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FY 2021 Cambodia
Country Opinion Survey Report

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July 2021

Acknowledgements

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Country Opinion Surveys
THE WORLD BANK GROUP

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CAMBODIA

I. Objectives

This survey was designed to assist the World Bank Group (WBG) in gaining a better understanding of how stakeholders in Cambodia 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 Cambodia*
- *Communication and Information Sharing*
- *Background Information*

II. Methodology

From January to February 2021, 333 stakeholders of the WBG in Cambodia 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 Prime Minister; office of a minister; office of a parliamentarian; 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 judicial system; state-owned enterprises; bilateral and multilateral agencies; private sector organizations; the financial sector/private banks; private foundations; NGOs and community based organizations; trade unions; faith-based groups; youth groups; academia/research institutes/think tanks; the media; and other organizations.

A total of 147 stakeholders participated in the survey (44% response rate). Respondents received the questionnaire via a courier 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.

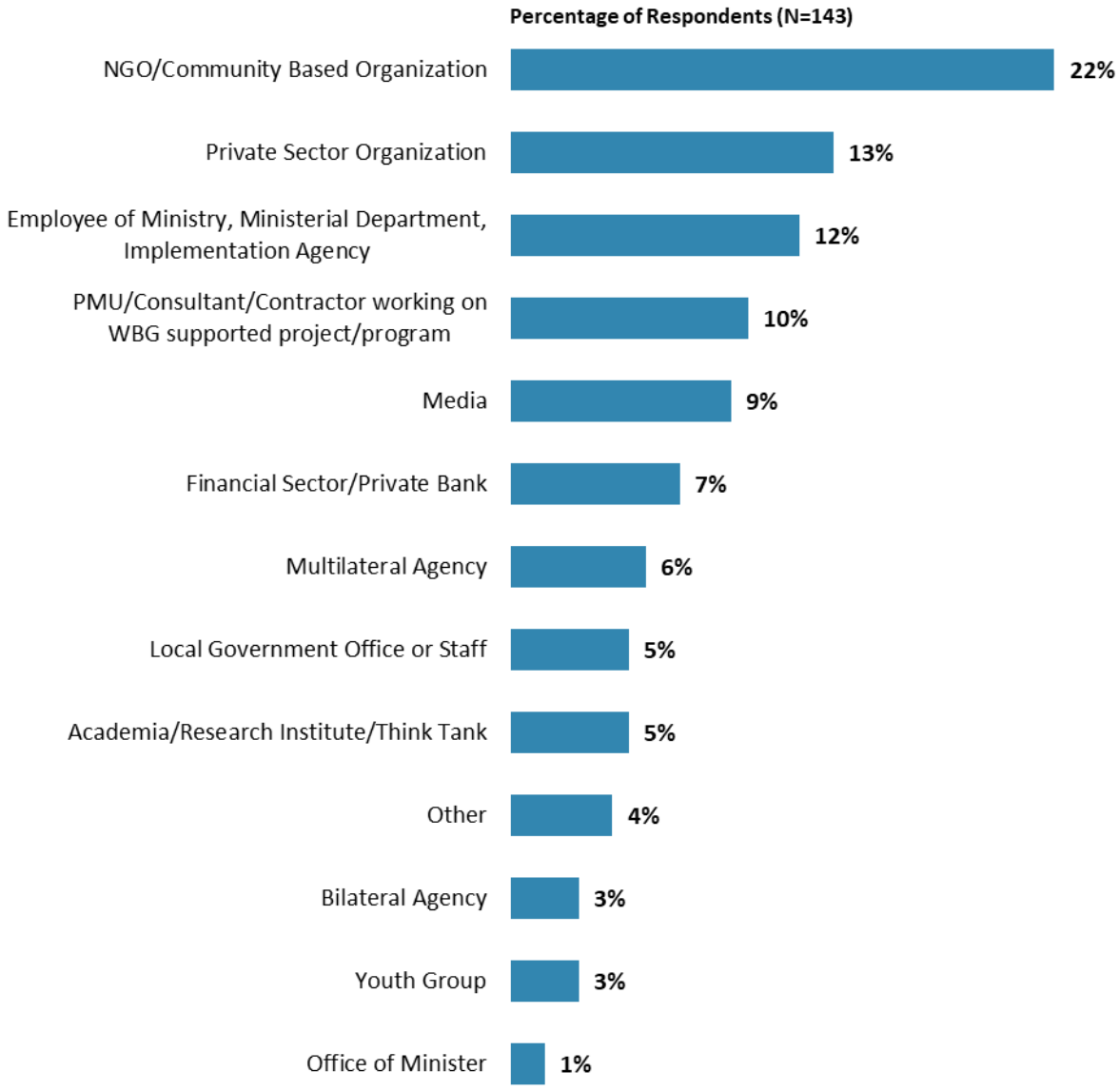
The results in this year's Country Survey were compared to those in the Country Survey conducted in FY'18 (response rate was 35%, N=139). Data were weighted to reach the same stakeholder composition in two years, which allows for year comparisons. Stakeholder groups which were not present in both fiscal years were not included in the comparison. Respondents who belonged to the "other" stakeholder category were not included either. As a result, mean ratings, percentages of respondents, and the total number of respondents in both years are slightly different from those of the original data reported in the FY'18 COS report and the non-weighted data presented in appendices A, B, C and E. For the weighted stakeholder breakdown and year comparison results, please refer to Appendix D (page 80).

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]

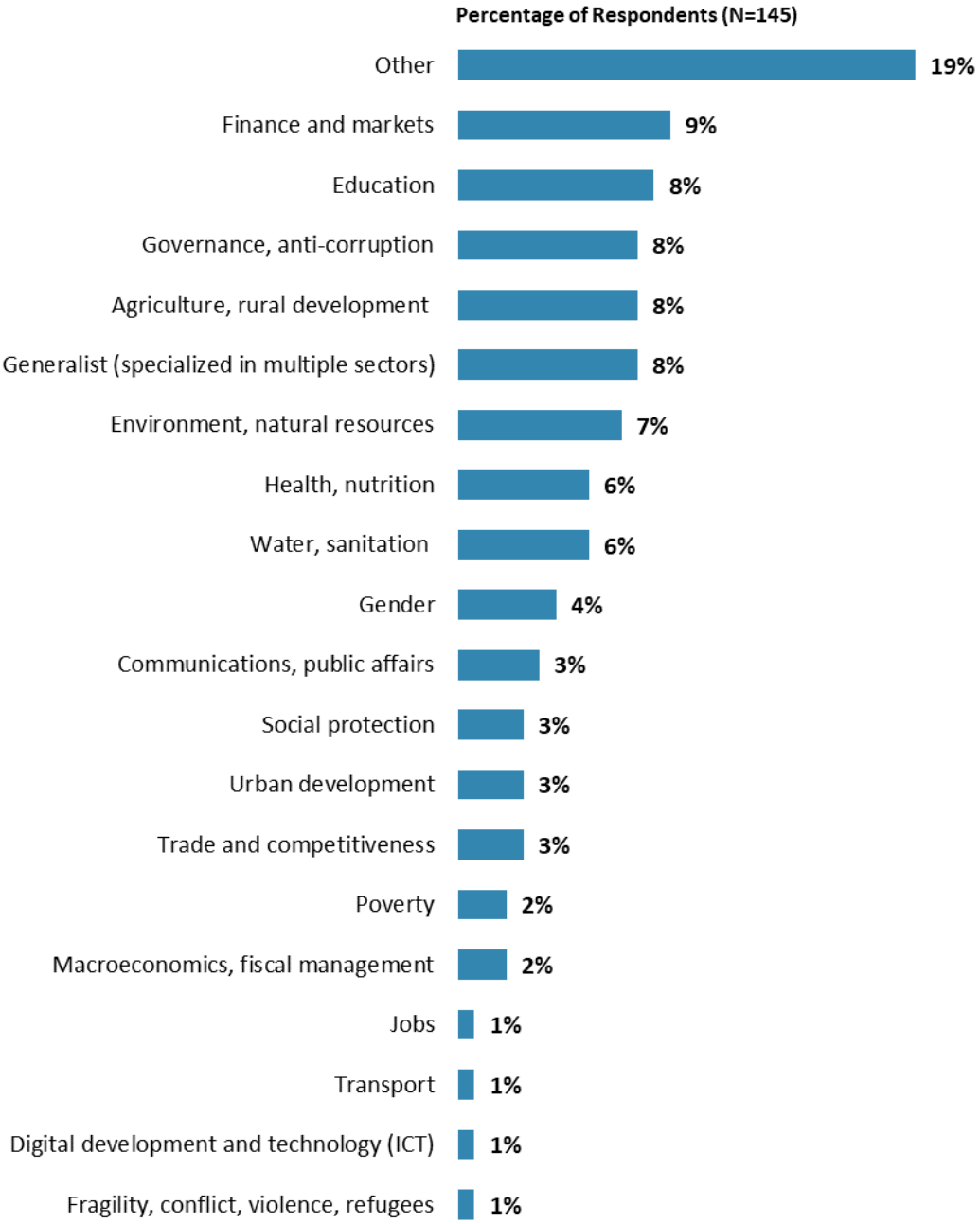


"Which of the following best describes your current position?"
(Respondents chose from a list.)

[1] Employees of ministries were combined with respondents from PMUs, consultants/contractors working on WBG supported projects; 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. The small number of the respondents from the office of a minister and from youth groups were included in the "Other" category. There were no respondents from independent government institutions, the judicial system, from state-owned enterprises, from private foundations, trade unions, and faith-based groups.

III. Demographics of the Sample (continued)

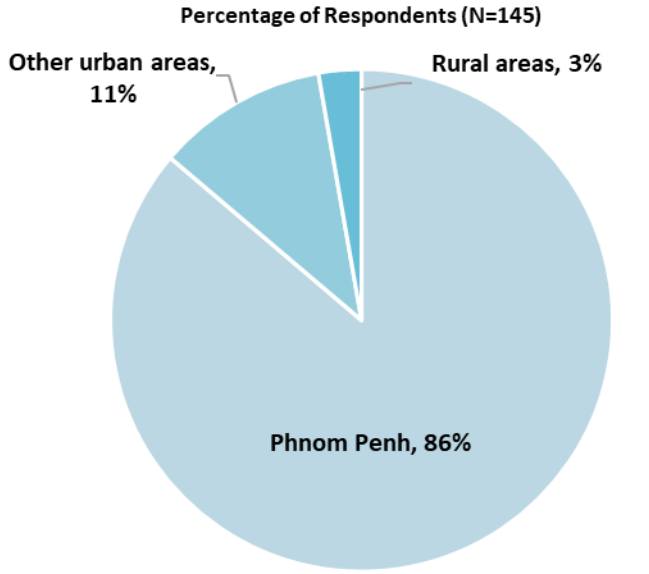
Area of Primary Specialization



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

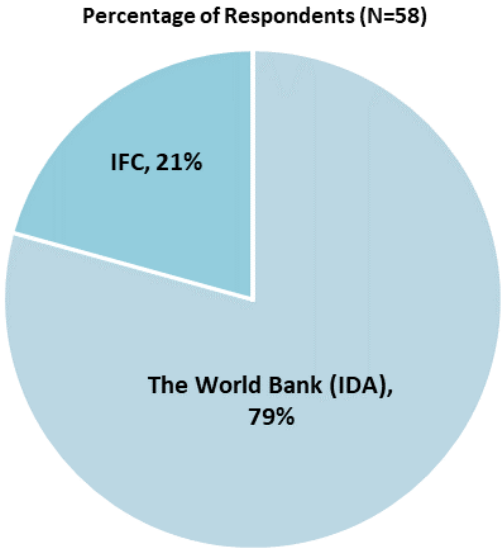
III. Demographics of the Sample (continued)

Geographic Locations



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

Exposure to Agencies within the World Bank Group

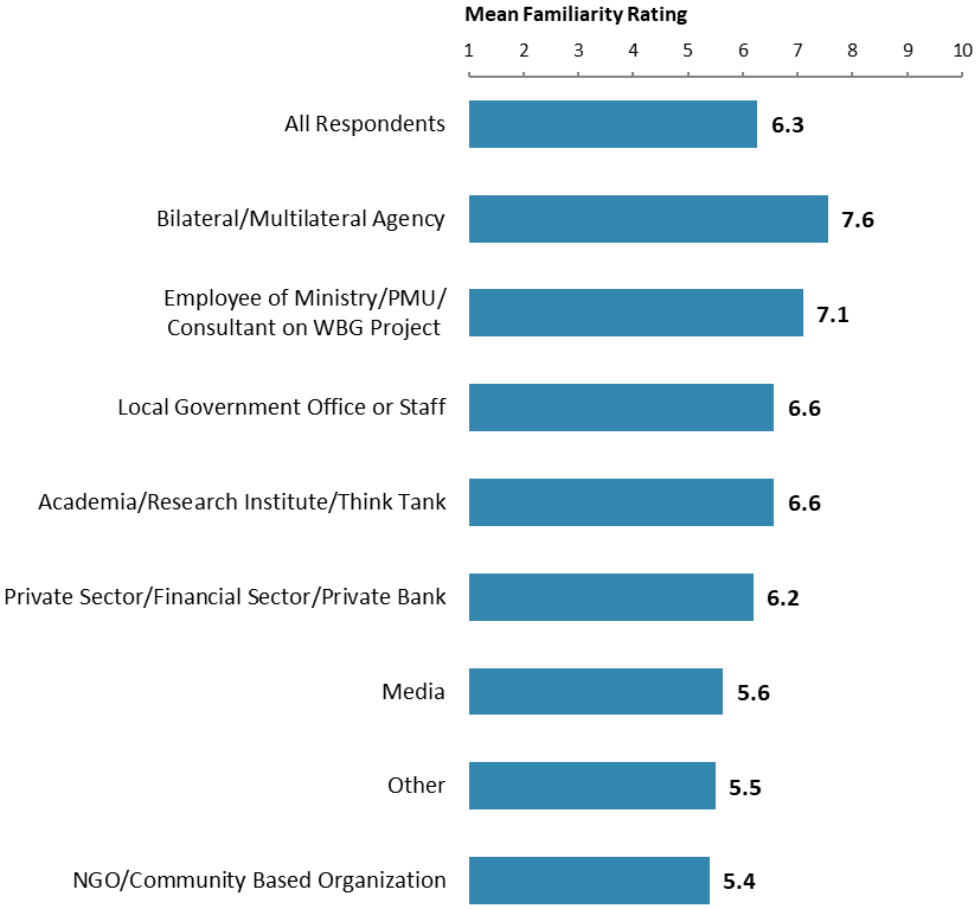


"Which of the following agencies of the World Bank Group do you primarily collaborate/work with in Cambodia?"
(Respondents chose from a list.)
Note: no respondents selected MIGA or ICSID response options

III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey had statistically similar levels of familiarity with the WBG compared to respondents in the FY'18 Country Survey (weighted mean in FY'21 = 6.3[2]; weighted mean in FY'18 = 5.9)[3].
- **Impact of familiarity:** Respondents' ratings of familiarity with the WBG were significantly, strongly correlated with their ratings for the WBG's overall effectiveness[4] in Cambodia, and significantly, moderately correlated with their agreement that the WBG plays a relevant role in Cambodia's development and with their ratings of the extent to which the WBG's work helps achieve development results in Cambodia.

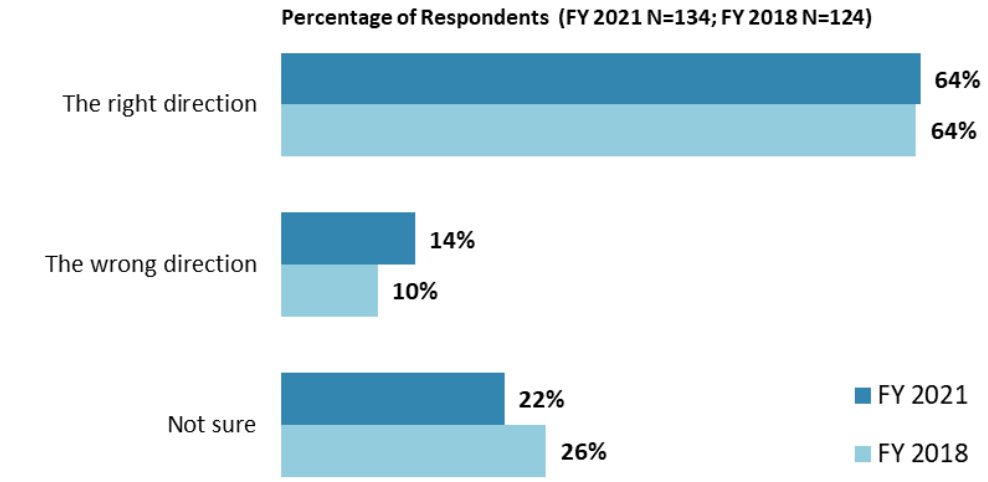


"How familiar are you with the work of the World Bank (IDA) in Cambodia?"
(1-"Not familiar at all", 10-"Extremely familiar")

[2] In FY 2021, the question about familiarity was asked separately about the World Bank and the IFC (B1_1 and B1_2). Only variable B1_1 (The World Bank) was used in this calculation and in the below chart.
[3] The means in the chart below were calculated based on un-weighted data. Please refer to Appendix D (page 80) for more details on weighting.
[4] In FY 2021, the question about effectiveness was asked separately about the World Bank and the IFC (B4_1 and B4_2). Only variable B4_1 (The World Bank) was used in this calculation.

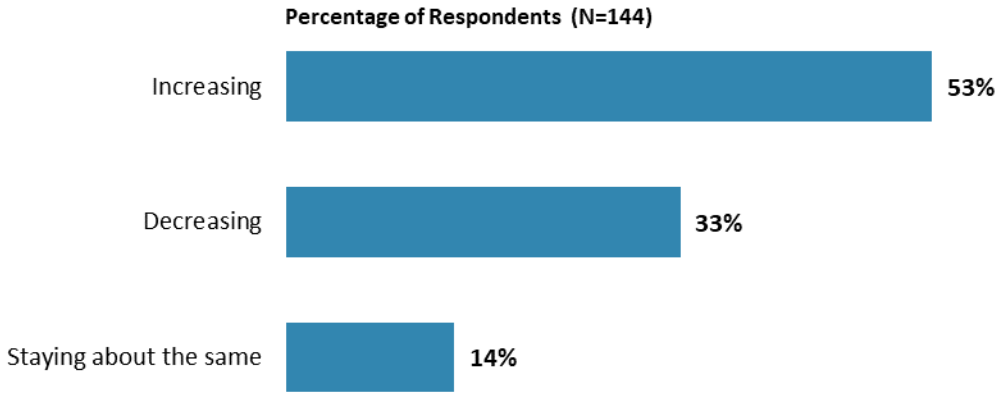
IV. Overall Context

Headed in the Right Direction[5]



"In general, would you say that Cambodia is headed in ... ?"
(Respondents chose from a list.)

Perceptions of Economic Opportunity



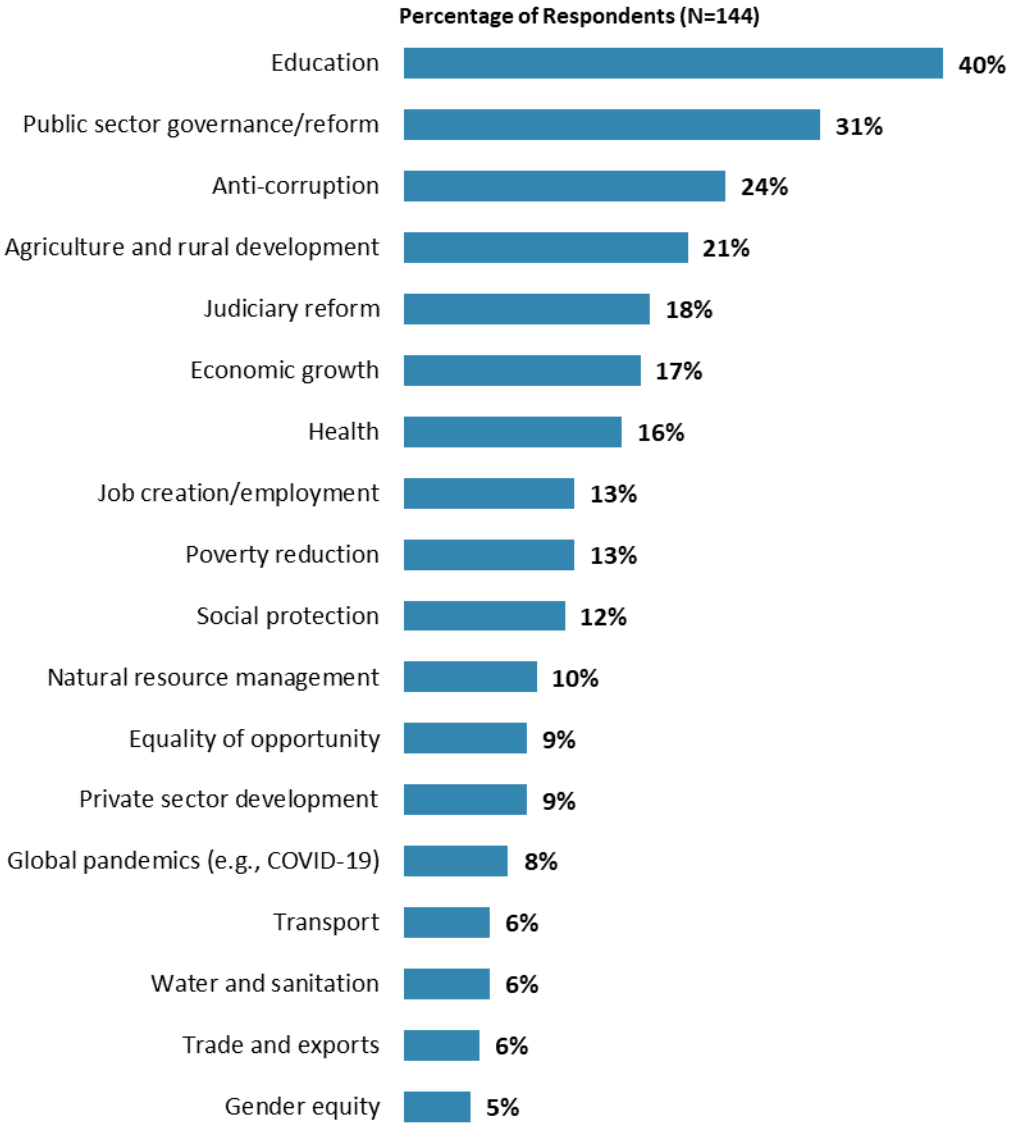
"Do you think that economic opportunity for citizens in Cambodia is ... ?"
(Respondents chose from a list.)

[5] Percentages presented in this chart were calculated based on weighted data.

IV. Overall Context (continued)

Development Priority

- **Year comparison:** Respondents in the previous FY'18 Country Survey indicated that the most important development priorities in Cambodia were "*education*" (39%), "*public sector governance/reform*" (35%), "*judiciary reform*" (32%), and "*anti-corruption*" (23%).

