

FY 2021 Sri Lanka
Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



October 2021

Public Disclosure Authorized

Public Disclosure

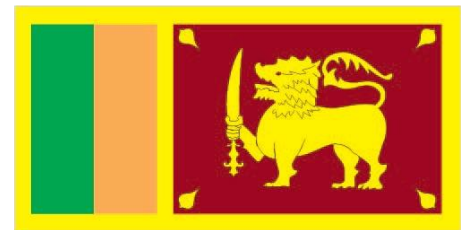
Public Disclosure Authorized

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Acknowledgements

The Sri Lanka Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Strategic Insights Group (SI), led by Sharon Felzer (Senior Communications Officer, Head of SI). Yulia Danilina and Jessica Cameron oversaw design, reporting, and analysis. Dania Mendoza, Noreen Wambui, and Irina Popova provided data support. SI acknowledges the significant contribution from the Sri Lanka country team and the independent fielding agency PepperCube. In particular, SI is grateful for the support from Dilinika Peiris (External Affairs Officer), Roshni Priyanthi Anne De Silva (Operations Analyst), and Samitha Darshanika Senadheera (Consultant) who coordinated the survey related activities from Colombo, Sri Lanka.



Country Opinion Surveys
THE WORLD BANK GROUP



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SRI LANKA





I. Objectives

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

- *Overall Context*
- *Overall Attitudes toward the World Bank Group*
- *World Bank Group's Work and Engagement on the Ground*
- *World Bank Group's Support in Development Areas*
- *World Bank Group's Knowledge Work and Activities*
- *The Future Role of the World Bank Group in Sri Lanka*
- *Communication and Information Sharing*
- *Background Information*

II. Methodology

From June to August 2021, 541 stakeholders of the WBG in Sri Lanka were invited to provide their opinions on the WBG's work in the country by participating in a Country Opinion Survey. Participants were drawn from the Office of the President, 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; consultants/contractors working on WBG-supported projects/programs; local governments; independent government institutions; the judiciary; state-owned enterprises; bilateral and multilateral agencies; private sector organizations; the financial sector and private banks; private foundations; NGOs and community-based organizations; faith-based groups; youth groups; academia/research institutes/think tanks; and the media.

A total of 253 stakeholders participated in the survey (47% response rate). Respondents received the questionnaire via a courier or via email and returned it accordingly, or they completed the questionnaire online.

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

The results in this year's Country Survey were compared to those in the Country Survey conducted in FY'19 (response rate was 31%, N=191). The data were weighted to reach similar stakeholder compositions across both survey years, allowing for more statistically reliable comparisons. Note, stakeholders who identified themselves as "Other" in the stakeholder category options were not included in these comparisons. Due to this weighting, 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'19 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 70).

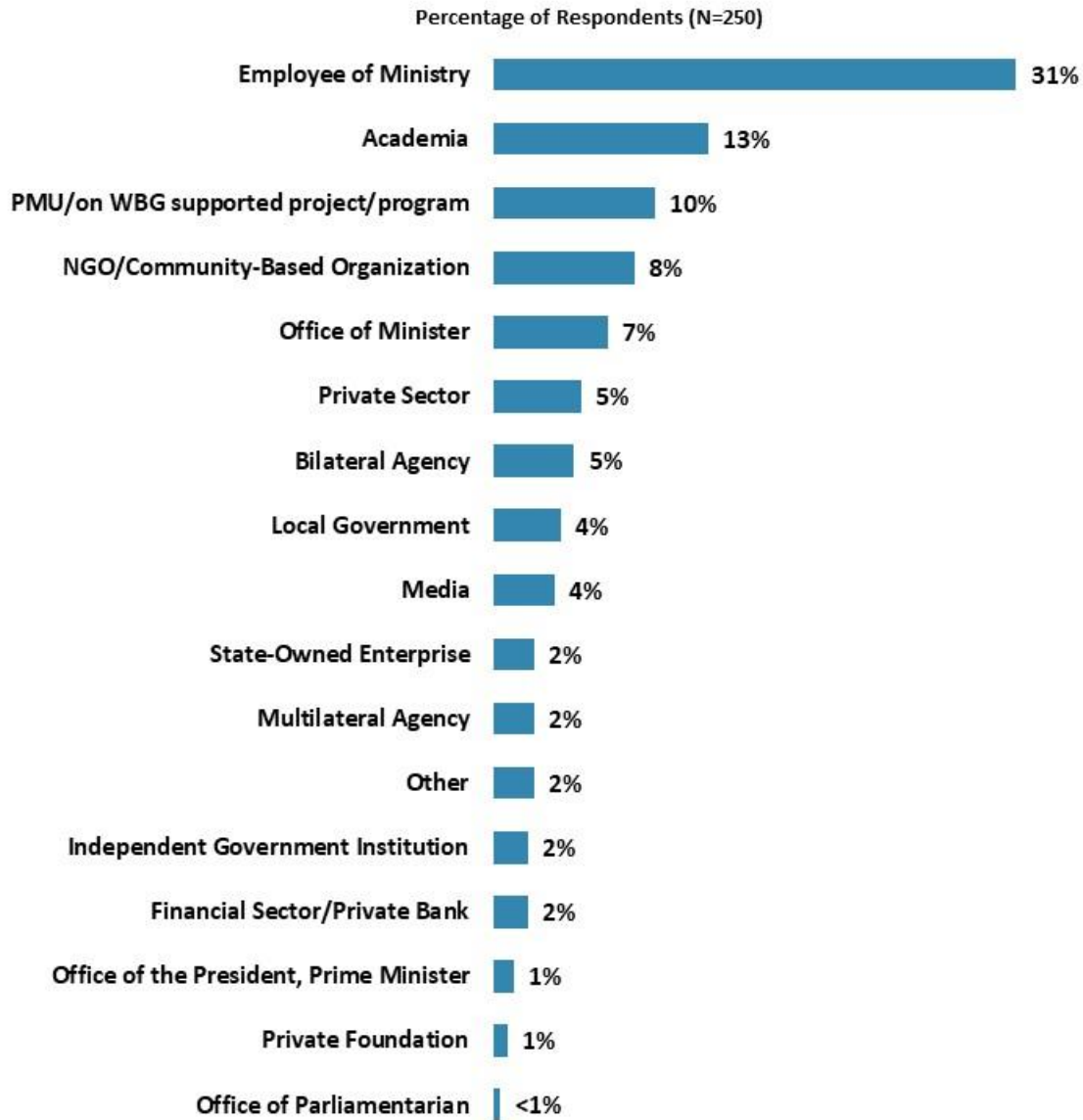
Note that the body of the report presents data on selected questions of the survey questionnaire. Please refer to Appendix A for data on all survey questions. Appendices B, C, D, and E present data on selected questions. Additional data breakdowns are available upon request.



III. Demographics of the Sample

Current Position

- Note that for further analyses, some respondent groups were combined.¹



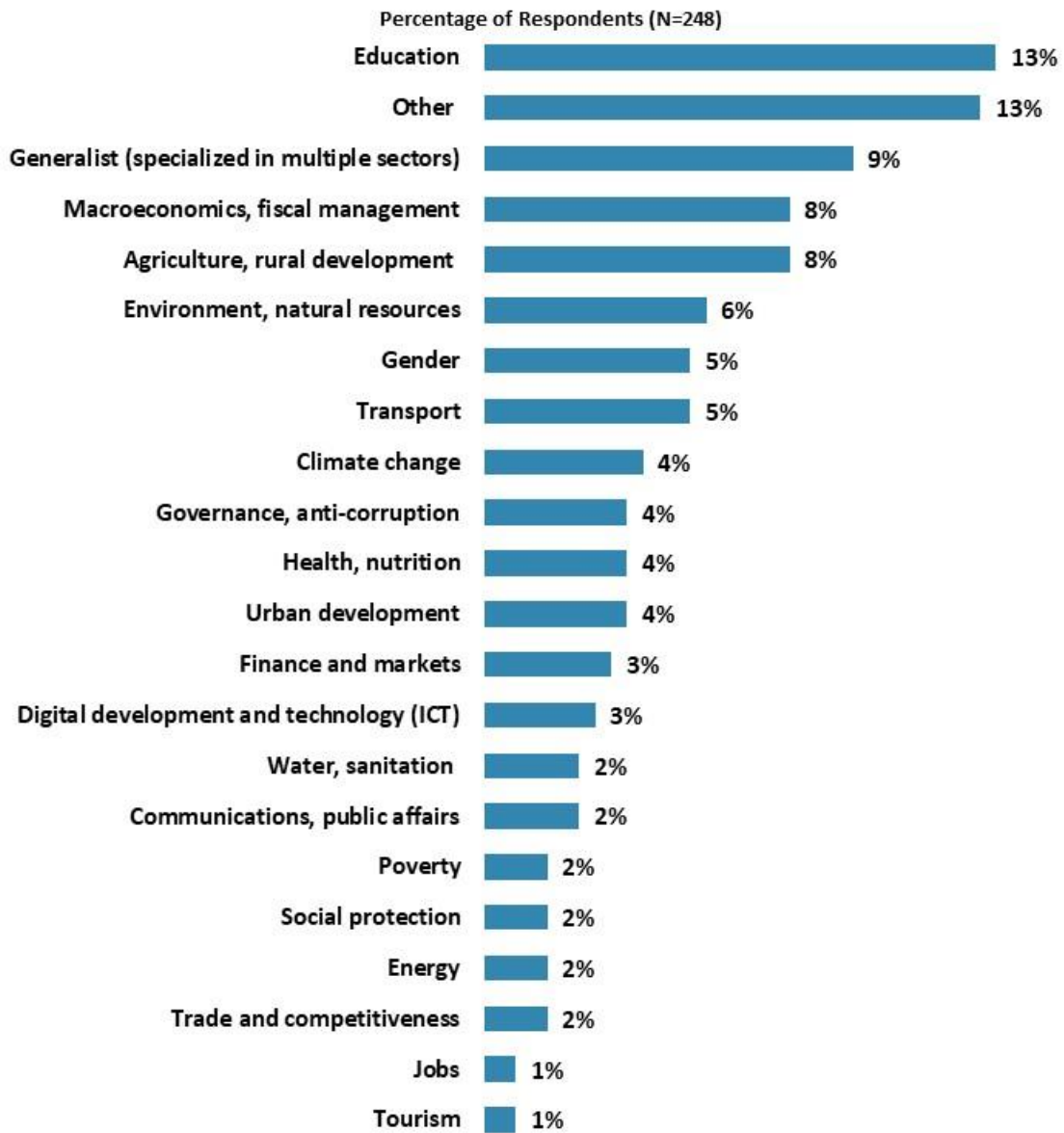
“Which of the following best describes your current affiliation? (Select only ONE response)”
(Respondents chose from a list.)

¹ Respondents from the office of the President/Prime Minister were combined with those from the office of a Minister; respondents from bilateral agencies were combined with those from multilateral agencies; respondents from the financial sector/private banks were combined with those from private sector organizations; and respondents from private foundations and NGOs/community-based organizations were combined into a “CSO” category. The small number of respondents from the Office of a Parliamentarian, independent government institutions, and state-owned enterprises were included in the “Other” category.



III. Demographics of the Sample (continued)

Area of Primary Specialization

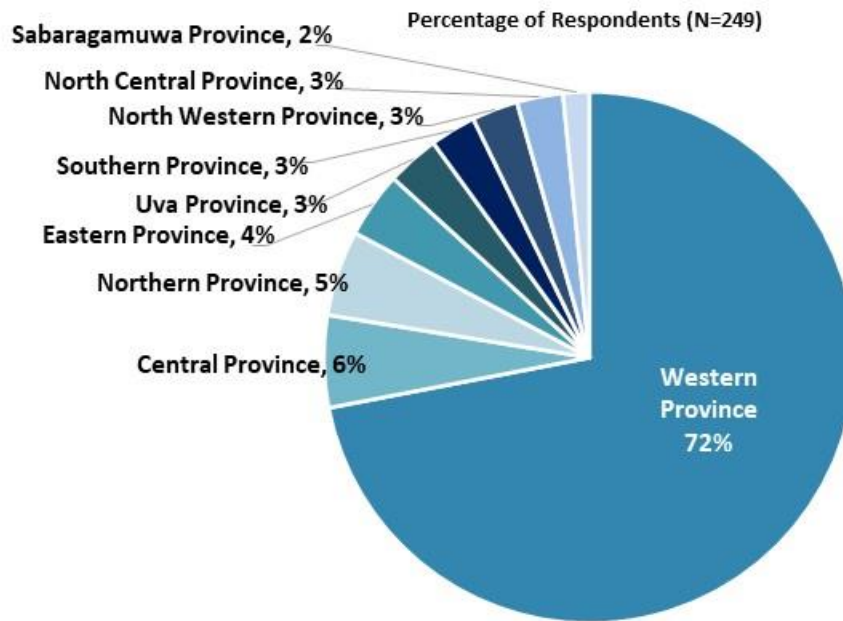


“Please identify the primary specialization of your work. (Select only ONE response)”
(Respondents chose from a list.)



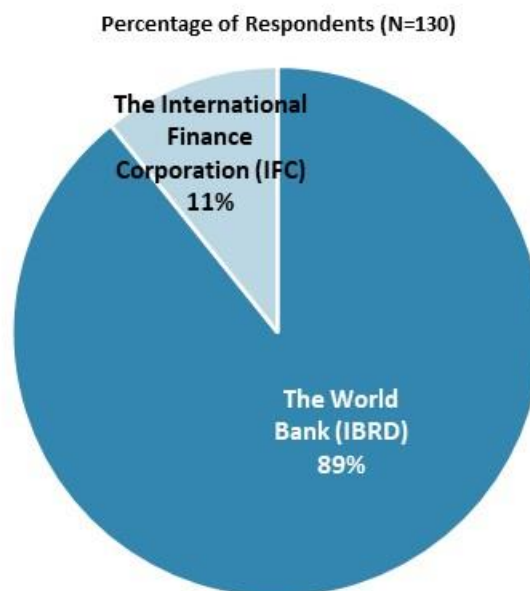
III. Demographics of the Sample (continued)

Geographic Locations



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

Exposure to Agencies within the World Bank Group



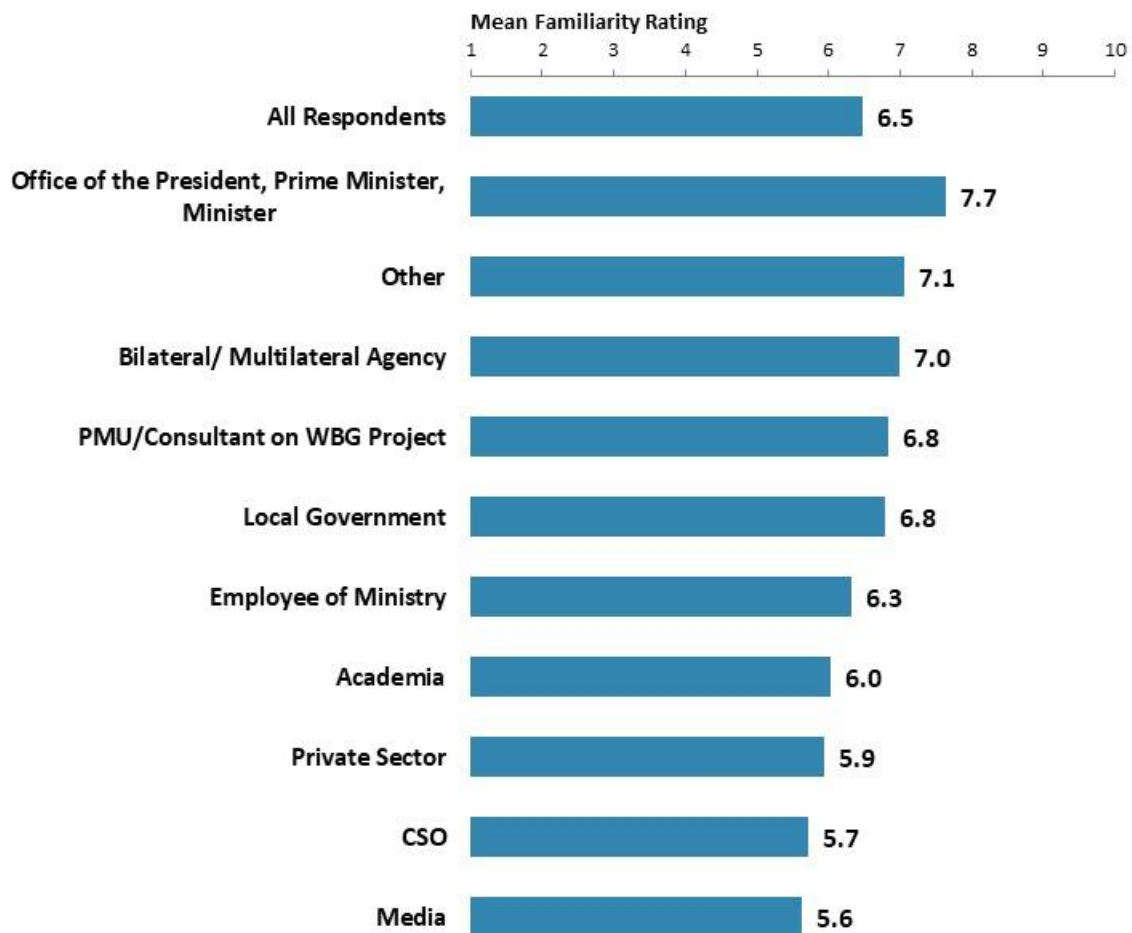
"If yes [professionally collaborate with the WBG], which of the following agencies of the World Bank Group do you primarily collaborate/work with in Sri Lanka? (Select only ONE response)"
(Respondents chose from a list.)



III. Demographics of the Sample (continued)

Familiarity with the World Bank²

- **Year comparison:** Respondents in this year’s Country Survey had significantly higher levels of familiarity with the WB compared to respondents in the FY’19 Country Survey (weighted mean in FY’21 = 6.5; weighted mean in FY’19 = 5.9).
- **Impact of familiarity:** Respondents’ ratings of familiarity with the WB were significantly, strongly correlated with their ratings for the WB’s overall effectiveness in Sri Lanka, and significantly, moderately correlated with their agreement that the WBG plays a relevant role in Sri Lanka’s development, and with their ratings of the extent to which the WBG’s work helps achieve development results in Sri Lanka.



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

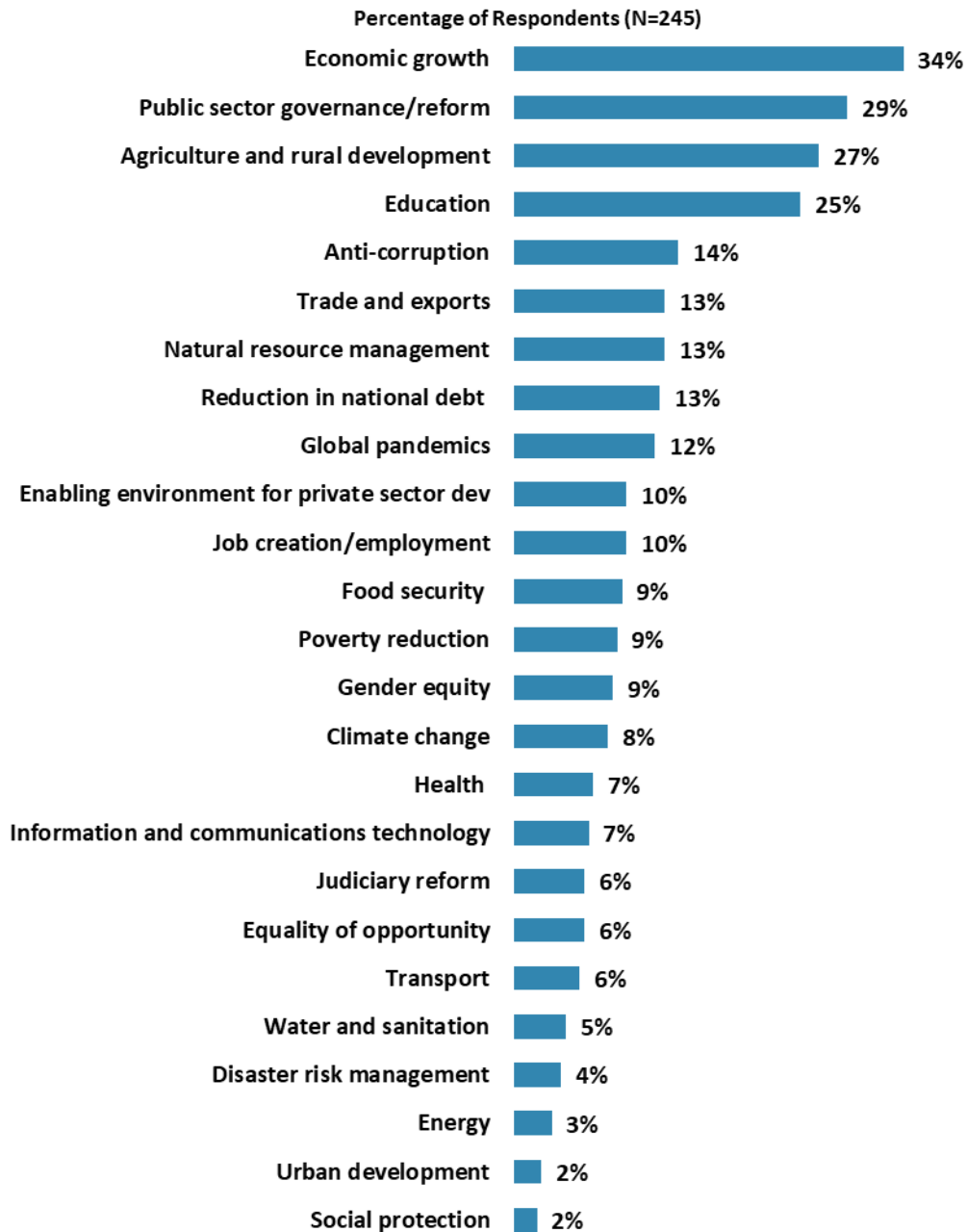
² In FY21, the question about familiarity was asked separately about the World Bank (IBRD) and the IFC. Only ratings of familiarity for the World Bank (IBRD) were used in these analyses.



IV. Overall Context

Development Priority

- **Year comparison:** Respondents in the FY'19 Country Survey indicated that the most important development priorities in Sri Lanka were “*public sector governance/reform*” (42%), “*economic growth*” (31%), “*education*” (31%), “*anti-corruption*” (19%), and “*health*” (16%).

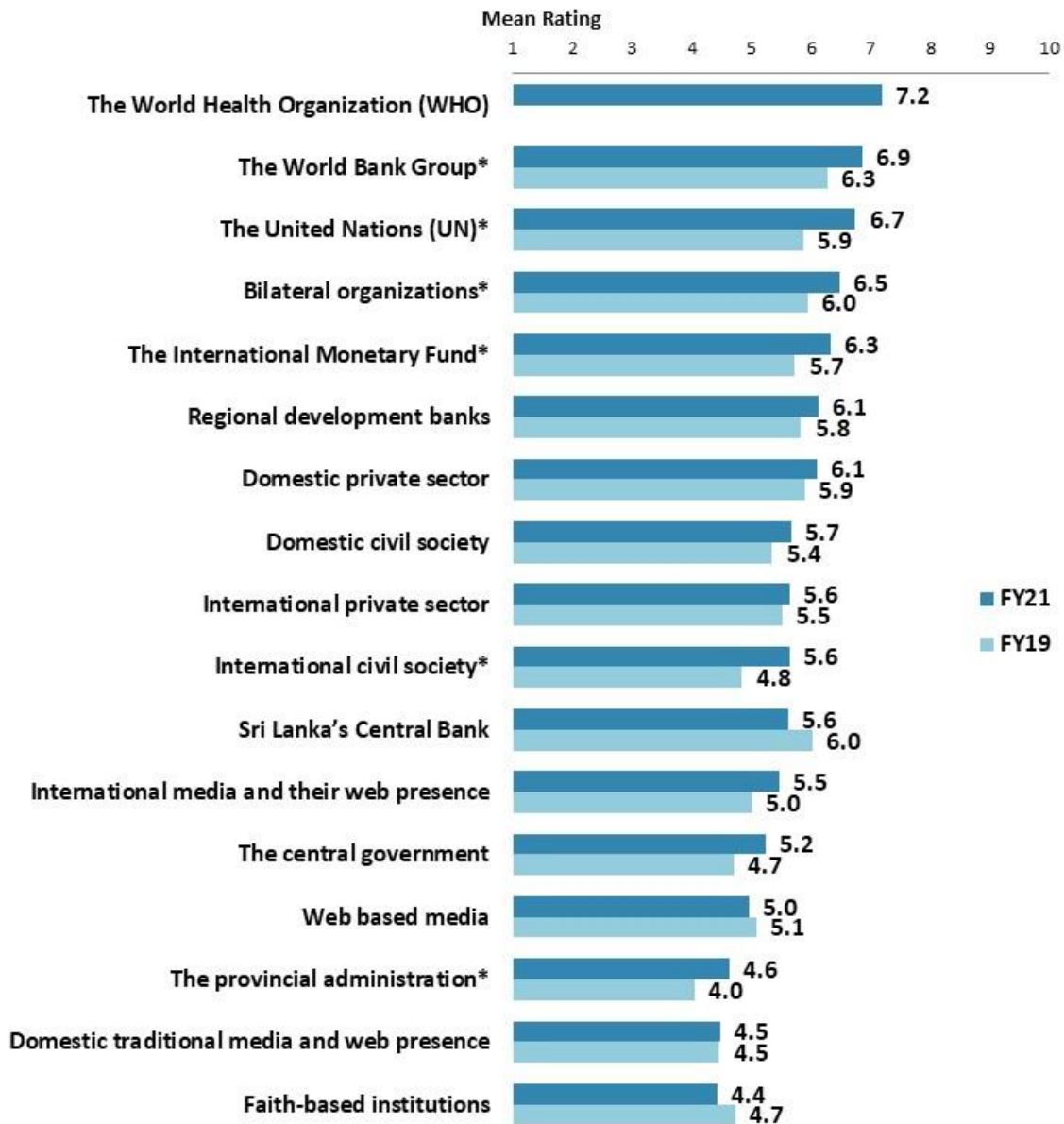


"Listed below are a number of development priorities in Sri Lanka. Please identify which of the following you consider the most important development priorities in Sri Lanka. (Choose no more than THREE)" (Respondents chose from a list. Responses combined.)



