



# Guatemala

## The World Bank Country Survey FY 2013

Report of Findings  
August 2012

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## I. Objectives

This survey was designed to achieve the following objectives:

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

## II. Methodology

In July 2012, 90 stakeholders of the World Bank in Guatemala were invited to provide their opinions on the Bank's assistance to the country by participating in a country survey. Participants in the survey were drawn from among the office of the President or Prime Minister, the office of a Minister, the office of a Parliamentarian; employees of a ministry, ministerial department, or implementation agency; consultants/contractors working on World Bank supported projects/programs; project management units (PMUs) overseeing implementation of a project; local government officials or staff; bilateral agencies; multilateral agencies; private sector organizations; private foundations; the financial sector/private banks; NGOs; community-based organizations; the media; independent government institutions; trade unions; faith-based groups; academia, research institutes or think tanks; and the judiciary branch. A total of 62 stakeholders participated in the country survey (69%).

Respondents received the questionnaires via courier. Respondents were asked about: general issues facing Guatemala, their overall attitudes toward the Bank; the World Bank's effectiveness and results; the Bank's knowledge; working with the World Bank; the Bank's future role in Guatemala, and the Bank's communication and information sharing in Guatemala:

- A. General Issues facing Guatemala: Respondents were asked to indicate whether Guatemala is headed in the right direction, what they thought were the top three most important development priorities, and which areas would contribute most to reducing poverty and generating economic growth in Guatemala.

## II. Methodology (continued)

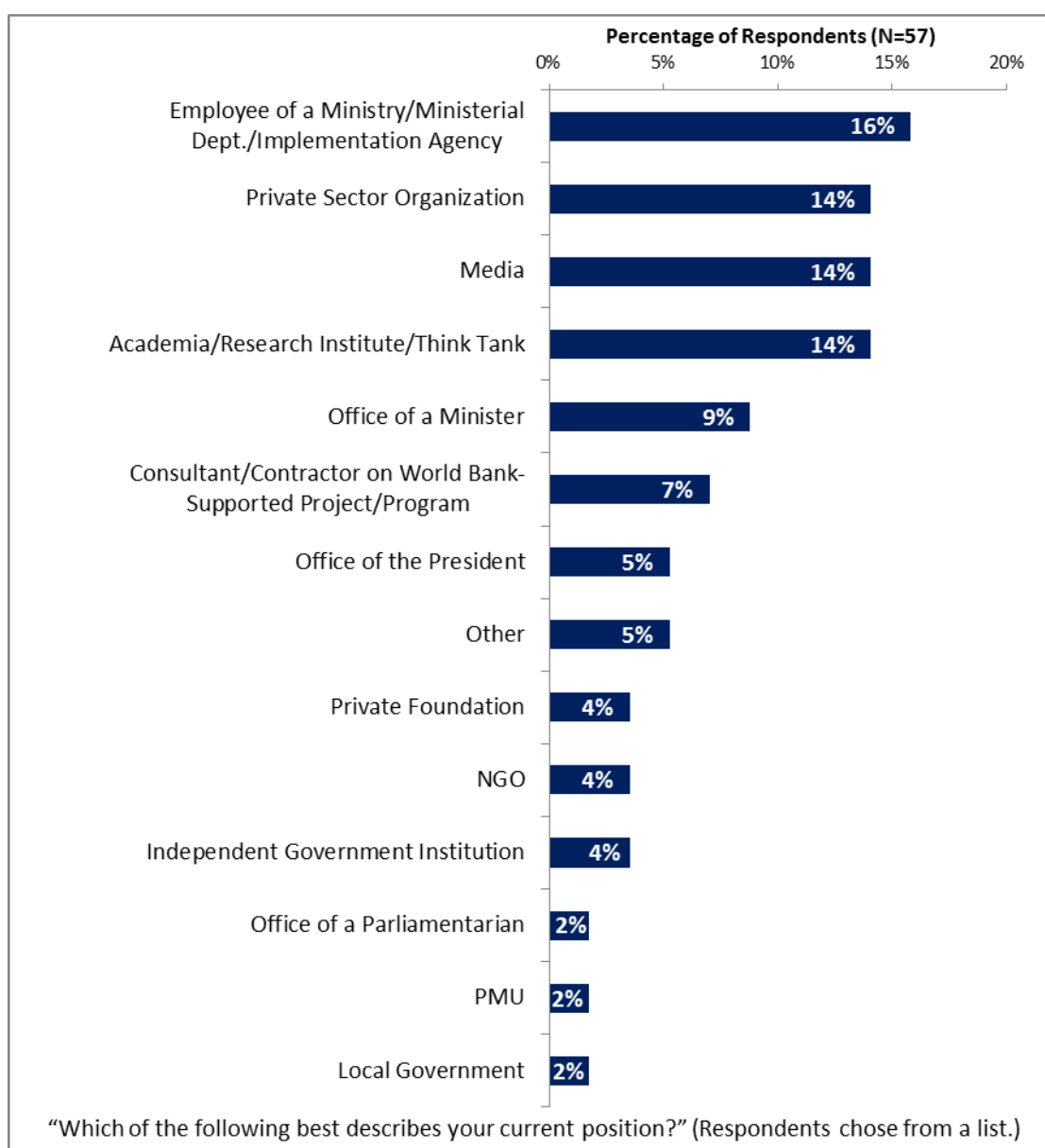
- B. Overall Attitudes toward the World Bank: Respondents were asked to rate their familiarity with the World Bank, the Bank's effectiveness in Guatemala, Bank staff preparedness, the extent to which the Bank should seek to influence the global development agenda, their agreement with various statements regarding the Bank's work in Guatemala, and the extent to which the Bank is an effective development partner. Respondents were also asked to indicate the sectoral areas on which it would be most productive for the Bank to focus its resources, the Bank's greatest values and greatest weaknesses in its work, the most and least effective instruments in helping to reduce poverty in Guatemala, with which groups the Bank should work more, and to what reasons respondents attributed failed or slow reform efforts.
- C. World Bank Effectiveness and Results: Respondents were asked to rate the extent to which the Bank's work helps achieve sustainable development results in Guatemala, the Bank's level of effectiveness across thirty-six development areas, such as economic growth, and the extent to which the Bank meets Guatemala's need for knowledge services, financial instruments, and mobilizing additional financial resources for development.
- D. The World Bank's Knowledge: Respondents were asked to indicate how frequently they consult Bank knowledge/research, the areas on which the Bank should focus its research efforts, and to rate the effectiveness and quality of the Bank's knowledge/research, including how significant of a contribution the Bank's knowledge/research make to development results, the technical quality of the Bank's knowledge/research, and the Bank's effectiveness at providing linkage to non-Bank expertise.
- E. Working with the World Bank: Respondents were asked to rate their level of agreement with a series of statements regarding working with the Bank, such as the World Bank's "Safeguard Policy" requirements being reasonable, working with the World Bank increasing Guatemala's institutional capacity, and the Bank disbursing funds promptly.
- F. The Future Role of the World Bank in Guatemala: Respondents were asked to rate how significant a role the Bank should play in Guatemala's development and to indicate what the Bank should do to make itself of greater value in Guatemala. Respondents were also asked to rate their familiarity with the IFC, how effectively the various parts of the Bank collaborate, and how significant a role the IFC should play in Guatemala's development.
- G. Communication and Information Sharing: Respondents were asked to indicate where they get information about economic and social development issues, how they prefer to receive information from the Bank, their access to the Internet, and their usage and evaluation of the Bank's website and PICs. Respondents were asked about their awareness of the Bank's Access to Information policy, past information requests from the Bank, and their level of agreement that they use more data from the World Bank as a result of the Bank's Open Data policy. Respondents were also asked their level of agreement that they know how to find information from the Bank and that the Bank is responsive to information requests.
- H. Background Information: Respondents were asked to indicate their current position, specialization, whether they professionally collaborate with the World Bank, their exposure to the Bank in Guatemala, and their geographic location.

In addition, when possible, responses from respondents completing this year's survey were compared to responses from the 217 respondents (40% response rate) who completed the country survey in FY 2004. Notations and/or charts are included when these comparisons were possible.

