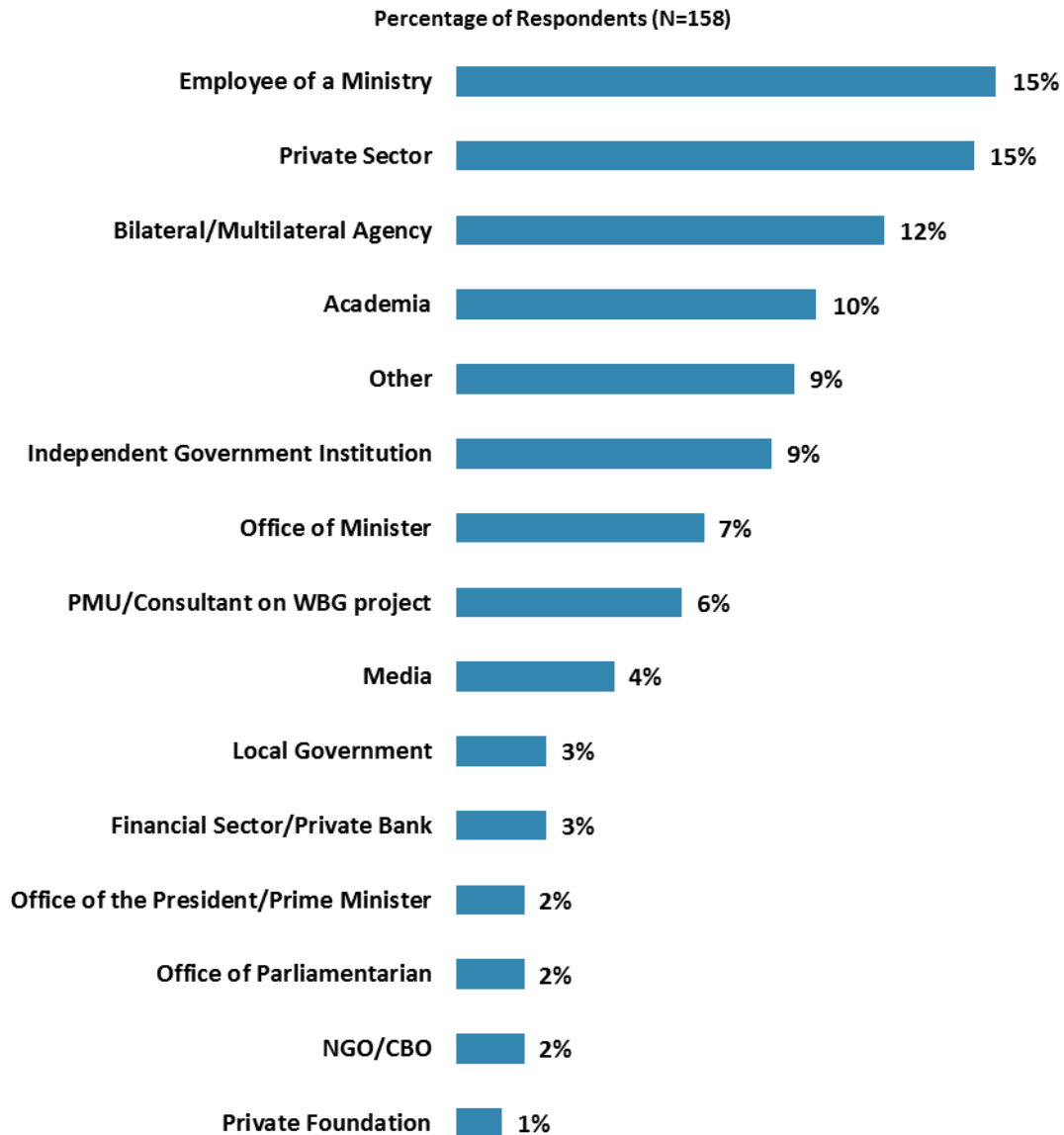
The results of this year's Country Survey were compared to those of the Country Survey conducted in FY '14 (response rate was 47%, N = 156). The data were weighted to reach similar stakeholder compositions across the two survey years, allowing for more statistically reliable comparisons. Note, there were insufficient numbers of respondents from bilateral/multilateral agencies in FY '14 or local government in either year to be included in these analyses. Also, stakeholders who identified themselves as "Other" in the stakeholder category options were not included in these comparisons. As a result, mean ratings, percentages of respondents, and the total number of respondents in both years are slightly different from those of the original data reported in the FY '14 COS report and the non-weighted data presented in this report. For the weighted stakeholder breakdown and year comparison results, please refer to Appendix D (see page 81).



III. Demographics of the Sample

Current Position

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

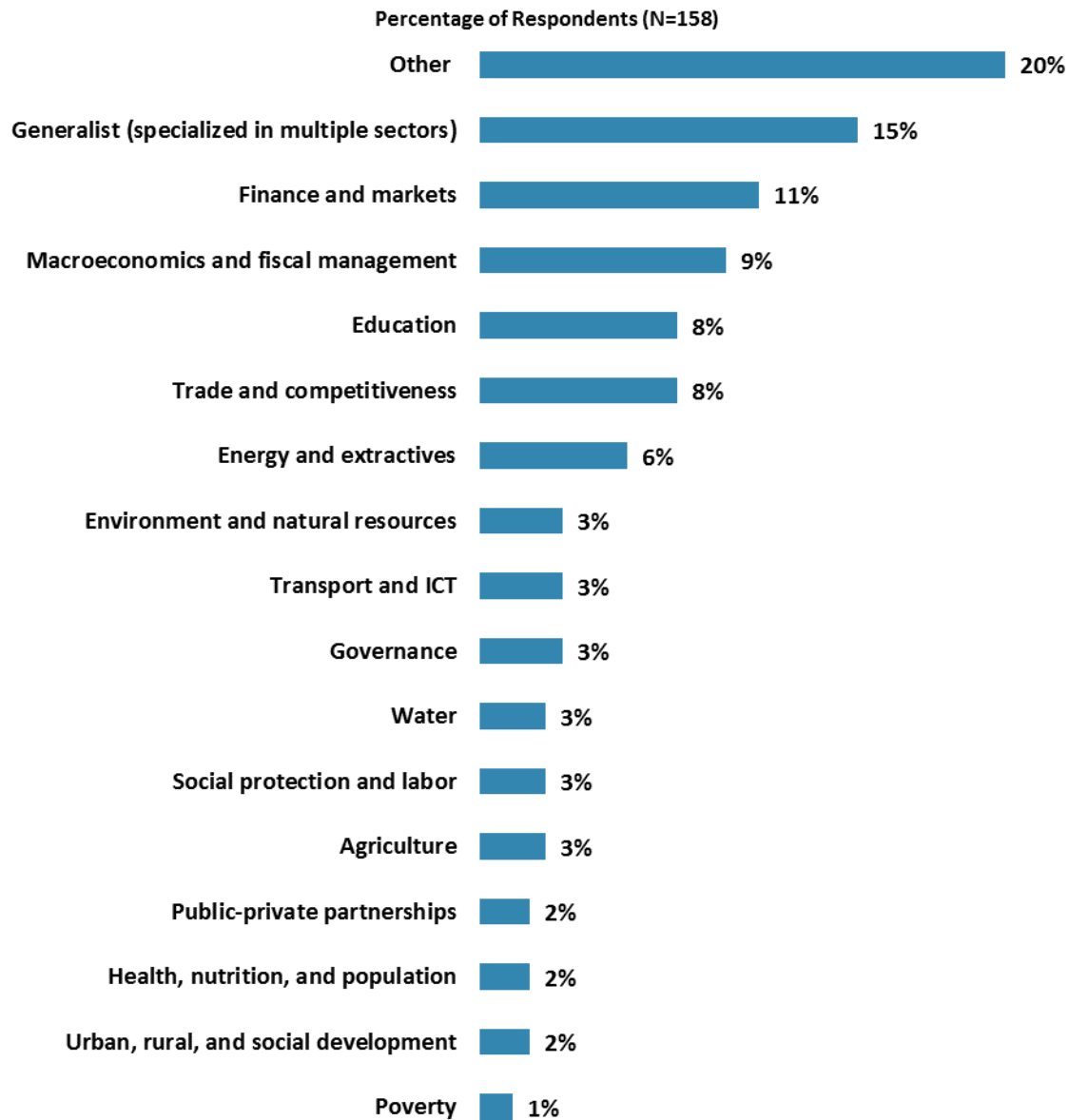


“Which of the following best describes your current position? (Select only ONE response)”
(Respondents chose from a list.)



III. Demographics of the Sample (continued)

Area of Primary Specialization



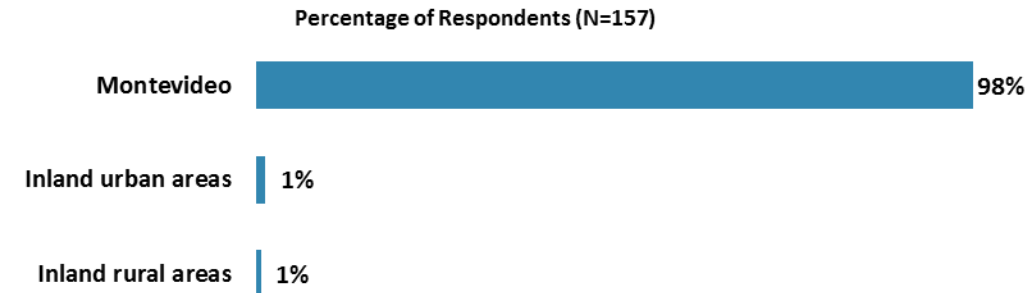
"Please identify the primary specialization of your work. (Select only ONE response)"
(Respondents chose from a list.)



III. Demographics of the Sample (continued)

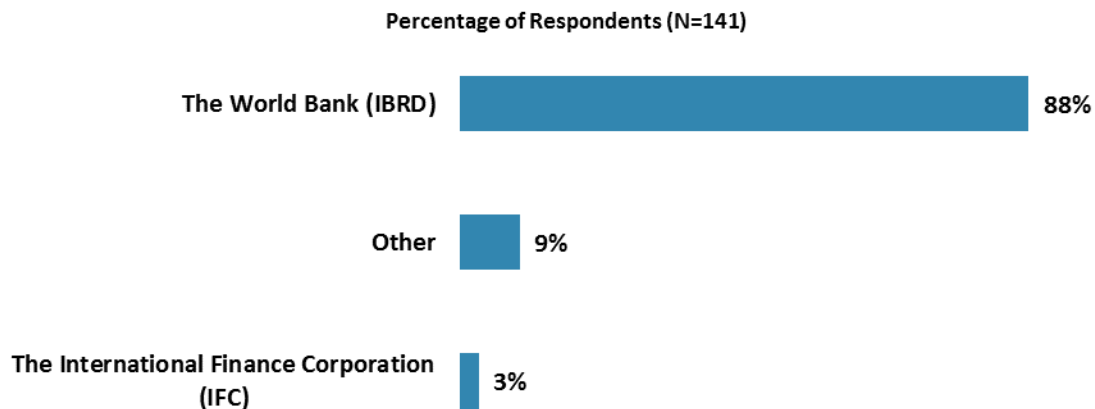
Geographic Locations

- Because of the small number of respondents from areas other than Montevideo, geographic location comparisons could not be analyzed.



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

Exposure to Agencies within the World Bank Group



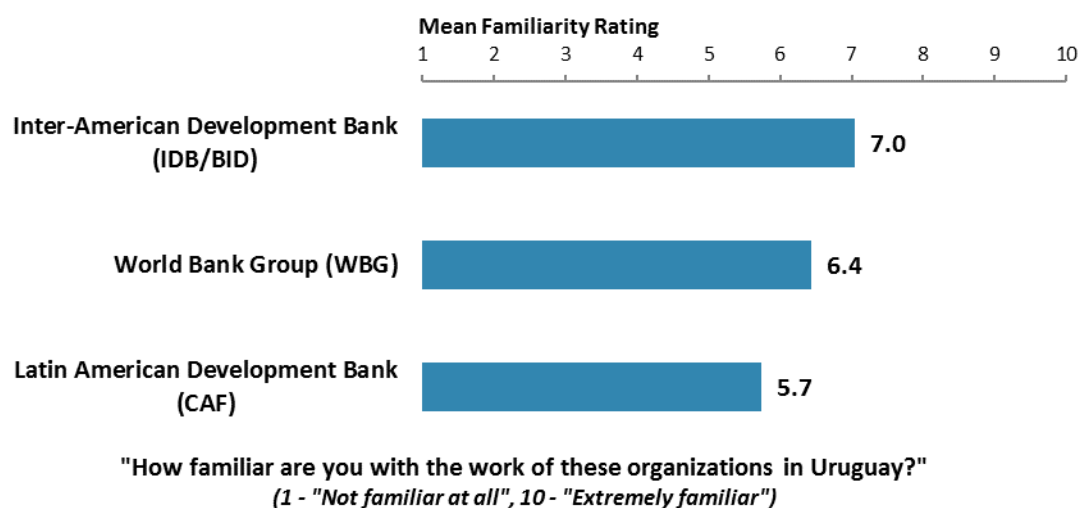
"Which of the following agencies of the World Bank Group do you primarily engage with in Uruguay? (Select only ONE response)" (Respondents choose from a list)



III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Organization comparison:** Respondents indicated that they are significantly more familiar with the IDB/BID than the WBG, but significantly more familiar with the WBG than with the CAF.
- **Year comparison:** Respondents in this year's Country Survey indicated significantly lower levels of familiarity with the WBG compared to respondents from the FY '14 Country Survey (weighted mean in FY '17 = 6.5; weighted mean in FY '14 = 7.4)¹, but indicated statistically similar levels of familiarity with the IDB/BID (weighted mean in FY '17 = 6.9; weighted mean in FY '14 = 7.2) and CAF (weighted mean in FY '17 = 5.6; weighted mean in FY '14 = 5.0).
- **Stakeholders:** Respondents from the private sector/financial sector/private banks and the media indicated the highest ratings of familiarity with the CAF whereas respondents from PMUs/Consultants on WBG-supported projects, academia, and employees of ministries indicated significantly lower levels of familiarity. Respondents across all stakeholder groups had statistically similar levels of familiarity with the WBG and IDB/BID.
- **Collaboration:** Respondents who collaborate with the WBG gave significantly higher ratings of familiarity with the WBG (mean rating = 7.0) than respondents who do not collaborate with the WBG (mean rating = 6.1).
- **Impact of Familiarity:** Respondents' ratings of familiarity with the WBG were strongly, significantly correlated with their ratings of the WBG's overall effectiveness in Uruguay, and moderately, significantly correlated with their ratings of the extent to which the WBG's work helps to achieve development results and the extent to which the WBG plays a relevant role in development in Uruguay.

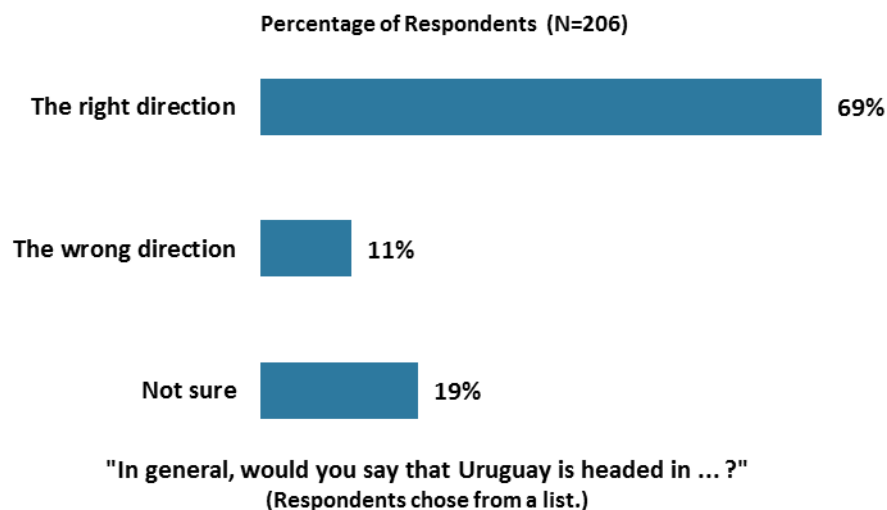


¹Please refer to Appendix D (page 81) for more details on weighting. The means in the chart were calculated based on un-weighted data.

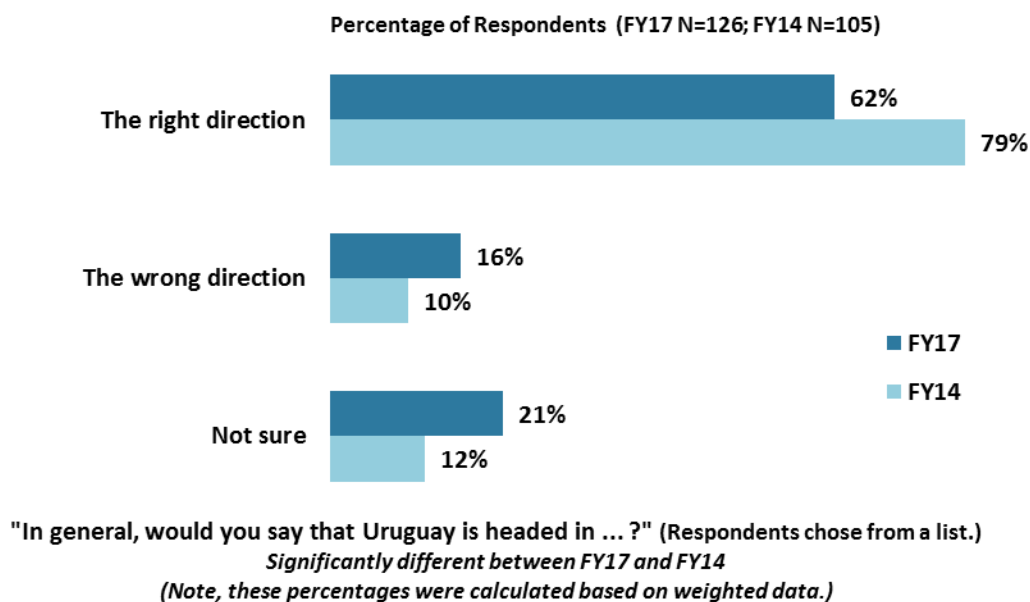


IV. General Issues Facing Uruguay

Headed in the Right Direction



Headed in the Right Direction: Year Comparison²



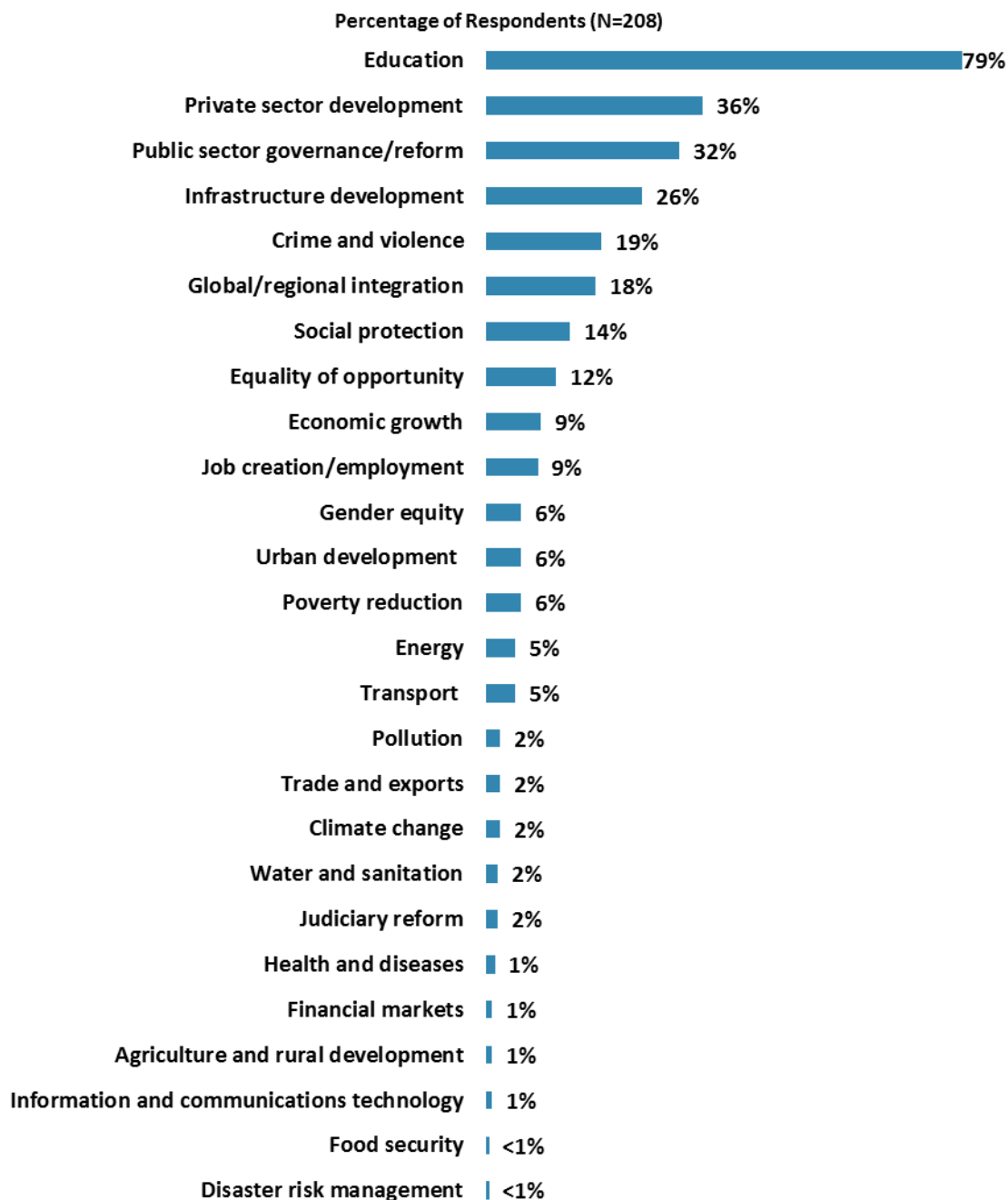
²Please refer to Appendix D (page 81) for more details on weighting. The percentages shown in the chart were calculated based on weighted data.



IV. General Issues Facing Uruguay (continued)

Development Priority

- **Year comparison:** Respondents in the FY '14 Country Survey indicated that the most important development priorities in Uruguay were education (percentage of respondents = 65%) and infrastructure development (64%), followed by public sector governance/reform (35%).



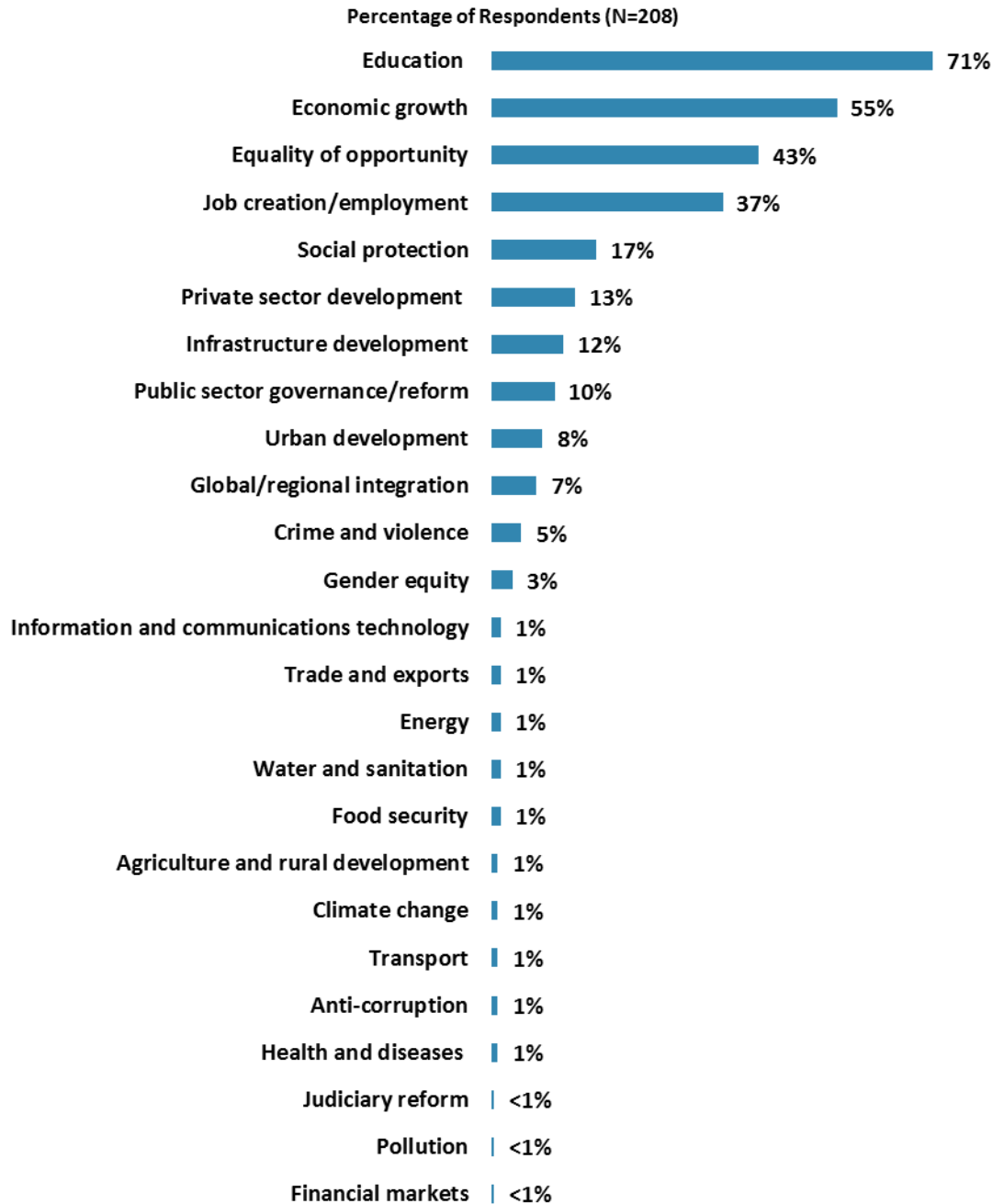
"Listed below are a number of development priorities in Uruguay. Please identify which of the following you consider the most important development priorities in Uruguay. (Choose no more than THREE)" (Respondents chose from a list. Responses combined.)