IV. Overall Context (continued)

Trust in Institutions



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

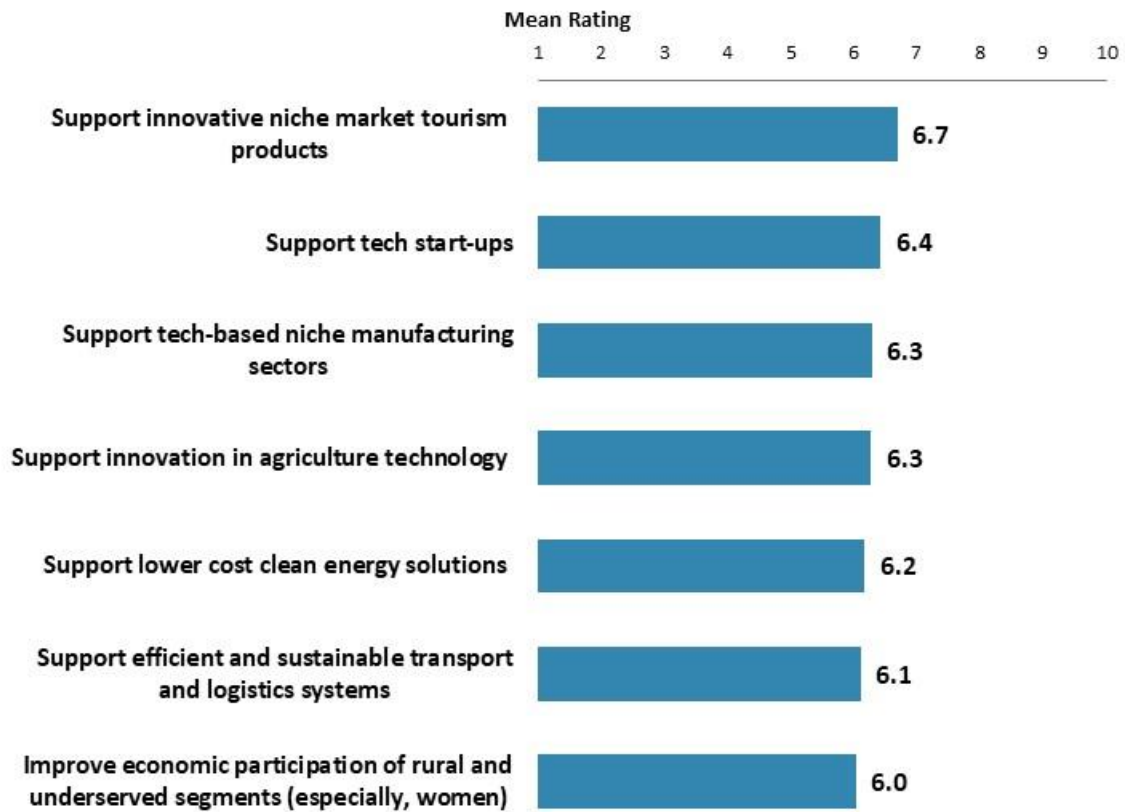
(1-"To no degree at all", 10-"To a very significant degree")

Means based on weighted data. *Significantly different between FY21 and FY19



IV. Overall Context (continued)

Focus Areas for Private Sector Intervention



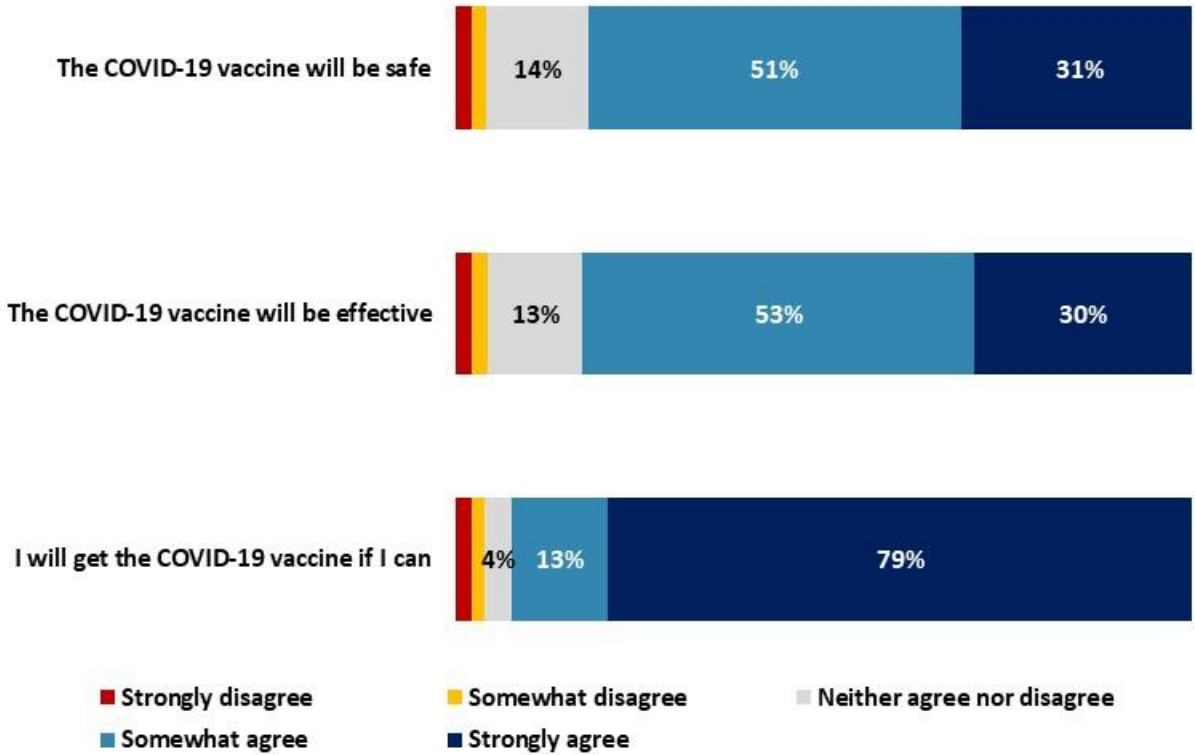
"To what extent do the following focus areas contribute to Sri Lanka's development through private sector intervention?"
(1-"To no degree at all", 10-"To a very significant degree")



IV. Overall Context (continued)

Perceptions of COVID-19 Vaccine

Percentage of Respondents (N=~229)



"Thinking more specifically about an eventual coronavirus/COVID-19 vaccine that is made available in your country, please indicate whether you agree/disagree with each of the following statements."



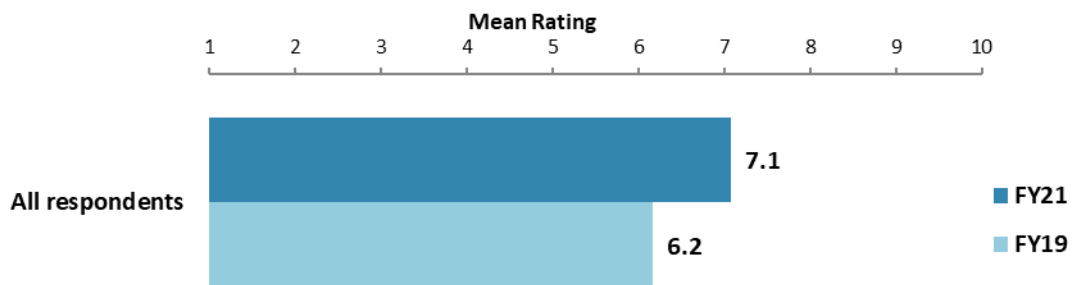
V. Overall Attitudes toward the World Bank Group

The World Bank's Overall Effectiveness³ (Indicator Question)



"Overall, please rate your impression of the World Bank's effectiveness in Sri Lanka."
(1 - "Not effective at all", 10 - "Very effective")
Means based on weighted data. Significantly different between FY21 and FY19

Achieving Development Results (Indicator Question)



"To what extent does the World Bank Group's work help to achieve development results in Sri Lanka?" (1 - "To no degree at all", 10 - "To a very significant degree")
Means based on weighted data. Significantly different between FY21 and FY19

Influence on Sri Lanka's Development Agenda (Indicator Question)



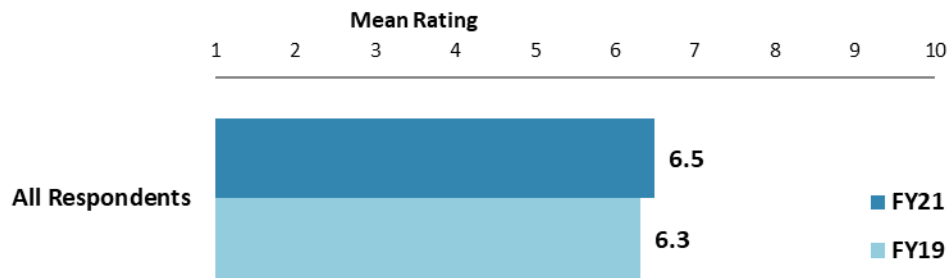
"To what extent does the World Bank Group influence the development agenda in Sri Lanka?" (1 - "To no degree at all", 10 - "To a very significant degree")
Means based on weighted data. Significantly different between FY21 and FY19

³ In FY21, the question about effectiveness was asked separately about the World Bank (IBRD) and the IFC. Only ratings of effectiveness for the World Bank (IBRD) were used in these analyses.



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

WBG Staff Preparedness



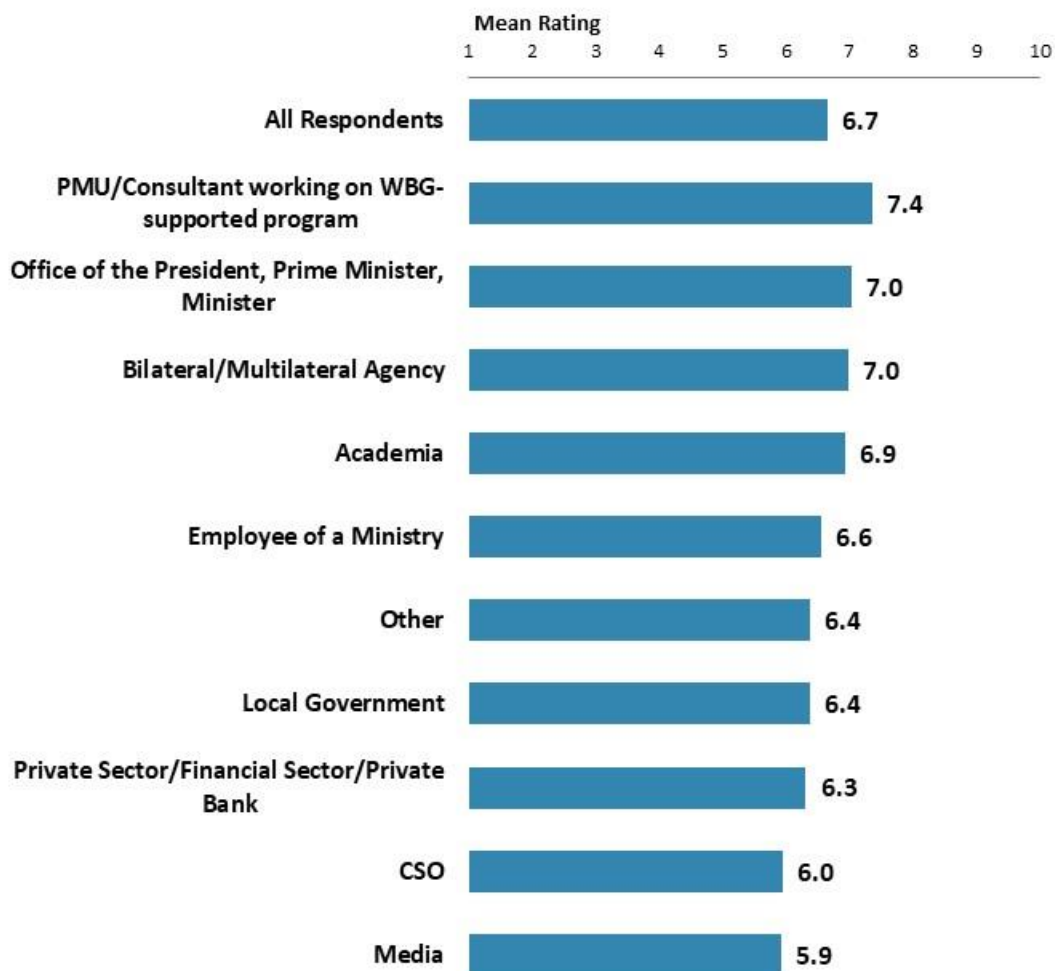
"To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills mix and knowledge) to help Sri Lanka solve its most complicated development challenges?"
*(1-"To no degree at all", 10-"To a very significant degree") Means based on weighted data.
Statistically similar between FY21 and FY19*



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

Overall Ratings for Indicator Questions by Stakeholder Groups

- **Collaboration:** Respondents who collaborate with the WBG had significantly higher mean ratings for the aggregated responses to the twenty-nine COS indicator questions (mean rating = 7.1) compared to respondents who do not collaborate with the WBG (mean rating = 6.2).
- **Stakeholder groups:** Respondents from PMU/Consultants on WBG-supported projects had the highest mean ratings for the aggregated responses to the twenty-nine COS indicator questions whereas respondents from CSOs and the media had significantly lower mean ratings. Responses for individual indicator questions by stakeholder groups can be found in Appendix B (page 51).



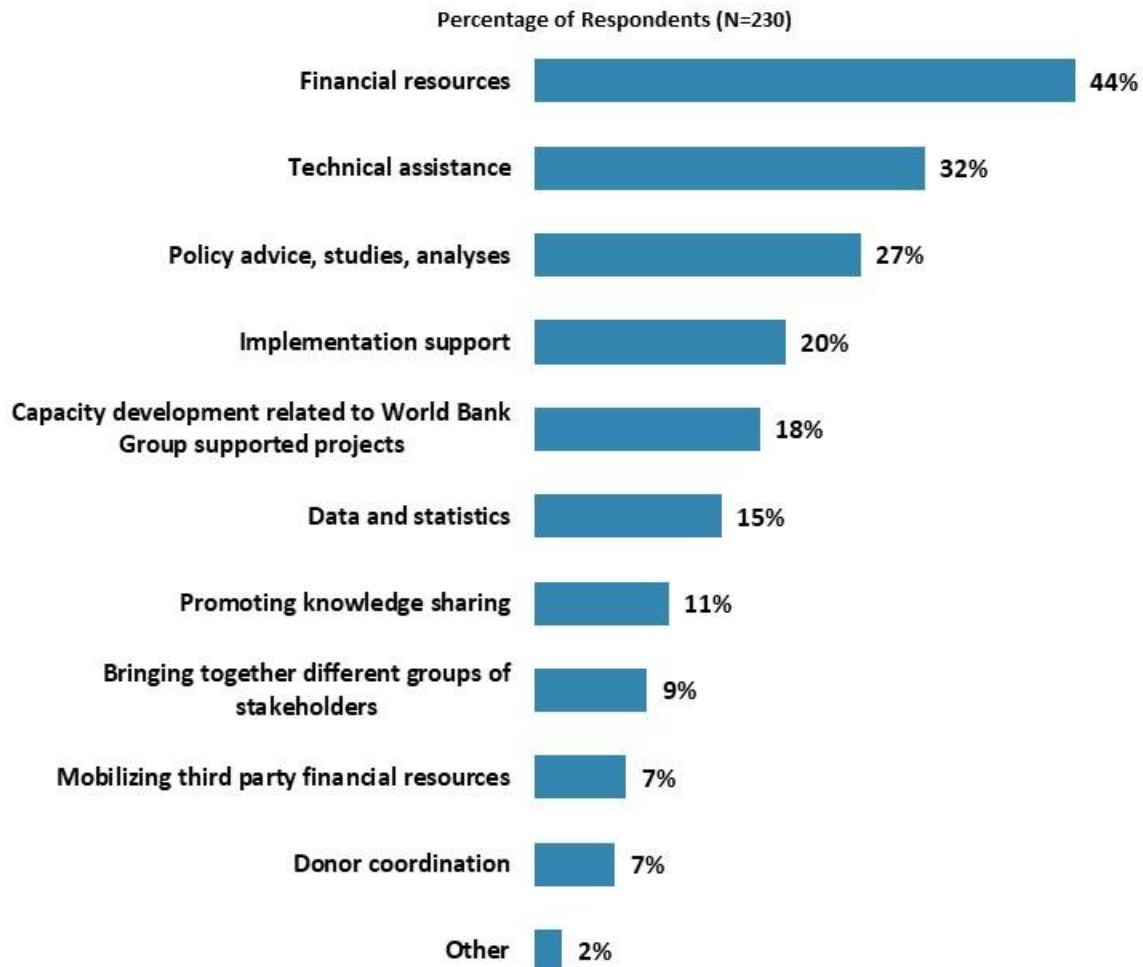
Mean Ratings for All Indicator Questions by Collaboration on a Scale from 1 to 10



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

Greatest Value

- **Year comparison:** Respondents in the previous FY'19 Country Survey indicated that the WBG's greatest values to Sri Lanka were "*financial resources*" (42%), "*capacity development related to WBG supported projects*" (29%), "*technical assistance*" (29%), and "*policy advice studies, analyses*" (25%).



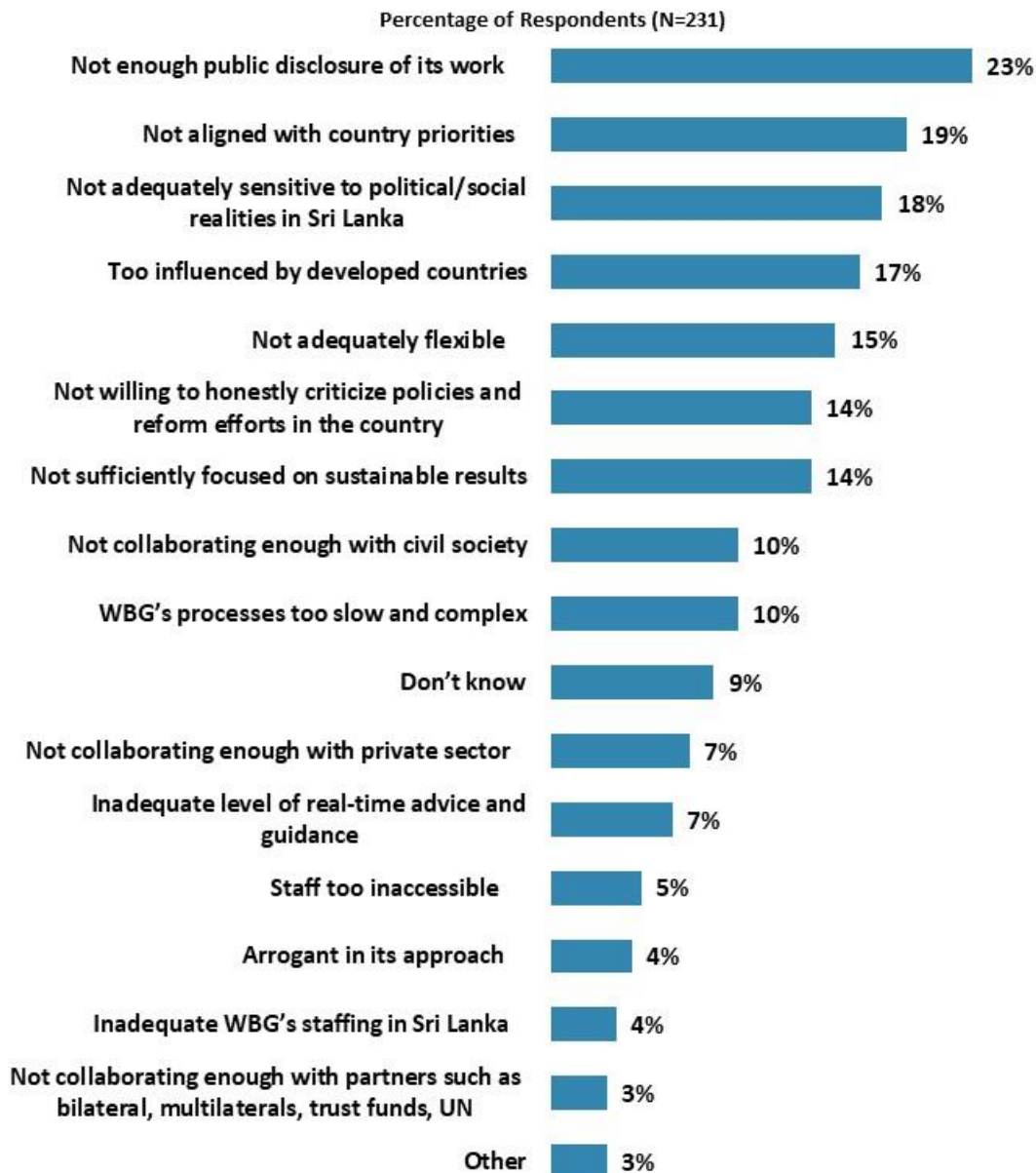
"When thinking about the World Bank Group's role in Sri Lanka, which activity do you VALUE the most? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



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

Greatest Weakness

- **Year comparison:** Respondents in the previous FY'19 Country Survey indicated that the WBG's greatest weaknesses in its work in Sri Lanka were “*not enough public disclosure of its work*” (26%), “*Too influenced by developed countries*” (16%), and “*Not aligned with country priorities*” (16%).

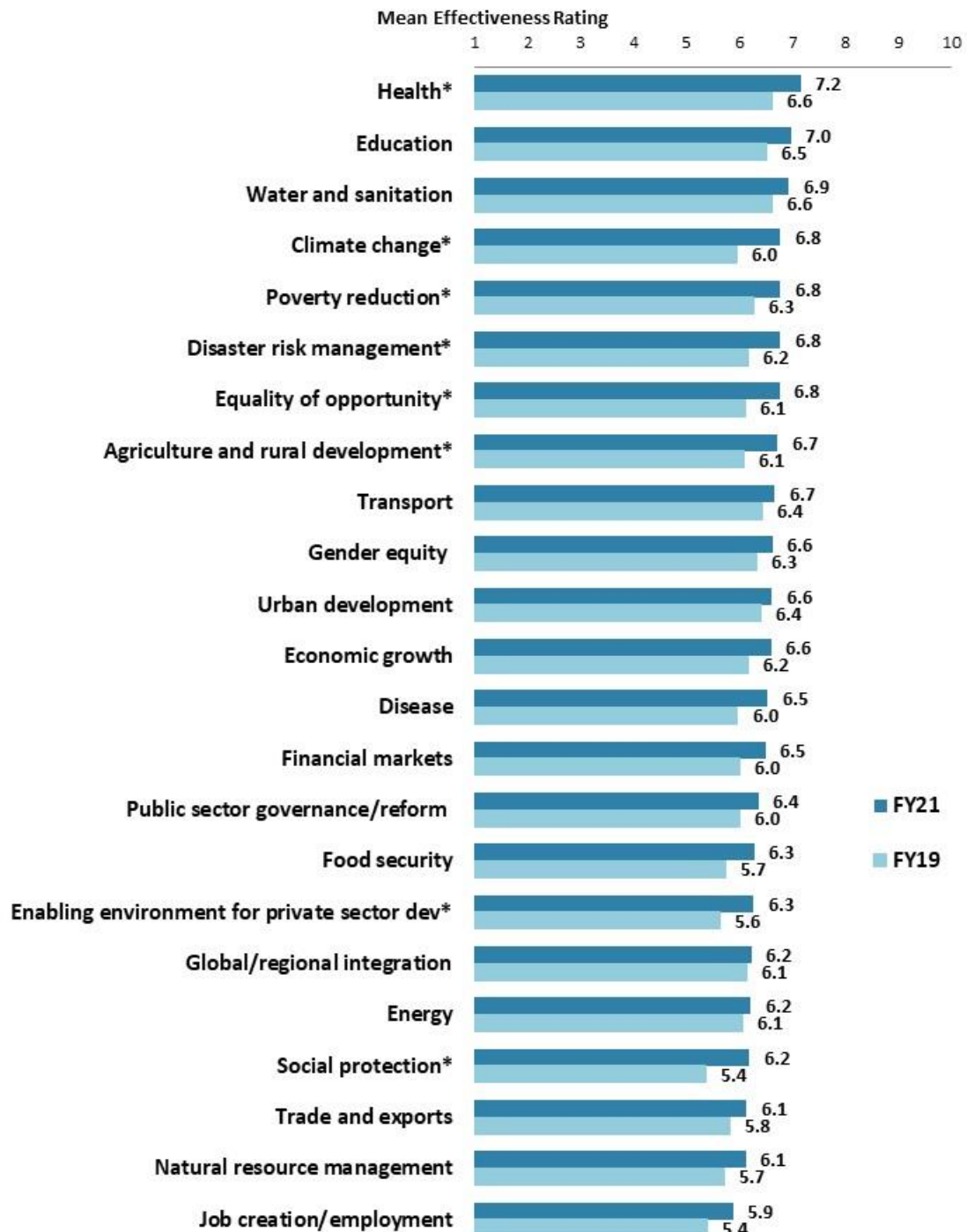


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Sri Lanka? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



VI. World Bank Group's Support in Development Areas

Effectiveness of WBG's Support in Sectoral Areas: Year Comparison⁴



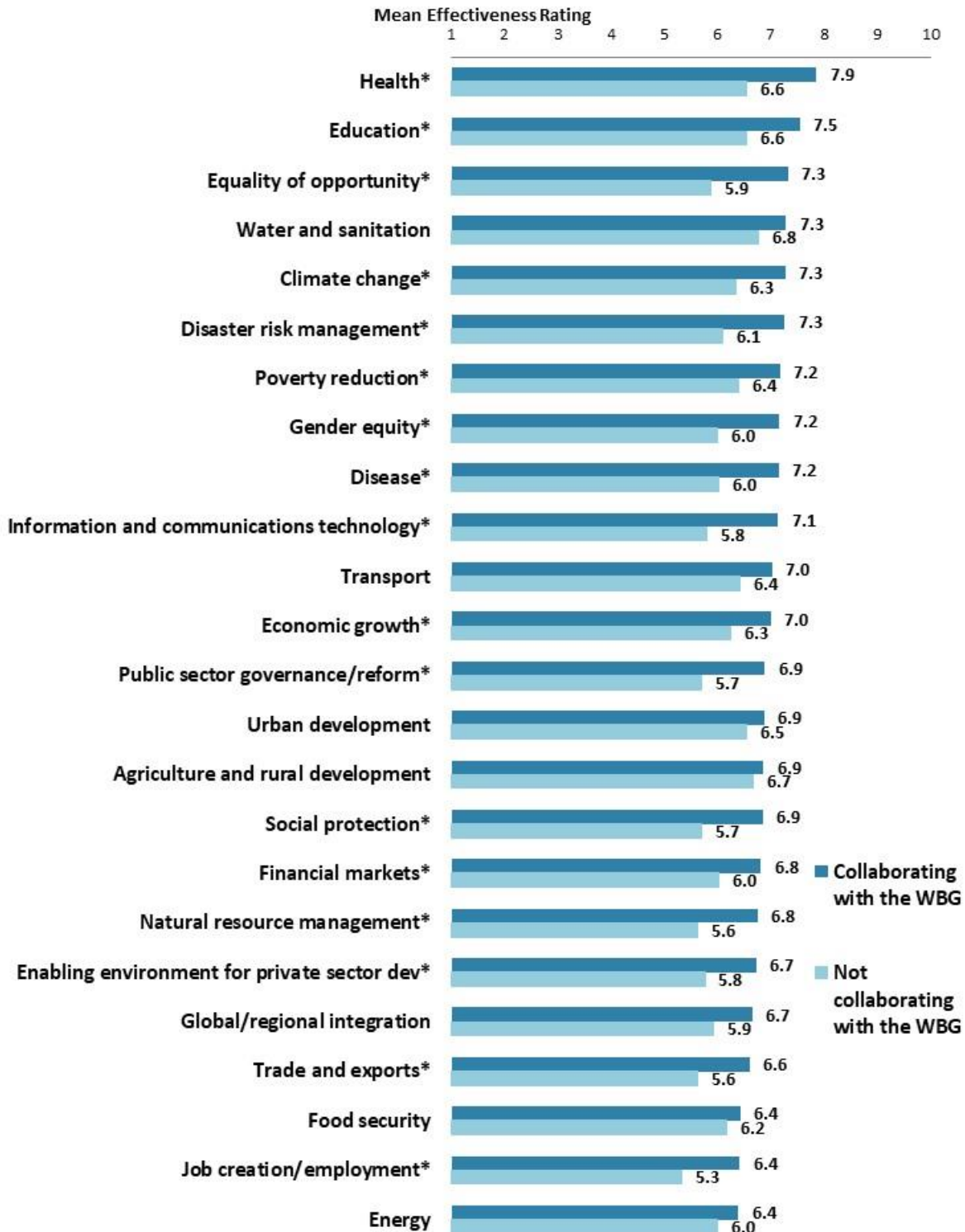
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Sri Lanka?" (1-"Not effective at all", 10-"Very effective")
Means calculated using weighted data. *Significantly different between FY21 and FY19

⁴ Note, in Appendix A (page 37) that primarily informed stakeholders responded to this question. Respondents were given the option of "Don't Know" if they did not have exposure to the WBG's work in certain development areas.