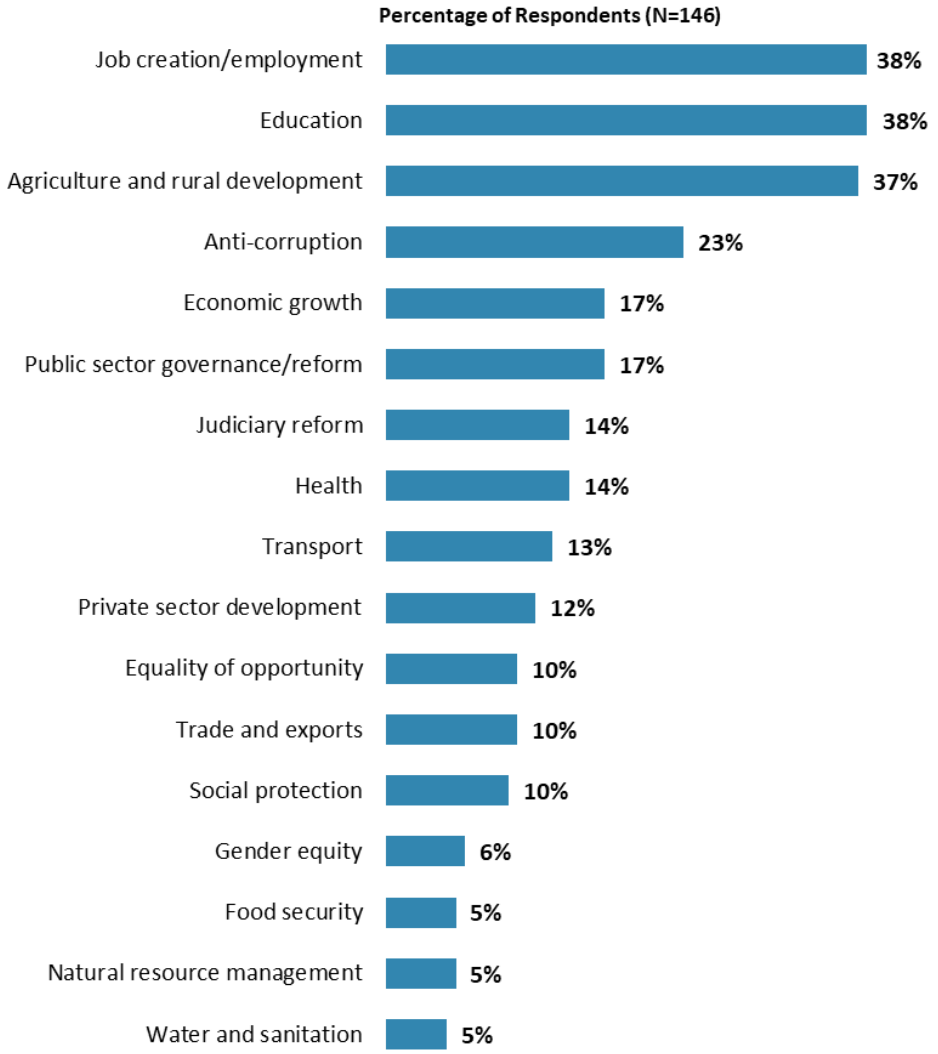


"Listed below are a number of development priorities in Cambodia. Please identify which of the following you consider the most important development priorities in Cambodia. (Choose no more than THREE)"
(Respondents chose from a list. Responses combined. Top 18 of 29 response options shown)

IV. Overall Context (continued)

What Would Contribute Most to Reducing Poverty

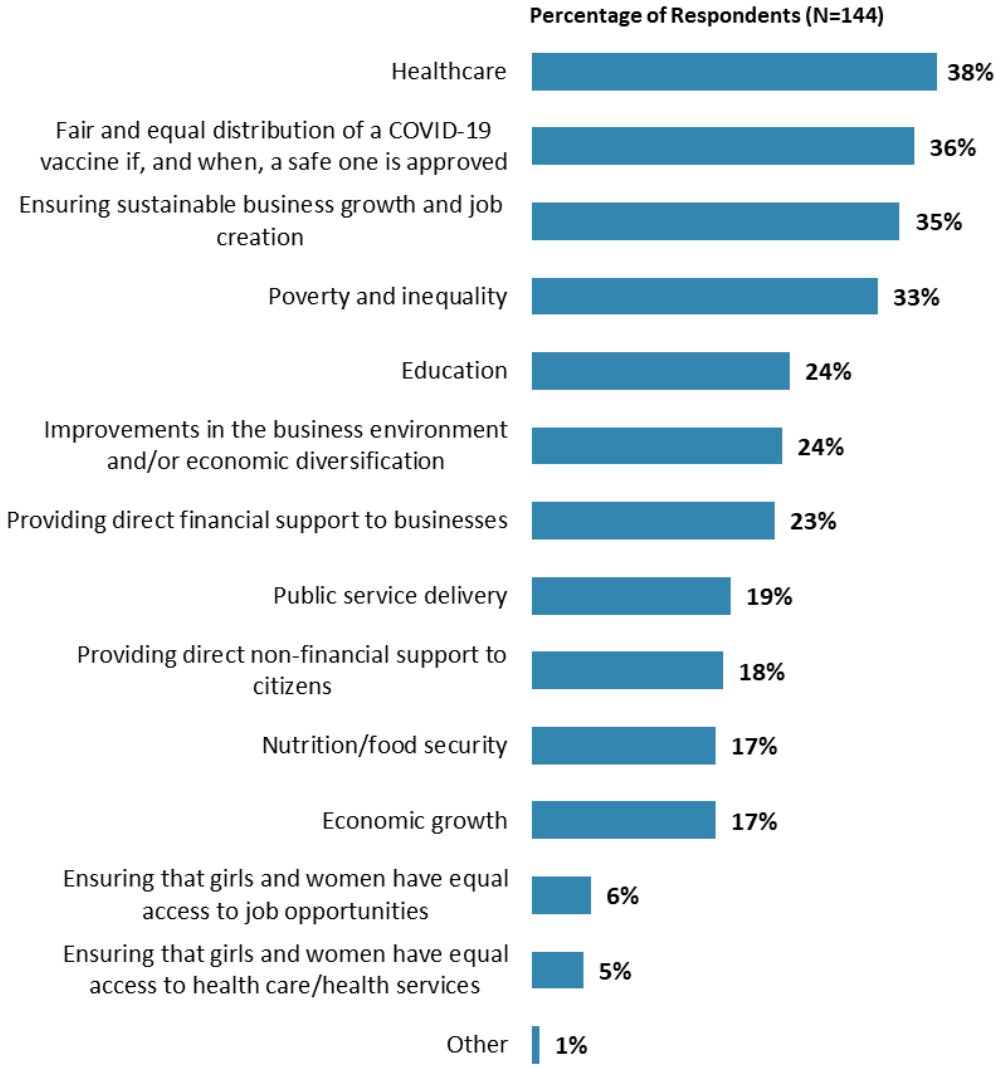
- **Year comparison:** Respondents in the previous FY'18 Country Survey indicated that the biggest contributors to poverty reduction in Cambodia were "*skills development*" (32%), "*education*" (31%), "*job creation/employment*" (29%), "*agriculture modernization and rural development*" (28%), "*anti-corruption*" (26%), and "*public sector governance/reform*" (24%).



"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Cambodia? (Choose no more than THREE)" (Respondents chose from a list. Responses combined. Top 17 of 27 response options shown)

IV. Overall Context (continued)

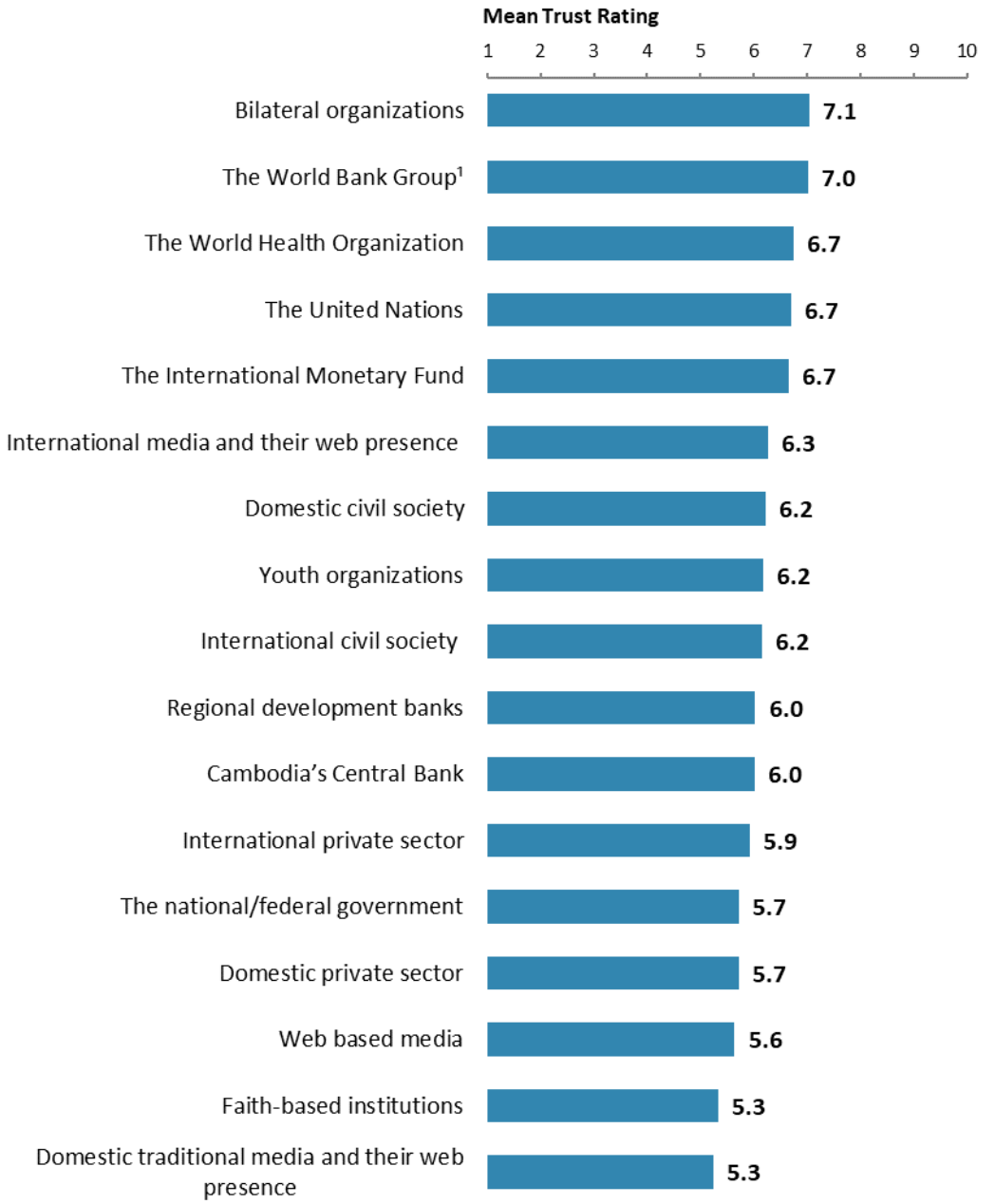
COVID-19 Pandemic: Where the Government of Cambodia Should Focus Efforts



"The COVID-19 pandemic has stressed many aspects of Cambodia's growth and development. In which areas would you like to see the Cambodia government focus most of its efforts related to the impact of COVID-19 over the next six months to a year? (Choose no more than THREE)" **(Respondents chose from a list. Responses combined.)**

IV. Overall Context (continued)

Trust in Institutions



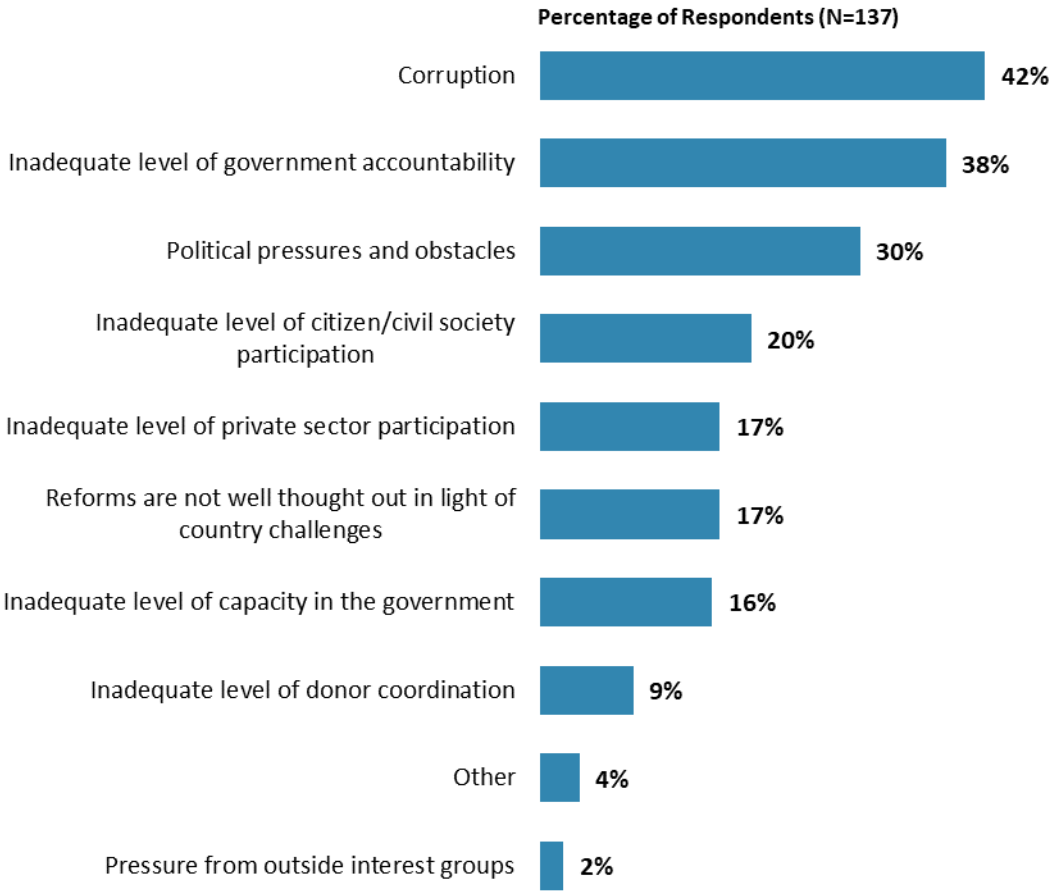
"To what extent do you trust each of the following groups to do what is right?"

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

[1]Indicator Question

IV. Overall Context (continued)

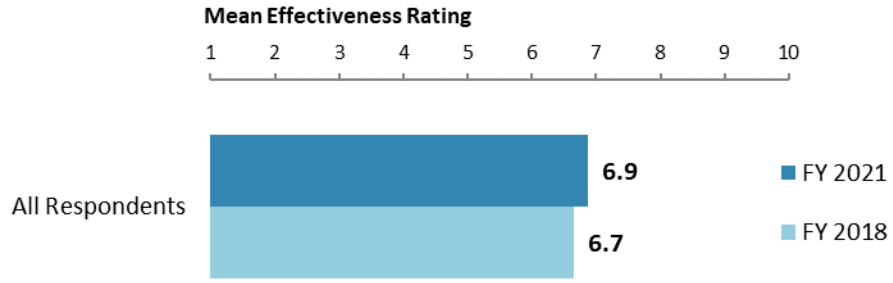
Attributions for Slow/Failed Reform Efforts



"When economic and/or social reform efforts fail or are slow to take place in Cambodia, which of the following would you attribute this to? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)

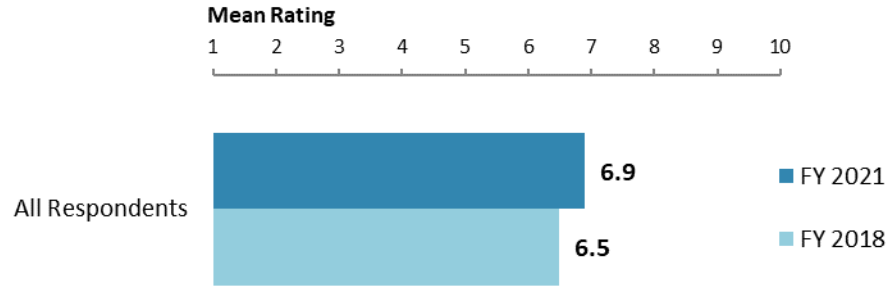
V. Overall Attitudes toward the World Bank Group

The World Bank Group's Overall Effectiveness[6] *(Indicator Question)*



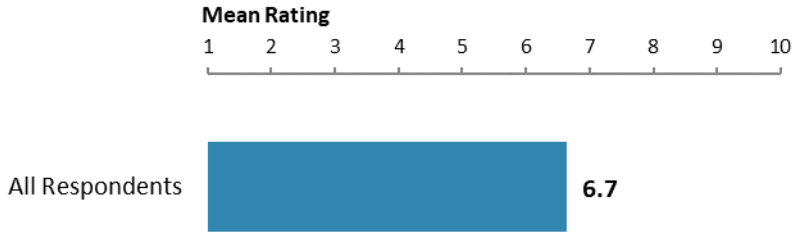
"Overall, please rate your impression of the World Bank Group's effectiveness in Cambodia." ***(1-"Not effective at all", 10-"Very effective")***

Achieving Development Results *(Indicator Question)*



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

Influence on Cambodia's Development Agenda *(Indicator Question)*

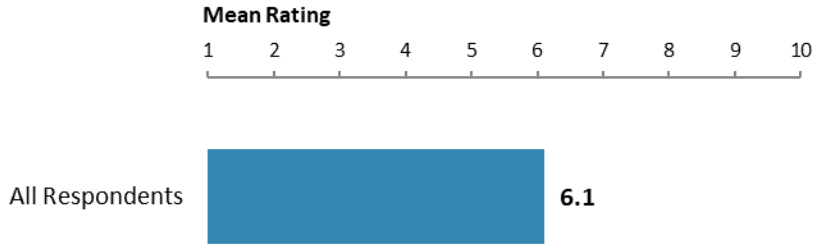


"To what extent does the World Bank Group influence the development agenda in Cambodia?"
(1-"To no degree at all", 10-"To a very significant degree")

[6] Means in the first two charts on this page were calculated based on weighted data.

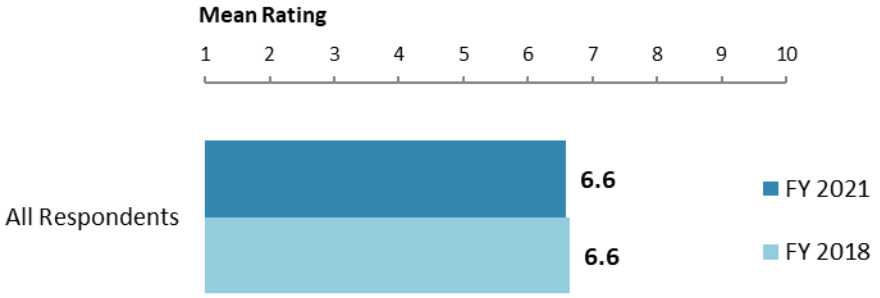
V. Overall Attitudes toward the World Bank Group (continued)

WBG Staffing in Cambodia



"To what extent do you believe the World Bank Group is adequately staffed in Cambodia?"
(1-"To no degree at all", 10-"To a very significant degree")

WBG Staff Preparedness[7]



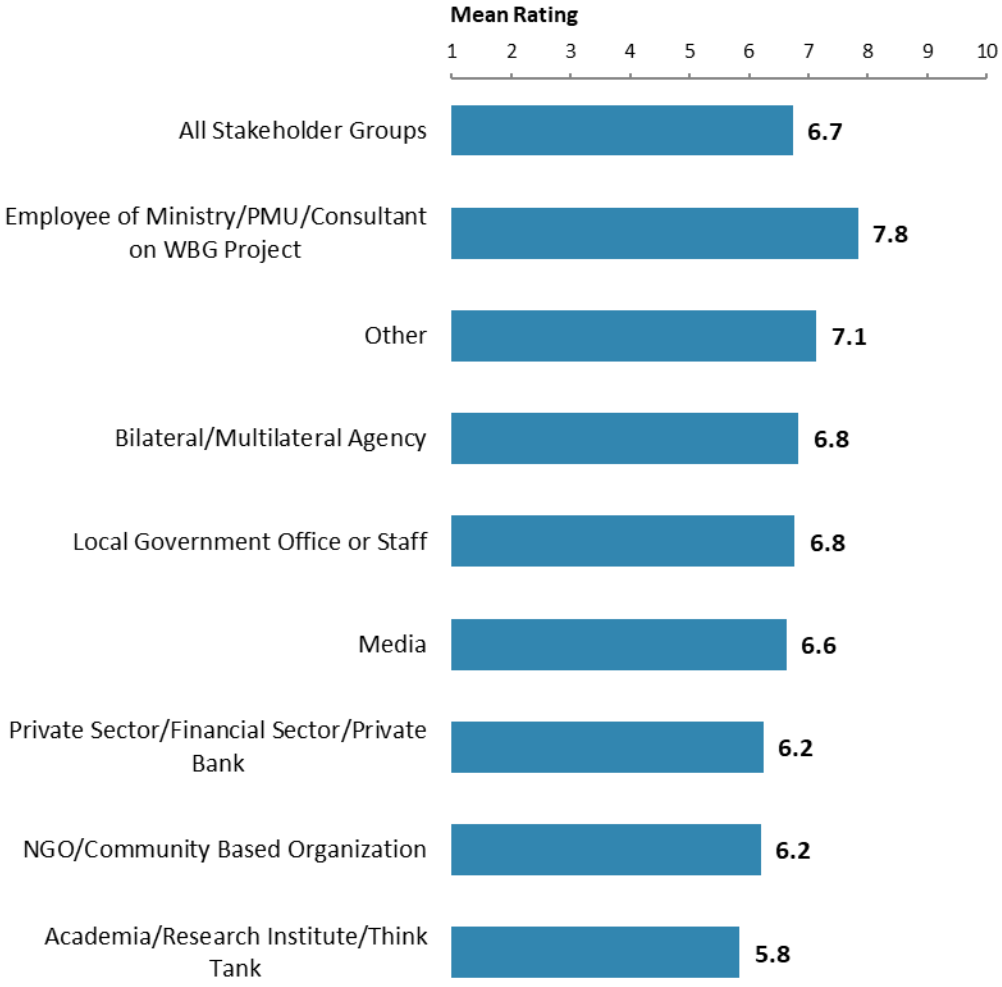
"To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills mix and knowledge) to help Cambodia solve its most complicated development challenges?"
(1-"To no degree at all", 10-"To a very significant degree")

[7] Means in this chart were calculated based on weighted data.

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

Overall Ratings for Indicator Questions by Stakeholder Groups

- **Stakeholder groups:** Employees of ministries/PMU/consultants on World Bank Group projects had the highest mean ratings for the aggregated responses to the twenty-nine COS indicator questions, whereas respondents from the academia/research institutes/think tanks had significantly lower mean ratings. Responses for individual indicator questions by stakeholder groups can be found in Appendix B (page 58).

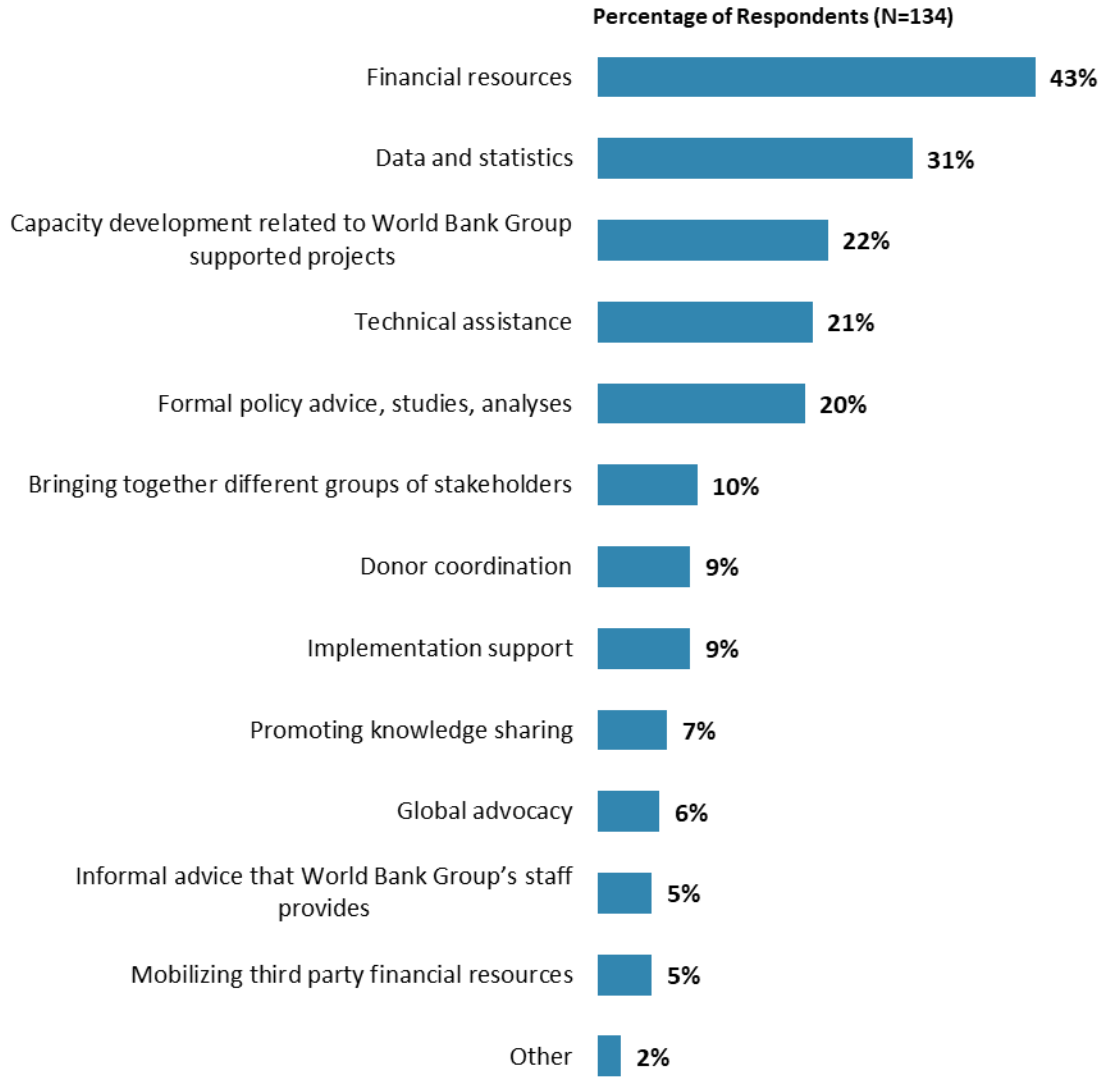


Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10

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

Greatest Value

- **Year comparison:** Respondents in the previous FY'18 Country Survey indicated that the WBG's greatest values to Cambodia were "*financial resources*" (41%), "*policy advice, studies, analyses*" (38%), and "*capacity development related to World Bank Group supported projects*" (30%).