IV. General Issues Facing Uruguay (continued)

Factors Contributing to Poverty Reduction

- **Year comparison:** Respondents in the FY '14 Country Survey indicated that the area that would contribute most to poverty reduction in Uruguay was education (percentage of respondents = 80%), followed by equality of opportunity (35%), economic growth (35%), and job creation/employment (32%).



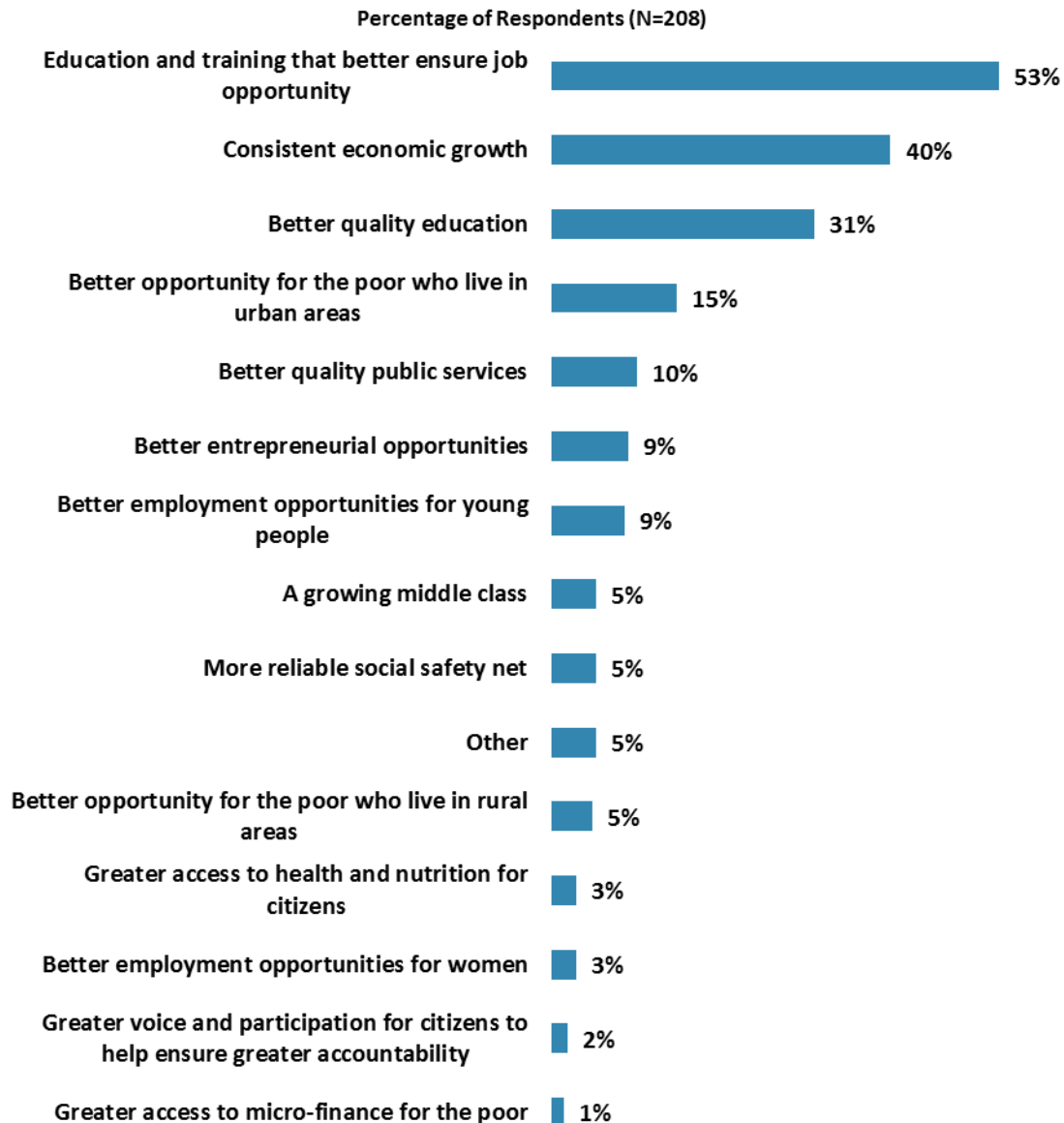
"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Uruguay?" (Respondents chose from a list. Responses combined.)



IV. General Issues Facing Uruguay (continued)

Factors Contributing to “Shared Prosperity”

- **Year comparison:** Respondents in the FY ‘14 Country Survey indicated that shared prosperity in Uruguay would be achieved through consistent economic growth (percentage of respondents = 39%), better employment opportunities for young people (33%), and better quality public services (27%).



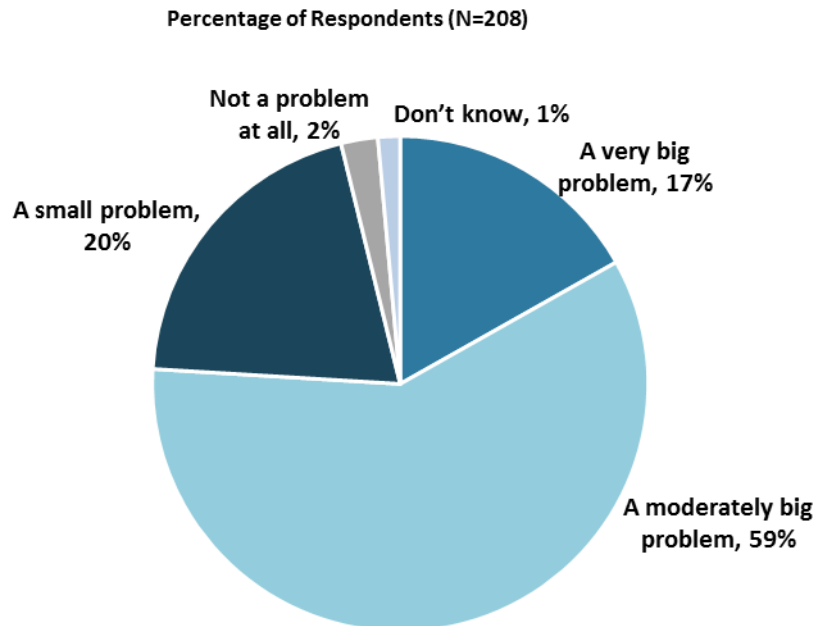
"When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Uruguay? (Choose no more than TWO)"

(Respondents chose from a list. Responses combined.)



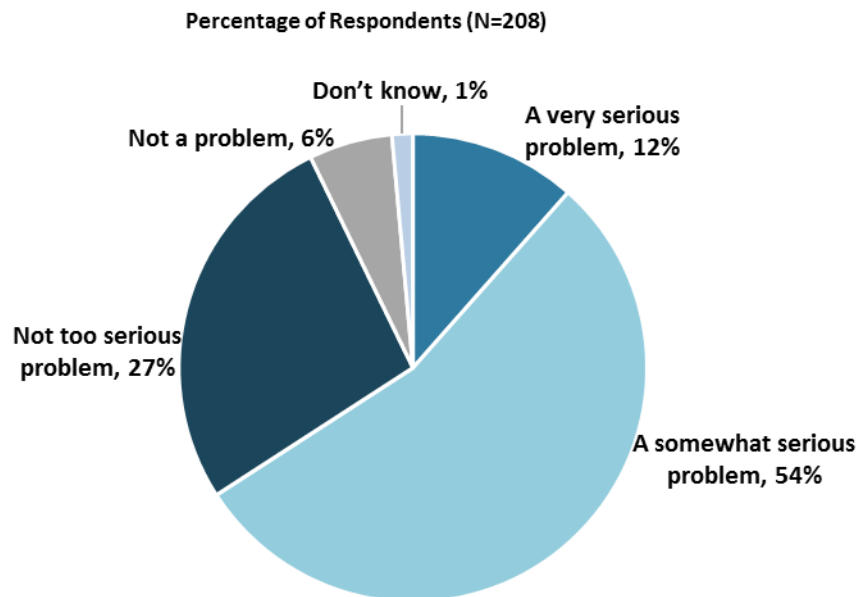
IV. General Issues Facing Uruguay (continued)

Gap between the Rich and the Poor



"Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Uruguay? (Select only ONE response)" (Respondents chose from a list.)

Global Climate Change

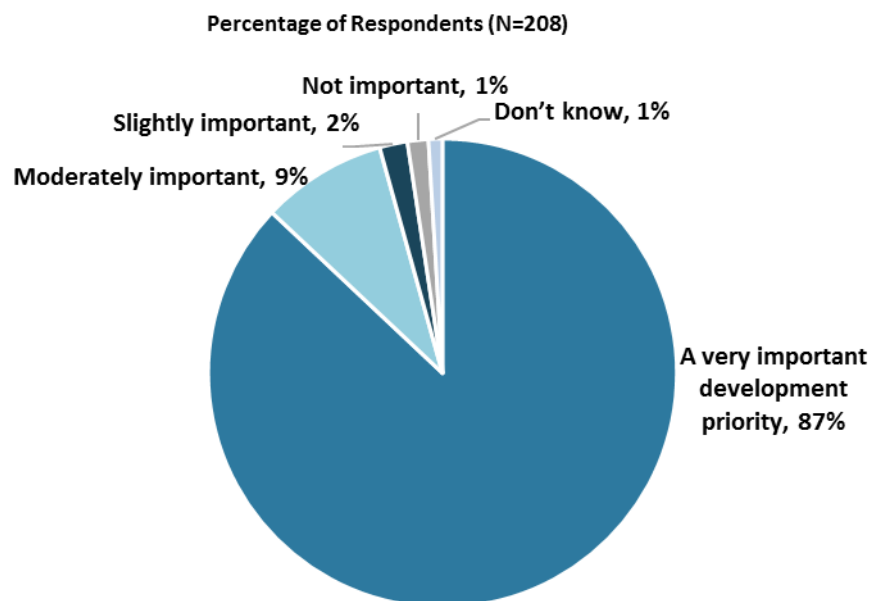


"In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)" (Respondents chose from a list.)



IV. General Issues Facing Uruguay (continued)

Childhood Development is a Priority

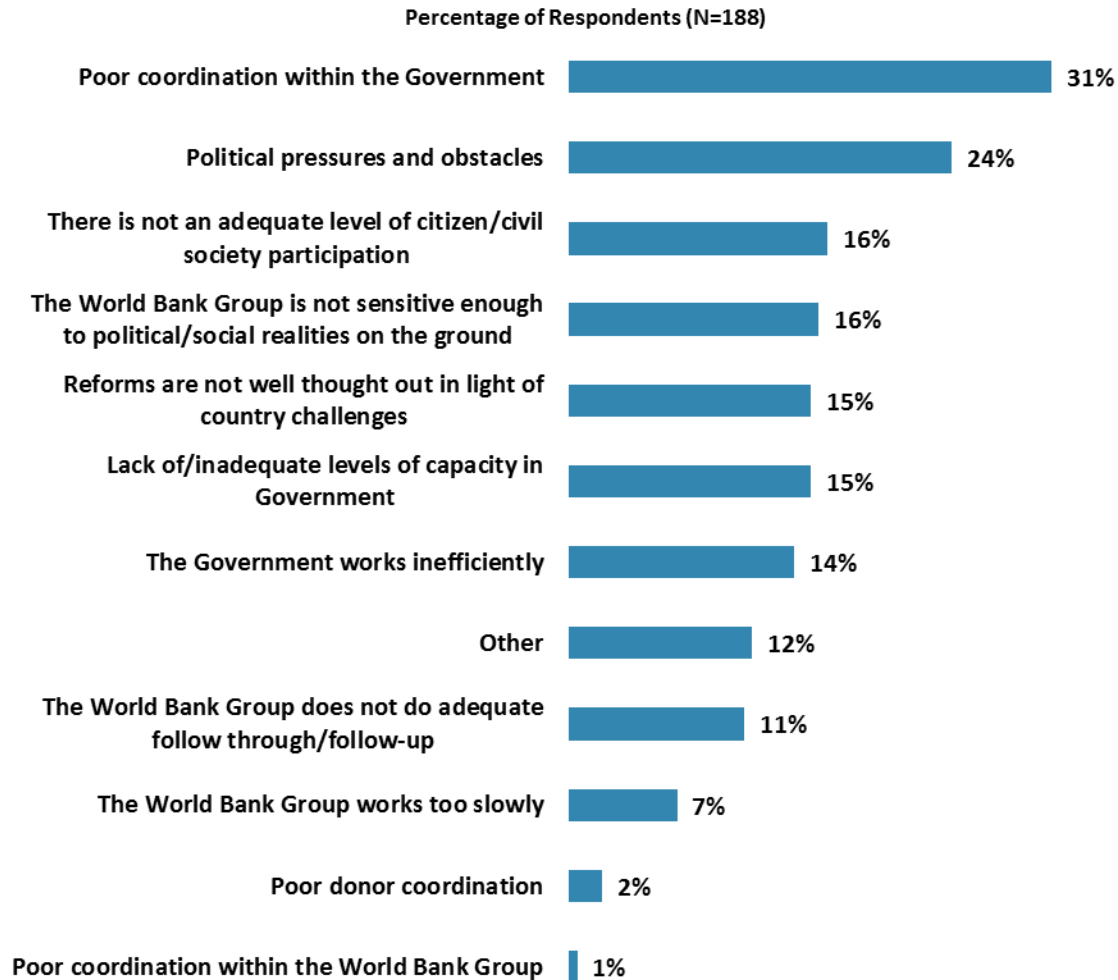


"In your view, is early childhood development (i.e. nutrition, growth, care, and education) a very important, moderately important, slightly important, or not an important development priority in Uruguay? (Select only ONE response)" (Respondents chose from a list.)



V. Overall Attitudes toward the World Bank Group

Attributing Failed/Slow 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.)

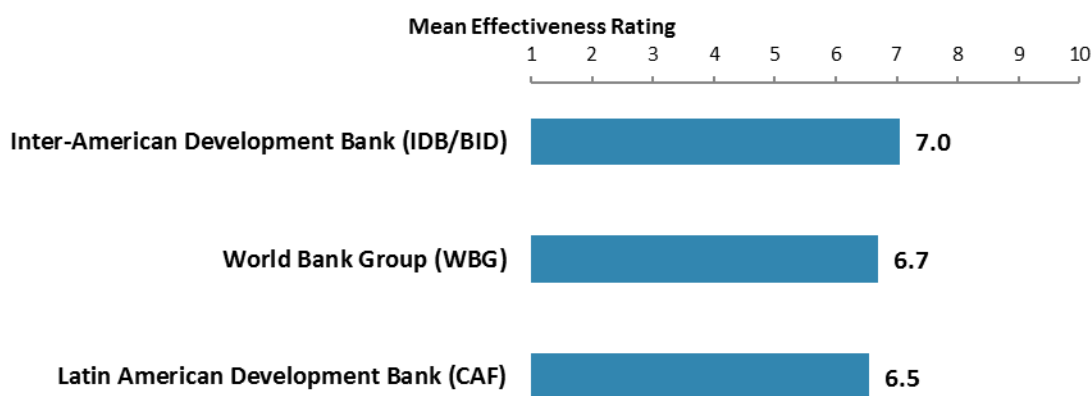


V. Overall Attitudes toward the World Bank Group (continued)

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 Group’s Overall Effectiveness (Indicator Question)

- **Organization comparison:** Respondents gave significantly higher ratings of effectiveness for the IDB/BID compared to the WBG. Although effectiveness ratings for the WBG were higher than those for the CAF, this difference did not reach statistical significance.
- **Year comparison:** Respondents in this year’s Country Survey gave statistically similar ratings of effectiveness for the WBG, the IDB/BID, and the CAF (weighted means = 6.7, 6.9, and 6.5, respectively) compared to respondents from the FY ‘14 Country Survey (weighted means = 7.1, 7.4, and 6.2, respectively)³.



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

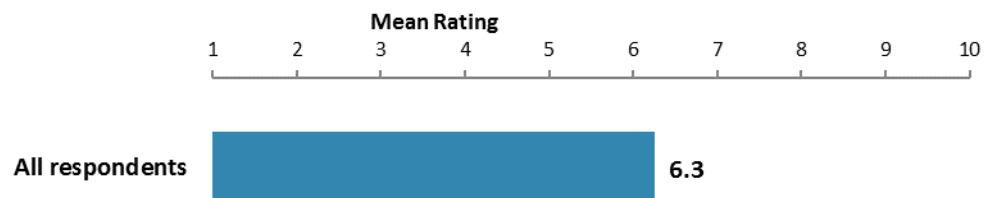
³Please refer to Appendix D (page 81) for more details on weighting for year comparisons. The means in the chart were calculated based on un-weighted data.



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

Achieving Development Results (*Indicator Question*)

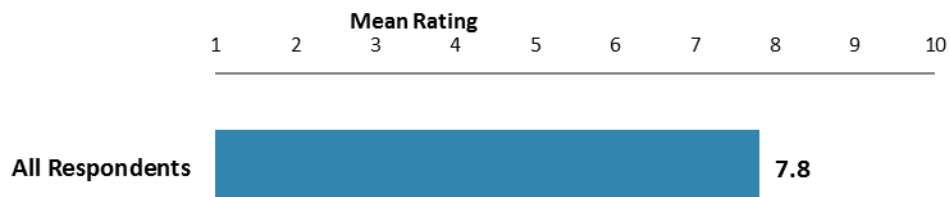
- **Year comparison:** Respondents in this year's Country Survey gave statistically similar ratings for the extent to which the WBG achieves development results (weighted mean = 6.2) compared to respondents from the FY '14 Country Survey (weighted mean = 6.4)⁴.



"To what extent does the World Bank Group's work help to achieve development results in Uruguay?" (1 - "To no degree at all", 10 - "To a very significant degree")

WBG Staff Preparedness

- **Year comparison:** Respondents in this year's Country Survey gave statistically similar ratings for the WBG's staff being well prepared (weighted mean = 7.8) compared to respondents from the FY '14 Country Survey (weighted mean = 7.7)⁴.



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

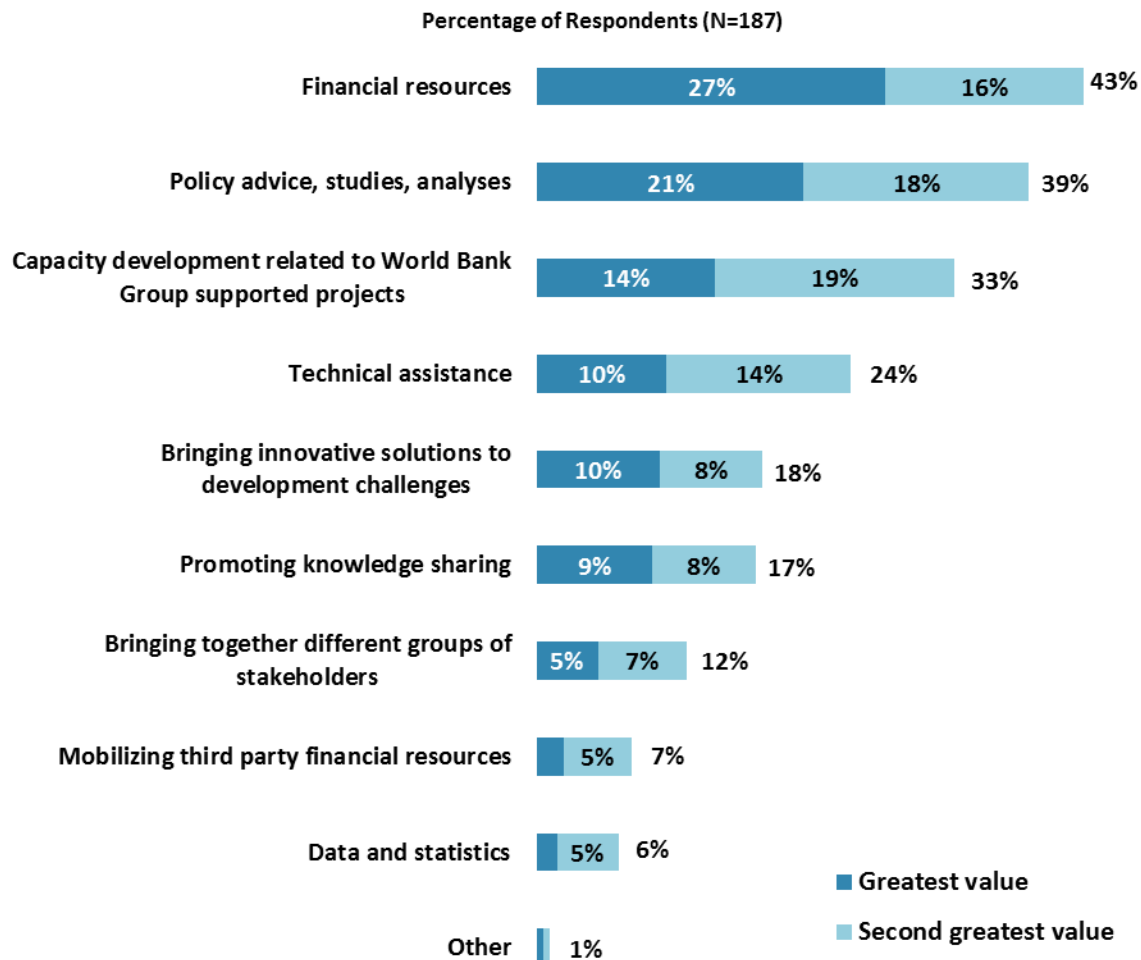
⁴Please refer to Appendix D (page 81) for more details on weighting for year comparisons. The means in the charts were calculated based on un-weighted data.



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

Greatest Value

- **Year comparison:** Respondents in the FY '14 Country Survey indicated that the WBG's greatest values to Uruguay were its financial resources (percentage of respondents = 65%), technical assistance (52%), and policy advice/studies/analyses (48%).

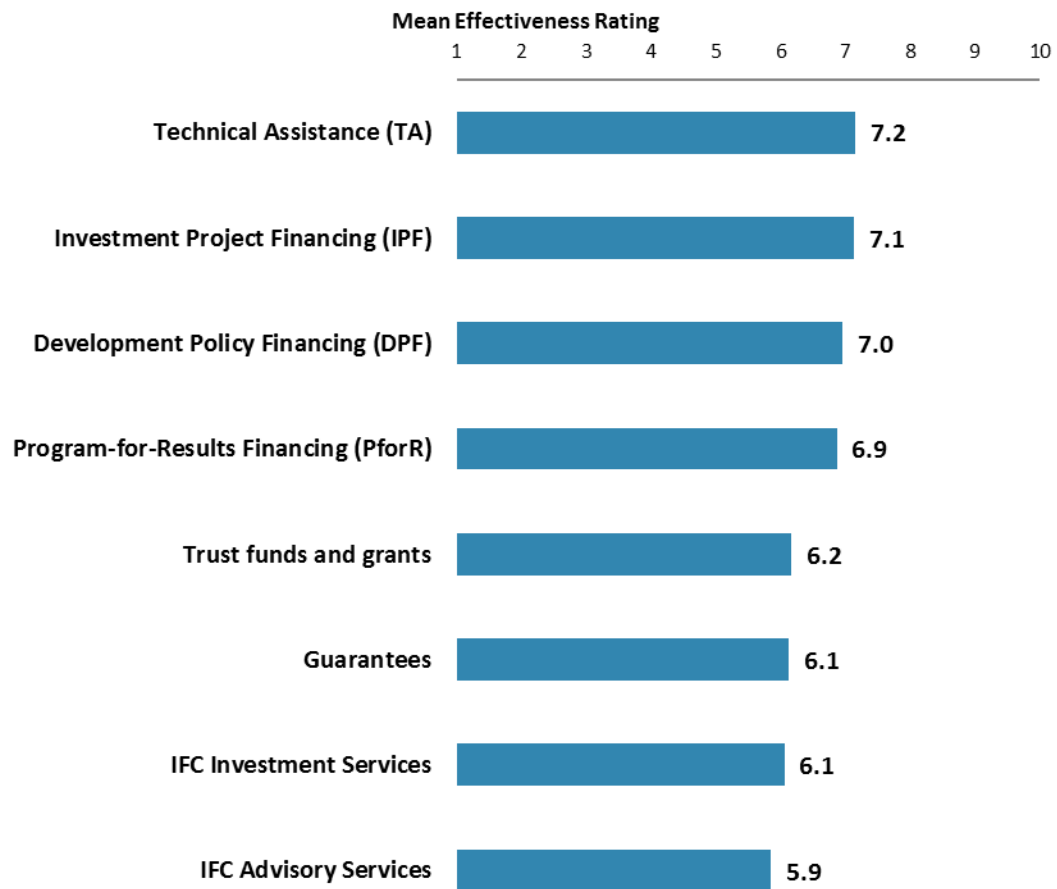


"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Uruguay?" (Respondents chose from a list.)