VI. WBG’s Support in Development Areas (continued)

Effectiveness of WBG’s Support in Sectoral Areas: Collaboration



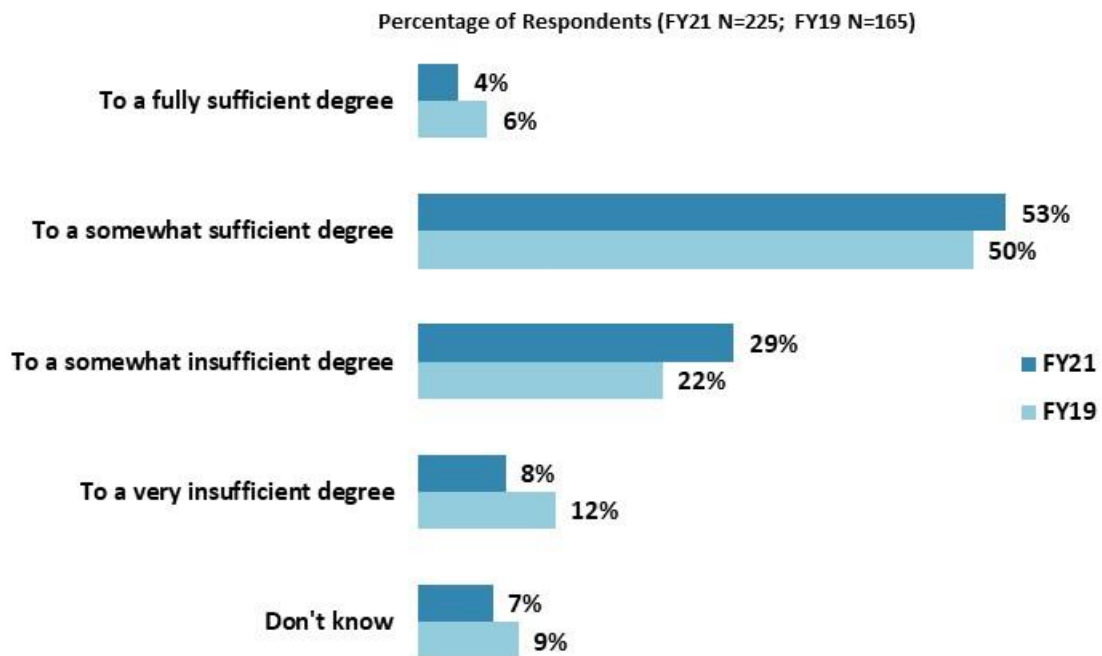
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Sri Lanka?" (1-"Not effective at all", 10-"Very effective")

*Significantly different between collaborators and non-collaborators



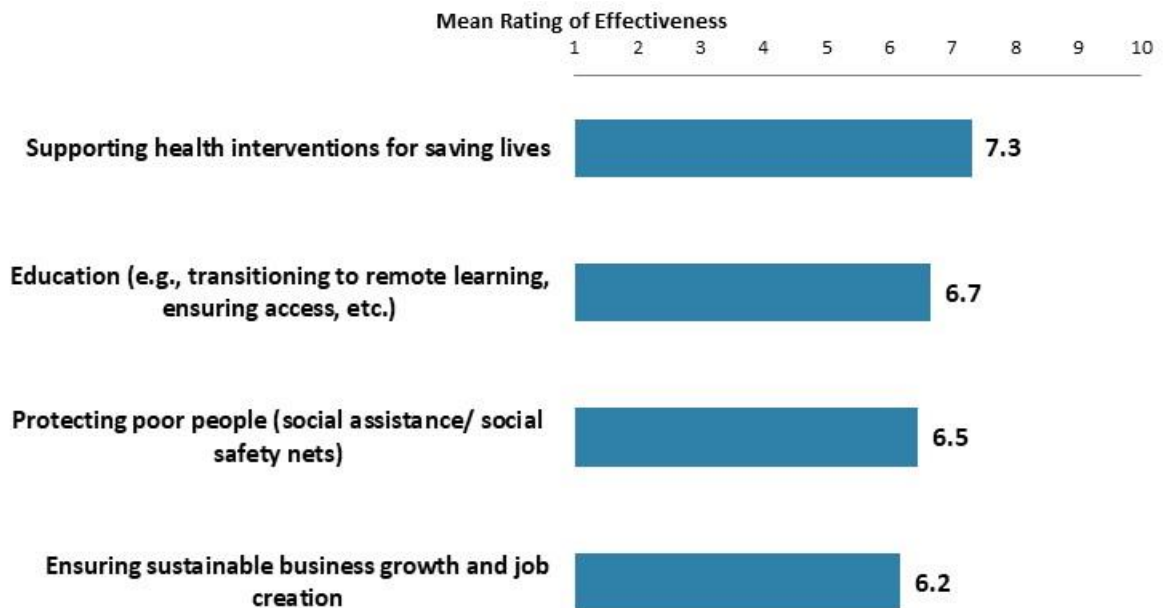
VI. WBG’s Support in Development Areas (continued)

Helping the Poorest



“To what extent do you believe that the World Bank Group's work and support help the poorest in Sri Lanka? (Select only ONE response)” (Respondents chose from a list.)
Percentages based on weighted data. Statistically similar between FY21 and FY19

Fast Track COVID-19 Support

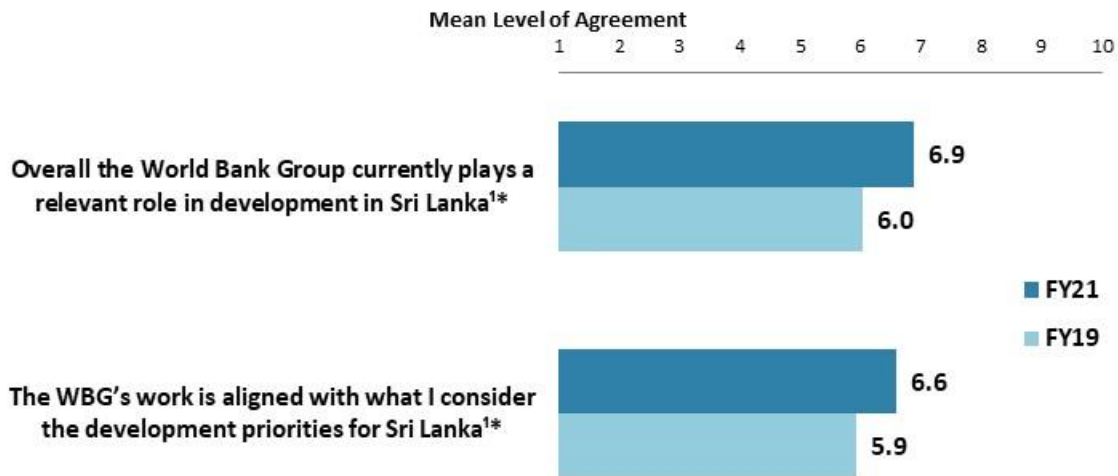


“The WBG has provided fast track support to Sri Lanka related to the outbreak of COVID-19 since early 2020. Please rate the World Bank Group’s effectiveness when considering this fast track support, if and as it applies to your country, in the following areas:?” (1-“Not effective at all”, 10-“Very effective”)



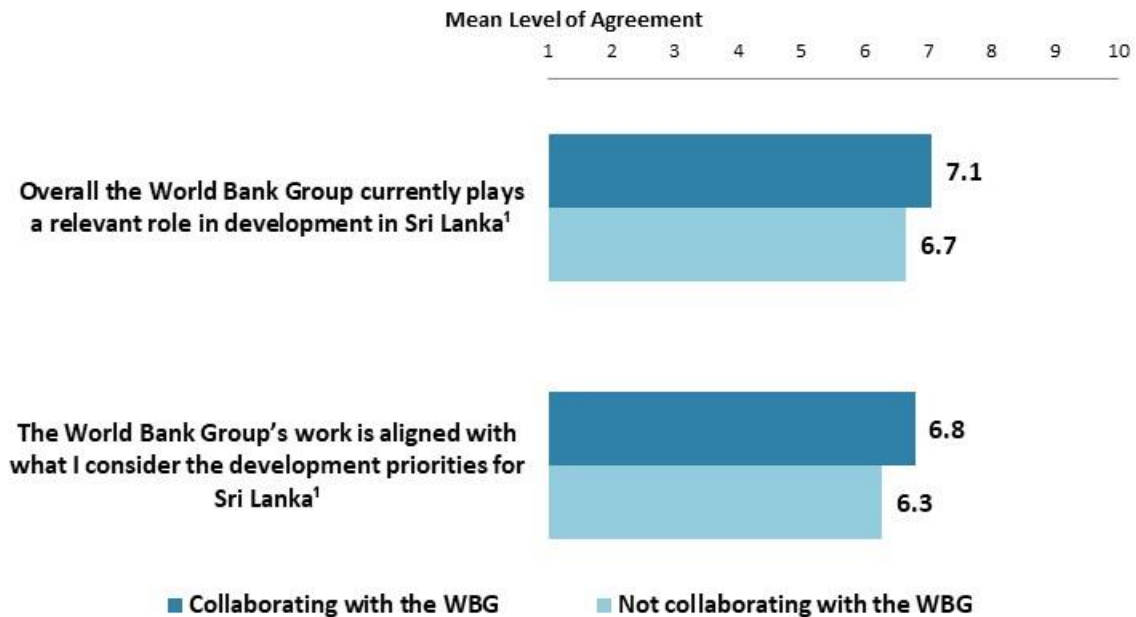
VII. World Bank Group’s Work and Engagement on the Ground

The World Bank Group’s Work in Sri Lanka: Year Comparison



"To what extent do you agree/disagree with the following statements about the World Bank Group’s work in Sri Lanka?" (1- "Strongly disagree", 10- "Strongly agree")
 Means based on weighted data. *Significantly different between FY21 and FY19 ¹Indicator Question

The World Bank Group’s Work in Sri Lanka: Collaboration

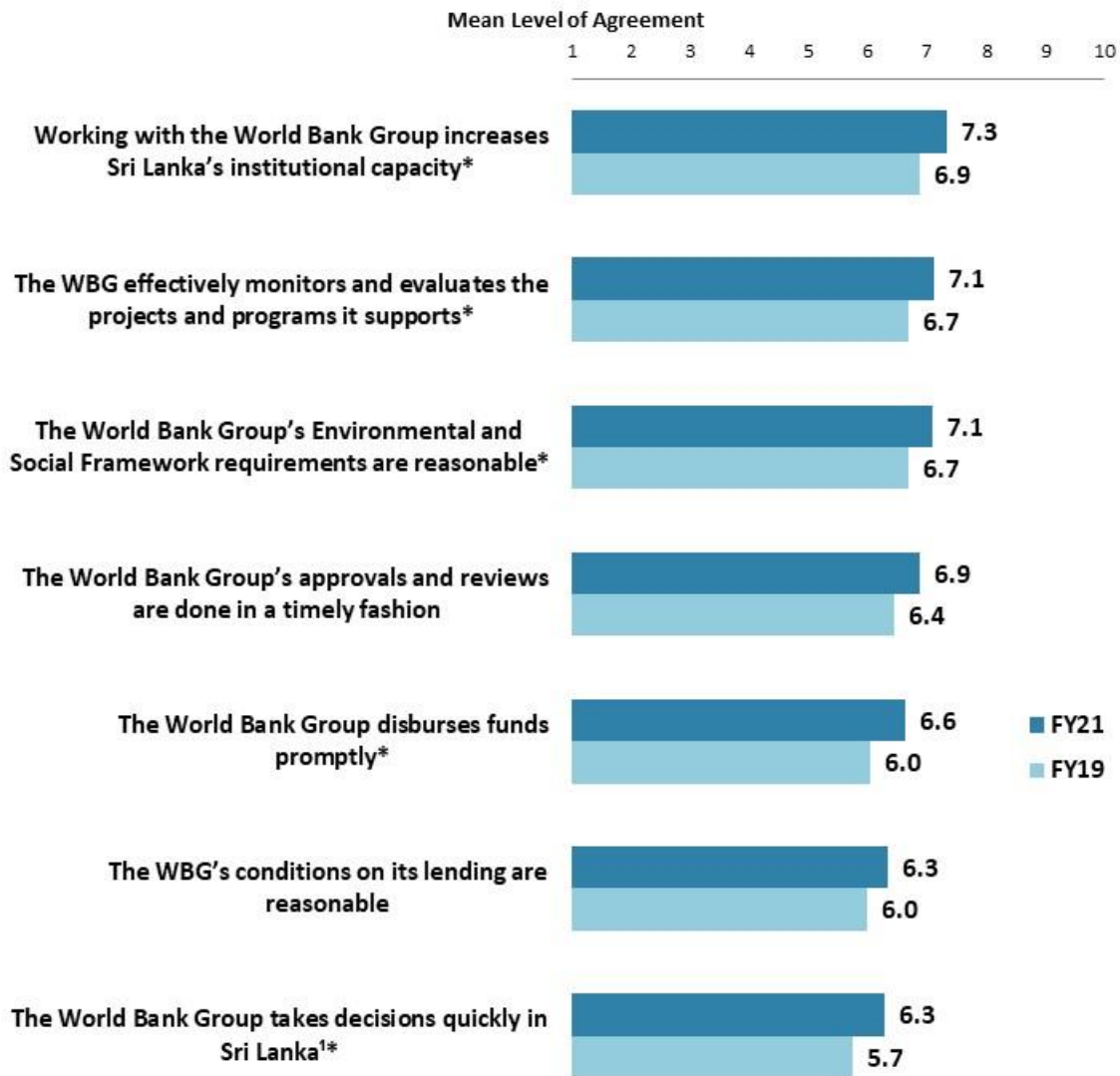


"To what extent do you agree/disagree with the following statements about the World Bank Group’s work in Sri Lanka?" (1- "Strongly disagree", 10- "Strongly agree") ¹Indicator Question
 Statistically similar between collaborators and non-collaborators



VII. WBG's Work and Engagement on the Ground (continued)

Overall Perceptions: Year Comparison



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

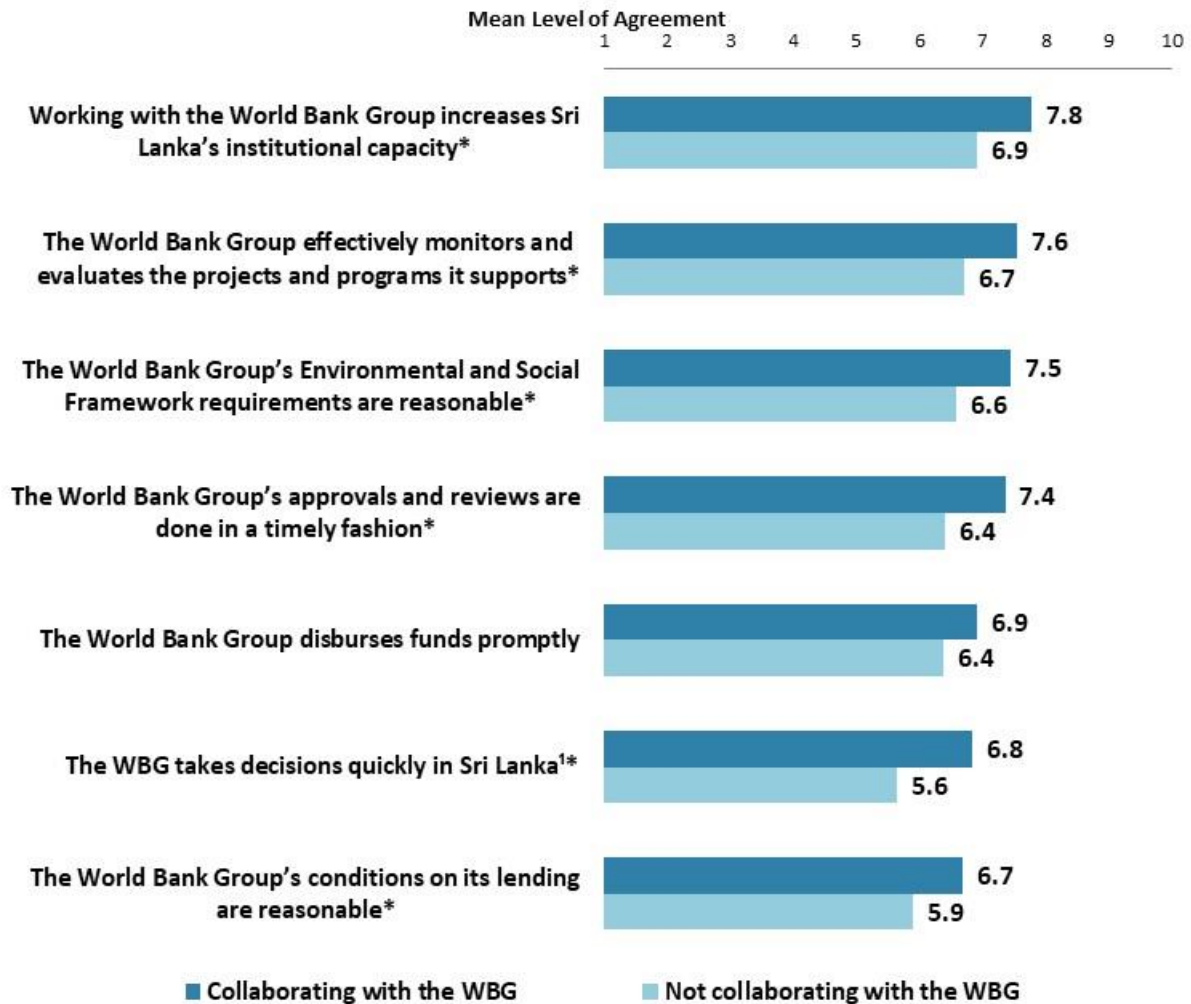
(1-"Strongly disagree", 10-"Strongly agree")

Means based on weighted data. *Significantly different between FY21 and FY19 ¹Indicator Question



VII. WBG's Work and Engagement on the Ground (continued)

Overall Perceptions: Collaboration



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

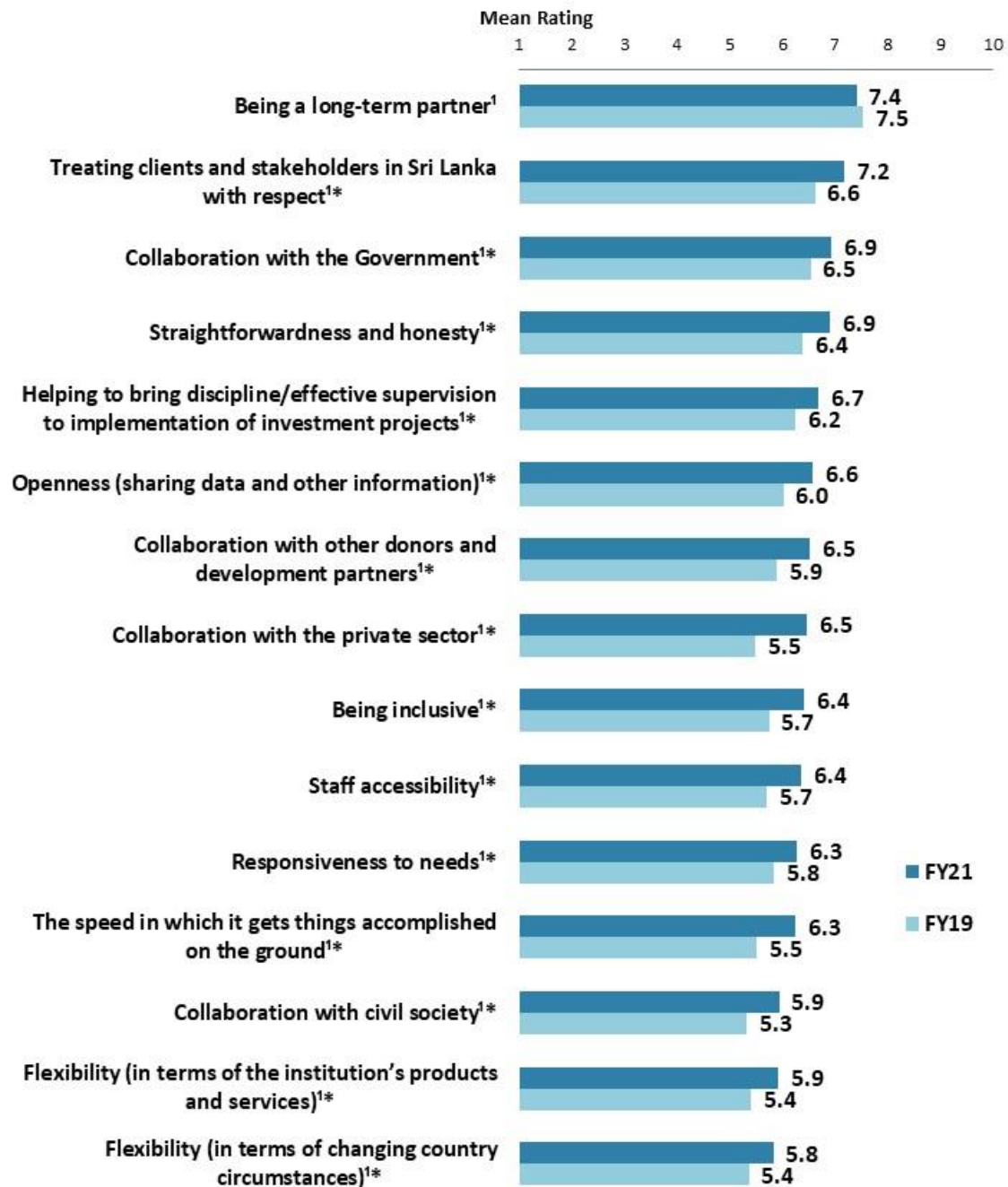
(1-"Strongly disagree", 10-"Strongly agree") ¹Indicator question

*Significantly different between collaborators and non-collaborators



VII. WBG's Work and Engagement on the Ground (continued)

The WBG as an Effective Development Partner: Year Comparison

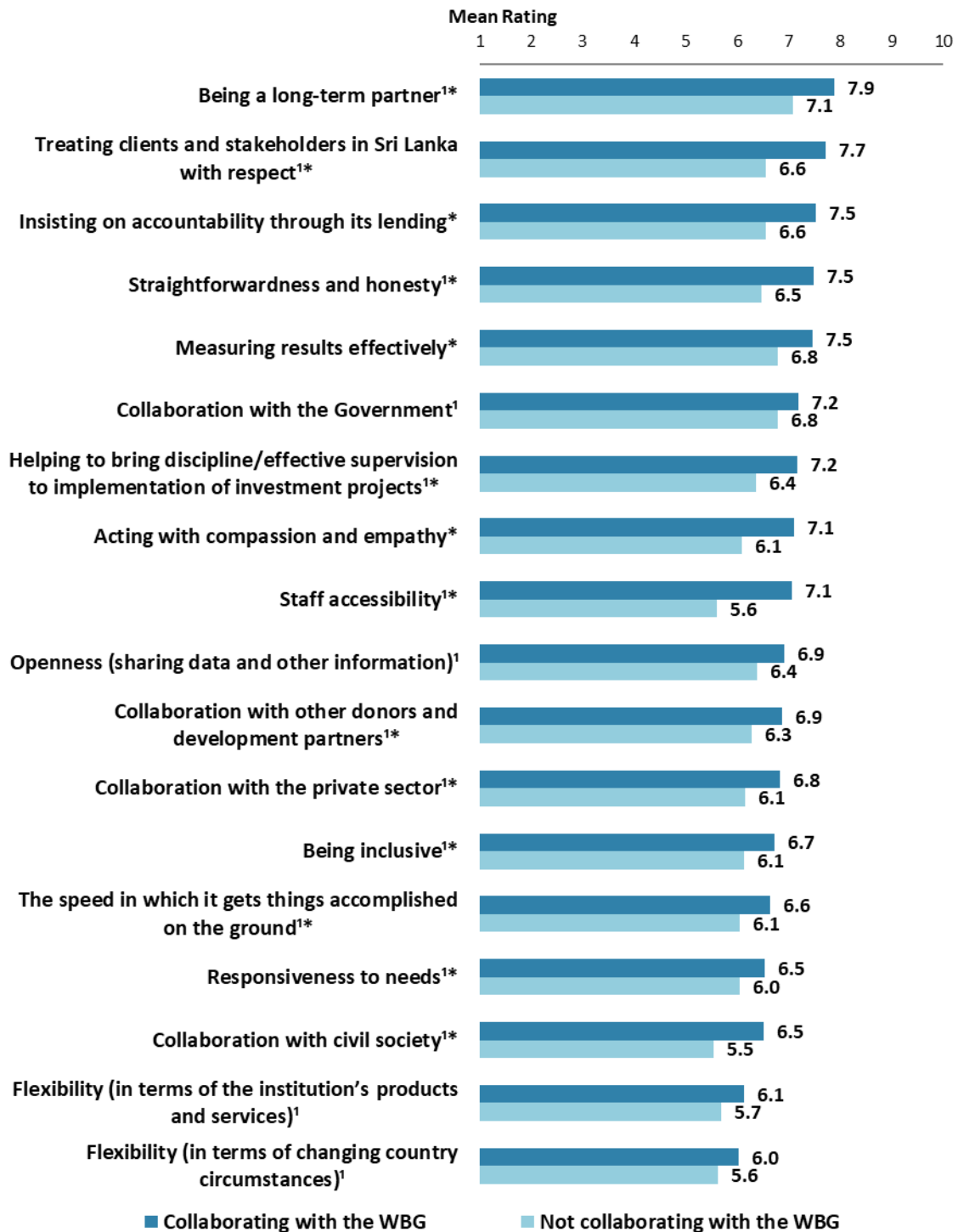


"To what extent is the World Bank Group an effective development partner in Sri Lanka, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")
Means based on weighted data. *Significantly different between FY21 and FY19 ¹Indicator Question