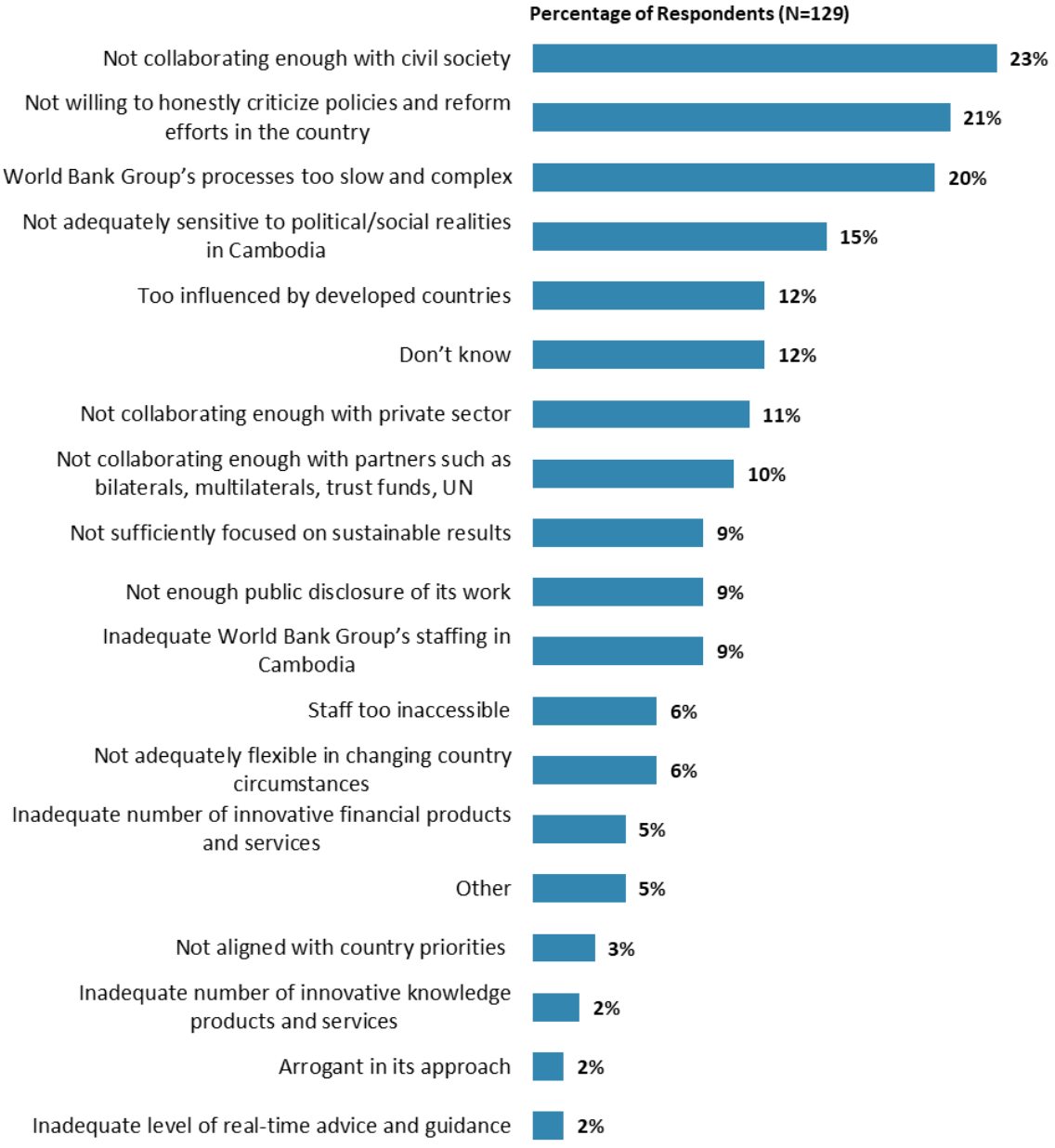


"When thinking about the World Bank Group's role in Cambodia, which activity do you VALUE the most? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)

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

Greatest Weakness

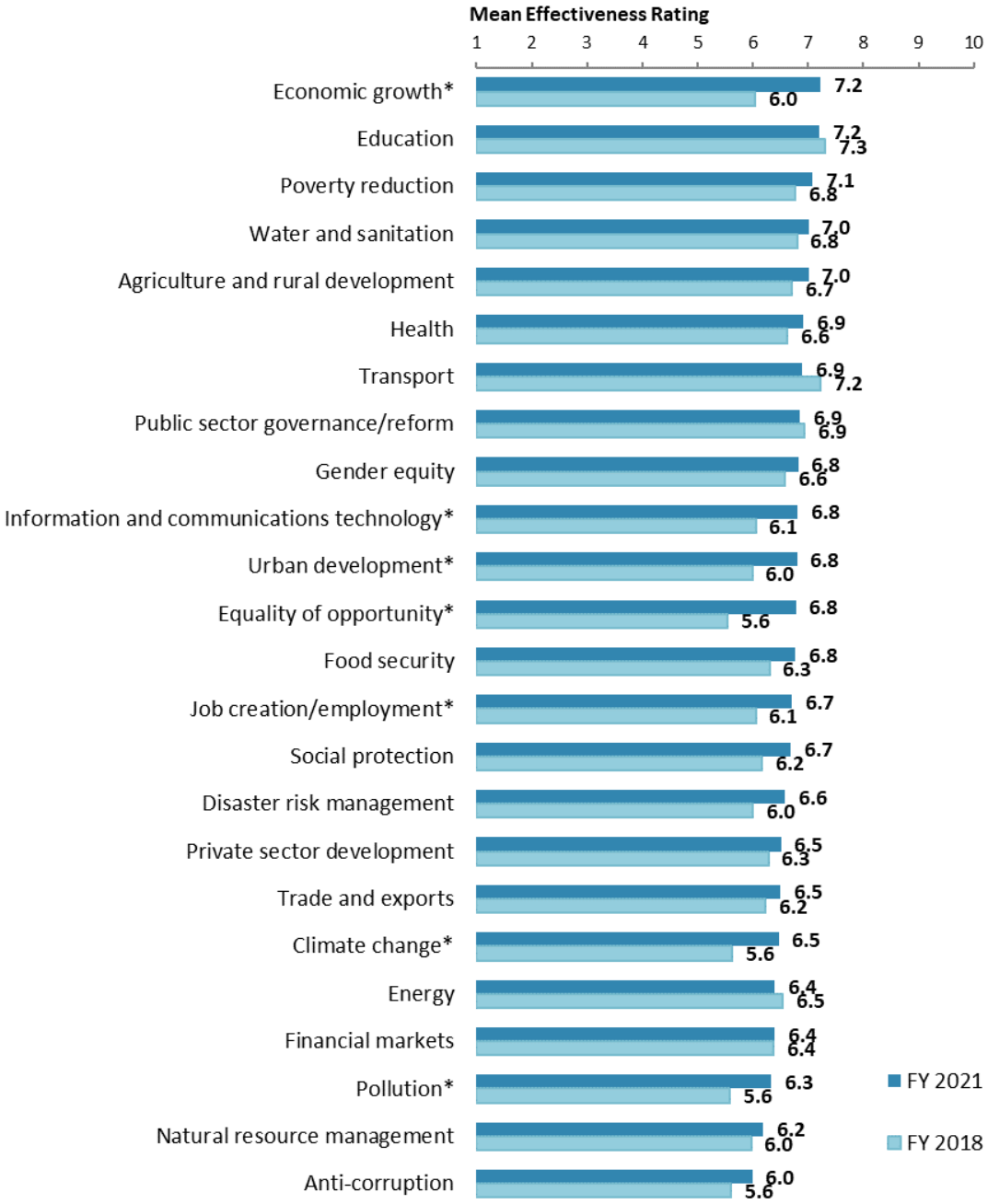
- **Year comparison**: Respondents in the previous FY'18 Country Survey indicated that the WBG's greatest weaknesses in its work in Cambodia were "*not willing to honestly criticize policies and reform efforts in the country*" (28%), "*World Bank Group's processes too complex and slow*" (24%), and "*not collaborating enough with civil society*" (21%).



"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Cambodia? (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 Comparison[8]



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

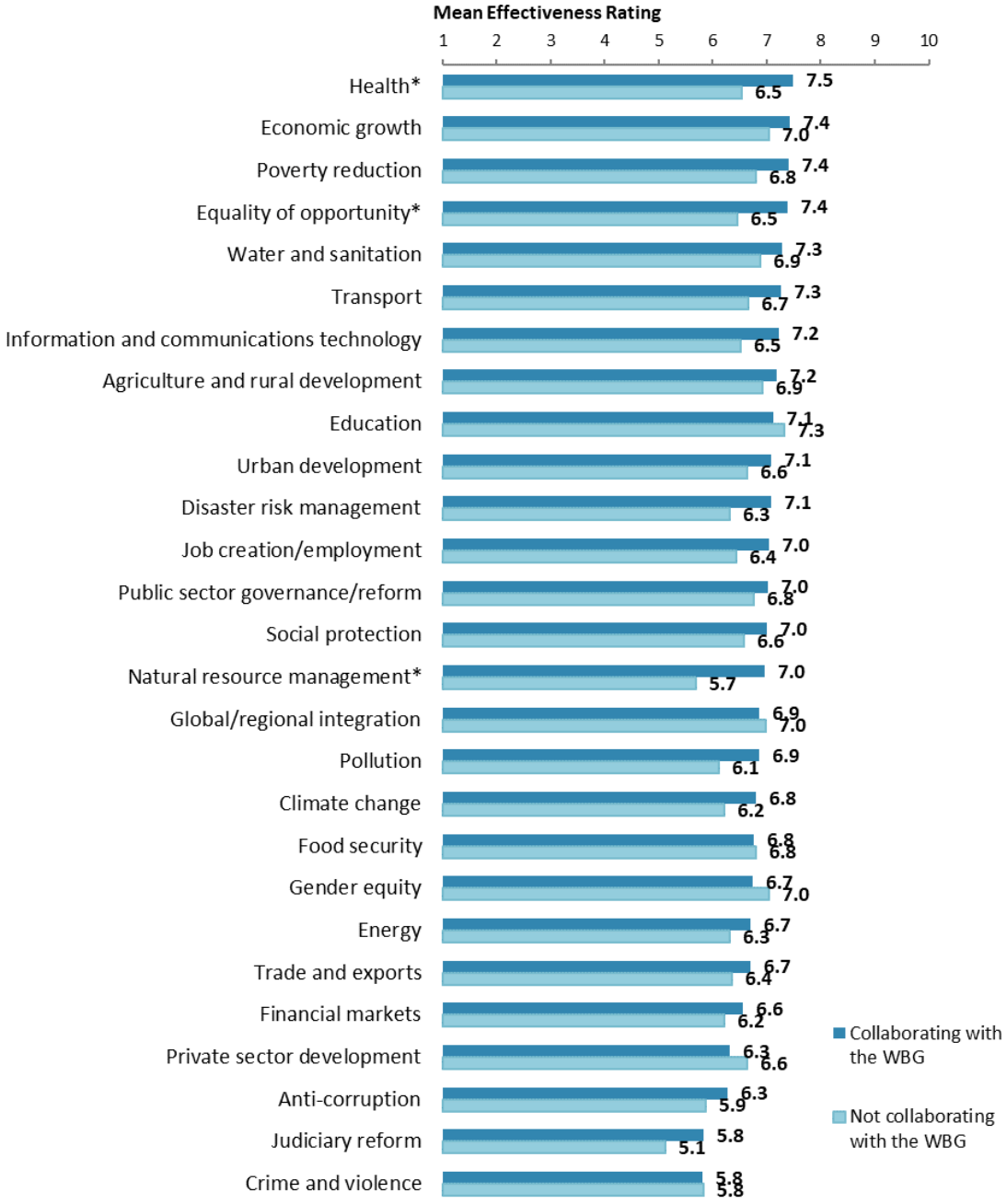
(1-"Not effective at all", 10-"Very effective")

(*Significantly different between FY 2021 and FY 2018)

[8] Means presented in this chart were calculated based on weighted data. See Appendix D for details.

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

Effectiveness of WBG's Support in Sectoral Areas: Collaboration[9]



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

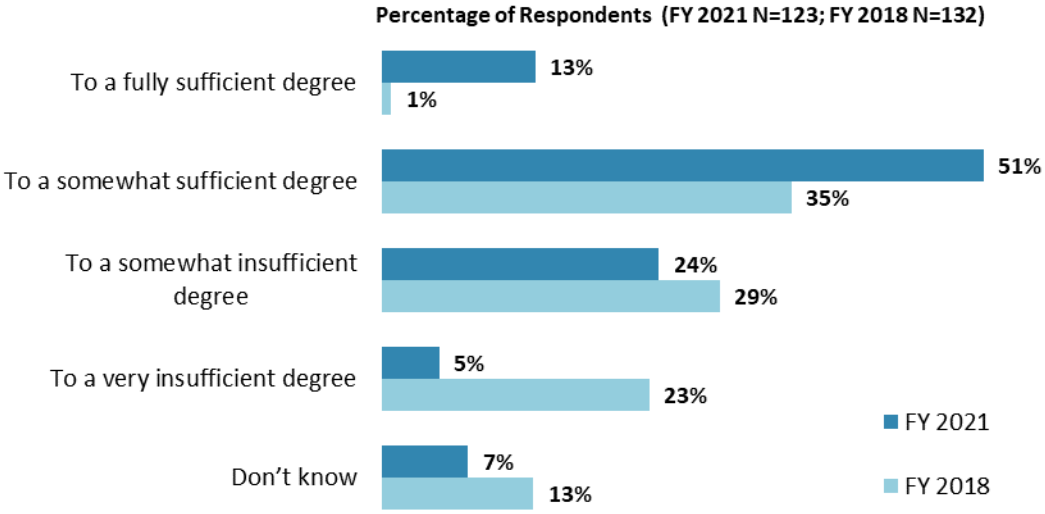
(1-"Not effective at all", 10-"Very effective")

(*Significantly different between collaborators and non-collaborators)

[9] Note in the Appendix on the sectoral effectiveness (Appendix A, page 40) 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.

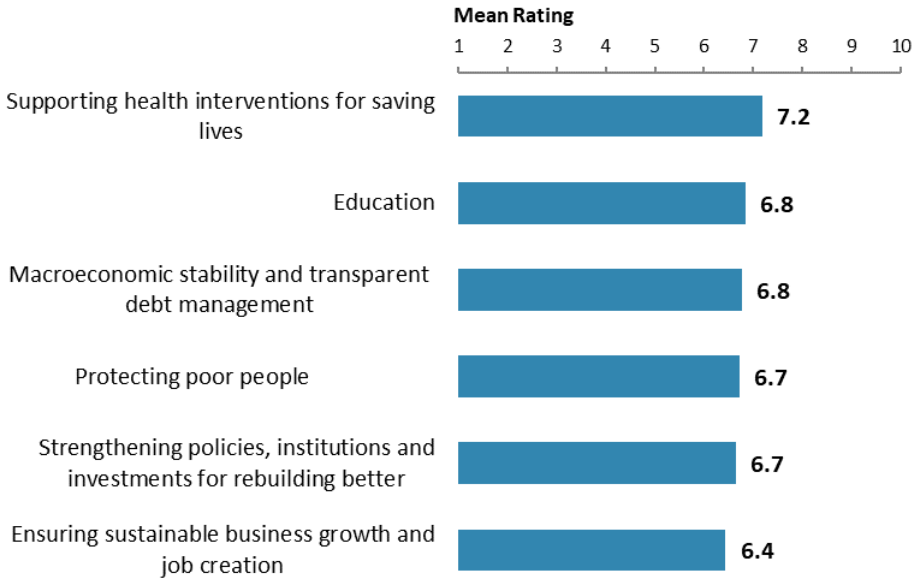
VI. WBG's Support in Development Areas (continued)

Helping the Poorest[10]



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

Support related to COVID-19 outbreak



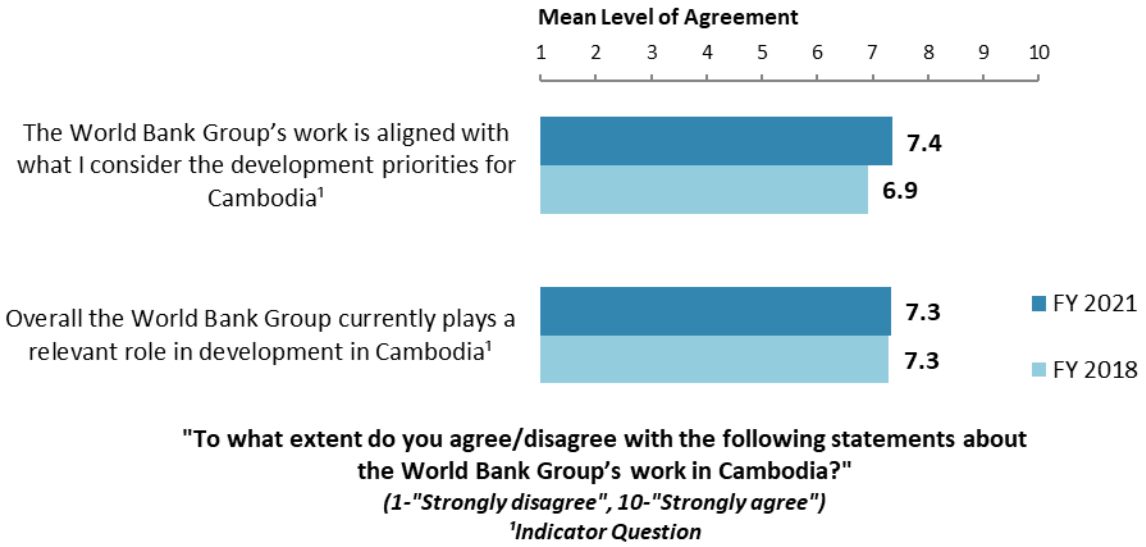
"The World Bank Group has provided fast track support to Cambodia related to the outbreak of COVID-19 since early 2020. Please rate the World Bank Group's effectiveness when considering this fast track support, if and as it applies to your country, in the following areas:"

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

[10] Percentages presented in this chart were calculated based on weighted data.

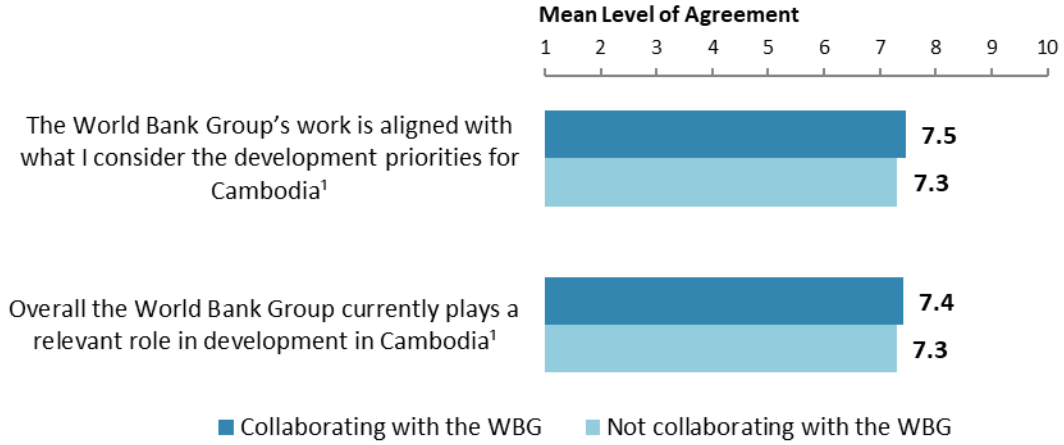
VII. World Bank Group's Work and Engagement on the Ground

The World Bank Group's Work in Cambodia: Year Comparison[11]



"To what extent do you agree/disagree with the following statements about the World Bank Group's work in Cambodia?"
(1-"Strongly disagree", 10-"Strongly agree")
[1]Indicator Question

The World Bank Group's Work in Cambodia: Collaboration

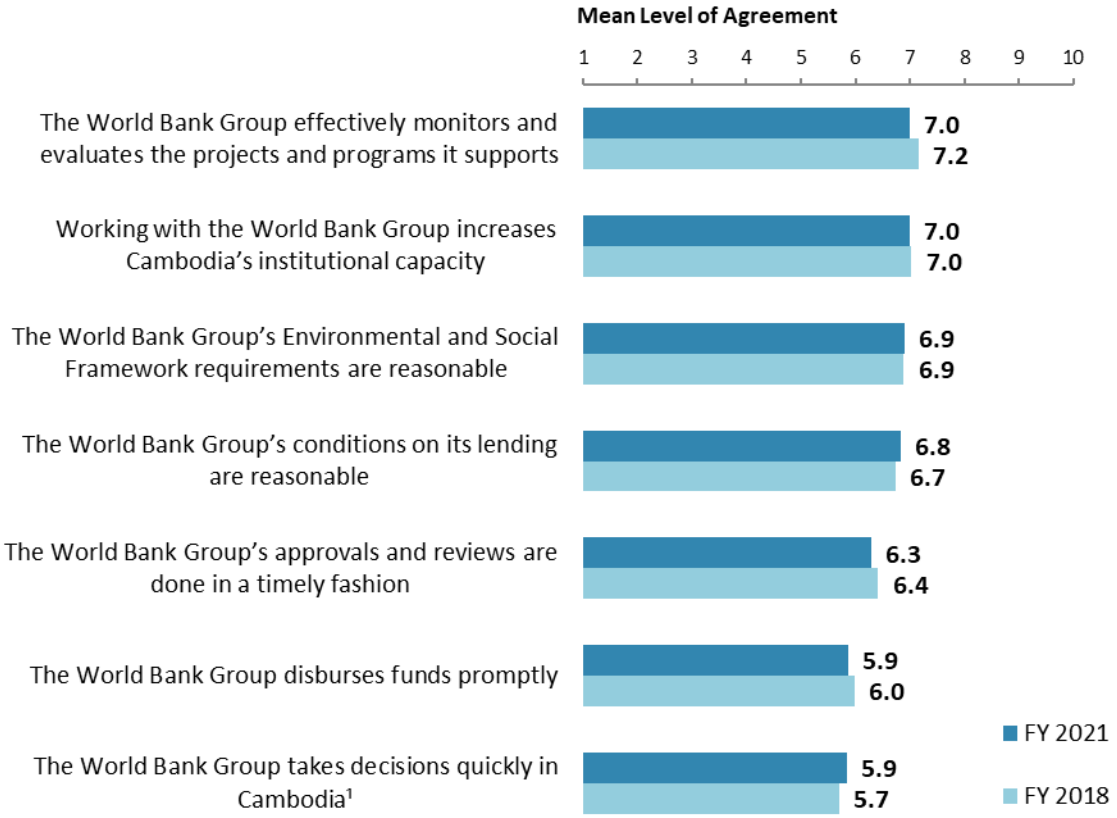


"To what extent do you agree/disagree with the following statements about the World Bank Group's work in Cambodia?"
(1-"Strongly disagree", 10-"Strongly agree")
[1]Indicator Question

[11] Means in this chart were calculated based on weighted data.

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

Overall Perceptions: Year Comparison[12]

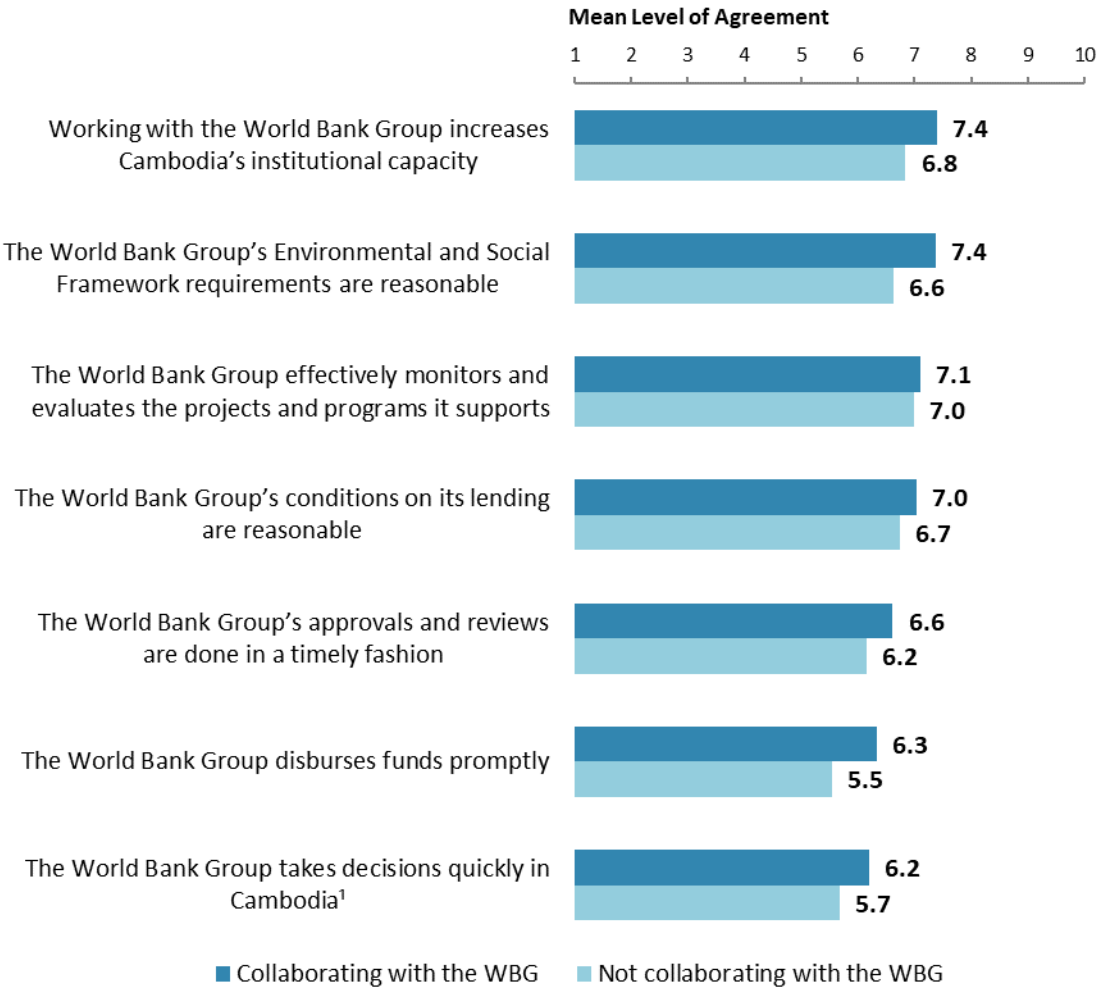


"To what extent do you agree/disagree with the following statements?"
(1-"Strongly disagree", 10-"Strongly agree")
[1]Indicator Question

[12] Means in this chart were calculated based on weighted data.