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

Effectiveness of WBG's Instruments in Reducing Poverty



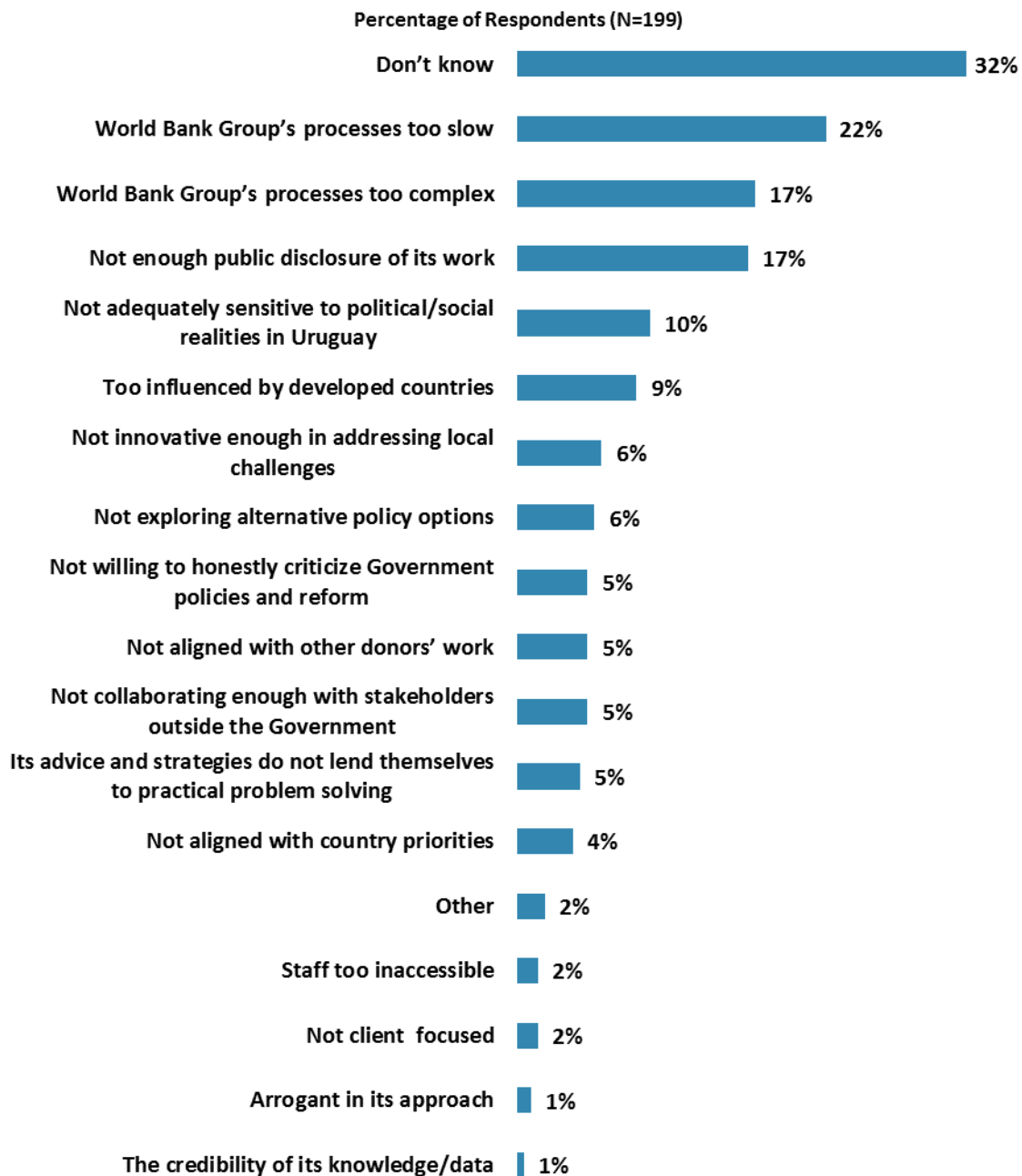
"How EFFECTIVE do you believe the following World Bank Group's instruments are in supporting the Uruguay Government's efforts to reduce poverty?" (1-"Not effective at all", 10-"Very effective")



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

Greatest Weakness

- **Year comparison:** Respondents in the FY '14 Country Survey indicated that the WBG's greatest weaknesses in its work in Uruguay were not enough public disclosure of its work (percentage of respondents = 22%), don't know (22%), being too bureaucratic in its operational policies and procedures (20%), and its processes being too complex (19%).



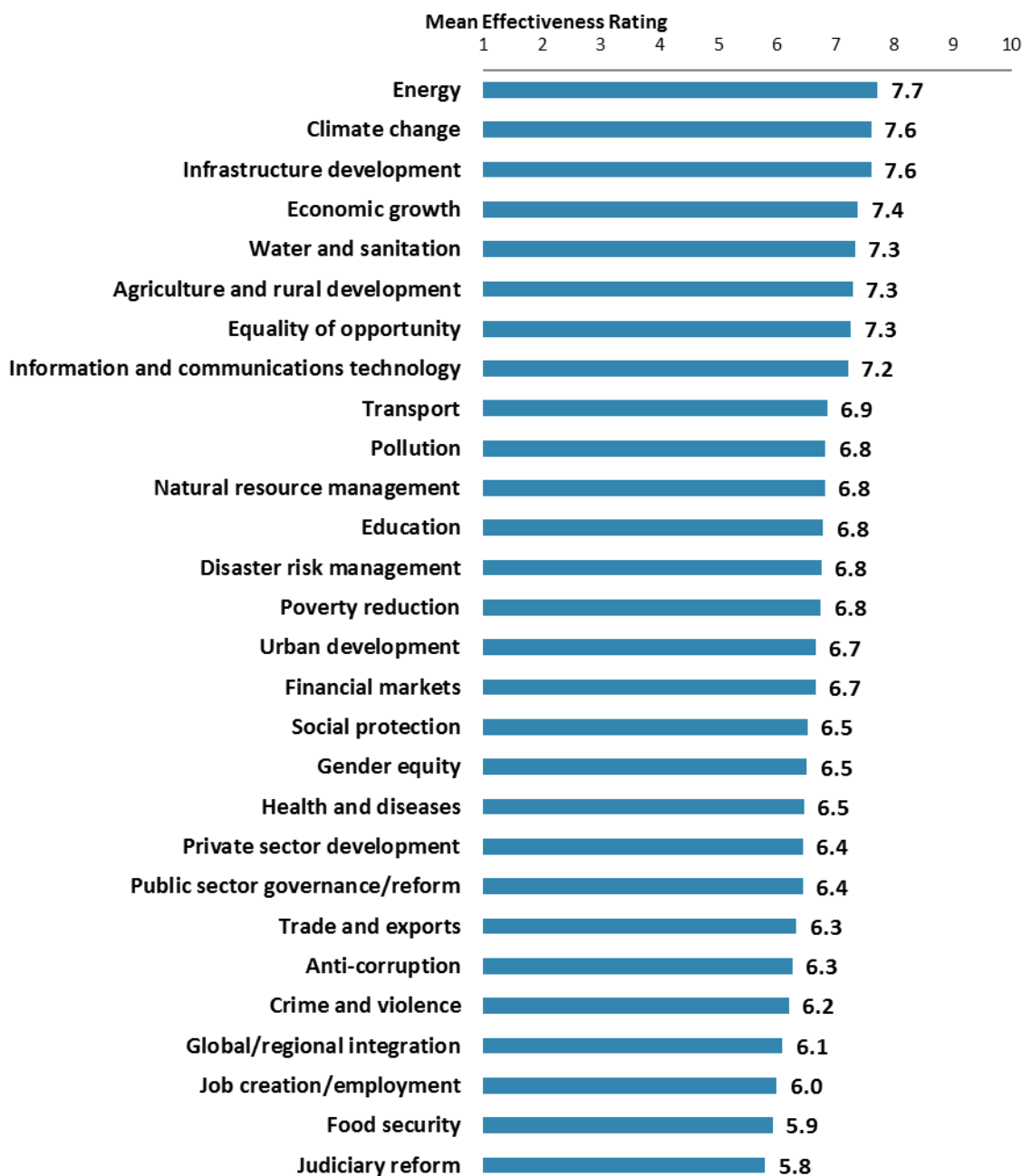
"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Uruguay? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



VI. Sectoral Effectiveness

Effectiveness of WBG's Support in Sectoral Areas

- **Year comparison:** Respondents in this year's Country Survey gave significantly higher ratings of effectiveness for the WBG's effectiveness at "*Transport*" and "*Infrastructure development*" (weighted means = 7.2 and 7.7, respectively) compared to respondents from the FY '14 Country Survey (weighted means = 6.1 and 6.8, respectively)⁵.



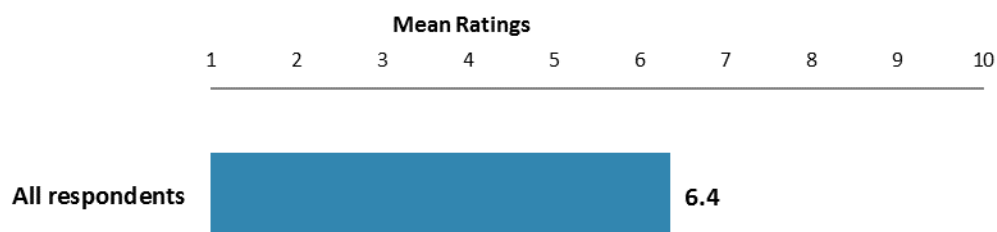
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Uruguay?" (1-"Not effective at all", 10-"Very effective")

⁵Please refer to Appendix D (page 81) for more details on weighting for year comparisons. The means in the chart were calculated based on un-weighted data.



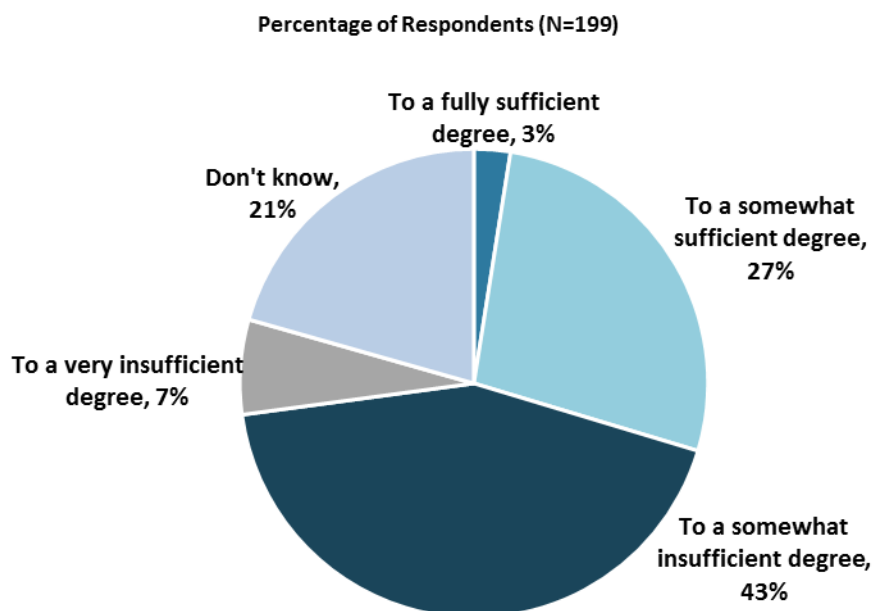
VI. Sectoral Effectiveness (continued)

The WBG Promoting Private Public Partnerships



"To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Uruguay?"
(1-"To no degree at all", 10-"To a very significant degree")

Helping the Poorest



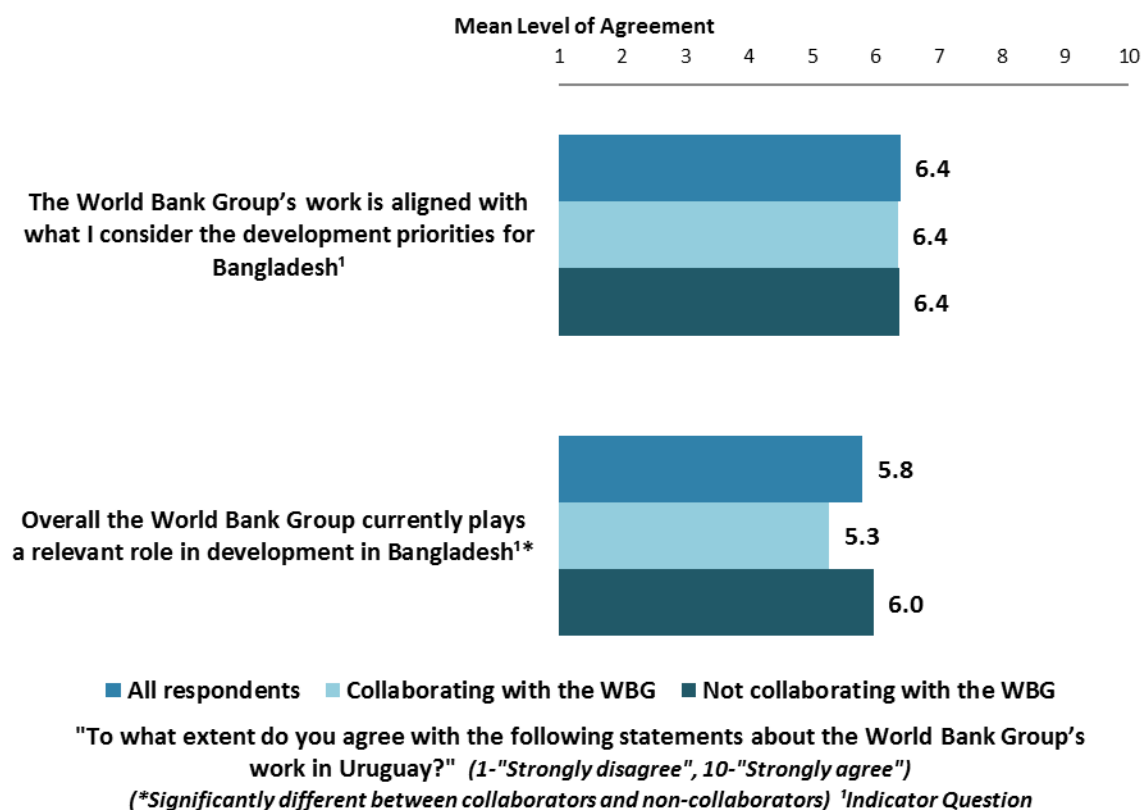
"To what extent do you believe that the World Bank Group's work and support help the poorest in Uruguay? (Select only ONE response)" (Respondents chose from a list.)



VII. How the World Bank Group Operates

The World Bank Group's Work in Uruguay

- **Year comparison:** Respondents in this year's Country Survey had significantly lower levels of agreement that *"Overall the World Bank Group currently plays a relevant role in development in Uruguay"* (weighted mean = 5.6) compared to respondents from the FY '14 Country Survey (weighted mean = 6.6), but statistically similar levels of agreement that *"The WBG's work is aligned with what I consider the development priorities for Uruguay"* (FY '17 weighted mean = 6.4; FY '14 weighted mean = 6.5)⁶.



⁶Please refer to Appendix D (page 81) for more details on weighting for year comparisons. The means in the chart were calculated based on un-weighted data.



VII. How the World Bank Group Operates (continued)

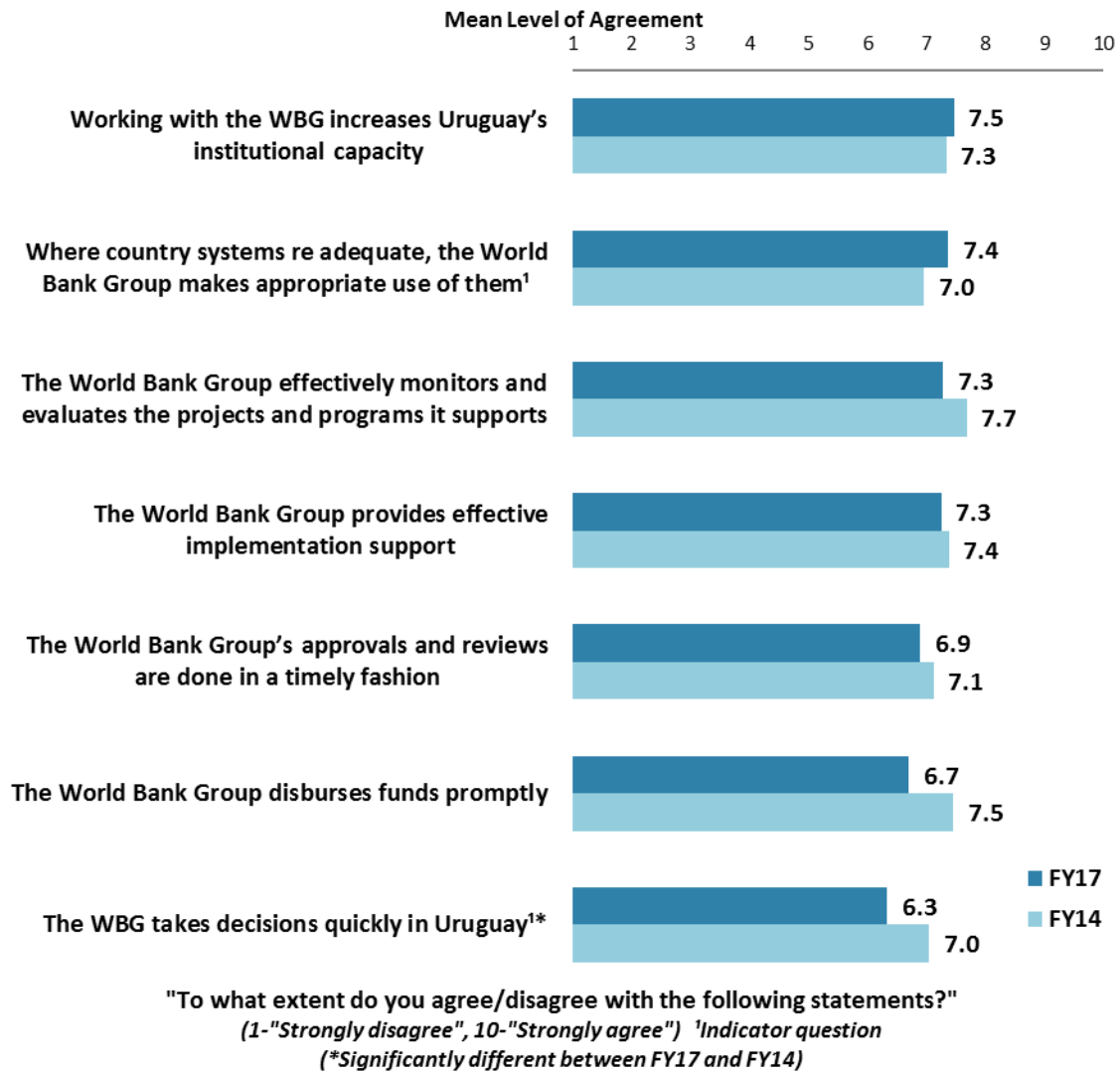
Overall Perceptions





VII. How the World Bank Group Operates (continued)

Overall Perceptions: Year Comparison⁷



⁷All means presented in this chart are calculated based on weighted data. See Appendix D (page 81) for details.



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner



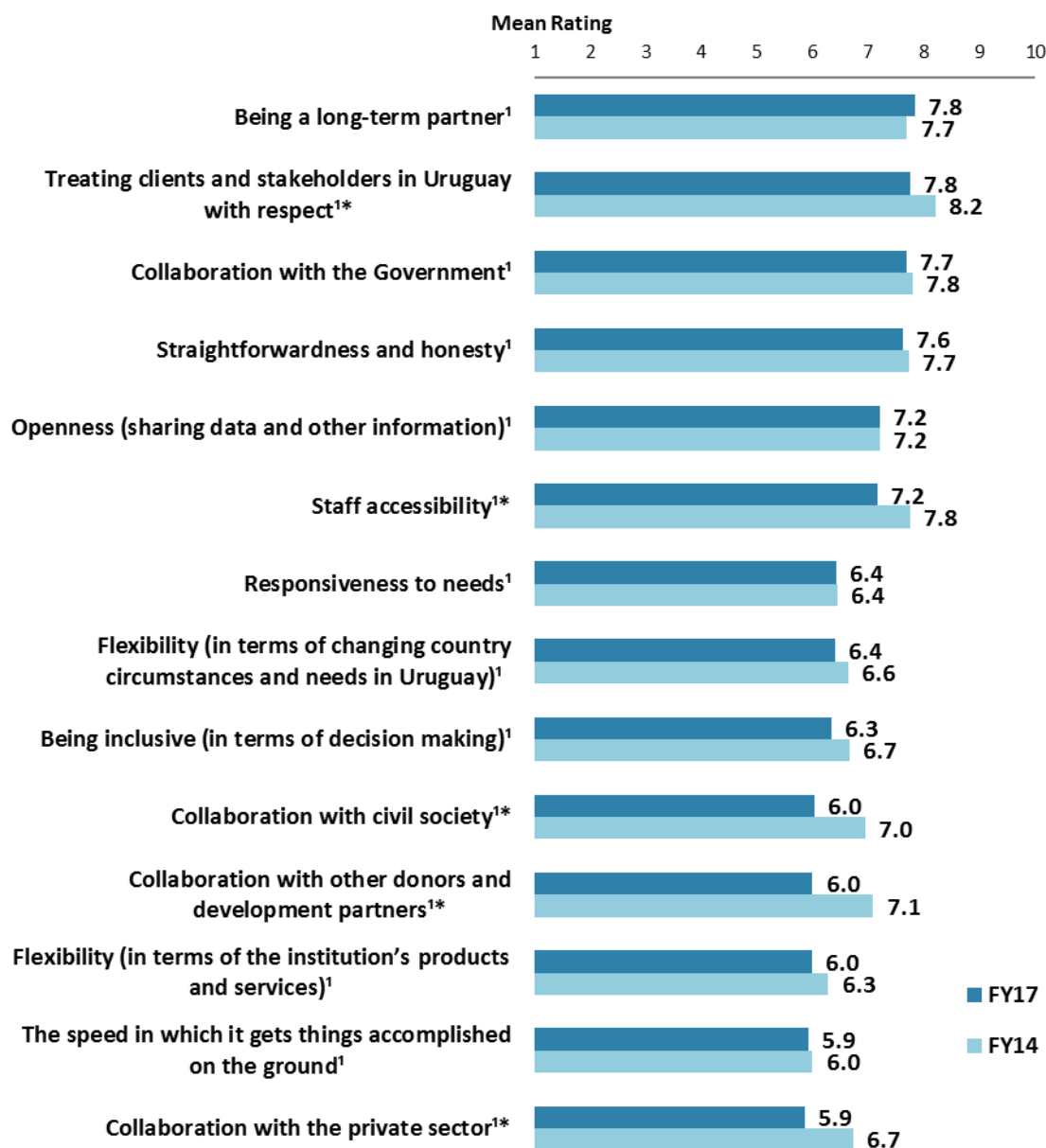
"To what extent is the World Bank Group an effective development partner in Uruguay, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")

¹Indicator Question



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Year Comparison⁸



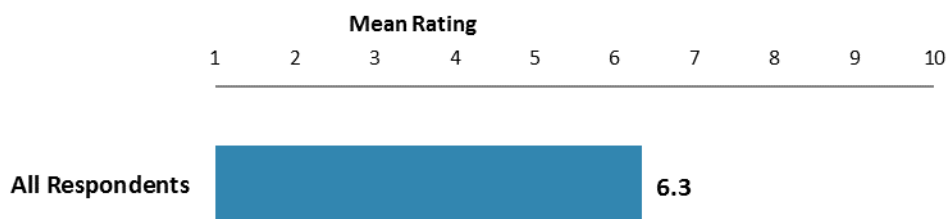
"To what extent is the World Bank Group an effective development partner in Uruguay in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")
 (*Significantly different between FY17 and FY14) ¹Indicator Question

⁸All means presented in this chart are calculated based on weighted data. See Appendix D (page 81) for details.



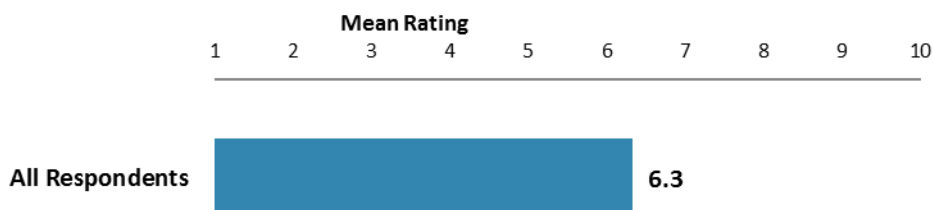
VII. How the World Bank Group Operates (continued)

Internal Measuring and Monitoring



"To what extent do you believe the World Bank Group measures and corrects its work in real time in Uruguay?" (1-"To no degree at all", 10-"To a very significant degree")

Reimbursable Advisory Services (RAS)



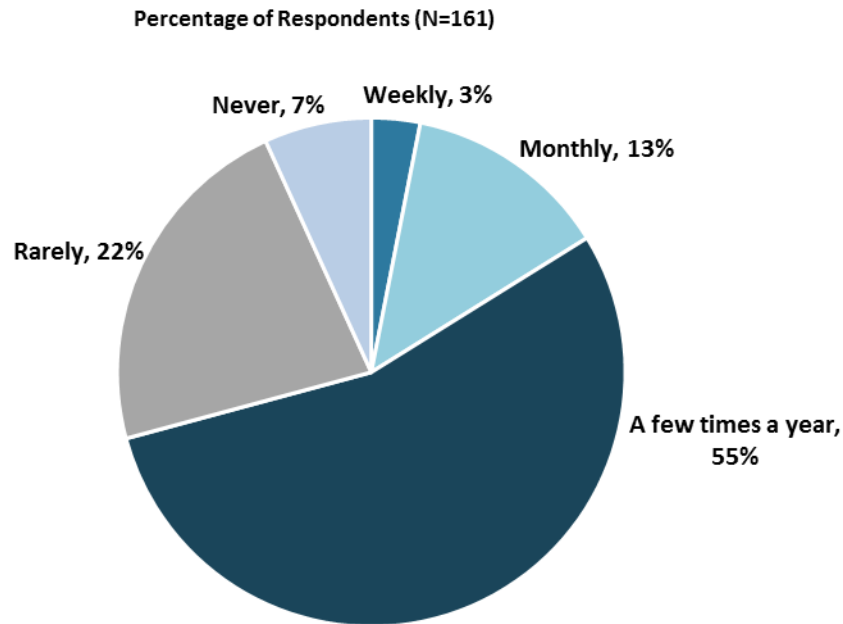
"To what extent do you believe that Uruguay received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?" (1-"To no degree at all", 10-"To a very significant degree")



VIII. World Bank Group's Knowledge and Instruments

Frequency of Consulting WBG Knowledge Work and Activities

- **Year comparison:** Respondents in this year's Country Survey indicated statistically similar frequencies of usage for the WBG's knowledge work and activities as respondents in the FY '14 Country Survey.