VII. WBG's Work and Engagement on the Ground (continued)

The WBG as an Effective Development Partner: Collaboration



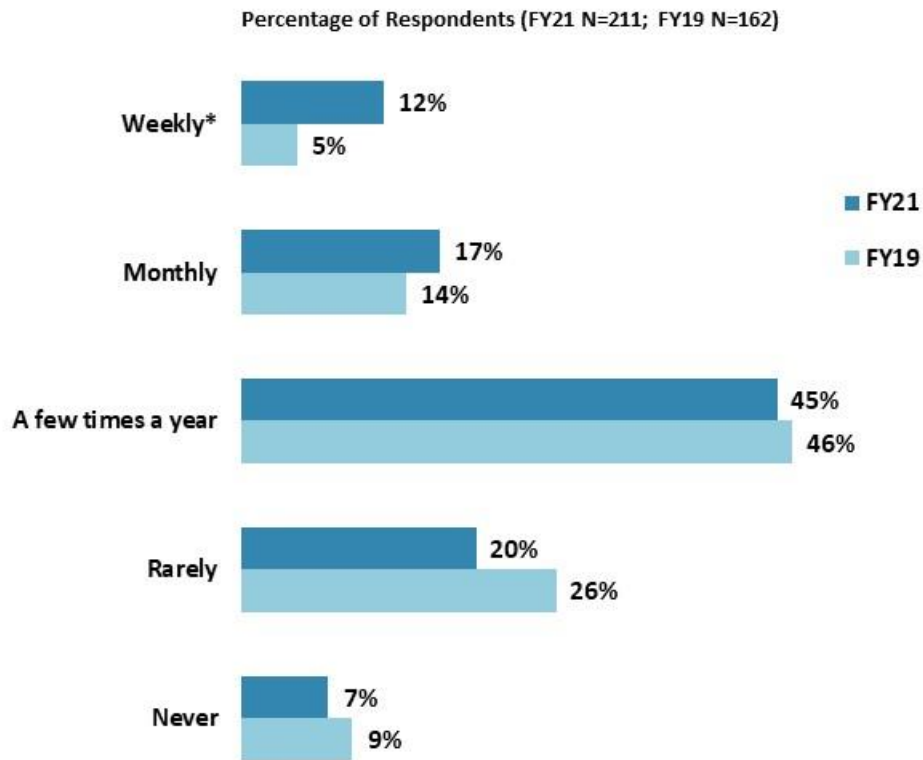
"To what extent is the World Bank Group an effective development partner in Sri Lanka, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")

^{*}Significantly different between collaborators and non-collaborators ¹Indicator Question



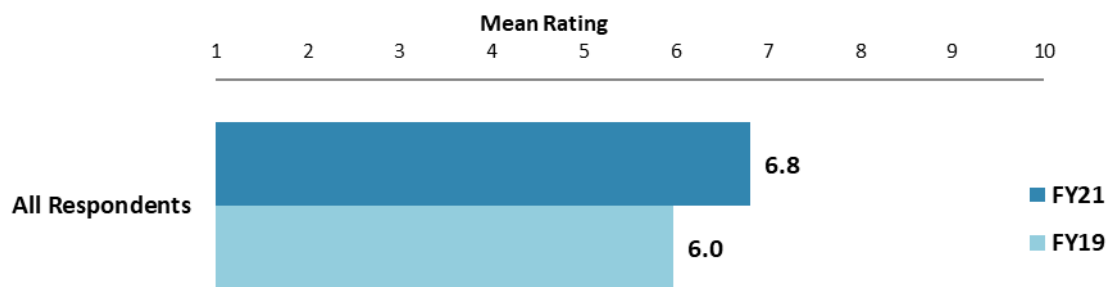
VIII. World Bank Group's Knowledge and Instruments

Frequency of Consulting WBG Knowledge Work and Activities



"How frequently do you consult World Bank Group's knowledge work and activities in the work you do?" Percentages based on weighted data. *Significantly different between FY21 and FY19

Meeting Sri Lanka's Knowledge Needs (Indicator Question)

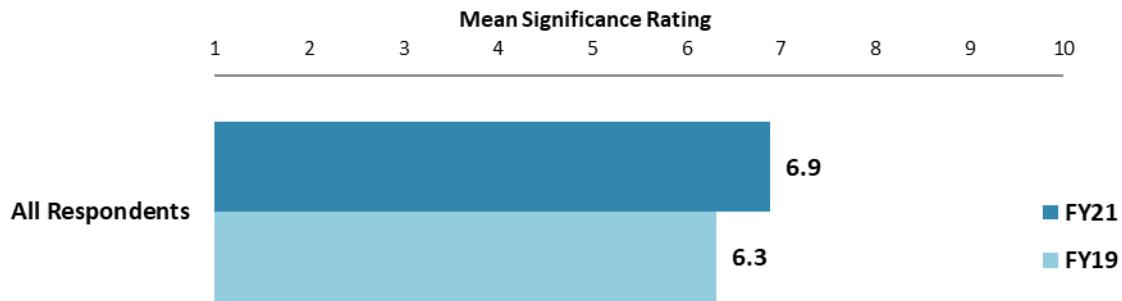


"The World Bank Group meets Sri Lanka's needs for knowledge services." (1-"Strongly disagree", 10-"Strongly agree") Means based on weighted data. Significantly different between FY21 and FY19



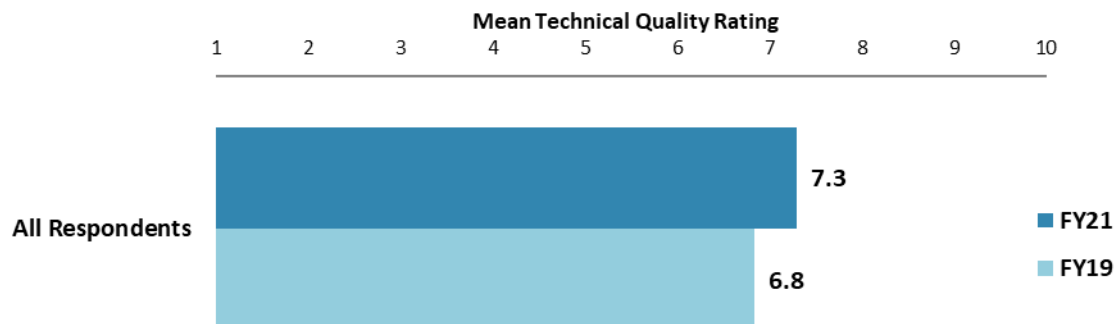
VIII. World Bank Group's Knowledge and Instruments (continued)

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



"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") Means based on weighted data.
Significantly different between FY21 and FY19

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

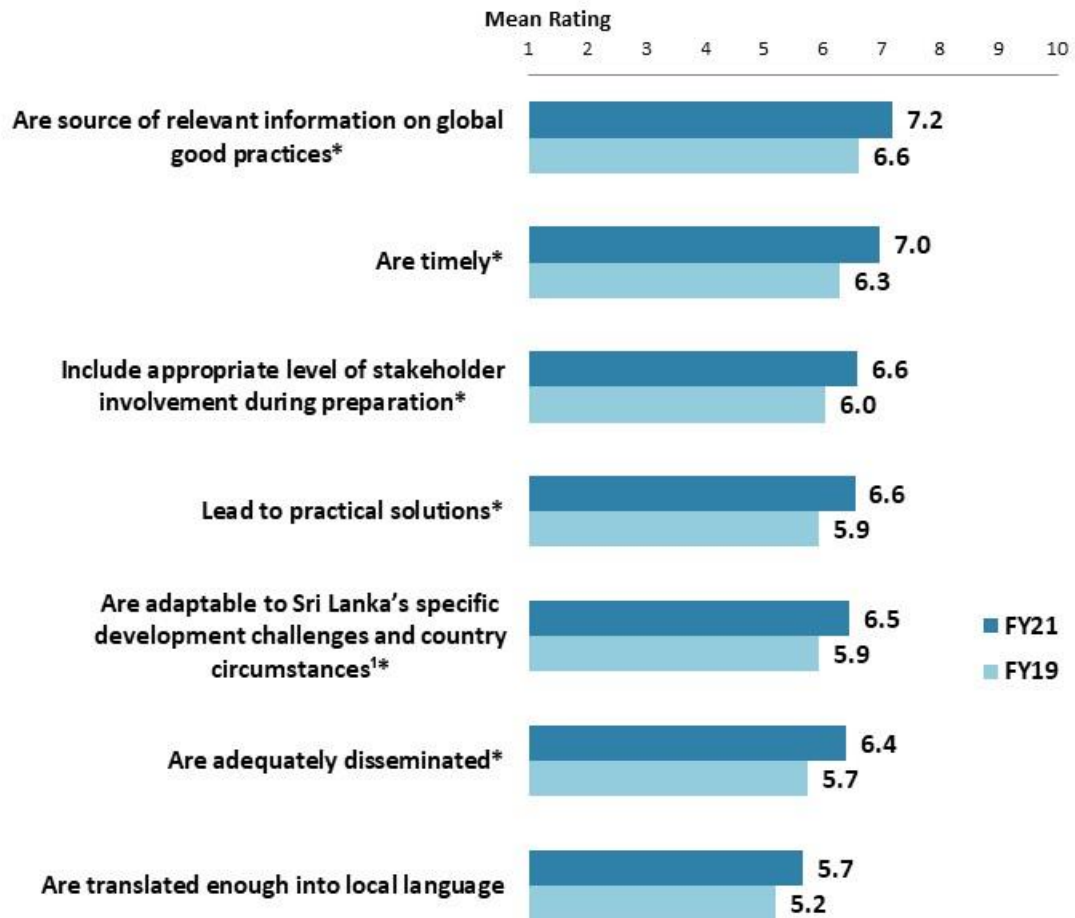


"Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?" (1-"Very low technical quality", 10-"Very high technical quality") Means based on weighted data.
Significantly different between FY21 and FY19



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

Qualities of the WBG's Knowledge Work and Activities: Year Comparison

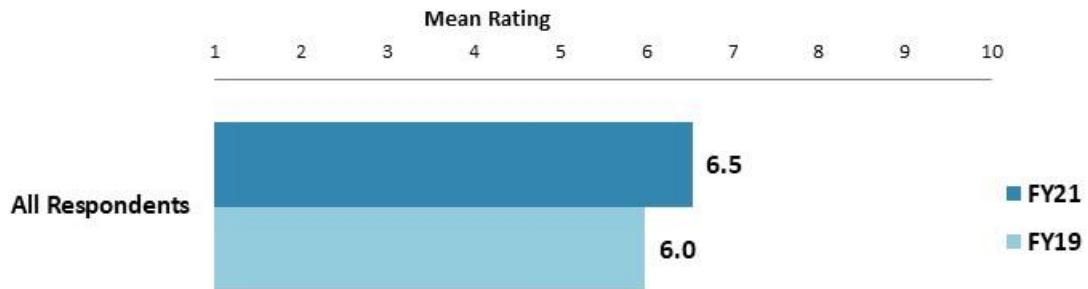


"In Sri Lanka, to what extent do you believe that the World Bank Group's knowledge work and activities:" (1-"To no degree at all", 10-"To a very significant degree")
Means based on weighted data. *Significantly different between FY21 and FY19 ¹Indicator Question



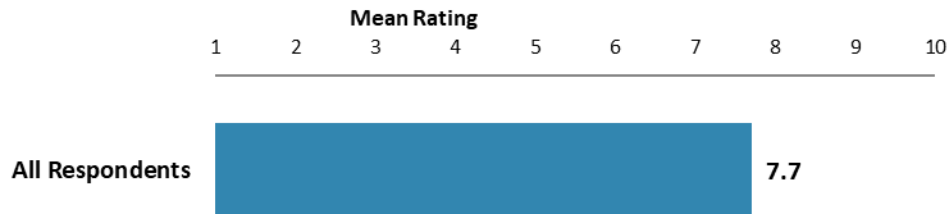
VIII. World Bank Group's Knowledge and Instruments (continued)

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



"The World Bank Group's financial instruments meet the needs of Sri Lanka."
(1-"Strongly disagree", 10-"Strongly agree") Means based on weighted data.
Significantly different between FY21 and FY19

WBG's Global Advocacy Role (*Indicator Question*)



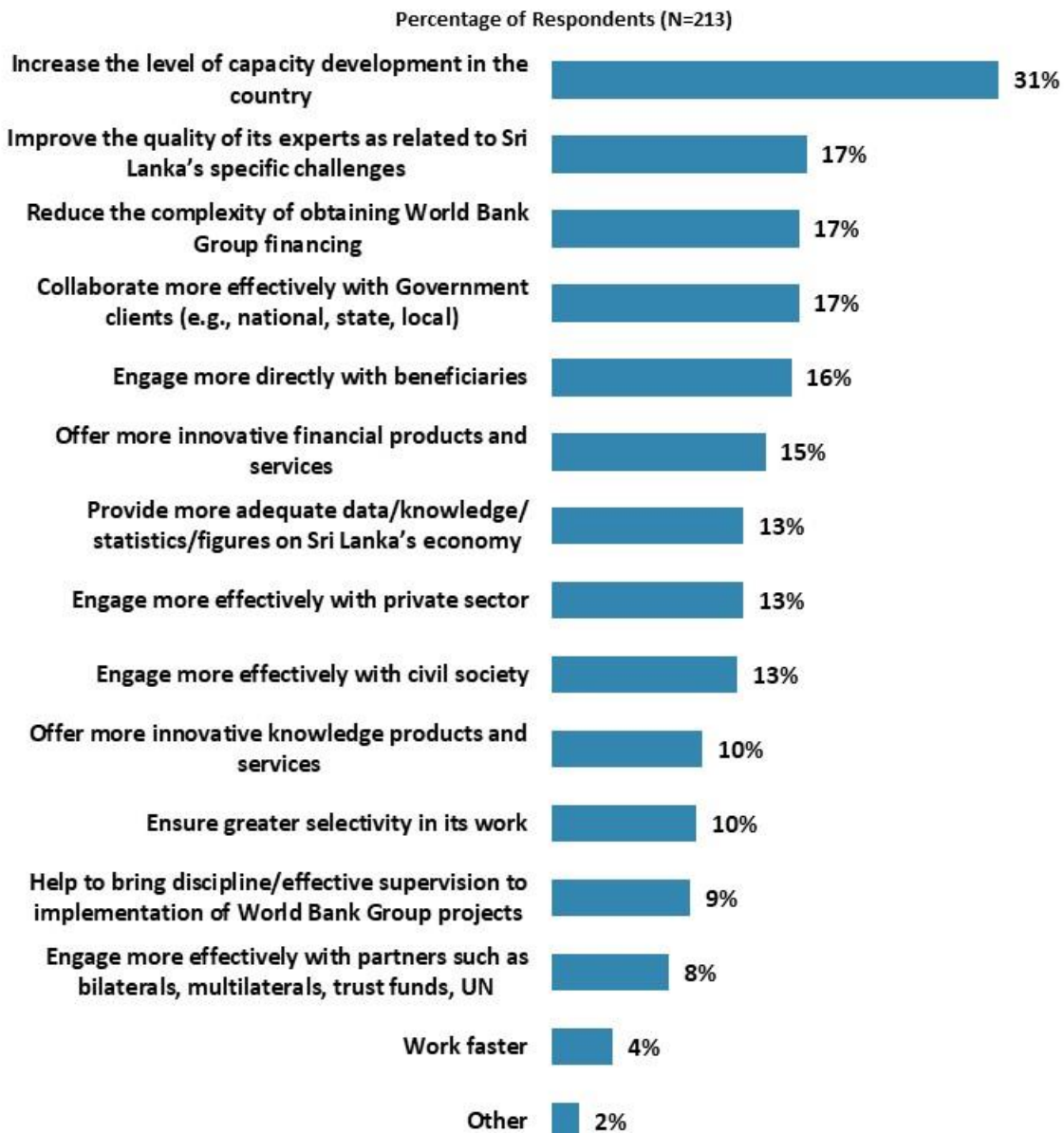
"How important is the World Bank Group's global advocacy role in areas such as climate, health, gender, and debt?" (1-"Not important at all", 10-"Very important")



IX. The Future Role of the World Bank Group in Sri Lanka

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'19 Country Survey indicated that the WBG should “*increase the level of capacity development in the country*” (32%), “*improve the quality of its experts as related to Sri Lanka’s specific challenges*” (27%), and “*collaborate more effectively with Government clients*” (22%) to make itself of greater value in Sri Lanka.



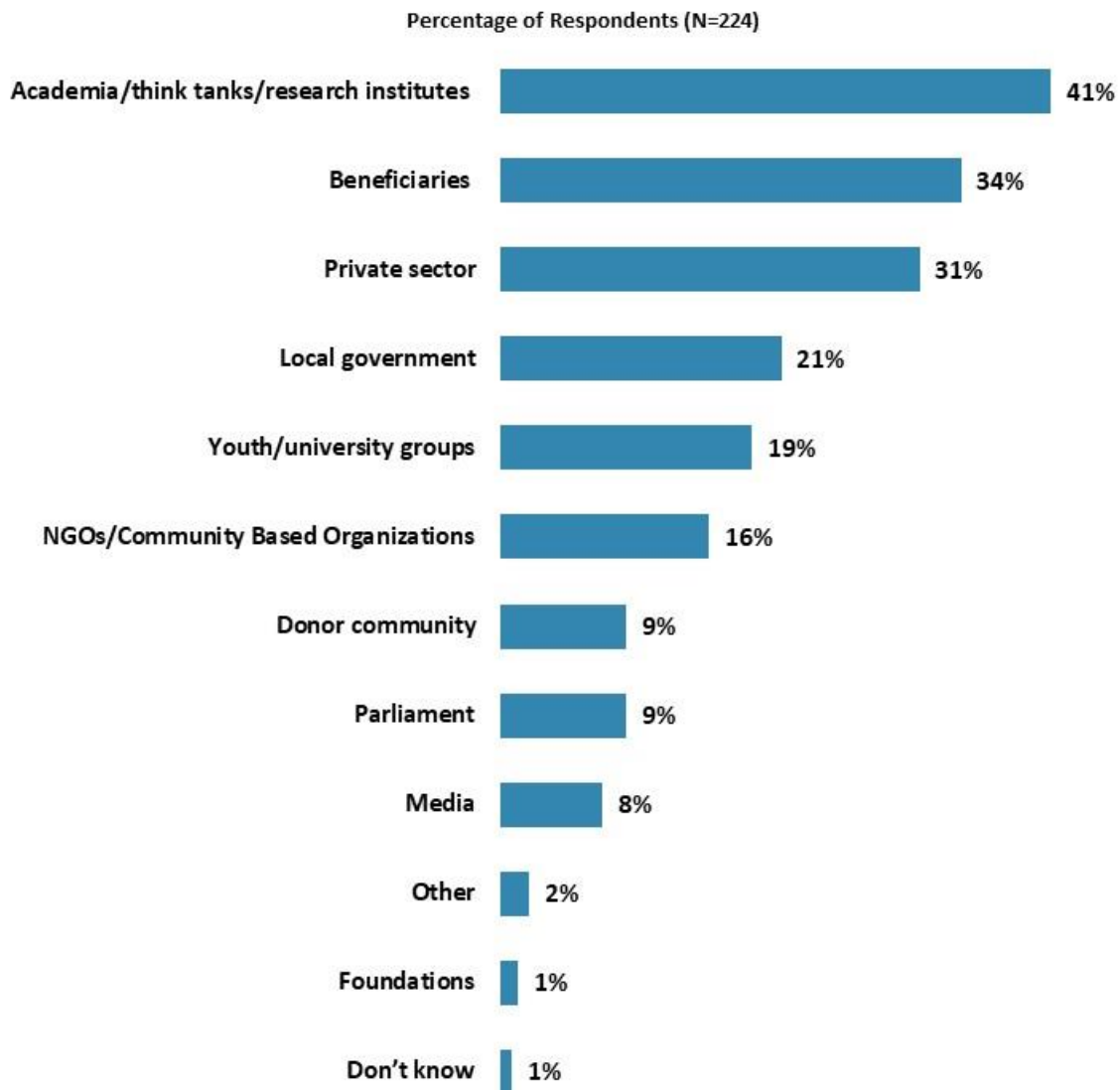
"Which of the following SHOULD the World Bank Group do to make itself of greater value in Sri Lanka? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



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

The World Bank Group Should Collaborate More with ...

- **Year comparison:** Respondents in the FY'19 Country Survey indicated that the WBG should collaborate more with “*local government*” (33%), “*private sector*” (31%), and “*academia/think tanks/research institutes*” (29%) to ensure better development results in Sri Lanka.



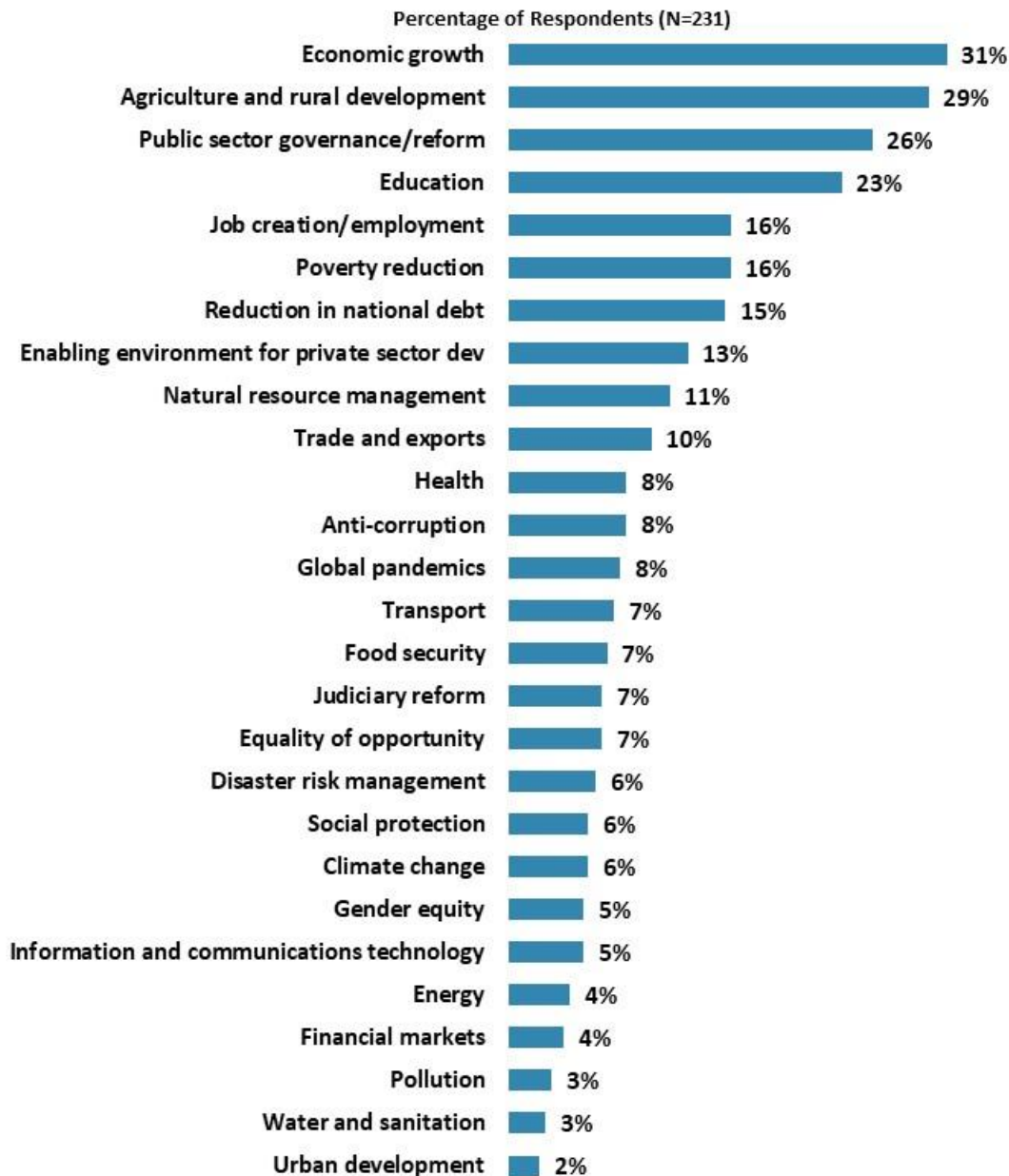
"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



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

Where the World Bank Group Should Focus its Resources

- Year comparison:** Respondents in the previous FY'19 Country Survey indicated that the WBG should focus its resources on “*poverty reduction*” (31%), “*education*” (31%), “*public sector governance/reform*” (29%), “*economic growth*” (28%), “*agriculture and rural development*” (20%), “*job creation/employment*” (20%), “*anti-corruption*” (16%).