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")
[1]Indicator Question

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

The WBG as an Effective Development Partner: Year Comparison[13]

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

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

¹Indicator Question

[13] Means in this chart were calculated based on weighted data.

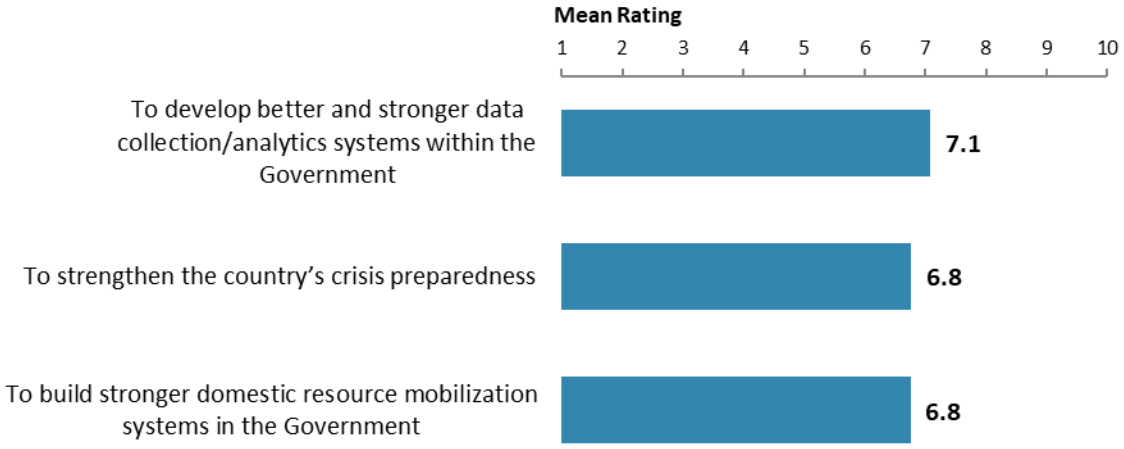
VII. WBG's Work and Engagement on the Ground (continued)

The WBG as an Effective Development Partner: Collaboration

"To what extent is the World Bank Group an effective development partner in Cambodia, 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

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

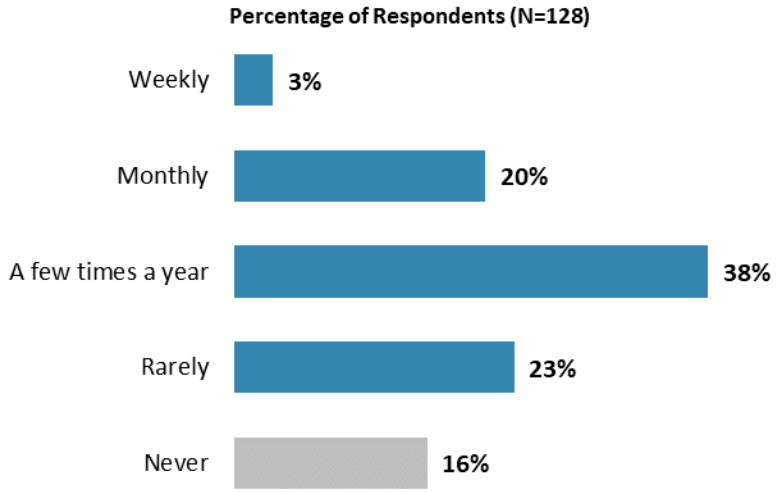
Effectiveness of WBG's Support



"How effectively does the World Bank Group support Cambodia's efforts … ?"
(1 - "Not effectively at all", 10 - "Very effectively")

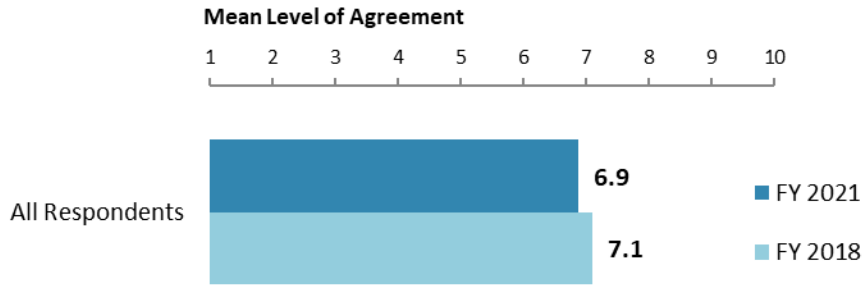
VIII. World Bank Group's Knowledge and Instruments

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?"
(Respondents chose from a list.)

Meeting Cambodia's Knowledge Needs[14] *(Indicator Question)*

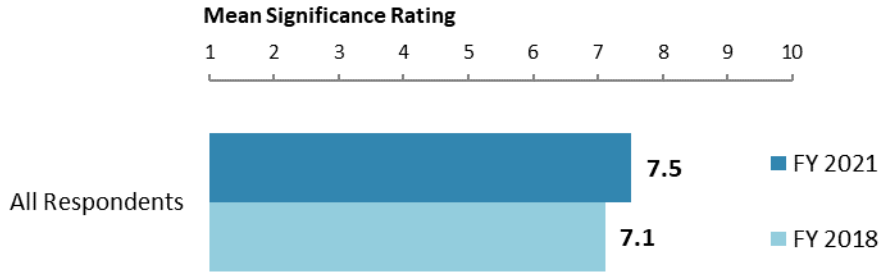


"The World Bank Group meets Cambodia's needs for knowledge services (e.g., research, analysis, data, technical assistance)"
(1-"Strongly disagree", 10-"Strongly agree")

[14] Means in this chart were calculated based on weighted data.

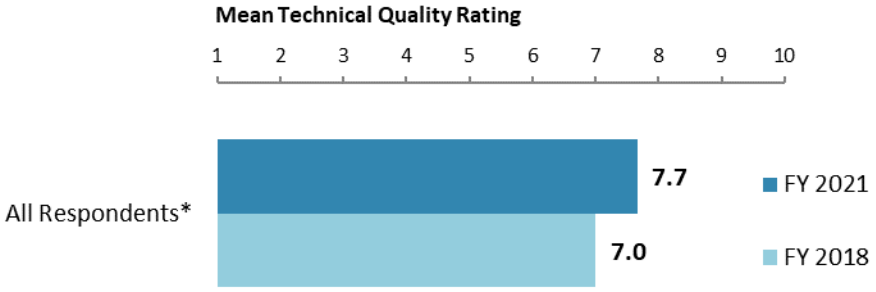
VIII. World Bank Group's Knowledge and Instruments (continued)

Contribution of the WBG's Knowledge Work and Activities[15] *(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")

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

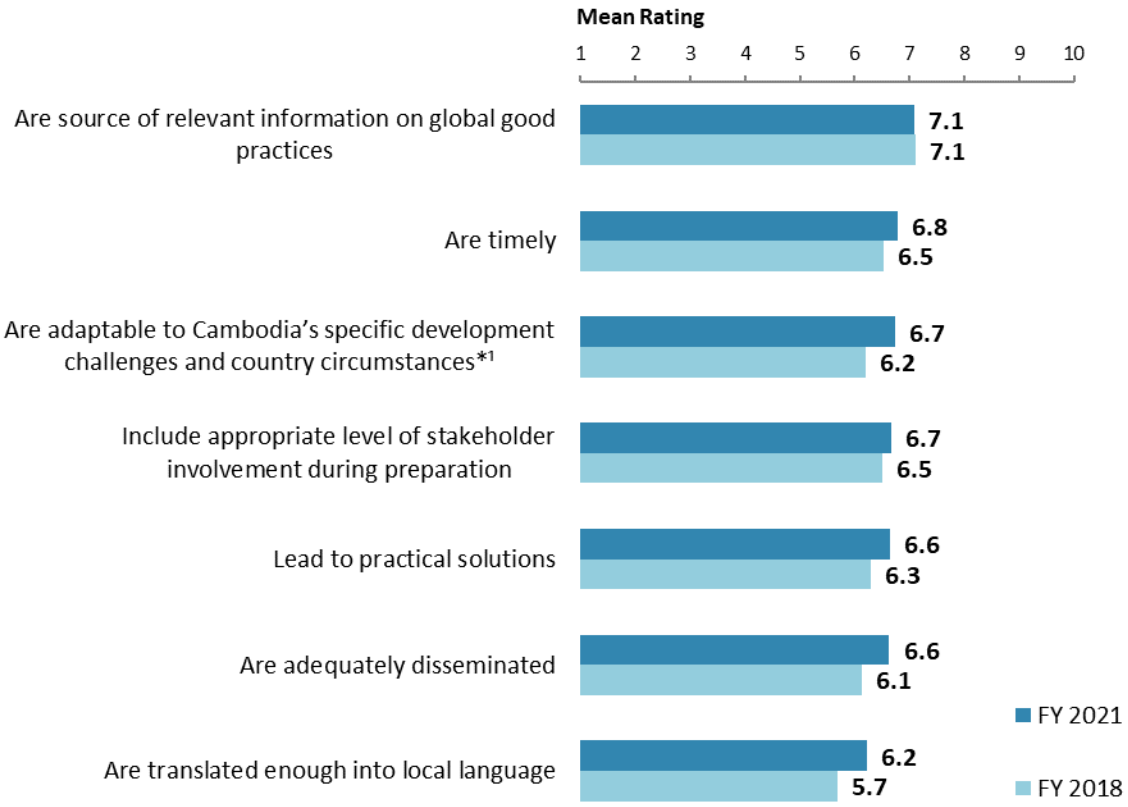


"Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?"
(1-"Very low technical quality", 10-"Very high technical quality")
(*Significantly different between FY 2021 and FY 2018)

[15] Means in the charts on this page were calculated based on weighted data.

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

Qualities of the WBG's Knowledge Work and Activities[16]

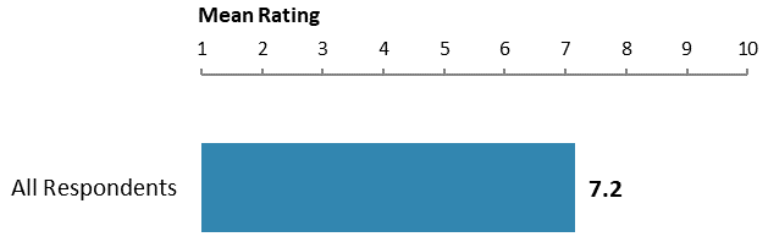


"In Cambodia, to what extent do you believe that the World Bank Group's knowledge work and activities:" ***(1-"To no degree at all", 10-"To a very significant degree")***
(*Significantly different between FY 2021 and FY 2018)
[1]Indicator Question

[16] Means in this chart were calculated based on weighted data.

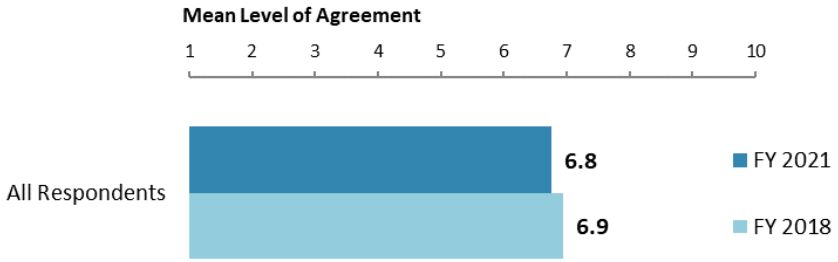
VIII. World Bank Group's Knowledge and Instruments (continued)

Usefulness of the COVID-19 "Approach Paper"



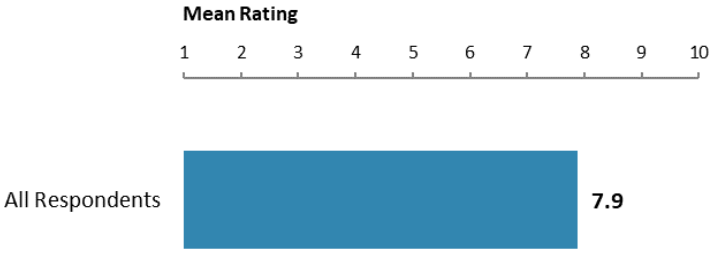
"The World Bank Group has provided real time advice and guidance to the government and policy makers, built on its COVID-19 "Approach Paper" published soon after the outbreak. Please rate the usefulness of this more informal advice and guidance (e.g., informal discussions, memos, informal working papers) to the Cambodia government's efforts to support citizens throughout this crisis?"
(1-"Not usefull at all", 10-"Very useful")

Meeting Cambodia's Needs for Financial Instruments[17] *(Indicator Question)*



"The World Bank Group's financial instruments (i.e., investment lending, Trust Funds, etc.) meet the needs of Cambodia"
(1-"Strongly disagree", 10-"Strongly agree")

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



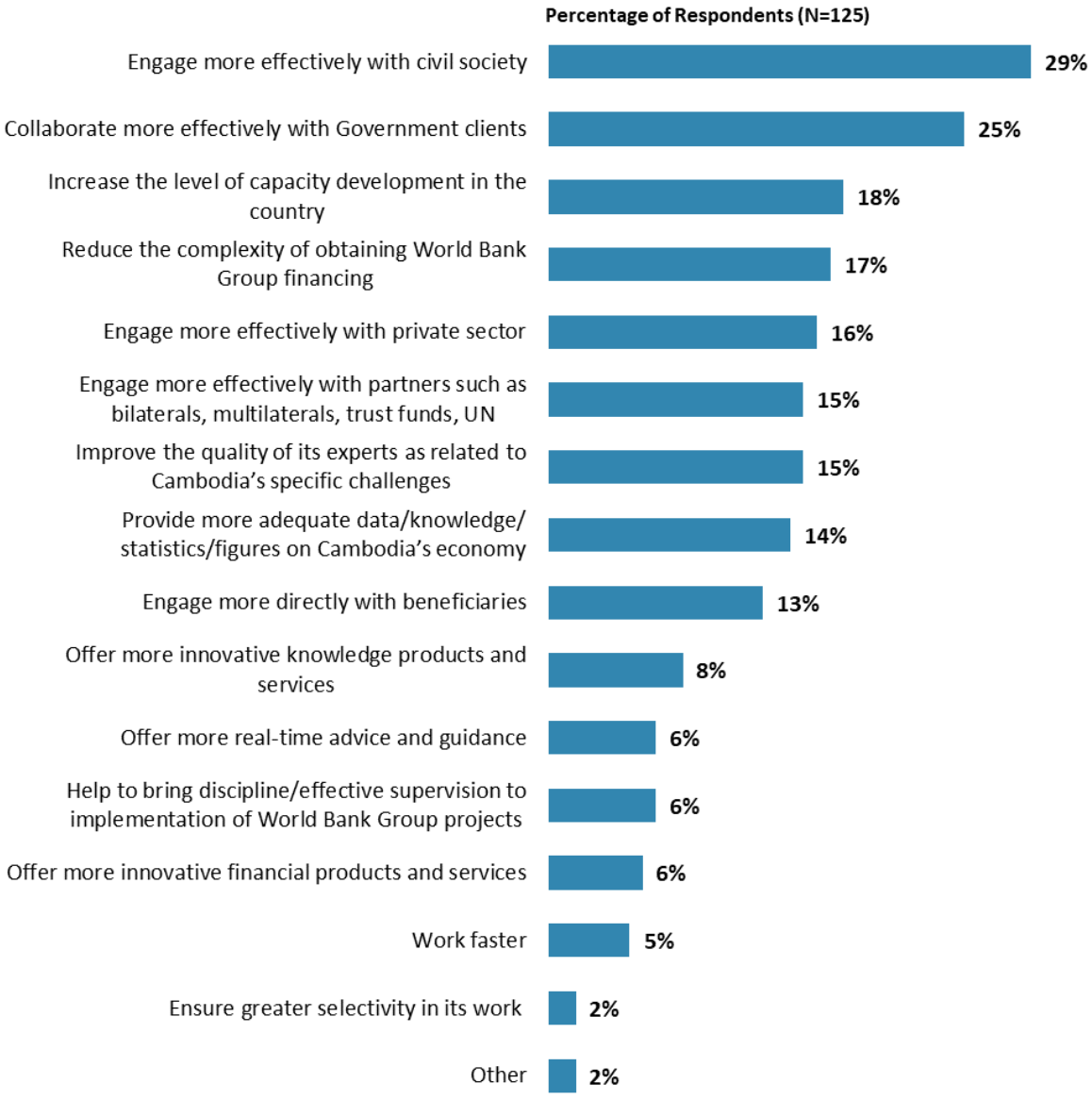
"How important is it for the World Bank Group to focus resources on its global advocacy role, to help promote policies related to its work in areas including climate, health, gender, and debt?"
(1-"Not important at all", 10-"Very important")

[17] Means in this chart were calculated based on weighted data.

IX. The Future Role of the World Bank Group in Cambodia

Making the World Bank Group of Greater Value

- **Year comparison**: Respondents in the previous FY'18 Country Survey indicated that the WBG should "*collaborate more effectively with Government clients*" (29%) and "*increase the level of capacity development in the country*" (23%) to make itself of greater value in Cambodia.

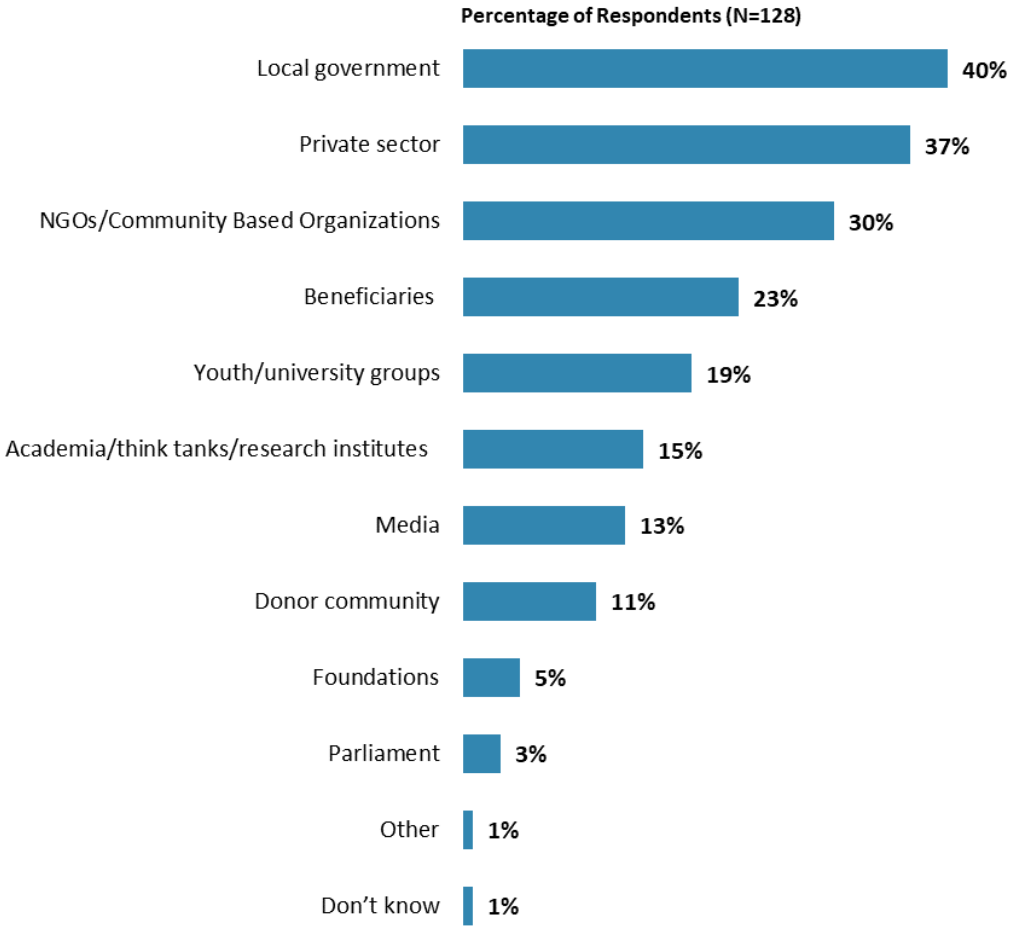


"Which of the following SHOULD the World Bank Group do to make itself of greater value in Cambodia? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)

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

The World Bank Group Should Collaborate More with …

- **Year comparison**: Respondents in the FY'18 Country Survey indicated that the WBG should collaborate more with "*beneficiaries*" (40%), "*private sector*" (33%), and "*local government*" (33%) to ensure better development results in Cambodia.

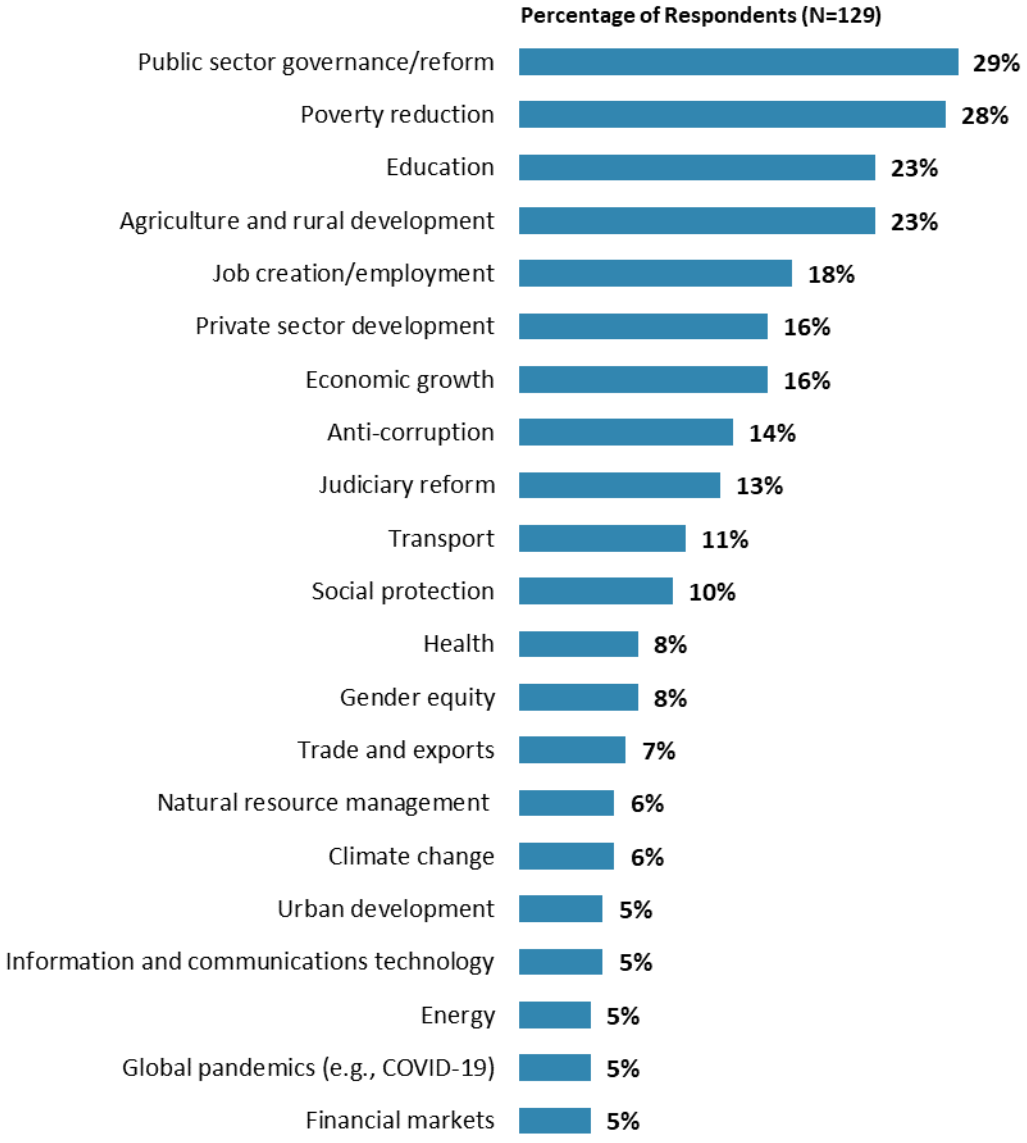


"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)

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

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the previous FY'18 Country Survey indicated that the WBG should focus its resources on "*public sector governance/reform*" (39%), "*education*" (36%), "*job creation/employment*" (22%), "*agriculture modernization and rural development*" (22%), "*skills development*" (19%), and "*private sector development*" (18%). "*Poverty reduction*" emerged among the top areas of the WBG focus, with increase from 15% in FY'18 to 28% in FY'21.