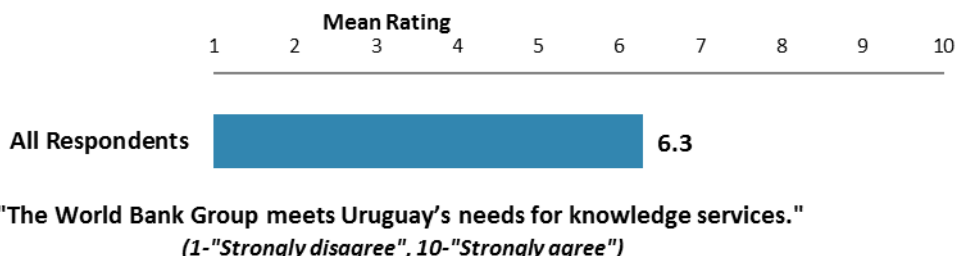
"How frequently do you consult World Bank Group knowledge work and activities in the work you do?" (Respondents chose from a list.)



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

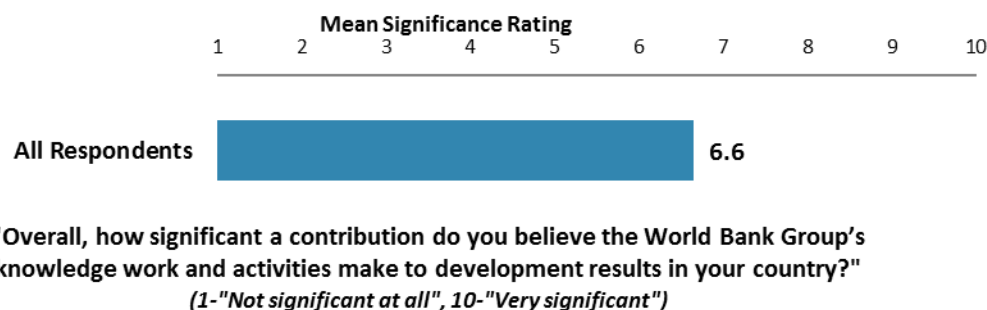
Meeting Uruguay's Knowledge Needs (*Indicator Question*)

- **Year comparison:** Respondents in this year's Country Survey had statistically similar levels of agreement that the WBG meets Uruguay's needs for knowledge services (weighted mean = 6.2) compared to respondents from the FY '14 Country Survey (weighted mean = 6.2)⁹.



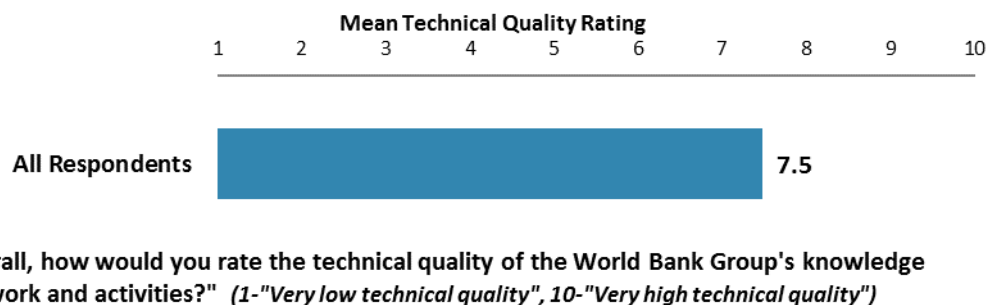
Contribution of the WBG's Knowledge Work and Activities (*Indicator Question*)

- **Year comparison:** Respondents in this year's Country Survey had statistically similar ratings for the significance of the contribution of the WBG's knowledge work and activities (weighted mean = 6.5) compared to respondents from the FY '14 Country Survey (weighted mean = 6.9)⁹.



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

- **Year comparison:** Respondents in this year's Country Survey gave statistically similar ratings for the technical quality of the WBG's knowledge work and activities (weighted mean = 7.3) compared to respondents from the FY '14 Country Survey (weighted mean = 7.6)⁹.



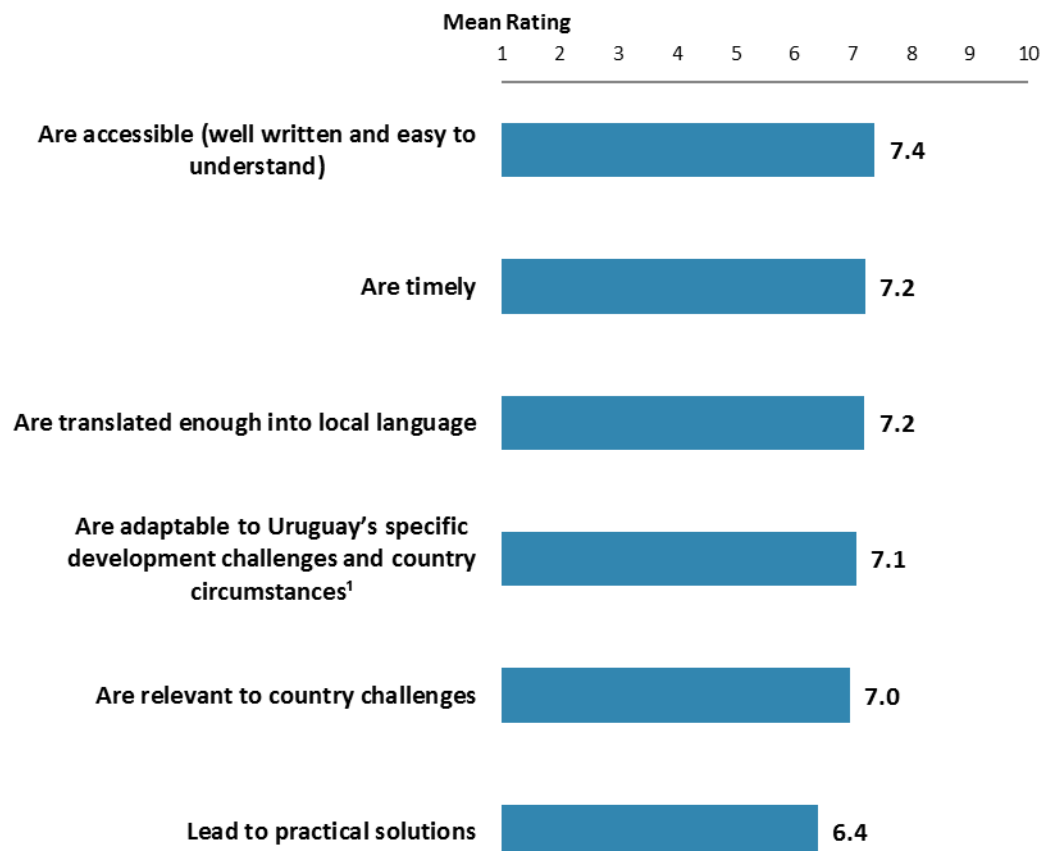
⁹Please refer to Appendix D (page 81) for more details on weighting for year comparisons. The means in these charts were calculated based on un-weighted data.



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

Qualities of the WBG's Knowledge Work and Activities

- **Year comparison:** Respondents in this year's Country Survey gave statistically similar ratings that the WBG's knowledge work and activities "*Are adaptable to Uruguay's specific development challenges and country circumstances*" (weighted mean = 7.1) compared to respondents from the FY '14 Country Survey (weighted mean = 7.2)¹⁰.



"In Uruguay, 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

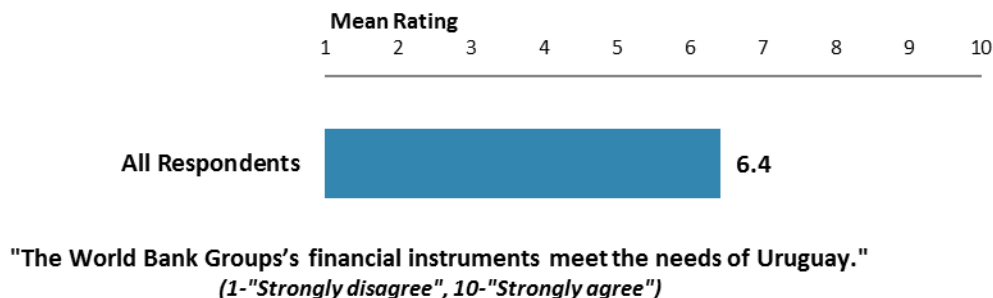
¹⁰Please refer to Appendix D (page 81) for more details on weighting for year comparisons. The means in the chart were calculated based on un-weighted data.



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

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

- **Year comparison:** Respondents in this year's Country Survey had statistically similar levels of agreement that the WBG's financial instruments meet Uruguay's needs (weighted mean = 6.5) compared to respondents from the FY '14 Country Survey (weighted mean = 6.4)¹¹.



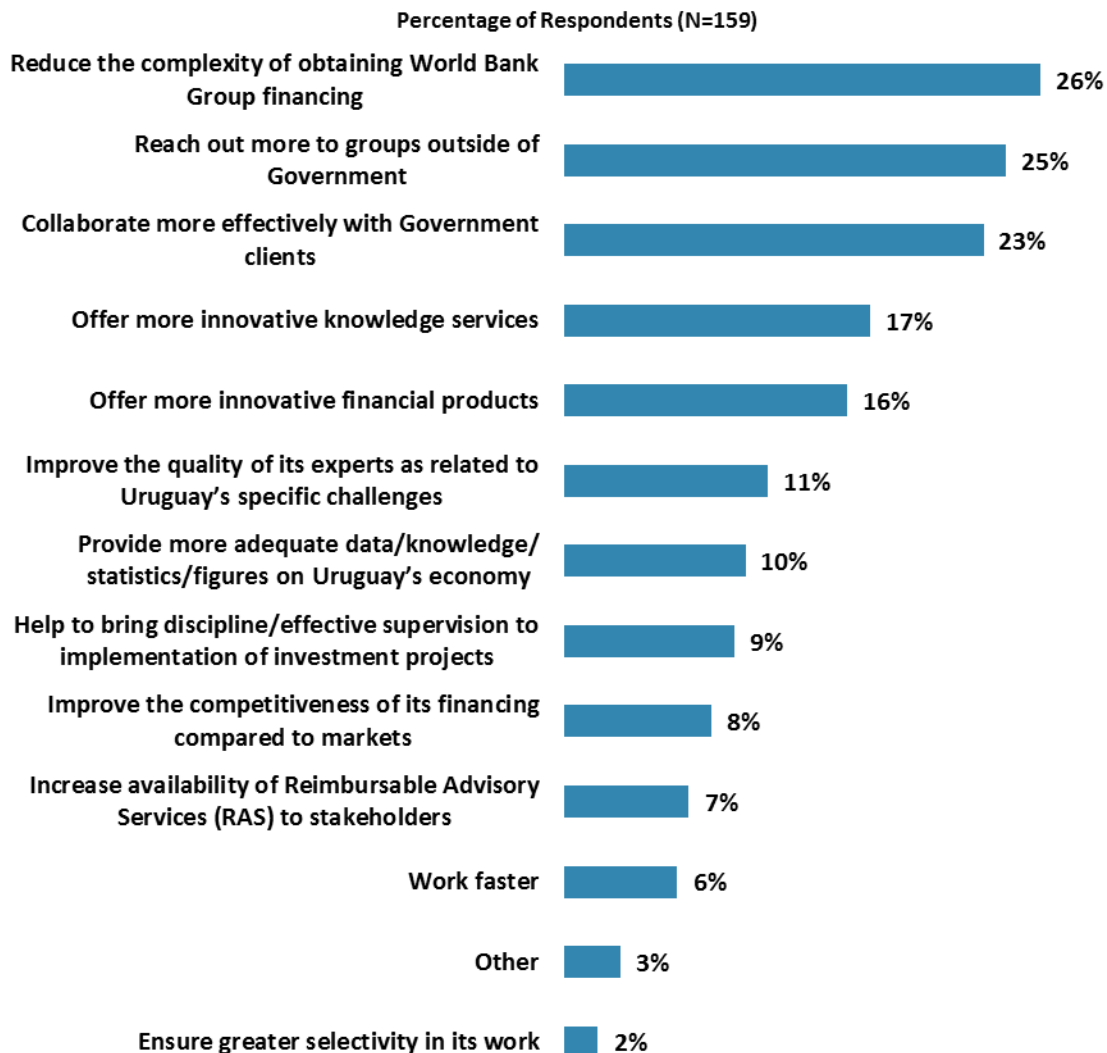
¹¹Please refer to Appendix D (page 81) for more details on weighting for year comparisons. The mean in the chart was calculated based on un-weighted data.



IX. The Future Role of the WBG in Uruguay

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the FY '14 Country Survey indicated that, to make itself of greater value, the WBG should increase the level of capacity development in Uruguay (percentage of respondents = 46%), followed by offering more innovative knowledge services (36%) and reaching out more to groups outside of Government (33%).

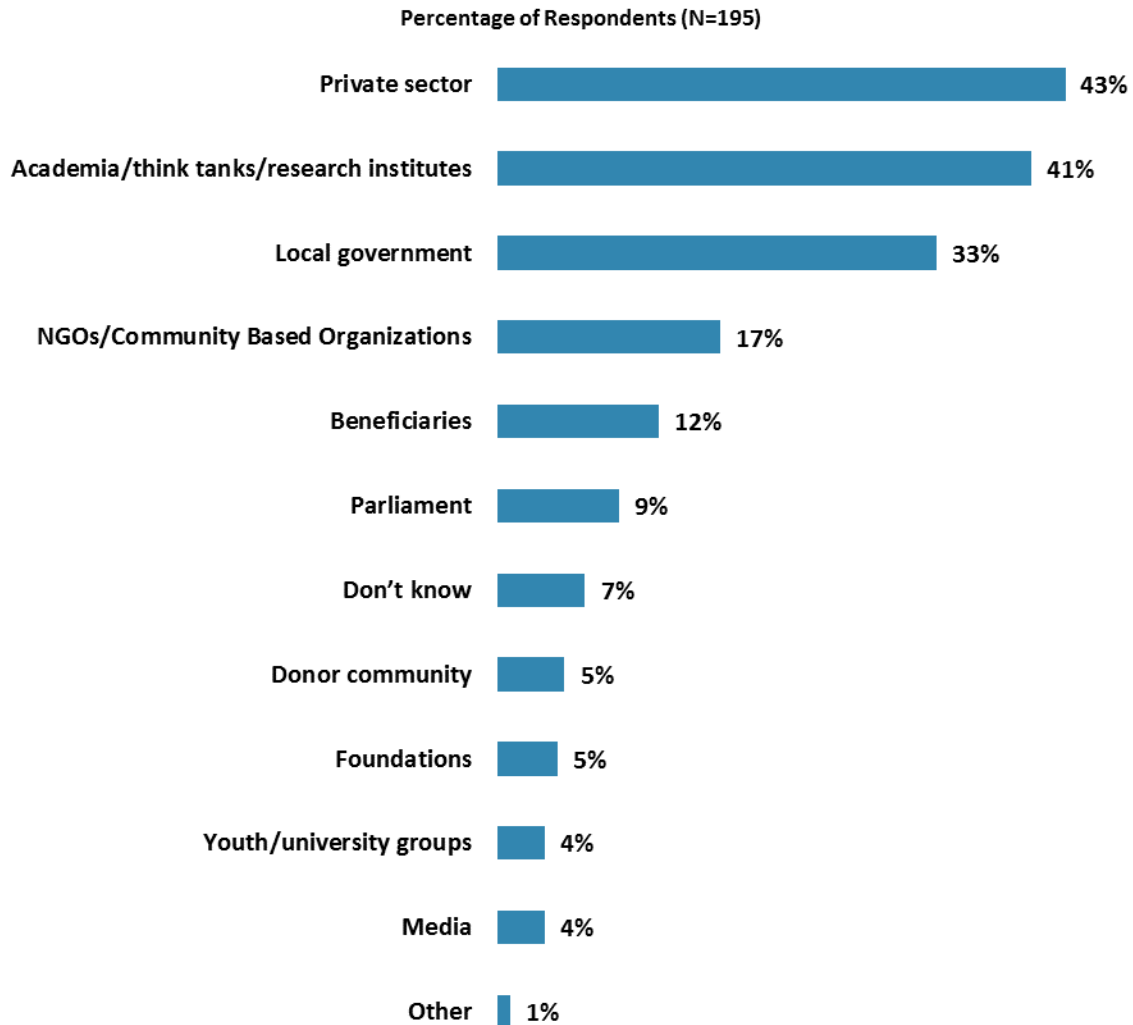


"Which of the following SHOULD the World Bank Group do to make itself of greater value in Uruguay? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



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

World Bank Group Should Collaborate More with...



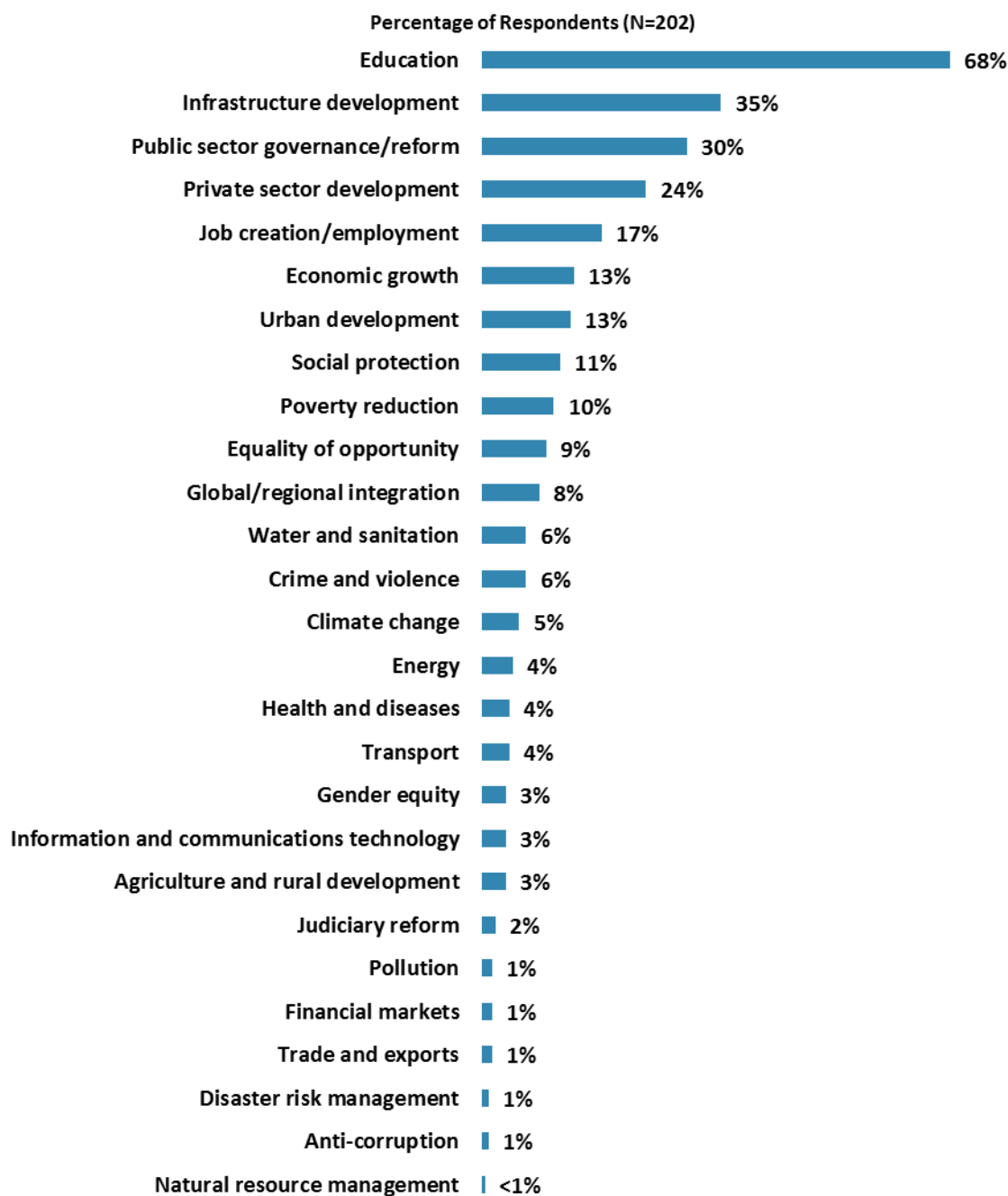
"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



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

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the FY '14 Country Survey indicated that the WBG should focus its resources on education (percentage of respondents = 68%) and infrastructure development (53%), followed by public sector governance/reform (26%).



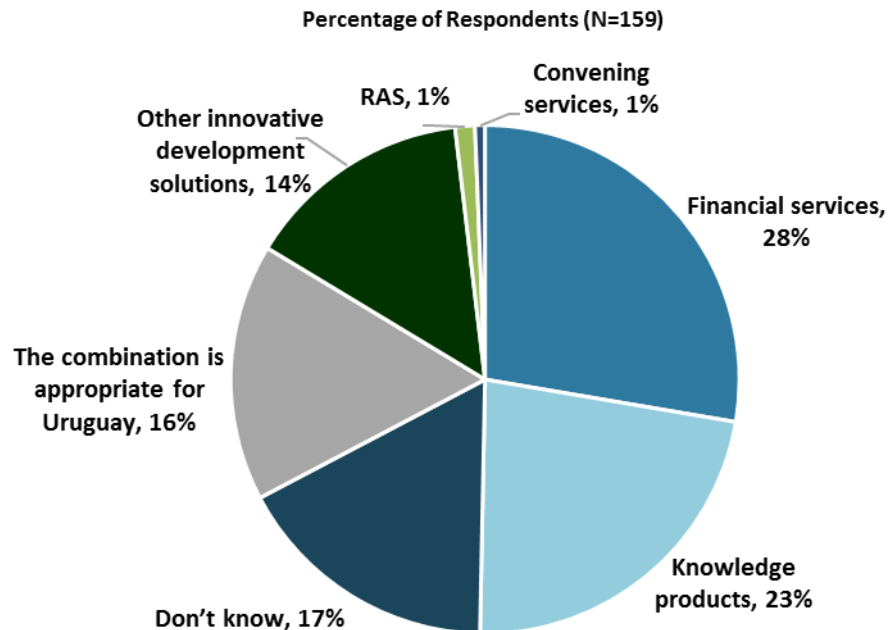
“When thinking about how the World Bank Group can have the most impact on development results in Uruguay, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Uruguay? (Choose no more than THREE)”
(Respondents chose from a list.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



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

Future Combination of the WBG services

- **Year comparison:** Respondents in the FY '14 Country Survey indicated that the WBG should offer more knowledge products in Uruguay (percentage of respondents = 42%). Nearly a third of FY '14 respondents indicated that the current combination of services is appropriate for Uruguay (29%).



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

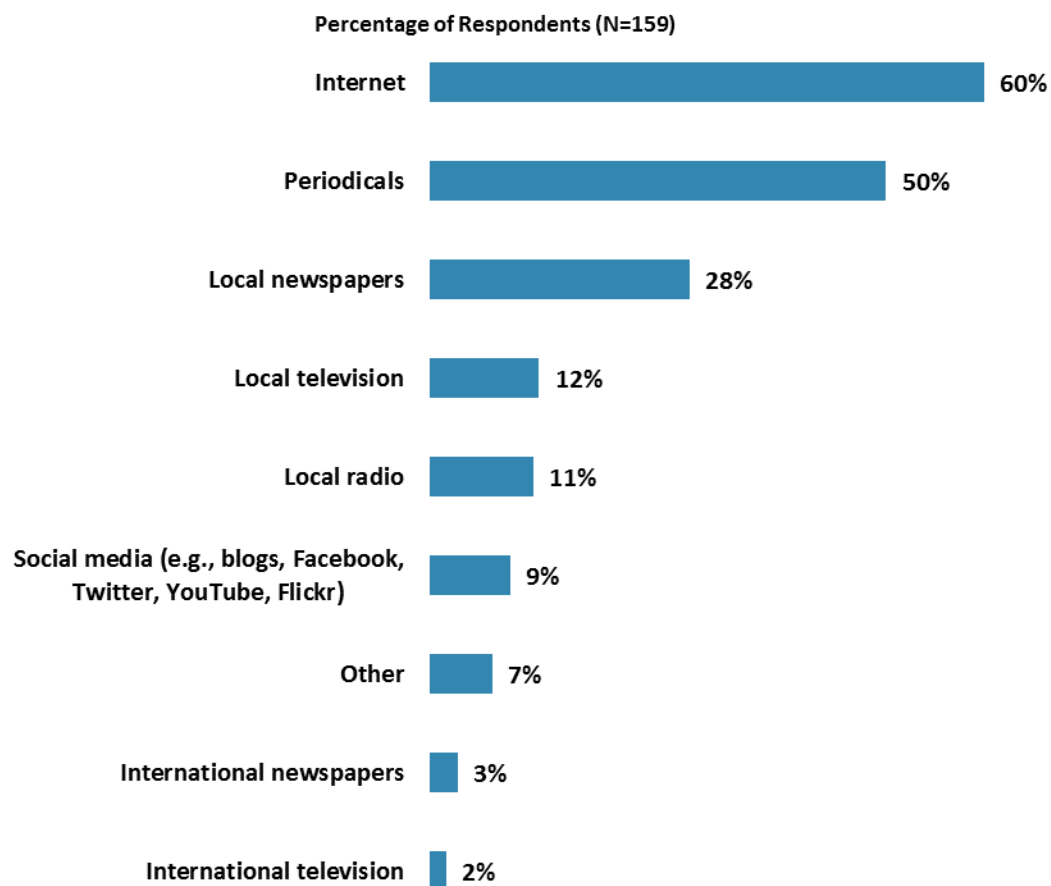


X. Communication and Outreach

When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 56) for all responses by stakeholder groups.

Information Sources

- **Year comparison:** Respondents in the FY '14 Country Survey indicated that they got most of their information about economic and social development issues from the Internet (percentage of respondents = 72%), followed by local newspapers (45%) and periodicals (34%).