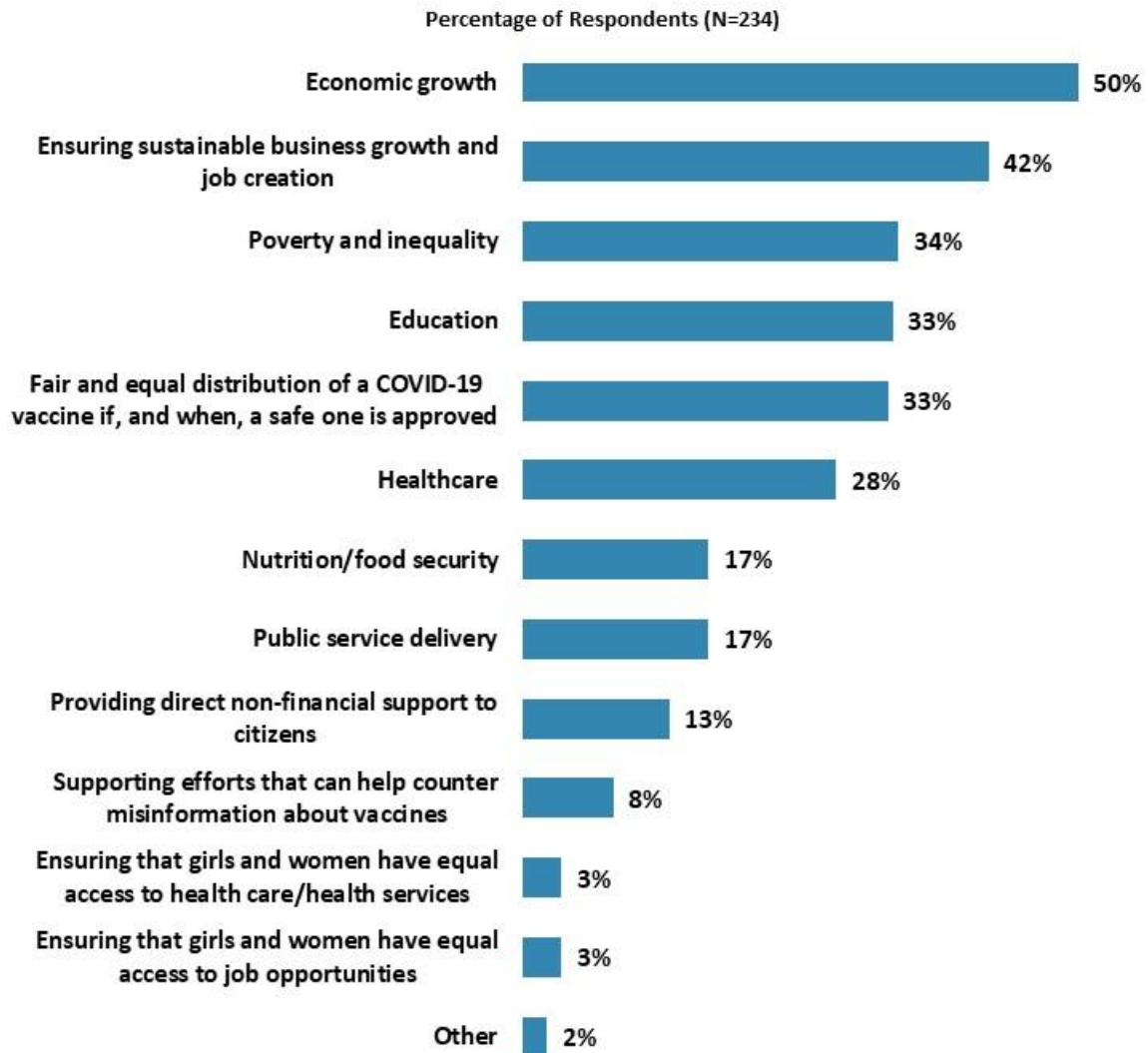
“When thinking about how the World Bank Group can have the most impact on development results in Sri Lanka, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Sri Lanka? (Choose no more than THREE)”

(Respondents chose from a list. Responses combined.)



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

Where the World Bank Group Should Focus its Resources: COVID-19 Pandemic



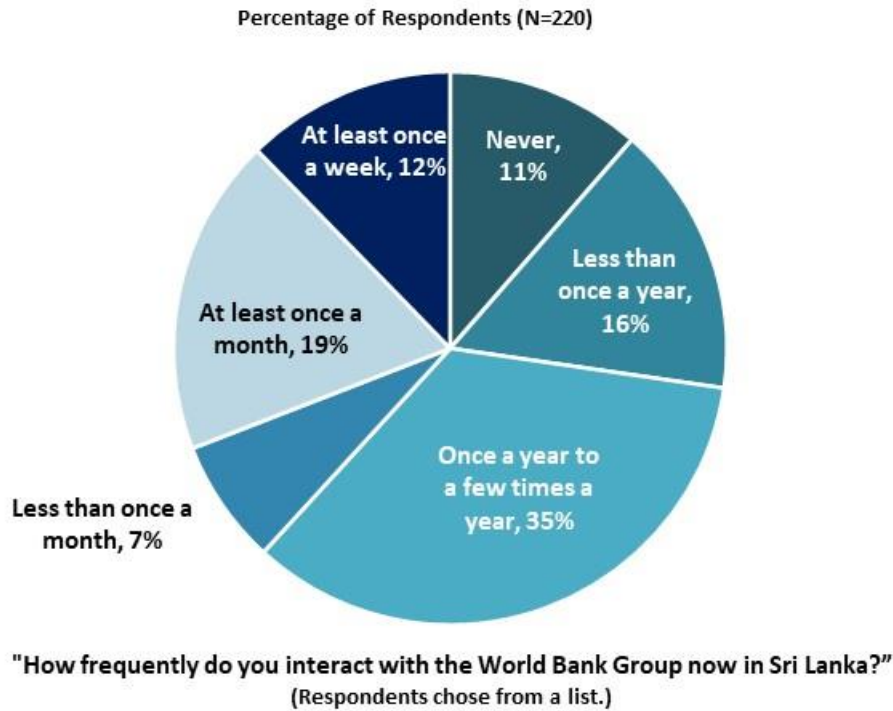
"The COVID-19 pandemic has stressed many aspects of Sri Lanka's growth and development. Which areas do you identify as most important for the World Bank Group to focus its efforts and support related to the impact of COVID-19 in Sri Lanka over the next six months to a year? (Choose no more than THREE)" (Respondents chose from a list. Responses combined.)



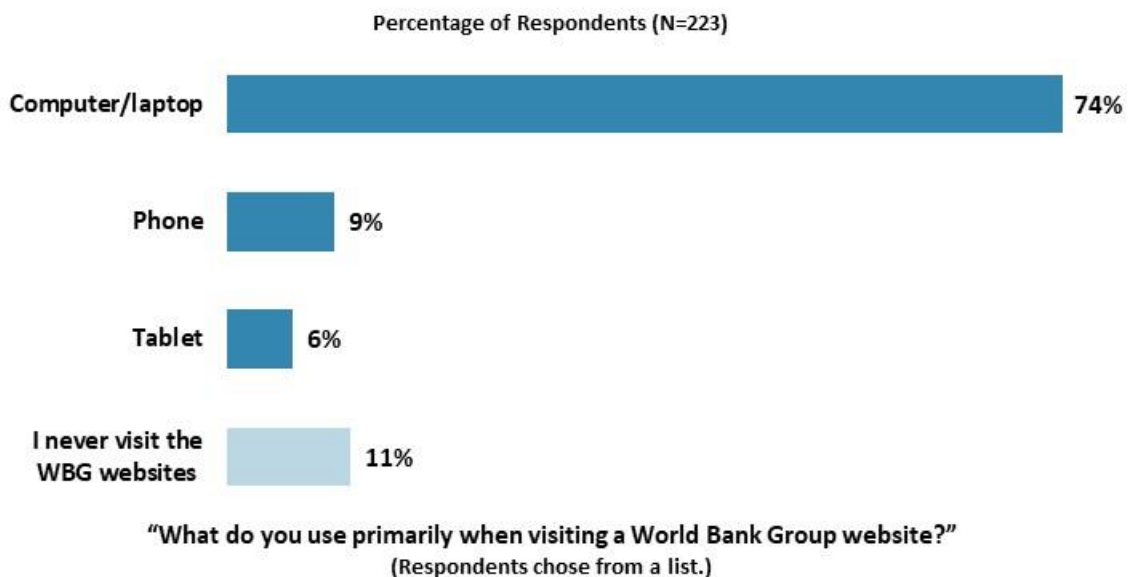
X. Communication and Outreach

Note: When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 51) for selected responses by stakeholder groups.

WBG Interaction Frequency



Devices used to access WBG website

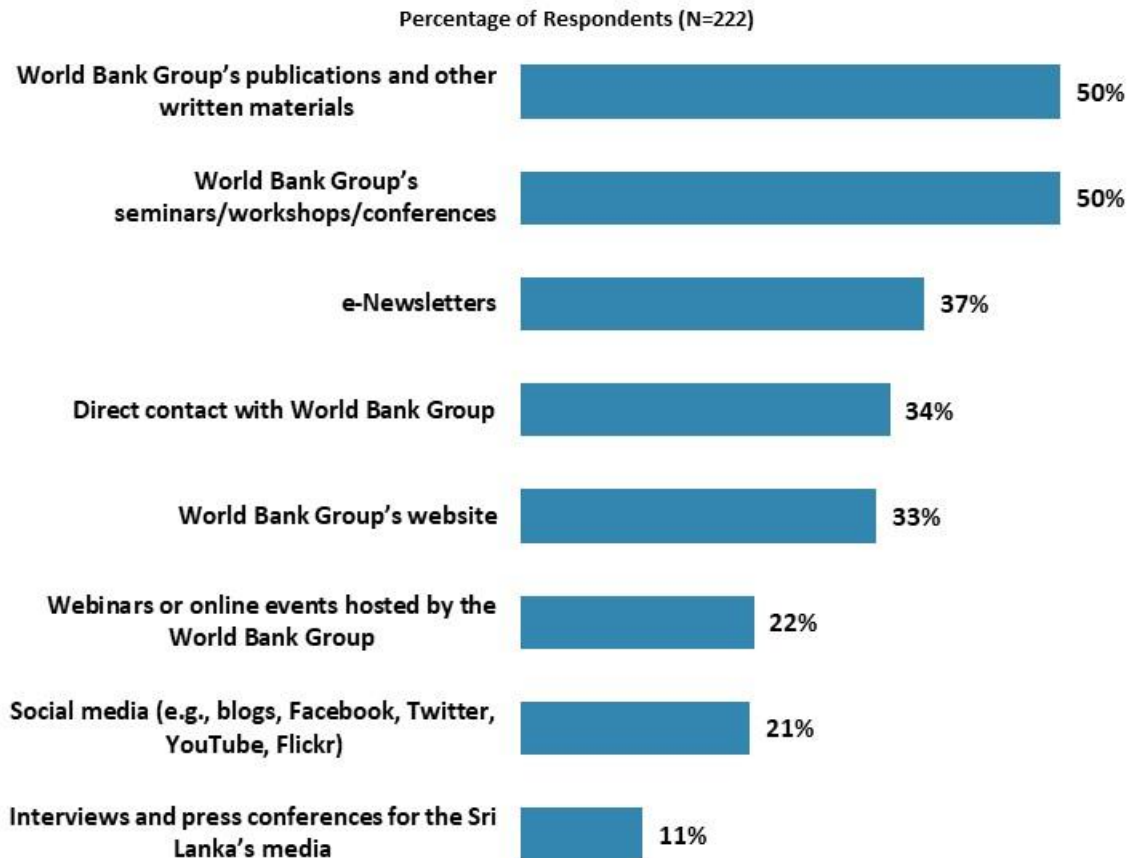




X. Communication and Outreach (continued)

Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'19 Country Survey indicated that they would prefer to receive information from the WBG through “*e-Newsletters*” (42%), “*WBG’s publications and other written materials*” (35%), “*WBG’s seminars/workshops/conferences*” (33%), and “*WBG’s website*” (30%).

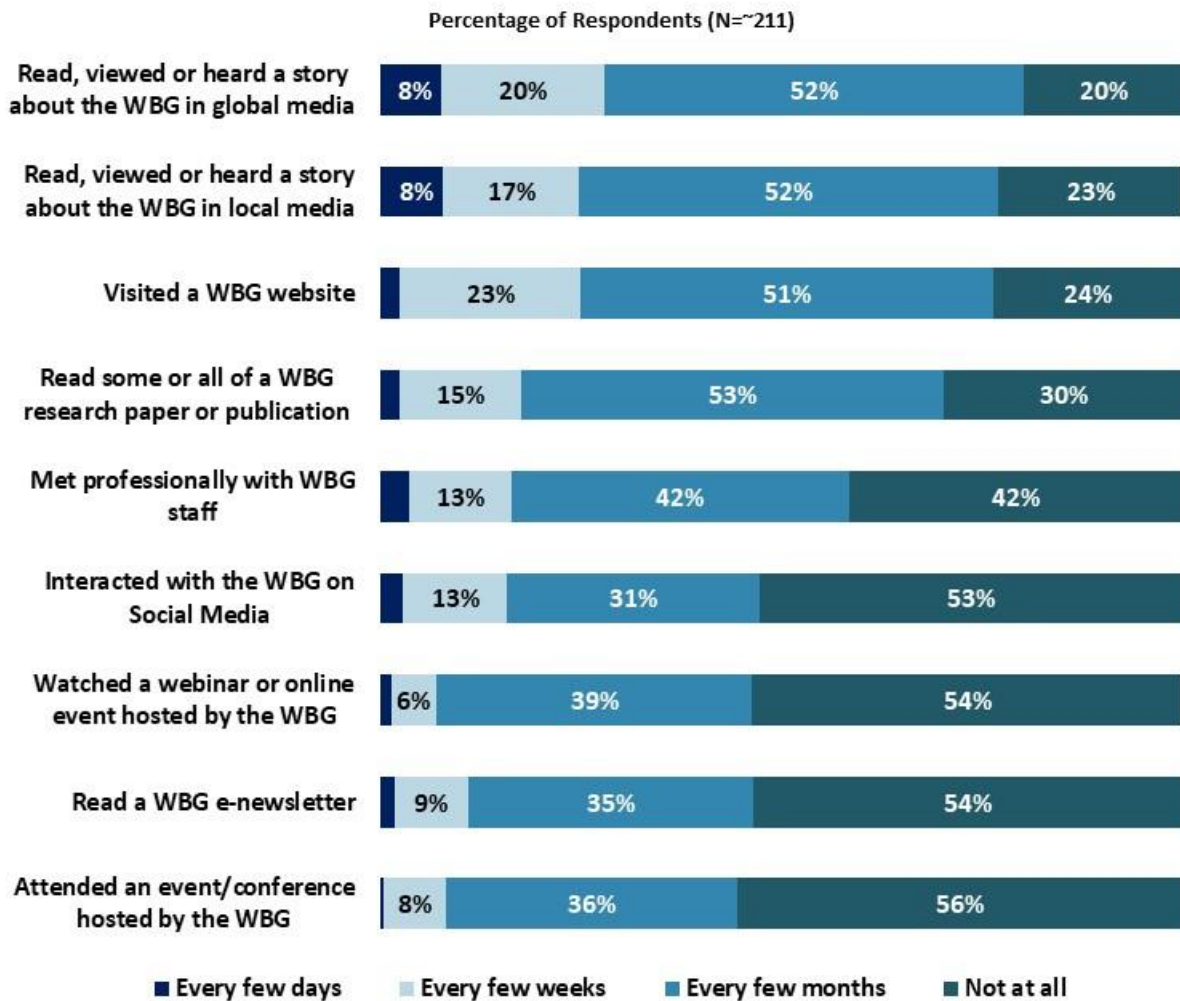


"How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

Frequency of Specific WBG Interactions



"Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?" (Respondents chose from a list.)



XI. Appendices

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Appendix A: Responses to All Questions across All Respondents (N=253)

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. Overall Context

1. Listed below are a number of development priorities in Sri Lanka. Please identify which of the following you consider the most important development priorities in Sri Lanka. (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=245)
Economic growth	33.9%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	29.0%
Agriculture and rural development	26.5%
Education	24.9%
Anti-corruption	14.3%
Trade and exports	13.1%
Natural resource management (e.g., forests, wildlife, water, oceans)	13.1%
Reduction in national debt	12.7%
Global pandemics (communicable diseases, e.g., COVID-19)	12.2%
Enabling environment for private sector development	9.8%
Job creation/employment	9.8%
Food security	9.4%
Poverty reduction	9.0%
Gender equity (closing the gap between women and men, and boys and girls)	8.6%
Climate change (e.g., mitigation, adaptation)	8.2%
Health	6.9%
Information and communications technology (including Digital Transformation)	6.5%
Judiciary reform	6.1%
Equality of opportunity (i.e., social inclusion)	6.1%
Transport (e.g., roads, bridges, transportation)	5.7%
Water and sanitation	4.5%
Disaster risk management	4.1%
Energy	3.3%
Urban development	2.4%
Social protection (e.g., pensions, targeted social assistance)	2.0%
Global/regional integration	1.6%
Pollution	1.6%
Disease (dengue and non-communicable diseases)	1.6%
Crime and violence	1.6%
Financial markets	1.2%



A. Overall Context (continued)

2. To what extent do you trust each of the following groups to do what is right? <i>(1-To no degree at all, 10-To a very significant degree)</i>	Degree			
	N	DK	Mean	SD
1. The central government	236	4	5.36	2.91
2. The provincial administration	222	11	4.63	2.74
3. Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	219	17	6.45	2.02
4. The World Bank Group*	223	13	6.83	2.06
5. The International Monetary Fund	201	31	6.32	2.21
6. The United Nations (UN)	218	15	6.73	2.16
7. The World Health Organization (WHO)	220	13	7.21	1.91
8. Regional development banks	204	21	6.17	2.01
9. Sri Lanka's Central Bank	221	10	5.70	2.55
10. International private sector	195	32	5.61	2.19
11. Domestic private sector	218	10	6.10	2.02
12. International civil society (e.g., NGOs, CBOs)	215	17	5.54	2.36
13. Domestic civil society (e.g., NGOs, CBOs)	215	16	5.65	2.29
14. Faith-based institutions	192	34	4.43	2.37
15. Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	229	5	4.48	2.27
16. International media and their web presence	219	12	5.44	1.99
17. Web based media (i.e., blogs, social media, other web-based news and information sources)	223	10	4.92	2.21

3. To what extent do the following focus areas contribute to Sri Lanka's development through private sector intervention? <i>(1-To no degree at all, 10-To a very significant degree)</i>	Degree			
	N	DK	Mean	SD
1. Support tech start-ups	221	14	6.43	2.30
2. Support innovation in agriculture technology	222	11	6.28	2.44
3. Support tech-based niche manufacturing sectors	214	13	6.30	2.22
4. Support innovative niche market tourism products	218	11	6.70	2.16
5. Support lower cost clean energy solutions	213	18	6.18	2.47
6. Support efficient and sustainable transport and logistics systems	219	12	6.11	2.61
7. Improve economic participation of rural and underserved segments (especially, women)	219	13	6.03	2.51

4. Thinking more specifically about an eventual coronavirus/COVID-19 vaccine that is made available in your country, please indicate whether you agree/disagree with each of the following statements.	N	DK	Level of Agreement				
			Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
1. The COVID-19 vaccine will be safe	223	16	2.2%	1.8%	13.9%	50.7%	31.4%
2. The COVID-19 vaccine will be effective	227	8	2.2%	2.2%	12.8%	53.3%	29.5%
3. I will get the COVID-19 vaccine if I can	237	0	2.1%	1.7%	3.8%	13.1%	79.3%

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

1. How familiar are you with the work of these organizations in Sri Lanka? <i>(1-Not familiar at all, 10-Extremely familiar)</i>	Familiarity			
	N	DK	Mean	SD
1. The World Bank (IBRD)	240	0	6.47	2.38
2. The International Finance Corporation (IFC), the World Bank Group's private sector arm	236	0	5.06	2.58

To what extent do you agree/disagree with the following statements about the World Bank Group's work in Sri Lanka? <i>(1-Strongly disagree, 10-Strongly agree)</i>	Level of Agreement			
	N	DK	Mean	SD
2. Overall the World Bank Group currently plays a relevant role in development in Sri Lanka*	232	5	6.89	2.05
3. The World Bank Group's work is aligned with what I consider the development priorities for Sri Lanka*	227	6	6.55	2.16

4. Overall, please rate your impression of the effectiveness of these organizations in Sri Lanka. <i>(1-Not effective at all, 10-Very effective)</i>	Effectiveness			
	N	DK	Mean	SD
1. The World Bank (IBRD)*	220	15	6.83	1.88
2. The International Finance Corporation (IFC), the World Bank Group's private sector arm*	171	58	6.30	1.94

Achieving Development Results	N	DK	Mean	SD
5. To what extent does the World Bank Group's work help to achieve development results in Sri Lanka?* <i>(1-To no degree at all, 10-To a very significant degree)</i>	226	7	7.08	1.89

Influencing the Development Agenda	N	DK	Mean	SD
6. To what extent does the World Bank Group influence the development agenda in Sri Lanka?* <i>(1-To no degree at all, 10-To a very significant degree)</i>	218	15	6.97	1.88

7. To what extent do you believe that the World Bank Group's work and support help the poorest in Sri Lanka? (Select only ONE response)	Percentage of Respondents (N=236)
To a fully sufficient degree	4.7%
To a somewhat sufficient degree	53.0%
To a somewhat insufficient degree	27.5%
To a very insufficient degree	8.5%
Don't know	6.4%

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

8. When thinking about the World Bank Group's role in Sri Lanka, which activity do you VALUE the most? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=230)
Financial resources	43.9%
Technical assistance	31.7%
Policy advice, studies, analyses	26.5%
Implementation support	20.4%
Capacity development related to World Bank Group supported projects	18.3%
Data and statistics	15.2%
Promoting knowledge sharing	10.9%
Bringing together different groups of stakeholders	9.1%
Mobilizing third party financial resources	7.4%
Donor coordination	6.5%
Other	2.2%

9. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Sri Lanka? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=231)
Not enough public disclosure of its work	22.5%
Not aligned with country priorities	19.0%
Not adequately sensitive to political/social realities in Sri Lanka	17.7%
Too influenced by developed countries	16.5%
Not adequately flexible	15.2%
Not willing to honestly criticize policies and reform efforts in the country	13.9%
Not sufficiently focused on sustainable results	13.9%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	10.0%
World Bank Group's processes too slow and complex	10.0%
Don't know	8.7%
Not collaborating enough with private sector	7.4%
Inadequate level of real-time advice and guidance	6.5%
Staff too inaccessible	4.8%
Arrogant in its approach	4.3%
Inadequate World Bank Group's staffing in Sri Lanka	3.5%
Not collaborating enough with partners such as bilateral, multilaterals, trust funds, UN	3.0%
Other	3.0%

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

10. When thinking about how the World Bank Group can have the most impact on development results in Sri Lanka, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Sri Lanka? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=231)
Economic growth	30.7%
Agriculture and rural development	29.4%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	25.5%
Education	23.4%
Job creation/employment	15.6%
Poverty reduction	15.6%
Reduction in national debt	15.2%
Enabling environment for private sector development	12.6%
Natural resource management (e.g., forests, wildlife, water, oceans)	11.3%
Trade and exports	10.0%
Health	8.2%
Anti-corruption	8.2%
Global pandemics (communicable diseases, e.g., COVID-19)	7.8%
Transport (e.g., roads, bridges, transportation)	7.4%
Food security	6.9%
Judiciary reform	6.5%
Equality of opportunity (i.e., social inclusion)	6.5%
Disaster risk management	6.1%
Social protection (e.g., pensions, targeted social assistance)	5.6%
Climate change (e.g., mitigation, adaptation)	5.6%
Gender equity (closing the gap between women and men, and boys and girls)	5.2%
Information and communications technology (including Digital Transformation)	5.2%
Energy	4.3%
Financial markets	3.9%
Pollution	3.0%
Water and sanitation	2.6%
Urban development	2.2%
Global/regional integration	0.9%
Disease (dengue and non-communicable diseases)	0.4%
Crime and violence	0.0%

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

11. The COVID-19 pandemic has stressed many aspects of Sri Lanka's growth and development. Which areas do you identify as most important for the World Bank Group to focus its efforts and support related to the impact of COVID-19 in Sri Lanka over the next six months to a year? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=234)
Economic growth	50.0%
Ensuring sustainable business growth and job creation	41.9%
Poverty and inequality (e.g., strengthening the social safety net, social assistance)	33.8%
Education	33.3%
Fair and equal distribution of a COVID-19 vaccine if, and when, a safe one is approved	32.9%
Healthcare	28.2%
Nutrition/food security	16.7%
Public service delivery (e.g., strengthening policies, institutions)	16.7%
Providing direct non-financial (e.g., food, healthcare supplies, etc.) support to citizens	13.2%
Supporting efforts that can help counter misinformation about vaccines	8.1%
Ensuring that girls and women have equal access to health care/health services	3.4%
Ensuring that girls and women have equal access to job opportunities	3.4%
Other	2.1%

12. What do you immediately think of when you hear about the IFC? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=231)
Multi-lateral financial institution	32.9%
Financial advisory solutions	32.5%
World Bank	27.7%
Development institution	22.1%
Public-private partnerships	19.5%
Investment bank	17.7%
Private sector solutions	15.2%
Don't know	14.7%
Impact investor	11.3%
Venture capital	10.4%
Thought leader	6.1%
Innovation and entrepreneurship	5.6%
Asset manager	1.3%
Other	1.3%
None of the above	0.4%

C. World Bank Group's Work and Engagement on the Ground

Staff Preparedness	N	DK	Mean	SD
1. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills mix and knowledge) to help Sri Lanka solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	194	30	6.56	1.98

**C. World Bank Group's Work and Engagement on the Ground (continued)**

To what extent is the World Bank Group an effective development partner in Sri Lanka, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Responsiveness to needs*	212	16	6.33	1.76
3. Flexibility (in terms of the institution's products and services)*	200	23	5.95	1.78
4. Flexibility (in terms of changing country circumstances)*	203	22	5.87	1.89
5. Being inclusive*	199	24	6.46	1.83
6. Openness (sharing data and other information)*	202	18	6.67	1.91
7. Collaboration with the Government*	204	19	7.01	1.72
8. The speed in which it gets things accomplished on the ground*	191	30	6.39	1.69
9. Helping to bring discipline/effective supervision to implementation of investment projects*	195	26	6.82	1.84
10. Collaboration with civil society*	190	32	6.08	2.10
11. Staff accessibility*	188	34	6.46	2.09
12. Collaboration with other donors and development partners*	172	49	6.61	1.63
13. Collaboration with the private sector*	164	58	6.53	1.76
14. Straightforwardness and honesty*	191	30	7.03	1.92
15. Treating clients and stakeholders in Sri Lanka with respect*	194	28	7.22	1.90
16. Being a long-term partner*	211	13	7.51	1.84
17. Acting with compassion and empathy	190	32	6.65	1.96
18. Insisting on accountability through its lending (e.g., performance-based financing/resources tied to results)	196	25	7.08	1.88
19. Measuring results effectively	197	24	7.16	1.83