### III. Demographics of the Sample

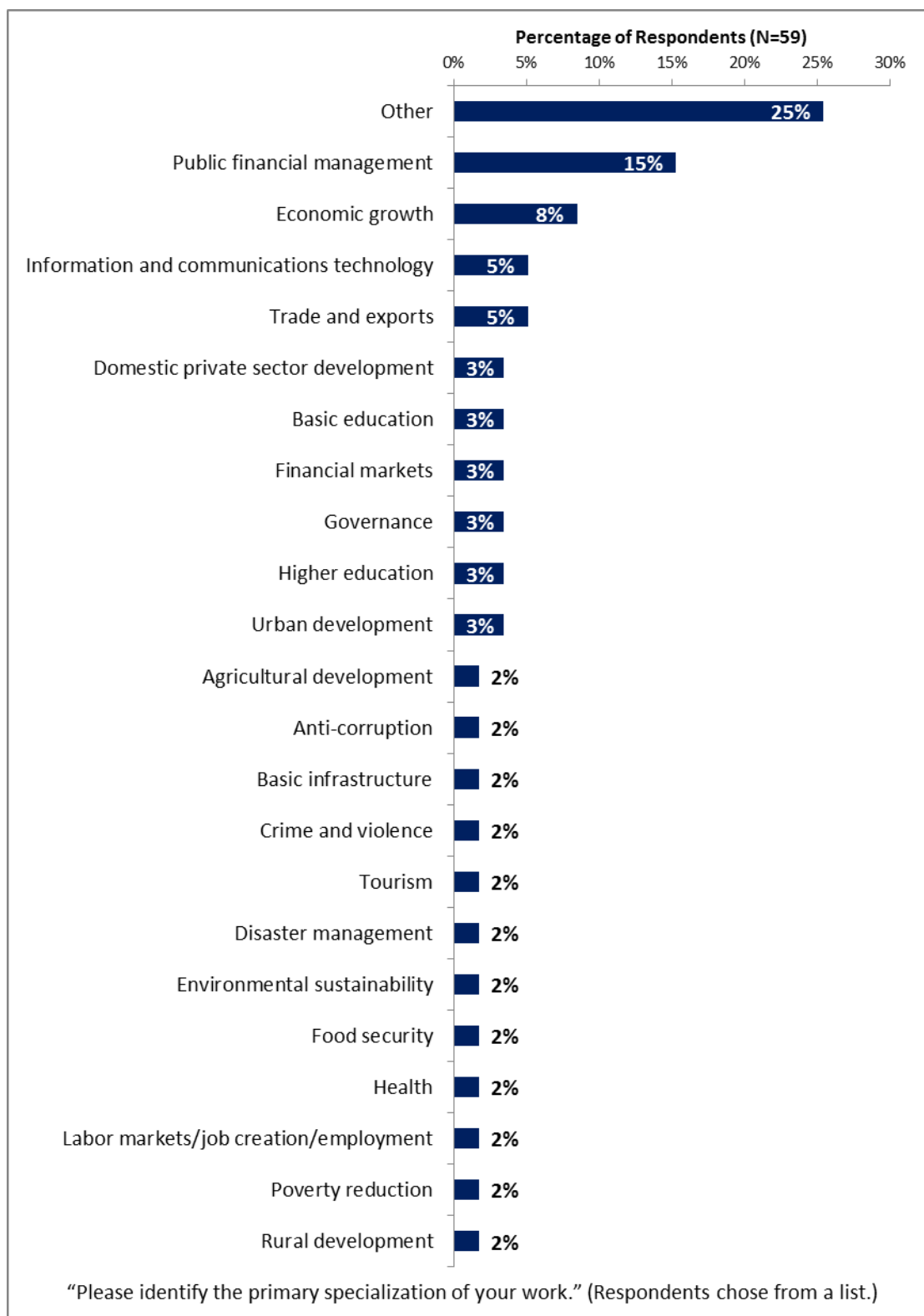
#### Current Position

- For further analyses, the small number of respondents from the office of a Minister was combined with those from the office of the President. In addition, the few consultants working on Bank-supported projects and respondents from the office of a Parliamentarian, PMUs, local government, private foundations, NGOs, and independent government institutions were included in the “Other” category. Note there were no respondents from bilateral agencies, multilateral agencies, the financial sector/private banks, CBOs, trade unions, faith-based groups, or the judiciary branch.



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

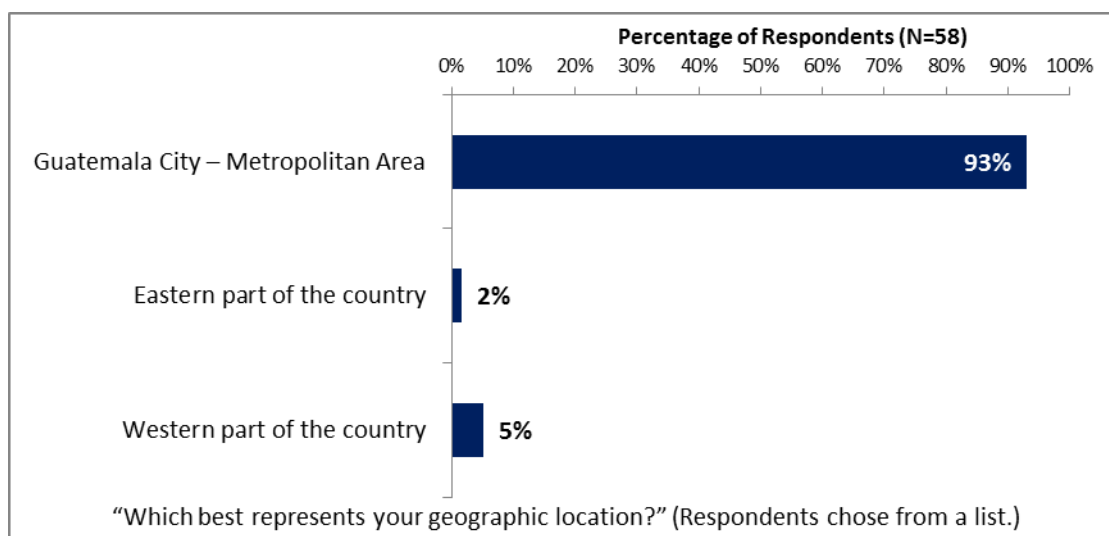
#### Area of Primary Specialization



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

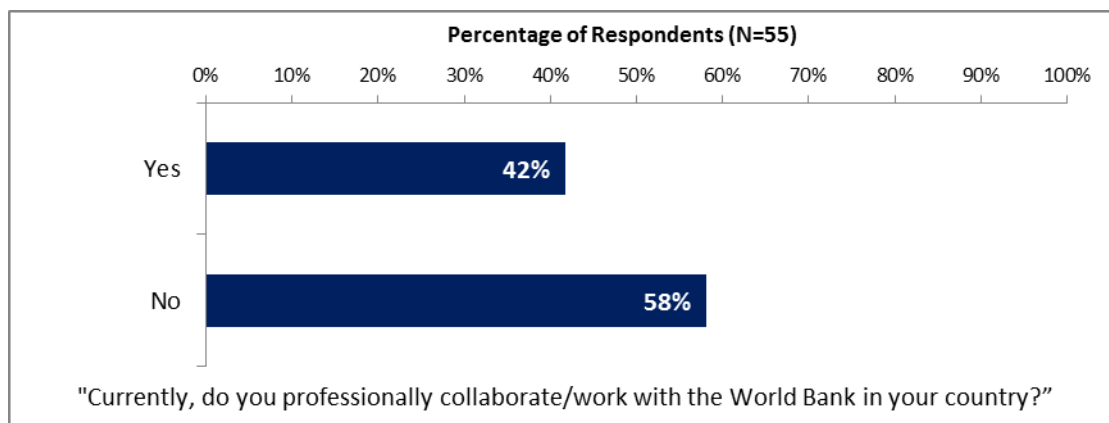
#### Geographic Location

- Nearly all respondents indicated that they were located in Guatemala City. Because of there were too few respondents from the Eastern and Western parts of the country, analyses comparing geographic locations could not be conducted.