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

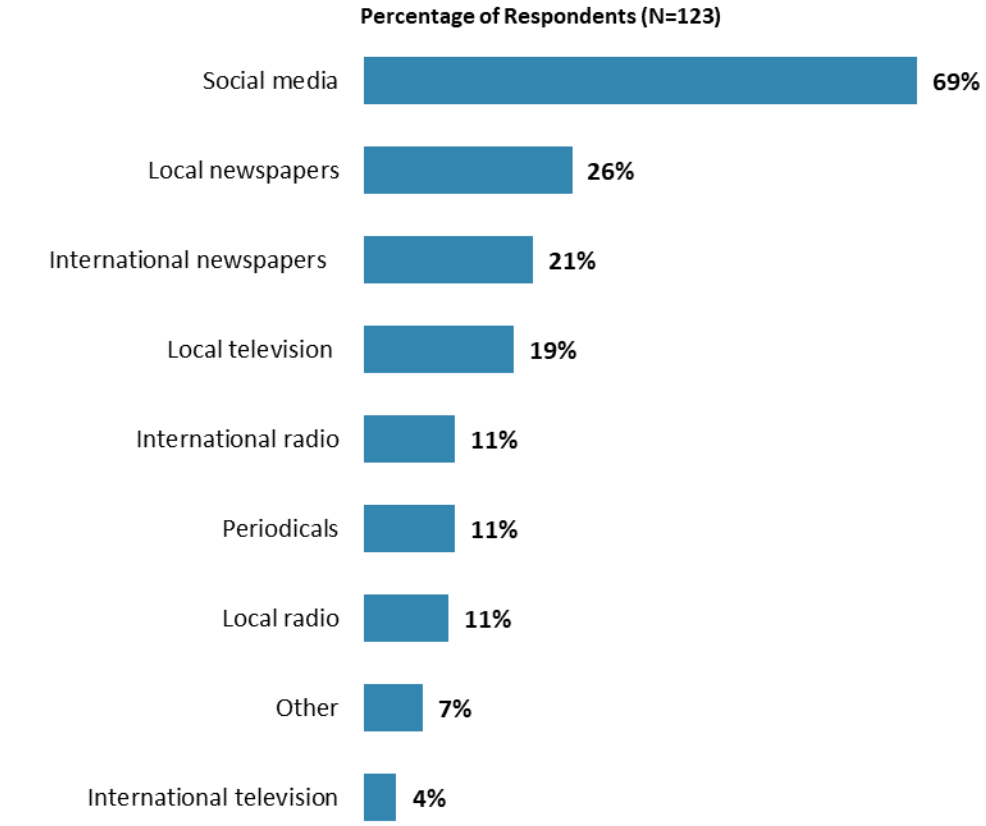
(Respondents chose from a list. Responses combined. Top 21 of 29 response options shown)

X. Communication and Outreach

***Note**: When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 58) for selected responses by stakeholder groups.*

General Information Sources

- **Year comparison**: Respondents in the previous FY'18 Country Survey indicated that they got most of their information about economic and social development issues in Cambodia from the "*Internet*" (56%) and from "*social media*" (54%).

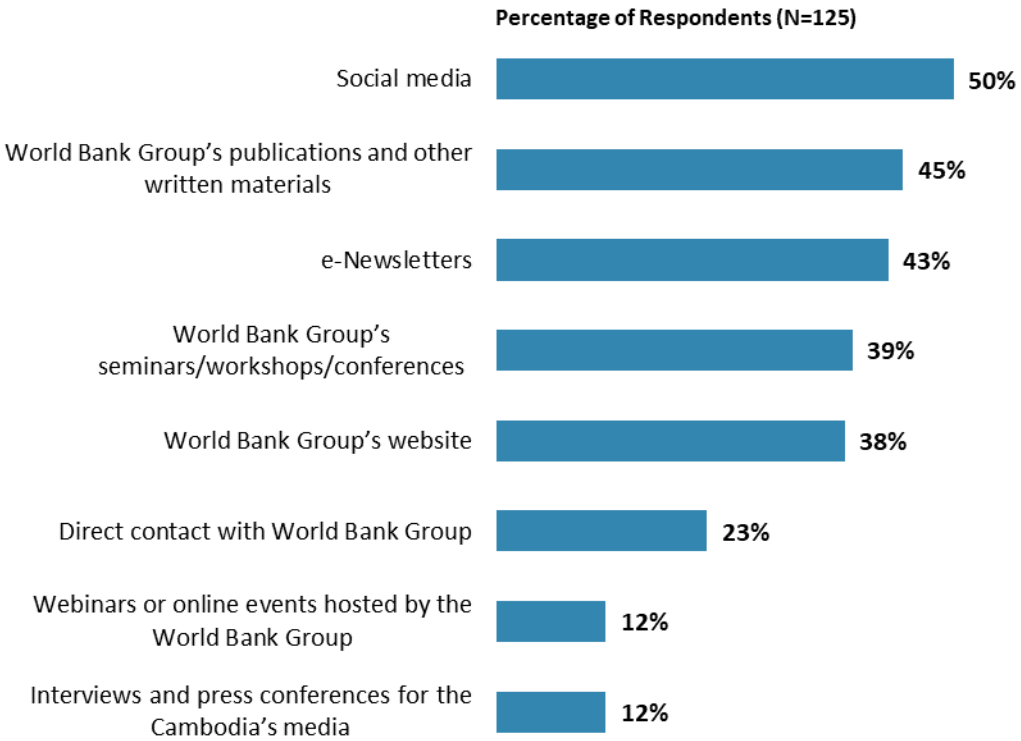


"How do you get most of your information about economic and social development issues in Cambodia? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)

X. Communication and Outreach (continued)

Preferred Information Sources

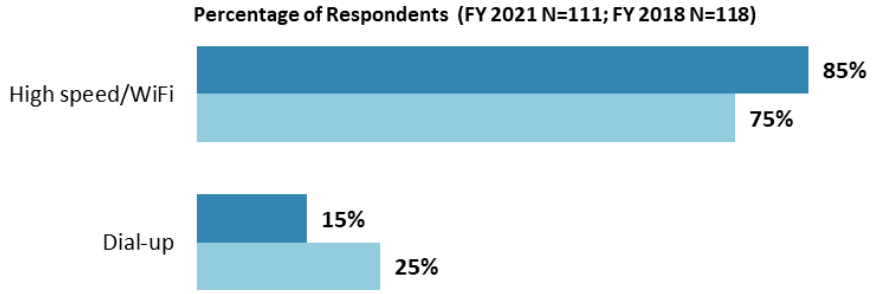
- **Year comparison**: Respondents in the previous FY'18 Country Survey indicated that they would prefer to receive information from the WBG through "*social media*" (40%), through "*WBG's publications and other written materials*" (35%), through "*World Bank Group's website*" (35%), and through "*WBG's seminars/workshops/conferences*" (34%).



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

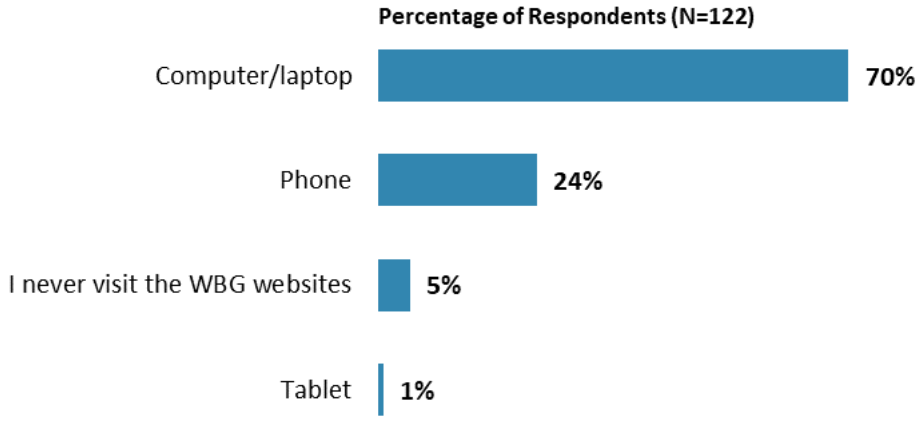
X. Communication and Outreach (continued)

Internet connection[18]



"Which Internet connection do you use primarily when visiting a World Bank Group website?" (Respondents chose from a list.)

Devices used to access WBG website

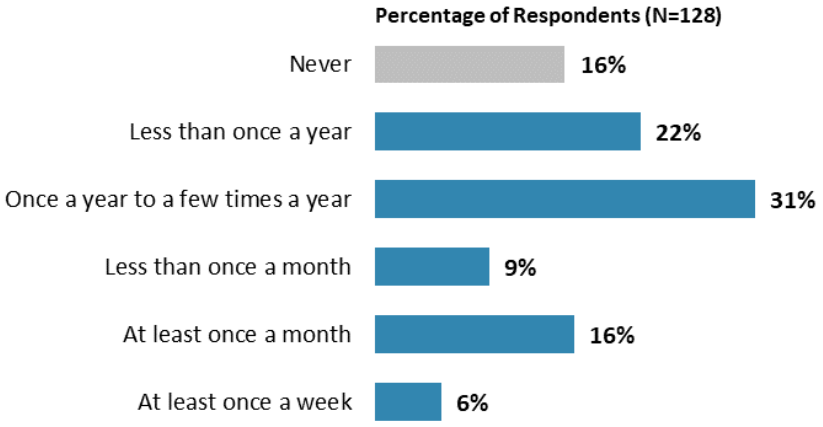


"What do you use primarily when visiting a World Bank Group website?" (Respondents chose from a list.)

[18] Percentages in this chart were calculated based on weighted data.

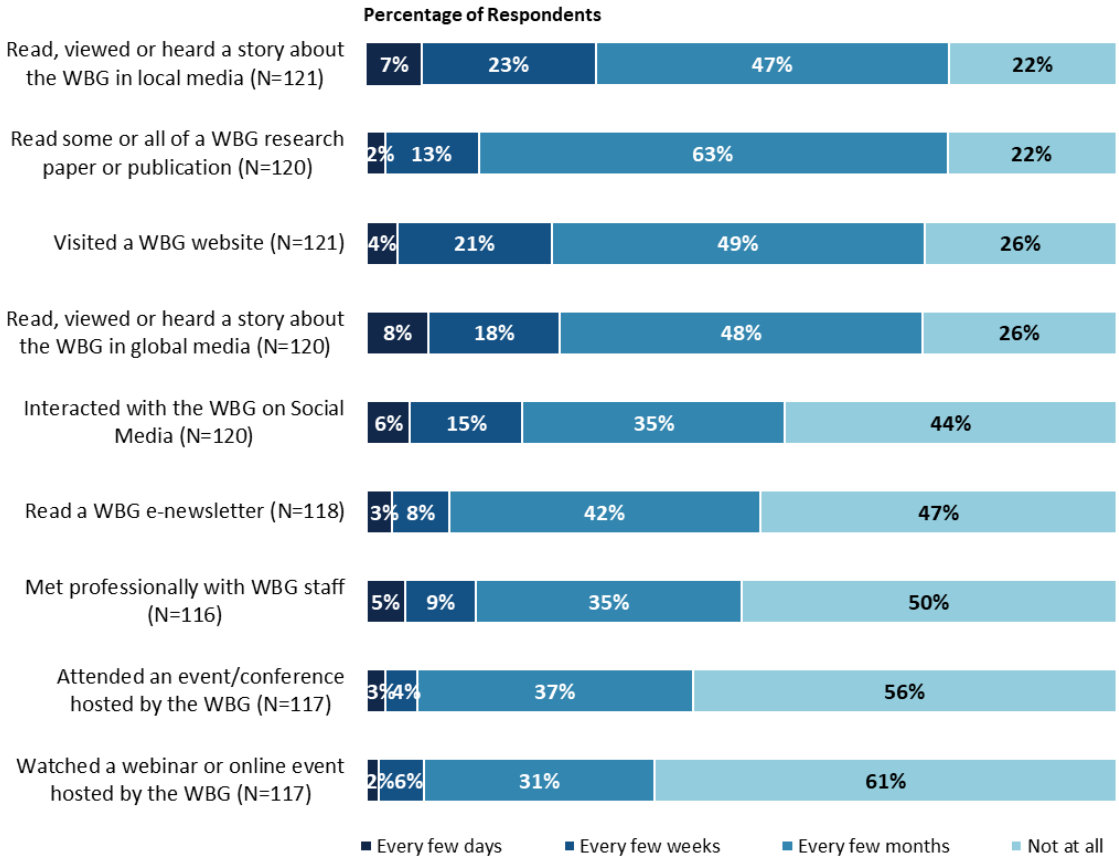
X. Communication and Outreach (continued)

WBG Interaction Frequency



"How frequently do you interact with the World Bank Group now in Cambodia?"
(Respondents chose from a list.)

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

A. Responses to All Questions Across All Respondents 40

B. Responses to Selected Questions by Stakeholder Groups 58

C. Responses to Selected Questions by Levels of Collaboration with the World Bank Group 71

D. Responses to Selected Questions by Year..... 80

E. Indicator Questions as a Function of Exposure to the WBG..... 85

F. Cambodia FY 2021 COS Questionnaire 86

CAMBODIA

Appendix A: Responses to All Questions across All Respondents (N=147)

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. In general, would you say that Cambodia is headed in ... ?	**Percentage of Respondents (N=143)**
The right direction	65.7%
The wrong direction	12.6%
Not sure	21.7%

2. Do you think that economic opportunity for citizens in Cambodia is … ?	**Percentage of Respondents (N=144)**
Increasing	53.5%
Decreasing	32.6%
Staying about the same	13.9%

A. Overall Context (continued)

3. Listed below are a number of development priorities in Cambodia. Please identify which of the following you consider the most important development priorities in Cambodia. (Choose no more than THREE)	**Percentage of Respondents (Responses Combined; N=144)**
Education	39.6%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	30.6%
Anti-corruption	23.6%
Agriculture and rural development	20.8%
Judiciary reform	18.1%
Economic growth	17.4%
Health	16.0%
Job creation/employment	12.5%
Poverty reduction	12.5%
Social protection (e.g., pensions, targeted social assistance)	11.8%
Natural resource management	9.7%
Equality of opportunity (i.e., social inclusion)	9.0%
Private sector development	9.0%
Global pandemics (e.g., COVID-19)	7.6%
Transport (e.g., roads, bridges, transportation)	6.3%
Water and sanitation	6.3%
Trade and exports	5.6%
Gender equity (closing the gap between women and men, and boys and girls)	4.9%
Financial markets	4.2%
Information and communications technology	4.2%
Energy	3.5%
Food security	3.5%
Urban development	3.5%
Debt	2.8%
Climate change (e.g., mitigation, adaptation)	2.1%
Global/regional integration	2.1%
Pollution	2.1%
Crime and violence	0.7%
Disaster risk management	0.7%

A. Overall Context (continued)

4. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Cambodia? (Choose no more than THREE)	**Percentage of Respondents (Responses Combined; N=146)**
Job creation/employment	37.7%
Education	37.7%
Agriculture and rural development	37.0%
Anti-corruption	23.3%
Economic growth	17.1%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	17.1%
Judiciary reform	14.4%
Health	14.4%
Transport (e.g., roads, bridges, transportation)	13.0%
Private sector development	11.6%
Equality of opportunity (i.e., social inclusion)	10.3%
Trade and exports	10.3%
Social protection (e.g., pensions, targeted social assistance)	9.6%
Gender equity (closing the gap between women and men, and boys and girls)	6.2%
Food security	5.5%
Natural resource management	5.5%
Water and sanitation	4.8%
Information and communications technology	4.1%
Urban development	3.4%
Global/regional integration	3.4%
Energy	2.7%
Climate change (e.g., mitigation, adaptation)	2.7%
Financial markets	2.1%
Debt	1.4%
Disaster risk management	0.7%
Crime and violence	0.7%
Pollution	0.7%

A. Overall Context (continued)

5. The COVID-19 pandemic has stressed many aspects of Cambodia's growth and development. In which areas would you like to see the Cambodia's government focus most of its efforts related to the impact of COVID-19 over the next six months to a year? (Choose no more than THREE)	**Percentage of Respondents (Responses Combined; N=144)**
Healthcare	38.2%
Fair and equal distribution of a COVID-19 vaccine if, and when, a safe one is approved	36.1%
Ensuring sustainable business growth and job creation	34.7%
Poverty and inequality (e.g., strengthening the social safety net, social assistance)	32.6%
Education	24.3%
Improvements in the business environment and/or economic diversification	23.6%
Providing direct financial support to businesses (business support packages)	22.9%
Public service delivery (e.g., strengthening policies, institutions)	18.8%
Providing direct non-financial (e.g., food, healthcare supplies, etc.) support to citizens	18.1%
Nutrition/food security	17.4%
Economic growth	17.4%
Ensuring that girls and women have equal access to job opportunities	5.6%
Ensuring that girls and women have equal access to health care/health services	4.9%
Other	0.7%

6. When economic and/or social reform efforts fail or are slow to take place in Cambodia, which of the following would you attribute this to? (Choose no more than TWO)	**Percentage of Respondents (Responses Combined; N=137)**
Corruption	41.6%
Inadequate level of government accountability	38.0%
Political pressures and obstacles	29.9%
Inadequate level of citizen/civil society participation	19.7%
Inadequate level of private sector participation	16.8%
Reforms are not well thought out in light of country challenges	16.8%
Inadequate level of capacity in the government	16.1%
Inadequate level of donor coordination	8.8%
Other	3.6%
Pressure from outside interest groups (e.g., private sector, unions)	2.2%

A. Overall Context (continued)

7. 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)*	**Degree**			
	N	**DK**	**Mean**	**SD**
1. The national/federal government	127	5	5.72	2.52
2. Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	120	7	7.05	1.87
3. The World Bank Group*	127	5	7.02	1.84
4. The International Monetary Fund	110	17	6.65	2.11
5. The United Nations (UN)	122	4	6.70	2.18
6. The World Health Organization (WHO)	123	5	6.74	2.07
7. Regional development banks	103	18	6.03	1.78
8. Cambodia's Central Bank	116	8	6.02	2.14
9. International private sector	112	10	5.92	1.75
10. Domestic private sector	120	3	5.72	1.72
11. International civil society (e.g., NGOs, CBOs)	124	2	6.15	1.92
12. Domestic civil society (e.g., NGOs, CBOs)	126	2	6.22	1.90
13. Youth organizations	117	7	6.18	1.98
14. Faith-based institutions	102	20	5.34	1.97
15. Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	123	1	5.25	1.96
16. International media and their web presence	119	5	6.27	1.74
17. Web based media (i.e., blogs, social media, other web-based news and information sources)	118	7	5.64	1.84

B. Overall Attitudes toward the World Bank Group

1. How familiar are you with the work of these organizations in Cambodia? *(1-Not familiar at all, 10-Extremely familiar)*	**Familiarity**			
	N	**DK**	**Mean**	**SD**
1. The World Bank (IDA)	136	n/a	6.27	2.47
2. The International Finance Corporation (IFC), the World Bank Group's private sector arm	129	n/a	5.29	2.62

To what extent do you agree/disagree with the following statements about the World Bank Group's work in Cambodia? *(1-Strongly disagree, 10-Strongly agree)*	**Level of Agreement**			
	N	**DK**	**Mean**	**SD**
2. Overall the World Bank Group currently plays a relevant role in development in Cambodia*	133	6	7.35	1.98
3. The World Bank Group's work is aligned with what I consider the development priorities for Cambodia*	129	7	7.36	1.77

4. Overall, please rate your impression of the effectiveness of these organizations in Cambodia*. *(1-Not effective at all, 10-Very effective)*	**Effectiveness**			
	N	**DK**	**Mean**	**SD**
3. The World Bank (IDA)*	117	19	6.91	2.02
4. The International Finance Corporation (IFC), the World Bank Group's private sector arm*	97	34	6.49	2.06

Achieving Development Results	**N**	**DK**	**Mean**	**SD**
5. To what extent does the World Bank Group's work help to achieve development results in Cambodia?* *(1-To no degree at all, 10-To a very significant degree)*	123	11	6.95	1.77

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

Influencing the Development Agenda	N	DK	Mean	SD
6. To what extent does the World Bank Group influence the development agenda in Cambodia?* *(1-To no degree at all, 10-To a very significant degree)*	121	13	6.65	1.87

7. To what extent do you believe that the World Bank Group's work and support help the poorest in Cambodia? (Select only ONE response)	Percentage of Respondents (N=133)
To a fully sufficient degree	13.5%
To a somewhat sufficient degree	50.4%
To a somewhat insufficient degree	24.1%
To a very insufficient degree	4.5%
Don't know	7.5%

8. When thinking about the World Bank Group's role in Cambodia, which activity do you VALUE the most? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=134)
Financial resources	42.5%
Data and statistics	30.6%
Capacity development related to World Bank Group supported projects	22.4%
Technical assistance	20.9%
Formal policy advice, studies, analyses	20.1%
Bringing together different groups of stakeholders	9.7%
Donor coordination	9.0%
Implementation support	9.0%
Promoting knowledge sharing	6.7%
Global advocacy	6.0%
Informal advice that World Bank Group's staff provides (e.g., memos, short evidence notes, informal discussions and emails)	5.2%
Mobilizing third party financial resources	5.2%
Other	2.2%

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

9. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Cambodia? (Choose no more than TWO)	**Percentage of Respondents (Responses Combined; N=129)**
Not collaborating enough with civil society (e.g., NGOs, CBOs)	23.3%
Not willing to honestly criticize policies and reform efforts in the country	20.9%
World Bank Group's processes too slow and complex	20.2%
Not adequately sensitive to political/social realities in Cambodia	14.7%
Too influenced by developed countries	11.6%
Don't know	11.6%
Not collaborating enough with private sector	10.9%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	10.1%
Not sufficiently focused on sustainable results	8.5%
Not enough public disclosure of its work	8.5%
Inadequate World Bank Group's staffing in Cambodia	8.5%
Staff too inaccessible	6.2%
Not adequately flexible in changing country circumstances	6.2%
Inadequate number of innovative financial products and services	4.7%
Other	4.7%
Not aligned with country priorities	3.1%
Inadequate number of innovative knowledge products and services	2.3%
Arrogant in its approach	1.6%
Inadequate level of real-time advice and guidance	1.6%

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 Cambodia, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Cambodia? (Choose no more than THREE)	**Percentage of Respondents (Responses Combined; N=129)**
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	28.7%
Poverty reduction	27.9%
Education	23.3%
Agriculture and rural development	23.3%
Job creation/employment	17.8%
Private sector development	16.3%
Economic growth	16.3%
Anti-corruption	14.0%
Judiciary reform	13.2%
Transport (e.g., roads, bridges, transportation)	10.9%
Social protection (e.g., pensions, targeted social assistance)	10.1%
Health	7.8%
Gender equity (closing the gap between women and men, and boys and girls)	7.8%
Trade and exports	7.0%
Natural resource management	6.2%
Climate change (e.g., mitigation, adaptation)	6.2%
Urban development	5.4%
Information and communications technology	5.4%
Energy	4.7%
Global pandemics (e.g., COVID-19)	4.7%
Financial markets	4.7%
Water and sanitation	3.9%
Debt	3.9%
Food security	3.9%
Equality of opportunity (i.e., social inclusion)	3.9%
Global/regional integration	2.3%
Disaster risk management	1.6%
Pollution	0.8%
Crime and violence	0.8%

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

11. What do you immediately think of when you hear about the IFC? (Choose no more than THREE)	**Percentage of Respondents (Responses Combined; N=129)**
Multi-lateral financial institution	33.3%
World Bank	31.0%
Investment Bank	24.8%
Financial Advisory Solutions	23.3%
Public-private partnerships	19.4%
Private Sector Solutions	17.8%
Do not have enough information to say	17.8%
Development institution	16.3%
Impact Investor	7.8%
Venture Capital	4.7%
Innovation and Entrepreneurship	4.7%
Other	3.1%
Asset Manager	2.3%
None of these	2.3%
Thought leader	1.6%

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 Cambodia solve its most complicated development challenges? *(1-To no degree at all, 10-To a very significant degree)*	119	12	6.61	1.80

Staffing adequacy	**N**	**DK**	**Mean**	**SD**
2. To what extent do you believe the World Bank Group is adequately staffed in Cambodia? *(1-To no degree at all, 10-To a very significant degree)*	108	21	6.11	1.85

To what extent is the World Bank Group an effective development partner in Cambodia, in terms of each of the following? *(1-To no degree at all, 10-To a very significant degree)*	**Degree**			
	N	**DK**	**Mean**	**SD**
3. Responsiveness to needs*	115	12	6.57	1.87
4. Flexibility (in terms of the institution's products and services)*	101	15	5.86	1.87
5. Flexibility (in terms of changing country circumstances)*	103	13	5.82	1.87
6. Being inclusive*	98	18	6.18	1.67
7. Openness (sharing data and other information)*	104	10	6.99	1.68
8. Collaboration with the Government*	114	8	7.37	1.64
9. The speed in which it gets things accomplished on the ground*	100	15	6.31	1.91
10. Helping to bring discipline/effective supervision to implementation of investment projects*	102	15	6.63	1.82
11. Collaboration with civil society*	97	19	5.98	2.15
12. Staff accessibility*	98	16	6.43	1.95
13. Collaboration with other donors and development partners*	94	24	6.93	1.69
14. Collaboration with the private sector*	85	32	6.35	1.82
15. Straightforwardness and honesty*	100	17	6.93	1.90
16. Treating clients and stakeholders in Cambodia with respect*	93	23	6.99	1.89
17. Being a long-term partner*	102	14	7.53	1.98