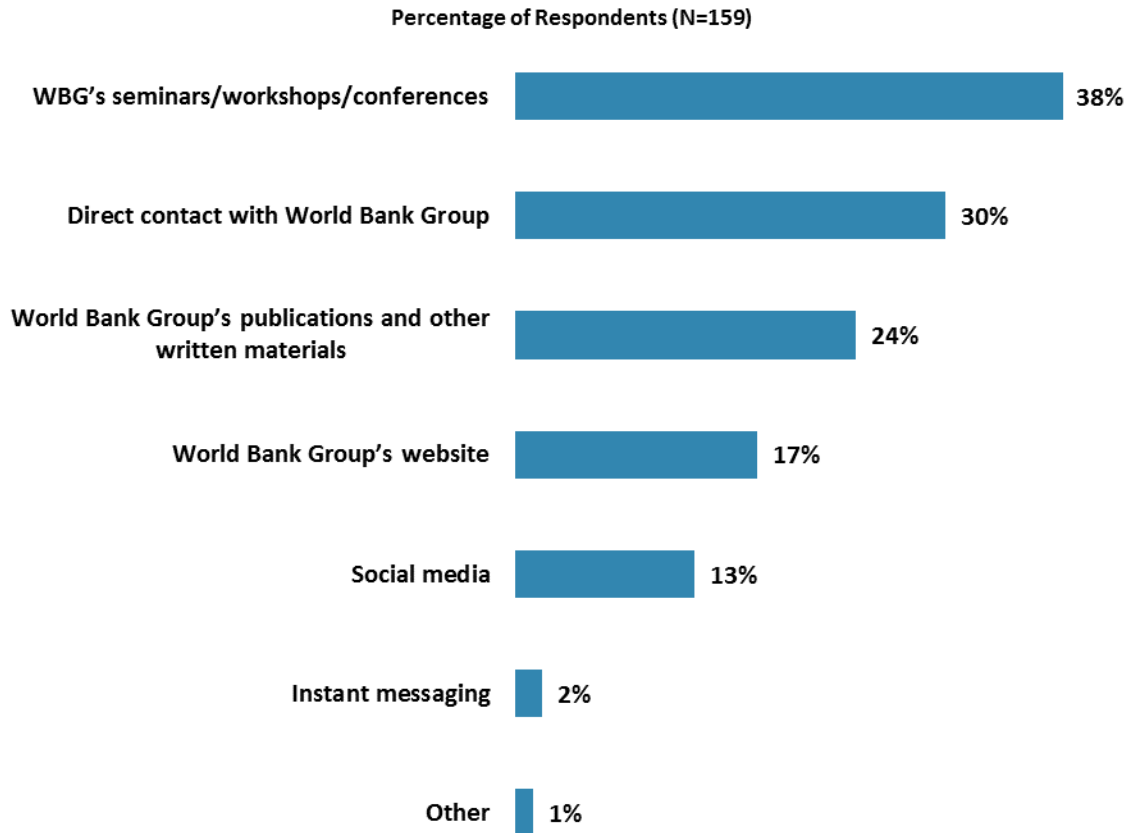
"How do you get most of your information about economic and social development issues in Uruguay? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

Preferred Information Sources

- **Year comparison:** Respondents in the FY '14 Country Survey indicated that they preferred to get their information from e-Newsletters (percentage of respondents = 47%) and the WBG's seminars/workshops/conferences (45%), followed by direct contact with the WBG (30%) and WBG publications and other written materials (30%).



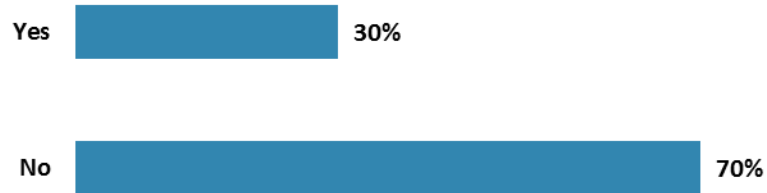
"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

Access to Information

Percentage of Respondents (N=159)

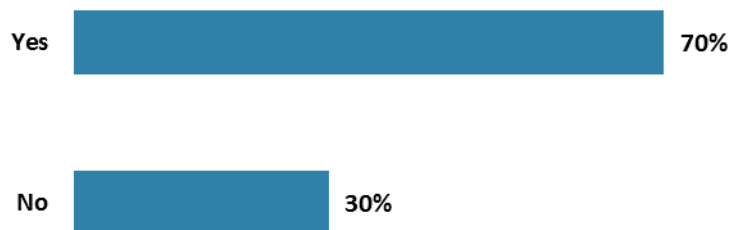


"Are you aware of the World Bank Group's Access to Information Policy under which the Bank will now disclose any information in its possession that is not on a list of exceptions?"

WBG Website Usage

- **Year comparison:** Respondents in this year's Country Survey indicated statistically similar rates of usage of the WBG's website (weighted percentage of respondents, "Yes" = 74%) as respondents in the FY '14 Country Survey (weighted percentage of respondents, "Yes" = 73%)¹².

Percentage of Respondents (N=159)



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

WBG Social Media Usage

Percentage of Respondents (N=159)



"Do you currently consult the World Bank Group social media sites (e.g., blogs, Facebook, Twitter, YouTube, Flickr)?" (Respondents chose from a list.)

¹²Please refer to Appendix D (page 81) for more details on weighting for year comparisons. The percentages in the chart were calculated based on un-weighted data.



XI. Appendices

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URUGUAY





Appendix A: Responses to All Questions across All Respondents (N=208)

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 Uruguay

1. In general would you say that Uruguay is headed in ...?	Percentage of Respondents (N=206)
The right direction	69.4%
The wrong direction	11.2%
Not sure	19.4%

2. Listed below are a number of development priorities in Uruguay. Please identify which of the following you consider the most important development priorities in Uruguay? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=208)
Education (including early childhood education)	79.3%
Private sector development (e.g., competitiveness, productivity, innovation)	36.1%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)	32.2%
Infrastructure development (i.e., roads, bridges, PPP financing, etc.)	26.0%
Crime and violence (i.e., citizen security)	19.2%
Global/regional integration	18.3%
Social protection (e.g., pensions, targeted social assistance, aging population)	13.9%
Equality of opportunity (i.e., social inclusion, equity)	11.5%
Economic growth	9.1%
Job creation/employment	8.7%
Gender equity	5.8%
Urban development (e.g., municipal infrastructure and services, housing, urban management, finance and governance)	5.8%
Poverty reduction	5.8%
Energy	4.8%
Transport (e.g., road safety, public transport, etc.)	4.8%
Pollution	2.4%
Trade and exports	2.4%
Climate change (e.g., mitigation, adaptation)	2.4%
Water and sanitation	1.9%
Judiciary reform	1.9%
Health and diseases (e.g., non-transmissible diseases, Zika, dengue, etc.)	1.4%
Financial markets	1.0%
Agriculture and rural development	1.0%
Information and communications technology	1.0%
Food security	0.5%
Disaster risk management	0.5%
Natural resource management (e.g., oil, gas, mining)	0.0%
Anti-corruption	0.0%

**A. General Issues Facing Uruguay (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 Uruguay? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=208)
Education (including early childhood education)	70.7%
Economic growth	55.3%
Equality of opportunity (i.e., social inclusion, equity)	42.8%
Job creation/employment	37.0%
Social protection (e.g., pensions, targeted social assistance, aging population)	16.8%
Private sector development (e.g., competitiveness, productivity, innovation)	13.5%
Infrastructure development (i.e., roads, bridges, PPP financing, etc.)	11.5%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)	10.1%
Urban development (e.g., municipal infrastructure and services, housing, urban management, finance and governance)	8.2%
Global/regional integration	7.2%
Crime and violence (i.e., citizen security)	4.8%
Gender equity	3.4%
Information and communications technology	1.4%
Trade and exports	1.4%
Energy	1.4%
Water and sanitation	1.4%
Food security	1.4%
Agriculture and rural development	1.0%
Climate change (e.g., mitigation, adaptation)	1.0%
Transport (e.g., road safety, public transport, etc.)	1.0%
Anti-corruption	1.0%
Health and diseases (e.g., non-transmissible diseases, Zika, dengue, etc.)	1.0%
Judiciary reform	0.5%
Pollution	0.5%
Financial markets	0.5%
Disaster risk management	0.0%
Natural resource management (e.g., oil, gas, mining)	0.0%

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

4. The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "shared prosperity" in your country, which of the following TWO best illustrate how this would be achieved in Uruguay? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=208)
Education and training that better ensure job opportunity	53.4%
Consistent economic growth	40.4%
Better quality education	31.3%
Better opportunity for the poor who live in urban areas	14.9%
Better quality public services	10.1%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	9.1%
Better employment opportunities for young people	8.7%
A growing middle class	5.3%
More reliable social safety net	5.3%
Other	5.3%
Better opportunity for the poor who live in rural areas	4.8%
Greater access to health and nutrition for citizens	2.9%
Better employment opportunities for women	2.9%
Greater voice and participation for citizens to help ensure greater accountability	1.9%
Greater access to micro-finance for the poor	1.4%

5. Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Uruguay? (Select only ONE response)	Percentage of Respondents (N=208)
A very big problem	16.8%
A moderately big problem	59.1%
A small problem	20.2%
Not a problem at all	2.4%
Don't know	1.4%

6. In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)	Percentage of Respondents (N=208)
A very serious problem	11.5%
A somewhat serious problem	54.3%
Not too serious problem	26.9%
Not a problem	5.8%
Don't know	1.4%

7. In your view, is early childhood development (i.e. nutrition, growth, care, and education) a very important, moderately important, slightly important, or not an important development priority in Uruguay? (Select only ONE response)	Percentage of Respondents (N=208)
A very important development priority	87.0%
A moderately important development priority	8.7%
A slightly important development priority	1.9%
Not an important development priority	1.4%
Don't know	1.0%

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

How familiar are you with the work of these organizations in Uruguay? <i>(1-Not familiar at all, 10-Extremely familiar)</i>	N	Mean	SD
1. World Bank Group (WBG)	205	6.44	2.25
2. Inter-American Development Bank (IDB/BID)	203	7.04	2.10
3. Latin American Development Bank (CAF)	201	5.74	2.57

Overall, please rate your impression of the effectiveness of these organizations in Uruguay. (1-Not effective at all, 10-Very effective)	N	DK	Mean	SD
4. World Bank Group (WBG)	172	33	6.69	1.94
5. Inter-American Development Bank (IDB/BID)	181	24	7.04	1.75
6. Latin American Development Bank (CAF)	139	66	6.54	2.01

<i>(1-To no degree at all, 10-To a very significant degree)</i>	N	DK	Mean	SD
7. To what extent do you believe the World Bank Group's staff is well prepared to help Uruguay solve its most complicated development challenges?	167	38	7.81	1.66

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

8. When thinking about how the World Bank Group can have the most impact on development results in Uruguay, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Uruguay? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=202)
Education (including early childhood education)	67.8%
Infrastructure development (i.e., roads, bridges, PPP financing, etc.)	34.7%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)	29.7%
Private sector development (e.g., competitiveness, productivity, innovation)	23.8%
Job creation/employment	17.3%
Economic growth	13.4%
Urban development (e.g., municipal infrastructure and services, housing, urban management, finance and governance)	12.9%
Social protection (e.g., pensions, targeted social assistance, aging population)	11.4%
Poverty reduction	10.4%
Equality of opportunity (i.e., social inclusion, equity)	9.4%
Global/regional integration	8.4%
Water and sanitation	6.4%
Crime and violence (i.e., citizen security)	6.4%
Climate change (e.g., mitigation, adaptation)	5.4%
Energy	4.5%
Health and diseases (e.g., non-transmissible diseases, Zika, dengue, etc.)	4.0%
Transport (e.g., road safety, public transport, etc.)	4.0%
Gender equity	3.5%
Information and communications technology	3.5%
Agriculture and rural development	3.5%
Judiciary reform	2.0%
Pollution	1.5%
Financial markets	1.5%
Trade and exports	1.5%
Disaster risk management	1.0%
Anti-corruption	1.0%
Natural resource management (e.g., oil, gas, mining)	0.5%
Food security	0.0%

9. 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 Uruguay?	Percentage of Respondents (N=187)		
	Greatest Value	2nd Greatest Value	Combined
Financial resources	27.3%	15.5%	42.8%
Policy advice, studies, analyses	20.9%	17.6%	38.5%
Capacity development related to World Bank Group supported projects	13.9%	18.7%	32.6%
Technical assistance	10.2%	14.4%	24.6%
Bringing innovative solutions to development challenges	9.6%	8.0%	17.6%
Promoting knowledge sharing	9.1%	8.0%	17.1%
Bringing together different groups of stakeholders	4.8%	7.0%	11.8%
Mobilizing third party financial resources	2.1%	5.3%	7.5%
Data and statistics	1.6%	4.8%	6.4%
Other	0.5%	0.5%	1.1%

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

10. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Uruguay? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=199)
Don't know	32.2%
World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)	22.1%
World Bank Group's processes too complex	17.1%
Not enough public disclosure of its work	16.6%
Not adequately sensitive to political/social realities in Uruguay	9.5%
Too influenced by developed countries	8.5%
Not innovative enough in addressing local challenges (e.g., simply replicating other countries' experiences)	6.0%
Not exploring alternative policy options	5.5%
Not willing to honestly criticize Government policies and reform	5.0%
Not aligned with other donors' work	5.0%
Not collaborating enough with stakeholders outside the Government	5.0%
Its advice and strategies do not lend themselves to practical problem solving	4.5%
Not aligned with country priorities	4.0%
Other	2.0%
Staff too inaccessible	1.5%
Not client-focused	1.5%
Arrogant in its approach	1.0%
The credibility of its knowledge/data	0.5%

11. To what extent do you believe that the World Bank Group's work and support help the poorest in Uruguay? (Select only ONE response)	Percentage of Respondents (N=199)
To a fully sufficient degree	2.5%
To a somewhat sufficient degree	27.1%
To a somewhat insufficient degree	43.2%
To a very insufficient degree	6.5%
Don't know	20.6%

12. How EFFECTIVE do you believe the following World Bank Group's instruments are in supporting the Uruguay Government's efforts to reduce poverty? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	N/A	Mean	SD
1. Investment Project Financing (IPF)	100	95	7.14	1.85
2. Development Policy Financing (DPF)	98	97	6.96	1.98
3. Program-for-Results Financing (PforR)	75	120	6.87	1.87
4. Trust funds and grants	72	123	6.17	1.91
5. Technical Assistance (TA)	127	68	7.16	1.89
6. Guarantees	54	141	6.13	2.00
7. IFC Investment Services	54	141	6.06	1.93
8. IFC Advisory Services	55	140	5.85	2.09

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

13. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=195)
Private sector	43.1%
Academia/think tanks/research institutes	40.5%
Local government	33.3%
NGOs/Community Based Organizations	16.9%
Beneficiaries	12.3%
Parliament	9.2%
Don't know	6.7%
Donor community	5.1%
Foundations	4.6%
Youth/university groups	3.6%
Media	3.6%
Other	1.0%

To what extent do you agree with the following statements about the World Bank Group's work in Uruguay? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
14. Overall the World Bank Group currently plays a relevant role in development in Uruguay*	182	13	5.80	1.90
15. The World Bank Group's work is aligned with what I consider the development priorities for Uruguay*	177	18	6.40	1.80

To what extent is the World Bank Group an effective development partner in Uruguay, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Level of Agreement			
	N	DK	Mean	SD
16. Responsiveness to needs*	140	49	6.45	1.79
17. Flexibility (in terms of the institution's products and services)*	135	54	6.05	1.74
18. Flexibility (in terms of changing country circumstances and needs in Uruguay)*	142	47	6.38	1.72
19. Being inclusive (in terms of decision making)*	124	65	6.32	1.61
20. Being innovative*	141	48	6.57	1.80
21. Openness (sharing data and other information)*	146	43	7.15	1.74
22. Collaboration with the Government*	148	41	7.55	1.65
23. The speed in which it gets things accomplished on the ground*	126	63	5.94	1.80
24. Helping to bring discipline/effective supervision to implementation of investment projects*	114	75	6.74	2.01
25. Collaboration with civil society*	114	75	5.96	1.92
26. Staff accessibility*	139	50	7.18	2.02
27. Collaboration with other donors and development partners*	96	93	6.23	2.15
28. Collaboration with the private sector*	99	89	5.95	2.15
29. Straightforwardness and honesty*	140	49	7.71	1.84
30. Treating clients and stakeholders in Uruguay with respect*	138	51	7.83	1.74
31. Being a long-term partner*	139	50	7.84	1.75

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

32. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=188)
Poor coordination within the Government	30.9%
Political pressures and obstacles	24.5%
There is not an adequate level of citizen/civil society participation	16.5%
The World Bank Group is not sensitive enough to political/social realities on the ground	16.0%
Reforms are not well thought out in light of country challenges	15.4%
Lack of/inadequate levels of capacity in Government	15.4%
The Government works inefficiently	14.4%
Other	11.7%
The World Bank Group does not do adequate follow through/follow-up	11.2%
The World Bank Group works too slowly	6.9%
Poor donor coordination	2.1%
Poor coordination within the World Bank Group	0.5%

**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 Uruguay? (1-Not important at all, 10-Very important)	Importance			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance, aging population)	142	34	7.20	1.97
2. Gender equity	144	31	6.57	2.28
3. Private sector development (e.g., competitiveness, productivity, innovation)	143	31	7.48	1.83
4. Education (including early childhood education)	153	22	8.21	1.88
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)	144	30	7.76	1.95
6. Global/regional integration	136	37	6.96	2.09
7. Food security	127	47	6.12	2.15
8. Urban development (e.g., municipal infrastructure and services, housing, urban management, finance and governance)	137	37	6.98	1.97
9. Energy	137	37	6.83	1.97
10. Water and sanitation	135	39	6.97	2.01
11. Pollution	129	45	6.98	2.06
12. Job creation/employment	133	41	6.91	2.19
13. Health and diseases (e.g., non-transmissible diseases, Zika, dengue, etc.)	132	42	6.33	2.13
14. Financial markets	135	39	6.68	1.87
15. Transport (e.g., road safety, public transport, etc.)	133	41	7.09	1.94
16. Agriculture and rural development	133	41	6.80	1.95
17. Trade and exports	130	44	6.75	1.96
18. Crime and violence (i.e., citizen security)	127	46	6.62	2.15
19. Natural resource management (e.g., oil, gas, mining)	128	46	6.75	1.96
20. Climate change (e.g., mitigation, adaptation)	135	39	7.26	2.13
21. Poverty reduction	143	32	7.71	1.96
22. Anti-corruption	135	40	6.24	2.39
23. Judiciary reform	124	51	6.31	2.23
24. Economic growth	140	34	7.69	1.81
25. Disaster risk management	127	47	6.39	2.13
26. Equality of opportunity (i.e., social inclusion, equity)	140	34	7.37	1.89
27. Infrastructure development (i.e., roads, bridges, PPP financing, etc.)	137	37	8.20	1.77
28. Information and communications technology	133	40	7.32	1.77

**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 Uruguay? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance, aging population)	44	119	6.52	2.12
2. Gender equity	37	126	6.51	1.87
3. Private sector development (e.g., competitiveness, productivity, innovation)	63	100	6.44	2.33
4. Education (including early childhood education)	67	95	6.79	2.06
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)	68	94	6.44	2.21
6. Global/regional integration	40	122	6.10	2.10
7. Food security	28	134	5.93	1.84
8. Urban development (e.g., municipal infrastructure and services, housing, urban management, finance and governance)	48	114	6.67	1.85
9. Energy	50	112	7.72	1.71
10. Water and sanitation	51	111	7.33	1.82
11. Pollution	41	121	6.83	1.76
12. Job creation/employment	37	125	6.00	2.19
13. Health and diseases (e.g., non-transmissible diseases, Zika, dengue, etc.)	32	130	6.47	2.06
14. Financial markets	38	124	6.66	2.25
15. Transport (e.g., road safety, public transport, etc.)	48	114	6.85	2.01
16. Agriculture and rural development	44	118	7.30	1.85
17. Trade and exports	36	126	6.33	2.16
18. Crime and violence (i.e., citizen security)	29	133	6.21	2.19
19. Natural resource management (e.g., oil, gas, mining)	33	129	6.82	2.05
20. Climate change (e.g., mitigation, adaptation)	52	110	7.62	1.83
21. Poverty reduction	56	106	6.75	2.23
22. Anti-corruption	33	129	6.27	2.25
23. Judiciary reform	25	137	5.80	2.38
24. Economic growth	57	105	7.39	2.02
25. Disaster risk management	30	132	6.77	2.08
26. Equality of opportunity (i.e., social inclusion, equity)	45	117	7.27	2.04
27. Infrastructure development (i.e., roads, bridges, PPP financing, etc.)	65	97	7.62	2.00
28. Information and communications technology	48	114	7.21	2.18
(1-To no degree at all, 10-To a very significant degree)	N	DK	Mean	SD
3. To what extent does the World Bank Group's work help to achieve development results in Uruguay?*	135	27	6.25	1.57

**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 Uruguay? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
4. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Uruguay*	127	35	6.43	1.80
5. The World Bank Group meets Uruguay's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	133	29	6.29	1.68

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

1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	Percentage of Respondents (N=161)
Weekly	3.1%
Monthly	13.0%
A few times a year	54.7%
Rarely	22.4%
Never	6.8%

In Uruguay, 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	124	37	7.21	1.75
3. Lead to practical solutions	124	37	6.40	1.75
4. Are accessible (well written and easy to understand)	130	31	7.38	1.68
5. Are translated enough into local language	126	35	7.20	1.91
6. Are relevant to country challenges	128	33	6.95	1.68
7. Are adaptable to Uruguay's specific development challenges and country circumstances*	128	33	7.05	1.75

Overall Evaluations	N	DK	Mean	SD
8. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?* (1-Not significant at all, 10-Very significant)	136	25	6.65	1.58
9. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?* (1-Very low technical quality, 10-Very high technical quality)	140	21	7.47	1.53

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

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
1. The World Bank Group disburses funds promptly	84	75	6.68	2.02
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	103	56	7.26	1.69
3. The World Bank Group's approvals and reviews are done in a timely fashion	88	71	6.89	1.73
4. The World Bank Group's "Safeguard Policy" requirements are reasonable	68	91	6.81	1.92
5. The World Bank Group's conditions on its lending are reasonable	84	75	6.94	1.79
6. The World Bank Group takes decisions quickly in Uruguay*	84	75	6.32	2.06
7. Working with the World Bank Group increases Uruguay's institutional capacity	108	51	7.36	1.77
8. Where country systems are adequate, the World Bank Group makes appropriate use of them*	68	91	7.19	1.89
9. The World Bank Group provides effective implementation support	92	67	7.10	1.82

(1-To no degree at all, 10-To a very significant degree)	N	DK	Mean	SD
10. To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Uruguay?	108	51	6.35	1.86

(1-To no degree at all, 10-To a very significant degree)	N	DK	Mean	SD
11. To what extent do you believe the World Bank Group measures and corrects its work in real time in Uruguay?	82	77	6.34	1.50

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

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Uruguay? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=159)
Reduce the complexity of obtaining World Bank Group financing	26.4%
Reach out more to groups outside of Government	24.5%
Collaborate more effectively with Government clients (e.g., national, state, local)	23.3%
Offer more innovative knowledge services	17.0%
Offer more innovative financial products	15.7%
Improve the quality of its experts as related to Uruguay's specific challenges	11.3%
Provide more adequate data/knowledge/statistics/figures on Uruguay's economy	10.1%
Help to bring discipline/effective supervision to implementation of investment projects	9.4%
Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)	8.2%
Increase availability of Reimbursable Advisory Services (RAS) to stakeholders	6.9%
Work faster	6.3%
Other	3.1%
Ensure greater selectivity in its work	1.9%

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

2. When considering the combination of services that the World Bank Group offers in Uruguay, 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 Uruguay? (Select only ONE response)	Percentage of Respondents (N=159)
Financial services (including contingency financing)	27.7%
Knowledge products	22.6%
Don't know	17.0%
The combination is appropriate for Uruguay	16.4%
Other innovative development solutions (bonds, derivatives, swaps, insurances, etc.)	14.5%
Reimbursable Advisory Services	1.3%
Convening services	.6%

<i>(1-To no degree at all, 10-To a very significant degree)</i>	N	DK	Mean	SD
12. To what extent do you believe that Uruguay received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?	83	76	6.34	1.98

G. Communication and Information Sharing

1. How do you get most of your information about economic and social development issues in Uruguay? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=159)
Internet	60.4%
Periodicals	49.7%
Local newspapers	28.3%
Local television	11.9%
Local radio	11.3%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	8.8%
Other	6.9%
International newspapers	3.1%
International television	1.9%

2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=159)
World Bank Group's seminars/workshops/conferences	38.4%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	30.2%
World Bank Group's publications and other written materials	23.9%
World Bank Group's website	17.0%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	12.6%
Instant messaging	1.9%
Other	1.3%
Mobile phones	0.0%

3. Are you aware of the World Bank Group's Access to Information Policy under which the WBG will now disclose any information in its possession that is not on a list of exceptions?	Percentage of Respondents (N=159)
Yes	29.6%
No	70.4%

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

4. Do you use/have you used the World Bank Group website?	Percentage of Respondents (N=159)
Yes	69.8%
No	30.2%

5. Do you currently consult the World Bank Group social media sites (e.g., blogs, Facebook, Twitter, YouTube, Flickr)?	Percentage of Respondents (N=159)
Yes	20.8%
No	79.5%

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
6. When I need information from the World Bank Group I know how to find it	146	13	7.11	2.42
7. The World Bank Group's social media channels are valuable sources of information about the institution	71	88	6.08	2.68
8. The World Bank Group is responsive to my information requests and inquiries	109	50	7.58	2.09

H. Background Information

1. Which of the following best describes your current position? (Select only ONE response)	Percentage of Respondents (N=158)
Employee of a Ministry, Ministerial Department or Implementation Agency	15.2%
Private Sector Organization	14.6%
Bilateral/Multilateral Agency	12.0%
Academia/Research Institute/Think Tank	10.1%
Other	9.5%
Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)	8.9%
Office of Minister	7.0%
Project Management Unit (PMU) overseeing implementation of project/ Consultant/Contractor working on World Bank Group supported project/program	6.3%
Media (press, radio, TV, web, etc.)	4.4%
Local Government Office or Staff	2.5%
Financial Sector/Private Bank	2.5%
Office of the President, Prime Minister	1.9%
Office of Parliamentarian	1.9%
NGO/Community Based Organization	1.9%
Private Foundation	1.3%