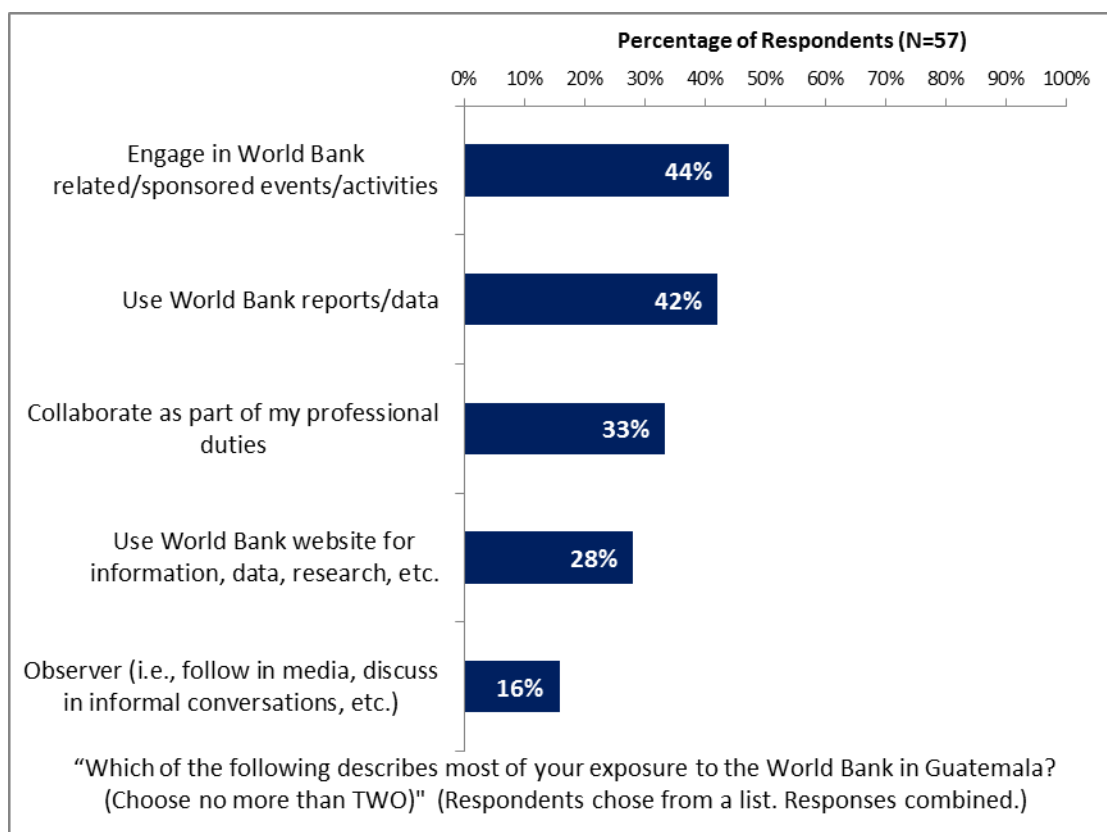


### III. Demographics of the Sample (continued)

#### Professional Collaboration with the World Bank



#### Exposure to the World Bank

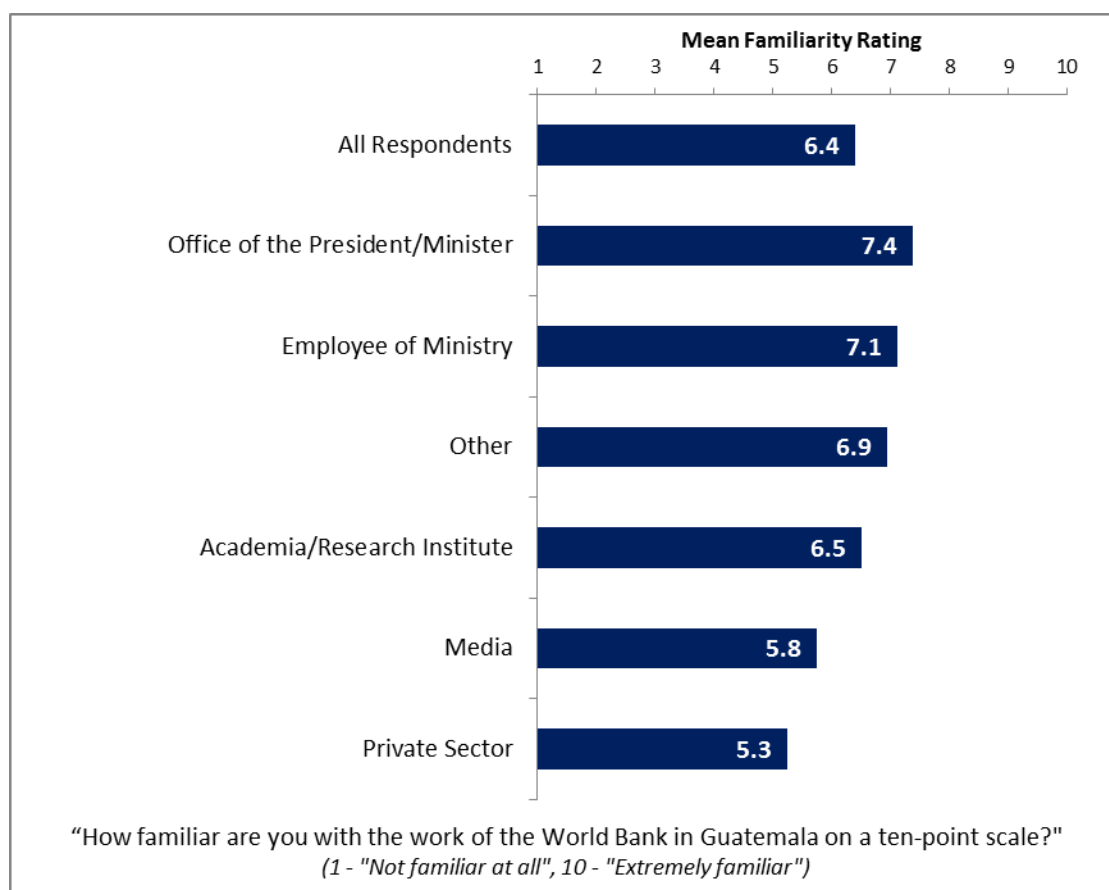




### III. Demographics of the Sample (continued)

#### Familiarity with the World Bank

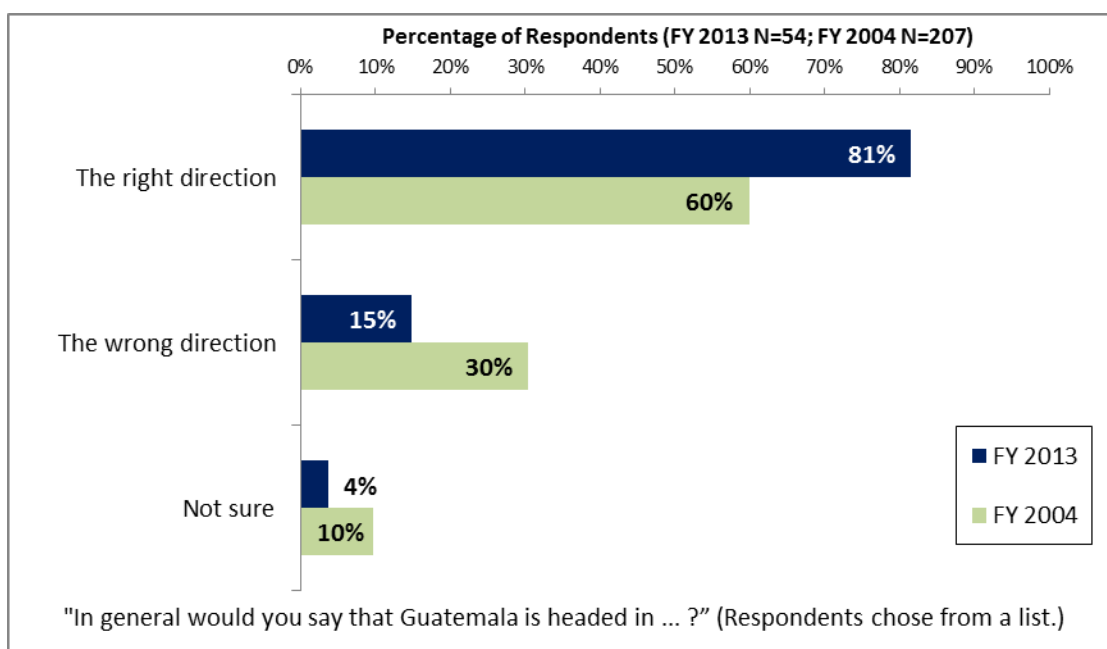
- Across all respondents, familiarity with the Bank received a mean rating of 6.4 on a 10-point scale with 1 being not familiar at all and 10 being extremely familiar. This was statistically similar to the FY '04 survey, in which familiarity with the Bank received a mean rating of 6.8 across all respondents.
  - Although it was not a significant difference, respondents from the office of the President/Minister indicated the highest levels of familiarity with the Bank whereas respondents from the media and private sector indicated the lowest familiarity levels.
  - It should be noted that respondents' ratings of familiarity with the Bank were significantly, strongly correlated with their impressions of the Bank's overall effectiveness in Guatemala as well as significantly, strongly correlated with their perceptions of the Bank's ability to help achieve sustainable development results and the Bank's relevance to Guatemala's development.



## IV. General Issues facing Guatemala

### Headed in the Right Direction

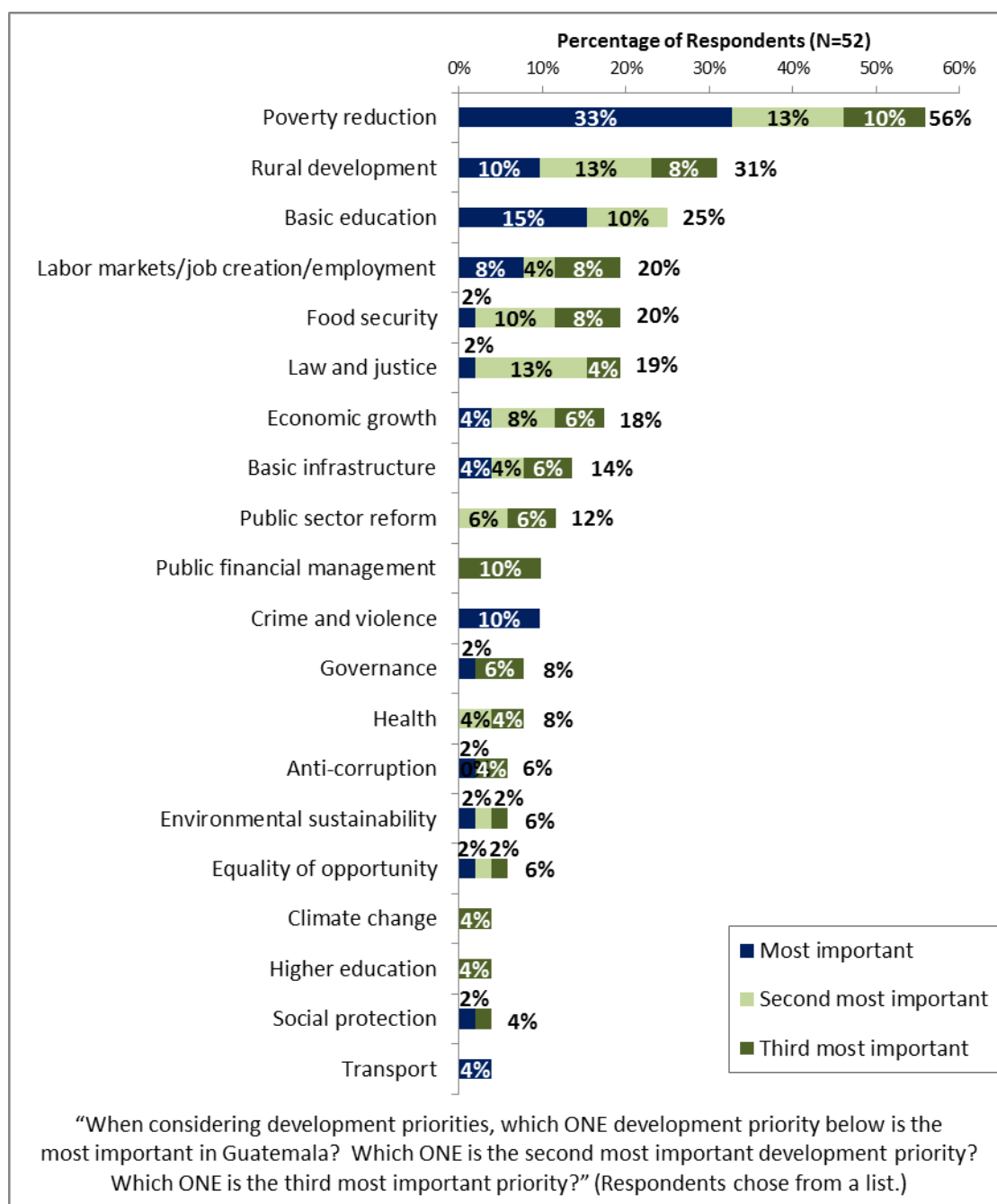
- When asked whether Guatemala was headed in the right or wrong direction, the vast majority of respondents indicated that Guatemala was headed in the right direction, significantly more than in the FY '04 country survey.
  - The vast majority of employees of ministries and respondents from the Office of the President/Minister, private sector, academia/research institutes, and other organizations indicated that Guatemala was headed in the right direction; however, respondents from the media were equally split between Guatemala being headed in the right direction and being headed in the wrong direction.