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

To what extent do you agree/disagree with the following statements? *(1-Strongly disagree, 10-Strongly agree)*	**Level of Agreement**			
	N	**DK**	**Mean**	**SD**
18. The World Bank Group disburses funds promptly	78	45	5.85	2.18
19. The World Bank Group effectively monitors and evaluates the projects and programs it supports	100	22	6.99	1.93
20. The World Bank Group's approvals and reviews are done in a timely fashion	89	30	6.37	2.07
21. The World Bank Group's Environmental and Social Framework requirements are reasonable	91	29	6.98	1.87
22. The World Bank Group's conditions on its lending are reasonable	81	40	6.80	2.04
23. The World Bank Group takes decisions quickly in Cambodia*	84	36	5.93	1.97
24. Working with the World Bank Group increases Cambodia's institutional capacity	103	18	7.09	2.07

To what extent do you agree/disagree with the following statements about the World Bank Group in Cambodia? *(1-Strongly disagree, 10-Strongly agree)*	**N**	**DK**	**Mean**	**SD**
25. The World Bank Group's financial instruments (i.e., investment lending, Trust Funds, etc.) meet the needs of Cambodia*	102	26	6.77	1.97
26. The World Bank Group meets Cambodia's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	110	18	6.91	1.89

COVID-19 "Approach Paper"	**N**	**DK**	**Mean**	**SD**
27. The World Bank Group has provided real time advice and guidance to the government and policy makers, built on its COVID-19 "Approach Paper" published soon after the outbreak. Please rate the usefulness of this more informal advice and guidance (e.g., informal discussions, memos, informal working papers) to the Cambodia government's efforts to support citizens throughout this crisis? *(1-Not useful at all, 10-Very useful)*	92	36	7.16	1.82

Global role of advocacy	**N**	**DK**	**Mean**	**SD**
28. 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? * *(1-Not important at all, 10-Very important)*	112	17	7.89	1.96

How effectively does the World Bank Group support Cambodia's efforts … ? *(1-Not effectively at all, 10-Very effectively)*	**Effectiveness**			
	N	**DK**	**Mean**	**SD**
29. To build stronger domestic resource mobilization systems in the Government (e.g., tax collection)	100	30	6.76	2.00
30. To develop better and stronger data collection/analytics systems within the Government	101	28	7.09	1.84
31. To strengthen the country's crisis preparedness	95	32	6.77	1.89

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 Cambodia? *(1-Not effective at all, 10-Very effective)*	**Effectiveness**			
	N	**DK**	**Mean**	**SD**
1. Social protection (e.g., pensions, targeted social assistance)	69	58	6.80	1.73
2. Gender equity (closing the gap between women and men, and boys and girls)	76	47	6.95	1.77
3. Private sector development	78	43	6.54	1.67
4. Education	91	30	7.23	1.54
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	85	35	6.88	1.62
6. Global/regional integration	69	51	6.91	1.64
7. Food security	69	51	6.78	1.55
8. Urban development	70	49	6.80	1.50
9. Energy	65	51	6.45	1.56
10. Water and sanitation	71	48	7.00	1.52
11. Pollution	60	57	6.38	1.63
12. Job creation/employment	78	42	6.67	1.60
13. Health	80	37	6.97	1.53
14. Financial markets	62	54	6.35	1.58
15. Transport (e.g., roads, bridges, transportation)	76	42	6.89	1.59
16. Agriculture and rural development	79	38	7.01	1.67
17. Trade and exports	68	50	6.50	1.43
18. Crime and violence	48	68	5.85	1.84
19. Natural resource management	71	47	6.24	2.14
20. Climate change (e.g., mitigation, adaptation)	75	44	6.48	1.99
21. Poverty reduction	87	32	7.07	1.70
22. Anti-corruption	66	51	6.03	2.17
23. Judiciary reform	60	57	5.47	2.21
24. Economic growth	89	30	7.22	1.53
25. Disaster risk management	64	54	6.62	1.79
26. Equality of opportunity (i.e., social inclusion)	71	48	6.86	1.88
27. Information and communications technology	67	52	6.81	1.74

2. The World Bank Group has provided fast track support to Cambodia 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	83	3	38	7.19	1.79
2. Education (e.g., transitioning to remote learning, ensuring access, etc.)	88	3	30	6.84	1.73
3. Protecting poor people (social assistance/ social safety nets)	88	2	31	6.72	1.91
4. Ensuring sustainable business growth and job creation	78	3	39	6.44	1.92
5. Strengthening policies, institutions and investments for rebuilding better	82	3	36	6.65	1.81
6. Macroeconomic stability and transparent debt management	83	3	34	6.78	1.85

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=128)**
Weekly	3.1%
Monthly	20.3%
A few times a year	38.3%
Rarely	22.7%
Never	15.6%

In Cambodia, 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	101	24	6.75	1.88
3. Include appropriate level of stakeholder involvement during preparation	95	28	6.62	1.86
4. Lead to practical solutions	103	21	6.66	2.14
5. Are source of relevant information on global good practices	102	20	7.07	1.83
6. Are adequately disseminated	102	19	6.65	1.94
7. Are translated enough into local language	94	28	6.16	2.18
8. Are adaptable to Cambodia's specific development challenges and country circumstances*	99	23	6.74	2.04

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)*	117	10	7.54	1.77
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)*	112	15	7.70	1.59

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

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Cambodia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=125)
Engage more effectively with civil society (e.g., NGOs, CBOs)	28.8%
Collaborate more effectively with Government clients (e.g., national, state, local)	24.8%
Increase the level of capacity development in the country	17.6%
Reduce the complexity of obtaining World Bank Group financing	16.8%
Engage more effectively with private sector	16.0%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	15.2%
Improve the quality of its experts as related to Cambodia's specific challenges	15.2%
Provide more adequate data/knowledge/statistics/figures on Cambodia's economy	14.4%
Engage more directly with beneficiaries	12.8%
Offer more innovative knowledge products and services	8.0%
Offer more real-time advice and guidance	6.4%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	6.4%
Offer more innovative financial products and services	5.6%
Work faster	4.8%
Ensure greater selectivity in its work	1.6%
Other	1.6%

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=128)
Local government	39.8%
Private sector	36.7%
NGOs/Community Based Organizations	30.5%
Beneficiaries	22.7%
Youth/university groups	18.8%
Academia/think tanks/research institutes	14.8%
Media	13.3%
Donor community	10.9%
Foundations	4.7%
Parliament	3.1%
Other	0.8%
Don't know	0.8%

G. Communication and Information Sharing

1. How frequently do you interact with the World Bank Group now in Cambodia?	Percentage of Respondents (N=128)
Never	15.6%
Less than once a year	21.9%
Once a year to a few times a year	31.3%
Less than once a month	9.4%
At least once a month	16.4%
At least once a week	5.5%

G. Communication and Information Sharing (continued)

2. How do you get most of your information about economic and social development issues in Cambodia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=123)
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	69.1%
Local newspapers	26.0%
International newspapers	21.1%
Local television	18.7%
International radio	11.4%
Periodicals	11.4%
Local radio	10.6%
Other	7.3%
International television	4.1%

3. How would you prefer to receive information from the World Bank Group? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=125)
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	50.4%
World Bank Group's publications and other written materials	44.8%
e-Newsletters	43.2%
World Bank Group's seminars/workshops/conferences	39.2%
World Bank Group's website	38.4%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	23.2%
Webinars or online events hosted by the World Bank Group	12.0%
Interviews and press conferences for the Cambodia's media	12.0%

4. Which Internet connection do you use primarily when visiting a World Bank Group website? (Select only ONE response)	Percentage of Respondents (N=122)
High speed/WiFi	86.1%
Dial-up	13.9%

5. What do you use primarily when visiting a World Bank Group website? (Select only ONE response)	Percentage of Respondents (N=122)
Computer/laptop	70.5%
Phone	23.8%
I never visit the WBG websites	4.9%
Tablet	0.8%

G. Communication and Information Sharing (continued)

6. 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)	121	7.4%	23.1%	47.1%	22.3%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	120	8.3%	17.5%	48.3%	25.8%
Interacted with the WBG on Social Media (e.g., read a post or tweet, liked, commented, shared, retweeted)	120	5.8%	15.0%	35.0%	44.2%
Visited a WBG website (e.g., read a blog, used data)	121	4.1%	20.7%	49.6%	25.6%
Attended an event/conference hosted by the WBG	117	2.6%	4.3%	36.8%	56.4%
Watched a webinar or online event hosted by the WBG	117	1.7%	6.0%	30.8%	61.5%
Read some or all of a WBG research paper or publication	120	2.5%	12.5%	62.5%	22.5%
Met professionally with WBG staff	116	5.2%	9.5%	35.3%	50.0%
Read a WBG e-newsletter	118	3.4%	7.6%	41.5%	47.5%

H. Background Information

1. Which of the following best describes your current affiliation? (Select only ONE response)	Percentage of Respondents (N=143)
NGO/Community Based Organization	22.4%
Private Sector Organization	13.3%
Employee of Ministry, Ministerial Department, Implementation Agency	11.9%
Project Management Unit (PMU) overseeing implementation of WBG project/Consultant/Contractor working on WBG supported project/program	9.8%
Media (press, radio, TV, web, etc.)	9.1%
Financial Sector/Private Bank	7.0%
Multilateral Agency (UN, regional development bank)	5.6%
Local Government Office or Staff	4.9%
Academia/Research Institute/Think Tank	4.9%
Other	4.2%
Bilateral Agency (e.g., embassy, diplomatic, military)	2.8%
Youth Group	2.8%
Office of Minister	1.4%
Office of the Prime Minister	0.0%
Office of Parliamentarian	0.0%
Independent Government Institution (i.e., regulatory agency, central bank/oversight institution)	0.0%
Judicial System (e.g., courts)	0.0%
State-Owned Enterprise	0.0%
Private Foundation (e.g., Bill & Melinda Gates Foundation, Rockefeller Foundation)	0.0%
Trade Union	0.0%
Faith-Based Group	0.0%

H. Background Information (continued)

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=145)
Other	19.3%
Finance and markets	9.0%
Education	8.3%
Governance, anti-corruption	7.6%
Agriculture, rural development	7.6%
Generalist (specialized in multiple sectors)	7.6%
Environment, natural resources	6.9%
Health, nutrition	5.5%
Water, sanitation	5.5%
Gender	4.1%
Communications, public affairs	3.4%
Social protection	2.8%
Urban development	2.8%
Trade and competitiveness	2.8%
Poverty	2.1%
Macroeconomics, fiscal management	2.1%
Jobs	0.7%
Transport	0.7%
Digital development and technology (ICT)	0.7%
Fragility, conflict, violence, refugees	0.7%
Energy	0.0%
Climate change	0.0%
Tourism	0.0%
Demographics, migration	0.0%

3. Currently, do you professionally collaborate/work with the World Bank Group (IDA, IFC, MIGA, ICSID) in Cambodia?	Percentage of Respondents (N=143)
Yes	42.0%
No	58.0%

4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Cambodia? (Select only ONE response)	Percentage of Respondents (N=58)
The World Bank (IDA)	79.3%
The International Finance Corporation (IFC)	20.7%
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=69)
Yes	24.6%
No	75.4%

H. Background Information (continued)

6. Which of the following describes most of your exposure to the World Bank Group in Cambodia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=134)
Collaborate as part of my professional duties	41.8%
Use World Bank Group reports/data	36.6%
Use World Bank Group website for information, data, research, etc.	29.1%
Engage in World Bank Group related/sponsored events/activities	28.4%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	27.6%

7. What's your gender?	Percentage of Respondents (N=141)
Female	22.7%
Male	77.3%

8. What's your age?	Percentage of Respondents (N=146)
25 and under	0.7%
26-35	13.7%
36-45	37.0%
46-55	29.5%
56 and above	19.2%

9. Which best represents your geographic location?	Percentage of Respondents (N=145)
Phnom Penh	86.2%
Other urban areas	11.0%
Rural areas	2.8%

Appendix B: Responses to Selected Questions by Stakeholder Groups[19]

● **Employee of Ministry/PMU/Consultant on WBG Project N=31** ● **Local Government Office or Staff N=7** ● **Bilateral/Multilateral Agency N=12** ● **Private Sector/Financial Sector/Private Bank N=29** ● **NGO/Community Based Organization N=32** ● **Academia/Research Institute/Think Tank N=7** ● **Media N=13** ● **Other[20] N=12**

A. Overall Context

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

Percentage of Respondents	Employee of Ministry/PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Community Based Organization	Academia/Research Institute/Think Tank	Media	Other
The right direction	93.3%	100.0%	45.5%	75.9%	28.1%	85.7%	46.2%	70.0%
The wrong direction	0.0%	0.0%	27.3%	6.9%	28.1%	14.3%	15.4%	10.0%
Not sure	6.7%	0.0%	27.3%	17.2%	43.8%	0.0%	38.5%	20.0%

**Significantly different between stakeholder groups*

[19] Only 143 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

[20] Includes the following categories: Office of Minister (N=2), Youth Group (N=4), and Other (N=6).

A. Overall Context (continued)

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

Percentage of Respondents (Responses combined)	Employee of Ministry/PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Community Based Organization	Academia/Research Institute/Think Tank	Media	Other
Health	19.4%	14.3%	8.3%	17.9%	19.4%	0.0%	7.7%	0.0%
Social protection*	3.2%	14.3%	33.3%	10.7%	19.4%	28.6%	0.0%	0.0%
Private sector development	6.5%	14.3%	0.0%	17.9%	0.0%	28.6%	7.7%	18.2%
Education	51.6%	14.3%	50.0%	25.0%	38.7%	71.4%	30.8%	45.5%
Gender equity	6.5%	0.0%	8.3%	0.0%	9.7%	0.0%	0.0%	9.1%
Global/regional integration	0.0%	14.3%	0.0%	3.6%	0.0%	0.0%	0.0%	9.1%
Food security	3.2%	0.0%	8.3%	3.6%	3.2%	0.0%	0.0%	9.1%
Urban development	9.7%	0.0%	0.0%	3.6%	0.0%	0.0%	7.7%	0.0%
Energy	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	15.4%	9.1%
Water and sanitation*	22.6%	0.0%	8.3%	3.6%	0.0%	0.0%	0.0%	0.0%
Pollution	6.5%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	19.4%	0.0%	0.0%	7.1%	19.4%	28.6%	7.7%	9.1%
Public sector governance/reform	32.3%	57.1%	16.7%	35.7%	25.8%	28.6%	23.1%	18.2%
Financial markets*	0.0%	0.0%	0.0%	17.9%	3.2%	0.0%	0.0%	0.0%
Global pandemics	3.2%	14.3%	16.7%	10.7%	6.5%	14.3%	7.7%	0.0%
Debt	3.2%	0.0%	8.3%	0.0%	3.2%	0.0%	0.0%	9.1%
Information and communications technology	0.0%	0.0%	0.0%	3.6%	9.7%	14.3%	7.7%	0.0%
Trade and exports	3.2%	0.0%	25.0%	7.1%	0.0%	0.0%	7.7%	9.1%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%
Agriculture and rural development	19.4%	28.6%	16.7%	28.6%	16.1%	14.3%	15.4%	36.4%
Climate change*	0.0%	0.0%	16.7%	0.0%	0.0%	14.3%	0.0%	0.0%
Poverty reduction	16.1%	28.6%	0.0%	7.1%	16.1%	14.3%	7.7%	18.2%
Anti-corruption*	6.5%	0.0%	25.0%	21.4%	35.5%	0.0%	53.8%	18.2%
Judiciary reform*	6.5%	14.3%	25.0%	17.9%	22.6%	0.0%	53.8%	9.1%
Economic growth	25.8%	42.9%	0.0%	25.0%	6.5%	14.3%	7.7%	27.3%
Disaster risk management*	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	3.2%	14.3%	16.7%	7.1%	16.1%	14.3%	0.0%	9.1%
Natural resource management	6.5%	0.0%	16.7%	0.0%	22.6%	14.3%	0.0%	18.2%
Transport	9.7%	0.0%	0.0%	7.1%	0.0%	0.0%	15.4%	18.2%

**Significantly different between stakeholder groups*

A. Overall Context (continued)

When economic and/or social reform efforts fail or are slow to take place in Cambodia, which of the following would you attribute this to? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Employee of Ministry/PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Community Based Organization	Academia/Research Institute/Think Tank	Media	Other
Political pressures and obstacles	23.3%	0.0%	16.7%	25.9%	32.3%	42.9%	58.3%	33.3%
Corruption	26.7%	25.0%	16.7%	37.0%	61.3%	42.9%	50.0%	50.0%
Inadequate level of private sector participation	26.7%	25.0%	8.3%	22.2%	12.9%	14.3%	8.3%	8.3%
Inadequate level of citizen/civil society participation*	20.0%	25.0%	58.3%	7.4%	25.8%	28.6%	0.0%	8.3%
Reforms are not well thought out in light of country challenges	20.0%	25.0%	16.7%	22.2%	16.1%	14.3%	0.0%	16.7%
Inadequate level of government accountability	23.3%	0.0%	66.7%	40.7%	41.9%	14.3%	58.3%	41.7%
Inadequate level of capacity in the government*	26.7%	0.0%	8.3%	33.3%	3.2%	0.0%	8.3%	8.3%
Inadequate level of donor coordination*	16.7%	50.0%	0.0%	7.4%	3.2%	14.3%	0.0%	8.3%
Pressure from outside interest groups*	3.3%	25.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%
Other	3.3%	25.0%	0.0%	0.0%	3.2%	0.0%	8.3%	8.3%

**Significantly different between stakeholder groups*

	Employee of Ministry/PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		NGO/Community Based Organization		Academia/Research Institute/Think Tank		Media		Other	
	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?*	26	8.15	6	7.50	11	6.64	27	6.52	27	6.26	7	6.71	11	7.18	10	7.50

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

B. Overall Attitudes Toward the World Bank Group

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

	Employee of Ministry/PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		NGO/Community Based Organization		Academia/Research Institute/Think Tank		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank (IDA)	29	7.10	7	6.57	11	7.55	27	6.19	28	5.39	7	6.57	11	5.64	12	5.50
The International Finance Corporation (IFC), the World Bank Group's private sector arm*	26	5.42	7	5.43	11	6.36	27	6.41	29	4.48	7	5.71	10	4.80	11	3.55

**Significantly different between stakeholder groups*

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

	Employee of Ministry/PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		NGO/Community Based Organization		Academia/Research Institute/Think Tank		Media		Other	
	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 Cambodia	29	8.10	6	7.50	10	6.90	27	6.89	26	7.00	7	6.71	12	7.50	12	7.67
The World Bank Group's work is aligned with what I consider the development priorities for Cambodia*	28	8.39	6	7.00	10	7.50	26	6.88	27	6.96	7	6.86	12	7.25	11	7.18

**Significantly different between stakeholder groups*

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

	Employee of Ministry/PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		NGO/Community Based Organization		Academia/Research Institute/Think Tank		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank (IDA)*	26	8.00	6	8.50	11	6.64	22	6.09	24	6.29	7	6.14	9	6.56	10	7.20
The International Finance Corporation (IFC), the World Bank Group's private sector arm	20	7.05	4	7.25	10	6.70	23	6.65	19	6.00	7	5.86	7	5.00	5	7.20

**Significantly different between stakeholder groups*

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

	Employee of Ministry/PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		NGO/Community Based Organization		Academia/Research Institute/Think Tank		Media		Other	
	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 Cambodia?*	26	8.00	6	7.17	11	6.82	25	6.44	23	6.39	7	6.43	10	6.90	11	6.82

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

	Employee of Ministry/PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		NGO/Community Based Organization		Academia/Research Institute/Think Tank		Media		Other	
	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 Cambodia?	26	7.54	6	5.83	11	6.64	27	6.44	24	5.79	6	6.50	8	6.75	9	6.78

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

Percentage of Respondents (Responses combined)	Employee of Ministry/PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Community Based Organization	Academia/Research Institute/Think Tank	Media	Other
Energy	0.0%	0.0%	10.0%	8.3%	3.4%	0.0%	9.1%	8.3%
Global pandemics	7.1%	0.0%	0.0%	12.5%	3.4%	0.0%	0.0%	0.0%
Water and sanitation	14.3%	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	0.0%
Pollution*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job creation/employment*	25.0%	20.0%	10.0%	4.2%	6.9%	16.7%	0.0%	58.3%
Health	14.3%	0.0%	10.0%	8.3%	10.3%	0.0%	0.0%	0.0%
Transport	14.3%	40.0%	0.0%	12.5%	3.4%	0.0%	9.1%	8.3%
Social protection*	0.0%	0.0%	40.0%	4.2%	17.2%	16.7%	9.1%	8.3%
Gender equity	7.1%	20.0%	10.0%	4.2%	13.8%	0.0%	0.0%	8.3%
Private sector development*	14.3%	0.0%	20.0%	37.5%	0.0%	16.7%	27.3%	8.3%
Education	28.6%	20.0%	0.0%	16.7%	24.1%	50.0%	18.2%	41.7%
Public sector governance/reform	25.0%	40.0%	30.0%	25.0%	44.8%	16.7%	18.2%	25.0%
Global/regional integration	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%
Urban development	14.3%	0.0%	0.0%	8.3%	3.4%	0.0%	0.0%	0.0%
Debt	7.1%	0.0%	0.0%	4.2%	3.4%	0.0%	9.1%	0.0%
Judiciary reform	3.6%	20.0%	20.0%	16.7%	20.7%	0.0%	27.3%	0.0%
Food security	7.1%	0.0%	0.0%	0.0%	6.9%	0.0%	9.1%	0.0%
Economic growth	17.9%	0.0%	0.0%	20.8%	10.3%	16.7%	27.3%	25.0%
Disaster risk management*	0.0%	20.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
Equality of opportunity	0.0%	0.0%	10.0%	4.2%	6.9%	0.0%	0.0%	8.3%
Information and communications technology	3.6%	0.0%	0.0%	4.2%	10.3%	16.7%	9.1%	0.0%
Financial markets*	0.0%	0.0%	0.0%	20.8%	0.0%	16.7%	0.0%	0.0%
Agriculture and rural development	35.7%	40.0%	10.0%	33.3%	13.8%	33.3%	9.1%	16.7%
Trade and exports	0.0%	0.0%	20.0%	8.3%	3.4%	0.0%	9.1%	16.7%
Crime and violence	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	0.0%	0.0%	10.0%	0.0%	10.3%	16.7%	9.1%	16.7%
Climate change*	3.6%	20.0%	30.0%	0.0%	6.9%	0.0%	9.1%	0.0%
Poverty reduction	25.0%	40.0%	30.0%	16.7%	27.6%	33.3%	36.4%	33.3%
Anti-corruption	7.1%	20.0%	20.0%	16.7%	24.1%	0.0%	9.1%	8.3%

**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 Cambodia, in terms of each of the following? *(1-To no degree at all, 10-To a very significant degree)*

	Employee of Ministry/PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		NGO/Community Based Organization		Academia/Research Institute/Think Tank		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Responsiveness to needs*	26	7.92	6	6.67	9	6.67	22	6.05	26	5.50	6	5.67	7	6.14	9	6.78
Flexibility (in terms of the institution's products and services)*	26	7.23	5	4.60	8	6.00	22	5.14	23	5.17	5	5.20	2	5.50	8	6.00
Flexibility (in terms of changing country circumstances)*	23	7.35	5	5.00	10	6.10	22	5.23	23	4.87	6	5.50	4	5.00	8	5.88
Being inclusive*	24	7.21	5	7.20	10	6.80	19	5.84	22	5.05	6	5.83	3	6.00	8	5.88
Openness (sharing data and other information)*	23	7.74	4	7.00	10	7.80	21	7.05	25	6.24	6	6.17	5	7.60	9	6.33
Collaboration with the Government*	26	8.08	5	7.40	10	8.20	21	6.86	26	7.35	6	6.67	8	6.13	10	7.60
The speed in which it gets things accomplished on the ground*	23	8.00	5	6.00	9	6.00	21	5.29	23	5.48	5	5.60	4	6.75	8	6.88
Helping to bring discipline/effective supervision to implementation of investment projects*	23	7.83	5	7.80	9	6.67	22	5.73	23	6.00	5	5.60	5	6.60	8	7.25
Collaboration with civil society*	18	7.72	4	8.00	8	6.13	20	6.30	25	3.96	6	5.83	7	6.29	7	6.00
Staff accessibility*	22	7.64	4	7.25	10	7.10	21	5.90	19	5.47	6	6.17	6	6.00	8	6.25
Collaboration with other donors and development partners*	20	8.10	4	8.00	10	7.10	19	6.37	22	6.18	5	6.60	5	6.80	7	7.00
Collaboration with the private sector	15	7.00	4	7.25	6	7.00	22	6.00	19	5.95	5	6.00	6	6.33	7	6.29
Straightforwardness and honesty*	22	7.86	4	8.50	9	7.56	23	6.30	22	5.82	5	6.00	6	7.00	8	8.25
Treating clients and stakeholders in Cambodia with respect*	20	8.10	4	8.00	8	7.75	21	6.33	20	6.05	6	6.67	5	7.20	8	7.13
Being a long-term partner*	24	8.63	5	8.20	9	7.00	21	6.90	21	6.86	6	7.17	6	7.67	9	8.00

**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)*

	Employee of Ministry/PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		NGO/Community Based Organization		Academia/Research Institute/Think Tank		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank Group takes decisions quickly in Cambodia*	22	7.59	4	6.25	4	5.25	18	5.39	19	4.95	5	5.00	5	4.00	6	6.83

**Significantly different between stakeholder groups*

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

	Employee of Ministry/PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		NGO/Community Based Organization		Academia/Research Institute/Think Tank		Media		Other	
	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 Cambodia*	24	7.83	5	7.20	9	7.56	19	6.63	23	6.22	6	5.83	5	4.40	10	6.30
The World Bank Group meets Cambodia's needs for knowledge services*	28	7.50	5	7.60	9	7.89	19	7.05	26	6.46	6	5.17	5	5.00	11	6.73