**H. Background Information (continued)**

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=158)
Other	20.3%
Generalist (specialized in multiple sectors)	14.6%
Finance and markets	10.8%
Macroeconomics and fiscal management	9.5%
Education	7.6%
Trade and competitiveness	7.6%
Energy and extractives	5.7%
Environment and natural resources	3.2%
Transport and ICT	3.2%
Governance	3.2%
Water	2.5%
Social protection and labor	2.5%
Agriculture	2.5%
Public-private partnerships	1.9%
Health, nutrition, and population	1.9%
Urban, rural, and social development	1.9%
Poverty	1.3%

3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, or MIGA) in your country? (Select only ONE response)	Percentage of Respondents (N=157)
Yes	32.5%
No	67.5%

4. Which of the following agencies of the World Bank Group do you primarily engage with in Uruguay? (Select only ONE response)	Percentage of Respondents (N=141)
The World Bank (IBRD)	87.9%
Other	9.2%
The International Finance Corporation (IFC)	2.8%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%

5. Do your projects involve both the World Bank and the IFC?	Percentage of Respondents (N=157)
Yes	12.7%
No	58.3%
Don't know	29.3%

6. If yes, what was your view of how the two institutions work together in Uruguay? (Choose no more than TWO)	Percentage of Respondents (N=20)
The two institutions work well together	40.0%
The way the two institutions work together needs improvement	35.0%
Don't know	20.0%
The two institutions do not work well together	5.0%

**H. Background Information (continued)**

7. Which of the following describes most of your exposure to the World Bank Group in Uruguay? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=157)
Engage in World Bank Group related/sponsored events/activities	52.2%
Use World Bank Group reports/data	41.4%
Use World Bank Group website for information, data, research, etc.	25.5%
Collaborate as part of my professional duties	21.0%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	20.4%

8. What's your gender?	Percentage of Respondents (N=157)
Female	35.0%
Male	65.0%

9. Which best represents your geographic location?	Percentage of Respondents (N=157)
Montevideo	98.1%
Inland urban areas	1.3%
Inland rural areas	.6%

Appendix B: Responses to All Questions by Stakeholder Groups¹³

Office of the President/Minister N=14 ● Employee of a Ministry N=24 ● PMU/Consultant on WBG-supported project N=10 ●
Bilateral/Multilateral Agency N=19 ● Private Sector/Financial Sector/Private Bank N=27 ● Media N=7 ●
Independent Government Institution N=14 ● Academia N=16 ● Other N=27

A. General Issues facing Uruguay

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

Percentage of Respondents	Office of the President/Minister	Employee of a Ministry	PMU/Consultant on WBG project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	Media	Independent Government Institution	Academia	Other
The right direction	78.6%	82.6%	70.0%	78.9%	29.6%	71.4%	92.9%	56.3%	69.2%
The wrong direction	7.1%		10.0%	5.3%	44.4%			25.0%	7.7%
Not sure	14.3%	17.4%	20.0%	15.8%	25.9%	28.6%	7.1%	18.8%	23.1%

B. Overall Attitudes toward the World Bank Group

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

	Office of President/Minister		Employee of a Ministry		PMU/Consultant on WBG project		Bilateral/Multilateral Agency		Private/Financial Sector/ Bank		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
World Bank Group (WBG)	14	6.86	24	6.00	10	7.70	19	5.84	27	6.07	7	7.29	14	6.64	16	6.81	27	6.15
Inter-American Development Bank (IDB/BID)	14	7.71	23	6.13	10	6.60	19	7.11	27	6.96	7	6.71	14	7.57	15	7.13	27	6.52
Latin American Development Bank (CAF)*	14	5.21	22	4.64	10	4.40	19	5.89	27	6.74	7	6.71	14	6.64	15	4.87	27	6.00

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

¹³ Only 158 respondents provided the information about their current positions. Thus, only these respondents were included in the across-stakeholder analysis presented in this Appendix.

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

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

	Office of President/Minister		Employee of a Ministry		PMU/Consultant on WBG project		Bilateral/Multilateral Agency		Private/Financial Sector/ Bank		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
World Bank Group (WBG)	13	7.23	21	6.76	9	7.00	14	6.64	22	5.82	5	6.20	12	6.33	13	7.23	24	6.67
Inter-American Development Bank (IDB/BID)	14	7.50	19	7.16	9	6.78	17	7.12	24	6.29	4	6.75	12	7.25	13	6.77	27	6.96
Latin American Development Bank (CAF)	8	6.50	14	6.79	6	6.67	13	6.92	21	6.62	5	6.60	12	6.33	7	6.43	24	6.46

	Office of President/Minister		Employee of a Ministry		PMU/Consultant on WBG project		Bilateral/Multilateral Agency		Private/Financial Sector/ Bank		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent do you believe the WBG's staff is well prepared to help Uruguay solve its most complicated development challenges?	14	8.14	20	7.40	10	7.30	16	7.94	20	7.90	6	8.00	11	7.45	12	7.83	22	7.95

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

Percentage of Respondents (Responses combined)	Office of the President/ Minister	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Media	Independent Government Institution	Academia	Other
Energy	0.0%	4.2%	0.0%	5.3%	11.1%	0.0%	0.0%	6.3%	3.7%
Water and sanitation*	14.3%	8.3%	30.0%	10.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Pollution	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%
Job creation/employment	28.6%	20.8%	10.0%	10.5%	11.1%	42.9%	21.4%	6.3%	22.2%
Health and diseases	7.1%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	3.7%
Financial markets	0.0%	0.0%	0.0%	0.0%	3.7%	0.0%	7.1%	0.0%	0.0%
Social protection	7.1%	8.3%	0.0%	21.1%	3.7%	28.6%	0.0%	12.5%	11.1%
Gender equity	0.0%	4.2%	0.0%	0.0%	0.0%	14.3%	7.1%	6.3%	0.0%
Private sector development	21.4%	20.8%	10.0%	31.6%	37.0%	14.3%	14.3%	18.8%	18.5%
Education	64.3%	75.0%	60.0%	78.9%	74.1%	71.4%	71.4%	68.8%	66.7%
Public sector governance/reform	35.7%	16.7%	30.0%	42.1%	37.0%	57.1%	35.7%	25.0%	29.6%
Global/regional integration	0.0%	8.3%	10.0%	15.8%	14.8%	0.0%	0.0%	18.7%	11.1%
Food security	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Urban development	7.1%	12.5%	0.0%	15.8%	7.4%	28.6%	14.3%	25.0%	3.7%
Judiciary reform	0.0%	0.0%	0.0%	0.0%	7.4%	0.0%	0.0%	0.0%	0.0%
Economic growth	14.3%	20.8%	10.0%	10.5%	18.5%	0.0%	7.1%	6.3%	25.9%
Disaster risk management*	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	14.3%	0.0%	30.0%	0.0%	7.4%	0.0%	14.3%	6.3%	11.1%
Infrastructure development	28.6%	45.8%	20.0%	15.8%	40.7%	28.6%	64.3%	18.8%	40.7%
Information and communications technology	7.1%	4.2%	0.0%	0.0%	3.7%	14.3%	0.0%	0.0%	3.7%
Transport	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	6.3%	3.7%
Agriculture and rural development	0.0%	4.2%	20.0%	0.0%	3.7%	0.0%	0.0%	12.5%	3.7%
Trade and exports	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	3.7%
Crime and violence	0.0%	4.2%	10.0%	10.5%	0.0%	0.0%	7.1%	12.5%	11.1%
Natural resource management	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Climate change	14.3%	12.5%	10.0%	15.8%	0.0%	0.0%	0.0%	6.3%	3.7%
Poverty reduction	21.4%	0.0%	10.0%	15.8%	11.1%	0.0%	0.0%	6.3%	22.2%
Anti-corruption	0.0%	8.3%	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 Uruguay?

Greatest Value Percentage of Respondents	Office of the President/ Minister	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Media	Independent Government Institution	Academia	Other
Bringing together different groups of stakeholders	7.7%	8.3%	0.0%	0.0%	4.3%	0.0%	7.7%	0.0%	3.8%
Capacity development related to World Bank Group supported projects	38.5%	12.5%	22.2%	11.8%	13.0%	16.7%	15.4%	13.3%	11.5%
Technical assistance	23.1%	12.5%	22.2%	0.0%	0.0%	16.7%	15.4%	0.0%	19.2%
Policy advice, studies, analyses	7.7%	16.7%	11.1%	29.4%	21.7%	0.0%	23.1%	46.7%	11.5%
Financial resources	7.7%	25.0%	44.4%	35.3%	34.8%	16.7%	15.4%	20.0%	38.5%
Data and statistics	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%	3.8%
Promoting knowledge sharing*	7.7%	12.5%	0.0%	11.8%	8.7%	50.0%	7.7%	13.3%	0.0%
Mobilizing third party financial resources	0.0%	0.0%	0.0%	0.0%	8.7%	0.0%	7.7%	0.0%	0.0%
Bringing innovative solutions to development challenges	7.7%	12.5%	0.0%	11.8%	8.7%	0.0%	0.0%	6.7%	7.7%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%

*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 Uruguay?

2nd Greatest Value Percentage of Respondents	Office of the President/ Minister	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Media	Independent Government Institution	Academia	Other
Bringing together different groups of stakeholders	15.4%	4.2%	0.0%	5.9%	13.0%	0.0%	7.7%	6.7%	3.8%
Capacity development related to World Bank Group supported projects	7.7%	20.8%	11.1%	17.6%	17.4%	50.0%	15.4%	26.7%	15.4%
Technical assistance	23.1%	16.7%	22.2%	11.8%	8.7%	16.7%	15.4%	6.7%	26.9%
Policy advice, studies, analyses	15.4%	16.7%	11.1%	29.4%	21.7%	16.7%	15.4%	13.3%	23.1%
Financial resources	15.4%	16.7%	11.1%	11.8%	17.4%	0.0%	30.8%	26.7%	11.5%
Data and statistics	0.0%	4.2%	11.1%	11.8%	8.7%	0.0%	0.0%	6.7%	3.8%
Promoting knowledge sharing	0.0%	12.5%	11.1%	5.9%	8.7%	0.0%	15.4%	0.0%	0.0%
Mobilizing third party financial resources	7.7%	4.2%	22.2%	0.0%	0.0%	16.7%	0.0%	13.3%	0.0%
Bringing innovative solutions to development challenges	15.4%	4.2%	0.0%	5.9%	4.3%	0.0%	0.0%	0.0%	11.5%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%

*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Office of the President/ Minister	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Media	Independent Government Institution	Academia	Other
WBG's processes too complex	14.3%	20.8%	40.0%	15.8%	18.5%	0.0%	7.1%	6.3%	25.9%
Not willing to honestly criticize Government policies and reform	7.1%	4.2%	0.0%	0.0%	11.1%	0.0%	7.1%	12.5%	3.7%
Staff too inaccessible	0.0%	4.2%	0.0%	5.3%	0.0%	14.3%	0.0%	0.0%	0.0%
World Bank Group's processes too slow	35.7%	29.2%	30.0%	10.5%	29.6%	14.3%	28.6%	12.5%	25.9%
Not aligned with other donors' work	7.1%	4.2%	10.0%	21.1%	0.0%	0.0%	7.1%	0.0%	0.0%
Not aligned with country priorities	7.1%	0.0%	0.0%	0.0%	7.4%	14.3%	0.0%	6.3%	3.7%
Not adequately sensitive to political/social realities in Uruguay	28.6%	8.3%	0.0%	5.3%	3.7%	0.0%	7.1%	18.7%	14.8%
Too influenced by developed countries*	7.1%	8.3%	20.0%	5.3%	0.0%	42.9%	0.0%	6.3%	14.8%
Not exploring alternative policy options*	21.4%	4.2%	0.0%	10.5%	0.0%	0.0%	0.0%	18.8%	0.0%
Not collaborating enough with stakeholders outside the Government	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	7.1%	6.3%	11.1%
Its advice and strategies do not lend themselves to practical problem solving	14.3%	8.3%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%
Not enough public disclosure of its work	7.1%	20.8%	0.0%	5.3%	25.9%	42.9%	28.6%	25.0%	22.2%
Arrogant in its approach	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Not innovative enough in addressing local challenges	7.1%	0.0%	20.0%	5.3%	3.7%	14.3%	14.3%	0.0%	3.7%
Not client focused	7.1%	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%
The credibility of its knowledge/data	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	10.5%	3.7%	0.0%	0.0%	0.0%	3.7%
Don't know	7.1%	29.2%	20.0%	47.4%	29.6%	14.3%	28.6%	31.3%	29.6%

*Significantly different between stakeholder groups

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

How EFFECTIVE do you believe the following World Bank Group's instruments are in supporting the Uruguay Government's efforts to reduce poverty?

	Office of President/Minister		Employee of a Ministry		PMU/Consultant on WBG project		Bilateral/Multilateral Agency		Private/Financial Sector/ Bank		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Investment Project Financing (IPF)	9	6.89	13	8.00	7	8.14	7	6.86	14	6.57	5	7.00	7	7.29	8	7.50	14	5.86
Development Policy Financing (DPF)*	9	7.22	13	7.92	6	6.50	8	7.63	12	5.67	4	7.25	8	7.50	8	7.13	12	5.42
Program-for-Results Financing (PforR)	5	6.20	9	7.89	6	6.83	8	7.25	8	6.63	4	6.75	5	7.20	6	7.00	10	5.20
Trust funds and grants*	8	6.25	9	7.22	5	6.20	7	6.71	10	5.30	3	6.00	4	6.25	6	7.33	9	4.22
Technical Assistance (TA)	10	6.90	16	7.75	8	7.25	15	7.87	15	6.53	4	8.00	9	7.11	12	7.58	16	6.25
Guarantees	3	6.33	6	6.17	2	5.50	3	4.00	10	6.60	3	6.00	5	7.00	5	6.40	10	4.80
IFC Investment Services	3	3.33	6	5.67	2	6.50	5	5.00	9	6.78	4	6.50	5	6.60	4	6.75	7	5.43
IFC Advisory Services	4	4.25	7	5.29	2	6.50	4	4.00	10	6.20	3	5.67	5	7.20	4	6.50	7	5.29

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

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

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

Percentage of Respondents (Responses combined)	Office of the President/ Minister	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Media	Independent Government Institution	Academia	Other
Beneficiaries	7.1%	20.8%	20.0%	0.0%	7.4%	28.6%	7.1%	12.5%	18.5%
Youth/university groups*	7.1%	0.0%	0.0%	0.0%	0.0%	28.6%	0.0%	6.3%	3.7%
Private sector*	28.6%	25.0%	30.0%	52.6%	81.5%	42.9%	42.9%	25.0%	40.7%
Local government	42.9%	37.5%	50.0%	31.6%	22.2%	14.3%	50.0%	18.7%	33.3%
Donor community*	0.0%	0.0%	0.0%	26.3%	3.7%	0.0%	7.1%	0.0%	7.4%
NGOs/Community Based Organizations	14.3%	16.7%	30.0%	26.3%	7.4%	14.3%	7.1%	12.5%	18.5%
Academia/think tanks/research institutes*	50.0%	20.8%	20.0%	31.6%	48.1%	42.9%	42.9%	81.2%	37.0%
Parliament	7.1%	12.5%	0.0%	5.3%	7.4%	0.0%	0.0%	18.8%	18.5%
Foundations	0.0%	4.2%	0.0%	5.3%	7.4%	0.0%	0.0%	6.3%	7.4%
Media	0.0%	4.2%	0.0%	5.3%	3.7%	28.6%	0.0%	6.3%	0.0%
Other	0.0%	4.2%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	7.1%	16.7%	10.0%	0.0%	0.0%	0.0%	14.3%	6.3%	3.7%

*Significantly different between stakeholder groups

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

	Office of President/ Minister		Employee of a Ministry		PMU/ Consultant on WBG project		Bilateral/ Multilateral Agency		Private/ Financial Sector/ Bank		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall the WBG currently plays a relevant role in development in Uruguay	14	5.21	20	6.30	10	6.10	18	5.89	25	5.20	7	5.43	13	5.08	16	5.75	25	6.24
The WBG's work is aligned with what I consider the development priorities for Uruguay	14	6.07	19	6.47	10	7.00	17	6.71	24	5.67	7	6.86	12	6.42	15	6.67	24	6.29

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

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

	Office of President/Minister		Employee of a Ministry		PMU/Consultant on WBG project		Bilateral/Multilateral Agency		Private/Financial Sector/ Bank		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Responsiveness to needs	10	6.30	19	6.53	10	6.60	13	6.54	21	6.48	5	6.60	12	5.67	10	6.80	17	6.41
Flexibility (in terms of the institution's products and services)	12	5.75	18	5.83	10	6.50	13	6.31	17	5.76	5	6.40	13	5.62	11	6.64	16	5.50
Flexibility (in terms of changing country circumstances and needs in Uruguay)	13	6.38	19	6.47	10	6.90	15	6.67	18	5.89	5	6.60	13	6.00	12	7.00	17	6.12
Being inclusive (in terms of decision making)	10	6.20	18	6.44	10	6.60	10	6.10	12	6.75	5	6.40	12	5.67	11	6.82	16	5.69
Being innovative	13	6.62	19	6.68	9	7.22	13	6.85	15	6.40	5	7.00	12	5.50	13	6.92	19	6.37
Openness (sharing data and other information)	13	7.54	20	7.30	9	6.78	14	7.29	18	6.78	6	6.83	12	6.92	14	7.93	18	6.83
Collaboration with the Government	12	7.92	20	7.55	10	7.50	15	7.53	18	7.28	5	7.40	12	7.75	11	8.27	21	7.24
The speed in which it gets things accomplished on the ground	11	6.09	18	6.17	10	6.60	11	6.09	16	5.56	4	5.50	12	5.58	13	6.08	12	5.58
Helping to bring discipline/effective supervision to implementation of investment	12	7.00	17	6.24	8	7.75	9	6.11	14	6.50	3	6.33	10	6.90	8	7.50	15	6.40
Collaboration with civil society	10	6.50	15	6.00	7	7.00	8	5.50	15	6.00	5	5.40	10	5.70	12	5.75	14	5.36
Staff accessibility	13	7.15	19	7.26	9	8.00	13	7.15	16	6.69	5	5.40	13	7.00	12	7.58	18	7.39
Collaboration with other donors and development partners	8	6.63	12	5.92	4	6.75	14	6.21	14	5.50	3	6.00	8	6.13	6	6.33	11	6.27
Collaboration with the private sector	9	6.00	10	6.70	3	7.67	10	6.10	17	5.41	5	6.00	9	5.67	9	5.56	12	5.42
Straightforwardness and honesty	13	7.15	20	7.25	8	8.37	12	8.00	19	8.26	4	6.50	12	7.00	11	8.27	20	8.00
Treating clients and stakeholders in Uruguay with respect	11	7.18	18	7.61	9	8.33	12	8.08	18	8.22	5	6.80	13	7.62	12	8.17	19	7.74
Being a long-term partner	12	7.92	19	7.53	10	8.00	13	8.00	16	7.81	5	7.80	13	8.15	12	7.67	18	7.94

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

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 the President/ Minister	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Media	Independent Government Institution	Academia	Other
The World Bank Group does not do adequate follow through/follow-up	21.4%	20.8%	0.0%	10.5%	7.4%	0.0%	14.3%	0.0%	0.0%
Political pressures and obstacles	28.6%	8.3%	50.0%	47.4%	25.9%	0.0%	21.4%	31.3%	18.5%
Reforms are not well thought out in light of country challenges	21.4%	12.5%	10.0%	10.5%	14.8%	14.3%	21.4%	12.5%	14.8%
Poor coordination within the Government	21.4%	25.0%	30.0%	52.6%	25.9%	57.1%	28.6%	31.3%	29.6%
The Government works inefficiently*	0.0%	4.2%	20.0%	0.0%	37.0%	14.3%	7.1%	43.8%	14.8%
Poor donor coordination	0.0%	4.2%	10.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%
The WBG is not sensitive enough to political/social realities on the ground	21.4%	16.7%	20.0%	0.0%	14.8%	14.3%	28.6%	12.5%	25.9%
Lack of/inadequate levels of capacity in Government	14.3%	16.7%	20.0%	10.5%	29.6%	14.3%	0.0%	12.5%	18.5%
There is not an adequate level of citizen/civil society participation	7.1%	25.0%	10.0%	10.5%	7.4%	42.9%	21.4%	12.5%	22.2%
The World Bank Group works too slowly	14.3%	4.2%	0.0%	0.0%	0.0%	14.3%	21.4%	6.3%	7.4%
Poor coordination within the World Bank Group	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	14.3%	12.5%	0.0%	10.5%	18.5%	0.0%	0.0%	0.0%	22.2%

*Significantly different between stakeholder groups

C. World Bank Group's Effectiveness and Results

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

	Office of President/Minister		Employee of a Ministry		PMU/Consultant on WBG project		Bilateral/Multilateral Agency		Private/Financial Sector/ Bank		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Social protection	4	5.75	4	6.50	2	9.00	7	6.71	7	4.71	2	7.50	4	7.00	4	7.50	8	6.50
Gender equity	3	7.33	8	7.38	2	8.00	5	5.80	4	6.00	1	7.00	3	7.33	4	4.75	5	5.60
Private sector development	6	6.50	7	6.29	3	5.67	8	7.00	14	6.14	2	7.50	5	6.20	7	6.86	9	6.33
Education	6	7.17	10	7.60	5	7.80	10	7.30	7	6.29	2	7.00	7	7.29	10	6.00	8	5.25
Public sector governance/reform	7	6.57	10	7.00	4	7.75	9	7.22	10	5.00	2	7.50	5	7.00	8	6.50	11	5.36
Global/regional integration	4	7.25	6	6.50	2	3.50	3	6.67	6	6.33	1	6.00	5	6.20	2	8.00	9	4.67
Food security	3	7.67	5	5.40	3	4.33	2	5.00	5	6.80	2	5.50	2	6.00	1	7.00	4	6.00
Urban development	6	7.00	8	6.50	1	8.00	4	6.25	8	6.88	2	7.50	5	7.80	5	7.60	8	5.13
Energy	4	7.00	7	7.86	2	8.50	7	7.29	8	8.25	2	8.00	4	8.00	6	8.17	9	7.22
Water and sanitation	4	7.75	7	6.86	6	7.67	5	7.20	8	7.88	2	7.50	4	8.25	6	6.67	7	6.43
Pollution	4	7.25	6	7.00	4	8.25	2	5.00	7	7.29	1	7.00	4	6.50	6	6.33	5	5.40
Job creation/employment	3	5.00	5	6.00	1	6.00	4	7.00	8	6.25	2	6.50	3	5.33	6	7.33	4	3.50
Health and diseases	2	5.50	7	7.00	1	8.00	3	5.00	6	7.33	1	7.00	1	5.00	5	7.00	5	5.20
Financial markets	3	6.67	7	7.00	1	6.00	3	6.33	10	6.30	2	7.50	5	8.20	2	6.50	4	4.75
Transport	4	6.25	7	7.43	5	7.40	4	6.50	9	7.67	2	8.00	2	7.00	6	7.00	8	5.13
Agriculture and rural development	3	9.00	6	7.50	5	7.80	5	6.80	7	7.43	1	8.00	3	6.67	6	7.83	7	6.14
Trade and exports	3	7.67	5	6.40	1	5.00	4	6.50	7	6.57	2	7.50	3	5.67	3	5.67	7	5.43
Crime and violence	2	8.50	4	6.50			3	6.67	7	6.29	2	6.50	1	5.00	3	6.33	6	5.33
Natural resource management	4	6.75	5	7.60			4	6.25	6	7.00	2	6.50	1	8.00	4	6.25	6	6.50
Climate change	4	8.75	7	8.00	5	8.00	7	7.43	7	7.29	2	7.50	3	7.33	6	7.50	9	7.11
Poverty reduction	5	6.60	6	6.83	5	6.00	6	7.67	6	7.00	1	7.00	6	7.33	8	7.50	11	5.64
Anti-corruption	4	6.00	6	6.67	2	5.00	4	6.75	6	6.83	2	7.00	1	5.00	3	5.67	4	5.75
Judiciary reform	1	3.00	4	7.00			3	6.33	6	5.83	1	5.00	2	6.50	3	5.67	4	4.00
Economic growth	7	6.71	7	8.29	1	8.00	7	8.29	8	7.50	2	7.50	7	7.14	6	7.50	10	6.40
Disaster risk management	2	6.00	6	7.33	2	5.50	3	7.00	5	6.60	1	7.00	3	7.00	3	7.33	4	5.75
Equality of opportunity	4	7.50	6	7.50	2	9.00	4	7.25	5	6.60	2	7.00	6	7.67	6	6.67	8	7.13
Infrastructure development	7	7.86	10	8.20	5	8.00	7	7.57	9	8.00	2	7.50	6	7.83	8	7.75	9	5.89
Information and communications technology	8	7.00	7	8.00	2	7.00	4	6.75	7	7.57	2	7.50	3	7.67	6	8.00	7	5.71

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

	Office of President/Minister		Employee of a Ministry		PMU/Consultant on WBG project		Bilateral/Multilateral Agency		Private/Financial Sector/ Bank		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent does the WBG's work help to achieve development results in Uruguay?	12	5.75	17	6.94	10	6.30	16	6.31	21	6.29	7	5.86	13	6.08	15	6.40	20	5.85

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

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

	Office of President/Minister		Employee of a Ministry		PMU/Consultant on WBG project		Bilateral/Multilateral Agency		Private/Financial Sector/ Bank		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The WBG's financial instruments meet the needs of Uruguay	12	6.58	18	7.11	10	6.80	12	6.75	20	6.00	7	5.86	12	6.33	13	6.38	20	5.90
The WBG meets Uruguay's needs for knowledge services	13	6.23	20	6.80	9	6.22	15	6.87	22	6.18	7	6.14	12	6.08	15	5.73	17	5.94