## IV. General Issues facing Guatemala (continued)

### Development Priority

- Over half of all respondents indicated that poverty reduction was the most important development priority in Guatemala. Rural development and basic education were also considered top priorities. Respondents from academia/research institutes also indicated that basic infrastructure was a top priority.
  - In the FY '04 country survey\*, reducing poverty (42%), education (25%), employment (24%), and investment/business climate (22%) were considered the most important development priorities for Guatemala.

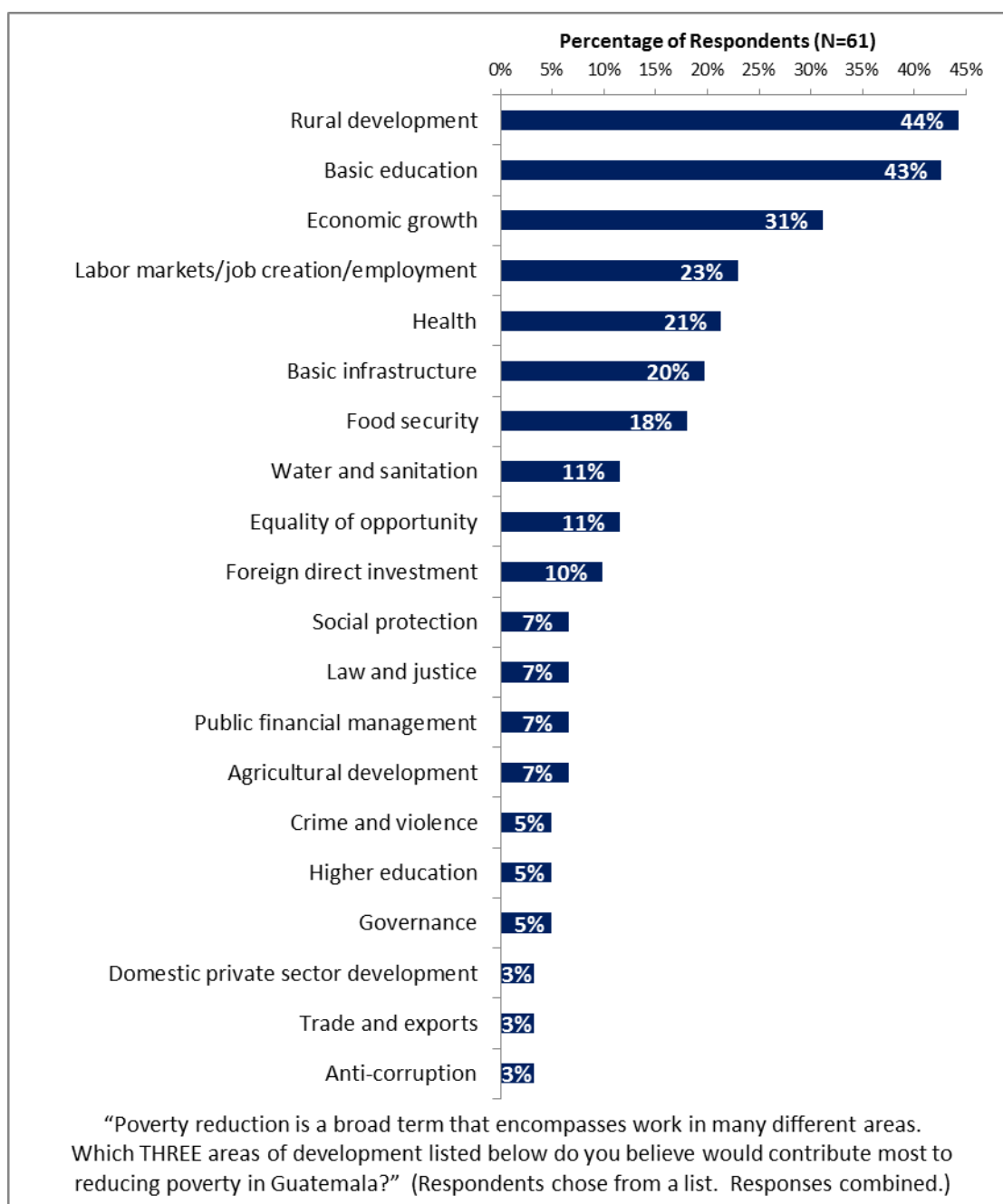


\*Not all of the response options provided in the FY '13 survey were provided in the FY '04 survey.

## IV. General Issues facing Guatemala (continued)

### Reducing Poverty

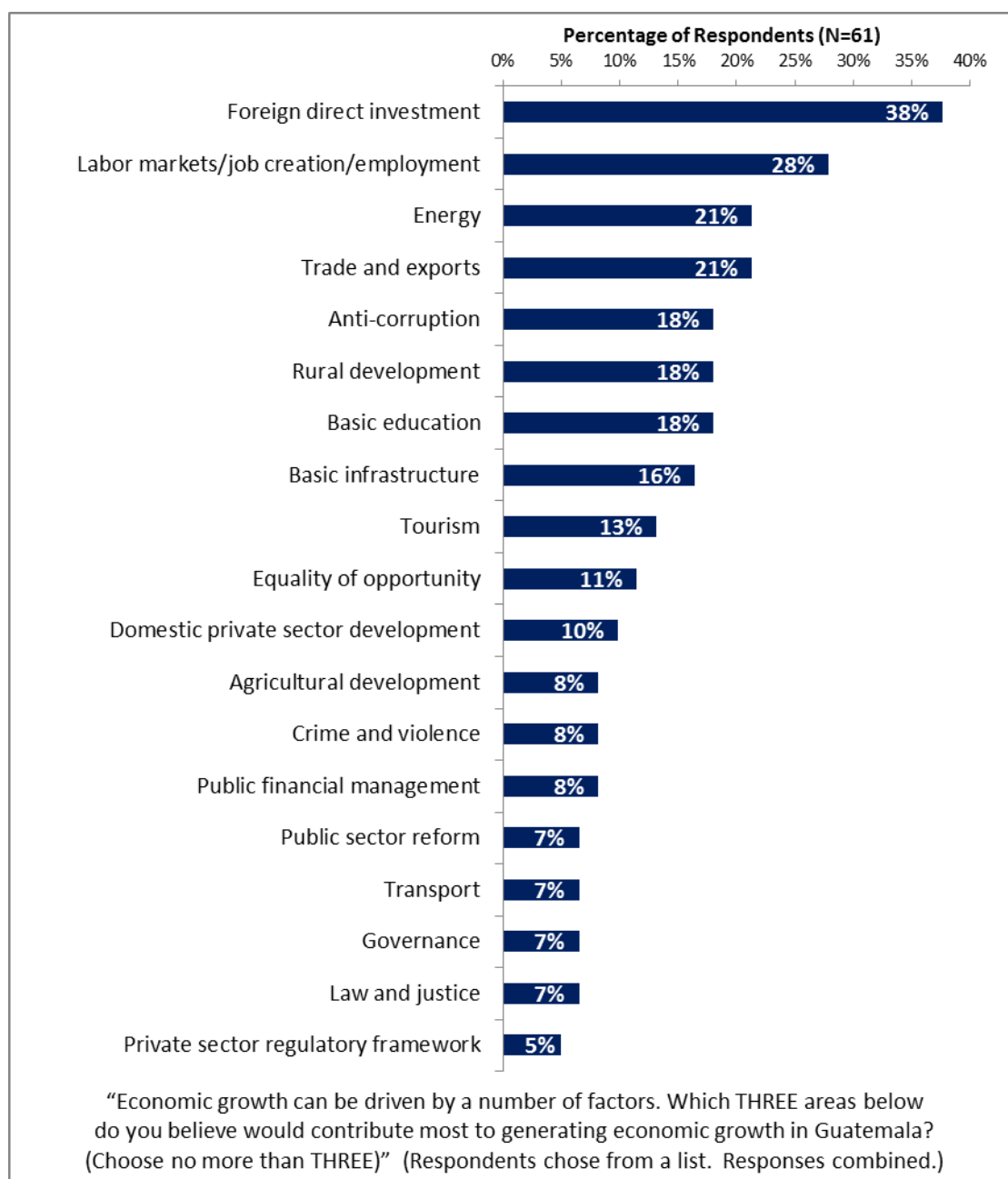
- Respondents indicated that rural development and basic education would contribute most to reducing poverty in Guatemala. Economic growth was also perceived as key to reducing poverty.