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
20. The World Bank Group disburses funds promptly	192	37	6.69	1.95
21. The World Bank Group effectively monitors and evaluates the projects and programs it supports	213	16	7.19	1.84
22. The World Bank Group's approvals and reviews are done in a timely fashion	198	29	6.96	1.87
23. The World Bank Group's Environmental and Social Framework requirements are reasonable	195	31	7.09	1.78
24. The World Bank Group's conditions on its lending are reasonable	195	30	6.34	2.10
25. The World Bank Group takes decisions quickly in Sri Lanka*	183	41	6.37	1.99
26. Working with the World Bank Group increases Sri Lanka's institutional capacity	200	24	7.41	1.93

To what extent do you agree/disagree with the following statements about the World Bank Group in Sri Lanka? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
28. The World Bank Group meets Sri Lanka's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	209	15	6.88	1.78

**C. World Bank Group's Work and Engagement on the Ground (continued)**

Global role of advocacy	N	DK	Mean	SD
29. How important is the World Bank Group's global advocacy role in areas such as climate, health, gender, and debt?* (1-Not important at all, 10-Very important)	210	16	7.70	1.93

D. World Bank Group's Support in Development Areas

1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Sri Lanka? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance)	105	119	6.37	2.09
2. Gender equity (closing the gap between women and men, and boys and girls)	136	87	6.70	1.87
3. Enabling environment for private sector development	127	91	6.34	1.83
4. Education	163	53	7.13	2.02
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	151	70	6.44	2.14
6. Global/regional integration	114	101	6.32	2.04
7. Food security	130	89	6.32	2.02
8. Urban development	139	80	6.73	2.03
9. Energy	130	91	6.23	2.11
10. Water and sanitation	145	74	7.06	1.86
11. Job creation/employment	124	91	5.98	2.05
12. Health	155	62	7.31	1.78
13. Financial markets	111	107	6.48	2.04
14. Transport (e.g., roads, bridges, transportation)	145	75	6.77	2.15
15. Agriculture and rural development	157	65	6.79	1.95
16. Trade and exports	109	108	6.17	2.00
17. Natural resource management (e.g., forests, wildlife, water, oceans)	129	90	6.27	2.16
18. Climate change (e.g., mitigation, adaptation)	141	80	6.89	1.94
19. Poverty reduction	161	59	6.82	1.96
20. Economic growth	161	56	6.68	2.01
21. Disaster risk management	140	78	6.79	1.95
22. Equality of opportunity (i.e., social inclusion)	133	87	6.75	2.04
23. Disease (dengue and non-communicable diseases)	125	95	6.68	2.04
24. Information and communications technology	135	84	6.59	1.98

**D. World Bank Group's Support in Development Areas (continued)**

2. The World Bank Group has provided fast track support to Sri Lanka related to the outbreak of COVID-19 since early 2020. Please rate the World Bank Group's effectiveness when considering this fast track support, if and as it applies to your country, in the following areas: (1-Not effective at all, 10-Very effective)	Effectiveness				
	N	NA	DK	Mean	SD
1. Supporting health interventions for saving lives	165	4	52	7.30	1.89
2. Education (e.g., transitioning to remote learning, ensuring access, etc.)	152	3	65	6.65	2.16
3. Protecting poor people (social assistance/ social safety nets)	152	4	63	6.45	2.18
4. Ensuring sustainable business growth and job creation	137	4	76	6.16	2.08

E. 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=223)
Weekly	13.0%
Monthly	16.1%
A few times a year	42.6%
Rarely	21.1%
Never	7.2%

In Sri Lanka, 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	187	31	7.01	1.79
3. Include appropriate level of stakeholder involvement during preparation	184	35	6.70	1.87
4. Lead to practical solutions	186	33	6.63	1.84
5. Are source of relevant information on global good practices	184	33	7.21	1.52
6. Are adequately disseminated	187	30	6.53	2.02
7. Are translated enough into local language	165	52	5.77	2.41
8. Are adaptable to Sri Lanka's specific development challenges and country circumstances*	190	28	6.59	1.96

Overall Evaluations	N	DK	Mean	SD
9. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?* (1-Not significant at all, 10-Very significant)	210	15	7.03	1.74
10. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?* (1-Very low technical quality, 10-Very high technical quality)	205	19	7.41	1.65

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

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Sri Lanka? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=213)
Increase the level of capacity development in the country	30.5%
Improve the quality of its experts as related to Sri Lanka's specific challenges	17.4%
Reduce the complexity of obtaining World Bank Group financing	16.9%
Collaborate more effectively with Government clients (e.g., national, state, local)	16.9%
Engage more directly with beneficiaries	16.4%
Offer more innovative financial products and services	14.6%
Provide more adequate data/knowledge/statistics/figures on Sri Lanka's economy	13.1%
Engage more effectively with private sector	13.1%
Engage more effectively with civil society (e.g., NGOs, CBOs)	12.7%
Offer more innovative knowledge products and services	10.3%
Ensure greater selectivity in its work	9.9%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	9.4%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	8.0%
Work faster	4.2%
Other	1.9%

2. 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=224)
Academia/think tanks/research institutes	41.1%
Beneficiaries	34.4%
Private sector	31.3%
Local government	21.0%
Youth/university groups	18.8%
NGOs/Community Based Organizations	15.6%
Donor community	9.4%
Parliament	9.4%
Media	7.6%
Other	2.2%
Foundations	1.3%
Don't know	0.9%

G. Communication and Information Sharing

1. How frequently do you interact with the World Bank Group now in Sri Lanka?	Percentage of Respondents (N=220)
Rarely	11.4%
Less than once a year	15.9%
Once a year to a few times a year	34.5%
Less than once a month	7.3%
At least once a month	18.6%
At least once a week	12.3%

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

2. How would you prefer to receive information from the World Bank Group? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=222)
World Bank Group's publications and other written materials	50.0%
World Bank Group's seminars/workshops/conferences	50.0%
e-Newsletters	37.4%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	34.2%
World Bank Group's website	32.9%
Webinars or online events hosted by the World Bank Group	21.6%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	21.2%
Interviews and press conferences for the Sri Lanka's media	11.3%

3. What do you use primarily when visiting a World Bank Group website? (Select only ONE response)	Percentage of Respondents (N=223)
Computer/laptop	74.0%
I never visit the WBG websites	10.8%
Phone	9.4%
Tablet	5.8%

4. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?	N	Percentage of Respondents			
		Every few days	Every few weeks	Every few months	Not at all
Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	214	7.9%	16.8%	52.3%	22.9%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	211	7.6%	20.4%	52.1%	19.9%
Interacted with the WBG on Social Media (e.g., read a post or tweet, liked, commented, shared, retweeted)	210	2.9%	12.9%	31.4%	52.9%
Visited a WBG website (e.g., read a blog, used data)	212	2.4%	22.6%	51.4%	23.6%
Attended an event/conference hosted by the WBG	207	0.5%	7.7%	36.2%	55.6%
Watched a webinar or online event hosted by the WBG	209	1.4%	5.7%	39.2%	53.6%
Read some or all of a WBG research paper or publication	211	2.4%	15.2%	52.6%	29.9%
Met professionally with WBG staff	214	3.7%	12.6%	42.1%	41.6%
Read a WBG e-newsletter	209	1.9%	9.1%	35.4%	53.6%



H. Background Information

1. Which of the following best describes your current affiliation? (Select only ONE response)	Percentage of Respondents (N=250)
Employee of Ministry, Ministerial Department, Implementation Agency	31.2%
Academia/Research Institute/Think Tank	12.8%
Project Management Unit (PMU) overseeing implementation of WBG project/Consultant/Contractor working on WBG supported project/program	9.6%
NGO/Community Based Organization	8.4%
Office of Minister	6.8%
Private Sector Organization	5.2%
Bilateral Agency (e.g., embassy, diplomatic, military)	4.8%
Local Government Office or Staff	4.0%
Media (press, radio, TV, web, etc.)	3.6%
State-Owned Enterprise	2.4%
Multilateral Agency (e.g., UN, regional development bank)	2.4%
Other	2.4%
Independent Government Institution (i.e., regulatory agency, central bank/oversight institution)	2.0%
Financial Sector/Private Bank	2.0%
Office of the President, Prime Minister	1.2%
Private Foundation	0.8%
Office of Parliamentarian	0.4%
Judicial System (e.g., courts)	0.0%
Faith-Based Group	0.0%
Youth Group	0.0%

**H. Background Information (continued)**

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=248)
Education	12.9%
Other	12.5%
Generalist (specialized in multiple sectors)	9.3%
Macroeconomics, fiscal management	7.7%
Agriculture, rural development	7.7%
Environment, natural resources	5.6%
Gender	5.2%
Transport	5.2%
Climate change	4.0%
Governance, anti-corruption	3.6%
Health, nutrition	3.6%
Urban development	3.6%
Finance and markets	3.2%
Digital development and technology (ICT)	2.8%
Water, sanitation	2.4%
Communications, public affairs	2.4%
Poverty	1.6%
Social protection	1.6%
Energy	1.6%
Trade and competitiveness	1.6%
Jobs	0.8%
Tourism	0.8%
Fragility, conflict, violence, refugees	0.0%
Demographics, migration	0.0%

3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, MIGA, ICSID) in Sri Lanka?	Percentage of Respondents (N=252)
Yes	52.8%
No	47.2%

4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Sri Lanka? (Select only ONE response)	Percentage of Respondents (N=130)
The World Bank (IBRD)	89.2%
The International Finance Corporation (IFC)	10.8%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%
International Centre for Settlement of Investment Disputes (ICSID)	0.0%

5. Do your projects involve both the World Bank and the IFC?	Percentage of Respondents (N=151)
Yes	30.5%
No	69.5%

**H. Background Information (continued)**

6. Which of the following describes most of your exposure to the World Bank Group in Sri Lanka? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=245)
Collaborate as part of my professional duties	44.5%
Engage in World Bank Group related/sponsored events/activities	40.4%
Use World Bank Group reports/data	31.0%
Use World Bank Group website for information, data, research, etc.	24.1%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	10.6%

7. What's your gender?	Percentage of Respondents (N=248)
Female	32.7%
Male	65.7%
Other / Do not want to indicate	1.6%

8. What's your age?	Percentage of Respondents (N=250)
25 and under	9.6%
26-35	20.8%
36-45	32.4%
46-55	37.2%
56 and above	9.6%

9. Which best represents your geographic location?	Percentage of Respondents (N=249)
Western Province	71.9%
Central Province	5.6%
Northern Province	5.2%
Eastern Province	4.0%
Uva Province	3.2%
Southern Province	2.8%
North Western Province	2.8%
North Central Province	2.8%
Sabaragamuwa Province	1.6%



Appendix B: Responses to Selected Questions by Stakeholder Groups⁵

- Office of the President/Prime Minister (PM)/Minister N=20
- Employee of a Ministry N=78
- PMU/Consultant on WBG Project N=24
- Local Government Office or Staff N=10
- Bilateral/Multilateral Agency N=18
- Private Sector/Financial Sector N=18 (Private Sector)
- CSO N=23
- Academia/Research Institute/Think Tank (Academia) N=32
- Media N=9
- Other⁶ N=18

A. Overall Context

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

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Agriculture and rural development*	30.0%	35.5%	28.6%	30.0%	0.0%	11.8%	13.0%	28.1%	11.1%	41.2%
Enabling environment for private sector development*	5.0%	21.1%	0.0%	0.0%	11.1%	5.9%	0.0%	0.0%	11.1%	17.6%
Social protection	0.0%	1.3%	0.0%	0.0%	5.6%	0.0%	0.0%	3.1%	0.0%	11.8%
Global pandemics*	10.0%	6.6%	4.8%	50.0%	16.7%	11.8%	13.0%	12.5%	22.2%	17.6%
Health*	10.0%	3.9%	0.0%	0.0%	5.6%	5.9%	26.1%	6.3%	11.1%	5.9%
Public sector governance/reform	25.0%	28.9%	23.8%	30.0%	50.0%	52.9%	34.8%	15.6%	11.1%	17.6%
Water and sanitation	5.0%	6.6%	4.8%	10.0%	11.1%	0.0%	0.0%	3.1%	0.0%	0.0%
Global/regional integration	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%	0.0%	5.9%
Education*	10.0%	26.3%	33.3%	10.0%	5.6%	29.4%	13.0%	56.3%	11.1%	17.6%
Food security	15.0%	7.9%	4.8%	0.0%	0.0%	11.8%	4.3%	15.6%	22.2%	17.6%
Urban development	0.0%	5.3%	0.0%	10.0%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%
Energy	5.0%	5.3%	0.0%	0.0%	0.0%	5.9%	0.0%	6.3%	0.0%	0.0%
Pollution	0.0%	3.9%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%	0.0%	0.0%
Job creation/employment	10.0%	11.8%	9.5%	20.0%	16.7%	0.0%	4.3%	12.5%	0.0%	0.0%
Financial markets	0.0%	3.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Trade and exports	30.0%	14.5%	14.3%	10.0%	0.0%	5.9%	4.3%	15.6%	11.1%	11.8%
Gender equity*	0.0%	2.6%	4.8%	0.0%	5.6%	0.0%	60.9%	3.1%	11.1%	5.9%
Information and communications technology	5.0%	6.6%	4.8%	0.0%	0.0%	5.9%	4.3%	12.5%	11.1%	11.8%
Reduction in national debt	5.0%	15.8%	0.0%	10.0%	27.8%	23.5%	4.3%	9.4%	22.2%	11.8%
Disease	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	4.3%	3.1%	0.0%	5.9%
Natural resource management	15.0%	9.2%	23.8%	20.0%	5.6%	11.8%	21.7%	15.6%	0.0%	11.8%
Economic growth	55.0%	32.9%	47.6%	50.0%	22.2%	35.3%	26.1%	21.9%	22.2%	41.2%
Climate change*	5.0%	5.3%	19.0%	10.0%	27.8%	5.9%	8.7%	0.0%	22.2%	0.0%

*Significantly different between stakeholder groups

⁵ Only 250 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

⁶ Includes the following categories: Office of Parliamentarian (N=1), Independent Government Institution (N=5), State-Owned Enterprise (N=6), and Other (N=6). There were no respondents from the judicial system, faith-based groups, and youth groups.



A. Overall Context (continued)

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Crime and violence	10.0%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%	0.0%	0.0%
Poverty reduction	10.0%	11.8%	9.5%	20.0%	11.1%	5.9%	4.3%	0.0%	11.1%	11.8%
Anti-corruption	10.0%	9.2%	9.5%	10.0%	16.7%	29.4%	17.4%	21.9%	33.3%	5.9%
Judiciary reform	5.0%	3.9%	4.8%	0.0%	0.0%	17.6%	13.0%	9.4%	11.1%	0.0%
Disaster risk management	0.0%	3.9%	14.3%	0.0%	5.6%	0.0%	0.0%	0.0%	11.1%	11.8%
Equality of opportunity	0.0%	2.6%	4.8%	10.0%	0.0%	11.8%	21.7%	6.3%	11.1%	5.9%
Transport	15.0%	3.9%	4.8%	0.0%	16.7%	5.9%	0.0%	6.3%	0.0%	5.9%

	Office of the President/PM/Minister		Employee of a Ministry		PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent do you trust the World Bank Group to do what is right?	20	7.50	67	6.69	20	6.75	10	6.70	17	8.12	17	6.35	18	6.39	28	7.00	8	6.50	16	6.31

B. Overall Attitudes Toward the World Bank Group

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

	Office of the President/PM/Minister		Employee of a Ministry		PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank (IBRD)	20	7.65	74	6.32	24	6.83	10	6.80	17	7.00	17	5.94	21	5.71	30	6.03	8	5.63	17	7.06
The International Finance Corporation (IFC), the World Bank Group's private sector arm*	19	6.74	74	4.91	23	4.26	10	4.90	16	6.00	17	6.00	21	4.52	29	4.24	8	5.13	17	5.00

*Significantly different between stakeholder groups



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

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

	Office of the President/PM/Minister		Employee of a Ministry		PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall, the World Bank Group currently plays a relevant role in development in Sri Lanka*	20	7.65	72	6.89	23	6.57	10	7.00	16	7.81	16	6.31	20	5.95	29	7.55	8	6.00	16	6.31
The World Bank Group's work is aligned with what I consider the development priorities for Sri Lanka*	18	7.00	71	6.38	23	6.74	9	6.11	17	7.71	16	6.63	19	5.63	29	7.24	7	5.14	16	6.00

*Significantly different between stakeholder groups

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

	Office of the President/PM/Minister		Employee of a Ministry		PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank (IBRD)	17	7.47	71	6.77	22	7.27	9	7.22	16	7.38	16	6.50	16	6.13	27	6.93	8	5.25	16	6.63
The International Finance Corporation (IFC), the World Bank Group's private sector arm	15	6.53	51	6.10	14	6.50	8	6.13	13	7.00	16	6.69	14	5.57	20	6.20	6	5.83	12	6.58

	Office of the President/PM/Minister		Employee of a Ministry		PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent does the World Bank Group's work help to achieve development results in Sri Lanka?*	17	7.82	71	7.11	23	7.74	10	7.00	17	7.47	16	6.94	18	5.89	28	7.21	8	6.38	16	6.31

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

	Office of the President/PM/Minister		Employee of a Ministry		PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent does the World Bank Group influence the development agenda in Sri Lanka?	17	7.53	68	6.97	21	7.52	10	7.00	16	7.06	15	6.47	19	6.58	26	7.08	8	7.13	16	6.13

(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 Sri Lanka, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Sri Lanka? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Agriculture and rural development*	23.5%	40.3%	34.8%	40.0%	0.0%	23.5%	10.0%	34.5%	0.0%	35.3%
Enabling environment for private sector development	5.9%	20.8%	13.0%	10.0%	18.8%	5.9%	10.0%	0.0%	12.5%	5.9%
Social protection	0.0%	1.4%	4.3%	0.0%	12.5%	5.9%	5.0%	10.3%	12.5%	17.6%
Global pandemics*	0.0%	9.7%	4.3%	40.0%	12.5%	0.0%	0.0%	3.4%	12.5%	11.8%
Health	5.9%	4.2%	0.0%	0.0%	18.8%	5.9%	20.0%	17.2%	12.5%	5.9%
Public sector governance/reform	29.4%	23.6%	21.7%	30.0%	31.3%	29.4%	25.0%	13.8%	37.5%	41.2%
Water and sanitation	5.9%	1.4%	4.3%	10.0%	0.0%	0.0%	0.0%	6.9%	0.0%	0.0%
Global/regional integration	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%
Education	17.6%	20.8%	34.8%	10.0%	6.3%	29.4%	10.0%	44.8%	25.0%	17.6%
Food security	17.6%	5.6%	4.3%	0.0%	6.3%	5.9%	10.0%	3.4%	0.0%	17.6%
Urban development	0.0%	2.8%	4.3%	10.0%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%
Energy	5.9%	4.2%	0.0%	10.0%	12.5%	5.9%	0.0%	3.4%	0.0%	5.9%
Pollution	0.0%	4.2%	4.3%	0.0%	0.0%	0.0%	5.0%	6.9%	0.0%	0.0%
Job creation/employment	11.8%	19.4%	21.7%	20.0%	12.5%	11.8%	15.0%	10.3%	12.5%	11.8%
Financial markets	0.0%	4.2%	4.3%	0.0%	18.8%	0.0%	0.0%	0.0%	0.0%	5.9%
Trade and exports	17.6%	11.1%	8.7%	0.0%	0.0%	11.8%	0.0%	13.8%	12.5%	11.8%
Gender equity*	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	40.0%	3.4%	12.5%	5.9%
Information and communications technology	5.9%	2.8%	4.3%	0.0%	0.0%	11.8%	10.0%	10.3%	0.0%	5.9%
Reduction in national debt	17.6%	12.5%	13.0%	10.0%	12.5%	41.2%	10.0%	20.7%	0.0%	11.8%
Disease	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%
Natural resource management	5.9%	9.7%	21.7%	10.0%	6.3%	11.8%	15.0%	6.9%	25.0%	11.8%
Economic growth	35.3%	37.5%	21.7%	60.0%	31.3%	35.3%	15.0%	27.6%	0.0%	29.4%
Climate change	17.6%	5.6%	13.0%	0.0%	0.0%	0.0%	5.0%	3.4%	0.0%	5.9%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Poverty reduction	17.6%	16.7%	4.3%	10.0%	37.5%	5.9%	25.0%	13.8%	25.0%	5.9%
Anti-corruption	0.0%	6.9%	0.0%	10.0%	6.3%	17.6%	15.0%	10.3%	25.0%	5.9%
Judiciary reform*	5.9%	4.2%	4.3%	0.0%	0.0%	23.5%	5.0%	17.2%	0.0%	0.0%
Disaster risk management	0.0%	6.9%	13.0%	20.0%	6.3%	0.0%	0.0%	0.0%	12.5%	11.8%
Equality of opportunity*	0.0%	1.4%	8.7%	0.0%	12.5%	0.0%	25.0%	10.3%	12.5%	0.0%
Transport*	29.4%	6.9%	8.7%	0.0%	18.8%	0.0%	0.0%	3.4%	12.5%	0.0%

*Significantly different between stakeholder groups

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

The COVID-19 pandemic has stressed many aspects of Sri Lanka's growth and development. Which areas do you identify as most important for the World Bank Group to focus its efforts and support related to the impact of COVID-19 in Sri Lanka over the next six months to a year? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of the President/PM/ Minister	Employee of a Ministry	PMU/ Consultant on WBG Project	Local Government Office or Staff	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Ensuring that girls and women have equal access to health care/health services	0.0%	1.4%	0.0%	10.0%	0.0%	0.0%	15.0%	6.9%	0.0%	5.9%
Ensuring that girls and women have equal access to job opportunities*	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	20.0%	6.9%	0.0%	0.0%
Supporting efforts that can help counter misinformation about vaccines	16.7%	9.7%	12.5%	20.0%	0.0%	0.0%	5.0%	6.9%	12.5%	0.0%
Fair and equal distribution of a COVID-19 vaccine if, and when, a safe one is approved	38.9%	25.0%	37.5%	60.0%	31.3%	23.5%	40.0%	37.9%	37.5%	29.4%
Economic growth	55.6%	54.2%	62.5%	50.0%	31.3%	58.8%	30.0%	48.3%	25.0%	52.9%
Poverty and inequality	44.4%	29.2%	25.0%	40.0%	50.0%	29.4%	60.0%	27.6%	12.5%	35.3%
Education	16.7%	34.7%	37.5%	0.0%	25.0%	35.3%	30.0%	51.7%	25.0%	41.2%
Nutrition/food security	27.8%	22.2%	8.3%	0.0%	12.5%	11.8%	5.0%	13.8%	25.0%	23.5%
Healthcare	11.1%	27.8%	33.3%	40.0%	37.5%	23.5%	25.0%	34.5%	25.0%	23.5%
Public service delivery	22.2%	13.9%	12.5%	30.0%	18.8%	29.4%	20.0%	10.3%	12.5%	17.6%
Ensuring sustainable business growth and job creation	55.6%	47.2%	41.7%	40.0%	31.3%	47.1%	15.0%	37.9%	37.5%	41.2%
Providing direct non-financial	11.1%	11.1%	8.3%	10.0%	18.8%	11.8%	15.0%	10.3%	50.0%	17.6%
Other	0.0%	5.6%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

**C. World Bank Group's Work and Engagement on the Ground**

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

	Office of the President/PM/Minister		Employee of a Ministry		PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Responsiveness to needs	16	6.38	62	6.35	22	6.32	10	5.60	15	6.93	14	5.64	14	6.36	27	6.44	6	5.17	14	6.36
Flexibility (in terms of the institution's products and services)	15	6.67	65	5.83	20	6.60	10	5.40	14	6.50	15	5.73	14	4.93	26	6.12	5	5.40	13	5.92
Flexibility (in terms of changing country circumstances)*	15	6.33	65	5.85	19	6.79	10	5.30	16	6.44	15	5.60	14	5.07	27	6.00	5	3.80	14	5.64
Being inclusive*	16	6.38	62	6.52	19	7.68	9	6.22	15	6.80	16	6.44	14	4.64	27	6.52	5	5.60	13	6.38
Openness (sharing data and other information)	16	6.19	63	6.70	19	7.53	10	5.90	15	6.53	15	6.40	16	6.50	27	6.74	5	6.20	13	6.92
Collaboration with the Government	16	6.81	66	7.11	20	7.45	10	6.60	13	6.62	15	6.73	16	7.25	25	7.40	5	5.00	15	6.87
The speed in which it gets things accomplished on the ground*	16	6.75	60	6.70	18	7.17	9	6.22	14	5.79	16	5.56	10	5.60	25	6.52	6	4.33	14	6.29
Helping to bring discipline/effective supervision to implementation of investment projects*	15	7.33	60	6.90	20	7.65	8	6.50	13	6.54	16	6.63	13	5.23	27	6.89	6	5.00	14	6.93
Collaboration with civil society*	15	6.53	58	6.88	16	6.88	10	5.60	11	5.55	15	5.73	19	3.84	25	5.72	5	5.20	13	6.08
Staff accessibility*	14	6.71	61	6.90	21	7.62	7	5.86	12	6.17	16	6.25	15	4.53	21	6.24	5	5.20	13	5.69
Collaboration with other donors and development partners*	14	6.71	56	6.82	16	7.50	8	6.38	15	5.93	12	6.67	12	5.33	23	6.65	3	5.00	11	6.64
Collaboration with the private sector	13	6.15	53	6.57	15	7.27	8	6.25	11	6.27	15	6.53	12	6.25	20	6.55	5	5.80	10	6.50
Straightforwardness and honesty*	16	7.13	61	7.16	20	8.05	7	6.14	13	6.54	15	7.00	11	5.55	27	7.19	5	5.20	13	6.92
Treating clients and stakeholders in Sri Lanka with respect	16	7.63	63	7.29	20	7.75	8	7.50	12	7.08	15	7.20	13	6.46	27	7.15	4	5.25	13	6.69
Being a long-term partner	17	7.53	66	7.67	20	8.00	10	6.70	15	7.40	16	7.31	15	7.07	28	7.86	6	5.50	15	7.33
Acting with compassion and empathy*	16	7.38	61	6.84	19	7.26	7	5.43	8	5.75	15	6.80	14	5.14	28	6.86	5	5.40	14	6.21
Insisting on accountability through its lending (e.g., performance-based financing/resources tied to results)*	15	7.33	60	7.20	19	7.79	8	6.13	12	6.92	16	7.31	15	6.20	27	7.56	6	5.17	15	6.47
Measuring results effectively	14	7.36	62	7.26	20	7.85	10	6.70	11	6.82	16	6.69	14	6.86	27	7.63	5	5.20	15	6.40