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?* (Select only ONE response)

Percentage of Respondents	Office of the President/Minister	Employee of a Ministry	PMU/Consultant on WBG project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	Media	Independent Government Institution	Academia	Other
Weekly	7.1%	8.3%				28.6%			
Monthly	7.1%	12.5%	30.0%	5.3%	7.4%	28.6%	14.3%	18.8%	11.1%
A few times a year	78.6%	54.2%	40.0%	73.7%	48.1%	42.9%	50.0%	68.8%	40.7%
Rarely	7.1%	16.7%	30.0%	21.1%	33.3%		28.6%	12.5%	33.3%
Never		8.3%			11.1%		7.1%		14.8%

*Significantly different between stakeholder groups

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

In Uruguay, 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)

	Office of President/Minister		Employee of a Ministry		PMU/Consultant on WBG project		Bilateral/Multilateral Agency		Private/Financial Sector/ Bank		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Are timely	13	7.85	19	7.16	9	7.44	15	7.73	21	6.81	7	8.14	9	6.22	12	7.42	17	6.59
Lead to practical solutions	13	6.69	18	6.50	9	6.56	15	6.47	20	5.95	7	6.86	10	6.30	13	6.62	17	6.06
Are accessible (well written and easy to understand)	13	7.85	19	7.26	9	7.56	15	7.67	23	7.22	7	7.57	11	7.00	15	7.93	16	6.69
Are translated enough into local language	14	6.79	18	6.83	9	7.33	15	7.07	20	7.25	7	7.43	10	6.70	14	8.36	17	7.12
Are relevant to country challenges	13	7.15	19	6.42	9	7.22	15	7.07	22	6.68	7	7.86	10	6.90	14	7.50	17	6.65
Are adaptable to Uruguay's specific development challenges and country circumstances	13	7.38	18	7.11	9	6.67	15	7.13	23	6.83	7	7.57	11	7.18	13	7.23	17	6.71

	Office of President/Minister		Employee of a Ministry		PMU/Consultant on WBG project		Bilateral/Multilateral Agency		Private/Financial Sector/ Bank		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country?	13	6.69	20	6.50	10	7.10	15	7.27	22	6.32	7	6.57	11	6.00	15	6.73	21	6.71
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	14	7.79	21	6.90	10	7.60	16	8.19	24	7.29	7	7.29	11	6.64	16	7.63	19	7.84

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

E. Working with the World Bank Group

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

	Office of President/Minister		Employee of a Ministry		PMU/Consultant on WBG project		Bilateral/Multilateral Agency		Private/Financial Sector/ Bank		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The WBG disburses funds promptly	7	6.14	12	7.50	8	7.88	7	6.71	11	5.00	3	7.33	12	7.08	11	6.64	12	6.25
The WBG effectively monitors and evaluates the projects and programs it supports	9	7.78	13	7.31	9	8.33	9	7.00	20	6.40	3	7.33	12	7.17	11	7.45	16	7.44
The World Bank Group's approvals and reviews are done in a timely fashion	9	6.89	12	6.75	9	7.89	7	7.14	12	6.25	3	7.33	10	7.00	9	7.00	16	6.50
The World Bank Group's "Safeguard Policy" requirements are reasonable	9	6.33	11	6.64	9	7.33	6	6.83	8	6.75	2	8.00	8	6.75	4	8.00	10	6.20
The World Bank Group's conditions on its lending are reasonable	9	6.67	14	7.43	8	7.00	6	6.50	11	6.64	4	8.00	10	6.80	9	7.56	12	6.25
The World Bank Group takes decisions quickly in Uruguay	10	5.90	14	7.14	8	7.25	7	6.57	12	5.42	3	7.00	10	6.10	5	5.60	14	6.07
Working with the World Bank Group increases Uruguay's institutional capacity	12	7.67	13	7.69	9	7.33	13	7.15	13	6.46	5	8.00	12	7.00	12	7.67	18	7.56
Where country systems are adequate, the WBG makes appropriate use of them	6	7.50	10	7.80	7	6.43	7	7.14	9	6.67	2	8.50	6	6.67	7	8.14	13	6.85
The World Bank Group provides effective implementation support	9	7.11	13	7.54	9	8.22	7	6.14	13	6.46	3	7.67	12	6.92	10	7.20	15	6.93

	Office of President/Minister		Employee of a Ministry		PMU/Consultant on WBG project		Bilateral/Multilateral Agency		Private/Financial Sector/ Bank		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent do you believe that the WBG's work helps to find solutions that promote private public partnerships in Uruguay?	12	6.33	14	6.71	7	7.43	13	7.08	19	5.84	6	7.17	10	6.30	9	5.78	17	5.59

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

E. Working with the World Bank Group (continued)

	Office of President/Minister		Employee of a Ministry		PMU/Consultant on WBG project		Bilateral/Multilateral Agency		Private/Financial Sector/ Bank		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent do you believe the WBG measures and corrects its work in real time in Uruguay?	8	6.00	16	6.50	10	7.40	5	5.80	13	5.77	2	7.00	8	6.00	10	6.40	9	6.22

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

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

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

Percentage of Respondents (Responses combined)	Office of the President/ Minister	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Media	Independent Government Institution	Academia	Other
Offer more innovative knowledge services*	42.9%	12.5%	40.0%	15.8%	0.0%	0.0%	7.1%	18.8%	22.2%
Collaborate more effectively with Government clients	28.6%	20.8%	0.0%	10.5%	22.2%	14.3%	35.7%	25.0%	33.3%
Work faster	0.0%	0.0%	10.0%	15.8%	7.4%	0.0%	14.3%	0.0%	7.4%
Reduce the complexity of obtaining World Bank Group financing*	35.7%	8.3%	50.0%	42.1%	40.7%	14.3%	7.1%	12.5%	25.9%
Increase availability of Reimbursable Advisory Services (RAS) to stakeholders	14.3%	20.8%	0.0%	0.0%	0.0%	0.0%	7.1%	6.3%	7.4%
Help to bring discipline/effective supervision to implementation of investment projects	7.1%	16.7%	0.0%	5.3%	11.1%	14.3%	14.3%	0.0%	11.1%
Offer more innovative financial products	0.0%	16.7%	20.0%	26.3%	18.5%	28.6%	21.4%	18.8%	3.7%
Ensure greater selectivity in its work	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	6.3%	3.7%
Provide more adequate data/knowledge/statistics/figures on Uruguay's economy	14.3%	12.5%	0.0%	5.3%	7.4%	28.6%	14.3%	6.3%	11.1%
Improve the competitiveness of its financing compared to markets	7.1%	0.0%	20.0%	0.0%	7.4%	0.0%	21.4%	6.3%	14.8%
Reach out more to groups outside of Government	21.4%	16.7%	10.0%	21.1%	40.7%	28.6%	7.1%	43.8%	22.2%
Improve the quality of its experts as related to Uruguay's specific challenges*	14.3%	20.8%	40.0%	0.0%	3.7%	42.9%	7.1%	12.5%	0.0%
Other	0.0%	4.2%	0.0%	5.3%	3.7%	14.3%	0.0%	0.0%	3.7%

*Significantly different between stakeholder groups

	Office of President/ Minister		Employee of a Ministry		PMU/ Consultant on WBG project		Bilateral/ Multilateral Agency		Private/ Financial Sector/ Bank		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent do you believe that Uruguay received value for money from the World Bank Group's reimbursable advisory services (RAS)?	9	6.78	13	6.69	7	5.86	9	6.44	14	6.14	3	5.33	9	6.00	8	6.13	10	6.70

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



G. Communication and Information Sharing

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

Percentage of Respondents (Responses combined)	Office of the President/ Minister	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Media	Independent Government Institution	Academia	Other
World Bank Group's publications and other written materials*	57.1%	16.7%	10.0%	15.8%	22.2%	0.0%	28.6%	6.3%	40.7%
WBG's seminars/workshops/conferences*	28.6%	62.5%	50.0%	31.6%	14.8%	28.6%	64.3%	37.5%	33.3%
Instant messaging	0.0%	4.2%	0.0%	0.0%	3.7%	0.0%	0.0%	6.3%	0.0%
Mobile phones	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Direct contact with World Bank Group*	42.9%	16.7%	20.0%	21.1%	51.9%	71.4%	35.7%	31.3%	11.1%
World Bank Group's website	14.3%	12.5%	40.0%	26.3%	11.1%	14.3%	14.3%	12.5%	18.5%
Social media	7.1%	8.3%	10.0%	15.8%	18.5%	0.0%	0.0%	31.3%	11.1%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	3.7%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of the President/ Minister	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Media	Independent Government Institution	Academia	Other
Yes	28.6%	29.2%	40.0%	36.8%	22.2%	57.1%	21.4%	50.0%	14.8%
No	71.4%	70.8%	60.0%	63.2%	77.8%	42.9%	78.6%	50.0%	85.2%

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

Percentage of Respondents	Office of the President/ Minister	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Media	Independent Government Institution	Academia	Other
Yes	78.6%	70.8%	90.0%	63.2%	59.3%	100.0%	85.7%	75.0%	51.9%
No	21.4%	29.2%	10.0%	36.8%	40.7%		14.3%	25.0%	48.1%

G. Communication and Information Sharing (continued)

Do you currently consult the World Bank Group social media sites?*

Percentage of Respondents	Office of the President/ Minister	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Media	Independent Government Institution	Academia	Other
Yes	7.1%	4.2%	50.0%	31.6%	14.8%	42.9%	28.6%	18.8%	18.5%
No	92.9%	95.8%	50.0%	68.4%	85.2%	57.1%	71.4%	81.3%	81.5%

*Significantly different between stakeholder groups

H. Background Information

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

Percentage of Respondents (Responses combined)	Office of the President/ Minister	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Media	Independent Government Institution	Academia	Other
Observer	7.1%	12.5%	10.0%	15.8%	37.0%	28.6%	14.3%	18.8%	26.9%
Use WBG reports/data	57.1%	29.2%	10.0%	42.1%	51.9%	28.6%	50.0%	43.8%	42.3%
Engage in WBG related/ sponsored events/activities	85.7%	54.2%	50.0%	52.6%	44.4%	57.1%	57.1%	50.0%	38.5%
Collaborate as part of my professional duties*	21.4%	25.0%	70.0%	21.1%	3.7%	14.3%	28.6%	31.3%	7.7%
Use WBG website for information, data, research, etc.	7.1%	37.5%	0.0%	26.3%	22.2%	57.1%	21.4%	18.7%	34.6%

*Significantly different between stakeholder groups



Appendix C: Responses to Select Questions by Collaboration with the WBG¹⁴

Currently collaborating with the WBG N=51 ● Not collaborating with the WBG N=106

B. Overall Attitudes toward the World Bank Group

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)*	51	7.02	2.17	106	6.13	2.21
Inter-American Development Bank (IDB/BID)	50	7.38	2.12	105	6.68	2.05
Latin American Development Bank (CAF)	50	5.76	2.73	104	5.72	2.53

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

*Significantly different between those who collaborate with the WBG and those who do not.

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)	46	6.91	1.92	86	6.51	1.95
Inter-American Development Bank (IDB/BID)	47	7.06	1.61	91	6.90	1.86
Latin American Development Bank (CAF)	37	6.70	1.68	72	6.54	2.10

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the WBG's staff is well prepared to help Uruguay solve its most complicated development challenges?	47	7.74	1.67	84	7.80	1.62

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

¹⁴Only 157 respondents provided the information about their collaboration with the World Bank Group (question H3 in the questionnaire). Thus, only these respondents were included in the analysis presented in this Appendix.

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

Percentage of Respondents (Responses combined)	Currently collaborating with the WBG	Not collaborating with the WBG
Energy	3.9%	4.7%
Water and sanitation	9.8%	3.8%
Pollution	2.0%	0.9%
Job creation/employment	21.6%	16.0%
Health and diseases	0.0%	6.6%
Financial markets	0.0%	1.9%
Social protection	7.8%	10.4%
Gender equity	3.9%	1.9%
Private sector development	23.5%	22.6%
Education	66.7%	73.6%
Public sector governance/reform	29.4%	33.0%
Global/regional integration	7.8%	11.3%
Food security	0.0%	0.0%
Urban development	7.8%	13.2%
Judiciary reform	0.0%	1.9%
Economic growth	19.6%	12.3%
Disaster risk management*	3.9%	0.0%
Equality of opportunity	5.9%	9.4%
Infrastructure development	33.3%	36.8%
Information and communications technology	3.9%	2.8%
Transport	2.0%	2.8%
Agriculture and rural development*	9.8%	1.9%
Trade and exports	0.0%	1.9%
Crime and violence	9.8%	4.7%
Natural resource management	0.0%	0.9%
Climate change	5.9%	7.5%
Poverty reduction	9.8%	10.4%
Anti-corruption	0.0%	1.9%

*Significantly different between those who collaborate with the WBG and those who do not.

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Uruguay*	51	5.27	1.83	97	5.97	1.93
The WBG's work is aligned with what I consider the development priorities for Uruguay	50	6.36	1.79	92	6.37	1.82

(1-Strongly disagree, 10-Strongly agree)

*Significantly different between those who collaborate with the WBG and those who do not.

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	40	6.55	1.91	77	6.36	1.70
Flexibility (in terms of the institution's products and services)	45	5.87	1.75	70	6.01	1.73
Flexibility (in terms of changing country circumstances and needs in Uruguay)	46	6.59	1.81	76	6.28	1.59
Being inclusive (in terms of decision making)	41	6.27	1.70	63	6.27	1.51
Being innovative	43	6.40	1.92	75	6.67	1.70
Openness (sharing data and other information)	46	7.22	1.84	78	7.12	1.69
Collaboration with the Government	45	7.69	1.73	79	7.49	1.60
The speed in which it gets things accomplished on the ground	40	6.02	1.76	67	5.88	1.81
Helping to bring discipline/effective supervision to implementation of investment projects	36	6.75	1.90	60	6.65	2.19
Collaboration with civil society	33	5.82	2.16	63	5.94	1.91
Staff accessibility	39	7.15	2.39	79	7.16	1.89
Collaboration with other donors and development partners	27	6.30	2.23	53	6.02	2.23
Collaboration with the private sector	30	6.20	2.12	54	5.69	2.17
Straightforwardness and honesty	42	7.71	2.05	77	7.73	1.77
Treating clients and stakeholders in Uruguay with respect	40	7.80	2.03	77	7.82	1.64
Being a long-term partner	41	7.93	1.84	77	7.82	1.78

**C. World Bank Group's Sectoral 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 Uruguay? (1-Not important at all, 10-Very important)

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Social protection	41	6.85	1.92	84	7.30	1.99
Gender equity	43	6.84	2.15	86	6.44	2.36
Private sector development	41	7.37	1.76	87	7.59	1.85
Education	45	8.13	2.06	91	8.32	1.80
Public sector governance/reform	42	7.60	2.17	86	7.83	1.89
Global/regional integration	42	7.17	2.05	81	6.95	2.04
Food security	37	6.00	1.92	77	6.18	2.34
Urban development	42	7.07	2.05	82	6.90	1.97
Energy	40	6.85	2.12	84	6.88	1.94
Water and sanitation	40	6.97	2.06	82	7.00	2.08
Pollution	39	6.87	2.12	77	7.04	2.16
Job creation/employment	39	6.85	1.97	79	6.94	2.35
Health and diseases	40	6.58	2.05	79	6.18	2.28
Financial markets	39	6.69	1.73	82	6.56	2.01
Transport	38	7.24	2.14	82	7.05	1.92
Agriculture and rural development	37	7.24	1.88	83	6.64	2.05
Trade and exports	38	6.79	1.92	79	6.71	2.06
Crime and violence	36	6.61	2.02	79	6.67	2.28
Natural resource management	37	7.11	1.68	78	6.58	2.17
Climate change	39	7.41	2.02	82	7.20	2.31
Poverty reduction	41	7.83	1.96	85	7.64	1.97
Anti-corruption	38	6.08	2.38	82	6.40	2.41
Judiciary reform	36	5.94	2.37	74	6.46	2.20
Economic growth	40	7.88	1.62	84	7.60	1.94
Disaster risk management	37	6.84	1.97	76	6.24	2.24
Equality of opportunity	41	7.44	1.85	84	7.36	1.99
Infrastructure development	40	8.30	1.95	83	8.17	1.74
Information and communications technology	39	7.49	1.65	81	7.28	1.89

**C. World Bank Group's Sectoral 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 Uruguay? (1-Not effective at all, 10-Very effective)

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Social protection	14	6.14	2.51	28	6.64	1.99
Gender equity	13	6.92	2.18	22	6.18	1.71
Private sector development	23	6.96	2.16	38	6.13	2.45
Education	24	7.00	2.17	41	6.68	2.07
Public sector governance/reform	24	6.21	2.43	42	6.52	2.13
Global/regional integration	10	6.00	1.41	28	6.00	2.33
Food security	10	5.40	1.58	17	6.29	1.99
Urban development	15	6.87	1.89	32	6.63	1.86
Energy	16	7.75	1.57	33	7.73	1.83
Water and sanitation	19	7.21	1.44	30	7.33	2.07
Pollution	16	7.19	1.42	23	6.43	1.93
Job creation/employment	12	5.75	1.82	24	6.13	2.42
Health and diseases	11	6.18	1.47	20	6.60	2.39
Financial markets	12	5.83	1.85	25	7.00	2.38
Transport	18	6.33	1.88	29	7.17	2.09
Agriculture and rural development	20	7.70	1.56	23	7.00	2.07
Trade and exports	10	6.60	1.51	25	6.12	2.37
Crime and violence	8	5.50	2.14	20	6.60	2.19
Natural resource management	13	6.69	1.80	19	6.84	2.29
Climate change	23	7.87	1.52	27	7.37	2.12
Poverty reduction	21	6.48	2.40	33	6.94	2.18
Anti-corruption	12	5.33	1.92	20	6.85	2.35
Judiciary reform	6	5.00	2.19	18	5.89	2.40
Economic growth	21	7.67	1.96	34	7.18	2.12
Disaster risk management	13	6.54	1.66	16	6.81	2.40
Equality of opportunity	15	7.33	1.95	28	7.21	2.18
Infrastructure development	26	7.54	1.84	37	7.65	2.12
Information and communications technology	19	7.05	2.22	27	7.33	2.25

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the WBG's work help to achieve development results in Uruguay?	47	6.09	1.68	83	6.33	1.54

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

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The WBG's financial instruments meet the needs of Uruguay	43	6.60	2.03	81	6.30	1.68
The WBG meets Uruguay's needs for knowledge services	46	6.22	1.80	84	6.30	1.63

(1-Strongly disagree, 10-Strongly agree)

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely	39	7.38	2.03	83	7.11	1.62
Lead to practical solutions	42	6.45	1.95	80	6.35	1.66
Are accessible (well written and easy to understand)	42	7.57	1.71	86	7.29	1.68
Are translated enough into local language	41	7.37	2.05	83	7.11	1.87
Are relevant to country challenges	41	7.02	1.99	85	6.91	1.54
Are adaptable to Uruguay's specific development challenges and country circumstances	43	7.21	2.09	83	6.96	1.57

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country?	48	6.31	1.63	86	6.83	1.55
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	48	7.37	1.58	90	7.52	1.53

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

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	35	7.00	1.86	48	6.42	2.12
The World Bank Group effectively monitors and evaluates the projects and programs it supports	40	7.30	1.64	62	7.23	1.75
The World Bank Group's approvals and reviews are done in a timely fashion	37	7.24	1.67	50	6.60	1.75
The World Bank Group's "Safeguard Policy" requirements are reasonable	27	6.63	2.17	40	6.90	1.77
The World Bank Group's conditions on its lending are reasonable	33	6.85	1.86	50	6.98	1.78
The World Bank Group takes decisions quickly in Uruguay	33	6.52	2.11	50	6.16	2.04
Working with the WBG increases Uruguay's institutional capacity	41	7.24	1.85	66	7.42	1.74
Where country systems are adequate, the World Bank Group makes appropriate use of them	24	7.21	1.82	43	7.16	1.98
The World Bank Group provides effective implementation support	35	7.03	2.09	56	7.13	1.65

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that the WBG's work helps to find solutions that promote private public partnerships in Uruguay?	38	6.47	1.50	69	6.26	2.04

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the WBG measures and corrects its work in real time in Uruguay?	33	6.33	1.56	48	6.31	1.48

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that Uruguay received value for money from the World Bank Group's reimbursable advisory services (RAS)?	37	6.51	2.09	45	6.18	1.92

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

G. Communication and Information Sharing

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
When I need information from the World Bank Group I know how to find it	49	7.33	2.42	96	7.00	2.43
The World Bank Group's social media channels in Uruguay are valuable sources of information about the institution	26	6.62	2.35	44	5.75	2.86
The WBG is responsive to my information requests and inquiries	43	7.67	2.12	65	7.52	2.09



Appendix D: Responses to Select Questions by Year¹⁵

Comparing responses across Country Surveys reflect changes in attitudes over time, but also changes in respondent samples and changes to the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. To reduce the influence of the former, the samples from both FY14 and FY17 were weighted to have equivalent stakeholder groups.

Original Distribution		
Percentage of Respondents	FY14	FY17
Office of the President/Minister	10.1%	11.7%
Government institutions (includes office of Parliamentarian, employees of ministries, independent government institutions, and PMU/Consultants on WBG supported projects)	40.3%	42.5%
Private sector (includes financial sector/private banks)	12.6%	22.5%
Academia	19.3%	13.3%
Media	10.1%	5.8%
Civil society (includes NGOs/CBOs, private foundations, and trade unions)	7.6%	4.2%
Total Number of Respondents (Un-Weighted)	119	120

(Note, there were insufficient numbers of respondents from bilateral/multilateral agencies in FY14 or local government in either year to be included in these analyses. Also, stakeholders who identified themselves as "Other" in the stakeholder category options were not included in these comparisons.)

The weighted stakeholder breakdown is presented below:

Weighted Distribution		
Percentage of Respondents	FY14	FY17
Office of the President/Minister	11.0%	11.1%
Government Institutions	40.1%	40.3%
Private Sector	18.8%	18.7%
Academia	16.3%	16.2%
Media	7.5%	7.5%
Civil Society	6.3%	6.2%
Total Number of Respondents (Weighted)	109	127

All data presented in this Appendix are weighted. As a result, means of the FY17 data and the total number of respondents indicated will be slightly different than the aggregated responses in Appendix A. Similarly, responses from FY14 respondents and the total number of respondents indicated may differ from those reported in the FY14 COS report.

A. General Issues facing Uruguay

In general would you say that Uruguay is headed in?*

Percentage of Respondents	FY14	FY17
The right direction	78.6%	62.5%
The wrong direction	9.6%	16.1%
Not sure	11.7%	21.4%

**Significantly different between FY17 and FY14 respondents*

¹⁵ Only those questions that were asked in the FY '14 and FY '17 country opinion surveys, with similar response scales/options, are presented.

**B. Overall Attitudes toward the World Bank Group****How familiar are you with the work of these organizations in Uruguay?**

	FY14			FY17		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)*	108	7.38	1.84	127	6.53	2.24
Inter-American Development Bank (IDB/BID)	107	7.22	2.17	124	6.91	2.16
Latin American Development Bank (CAF)	105	4.97	2.93	123	5.59	2.66

*(1-Not familiar at all, 10-Extremely familiar) *Significantly different between FY17 and FY14 respondents***Overall, please rate your impression of the effectiveness of these organizations in Uruguay.**

	FY14			FY17		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)	103	7.09	1.74	107	6.65	1.90
Inter-American Development Bank (IDB/BID)	101	7.37	1.63	108	6.93	1.78
Latin American Development Bank (CAF)	65	6.19	2.07	82	6.52	1.99

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

	FY14			FY17		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Uruguay solve its most complicated development challenges?	100	7.69	1.52	104	7.76	1.70

*(1-To no degree at all, 10-To a very significant degree)***To what extent do you agree with the following statements about the World Bank Group's work in Uruguay?**

	FY14			FY17		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Uruguay*	101	6.63	1.90	120	5.64	1.82
The World Bank Group's work is aligned with what I consider the development priorities for Uruguay	98	6.50	1.79	116	6.42	1.77

*(1-Strongly disagree, 10-Strongly agree) *Significantly different between FY17 and FY14 respondents.*

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

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

	FY14			FY17		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	89	6.44	1.79	97	6.42	1.73
Flexibility (in terms of the institution's products and services)	86	6.28	1.91	97	5.99	1.72
Flexibility (in terms of changing country circumstances and needs in Uruguay)	86	6.64	1.75	101	6.40	1.62
Being inclusive (in terms of decision making)	87	6.66	1.71	89	6.33	1.59
Openness (sharing data and other information)	99	7.20	1.70	104	7.20	1.69
Collaboration with the Government	90	7.80	1.44	100	7.69	1.60
The speed in which it gets things accomplished on the ground	87	6.00	1.98	91	5.93	1.75
Collaboration with civil society*	82	6.95	1.79	85	6.03	1.98
Staff accessibility*	98	7.75	1.68	101	7.16	2.06
Collaboration with other donors and development partners*	67	7.09	1.87	62	6.00	2.12
Collaboration with the private sector*	70	6.73	2.11	72	5.86	2.14
Straightforwardness and honesty	96	7.73	1.92	99	7.62	1.95
Treating clients and stakeholders in Uruguay with respect*	102	8.21	1.50	98	7.75	1.78
Being a long-term partner	88	7.70	1.71	98	7.84	1.84

(1-To no degree at all, 10-To a very significant degree) *Significantly different between FY17 and FY14 respondents.



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 Uruguay?