## IV. General Issues facing Guatemala (continued)

### Economic Growth

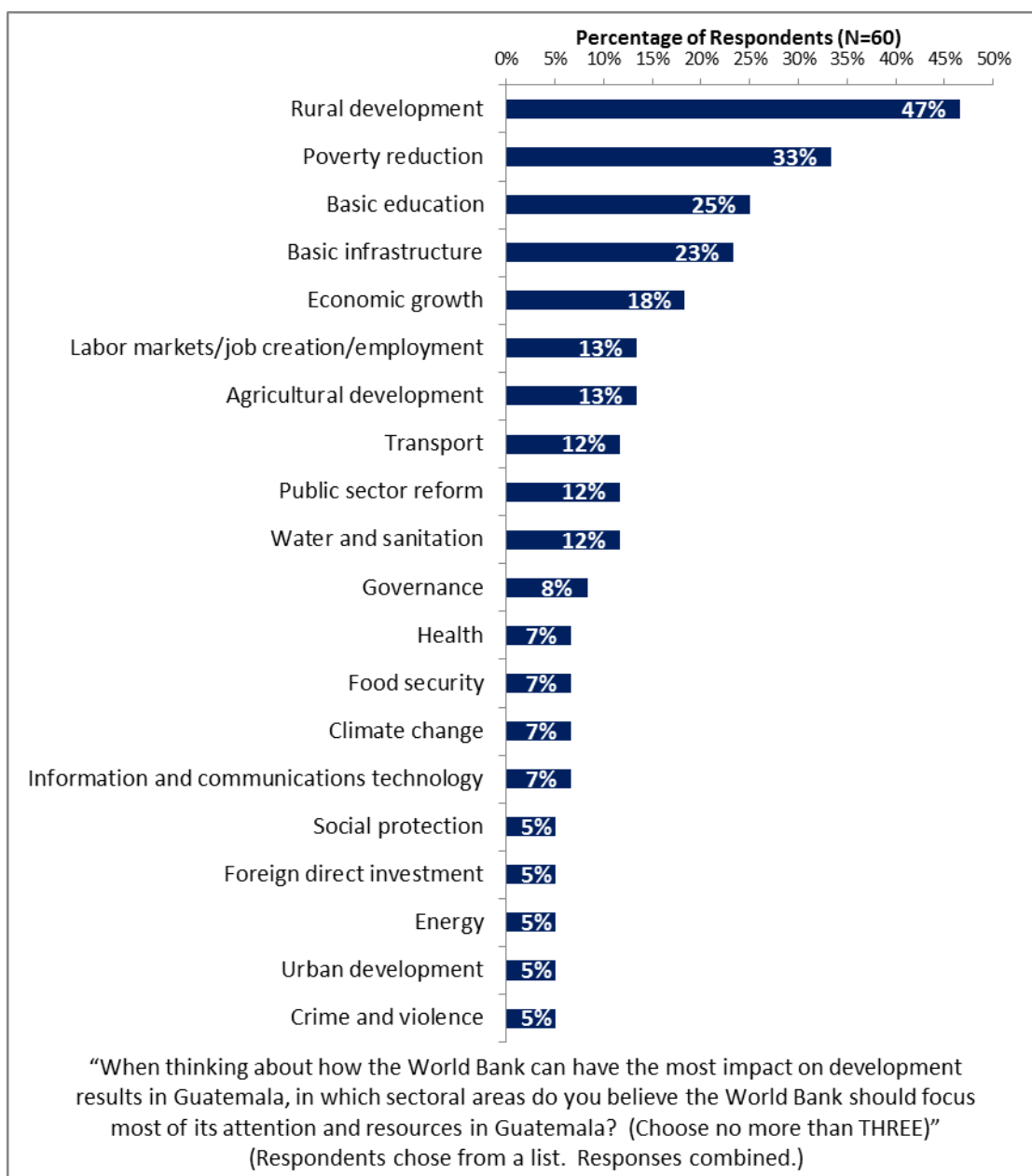
- Respondents indicated that foreign direct investment and labor markets/jobs creation/employment would contribute most to generating economic growth in Guatemala. Respondents from the media also indicated that equality of opportunity was key to economic growth.



## V. Overall Attitudes toward the World Bank

### Focusing World Bank Resources

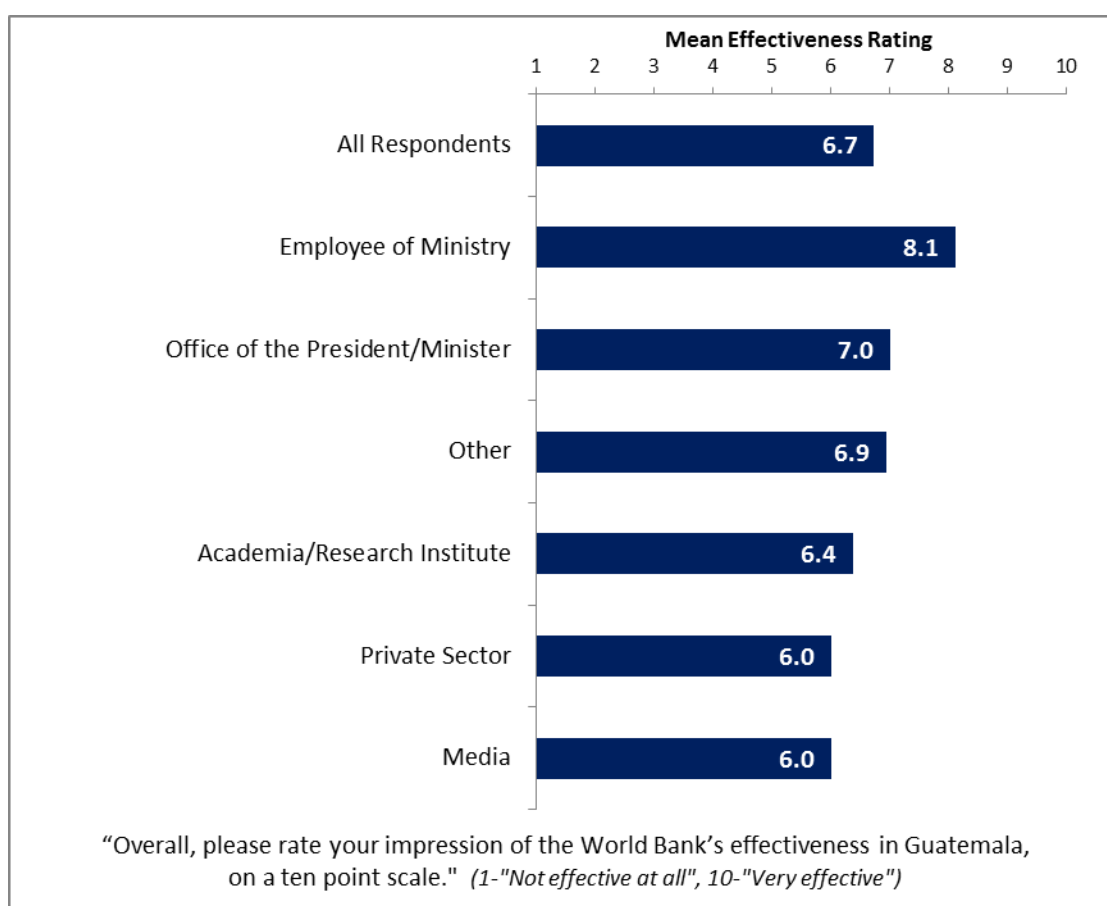
- Respondents indicated that the Bank would have the most impact on development results in Guatemala by focusing most of its attention and resources on rural development and poverty reduction. Respondents from academia/research institutes indicated that the Bank should also focus on economic growth.



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

### The World Bank's Overall Effectiveness

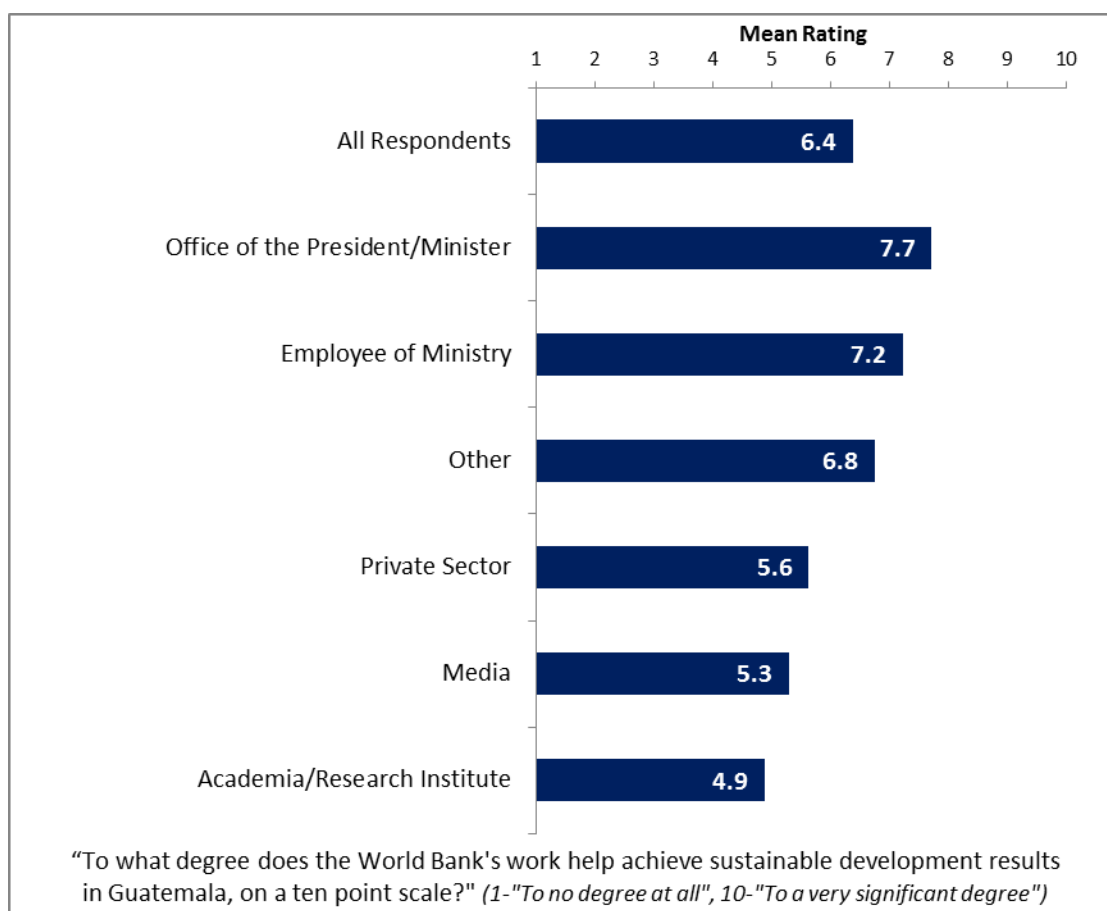
- Across all respondents, the World Bank's overall effectiveness in Guatemala received a mean rating of 6.7 on a 10-point scale, with 1 being not effective at all and 10 being very effective. This was statistically similar to the FY '04 country survey, in which the Bank's overall effectiveness received a mean rating of 6.6 across all respondents.
  - Although it was not a significant difference, employees of ministries gave the highest ratings for the World Bank's overall effectiveness in Guatemala whereas respondents from private sector and the media gave the lowest ratings.