**Significantly different between stakeholder groups*

	Employee of Ministry/PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		NGO/Community Based Organization		Academia/Research Institute/Think Tank		Media		Other	
	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?	24	8.46	5	8.00	10	8.00	24	7.63	25	7.80	6	6.33	7	7.29	10	8.50

(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	Employee of Ministry/PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Community Based Organization	Academia/Research Institute/Think Tank	Media	Other
Weekly	11.1%	0.0%	0.0%	4.0%	0.0%	0.0%	0.0%	0.0%
Monthly	29.6%	0.0%	50.0%	16.0%	10.3%	50.0%	0.0%	25.0%
A few times a year	48.1%	40.0%	30.0%	44.0%	34.5%	33.3%	30.0%	41.7%
Rarely	11.1%	40.0%	10.0%	24.0%	41.4%	0.0%	20.0%	16.7%
Never	0.0%	20.0%	10.0%	12.0%	13.8%	16.7%	50.0%	16.7%

**Significantly different between stakeholder groups*

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

	Employee of Ministry/PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		NGO/Community Based Organization		Academia/Research Institute/Think Tank		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Are adaptable to Cambodia's specific development challenges and country circumstances*	22	8.05	5	7.20	8	6.75	20	6.35	23	6.17	5	5.40	6	6.67	9	6.44

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

	Employee of Ministry/PMU/Consultant on WBG Project		Local Government Office or Staff		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		NGO/Community Based Organization		Academia/Research Institute/Think Tank		Media		Other	
	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?	27	8.44	5	7.80	9	7.33	22	7.50	27	6.81	5	6.60	8	7.63	12	7.33
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	27	8.41	5	8.00	9	7.89	23	7.35	23	7.30	5	6.80	6	7.67	12	7.42

(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 Cambodia

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

Percentage of Respondents (Responses combined)	Employee of Ministry/PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Community Based Organization	Academia/Research Institute/Think Tank	Media	Other
Offer more innovative knowledge products and services	11.1%	0.0%	10.0%	0.0%	6.9%	20.0%	10.0%	8.3%
Engage more directly with beneficiaries	7.4%	0.0%	10.0%	0.0%	24.1%	0.0%	20.0%	25.0%
Collaborate more effectively with Government clients*	40.7%	50.0%	0.0%	25.0%	17.2%	0.0%	10.0%	41.7%
Work faster	3.7%	0.0%	0.0%	12.5%	3.4%	20.0%	0.0%	0.0%
Ensure greater selectivity in its work	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	8.3%
Offer more real-time advice and guidance	14.8%	25.0%	0.0%	4.2%	0.0%	20.0%	0.0%	8.3%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	11.1%	0.0%	10.0%	4.2%	3.4%	0.0%	10.0%	8.3%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN*	7.4%	0.0%	60.0%	16.7%	17.2%	40.0%	0.0%	0.0%
Offer more innovative financial products and services	0.0%	25.0%	0.0%	16.7%	6.9%	0.0%	0.0%	0.0%
Provide more adequate data/knowledge/statistics/figures on Cambodia's economy	11.1%	0.0%	20.0%	20.8%	13.8%	0.0%	20.0%	0.0%
Engage more effectively with civil society*	3.7%	0.0%	40.0%	8.3%	75.9%	0.0%	30.0%	33.3%
Increase the level of capacity development in the country*	37.0%	50.0%	20.0%	8.3%	0.0%	20.0%	30.0%	8.3%
Reduce the complexity of obtaining World Bank Group financing	22.2%	50.0%	20.0%	16.7%	3.4%	40.0%	10.0%	8.3%
Improve the quality of its experts as related to Cambodia's specific challenges	25.9%	0.0%	0.0%	12.5%	10.3%	0.0%	30.0%	25.0%
Engage more effectively with private sector*	3.7%	0.0%	0.0%	50.0%	10.3%	20.0%	0.0%	25.0%
Other	0.0%	0.0%	10.0%	4.2%	0.0%	0.0%	0.0%	0.0%

**Significantly different between stakeholder groups*

F. The Future Role of The World Bank Group in Cambodia (continued)

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

Percentage of Respondents (Responses combined)	Employee of Ministry/PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Community Based Organization	Academia/Research Institute/Think Tank	Media	Other
Beneficiaries *	37.0%	16.7%	10.0%	4.0%	34.5%	0.0%	0.0%	25.0%
Youth/university groups	11.1%	16.7%	10.0%	16.0%	20.7%	20.0%	40.0%	33.3%
Academia/think tanks/research institutes*	11.1%	0.0%	40.0%	16.0%	0.0%	60.0%	10.0%	33.3%
Local government*	63.0%	83.3%	20.0%	36.0%	27.6%	0.0%	30.0%	33.3%
Donor community	11.1%	0.0%	30.0%	12.0%	10.3%	0.0%	10.0%	0.0%
NGOs/Community Based Organizations*	7.4%	0.0%	40.0%	20.0%	75.9%	40.0%	10.0%	25.0%
Foundations	0.0%	0.0%	10.0%	4.0%	6.9%	0.0%	0.0%	8.3%
Media*	7.4%	0.0%	20.0%	4.0%	17.2%	0.0%	70.0%	0.0%
Private sector*	40.7%	83.3%	20.0%	80.0%	3.4%	80.0%	0.0%	33.3%
Parliament	3.7%	0.0%	0.0%	8.0%	0.0%	0.0%	0.0%	8.3%
Other	0.0%	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	0.0%
Don't know	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%

**Significantly different between stakeholder groups*

G. Communication and Information Sharing

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

Percentage of Respondents	Employee of Ministry/PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Community Based Organization	Academia/Research Institute/Think Tank	Media	Other
Never	3.7%	33.3%	0.0%	12.0%	20.7%	20.0%	20.0%	8.3%
Less than once a year	14.8%	16.7%	10.0%	20.0%	34.5%	20.0%	20.0%	33.3%
Once a year to a few times a year	29.6%	50.0%	20.0%	44.0%	27.6%	40.0%	30.0%	25.0%
Less than once a month	3.7%	0.0%	20.0%	8.0%	13.8%	20.0%	10.0%	8.3%
At least once a month	33.3%	0.0%	40.0%	16.0%	0.0%	0.0%	20.0%	16.7%
At least once a week	14.8%	0.0%	10.0%	0.0%	3.4%	0.0%	0.0%	8.3%

G. Communication and Information Sharing (continued)

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

Percentage of Respondents (Responses combined)	Employee of Ministry/PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Community Based Organization	Academia/Research Institute/Think Tank	Media	Other
Local radio	12.0%	50.0%	0.0%	8.0%	7.1%	0.0%	10.0%	16.7%
International radio	8.0%	0.0%	0.0%	8.0%	21.4%	0.0%	0.0%	16.7%
Local newspapers*	4.0%	25.0%	30.0%	56.0%	25.0%	20.0%	10.0%	25.0%
International newspapers*	4.0%	0.0%	60.0%	28.0%	35.7%	20.0%	10.0%	0.0%
Local television*	40.0%	50.0%	10.0%	8.0%	3.6%	0.0%	10.0%	41.7%
International television	4.0%	0.0%	0.0%	8.0%	3.6%	0.0%	0.0%	8.3%
Periodicals	20.0%	25.0%	0.0%	12.0%	3.6%	40.0%	20.0%	0.0%
Social media	88.0%	50.0%	70.0%	48.0%	75.0%	40.0%	80.0%	66.7%
Other	0.0%	0.0%	10.0%	16.0%	7.1%	20.0%	10.0%	0.0%

**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)	Employee of Ministry/PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Community Based Organization	Academia/Research Institute/Think Tank	Media	Other
World Bank Group's publications and other written materials	40.7%	75.0%	40.0%	52.0%	37.9%	40.0%	30.0%	54.5%
e-Newsletters	51.9%	25.0%	40.0%	52.0%	41.4%	20.0%	30.0%	45.5%
World Bank Group's seminars/workshops/conferences	25.9%	75.0%	10.0%	40.0%	51.7%	40.0%	40.0%	45.5%
Social media	70.4%	75.0%	50.0%	36.0%	51.7%	20.0%	60.0%	36.4%
Direct contact with World Bank Group	22.2%	25.0%	50.0%	20.0%	17.2%	0.0%	10.0%	36.4%
World Bank Group's website	37.0%	0.0%	30.0%	44.0%	41.4%	80.0%	50.0%	18.2%
Webinars or online events hosted by the World Bank Group	11.1%	0.0%	10.0%	24.0%	6.9%	0.0%	10.0%	18.2%
Interviews and press conferences for the Cambodia's media	22.2%	25.0%	10.0%	4.0%	0.0%	0.0%	20.0%	27.3%

Which Internet connection do you use primarily when visiting a World Bank Group website? (Select only ONE response)

Percentage of Respondents	Employee of Ministry/PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Community Based Organization	Academia/Research Institute/Think Tank	Media	Other
High speed/WiFi	84.6%	83.3%	100.0%	88.0%	82.1%	100.0%	71.4%	81.8%
Dial-up	15.4%	16.7%	0.0%	12.0%	17.9%	0.0%	28.6%	18.2%

H. Background Information

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

Percentage of Respondents	Employee of Ministry/PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Community Based Organization	Academia/Research Institute/Think Tank	Media	Other
Yes	64.5%	0.0%	75.0%	51.7%	21.9%	42.9%	30.8%	18.2%
No	35.5%	100.0%	25.0%	48.3%	78.1%	57.1%	69.2%	81.8%

**Significantly different between stakeholder groups*

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

Percentage of Respondents	Employee of Ministry/PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Community Based Organization	Academia/Research Institute/Think Tank	Media	Other
The World Bank (IDA)	94.7%	0.0%	100.0%	26.7%	100.0%	100.0%	100.0%	100.0%
The International Finance Corporation (IFC)	5.3%	0.0%	0.0%	73.3%	0.0%	0.0%	0.0%	0.0%
The Multilateral Investment Guarantee Agency (MIGA)	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%

**Significantly different between stakeholder groups*

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

Percentage of Respondents (Responses combined)	Employee of Ministry/PMU/Consultant on WBG Project	Local Government Office or Staff	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Community Based Organization	Academia/Research Institute/Think Tank	Media	Other
Observer*	9.7%	50.0%	8.3%	32.1%	43.3%	14.3%	25.0%	50.0%
Use World Bank Group reports/data	35.5%	25.0%	41.7%	32.1%	43.3%	14.3%	50.0%	30.0%
Engage in World Bank Group related/sponsored events/activities	32.3%	25.0%	25.0%	35.7%	26.7%	14.3%	16.7%	30.0%
Collaborate as part of my professional duties*	61.3%	50.0%	91.7%	39.3%	20.0%	42.9%	16.7%	20.0%
Use World Bank Group website for information, data, research, etc.*	19.4%	0.0%	16.7%	17.9%	33.3%	71.4%	66.7%	30.0%

**Significantly different between stakeholder groups*

Appendix C: Responses to Selected Questions by Level of Collaboration with the World Bank Group[21]

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 Cambodia COS questionnaire: All 10-point scale questions and questions B7, B9, B10, and F1.

● **Collaborating with the WBG, FY21 N=60** ● **Not collaborating with the WBG, FY21 N=83**

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 national/federal government	50	5.90	2.18	73	5.51	2.69
Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	50	7.06	1.66	68	7.03	2.05
The World Bank Group	53	7.19	1.79	72	6.89	1.91
The International Monetary Fund	45	6.89	2.00	63	6.51	2.21
The United Nations (UN)	49	6.73	2.04	71	6.72	2.29
The World Health Organization (WHO)	48	6.90	1.85	73	6.64	2.24
Regional development banks	40	6.33	1.58	61	5.80	1.90
Cambodia's Central Bank	46	6.39	1.89	68	5.69	2.24
International private sector	42	6.17	1.56	68	5.75	1.87
Domestic private sector	48	5.94	1.54	69	5.48	1.80
International civil society (e.g., NGOs, CBOs)	50	6.34	1.98	71	6.13	1.83
Domestic civil society (e.g., NGOs, CBOs)	51	6.37	1.98	74	6.31	1.96
Youth organizations	46	6.57	1.75	68	5.97	1.97
Faith-based institutions	35	5.63	1.82	64	5.22	1.96
Domestic traditional media and their web presence	50	5.16	1.90	70	5.27	2.00
International media and their web presence	47	6.26	1.69	69	6.36	1.75
Web based media	49	5.69	1.77	66	5.61	1.93

B. Overall Attitudes Toward the World Bank Group

How familiar are you with the work of these organizations in Cambodia? *(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 (IDA)*	54	7.30	1.99	78	5.65	2.55
The International Finance Corporation (IFC), the World Bank Group's private sector arm*	51	6.22	2.29	75	4.71	2.68

**Significantly different between collaborators and non-collaborators*

[21] Only 143 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 (continued)

To what extent do you agree/disagree with the following statements about the World Bank Group's work in Cambodia?
(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 Cambodia	54	7.43	1.88	76	7.30	2.08
The World Bank Group's work is aligned with what I consider the development priorities for Cambodia	53	7.47	1.67	73	7.32	1.88

Overall, please rate your impression of the effectiveness of these organizations in Cambodia.
(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 (IDA)	51	7.04	1.91	63	6.86	2.10
The International Finance Corporation (IFC), the World Bank Group's private sector arm	43	6.72	1.84	51	6.37	2.23

	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 Cambodia?	49	7.02	1.56	71	6.90	1.94

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Cambodia?	51	6.84	1.70	67	6.49	2.01

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

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

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
To a fully sufficient degree	18.9%	9.1%
To a somewhat sufficient degree	49.1%	51.9%
To a somewhat insufficient degree	20.8%	26.0%
To a very insufficient degree	3.8%	5.2%
Don't know	7.5%	7.8%

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

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Staff too inaccessible	2.0%	9.3%
Not collaborating enough with private sector	7.8%	13.3%
Not collaborating enough with civil society*	13.7%	30.7%
Not aligned with country priorities	2.0%	2.7%
Not adequately sensitive to political/social realities in Cambodia	11.8%	14.7%
Too influenced by developed countries	17.6%	8.0%
World Bank Group's processes too slow and complex	21.6%	18.7%
Not adequately flexible in changing country circumstances	5.9%	6.7%
Not sufficiently focused on sustainable results	11.8%	6.7%
Not willing to honestly criticize policies and reform efforts in the country	21.6%	20.0%
Not enough public disclosure of its work	5.9%	10.7%
Arrogant in its approach	2.0%	1.3%
Inadequate World Bank Group's staffing in Cambodia	13.7%	5.3%
Inadequate level of real-time advice and guidance	2.0%	1.3%
Inadequate number of innovative knowledge products and services	3.9%	1.3%
Inadequate number of innovative financial products and services	5.9%	4.0%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	13.7%	8.0%
Other	7.8%	2.7%
Don't know	7.8%	14.7%

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Energy*	0.0%	8.3%
Global pandemics (e.g., COVID-19)	3.8%	5.6%
Water and sanitation	5.7%	2.8%
Pollution	0.0%	1.4%
Job creation/employment	11.3%	20.8%
Health	13.2%	4.2%
Transport (e.g., roads, bridges, transportation)	11.3%	11.1%
Social protection	11.3%	9.7%
Gender equity	3.8%	9.7%
Private sector development	15.1%	18.1%
Education	26.4%	22.2%
Public sector governance/reform	28.3%	29.2%
Global/regional integration	1.9%	0.0%
Urban development	9.4%	2.8%
Debt	5.7%	2.8%
Judiciary reform	9.4%	15.3%
Food security	3.8%	4.2%
Economic growth	18.9%	13.9%
Disaster risk management	1.9%	1.4%
Equality of opportunity (i.e., social inclusion)	3.8%	4.2%
Information and communications technology	5.7%	5.6%
Financial markets*	9.4%	1.4%
Agriculture and rural development	17.0%	29.2%
Trade and exports	3.8%	9.7%
Crime and violence	0.0%	1.4%
Natural resource management	7.5%	5.6%
Climate change (e.g., mitigation, adaptation)	9.4%	2.8%
Poverty reduction	26.4%	27.8%
Anti-corruption	11.3%	15.3%

**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 Cambodia solve its most complicated development challenges?	49	6.92	1.75	66	6.47	1.82

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group is adequately staffed in Cambodia?	45	6.38	1.77	59	5.98	1.93

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

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 Cambodia, 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	49	6.84	1.81	62	6.35	1.91
Flexibility (in terms of the institution's products and services)	44	6.23	1.88	53	5.55	1.87
Flexibility (in terms of changing country circumstances)	45	6.16	1.89	54	5.48	1.86
Being inclusive*	44	6.64	1.56	51	5.76	1.72
Openness (sharing data and other information)*	46	7.39	1.44	55	6.69	1.83
Collaboration with the Government	47	7.60	1.61	64	7.20	1.69
The speed in which it gets things accomplished on the ground	43	6.49	2.02	54	6.15	1.88
Helping to bring discipline/effective supervision to implementation of investment projects	44	6.57	1.95	55	6.65	1.79
Collaboration with civil society*	41	6.49	2.04	54	5.57	2.20
Staff accessibility*	44	6.89	1.78	51	6.04	2.07
Collaboration with other donors and development partners*	39	7.33	1.46	52	6.63	1.85
Collaboration with the private sector	35	6.60	1.68	47	6.15	1.97
Straightforwardness and honesty	44	7.07	1.84	53	6.77	1.99
Treating clients and stakeholders in Cambodia with respect	43	7.14	1.97	47	6.85	1.88
Being a long-term partner	46	7.50	2.08	53	7.53	1.95

**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	35	6.34	1.73	41	5.54	2.39
The World Bank Group effectively monitors and evaluates the projects and programs it supports	44	7.11	2.05	54	7.00	1.69
The World Bank Group's approvals and reviews are done in a timely fashion	42	6.62	2.27	46	6.15	1.89
The World Bank Group's Environmental and Social Framework requirements are reasonable	42	7.38	1.87	48	6.63	1.83
The World Bank Group's conditions on its lending are reasonable	37	7.03	1.99	42	6.74	1.94
The World Bank Group takes decisions quickly in Cambodia	38	6.21	2.16	45	5.69	1.82
Working with the World Bank Group increases Cambodia's institutional capacity	44	7.41	1.94	58	6.84	2.17

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 Cambodia?

	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 Cambodia	45	6.93	1.86	55	6.73	2.00
The World Bank Group meets Cambodia's needs for knowledge services	48	7.17	1.71	60	6.78	1.95

(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 has provided real time advice and guidance to the government and policy makers, built on its COVID-19 "Approach Paper" published soon after the outbreak. Please rate the usefulness of this more informal advice and guidance to the Cambodia government's efforts to support citizens throughout this crisis?	39	7.13	1.76	51	7.16	1.90

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
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?	49	7.80	1.95	61	7.95	2.01

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

How effectively does the World Bank Group support Cambodia's efforts … ? *(1-Not effectively at all, 10-Very effectively)*

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To build stronger domestic resource mobilization systems in the Government (e.g., tax collection)	41	6.71	2.03	56	6.88	1.95
To develop better and stronger data collection/analytics systems within the Government	41	7.15	1.84	57	7.12	1.77
To strengthen the country's crisis preparedness	39	7.03	1.80	53	6.66	1.90

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 Cambodia? *(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	31	7.00	1.57	36	6.58	1.89
Gender equity	31	6.74	1.86	42	7.05	1.77
Private sector development	32	6.31	1.67	43	6.63	1.70
Education	38	7.13	1.68	50	7.32	1.46
Public sector governance/reform	38	7.03	1.81	44	6.75	1.51
Global/regional integration	28	6.86	1.86	38	6.97	1.55
Food security	25	6.76	1.69	41	6.80	1.50
Urban development	25	7.08	1.73	42	6.64	1.36
Energy	23	6.70	1.74	39	6.31	1.49
Water and sanitation	28	7.29	1.49	40	6.88	1.52
Pollution	21	6.86	1.90	36	6.11	1.47
Job creation/employment	31	7.03	1.87	44	6.43	1.39
Health*	33	7.48	1.54	44	6.55	1.44
Financial markets	25	6.56	1.94	34	6.21	1.32
Transport (e.g., roads, bridges, transportation)	31	7.26	1.77	42	6.67	1.46
Agriculture and rural development	34	7.18	1.80	42	6.93	1.60
Trade and exports	26	6.69	1.44	39	6.36	1.48
Crime and violence	15	5.80	2.31	30	5.83	1.70
Natural resource management*	29	6.97	2.15	39	5.69	2.08
Climate change (e.g., mitigation, adaptation)	31	6.81	2.14	41	6.22	1.93
Poverty reduction	39	7.41	1.48	45	6.80	1.85
Anti-corruption	26	6.27	2.18	37	5.86	2.25
Judiciary reform	23	5.83	2.46	34	5.12	2.04
Economic growth	40	7.43	1.47	46	7.04	1.62
Disaster risk management	25	7.08	2.00	36	6.31	1.62
Equality of opportunity (i.e., social inclusion)*	28	7.39	1.93	40	6.45	1.84
Information and communications technology	27	7.22	2.01	37	6.51	1.56

**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 Cambodia related to the outbreak of COVID-19 since early 2021. 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	28	7.29	1.76	52	7.19	1.82
Education	33	7.15	1.64	52	6.67	1.77
Protecting poor people	34	7.09	1.85	51	6.49	1.93
Ensuring sustainable business growth and job creation	29	6.72	1.98	46	6.28	1.94
Strengthening policies, institutions and investments for rebuilding better	33	6.97	1.86	46	6.41	1.80
Macroeconomic stability and transparent debt management	32	7.03	2.01	48	6.65	1.78

E. World Bank Group's Knowledge Work and Activities

In Cambodia, 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	48	7.15	1.83	50	6.46	1.86
Include appropriate level of stakeholder involvement during preparation*	46	7.04	1.78	47	6.19	1.88
Lead to practical solutions	47	6.83	2.12	53	6.60	2.16
Are source of relevant information on global good practices	46	7.37	1.72	53	6.91	1.87
Are adequately disseminated	46	6.76	1.99	53	6.64	1.89
Are translated enough into local language	38	6.11	2.36	53	6.26	2.08
Are adaptable to Cambodia's specific development challenges and country circumstances	42	6.74	2.24	54	6.78	1.85

**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?	52	7.42	1.87	62	7.60	1.72

(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?	50	7.66	1.53	59	7.71	1.69

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

F. The future role of the World Bank Group in Cambodia

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Offer more innovative knowledge products and services	3.7%	10.4%
Engage more directly with beneficiaries	7.4%	16.4%
Collaborate more effectively with Government clients	22.2%	26.9%
Work faster	5.6%	4.5%
Ensure greater selectivity in its work	0.0%	3.0%
Offer more real-time advice and guidance	5.6%	4.5%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	9.3%	4.5%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	22.2%	10.4%
Offer more innovative financial products and services	5.6%	6.0%
Provide more adequate data/knowledge/statistics/figures on Cambodia's economy	11.1%	17.9%
Engage more effectively with civil society (e.g., NGOs, CBOs)*	18.5%	38.8%
Increase the level of capacity development in the country	24.1%	11.9%
Reduce the complexity of obtaining World Bank Group financing	22.2%	11.9%
Improve the quality of its experts as related to Cambodia's specific challenges	18.5%	11.9%
Engage more effectively with private sector	18.5%	14.9%
Other	3.7%	0.0%

**Significantly different between collaborators and non-collaborators*

Appendix D: Responses to Selected Questions by Year[22]

All data presented in this appendix are weighted. As a result, means of the FY 2021 data and the total number of respondents indicated will be slightly different from the aggregated responses in Appendix A. Similarly, responses from FY 2018 respondents and the total number of respondents indicated may differ from those reported in the FY 2018 COS report.

- **FY 2018 Number of comparable respondents = 122**
- **FY 2021 Number of comparable respondents = 137**

By weighting, the FY 2018 and FY 2021 samples have the same stakeholder composition and thus are comparable. The weighted percentage of a stakeholder group is determined by the extent to which the World Bank Group interacts with them in the country and the percentage this group usually makes up in the past aggregated annual global data. The weighted stakeholder breakdown is presented below:

Percentage of Respondents	FY 2018	FY 2021
Office of the President/Prime Minister/Minister	2.5%	2.5%
Government Institutions	22.5%	22.5%
Local Government	3.5%	3.5%
Bilateral/Multilateral Agency	9.0%	9.0%
Civil Society	26.5%	26.5%
Private Sector	20.0%	20.0%
Academia/Research Institute/Think Tank	6.0%	6.0%
Media	10.0%	10.0%

A. Overall Context

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

Percentage of Respondents	FY 2018	FY 2021
The right direction	63.7%	64.2%
The wrong direction	9.7%	13.4%
Not sure	26.6%	22.4%

B. Overall Attitudes toward the World Bank Group

	FY 2018			FY 2021		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Cambodia?[i]	128	5.93	2.22	126	6.25	2.54

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

[i] *In FY 2021, this question was asked separately about the World Bank and the IFC (B1_1 and B1_2). For this calculation, variable B1_1 that refers to the World Bank was compared to question B1 from FY 2018 – "How familiar are you with the work of the World Bank Group in Cambodia".*

[22] Only those questions that were asked both in FY 2018 and FY 2021 country opinion surveys, with similar response scales/options, are presented in this appendix.