	FY14			FY17		
	N	Mean	SD	N	Mean	SD
Social protection*	95	6.38	2.45	101	7.06	2.02
Gender equity	96	6.91	2.11	107	6.65	2.20
Private sector development	100	7.81	1.98	105	7.37	1.80
Education	105	8.39	1.89	110	8.28	1.91
Public sector governance/reform	101	7.86	2.17	104	7.80	2.05
Global/regional integration	98	7.43	2.01	99	7.11	2.03
Urban development*	93	7.64	2.05	99	6.95	2.03
Energy*	98	7.73	1.85	100	6.84	2.06
Water and sanitation	101	7.13	2.18	99	6.96	2.08
Job creation/employment	95	6.50	2.30	94	7.01	2.17
Health and diseases*	100	7.25	2.07	94	6.30	2.19
Transport*	96	7.74	2.09	96	7.09	1.93
Trade and exports	95	7.02	2.11	94	6.65	1.98
Crime and violence	92	7.09	2.31	92	6.67	2.23
Natural resource management*	97	7.63	2.40	93	6.78	2.10
Climate change	97	7.51	2.04	98	7.15	2.27
Poverty reduction	97	7.74	2.00	102	7.67	2.00
Economic growth	98	7.92	2.09	100	7.58	1.88
Disaster risk management	88	6.41	2.52	89	6.39	2.12
Equality of opportunity	101	7.60	2.06	102	7.38	1.90
Infrastructure development*	103	8.79	1.61	98	8.02	1.81

(1-Not important at all, 10-Very important) *Significantly different between FY17 and FY14 respondents.

**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 Uruguay?

	FY14			FY17		
	N	Mean	SD	N	Mean	SD
Social protection	33	6.59	2.53	30	6.66	2.25
Gender equity	36	6.75	2.42	26	6.69	2.10
Private sector development	40	6.76	2.12	48	6.40	2.42
Education	44	6.79	2.42	53	6.95	2.03
Public sector governance/reform	44	6.28	2.45	50	6.45	2.29
Global/regional integration	28	6.41	2.76	29	6.02	2.19
Urban development	22	6.16	2.61	39	6.94	1.89
Energy	37	7.16	2.04	36	7.89	1.57
Water and sanitation	42	7.21	1.94	40	7.36	1.67
Job creation/employment	30	5.98	2.70	30	6.14	2.10
Health and diseases	32	6.17	2.58	25	6.71	2.11
Transport*	33	6.07	2.56	38	7.22	1.71
Trade and exports	31	6.35	2.78	26	6.32	2.19
Crime and violence	21	5.17	2.85	20	6.53	2.09
Natural resource management	31	7.00	2.71	23	6.90	2.04
Climate change	41	7.67	2.24	36	7.76	1.68
Poverty reduction	46	6.67	2.51	43	6.67	2.22
Economic growth	44	6.85	2.04	44	7.33	1.93
Disaster risk management	21	6.74	2.59	23	6.85	1.71
Equality of opportunity	34	6.64	2.65	34	7.34	2.03
Infrastructure development*	47	6.79	2.33	51	7.70	1.80

(1-Not effective at all, 10-Very effective) *Significantly different between FY17 and FY14 respondents.

	FY14			FY17		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Uruguay?	93	6.43	1.69	107	6.23	1.52

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

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

	FY14			FY17		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Uruguay	96	6.37	1.71	105	6.47	1.73
The World Bank Group meets Uruguay's needs for knowledge services	93	6.21	1.92	109	6.17	1.59

(1-Strongly disagree, 10-Strongly agree)

**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	FY14	FY17
Weekly	8.4%	4.5%
Monthly	16.6%	14.5%
A few times a year	56.4%	54.8%
Rarely	16.9%	19.3%
Never	1.7%	6.9%

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

	FY14			FY17		
	N	Mean	SD	N	Mean	SD
Are adaptable to Uruguay's specific development challenges and country circumstances	102	7.22	1.62	104	7.12	1.73

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

	FY14			FY17		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country?	96	6.85	1.62	111	6.52	1.45
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	103	7.61	1.50	115	7.31	1.52

*(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality)***E. Working with the World Bank Group****To what extent do you agree/disagree with the following statements?**

	FY14			FY17		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	65	7.45	2.39	69	6.70	2.14
The World Bank Group effectively monitors and evaluates the projects and programs it supports	84	7.68	1.84	83	7.28	1.78
The World Bank Group's approvals and reviews are done in a timely fashion	75	7.12	1.99	71	6.89	1.81
The World Bank Group takes decisions quickly in Uruguay*	75	7.04	2.06	67	6.33	2.15
Working with the WBG increases Uruguay's institutional capacity	79	7.34	1.74	86	7.47	1.76
Where country systems are adequate, the World Bank Group makes appropriate use of them	57	6.96	2.02	51	7.37	1.93
The World Bank Group provides effective implementation support	75	7.38	2.05	74	7.25	1.79

*(1-Strongly disagree, 10-Strongly agree) *Significantly different between FY17 and FY14 respondents.*

**G. Communication and Information Sharing****Do you use/have used the World Bank Group website?**

Percentage of Respondents	FY14	FY17
Yes	73.1%	74.0%
No	26.9%	26.0%

Please rate how much you agree with the following statements.

	FY14			FY17		
	N	Mean	SD	N	Mean	SD
When I need information from the World Bank Group I know how to find it	106	7.38	2.42	119	7.22	2.46
The World Bank Group's social media channels in Uruguay are valuable sources of information about the institution	67	5.56	2.58	57	6.04	2.67
The WBG is responsive to my information requests and inquiries	88	7.80	2.09	91	7.61	2.08

*(1-Strongly disagree, 10-Strongly agree)***H. Background Information****Currently, do you professionally collaborate/work with the WBG (IBRD/IDA, IFC, or MIGA) in your country?**

Percentage of Respondents	FY14	FY17
Yes	39.1%	31.7%
No	60.9%	68.3%

Which of the following agencies of the World Bank Group do you primarily engage with in Uruguay?

Percentage of Respondents	FY14	FY17
The World Bank (IBRD)	87.8%	87.9%
The International Finance Corporation (IFC)	6.0%	3.7%
Other	6.2%	8.4%
The Multilateral Investment Guarantee Agency (MIGA)	-	-

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

Percentage of Respondents	FY14	FY17
Yes	12.3%	13.9%
No	87.7%	54.3%
Don't know	-	31.8%

If yes, what was your view of how the two institutions work together in Uruguay?

Percentage of Respondents	FY14	FY17
The two institutions work well together	47.2%	47.3%
The way the two institutions work together needs improvement	31.9%	29.2%
The two institutions do not work well together	-	8.1%
Don't know	20.9%	15.4%

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

Percentage of Respondents (Responses combined)	FY14	FY17
Observer	14.5%	18.4%
Use World Bank Group reports/data	43.9%	41.2%
Engage in World Bank Group related/sponsored events/activities	51.1%	55.7%
Collaborate as part of my professional duties	30.1%	22.6%
Use World Bank Group website for information, data, research, etc.	20.9%	24.6%

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

Indicator Question	Which of the following describes your level of interaction with the WBG?		Which of the following describes your exposure to the World Bank in Uruguay? (Choose no more than TWO)									
	Not Collaborating	Currently Collaborating	Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
Overall, please rate your impression of the World Bank Group's effectiveness in Uruguay.	6.51	6.91	6.81	6.00	6.60	6.73	6.35	6.91	6.52	7.06	6.74	6.35
Overall the WBG currently plays a relevant role in development in Uruguay	5.97	5.27	5.77	5.55	5.93	5.43	5.60	5.85	5.65	6.00	5.71	5.79
The World Bank Group's work is aligned with what I consider the development priorities for Uruguay	6.37	6.36	6.54	5.64	6.49	6.19	6.13	6.58	6.16	7.06	6.53	5.89
Responsiveness to needs	6.36	6.55	6.50	6.16	6.60	6.18	6.36	6.49	6.37	6.60	6.39	6.55
Flexibility (in terms of the institution's products and services)	6.01	5.87	6.03	5.65	6.17	5.63	5.75	6.13	5.92	6.06	5.99	5.84
Flexibility (in terms of changing country circumstances and needs in Uruguay)	6.28	6.59	6.49	5.96	6.66	6.00	6.31	6.46	6.21	6.91	6.44	6.25
Being inclusive (in terms of decision making)	6.27	6.27	6.30	6.14	6.45	5.98	6.24	6.30	6.08	6.76	6.25	6.32
Being innovative	6.67	6.40	6.60	6.41	6.74	6.33	6.42	6.68	6.49	6.80	6.54	6.67
Openness (sharing data and other information)	7.12	7.22	7.25	6.75	7.10	7.23	7.05	7.24	7.05	7.47	7.13	7.23
Collaboration with the Government	7.49	7.69	7.65	7.14	7.59	7.53	7.56	7.57	7.41	8.03	7.59	7.50
The speed in which it gets things accomplished on the ground	5.88	6.02	6.08	5.33	6.19	5.57	5.72	6.10	5.82	6.25	5.93	5.96
Helping to bring discipline/effective supervision to implementation of investment projects	6.65	6.75	6.77	6.29	6.74	6.63	6.60	6.75	6.51	7.15	6.86	6.09
Collaboration with civil society	5.94	5.82	5.99	5.55	6.04	5.71	5.68	6.10	5.77	6.23	6.01	5.56
Staff accessibility	7.16	7.15	7.23	6.80	7.15	7.18	7.04	7.25	6.99	7.71	7.39	6.52
Collaboration with other donors and development partners	6.02	6.30	6.34	5.19	6.61	5.44	5.65	6.65	5.85	6.90	6.26	5.81
Collaboration with the private sector	5.69	6.20	5.84	6.00	6.24	5.44	5.61	6.12	5.66	6.55	6.04	5.52
Straightforwardness and honesty	7.73	7.71	7.73	7.67	7.49	8.04	7.63	7.80	7.64	8.00	7.86	7.29
Treating clients and stakeholders in Uruguay with respect	7.82	7.80	7.86	7.63	7.72	7.94	7.69	7.92	7.70	8.13	8.02	7.14
Being a long-term partner	7.82	7.93	7.97	7.39	7.91	7.78	7.62	8.05	7.76	8.13	7.90	7.71
To what extent does the World Bank Group's work help to achieve development results in Uruguay?	6.33	6.09	6.24	6.25	6.33	6.10	6.21	6.26	6.08	6.74	6.38	5.86
The World Bank Group's financial instruments meet the needs of Uruguay	6.30	6.60	6.51	5.91	6.66	6.02	6.26	6.53	6.07	7.54	6.59	5.88
The World Bank Group meets Uruguay's needs for knowledge services	6.30	6.22	6.29	6.17	6.41	6.07	6.25	6.29	6.11	6.83	6.29	6.20
Are adaptable to Uruguay's specific development challenges and country circumstances	6.96	7.21	7.06	7.00	7.08	7.02	6.84	7.21	6.89	7.61	7.24	6.52
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country?	6.83	6.31	6.62	6.76	6.65	6.63	6.63	6.65	6.54	7.00	6.73	6.40
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.52	7.37	7.47	7.48	7.40	7.57	7.48	7.47	7.44	7.58	7.48	7.44
The World Bank Group takes decisions quickly in Uruguay	6.16	6.52	6.33	6.14	6.62	5.89	6.26	6.33	6.13	6.81	6.11	7.06
Where country systems are adequate, the World Bank Group makes appropriate use of them	7.16	7.21	7.09	7.70	7.21	7.14	7.10	7.24	7.04	7.50	7.10	7.41

Yellow highlight indicates significant difference between Yes and No means.

Appendix F: Uruguay FY17 Questionnaire



World Bank Group Country Survey FY 2017 – Uruguay

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

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 URUGUAY

A1. In general would you say that Uruguay 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 Uruguay.			
Please identify which of the following you consider the most important development priorities in Uruguay. (Choose no more than THREE)			
1	Social protection (e.g., pensions, targeted social assistance, aging population)	15	Transport (e.g., road safety, public transport, etc.)
2	Gender equity	16	Agriculture and rural development
3	Private sector development (e.g., competitiveness, productivity, innovation)	17	Trade and exports
4	Education (including early childhood education)	18	Crime and violence (i.e., citizen security)
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)	19	Natural resource management (e.g., oil, gas, mining)
6	Global/regional integration	20	Climate change (e.g., mitigation, adaptation)
7	Food security	21	Poverty reduction
8	Urban development (e.g., municipal infrastructure and services, housing, urban management, finance and governance)	22	Anti corruption
9	Energy	23	Judiciary reform
10	Water and sanitation	24	Economic growth
11	Pollution	25	Disaster risk management
12	Job creation/employment	26	Equality of opportunity (i.e., social inclusion, equity)
13	Health and diseases (e.g., non-transmissible diseases, Zika, dengue, etc.)	27	Infrastructure development (i.e., roads, bridges, PPP financing, etc.)
14	Financial markets	28	Information and communications technology

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 Uruguay? (Choose no more than THREE)			
1	Economic growth	15	Water and sanitation
2	Disaster risk management	16	Pollution
3	Equality of opportunity (i.e., social inclusion, equity)	17	Job creation/employment
4	Infrastructure development (i.e., roads, bridges, PPP financing, etc.)	18	Health and diseases (e.g., non-transmissible diseases, Zika, dengue, etc.)
5	Information and communications technology	19	Financial markets
6	Social protection (e.g., pensions, targeted social assistance, aging population)	20	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)
7	Agriculture and rural development	21	Gender equity
8	Trade and exports	22	Private sector development (e.g., competitiveness, productivity, innovation)
9	Crime and violence (i.e., citizen security)	23	Education (including early childhood education)
10	Climate change (e.g., mitigation, adaptation)	24	Global/regional integration
11	Transport (e.g., road safety, public transport, etc.)	25	Food security
12	Energy	26	Urban development (e.g., municipal infrastructure and services, housing, urban management, finance and governance)
13	Anti corruption	27	Natural resource management (e.g., oil, gas, mining)
14	Judiciary reform		

SECTION A: GENERAL ISSUES

A4. The World Bank Group’s “Shared Prosperity” goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country’s population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Uruguay? (Choose no more than TWO)

1	Greater access to health and nutrition for citizens
2	Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)
3	A growing middle class
4	Better opportunity for the poor who live in rural areas
5	Better opportunity for the poor who live in urban areas
6	Consistent economic growth
7	More reliable social safety net
8	Greater access to micro-finance for the poor
9	Greater voice and participation for citizens to help ensure greater accountability
10	Education and training that better ensure job opportunity
11	Better quality public services
12	Better employment opportunities for young people
13	Better employment opportunities for women
14	Better quality education
15	Other (please specify): _____

SECTION A: GENERAL ISSUES

A5. Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Uruguay? (Select only ONE response)	
1	A very big problem
2	A moderately big problem
3	A small problem
4	Not a problem at all
5	Don't know

A6. In your view, is climate change a very serious problem, somewhat serious, not too serious, or not a problem in your country? (Select only ONE response)	
1	A very serious problem
2	A somewhat serious problem
3	Not too serious problem
4	Not a problem
5	Don't know

A7. In your view, is early childhood development (i.e. nutrition, growth, care, and education) a very important, moderately important, slightly important, or not an important development priority in Uruguay? (Select only ONE response)	
1	A very important development priority
2	A moderately important development priority
3	A slightly important development priority
4	Not an important development priority
5	Don't know

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

How familiar are you with the work of these organizations in Uruguay?											
		Not familiar at all								Extremely familiar	
B1	World Bank Group (WBG)	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

Overall, please rate your impression of the effectiveness of these organizations in Uruguay.												
		Not effective at all								Extremely effective		Don't know
B4	World Bank Group (WBG)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B5	Inter-American Development Bank (IDB/BID)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B6	Latin American Development Bank (CAF)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

B7. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Uruguay solve its most complicated development challenges?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all								To a very significant degree		Don't know		

B8. When thinking about how the World Bank Group can have the most impact on development results in Uruguay, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Uruguay? (Choose no more than THREE)			
1	Energy	15	Judiciary reform
2	Water and sanitation	16	Economic growth
3	Pollution	17	Disaster risk management
4	Job creation/employment	18	Equality of opportunity (i.e., social inclusion, equity)
5	Health and diseases (e.g., non-transmissible diseases, Zika, dengue, etc.)	19	Infrastructure development (i.e., roads, bridges, PPP financing, etc.)
6	Financial markets	20	Information and communications technology
7	Social protection (e.g., pensions, targeted social assistance, aging population)	21	Transport (e.g., road safety, public transport, etc.)
8	Gender equity	22	Agriculture and rural development
9	Private sector development (e.g., competitiveness, productivity, innovation)	23	Trade and exports
10	Education (including early childhood education)	24	Crime and violence (i.e., citizen security)
11	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)	25	Natural resource management (e.g., oil, gas, mining)
12	Global/regional integration	26	Climate change (e.g., mitigation, adaptation)
13	Food security	27	Poverty reduction
14	Urban development (e.g., municipal infrastructure and services, housing, urban management, finance and governance)	28	Anti corruption

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B9. 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 Uruguay?			
		Greatest Value (Choose only ONE)	Second Greatest Value (Choose only ONE)
1	Bringing together different groups of stakeholders	<input type="checkbox"/>	<input type="checkbox"/>
2	Capacity development related to World Bank Group supported projects	<input type="checkbox"/>	<input type="checkbox"/>
3	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
4	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
5	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
6	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
7	Promoting knowledge sharing	<input type="checkbox"/>	<input type="checkbox"/>
8	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
9	Bringing innovative solutions to development challenges	<input type="checkbox"/>	<input type="checkbox"/>
10	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

B10. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Uruguay? (Choose no more than TWO)	
1	World Bank Group's processes too complex
2	Not willing to honestly criticize Government policies and reform
3	Staff too inaccessible
4	World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)
5	Not aligned with other donors' work
6	Not aligned with country priorities
7	Not adequately sensitive to political/social realities in Uruguay
8	Too influenced by developed countries
9	Not exploring alternative policy options
10	Not collaborating enough with stakeholders outside the Government
11	Its advice and strategies do not lend themselves to practical problem solving
12	Not enough public disclosure of its work
13	Arrogant in its approach
14	Not innovative enough in addressing local challenges (e.g., simply replicating other countries' experiences)
15	Not client focused
16	The credibility of its knowledge/data
17	Other (please specify): _____
18	Don't know

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B11. To what extent do you believe that the World Bank Group's work and support help the poorest in Uruguay? (Select only ONE response)

1	To a fully sufficient degree
2	To a somewhat sufficient degree
3	To a somewhat insufficient degree
4	To a very insufficient degree
5	Don't know

B12. How EFFECTIVE do you believe the following World Bank Group's instruments are in supporting the Uruguay Government's efforts to reduce poverty? (If you have NO exposure to/experience with the instruments listed below, please select "N/A")

		Not effective at all										Very effective	N/A
		1	2	3	4	5	6	7	8	9	10		
1	Investment Project Financing (IPF)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	Development Policy Financing (DPF)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	Program-for-Results Financing (PforR)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
4	Trust funds and grants	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
5	Technical Assistance (TA)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
6	Guarantees	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
7	IFC Investment Services	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
8	IFC Advisory Services	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

B13. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)

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

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

		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
B14	Overall the World Bank Group currently plays a relevant role in development in Uruguay	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
B15	The World Bank Group's work is aligned with what I consider the development priorities for Uruguay	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

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

To what extent is the World Bank Group an effective development partner in Uruguay, 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	
B16	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B17	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B18	Flexibility (in terms of changing country circumstances and needs in Uruguay)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B19	Being inclusive (in terms of decision making)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B20	Being innovative	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B21	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B22	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B23	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B24	Helping to bring discipline/effective supervision to implementation of investment projects	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B25	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B26	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B27	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B28	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B29	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B30	Treating clients and stakeholders in Uruguay with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B31	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

B32. 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	Political pressures and obstacles
3	Reforms are not well thought out in light of country challenges
4	Poor coordination within the Government
5	The Government works inefficiently
6	Poor donor coordination
7	The World Bank Group is not sensitive enough to political/social realities on the ground
8	Lack of/inadequate levels of capacity in Government
9	There is not an adequate level of citizen/civil society participation
10	The World Bank Group works too slowly
11	Poor coordination within the World Bank Group
12	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 Uruguay?													
		Not important at all										Very important	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Social protection (e.g., pensions, targeted social assistance, aging population)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Private sector development (e.g., competitiveness, productivity, innovation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Education (including early childhood education)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Food security	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Urban development (e.g., municipal infrastructure and services, housing, urban management, finance and governance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Pollution	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Health and diseases (e.g., non-transmissible diseases, Zika, dengue, etc.)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Transport (e.g., road safety, public transport, etc.)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
17	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Crime and violence (i.e., citizen security)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
22	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Judiciary reform	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Disaster risk management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
26	Equality of opportunity (i.e., social inclusion, equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
27	Infrastructure development (i.e., roads, bridges, PPP financing, etc.)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
28	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS

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

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Social protection (e.g., pensions, targeted social assistance, aging population)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Private sector development (e.g., competitiveness, productivity, innovation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Education (including early childhood education)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Food security	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Urban development (e.g., municipal infrastructure and services, housing, urban management, finance and governance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Pollution	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Health and diseases (e.g., non-transmissible diseases, Zika, dengue, etc.)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Transport (e.g., road safety, public transport, etc.)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
17	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Crime and violence (i.e., citizen security)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
22	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Judiciary reform	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Disaster risk management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
26	Equality of opportunity (i.e., social inclusion, equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
27	Infrastructure development (i.e., roads, bridges, PPP financing, etc.)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
28	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS

C3. To what extent does the World Bank Group's work help to achieve development results in Uruguay?											
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 Uruguay?												
		Strongly disagree								Strongly agree		Don't know
		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C4	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Uruguay											
C5	The World Bank Group meets Uruguay's needs for knowledge services (e.g., research, analysis, data, technical assistance)											

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

D8. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
Not significant at all								Very significant		Don't know	

D9. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
Very low technical quality								Very high technical quality		Don't know	

SECTION E: WORKING WITH THE WORLD BANK GROUP

To what extent do you agree/disagree with the following statements?												
		Strongly disagree								Strongly agree		Don't know
E1	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E2	The World Bank Group effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E3	The World Bank Group's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E4	The World Bank Group's "Safeguard Policy" requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E5	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E6	The World Bank Group takes decisions quickly in Uruguay	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E7	Working with the World Bank Group increases Uruguay's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E8	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E9	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"/>

E10. To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Uruguay?												
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	

E11. To what extent do you believe the World Bank Group measures and corrects its work in real time in Uruguay?												
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 F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN URUGUAY

F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Uruguay? (Choose no more than TWO)	
1	Offer more innovative knowledge services
2	Collaborate more effectively with Government clients (e.g., national, state, local)
3	Work faster
4	Reduce the complexity of obtaining World Bank Group financing
5	Increase availability of Reimbursable Advisory Services (RAS) to stakeholders
6	Help to bring discipline/effective supervision to implementation of investment projects
7	Offer more innovative financial products
8	Ensure greater selectivity in its work
9	Provide more adequate data/knowledge/statistics/figures on Uruguay's economy
10	Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)
11	Reach out more to groups outside of Government
12	Increase the level of capacity development in the country
13	Improve the quality of its experts as related to Uruguay's specific challenges
14	Other (please specify): _____

F2. When considering the combination of services that the World Bank Group offers in Uruguay, 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 Uruguay? (Select only ONE response)	
1	Financial services (including contingency financing)
2	Knowledge products
3	Convening services
4	Reimbursable Advisory Services
5	Other innovative development solutions (bonds, derivatives, swaps, insurances, etc.)
6	None of the above
7	The combination is appropriate for Uruguay
8	Don't know

F3. To what extent do you believe that Uruguay will receive value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all									To a very significant degree	Don't know

SECTION G: COMMUNICATION AND INFORMATION SHARING

G1. How do you get most of your information about economic and social development issues in Uruguay? (Choose no more than TWO)			
1	Local radio	6	Periodicals
2	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	7	International television
3	International newspapers	8	Local newspapers
4	Local television	9	Other (please specify): _____
5	Internet		

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

G3	Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses 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 (www.bancomundial.org/uy)?	Yes	No
G5	Do you currently consult the World Bank Group social media sites (e.g., blogs, Facebook, Twitter, YouTube, and Flickr)?	Yes	No

Please rate how much you agree with the following statements.													
		Strongly disagree										Strongly agree	Don't know
G6	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"/>	
G7	The World Bank Group's social media channels in Uruguay (e.g., blogs, 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"/>	
G8	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"/>	

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	11	NGO/Community Based Organization
2	Office of Minister	12	Media (press, radio, TV, web, etc.)
3	Office of Parliamentarian	13	Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)
4	Employee of a Ministry, Ministerial Department or Implementation Agency	14	Trade Union
5	Project Management Unit (PMU) overseeing implementation of project/ Consultant/Contractor working on World Bank Group supported project/program	15	Faith-Based Group
6	Local Government Office or Staff	16	Youth Group
7	Bilateral/Multilateral Agency	17	Academia/Research Institute/Think Tank
8	Private Sector Organization	18	Judiciary Branch
9	Private Foundation	19	Other (please specify): _____
10	Financial Sector/Private Bank		

H2. Please identify the primary specialization of your work. (Select only ONE response)			
1	Water	12	Gender
2	Social protection and labor	13	Transport and ICT
3	Fragility, conflict and violence	14	Urban, rural, and social development
4	Environment and natural resources	15	Governance
5	Public-private partnerships	16	Poverty
6	Education	17	Jobs
7	Health, nutrition, and population	18	Agriculture
8	Energy and extractives	19	Climate Change
9	Macroeconomics and fiscal management	20	Generalist (specialized in multiple sectors)
10	Trade and competitiveness	21	Other (please specify): _____
11	Finance and markets		

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

H4. Which of the following agencies of the World Bank Group do you primarily engage with in Uruguay? (Select only ONE response)	
1	The World Bank (IBRD)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	Other (please specify): _____

SECTION H: BACKGROUND INFORMATION**H5. Do your projects involve both the World Bank and the IFC?***(If YES please go to Question H6; If NO please go to H7)*

1	Yes
2	No
3	Don't know

H6. If yes, what was your view of how the two institutions work together in Uruguay?**(Select only ONE response)**

1	The two institutions work well together
2	The way the two institutions work together needs improvement
3	The two institutions do not work well together
4	Don't know

H7. Which of the following describes most of your exposure to the World Bank Group in Uruguay?**(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. What's your gender?

1	Female
2	Male

H9. Which best represents your geographic location?

1	Montevideo
2	Inland rural areas
3	Inland urban areas

Thank you for completing the survey!