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

### Achieving Sustainable Development Results

- Across all respondents, the World Bank helping achieve sustainable development results in Guatemala received a mean rating of 6.4 on a 10-point scale, with 1 being to no degree at all and 10 being to a very significant degree.
  - Respondents from the office of the President/Minister gave the highest ratings for the World Bank helping achieve sustainable development results in Guatemala whereas respondents from the private sector, the media, and academia/research institutes gave significantly lower ratings.

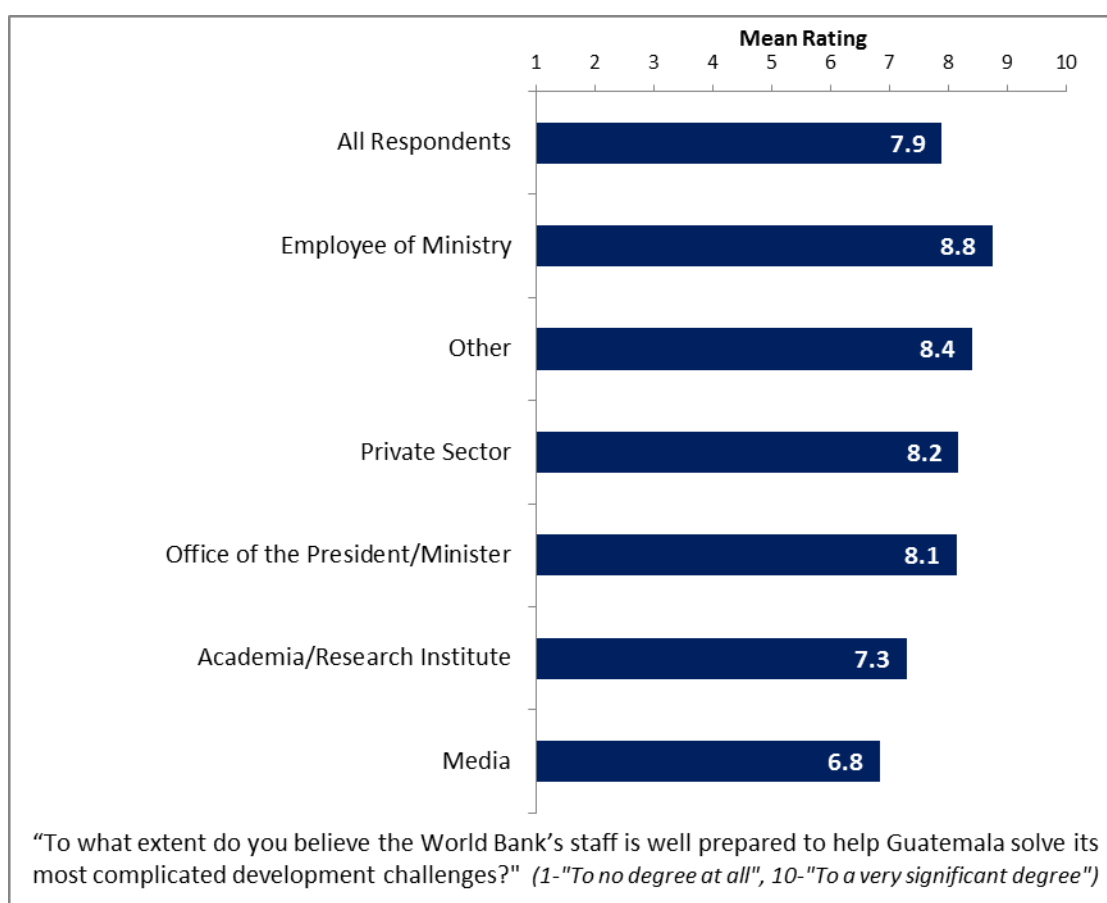




## V. Overall Attitudes toward the World Bank (continued)

### Staff Preparedness

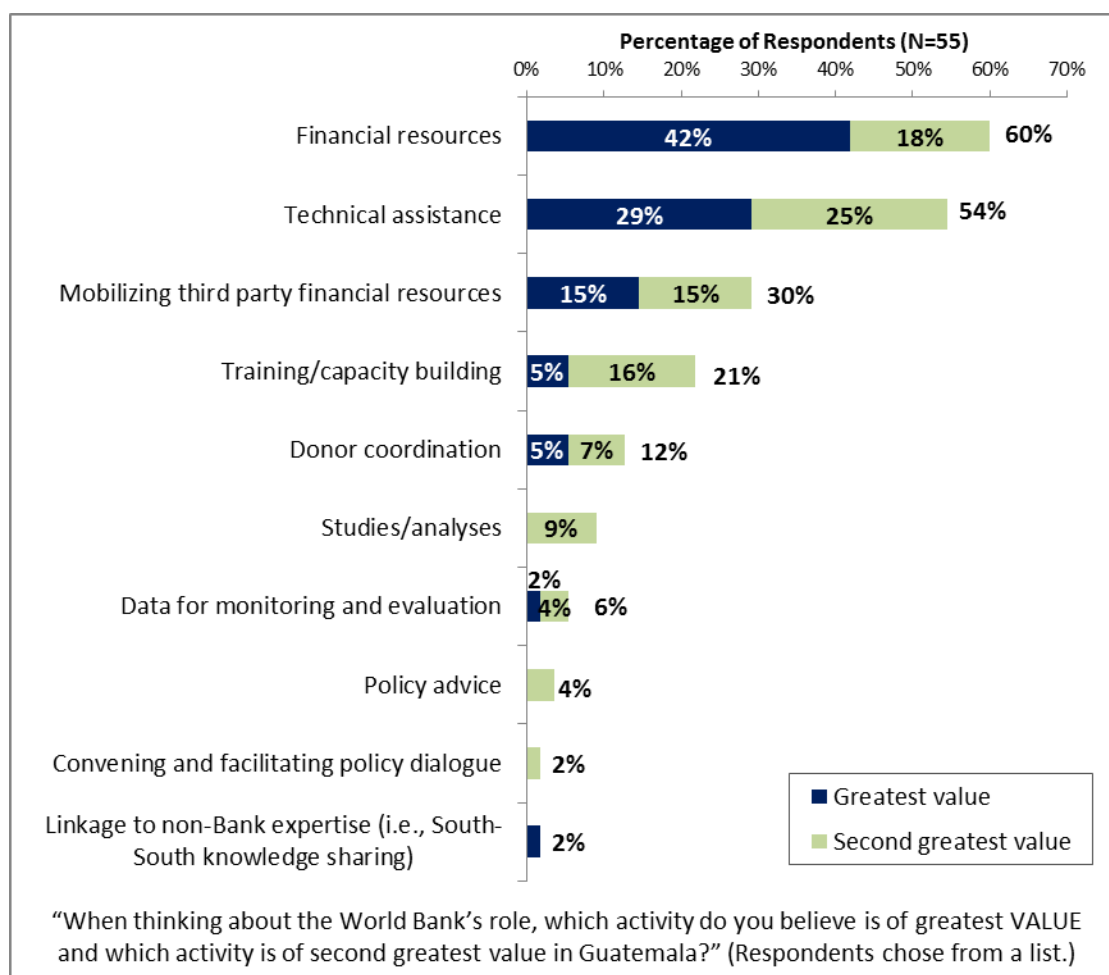
- Across all respondents, the World Bank's staff being well prepared to help Guatemala solve its most complicated development challenges received a mean rating of 7.9 on a 10-point scale, with 1 being to no degree at all and 10 being to a very significant degree.
  - Although it was not a significant difference, employees of ministries gave the highest ratings for the World Bank's staff being well prepared whereas respondents from the media gave the lowest ratings.



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

### Greatest Value

- Over half of all respondents indicated that the Bank's greatest values to Guatemala were its financial resources and technical assistance.
  - Respondents in the FY '04 country survey\* indicated that the Bank's greatest values to Guatemala were providing loans to finance development projects (58%) and technical support (43%).