*Significantly different between stakeholder groups

**C. World Bank Group's Work and Engagement on the Ground (continued)****To what extent do you agree/disagree with the following statement? (1- Strongly disagree, 10- Strongly agree)**

	Office of the President/PM/Minister		Employee of a Ministry		PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank Group takes decisions quickly in Sri Lanka*	15	6.73	60	6.28	21	7.67	8	6.00	12	6.33	12	6.00	10	4.30	25	7.04	3	4.33	14	5.64

*Significantly different between stakeholder groups

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

	Office of the President/PM/Minister		Employee of a Ministry		PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank Group's financial instruments meet the needs of Sri Lanka*	16	7.06	66	6.47	23	7.26	10	6.30	14	6.50	14	6.71	14	5.71	29	7.31	6	4.67	17	5.94
The World Bank Group meets Sri Lanka's needs for knowledge services	16	6.69	66	6.77	22	7.00	10	6.50	13	6.92	14	6.14	15	6.73	28	7.50	5	7.20	17	7.00

*Significantly different between stakeholder groups

	Office of the President/PM/Minister		Employee of a Ministry		PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
How important is it for the World Bank Group to focus resources on its global advocacy role, to help promote policies related to its work in areas including climate, health, gender, and debt?	15	7.87	63	7.38	22	8.50	10	7.30	15	7.47	15	7.13	17	7.41	27	8.30	6	8.17	17	7.65

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



E. World Bank Group's Knowledge Work and Activities

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

Percentage of Respondents	Office of the President/PM/Minister	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Weekly	18.8%	14.3%	22.7%	20.0%	0.0%	0.0%	5.6%	20.7%	14.3%	0.0%
Monthly	12.5%	10.0%	22.7%	30.0%	25.0%	13.3%	11.1%	20.7%	14.3%	23.5%
A few times a year	25.0%	41.4%	40.9%	50.0%	56.3%	40.0%	66.7%	27.6%	57.1%	41.2%
Rarely	31.3%	27.1%	9.1%	0.0%	12.5%	26.7%	11.1%	27.6%	14.3%	23.5%
Never	12.5%	7.1%	4.5%	0.0%	6.3%	20.0%	5.6%	3.4%	0.0%	11.8%

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

	Office of the President/PM/Minister		Employee of a Ministry		PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Are adaptable to Sri Lanka's specific development challenges and country circumstances	13	7.15	62	6.56	19	7.11	10	5.60	15	6.47	11	5.91	13	6.38	25	7.04	5	4.80	14	6.50

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

	Office of the President/PM/Minister		Employee of a Ministry		PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	15	7.47	66	7.15	22	7.18	10	6.50	15	6.20	13	6.23	16	7.13	29	7.41	6	5.83	15	6.87
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	13	8.00	65	7.34	23	7.65	10	6.70	15	7.13	12	6.50	15	7.60	28	7.46	6	7.17	15	7.87

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

**F. The Future Role of The World Bank Group in Sri Lanka**

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

Percentage of Respondents (Responses combined)	Office of the President/PM/ Minister	Employee of a Ministry	PMU/ Consultant on WBG Project	Local Government Office or Staff	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Improve the quality of its experts as related to Sri Lanka's specific challenges	25.0%	20.9%	14.3%	11.1%	0.0%	14.3%	27.8%	15.4%	0.0%	23.5%
Provide more adequate data/knowledge/statistics/figures on Sri Lanka's economy	12.5%	17.9%	9.5%	0.0%	26.7%	21.4%	0.0%	0.0%	28.6%	17.6%
Engage more effectively with civil society*	0.0%	6.0%	4.8%	0.0%	13.3%	7.1%	77.8%	7.7%	42.9%	0.0%
Increase the level of capacity development in the country	12.5%	28.4%	57.1%	44.4%	20.0%	28.6%	11.1%	38.5%	14.3%	35.3%
Ensure greater selectivity in its work	18.8%	11.9%	14.3%	11.1%	6.7%	0.0%	5.6%	7.7%	0.0%	11.8%
Reduce the complexity of obtaining World Bank Group financing*	37.5%	11.9%	4.8%	44.4%	20.0%	28.6%	16.7%	3.8%	0.0%	35.3%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	12.5%	4.5%	9.5%	11.1%	6.7%	0.0%	11.1%	23.1%	14.3%	11.8%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN*	18.8%	3.0%	0.0%	0.0%	40.0%	7.1%	11.1%	3.8%	0.0%	11.8%
Offer more innovative financial products and services	12.5%	23.9%	0.0%	22.2%	20.0%	14.3%	5.6%	11.5%	0.0%	5.9%
Engage more directly with beneficiaries*	6.3%	13.4%	14.3%	11.1%	13.3%	7.1%	16.7%	46.2%	14.3%	5.9%
Engage more effectively with private sector*	18.8%	14.9%	9.5%	0.0%	6.7%	35.7%	0.0%	15.4%	42.9%	0.0%
Offer more innovative knowledge products and services	6.3%	11.9%	23.8%	0.0%	6.7%	7.1%	11.1%	3.8%	14.3%	11.8%
Collaborate more effectively with Government clients	18.8%	19.4%	19.0%	44.4%	13.3%	0.0%	0.0%	15.4%	0.0%	23.5%
Work faster	0.0%	4.5%	9.5%	0.0%	6.7%	7.1%	5.6%	3.8%	0.0%	0.0%
Other	0.0%	3.0%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	14.3%	0.0%

*Significantly different between stakeholder groups



G. Communication and Information Sharing

How frequently do you interact with the World Bank Group now in Sri Lanka?*

Percentage of Respondents	Office of the President/PM/Minister	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Never	25.0%	5.8%	9.1%	10.0%	0.0%	20.0%	23.5%	14.3%	14.3%	11.8%
Less than once a year	6.3%	18.8%	4.5%	10.0%	12.5%	13.3%	23.5%	21.4%	28.6%	17.6%
Once a year to a few times a year	25.0%	40.6%	13.6%	40.0%	37.5%	26.7%	47.1%	25.0%	28.6%	47.1%
Less than once a month	12.5%	7.2%	4.5%	0.0%	31.3%	6.7%	0.0%	0.0%	0.0%	11.8%
At least once a month	18.8%	14.5%	22.7%	40.0%	18.8%	33.3%	5.9%	28.6%	14.3%	5.9%
At least once a week	12.5%	13.0%	45.5%	0.0%	0.0%	0.0%	0.0%	10.7%	14.3%	5.9%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
World Bank Group's publications and other written materials*	50.0%	65.7%	54.5%	60.0%	31.3%	13.3%	50.0%	35.7%	14.3%	58.8%
e-Newsletters	37.5%	28.6%	36.4%	50.0%	43.8%	46.7%	16.7%	60.7%	28.6%	41.2%
World Bank Group's seminars/workshops/conferences	75.0%	55.7%	59.1%	40.0%	37.5%	26.7%	50.0%	42.9%	14.3%	58.8%
Social media	6.3%	18.6%	9.1%	30.0%	18.8%	46.7%	33.3%	21.4%	42.9%	11.8%
Direct contact with World Bank Group	56.3%	34.3%	40.9%	10.0%	37.5%	40.0%	33.3%	21.4%	42.9%	23.5%
World Bank Group's website	25.0%	37.1%	27.3%	40.0%	31.3%	13.3%	33.3%	39.3%	28.6%	35.3%
Webinars or online events hosted by the World Bank Group	12.5%	15.7%	18.2%	20.0%	25.0%	53.3%	33.3%	28.6%	0.0%	17.6%
Interviews and press conferences for the Sri Lanka's media	6.3%	14.3%	13.6%	10.0%	12.5%	0.0%	11.1%	14.3%	28.6%	0.0%

*Significantly different between stakeholder groups

H. Background Information

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

Percentage of Respondents	Office of the President/PM/Minister	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Yes	65.0%	51.3%	69.6%	80.0%	61.1%	50.0%	17.4%	53.1%	44.4%	44.4%
No	35.0%	48.7%	30.4%	20.0%	38.9%	50.0%	82.6%	46.9%	55.6%	55.6%

*Significantly different between stakeholder groups

**H. Background Information (continued)**

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

Percentage of Respondents	Office of the President/PM/Minister	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
The World Bank (IBRD)	76.9%	97.4%	100.0%	100.0%	81.8%	33.3%	100.0%	100.0%	100.0%	87.5%
The International Finance Corporation (IFC)	23.1%	2.6%	0.0%	0.0%	18.2%	66.7%	0.0%	0.0%	0.0%	12.5%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
International Centre for Settlement of Investment Disputes (ICSID)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Observer*	25.0%	2.7%	0.0%	0.0%	11.1%	31.3%	31.8%	6.3%	22.2%	5.6%
Use World Bank Group reports/data*	35.0%	26.7%	4.3%	20.0%	50.0%	37.5%	45.5%	15.6%	55.6%	61.1%
Engage in World Bank Group related/sponsored events/activities*	25.0%	37.3%	43.5%	60.0%	11.1%	43.8%	40.9%	65.6%	11.1%	44.4%
Collaborate as part of my professional duties*	40.0%	50.7%	87.0%	60.0%	50.0%	37.5%	13.6%	34.4%	11.1%	38.9%
Use World Bank Group website for information, data, research, etc.*	25.0%	20.0%	8.7%	10.0%	44.4%	12.5%	40.9%	18.8%	77.8%	16.7%

*Significantly different between stakeholder groups



Appendix C: Responses to Selected Questions by Level of Collaboration with the World Bank Group⁷

Note that this appendix presents comparative analysis of the data from those respondents who collaborate with the WBG vs. those respondents who do not collaborate with the WBG and covers the following selected questions from the FY21 Sri Lanka COS questionnaire: All 10-point scale questions and questions B7, B9, B10, and F1.

- Collaborating with the WBG, FY21 N=133
- Not collaborating with the WBG, FY21 N=119

A. Overall Context

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The central government*	122	5.89	2.85	113	4.82	2.89
The provincial administration*	117	5.40	2.84	104	3.77	2.35
Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)*	113	6.71	1.99	105	6.17	2.03
The World Bank Group*	120	7.11	1.96	103	6.50	2.13
The International Monetary Fund	104	6.58	2.14	97	6.04	2.25
The United Nations (UN)*	111	7.09	2.01	106	6.34	2.27
The World Health Organization (WHO)	114	7.41	1.81	105	6.98	2.01
Regional development banks	108	6.37	2.01	96	5.95	1.99
Sri Lanka's Central Bank*	114	6.28	2.38	107	5.08	2.58
International private sector*	104	5.92	2.17	91	5.24	2.17
Domestic private sector*	116	6.49	1.85	102	5.65	2.12
International civil society (e.g., NGOs, CBOs)*	119	6.15	2.59	112	5.71	2.78
Domestic civil society (e.g., NGOs, CBOs)	110	5.91	2.26	104	5.37	2.32
Faith-based institutions*	97	4.86	2.43	95	3.99	2.25
Domestic traditional media and their web presence*	119	4.87	2.31	109	4.06	2.16
International media and their web presence*	116	5.78	2.08	102	5.04	1.82
Web based media	118	5.07	2.19	104	4.73	2.23

*Significantly different between collaborators and non-collaborators

To what extent do the following focus areas contribute to Sri Lanka's development through private sector intervention?

(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
Support tech start-ups*	117	6.89	2.14	104	5.91	2.37
Support innovation in agriculture technology	117	6.50	2.43	105	6.04	2.43
Support tech-based niche manufacturing sectors	112	6.38	2.28	102	6.22	2.15
Support innovative niche market tourism products	113	6.89	2.16	105	6.49	2.15
Support lower cost clean energy solutions	111	6.35	2.33	102	5.99	2.61
Support efficient and sustainable transport and logistics systems	116	6.33	2.49	103	5.85	2.72
Improve economic participation of rural and underserved segments	113	6.20	2.53	105	5.88	2.48

*Significantly different between collaborators and non-collaborators

⁷ Only 252 respondents provided information about their level of collaboration with the World Bank Group (question H3 in the questionnaire). Therefore, only these respondents were included in the analysis presented in this appendix.

**B. Overall Attitudes Toward the World Bank Group****How familiar are you with the work of these organizations in Sri Lanka? (1-Not familiar at all, 10-Extremely familiar)**

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank (IBRD)*	127	7.16	2.10	112	5.67	2.44
The International Finance Corporation (IFC), the World Bank Group's private sector arm*	125	5.47	2.80	110	4.62	2.22

*Significantly different between collaborators and non-collaborators

To what extent do you agree/disagree with the following statements about the World Bank Group's work in Sri Lanka?

(1-Strongly disagree, 10-Strongly agree)

	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 Sri Lanka	125	7.06	2.08	106	6.65	1.98
The World Bank Group's work is aligned with what I consider the development priorities for Sri Lanka	123	6.79	2.09	103	6.27	2.22

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank (IBRD)*	123	7.18	1.86	96	6.36	1.82
The International Finance Corporation (IFC), the World Bank Group's private sector arm*	91	6.65	2.05	80	5.90	1.75

*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Sri Lanka?*	120	7.53	1.81	105	6.55	1.83

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Sri Lanka?*	118	7.31	1.83	99	6.55	1.85

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

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

To what extent do you believe that the World Bank Group's work and support help the poorest in Sri Lanka?*

(Select only ONE response)

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
To a fully sufficient degree	4.0%	5.5%
To a somewhat sufficient degree	62.4%	41.8%
To a somewhat insufficient degree	24.0%	31.8%
To a very insufficient degree	8.0%	9.1%
Don't know	1.6%	11.8%

*Significantly different between collaborators and non-collaborators

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Inadequate World Bank Group's staffing in Sri Lanka	3.3%	3.7%
Not adequately flexible*	20.5%	9.3%
Not enough public disclosure of its work	21.3%	24.1%
Not willing to honestly criticize policies and reform efforts in the country	13.9%	13.0%
Staff too inaccessible	5.7%	3.7%
Not collaborating enough with private sector	9.0%	5.6%
Not collaborating enough with partners such as bilateral, multilaterals, trust funds, UN	3.3%	2.8%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	10.7%	9.3%
Arrogant in its approach	3.3%	5.6%
Not aligned with country priorities	18.9%	19.4%
Not adequately sensitive to political/social realities in Sri Lanka	16.4%	18.5%
Too influenced by developed countries	18.9%	13.9%
World Bank Group's processes too slow and complex	10.7%	9.3%
Not sufficiently focused on sustainable results	13.1%	14.8%
Inadequate level of real-time advice and guidance	6.6%	6.5%
Other	2.5%	3.7%
Don't know*	4.9%	13.0%

*Significantly different between collaborators and non-collaborators

**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 Sri Lanka, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Sri Lanka? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Agriculture and rural development	27.6%	31.8%
Enabling environment for private sector development	13.0%	12.1%
Social protection	4.1%	7.5%
Global pandemics	6.5%	9.3%
Health	8.9%	7.5%
Public sector governance/reform	25.2%	26.2%
Water and sanitation	3.3%	1.9%
Global/regional integration	0.0%	1.9%
Education	26.0%	19.6%
Food security	8.1%	5.6%
Urban development	2.4%	1.9%
Energy*	7.3%	0.9%
Pollution	2.4%	3.7%
Job creation/employment	16.3%	14.0%
Financial markets*	6.5%	0.9%
Trade and exports	11.4%	8.4%
Gender equity*	1.6%	9.3%
Information and communications technology	7.3%	2.8%
Reduction in national debt	15.4%	15.0%
Disease (dengue and non-communicable diseases)	0.0%	0.9%
Natural resource management	10.6%	12.1%
Economic growth	31.7%	29.9%
Climate change (e.g., mitigation, adaptation)	6.5%	4.7%
Crime and violence	0.0%	0.0%
Poverty reduction	12.2%	19.6%
Anti-corruption	6.5%	10.3%
Judiciary reform	4.9%	8.4%
Disaster risk management	7.3%	4.7%
Equality of opportunity (i.e., social inclusion)	5.7%	6.5%
Transport (e.g., roads, bridges, transportation)	8.1%	6.5%

*Significantly different between collaborators and non-collaborators

C. World Bank Group's Work and Engagement on the Ground

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Sri Lanka solve its most complicated development challenges?*	110	6.85	1.94	83	6.16	1.98

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

**C. World Bank Group's Work and Engagement on the Ground (continued)**

To what extent is the World Bank Group an effective development partner in Sri Lanka, 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*	117	6.54	1.71	94	6.04	1.78
Flexibility (in terms of the institution's products and services)	116	6.14	1.78	84	5.69	1.75
Flexibility (in terms of changing country circumstances)	116	6.03	1.92	86	5.63	1.83
Being inclusive*	111	6.72	1.83	88	6.13	1.78
Openness (sharing data and other information)	111	6.90	1.82	91	6.38	1.99
Collaboration with the Government	112	7.19	1.57	92	6.79	1.87
The speed in which it gets things accomplished on the ground*	111	6.64	1.51	80	6.05	1.88
Helping to bring discipline/effective supervision to implementation of investment projects*	110	7.17	1.68	85	6.35	1.95
Collaboration with civil society*	106	6.51	1.97	84	5.54	2.14
Staff accessibility*	108	7.06	1.85	79	5.61	2.12
Collaboration with other donors and development partners*	98	6.87	1.60	74	6.27	1.62
Collaboration with the private sector*	89	6.83	1.71	74	6.15	1.77
Straightforwardness and honesty*	106	7.48	1.67	85	6.46	2.05
Treating clients and stakeholders in Sri Lanka with respect*	112	7.71	1.64	82	6.56	2.03
Being a long-term partner*	113	7.88	1.65	97	7.08	1.96
Acting with compassion and empathy*	104	7.11	1.78	86	6.09	2.03
Insisting on accountability through its lending*	106	7.53	1.62	90	6.56	2.03
Measuring results effectively*	110	7.45	1.72	87	6.79	1.92

*Significantly different between collaborators and non-collaborators

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	112	6.91	1.80	80	6.38	2.11
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	120	7.55	1.65	92	6.71	1.98
The World Bank Group's approvals and reviews are done in a timely fashion*	115	7.36	1.65	83	6.41	2.01
The World Bank Group's Environmental and Social Framework requirements are reasonable*	112	7.46	1.56	82	6.57	1.95
The World Bank Group's conditions on its lending are reasonable*	110	6.67	1.93	85	5.91	2.24
The World Bank Group takes decisions quickly in Sri Lanka*	111	6.85	1.82	72	5.64	2.02
Working with the World Bank Group increases Sri Lanka's institutional capacity*	115	7.77	1.79	84	6.90	2.02

*Significantly different between collaborators and non-collaborators

**C. World Bank Group's Work and Engagement on the Ground (continued)****To what extent do you agree/disagree with the following statements about the World Bank Group in Sri Lanka?***(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's financial instruments meet the needs of Sri Lanka*	116	6.92	1.86	95	6.17	1.81
The World Bank Group meets Sri Lanka's needs for knowledge services*	114	7.27	1.75	94	6.43	1.71

**Significantly different between collaborators and non-collaborators*

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How important is the World Bank Group's global advocacy role in areas such as climate, health, gender, and debt?*	114	8.03	1.71	95	7.29	2.11

*(1- Not important at all, 10- Very important) *Significantly different between collaborators and non-collaborators***D. World Bank Group's Support in Development Areas****How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Sri Lanka? (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*	61	6.85	1.90	44	5.70	2.18
Gender equity*	82	7.16	1.60	54	6.00	2.05
Enabling environment for private sector development*	76	6.72	1.62	51	5.76	1.99
Education*	95	7.55	1.67	68	6.56	2.31
Public sector governance/reform*	93	6.89	1.93	58	5.71	2.28
Global/regional integration	63	6.65	2.04	51	5.92	1.99
Food security	72	6.43	2.14	58	6.17	1.87
Urban development	78	6.87	1.98	61	6.54	2.09
Energy	77	6.39	2.04	53	6.00	2.21
Water and sanitation	82	7.29	1.64	63	6.76	2.10
Job creation/employment*	75	6.41	1.93	49	5.33	2.08
Health*	90	7.86	1.47	65	6.55	1.91
Financial markets*	64	6.81	1.88	47	6.02	2.18
Transport (e.g., roads, bridges, transportation)	82	7.02	2.02	63	6.43	2.28
Agriculture and rural development	90	6.87	1.82	66	6.67	2.14
Trade and exports*	60	6.60	1.84	49	5.63	2.08
Natural resource management*	74	6.76	2.12	55	5.62	2.04
Climate change (e.g., mitigation, adaptation)*	81	7.27	1.77	59	6.34	2.06
Poverty reduction*	87	7.17	1.87	73	6.40	2.01
Economic growth*	93	7.00	1.89	68	6.25	2.10
Disaster risk management*	83	7.27	1.73	57	6.11	2.08
Equality of opportunity (i.e., social inclusion)*	81	7.32	1.82	52	5.87	2.07
Disease (dengue and non-communicable diseases)*	73	7.15	1.87	52	6.02	2.10
Information and communications technology*	80	7.14	1.77	55	5.80	2.01

**Significantly different between collaborators and non-collaborators*

**D. World Bank Group's Support in Development Areas (continued)**

The World Bank Group has provided fast track support to Sri Lanka related to the outbreak of COVID-19 since early 2020. Please rate the World Bank Group's effectiveness when considering this fast track support, if and as it applies to your country, in the following areas: (1-Not effective at all, 10-Very effective)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Supporting health interventions for saving lives*	91	7.55	1.80	73	6.96	1.97
Education*	84	7.13	2.01	67	6.01	2.19
Protecting poor people*	88	6.91	2.06	63	5.76	2.17
Ensuring sustainable business growth and job creation*	77	6.64	1.93	59	5.49	2.10

*Significantly different between collaborators and non-collaborators

E. World Bank Group's Knowledge Work and Activities

In Sri Lanka, 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)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely*	108	7.23	1.76	79	6.71	1.81
Include appropriate level of stakeholder involvement during preparation*	101	7.08	1.72	82	6.23	1.96
Lead to practical solutions*	105	6.88	1.78	81	6.31	1.89
Are source of relevant information on global good practices	105	7.37	1.51	79	7.00	1.52
Are adequately disseminated*	102	6.98	1.80	85	6.00	2.14
Are translated enough into local language	96	5.94	2.48	68	5.54	2.31
Are adaptable to Sri Lanka's specific development challenges and country circumstances*	110	6.85	1.94	79	6.23	1.95

*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	115	7.21	1.69	94	6.79	1.78

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	117	7.67	1.59	87	7.07	1.68

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

*Significantly different between collaborators and non-collaborators

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

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Improve the quality of its experts as related to Sri Lanka's specific challenges	14.9%	20.4%
Provide more adequate data/knowledge/statistics/figures on Sri Lanka's economy	13.2%	13.3%
Engage more effectively with civil society (e.g., NGOs, CBOs)	10.5%	15.3%
Increase the level of capacity development in the country	32.5%	27.6%
Ensure greater selectivity in its work	8.8%	11.2%
Reduce the complexity of obtaining World Bank Group financing	15.8%	18.4%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	9.6%	9.2%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	8.8%	7.1%
Offer more innovative financial products and services	16.7%	12.2%
Engage more directly with beneficiaries	14.9%	18.4%
Engage more effectively with private sector	16.7%	9.2%
Offer more innovative knowledge products and services	7.0%	13.3%
Collaborate more effectively with Government clients	20.2%	13.3%
Work faster	3.5%	5.1%
Other	0.9%	3.1%



Appendix D: Responses to Selected Questions by Year

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 FY19 and FY21 were weighted to have equivalent stakeholder groups.

Percentage of Respondents	Original Distribution	
	FY19	FY21
Office of the President, Prime Minister, Minister	6.7%	8.2%
Government Institutions (includes office of Parliamentarians, employees of ministries, PMUs/Consultants on WBG-supported projects, independent government institutions, the judiciary, and state-owned enterprises)	27.5%	46.7%
Bilateral/Multilateral Agencies	12.9%	7.4%
Private Sector	15.2%	7.4%
Academia	7.9%	13.1%
Media	7.9%	3.7%
Civil Society (includes NGOs/CBOs, private foundations, youth groups, and trade unions)	11.8%	9.4%
Local Government	10.1%	4.1%
Total Number of Respondents (Un-Weighted)	178	244

(Note, stakeholders who identified themselves as "Other" in the stakeholder category options were not included in these comparisons.)

The weighted stakeholder breakdown is presented below:

Percentage of Respondents	Weighted Distribution	
	FY19	FY21
Office of the President, Prime Minister, Minister	7.4%	7.4%
Government Institutions	37.7%	37.2%
Bilateral/Multilateral Agencies	10.3%	10.3%
Private Sector	11.4%	11.6%
Academia	10.3%	10.3%
Media	5.1%	5.4%
Civil Society	10.3%	10.3%
Local Government	7.4%	7.4%
Total Number of Respondents (Weighted)	175	242

All data presented in this Appendix are weighted. As a result, means of the FY21 data and the total number of respondents indicated will be slightly different than the aggregated responses in Appendix A. Similarly, responses from FY19 respondents and the total number of respondents indicated may differ from those reported in that COS report.

**A. Overall Context****To what extent do you trust each of the following groups to do what is right?***(1-To no degree at all, 10-To a very significant degree)*

	FY19			FY21		
	N	Mean	SD	N	Mean	SD
The central government	159	4.71	2.66	227	5.24	2.90
The provincial administration*	154	4.04	2.50	212	4.62	2.77
Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)*	144	5.95	2.06	213	6.48	1.99
The World Bank Group*	149	6.28	2.18	215	6.85	2.06
The International Monetary Fund*	142	5.73	2.22	195	6.33	2.19
The United Nations (UN)*	147	5.87	2.32	211	6.74	2.15
The World Health Organization (WHO)				211	7.18	1.94
Regional development banks	146	5.83	2.25	196	6.13	2.05
Sri Lanka's Central Bank	155	6.02	2.44	212	5.62	2.55
International private sector	147	5.51	2.20	189	5.64	2.21
Domestic private sector	149	5.89	2.30	209	6.09	2.08
International civil society (e.g., NGOs, CBOs)*	151	4.84	2.24	205	5.63	2.35
Domestic civil society (e.g., NGOs, CBOs)	149	5.35	2.22	203	5.66	2.32
Faith-based institutions	131	4.73	2.48	183	4.42	2.41
Domestic traditional media and their web presence	151	4.46	2.43	219	4.47	2.28
International media and their web presence	145	5.01	2.43	209	5.46	2.04
Web based media	149	5.08	2.37	213	4.96	2.23

**Significantly different between FY19 and FY21*

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

	FY19			FY21		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank (IBRD) in Sri Lanka?^*	166	5.89	2.23	229	6.45	2.37

(1-Not familiar at all, 10-Extremely familiar) *Significantly different between FY19 and FY21

^In FY21, this question was asked separately about the World Bank (IBRD) and the IFC. For this comparison, the mean rating for the World Bank (IBRD) was compared to the question from FY19 – “How familiar are you with the work of the World Bank Group in Sri Lanka?”.