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 Cambodia?
(1-Strongly disagree, 10-Strongly agree)

	FY 2018			FY 2021		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Cambodia	118	7.29	1.78	123	7.32	2.03
The World Bank Group's work is aligned with what I consider the development priorities for Cambodia	113	6.91	1.88	121	7.35	1.82

	FY 2018			FY 2021		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Cambodia.[i]	114	6.65	2.02	110	6.87	2.00

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

[i] *In FY 2021, this question was asked separately about the World Bank and the IFC (B4_1 and B4_2). For this calculation, variable B4_1 that refers to the World Bank was compared to question B2 from FY 2018 – "Overall, please rate your impression of the World Bank Group's effectiveness in Cambodia".*

	FY 2018			FY 2021		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Cambodia?	106	6.48	1.55	113	6.90	1.77

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

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

Percentage of Respondents	**FY 2018**	**FY 2021**
To a fully sufficient degree	0.8%	13.0%
To a somewhat sufficient degree	34.8%	51.2%
To a somewhat insufficient degree	28.8%	23.6%
To a very insufficient degree	22.7%	4.9%
Don't know	12.9%	7.3%

**Significantly different between FY2018 and FY2021*

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

	FY 2018			FY 2021		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Cambodia solve its most complicated development challenges?	112	6.64	1.76	112	6.58	1.79

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

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 Cambodia, in terms of each of the following?
(1-To no degree at all, 10-To a very significant degree)

	FY 2018			FY 2021		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	114	6.57	1.69	107	6.52	1.91
Flexibility (in terms of the institution's products and services)	100	5.82	1.78	93	5.85	1.92
Flexibility (in terms of changing country circumstances)	100	5.88	1.75	96	5.78	1.88
Being inclusive	91	6.26	1.94	93	6.21	1.71
Openness (sharing data and other information)	113	6.75	2.09	98	7.02	1.70
Collaboration with the Government	111	7.54	1.59	106	7.42	1.67
The speed in which it gets things accomplished on the ground	96	6.09	1.93	92	6.26	1.95
Helping to bring discipline/effective supervision to implementation of investment projects	88	6.70	1.78	94	6.57	1.87
Collaboration with civil society	95	6.01	1.97	92	5.93	2.19
Staff accessibility	98	6.51	2.23	92	6.49	1.99
Collaboration with other donors and development partners	89	6.83	1.84	86	6.93	1.73
Collaboration with the private sector	84	6.23	1.89	80	6.37	1.86
Straightforwardness and honesty	95	6.81	2.00	94	6.85	1.92
Treating clients and stakeholders in Cambodia with respect	94	6.99	1.78	87	7.00	1.94
Being a long-term partner	101	7.63	1.87	95	7.49	2.03

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

	FY 2018			FY 2021		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	79	5.98	2.24	72	5.87	2.14
The World Bank Group effectively monitors and evaluates the projects and programs it supports	92	7.16	1.82	94	6.99	1.88
The World Bank Group's approvals and reviews are done in a timely fashion	87	6.42	2.02	83	6.28	2.10
The World Bank Group's Environmental and Social Framework requirements are reasonable[i]	70	6.89	1.65	86	6.90	1.89
The World Bank Group's conditions on its lending are reasonable	76	6.74	1.72	75	6.82	1.97
The World Bank Group takes decisions quickly in Cambodia	80	5.70	2.14	80	5.85	2.00
Working with the World Bank Group increases Cambodia's institutional capacity	101	7.03	1.87	97	6.99	2.09

[i] *In FY 2018. the category was "The World Bank Group's 'Safeguard Policy' requirements are reasonable".*

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

	FY 2018			FY 2021		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Cambodia	98	6.94	1.65	96	6.76	1.96
The World Bank Group meets Cambodia's needs for knowledge services	106	7.10	1.63	103	6.87	1.88

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 Cambodia? *(1-Not effective at all, 10-Very effective)*

	FY 2018			FY 2021		
	N	Mean	SD	N	Mean	SD
Social protection (e.g., pensions, targeted social assistance)	60	6.17	1.73	63	6.68	1.73
Gender equity	70	6.58	1.71	70	6.82	1.78
Private sector development	71	6.28	1.73	74	6.51	1.70
Education	90	7.31	1.62	83	7.21	1.57
Public sector governance/reform	87	6.93	1.80	78	6.85	1.70
Global/regional integration[i]				64	6.85	1.68
Food security	66	6.30	1.75	65	6.77	1.58
Urban development*	53	5.99	1.95	65	6.80	1.49
Energy	61	6.54	1.89	60	6.40	1.56
Water and sanitation	67	6.80	1.79	66	7.01	1.52
Pollution*	46	5.58	1.92	55	6.33	1.64
Job creation/employment*	67	6.05	1.91	72	6.70	1.67
Health	75	6.62	1.70	75	6.92	1.57
Financial markets[ii]	58	6.38	1.70	58	6.39	1.65
Transport (e.g., roads, bridges, transportation)	72	7.23	1.49	69	6.89	1.65
Agriculture and rural development	75	6.71	1.78	75	7.01	1.70
Trade and exports[iii]	65	6.23	1.73	64	6.50	1.47
Crime and violence[i]				42	5.71	1.93
Natural resource management	53	5.97	1.70	66	6.19	2.21
Climate change (e.g., mitigation, adaptation)*	51	5.62	1.94	71	6.47	2.06
Poverty reduction	97	6.77	1.72	83	7.08	1.72
Anti-corruption	68	5.60	2.25	61	5.99	2.26
Judiciary reform[i]				55	5.40	2.30
Economic growth*[iv]	66	6.04	2.29	83	7.23	1.57
Disaster risk management	67	6.00	1.88	59	6.58	1.84
Equality of opportunity (i.e., social inclusion)*	54	5.55	1.90	65	6.78	1.95
Information and communications technology*	51	6.05	1.74	62	6.81	1.84

**Significantly different between FY2018 and FY2021*

[i] *Only FY21 questionnaire had this response option*

[ii] *In FY2018, this option was "Financial market development"*

[iii] *In FY2018, this option was "Trade facilitation"*

[iv] *In FY2018, this option was "Macroeconomic stability and growth"*

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	FY 2018	FY 2021
Weekly	7.3%	3.4%
Monthly	14.5%	20.3%
A few times a year	42.7%	41.5%
Rarely	32.3%	22.0%
Never	3.2%	12.7%

**Significantly different between FY2018 and FY2021*

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

In Cambodia, 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)

	FY 2018			FY 2021		
	N	Mean	SD	N	Mean	SD
Are timely	94	6.52	1.80	95	6.79	1.91
Include appropriate level of stakeholder involvement during preparation	97	6.50	1.94	89	6.67	1.89
Lead to practical solutions	99	6.29	1.92	95	6.64	2.13
Are source of relevant information on global good practices	104	7.11	1.67	95	7.09	1.84
Are adequately disseminated	106	6.12	1.91	94	6.63	1.95
Are translated enough into local language	105	5.68	1.86	88	6.22	2.22
Are adaptable to Cambodia's specific development challenges and country circumstances*	98	6.19	1.77	93	6.73	2.06

**Significantly different between FY2018 and FY2021*

	FY 2018			FY 2021		
	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?	111	7.11	1.67	109	7.52	1.82
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	109	7.00	1.39	104	7.66	1.64

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality)
**Significantly different between FY2018 and FY2021*

G. Communication and Information Sharing

Which Internet connection do you use primarily when visiting a World Bank Group website? (Select only ONE response)*

Percentage of Respondents	**FY 2018**	**FY 2021**
High speed/WiFi	74.6%	84.7%
Dial-up	25.4%	15.3%

**Significantly different between FY2018 and FY2021*

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?	6.89	7.19
Overall the World Bank Group currently plays a relevant role in development in Cambodia	7.30	7.43
The World Bank Group's work is aligned with what I consider the development priorities for Cambodia	7.32	7.47
Overall, please rate your impression of the World Bank's effectiveness in Cambodia.	6.86	7.04
Overall, please rate your impression of the IFC's effectiveness in Cambodia.	6.37	6.72
To what extent does the World Bank Group's work help to achieve development results in Cambodia?	6.90	7.02
To what extent does the World Bank Group influence the development agenda in Cambodia?	6.49	6.84
Responsiveness to needs	6.35	6.84
Flexibility (in terms of the institution's products and services)	5.55	6.23
Flexibility (in terms of changing country circumstances)	5.48	6.16
Being inclusive	5.76	6.64
Openness (sharing data and other information)	6.69	7.39
Collaboration with the Government	7.20	7.60
The speed in which it gets things accomplished on the ground	6.15	6.49
Helping to bring discipline/effective supervision to implementation of investment projects	6.65	6.57
Collaboration with civil society	5.57	6.49
Staff accessibility	6.04	6.89
Collaboration with other donors and development partners	6.63	7.33
Collaboration with the private sector	6.15	6.60
Straightforwardness and honesty	6.77	7.07
Treating clients and stakeholders in Cambodia with respect	6.85	7.14
Being a long-term partner	7.53	7.50
The World Bank Group takes decisions quickly in Cambodia	5.69	6.21
The World Bank Group's financial instruments meet the needs of Cambodia	6.73	6.93
The World Bank Group meets Cambodia's needs for knowledge services	6.78	7.17
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?	7.95	7.80
In Cambodia, to what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Cambodia's specific development challenges and country circumstances	6.78	6.74
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	7.60	7.42
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.71	7.66

Yellow highlight indicates significant difference between Yes and No means.

Appendix F: Cambodia FY21 COS Questionnaire

World Bank Group Country Survey FY 2021 – Cambodia

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

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

A2. Do you think that economic opportunity for citizens in Cambodia is … ?	
1	Increasing
2	Decreasing
3	Staying about the same

A3. Listed below are a number of development priorities in Cambodia.
Please identify which of the following you consider the most important development priorities in Cambodia. (Choose no more than THREE)

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

SECTION A: OVERALL CONTEXT

A4. Poverty reduction is a broad term that encompasses work in many different areas.			
Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Cambodia? (Choose no more than THREE)			
1	Energy	15	Urban development
2	Disaster risk management	16	Job creation/employment
3	Equality of opportunity (i.e., social inclusion)	17	Health
4	Information and communications technology	18	Financial markets
5	Social protection (e.g., pensions, targeted social assistance)	19	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
6	Agriculture and rural development	20	Gender equity (closing the gap between women and men, and boys and girls)
7	Trade and exports	21	Private sector development
8	Crime and violence	22	Education
9	Economic growth	23	Pollution
10	Transport (e.g., roads, bridges, transportation)	24	Food security
11	Climate change (e.g., mitigation, adaptation)	25	Global/regional integration
12	Anti-corruption	26	Natural resource management
13	Judiciary reform	27	Debt
14	Water and sanitation		

A5. The COVID-19 pandemic has stressed many aspects of Cambodia's growth and development. In which areas would you like to see the Cambodia's government focus most of its efforts related to the impact of COVID-19 over the next six months to a year? (Choose no more than THREE)	
1	Healthcare
2	Providing direct financial support to businesses (business support packages)
3	Poverty and inequality (e.g., strengthening the social safety net, social assistance)
4	Education
5	Improvements in the business environment and/or economic diversification
6	Nutrition/food security
7	Providing direct non-financial (e.g., food, healthcare supplies, etc.) support to citizens
8	Public service delivery (e.g., strengthening policies, institutions)
9	Ensuring sustainable business growth and job creation
10	Ensuring that girls and women have equal access to job opportunities
11	Ensuring that girls and women have equal access to health care/health services
12	Economic growth
13	Fair and equal distribution of a COVID-19 vaccine if, and when, a safe one is approved
14	Other (please specify): _____

SECTION A: OVERALL CONTEXT

A6. When economic and/or social reform efforts fail or are slow to take place in Cambodia, which of the following would you attribute this to? (Choose no more than TWO)	
1	Political pressures and obstacles
2	Corruption
3	Inadequate level of private sector participation
4	Inadequate level of citizen/civil society participation
5	Reforms are not well thought out in light of country challenges
6	Inadequate level of government accountability
7	Inadequate level of capacity in the government
8	Inadequate level of donor coordination
9	Pressure from outside interest groups (e.g., private sector, unions)
10	Other (please specify): _____

A7. 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	The national/federal government	1	2	3	4	5	6	7	8	9	10	☐
2	Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	1	2	3	4	5	6	7	8	9	10	☐
3	The World Bank Group	1	2	3	4	5	6	7	8	9	10	☐
4	The International Monetary Fund	1	2	3	4	5	6	7	8	9	10	☐
5	The United Nations (UN)	1	2	3	4	5	6	7	8	9	10	☐
6	The World Health Organization (WHO)	1	2	3	4	5	6	7	8	9	10	☐
7	Regional development banks	1	2	3	4	5	6	7	8	9	10	☐
8	Cambodia's Central Bank	1	2	3	4	5	6	7	8	9	10	☐
9	International private sector	1	2	3	4	5	6	7	8	9	10	☐
10	Domestic private sector	1	2	3	4	5	6	7	8	9	10	☐
11	International civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	☐
12	Domestic civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	☐
13	Youth organizations	1	2	3	4	5	6	7	8	9	10	☐
14	Faith-based institutions	1	2	3	4	5	6	7	8	9	10	☐
15	Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	1	2	3	4	5	6	7	8	9	10	☐
16	International media and their web presence	1	2	3	4	5	6	7	8	9	10	☐
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	☐

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B1. How familiar are you with the work of these organizations in Cambodia?

		Not familiar at all									Extremely familiar
1	The World Bank (IDA)	1	2	3	4	5	6	7	8	9	10
2	The International Finance Corporation (IFC), the World Bank Group's private sector arm	1	2	3	4	5	6	7	8	9	10

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

		Strongly disagree									Strongly agree	Don't know
B2	Overall the World Bank Group currently plays a relevant role in development in Cambodia	1	2	3	4	5	6	7	8	9	10	☐
B3	The World Bank Group's work is aligned with what I consider the development priorities for Cambodia	1	2	3	4	5	6	7	8	9	10	☐

B4. Overall, please rate your impression of the effectiveness of these organizations in Cambodia.

		Not effective at all									Very effective	Don't know
1	The World Bank (IDA)	1	2	3	4	5	6	7	8	9	10	☐
2	The International Finance Corporation (IFC), the World Bank Group's private sector arm	1	2	3	4	5	6	7	8	9	10	☐

B5. To what extent does the World Bank Group's work help to achieve development results in Cambodia?

1	2	3	4	5	6	7	8	9	10	☐
To no degree at all									**To a very significant degree**	Don't know

B6. To what extent does the World Bank Group influence the development agenda in Cambodia?

1	2	3	4	5	6	7	8	9	10	☐
To no degree at all									**To a very significant degree**	Don't know

B7. To what extent do you believe that the World Bank Group's work and support help the poorest in Cambodia? (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 Cambodia, 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	Donor coordination
4	Technical assistance
5	Formal policy advice, studies, analyses
6	Informal advice that World Bank Group's staff provides (e.g., memos, short evidence notes, informal discussions and emails)
7	Global advocacy
8	Data and statistics
9	Promoting knowledge sharing
10	Implementation support
11	Mobilizing third party financial resources
12	Financial resources
13	Other (please specify): _____

B9. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Cambodia? (Choose no more than TWO)	
1	Staff too inaccessible
2	Not collaborating enough with private sector
3	Not collaborating enough with civil society (e.g., NGOs, CBOs)
4	Not aligned with country priorities
5	Not adequately sensitive to political/social realities in Cambodia
6	Too influenced by developed countries
7	World Bank Group's processes too slow and complex
8	Not adequately flexible in changing country circumstances
9	Not sufficiently focused on sustainable results
10	Not willing to honestly criticize policies and reform efforts in the country
11	Not enough public disclosure of its work
12	Arrogant in its approach
13	Inadequate World Bank Group's staffing in Cambodia
14	Inadequate level of real-time advice and guidance
15	Inadequate number of innovative knowledge products and services
16	Inadequate number of innovative financial products and services
17	Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN
18	Other (please specify): _____
19	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 Cambodia, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Cambodia? (Choose no more than THREE)

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

B11. What do you immediately think of when you hear about the IFC? (Choose no more than THREE)

1	Investment Bank	9	Venture Capital
2	Asset Manager	10	Innovation and Entrepreneurship
3	Impact Investor	11	Development institution
4	Multi-lateral financial institution	12	Public-private partnerships
5	Private Sector Solutions	13	None of these
6	World Bank	14	Other (please specify): _____
7	Financial Advisory Solutions	15	Do not have enough information to say
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 Cambodia solve its most complicated development challenges?										
1	2	3	4	5	6	7	8	9	10	☐
To no degree at all									**To a very significant degree**	Don't know

C2. To what extent do you believe the World Bank Group is adequately staffed in Cambodia?										
1	2	3	4	5	6	7	8	9	10	☐
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 Cambodia, in terms of each of the following?

		To no degree at all									**To a very significant degree**	Don't know
C3	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	☐
C4	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10	☐
C5	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	☐
C6	Being inclusive	1	2	3	4	5	6	7	8	9	10	☐
C7	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	☐
C8	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	☐
C9	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	☐
C10	Helping to bring discipline/effective supervision to implementation of investment projects	1	2	3	4	5	6	7	8	9	10	☐
C11	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	☐
C12	Staff accessibility	1	2	3	4	5	6	7	8	9	10	☐
C13	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	☐
C14	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	☐
C15	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	☐
C16	Treating clients and stakeholders in Cambodia with respect	1	2	3	4	5	6	7	8	9	10	☐
C17	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	☐

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
C18	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	☐
C19	The World Bank Group effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	☐
C20	The World Bank Group's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	☐
C21	The World Bank Group's Environmental and Social Framework requirements are reasonable	1	2	3	4	5	6	7	8	9	10	☐
C22	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	☐
C23	The World Bank Group takes decisions quickly in Cambodia	1	2	3	4	5	6	7	8	9	10	☐
C24	Working with the World Bank Group increases Cambodia's institutional capacity	1	2	3	4	5	6	7	8	9	10	☐

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

		Strongly disagree									Strongly agree	Don't know
C25	The World Bank Group's financial instruments (i.e., investment lending, Trust Funds, etc.) meet the needs of Cambodia	1	2	3	4	5	6	7	8	9	10	☐
C26	The World Bank Group meets Cambodia's needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	10	☐

C27. The World Bank Group has provided real time advice and guidance to the government and policy makers, built on its COVID-19 "Approach Paper" published soon after the outbreak. Please rate the usefulness of this more informal advice and guidance (e.g., informal discussions, memos, informal working papers) to the Cambodia government's efforts to support citizens throughout this crisis?

1	2	3	4	5	6	7	8	9	10	☐
Not useful at all									**Very useful**	Don't know

C28. 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?

1	2	3	4	5	6	7	8	9	10	☐
Not important at all									**Very important**	Don't know

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

How effectively does the World Bank Group support Cambodia's efforts … ?												
		Not effectively at all									**Very effectively**	Don't know
C29	To build stronger domestic resource mobilization systems in the Government (e.g., tax collection)	1	2	3	4	5	6	7	8	9	10	☐
C30	To develop better and stronger data collection/analytics systems within the Government	1	2	3	4	5	6	7	8	9	10	☐
C31	To strengthen the country's crisis preparedness	1	2	3	4	5	6	7	8	9	10	☐

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 Cambodia? *(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	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	☐
2	Gender equity (closing the gap between women and men, and boys and girls)	1	2	3	4	5	6	7	8	9	10	☐
3	Private sector development	1	2	3	4	5	6	7	8	9	10	☐
4	Education	1	2	3	4	5	6	7	8	9	10	☐
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	☐
6	Global/regional integration	1	2	3	4	5	6	7	8	9	10	☐
7	Food security	1	2	3	4	5	6	7	8	9	10	☐
8	Urban development	1	2	3	4	5	6	7	8	9	10	☐
9	Energy	1	2	3	4	5	6	7	8	9	10	☐
10	Water and sanitation	1	2	3	4	5	6	7	8	9	10	☐
11	Pollution	1	2	3	4	5	6	7	8	9	10	☐
12	Job creation/employment	1	2	3	4	5	6	7	8	9	10	☐
13	Health	1	2	3	4	5	6	7	8	9	10	☐
14	Financial markets	1	2	3	4	5	6	7	8	9	10	☐
15	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	☐
16	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10	☐
17	Trade and exports	1	2	3	4	5	6	7	8	9	10	☐
18	Crime and violence	1	2	3	4	5	6	7	8	9	10	☐
19	Natural resource management	1	2	3	4	5	6	7	8	9	10	☐
20	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	☐
21	Poverty reduction	1	2	3	4	5	6	7	8	9	10	☐
22	Anti-corruption	1	2	3	4	5	6	7	8	9	10	☐
23	Judiciary reform	1	2	3	4	5	6	7	8	9	10	☐
24	Economic growth	1	2	3	4	5	6	7	8	9	10	☐
25	Disaster risk management	1	2	3	4	5	6	7	8	9	10	☐
26	Equality of opportunity (i.e., social inclusion)	1	2	3	4	5	6	7	8	9	10	☐
27	Information and communications technology	1	2	3	4	5	6	7	8	9	10	☐

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

D2. The World Bank Group has provided fast track support to Cambodia 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	Supporting health interventions for saving lives	1	2	3	4	5	6	7	8	9	10	☐	☐
2	Education (e.g., transitioning to remote learning, ensuring access, etc.)	1	2	3	4	5	6	7	8	9	10	☐	☐
3	Protecting poor people (social assistance/ social safety nets)	1	2	3	4	5	6	7	8	9	10	☐	☐
4	Ensuring sustainable business growth and job creation	1	2	3	4	5	6	7	8	9	10	☐	☐
5	Strengthening policies, institutions and investments for rebuilding better	1	2	3	4	5	6	7	8	9	10	☐	☐
6	Macroeconomic stability and transparent debt management	1	2	3	4	5	6	7	8	9	10	☐	☐

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 Cambodia, 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	☐
E3	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	☐
E4	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	☐
E5	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	☐
E6	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	☐
E7	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	☐
E8	Are adaptable to Cambodia's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	☐

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	☐
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	☐
Very low technical quality									**Very high technical quality**	Don't know

SECTION F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN CAMBODIA

F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Cambodia? (Choose no more than TWO)	
1	Offer more innovative knowledge products and services
2	Engage more directly with beneficiaries
3	Collaborate more effectively with Government clients (e.g., national, state, local)
4	Work faster
5	Ensure greater selectivity in its work
6	Offer more real-time advice and guidance
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	Provide more adequate data/knowledge/statistics/figures on Cambodia's economy
11	Engage more effectively with civil society (e.g., NGOs, CBOs)
12	Increase the level of capacity development in the country
13	Reduce the complexity of obtaining World Bank Group financing
14	Improve the quality of its experts as related to Cambodia's specific challenges
15	Engage more effectively with private sector
16	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 your country? (Choose no more than TWO)			
1	Beneficiaries	7	Foundations
2	Youth/university groups	8	Media
3	Academia/think tanks/research institutes	9	Private sector
4	Local government	10	Parliament
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 Cambodia?	
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 do you get most of your information about economic and social development issues in Cambodia? (Choose no more than TWO)			
1	Local radio	6	International television
2	International radio	7	Periodicals
3	Local newspapers	8	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)
4	International newspapers		
5	Local television	9	Other (please specify): _____

G3. 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 Cambodia's media

G4. Which Internet connection do you use primarily when visiting a World Bank Group website? (Select only ONE response)	
1	High speed/WiFi
2	Dial-up

G5. 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

SECTION G: COMMUNICATION AND INFORMATION SHARING

G6. 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)	☐	☐	☐	☐
2	Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	☐	☐	☐	☐
3	Interacted with the WBG on Social Media (e.g., read a post or tweet, liked, commented, shared, retweeted)	☐	☐	☐	☐
4	Visited a WBG website (e.g., read a blog, used data)	☐	☐	☐	☐
5	Attended an event/conference hosted by the WBG	☐	☐	☐	☐
6	Watched a webinar or online event hosted by the WBG	☐	☐	☐	☐
7	Read some or all of a WBG research paper or publication	☐	☐	☐	☐
8	Met professionally with WBG staff	☐	☐	☐	☐
9	Read a WBG e-newsletter	☐	☐	☐	☐

SECTION H: BACKGROUND INFORMATION

H1. Which of the following best describes your current affiliation? **(Select only ONE response)**			
1	Office of the Prime Minister	12	Private Sector Organization
2	Office of Minister	13	Financial Sector/Private Bank
3	Office of Parliamentarian	14	Private Foundation (e.g., Bill & Melinda Gates Foundation, Rockefeller Foundation)
4	Employee of Ministry, Ministerial Department, Implementation Agency	15	NGO/Community Based Organization
5	Project Management Unit (PMU) overseeing implementation of WBG project/ Consultant/Contractor working on WBG supported project/program	16	Trade Union
6	Local Government Office or Staff	17	Faith-Based Group
7	Independent Government Institution (i.e., regulatory agency, central bank/oversight institution)	18	Youth Group
8	Judicial System (e.g., courts)	19	Academia/Research Institute/Think Tank
9	State-Owned Enterprise	20	Media (press, radio, TV, web, etc.)
10	Bilateral Agency (e.g., embassy, diplomatic, military)	21	Other (please specify): _____
11	Multilateral Agency (UN, regional development bank)		

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 (IDA, IFC, MIGA, ICSID) in Cambodia?	
1	Yes
2	No

H4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Cambodia? **(Select only ONE response)**	
1	The World Bank (IDA)
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 Cambodia? (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

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	Phnom Penh
2	Other urban areas
3	Rural areas

Thank you for completing the survey!