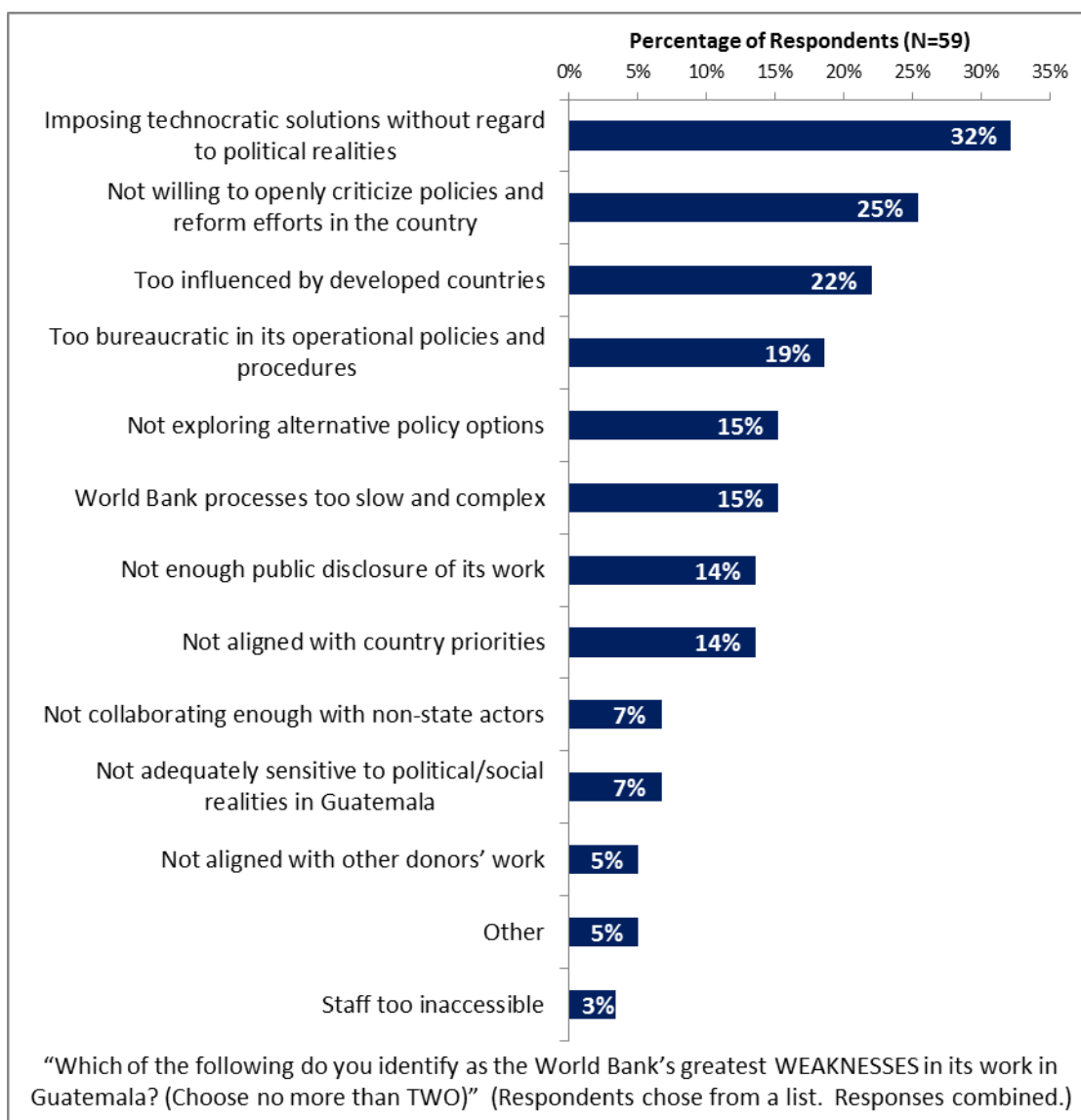


\* Not all of the response options provided in the FY '13 survey were provided in the FY '04 survey.

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

### Greatest Weakness

- Respondents indicated that the Bank's greatest weaknesses in its work in Guatemala were imposing technocratic solutions without regard to political realities and not being willing to openly criticize policies and reform efforts in the country. Respondents from other organizations also indicated that there is not enough public disclosure of the Bank's work in Guatemala.
  - Respondents in the FY '04 survey\* indicated that the Bank's greatest weaknesses were imposing technocratic solutions without regard to political realities (32%) and being too bureaucratic in its operational policies and procedures (24%).

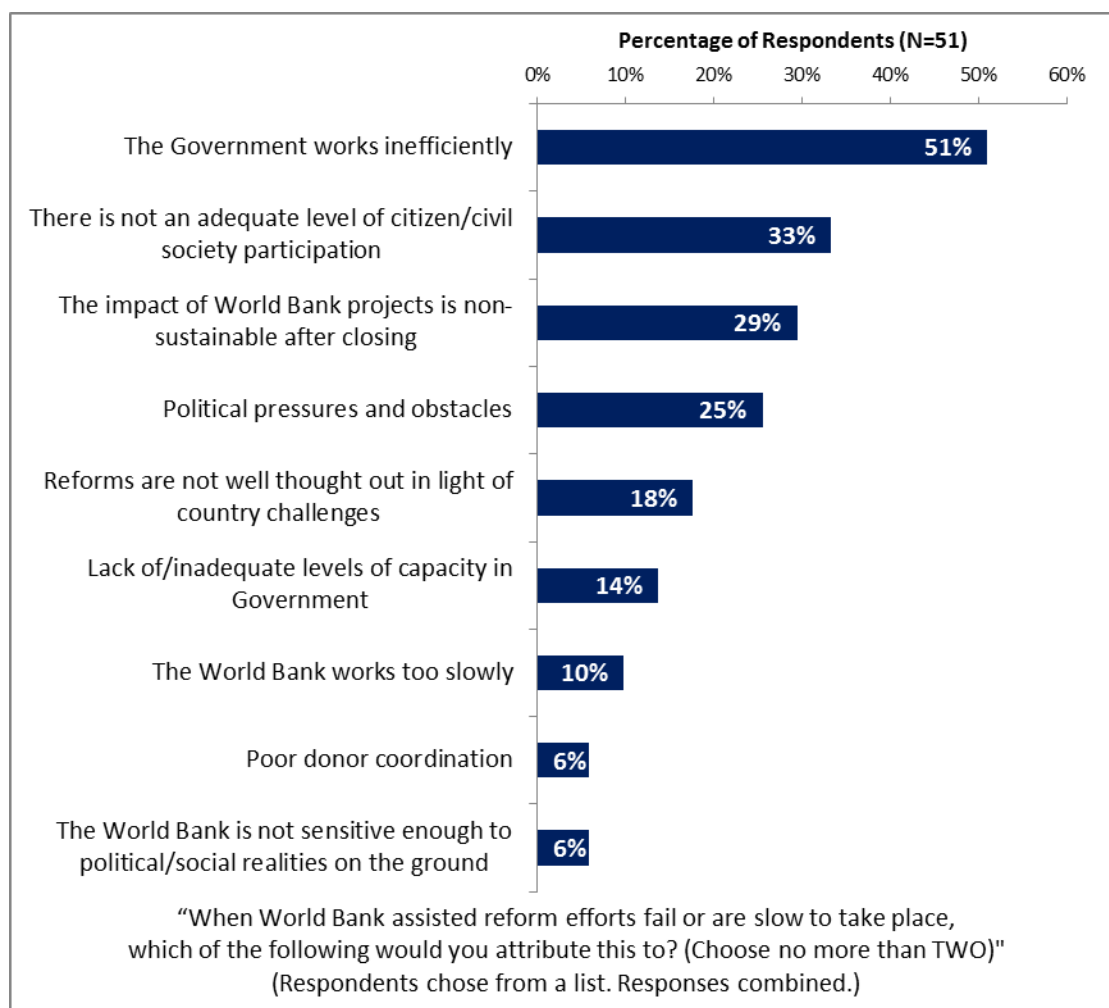


\*Not all of the response options provided in the FY '13 survey were provided in the FY '04 survey.

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

### Attributing Slow or Failed Reform Efforts

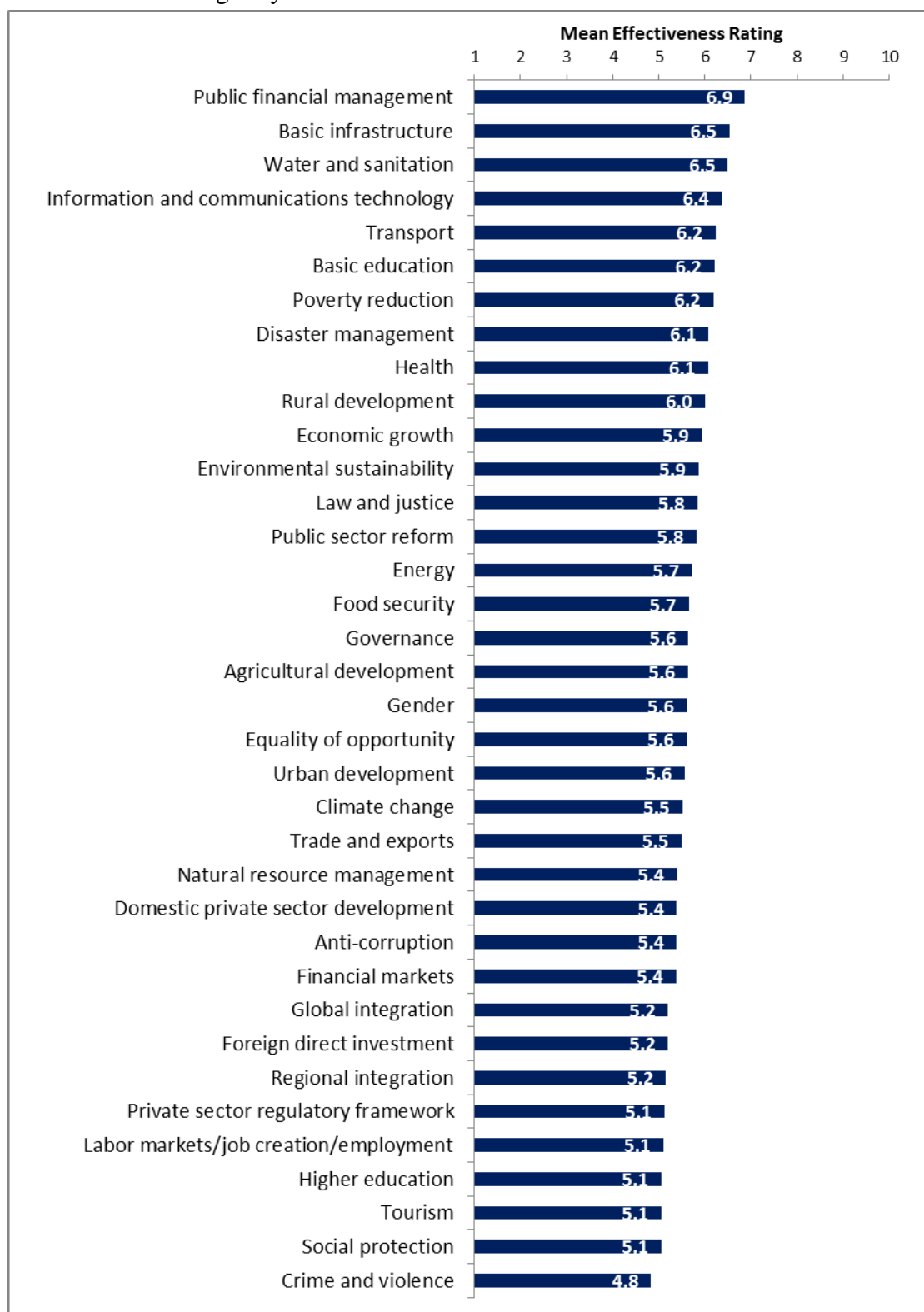
- Over half of all respondents indicated that when World Bank assisted reform efforts fail or are slow to take place, they most often attribute this to the government working inefficiently.