To what extent do you agree/disagree with the following statements about the World Bank Group’s work in Sri Lanka?

	FY19			FY21		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Sri Lanka*	155	6.04	1.99	221	6.88	2.05
The World Bank Group’s work is aligned with what I consider the development priorities for Sri Lanka*	148	5.94	2.07	215	6.58	2.15

(1-Strongly disagree, 10-Strongly agree) *Significantly different between FY19 and FY21

	FY19			FY21		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank’s (IBRD) effectiveness in Sri Lanka.^*	157	6.29	2.06	209	6.82	1.88

(1-Not effective at all, 10-Very effective) *Significantly different between FY19 and FY21

^In FY21, this question was asked separately about the World Bank (IBRD) and the IFC. For this comparison, the mean rating for the World Bank (IBRD) was compared to the question from FY19 – “Overall, please rate your impression of the World Bank Group’s effectiveness in Sri Lanka.”.

	FY19			FY21		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group’s work help to achieve development results in Sri Lanka?*	151	6.16	1.79	216	7.07	1.92

(1-To no degree at all, 10-To a very significant degree) *Significantly different between FY19 and FY21

	FY19			FY21		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Sri Lanka?*	144	6.21	1.88	209	6.99	1.87

(1-To no degree at all, 10-To a very significant degree) *Significantly different between FY19 and FY21

To what extent do you believe that the World Bank Group’s work and support help the poorest in Sri Lanka?

(Select only ONE response)

Percentage of Respondents	FY19	FY21
To a fully sufficient degree	6.3%	3.7%
To a somewhat sufficient degree	50.2%	53.1%
To a somewhat insufficient degree	22.1%	28.5%
To a very insufficient degree	12.4%	7.9%
Don’t know	9.1%	6.8%

**C. World Bank Group's Work and Engagement on the Ground**

	FY19			FY21		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Sri Lanka solve its most complicated development challenges?	150	6.31	2.13	183	6.49	1.95

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

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

	FY19			FY21		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	146	5.84	1.81	202	6.26	1.77
Flexibility (in terms of the institution's products and services)*	133	5.40	1.64	190	5.92	1.76
Flexibility (in terms of changing country circumstances)*	143	5.36	1.70	193	5.82	1.89
Being inclusive*	139	5.74	1.77	189	6.41	1.83
Openness (sharing data and other information)*	151	6.01	2.05	193	6.57	1.90
Collaboration with the Government*	148	6.53	1.86	192	6.93	1.75
The speed in which it gets things accomplished on the ground*	137	5.51	1.86	182	6.25	1.74
Helping to bring discipline/effective supervision to implementation of investment projects*	139	6.24	1.89	184	6.69	1.83
Collaboration with civil society*	135	5.32	1.83	181	5.93	2.10
Staff accessibility*	133	5.70	1.96	178	6.35	2.08
Collaboration with other donors and development partners*	132	5.89	1.87	165	6.51	1.63
Collaboration with the private sector*	121	5.48	1.83	160	6.47	1.76
Straightforwardness and honesty*	141	6.39	2.08	178	6.89	1.92
Treating clients and stakeholders in Sri Lanka with respect*	148	6.61	2.02	182	7.17	1.93
Being a long-term partner	154	7.53	1.94	200	7.40	1.90

(1-To no degree at all, 10-To a very significant degree) *Significantly different between FY19 and FY21

**C. World Bank Group's Work and Engagement on the Ground (continued)**

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

	FY19			FY21		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	126	6.04	2.19	177	6.63	1.99
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	143	6.67	1.82	199	7.11	1.83
The World Bank Group's approvals and reviews are done in a timely fashion	127	6.44	2.02	182	6.86	1.88
The World Bank Group's Environmental and Social Framework requirements are reasonable*	130	6.67	1.91	182	7.08	1.79
The WBG's conditions on its lending are reasonable	120	5.98	2.26	179	6.33	2.03
The World Bank Group takes decisions quickly in Sri Lanka *	123	5.74	2.05	169	6.28	2.00
Working with the World Bank Group increases Sri Lanka's institutional capacity*	147	6.88	2.05	186	7.33	1.89

*(1-Strongly disagree, 10-Strongly agree) *Significantly different between FY19 and FY21*

To what extent do you agree/disagree with the following statements about the World Bank Group in Sri Lanka?

	FY19			FY21		
	N	Mean	SD	N	Mean	SD
The WBG's financial instruments meet the needs of Sri Lanka*	137	5.99	1.85	198	6.53	1.88
The WBG meets Sri Lanka's needs for knowledge services*	145	5.97	1.89	195	6.80	1.72

*(1-Strongly disagree, 10-Strongly agree) *Significantly different between FY19 and FY21*

**D. World Bank Group's Support in Development Areas**

How **EFFECTIVE** do you believe the World Bank Group is in terms of the work it does in the following areas of development in Sri Lanka?

	FY19			FY21		
	N	Mean	SD	N	Mean	SD
Social protection*	74	5.37	1.85	100	6.18	2.13
Gender equity	100	6.32	1.72	130	6.62	1.91
Enabling environment for private sector development*	105	5.63	1.75	126	6.26	1.89
Education	118	6.50	1.94	149	6.96	2.06
Public sector governance/reform	114	6.01	2.02	145	6.35	2.13
Global/regional integration	94	6.13	2.10	107	6.22	1.99
Food security	91	5.73	2.18	121	6.27	1.97
Urban development	111	6.39	1.85	132	6.60	2.06
Energy	99	6.05	2.01	124	6.20	2.11
Water and sanitation	108	6.61	1.92	141	6.93	1.92
Job creation/employment	95	5.40	1.95	117	5.87	2.10
Health*	100	6.60	1.81	148	7.15	1.79
Financial markets	83	6.00	2.05	111	6.48	1.96
Transport (e.g., roads, bridges, transportation)	107	6.42	2.05	136	6.65	2.17
Agriculture and rural development*	115	6.08	2.09	149	6.71	1.92
Trade and exports	88	5.81	2.08	107	6.13	1.97
Natural resource management	100	5.70	2.04	123	6.11	2.15
Climate change*	105	5.95	1.96	134	6.77	2.01
Poverty reduction*	126	6.27	2.02	153	6.77	1.94
Economic growth	119	6.15	1.96	154	6.59	2.06
Disaster risk management*	109	6.16	1.93	134	6.76	1.93
Equality of opportunity*	98	6.10	1.90	129	6.75	2.03
Disease	81	5.96	2.06	118	6.52	2.04

(1-Not effective at all, 10-Very effective) *Significantly different between FY19 and FY21

**E. 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	FY19		FY21	
Weekly*	4.6%		11.9%	
Monthly	13.8%		16.6%	
A few times a year	46.1%		44.8%	
Rarely	26.3%		19.6%	
Never	9.2%		7.2%	

*Significantly different between FY19 and FY21

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

	FY19			FY21		
	N	Mean	SD	N	Mean	SD
Are timely*	134	6.29	1.95	175	6.98	1.81
Include appropriate level of stakeholder involvement during preparation*	132	6.04	2.03	174	6.60	1.88
Lead to practical solutions*	133	5.93	1.93	173	6.55	1.83
Are source of relevant information on global good practices*	135	6.61	1.88	175	7.19	1.53
Are adequately disseminated*	131	5.74	1.95	177	6.41	2.05
Are translated enough into local language	119	5.21	2.02	156	5.67	2.39
Are adaptable to Sri Lanka's specific development challenges and country circumstances*	138	5.93	1.97	179	6.46	1.97

(1-To no degree at all, 10-To a very significant degree) *Significantly different between FY19 and FY21

	FY19			FY21		
	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?*	141	6.31	1.86	198	6.89	1.75
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	148	6.83	1.79	193	7.29	1.67

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

*Significantly different between FY19 and FY21

**G. Communication and Information Sharing**

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

Percentage of Respondents	FY19	FY21
Never	14.3%	11.6%
Less than once a year	18.5%	15.8%
Once a year to a few times a year	41.9%	34.6%
Less than once a month	5.7%	7.6%
At least once a month	15.7%	20.2%
At least once a week*	3.8%	10.2%

*Significantly different between FY19 and FY21

H. Background Information

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

Percentage of Respondents	FY19	FY21
Yes	40.9%	53.1%
No	59.1%	46.9%

*Significantly different between FY19 and FY21

Which of the following describes most of your exposure to the World Bank Group in Sri Lanka?

Percentage of Respondents	FY19	FY21
Observer*	22.9%	12.5%
Use World Bank Group reports/data	30.6%	31.9%
Engage in World Bank Group related/sponsored events/activities	32.7%	38.3%
Collaborate as part of my professional duties	43.3%	43.9%
Use World Bank Group website for information, data, research, etc.	20.9%	25.9%

*Significantly different between FY19 and FY21



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

Indicator Question	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Not collaborating with the WBG	Collaborating with the WBG
To what extent do you trust the World Bank Group to do what is right?	6.50	7.11
Overall the World Bank Group currently plays a relevant role in development in Sri Lanka	6.65	7.06
The World Bank Group's work is aligned with what I consider the development priorities for Sri Lanka	6.27	6.79
Overall, please rate your impression of the World Bank's effectiveness in Sri Lanka.	6.36	7.18
Overall, please rate your impression of the IFC's effectiveness in Sri Lanka.	5.90	6.65
To what extent does the World Bank Group's work help to achieve development results in Sri Lanka?	6.55	7.53
To what extent does the World Bank Group influence the development agenda in Sri Lanka?	6.55	7.31
Responsiveness to needs	6.04	6.54
Flexibility (in terms of the institution's products and services)	5.69	6.14
Flexibility (in terms of changing country circumstances)	5.63	6.03
Being inclusive	6.13	6.72
Openness (sharing data and other information)	6.38	6.90
Collaboration with the Government	6.79	7.19
The speed in which it gets things accomplished on the ground	6.05	6.64
Helping to bring discipline/effective supervision to implementation of investment projects	6.35	7.17
Collaboration with civil society	5.54	6.51
Staff accessibility	5.61	7.06
Collaboration with other donors and development partners	6.27	6.87
Collaboration with the private sector	6.15	6.83
Straightforwardness and honesty	6.46	7.48
Treating clients and stakeholders in Sri Lanka with respect	6.56	7.71
Being a long-term partner	7.08	7.88
The World Bank Group takes decisions quickly in Sri Lanka	5.64	6.85
The World Bank Group's financial instruments meet the needs of Sri Lanka	6.17	6.92
The World Bank Group meets Sri Lanka's needs for knowledge services	6.43	7.27
How important is the World Bank Group's global advocacy role in areas such as climate, health, gender, and debt?	7.29	8.03
In Sri Lanka, to what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Sri Lanka's specific development challenges and country circumstances	6.23	6.85
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.79	7.21
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.07	7.67

Yellow highlight indicates significant difference between Yes and No means.



Appendix F: Sri Lanka FY21 COS Questionnaire



World Bank Group Country Survey FY 2021 – Sri Lanka

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

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: OVERALL CONTEXT**

A1. Listed below are a number of development priorities in Sri Lanka.
Please identify which of the following you consider the most important development priorities in Sri Lanka. (Choose no more than THREE)

1	Agriculture and rural development	16	Trade and exports
2	Enabling environment for private sector development	17	Gender equity (closing the gap between women and men, and boys and girls)
3	Social protection (e.g., pensions, targeted social assistance)	18	Information and communications technology (including Digital Transformation)
4	Global pandemics (communicable diseases, e.g., COVID-19)	19	Reduction in national debt
5	Health	20	Disease (dengue and non-communicable diseases)
6	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	21	Natural resource management (e.g., forests, wildlife, water, oceans)
7	Water and sanitation	22	Economic growth
8	Global/regional integration	23	Climate change (e.g., mitigation, adaptation)
9	Education	24	Crime and violence
10	Food security	25	Poverty reduction
11	Urban development	26	Anti-corruption
12	Energy	27	Judiciary reform
13	Pollution	28	Disaster risk management
14	Job creation/employment	29	Equality of opportunity (i.e., social inclusion)
15	Financial markets	30	Transport (e.g., roads, bridges, transportation)

A2. To what extent do you trust each of the following groups to do what is right?

		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	
1	The central government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	The provincial administration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	The World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	The International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
6	The United Nations (UN)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
7	The World Health Organization (WHO)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
8	Regional development banks	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
9	Sri Lanka's Central Bank	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
10	International private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
11	Domestic private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
12	International civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
13	Domestic civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
14	Faith-based institutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
15	Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
16	International media and their web presence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
17	Web based media (i.e., blogs, social media, other web-based news and information sources)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

**SECTION A: OVERALL CONTEXT**

A3. To what extent do the following focus areas contribute to Sri Lanka's development through private sector intervention?		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	
1	Support tech start-ups	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Support innovation in agriculture technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	Support tech-based niche manufacturing sectors	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	Support innovative niche market tourism products	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	Support lower cost clean energy solutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
6	Support efficient and sustainable transport and logistics systems	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
7	Improve economic participation of rural and underserved segments (especially, women)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

A4. Thinking more specifically about an eventual coronavirus/COVID-19 vaccine that is made available in your country, please indicate whether you agree/disagree with each of the following statements.		Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Don't know
1	The COVID-19 vaccine will be safe	1	2	3	4	5	<input type="checkbox"/>
2	The COVID-19 vaccine will be effective	1	2	3	4	5	<input type="checkbox"/>
3	I will get the COVID-19 vaccine if I can	1	2	3	4	5	<input type="checkbox"/>

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

B1. How familiar are you with the work of these organizations in Sri Lanka?											
		Not familiar at all								Extremely familiar	
1		1	2	3	4	5	6	7	8	9	10
1	The World Bank (IBRD)										
2	The International Finance Corporation (IFC), the World Bank Group's private sector arm										

To what extent do you agree/disagree with the following statements about the World Bank Group's work in Sri Lanka?												
		Strongly disagree								Strongly agree		Don't know
B2		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B2	Overall, the World Bank Group currently plays a relevant role in development in Sri Lanka											<input type="checkbox"/>
B3	The World Bank Group's work is aligned with what I consider the development priorities for Sri Lanka											<input type="checkbox"/>

B4. Overall, please rate your impression of the effectiveness of these organizations in Sri Lanka.												
		Not effective at all								Very effective		Don't know
1		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
1	The World Bank (IBRD)											<input type="checkbox"/>
2	The International Finance Corporation (IFC), the World Bank Group's private sector arm											<input type="checkbox"/>

B5. To what extent does the World Bank Group's work help to achieve development results in Sri Lanka?												
		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	
												<input type="checkbox"/>

B6. To what extent does the World Bank Group influence the development agenda in Sri Lanka?												
		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	
												<input type="checkbox"/>

B7. To what extent do you believe that the World Bank Group's work and support help the poorest in Sri Lanka? (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

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP****B8. When thinking about the World Bank Group's role in Sri Lanka, which activity do you VALUE the most? (Choose no more than TWO)**

1	Bringing together different groups of stakeholders
2	Capacity development related to World Bank Group supported projects
3	Technical assistance
4	Policy advice, studies, analyses
5	Financial resources
6	Data and statistics
7	Promoting knowledge sharing
8	Implementation support
9	Mobilizing third party financial resources
10	Donor coordination
11	Other (please specify): _____

B9. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Sri Lanka? (Choose no more than TWO)

1	Inadequate World Bank Group's staffing in Sri Lanka
2	Not adequately flexible
3	Not enough public disclosure of its work
4	Not willing to honestly criticize policies and reform efforts in the country
5	Staff too inaccessible
6	Not collaborating enough with private sector
7	Not collaborating enough with partners such as bilateral, multilaterals, trust funds, UN
8	Not collaborating enough with civil society (e.g., NGOs, CBOs)
9	Arrogant in its approach
10	Not aligned with country priorities
11	Not adequately sensitive to political/social realities in Sri Lanka
12	Too influenced by developed countries
13	World Bank Group's processes too slow and complex
14	Not sufficiently focused on sustainable results
15	Inadequate level of real-time advice and guidance
16	Other (please specify): _____
17	Don't know

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

B10. When thinking about how the World Bank Group can have the most impact on development results in Sri Lanka, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Sri Lanka? (Choose no more than THREE)

1	Agriculture and rural development	16	Trade and exports
2	Enabling environment for private sector development	17	Gender equity (closing the gap between women and men, and boys and girls)
3	Social protection (e.g., pensions, targeted social assistance)	18	Information and communications technology (including Digital Transformation)
4	Global pandemics (communicable diseases, e.g., COVID-19)	19	Reduction in national debt
5	Health	20	Disease (dengue and non-communicable diseases)
6	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	21	Natural resource management (e.g., forests, wildlife, water, oceans)
7	Water and sanitation	22	Economic growth
8	Global/regional integration	23	Climate change (e.g., mitigation, adaptation)
9	Education	24	Crime and violence
10	Food security	25	Poverty reduction
11	Urban development	26	Anti-corruption
12	Energy	27	Judiciary reform
13	Pollution	28	Disaster risk management
14	Job creation/employment	29	Equality of opportunity (i.e., social inclusion)
15	Financial markets	30	Transport (e.g., roads, bridges, transportation)

B11. The COVID-19 pandemic has stressed many aspects of Sri Lanka's growth and development. Which areas do you identify as most important for the World Bank Group to focus its efforts and support related to the impact of COVID-19 in Sri Lanka over the next six months to a year? (Choose no more than THREE)

1	Ensuring that girls and women have equal access to health care/health services
2	Ensuring that girls and women have equal access to job opportunities
3	Supporting efforts that can help counter misinformation about vaccines
4	Fair and equal distribution of a COVID-19 vaccine if, and when, a safe one is approved
5	Economic growth
6	Poverty and inequality (e.g., strengthening the social safety net, social assistance)
7	Education
8	Nutrition/food security
9	Healthcare
10	Public service delivery (e.g., strengthening policies, institutions)
11	Ensuring sustainable business growth and job creation
12	Providing direct non-financial (e.g., food, healthcare supplies, etc.) support to citizens
13	Other (please specify): _____

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

B12. What do you immediately think of when you hear about the IFC? (Choose no more than THREE)			
1	Development institution	9	Impact investor
2	Investment bank	10	Venture capital
3	Asset manager	11	Innovation and entrepreneurship
4	Multi-lateral financial institution	12	Public-private partnerships
5	Private sector solutions	13	None of the above
6	World Bank	14	Don't know
7	Financial advisory solutions	15	Other (please specify): _____
8	Thought leader		

**SECTION C: WORLD BANK GROUP'S WORK AND ENGAGEMENT ON THE GROUND**

C1. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills mix and knowledge) to help Sri Lanka 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

To what extent is the World Bank Group an effective development partner in Sri Lanka, 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	<input type="checkbox"/>
C2	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C3	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C4	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C5	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C6	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C7	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C8	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C9	Helping to bring discipline/effective supervision to implementation of investment projects	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C10	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C11	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C12	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C13	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C14	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C15	Treating clients and stakeholders in Sri Lanka with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C16	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C17	Acting with compassion and empathy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C18	Insisting on accountability through its lending (e.g., performance-based financing/resources tied to results)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C19	Measuring results effectively	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

**SECTION C: WORLD BANK GROUP'S WORK AND ENGAGEMENT ON THE GROUND**

To what extent do you agree/disagree with the following statements?												
		Strongly disagree								Strongly agree		Don't know
C20	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C21	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"/>
C22	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"/>
C23	The World Bank Group's Environmental and Social Framework requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C24	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C25	The World Bank Group takes decisions quickly in Sri Lanka	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C26	Working with the World Bank Group increases Sri Lanka's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

To what extent do you agree/disagree with the following statements about the World Bank Group in Sri Lanka?												
		Strongly disagree								Strongly agree		Don't know
C27	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results) meet the needs of Sri Lanka	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C28	The World Bank Group meets Sri Lanka's needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

C29. How important is the World Bank Group's global advocacy role in areas such as climate, health, gender, and debt?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Not important at all									Very important		Don't know	

**SECTION D: WORLD BANK GROUP'S SUPPORT IN DEVELOPMENT AREAS**

D1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Sri Lanka? (If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	Gender equity (closing the gap between women and men, and boys and girls)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	Enabling environment for private sector development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
4	Education	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
6	Global/regional integration	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
7	Food security	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
8	Urban development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
9	Energy	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
10	Water and sanitation	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
11	Job creation/employment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
12	Health	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
13	Financial markets	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
14	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
15	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
16	Trade and exports	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
17	Natural resource management (e.g., forests, wildlife, water, oceans)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
18	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
19	Poverty reduction	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
20	Economic growth	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
21	Disaster risk management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
22	Equality of opportunity (i.e., social inclusion)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
23	Disease (dengue and non-communicable diseases)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
24	Information and communications technology	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

D2. The World Bank Group has provided fast track support to Sri Lanka related to the outbreak of COVID-19 since early 2020. Please rate the World Bank Group's effectiveness when considering this fast track support, if and as it applies to your country, in the following areas:

		Not effective at all										Very effective	N/A	Don't know
		1	2	3	4	5	6	7	8	9	10			
1	Supporting health interventions for saving lives	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	<input type="checkbox"/>	
2	Education (e.g., transitioning to remote learning, ensuring access, etc.)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	<input type="checkbox"/>	
3	Protecting poor people (social assistance/social safety nets)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	<input type="checkbox"/>	
4	Ensuring sustainable business growth and job creation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	<input type="checkbox"/>	



SECTION E: WORLD BANK GROUP'S KNOWLEDGE WORK AND ACTIVITIES (i.e., analysis, studies, research, data, reports, conferences)

E1. 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 Sri Lanka, 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
E2	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E3	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E4	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E5	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E6	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E7	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E8	Are adaptable to Sri Lanka's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

E9. 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

E10. 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 F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN SRI LANKA****F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Sri Lanka? (Choose no more than TWO)**

1	Improve the quality of its experts as related to Sri Lanka's specific challenges
2	Provide more adequate data/knowledge/statistics/figures on Sri Lanka's economy
3	Engage more effectively with civil society (e.g., NGOs, CBOs)
4	Increase the level of capacity development in the country
5	Ensure greater selectivity in its work
6	Reduce the complexity of obtaining World Bank Group financing
7	Help to bring discipline/effective supervision to implementation of World Bank Group projects
8	Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN
9	Offer more innovative financial products and services
10	Engage more directly with beneficiaries
11	Engage more effectively with private sector
12	Offer more innovative knowledge products and services
13	Collaborate more effectively with Government clients (e.g., national, state, local)
14	Work faster
15	Other (please specify): _____

F2. 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 Sri Lanka? (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

**SECTION G: COMMUNICATION AND INFORMATION SHARING**

G1. How frequently do you interact with the World Bank Group now in Sri Lanka?	
1	Never
2	Less than once a year
3	Once a year to a few times a year
4	Less than once a month
5	At least once a month
6	At least once a week

G2. How would you prefer to receive information from the World Bank Group? (Choose no more than THREE)			
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	Webinars or online events hosted by the World Bank Group
4	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	8	Interviews and press conferences for the Sri Lanka's media

G3. What do you use primarily when visiting a World Bank Group website? (Select only ONE response)	
1	Phone
2	Tablet
3	Computer/laptop
4	I never visit the WBG websites

G4. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?					
		Every few days	Every few weeks	Every few months	Not at all
1	Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Interacted with the WBG on Social Media (e.g., read a post or tweet, liked, commented, shared, retweeted)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Visited a WBG website (e.g., read a blog, used data)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Attended an event/conference hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Watched a webinar or online event hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Read some or all of a WBG research paper or publication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Met professionally with WBG staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Read a WBG e-newsletter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECTION H: BACKGROUND INFORMATION**

H1. Which of the following best describes your current affiliation? (Select only ONE response)			
1	Office of the President, Prime Minister	11	Multilateral Agency (e.g., UN, regional development bank)
2	Office of Minister	12	Private Sector Organization
3	Office of Parliamentarian	13	Financial Sector/Private Bank
4	Employee of Ministry, Ministerial Department, Implementation Agency	14	Private Foundation
5	Project Management Unit (PMU) overseeing implementation of WBG project/ Consultant/Contractor working on WBG supported project/program	15	NGO/Community Based Organization
6	Local Government Office or Staff	16	Faith-Based Group
7	Independent Government Institution (i.e., regulatory agency, central bank/oversight institution)	17	Youth Group
8	Judicial System (e.g., courts)	18	Academia/Research Institute/Think Tank
9	State-Owned Enterprise	19	Media (press, radio, TV, web, etc.)
10	Bilateral Agency (e.g., embassy, diplomatic, military)	20	Other (please specify): _____

H2. Please identify the primary specialization of your work. (Select only ONE response)			
1	Poverty	13	Agriculture, rural development
2	Macroeconomics, fiscal management	14	Urban development
3	Governance, anti-corruption	15	Transport
4	Education	16	Digital development and technology (ICT)
5	Health, nutrition	17	Tourism
6	Social protection	18	Fragility, conflict, violence, refugees
7	Jobs	19	Demographics, migration
8	Energy	20	Trade and competitiveness
9	Environment, natural resources	21	Finance and markets
10	Climate change	22	Communications, public affairs
11	Water, sanitation	23	Generalist (specialized in multiple sectors)
12	Gender	24	Other (please specify): _____

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

H4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Sri Lanka? (Select only ONE response)	
1	The World Bank (IBRD)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	International Centre for Settlement of Investment Disputes (ICSID)

**SECTION H: BACKGROUND INFORMATION**

H5. Do your projects involve both the World Bank and the IFC?	
1	Yes
2	No

H6. Which of the following describes most of your exposure to the World Bank Group in Sri Lanka? (Choose no more than TWO)	
1	Observer (i.e., follow in media, discuss in informal conversations, etc.)
2	Use World Bank Group reports/data
3	Engage in World Bank Group related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank Group website for information, data, research, etc.

H7. What's your gender?	
1	Female
2	Male
3	Other / Do not want to indicate

H8. What's your age?	
1	25 and under
2	26-35
3	36-45
4	46-55
5	56 and above

H9. Which best represents your geographic location?	
1	Western Province
2	Eastern Province
3	Northern Province
4	Southern Province
5	North Western Province
6	Central Province
7	Uva Province
8	Sabaragamuwa Province
9	North Central Province

Thank you for completing the survey!