## VI. Sectoral Effectiveness

### Specific Areas of Effectiveness

- Respondents saw the Bank as most effective at public financial management, receiving a mean rating of 6.9, across all respondents, on a 10-point scale with 1 being not effective at all and 10 being very effective.



## VI. Sectoral Effectiveness (continued)

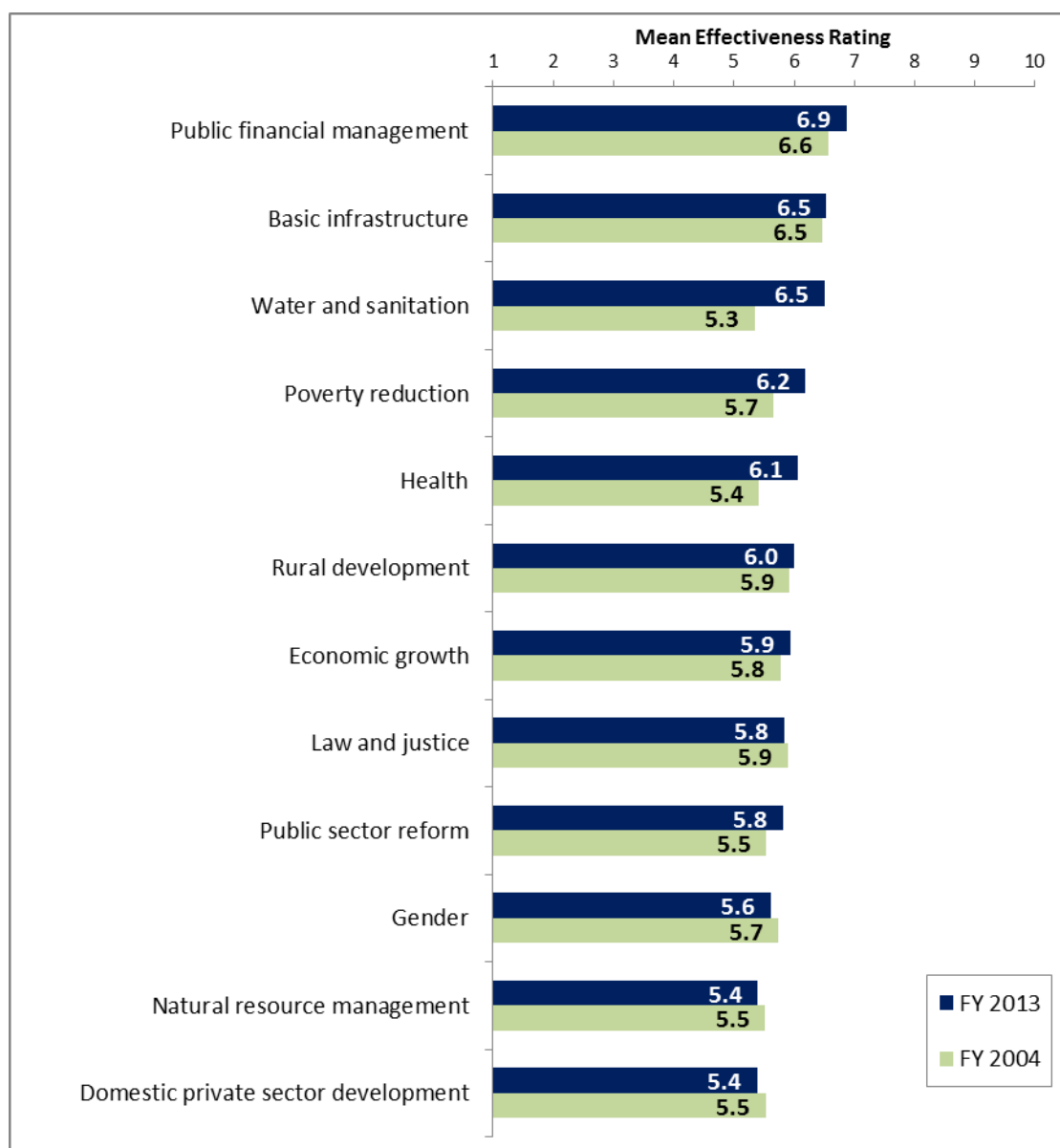
### Specific Areas of Effectiveness (continued)

- There were significant stakeholder differences in their ratings of the Bank's effectiveness across three of these thirty-six areas.
  - Employees of ministries and respondents from the office of the President/Minister gave the highest ratings for the Bank's effectiveness at basic infrastructure whereas respondents from the private sector and the media gave significantly lower ratings for the Bank's effectiveness.
  - Employees of ministries and respondents from other organizations gave the highest ratings for the Bank's effectiveness at food security and basic education whereas respondents from the office of the President/Minister, the private sector, the media, and academia/research institutes gave significantly lower ratings for the Bank's effectiveness in these areas.
- Responses across all stakeholder groups and both country surveys can be found in the Appendix.

## VI. Sectoral Effectiveness (continued)

### Specific Areas of Effectiveness (continued)

- Respondents in this year's country survey gave significantly higher ratings for the Bank's effectiveness at water and sanitation compared to respondents in the FY '04 country survey. Respondents across both country surveys gave statistically similar ratings for the Bank's effectiveness at the other areas that could be compared.



## VI. Sectoral Effectiveness (continued)

### Drivers of Effectiveness

To determine the key drivers of respondents' ratings of the Bank's overall effectiveness and ratings of its ability to help achieve sustainable development results in Guatemala, bivariate correlational analyses were conducted using respondents' ratings of the thirty-six specific areas of effectiveness.

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

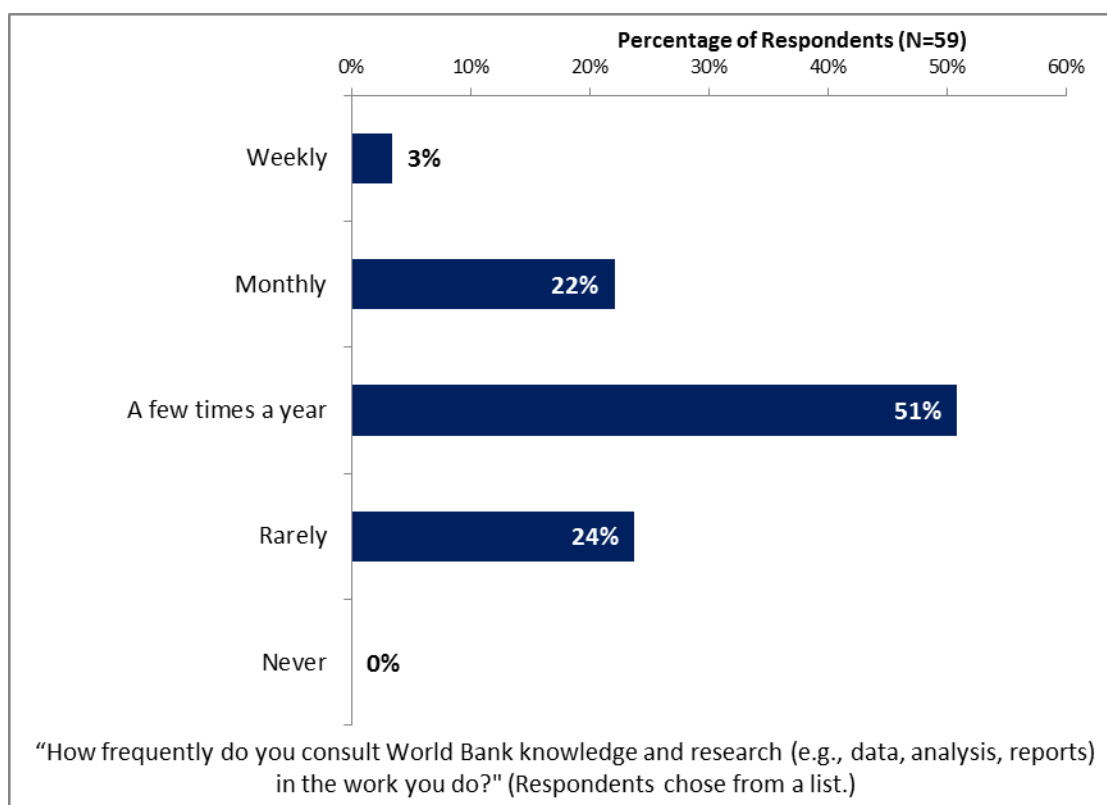
- Overall Effectiveness: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the Bank's overall effectiveness, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the Bank's overall effectiveness in Guatemala. The areas determined to be key drivers from these analyses were:
  - The Bank's effectiveness at transport;
  - The Bank's effectiveness at law and justice;
  - The Bank's effectiveness at basic education; and
  - The Bank's effectiveness at poverty reduction.
- Achieving Sustainable Development Results: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the Bank's ability to help achieve sustainable development results in Guatemala, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the Bank's ability to help achieve sustainable development results. The areas determined to be key drivers from these analyses were:
  - The Bank's effectiveness at anti-corruption and
  - The Bank's effectiveness at basic education.



## VII. World Bank Knowledge and Instruments

### Knowledge: Frequency of Use

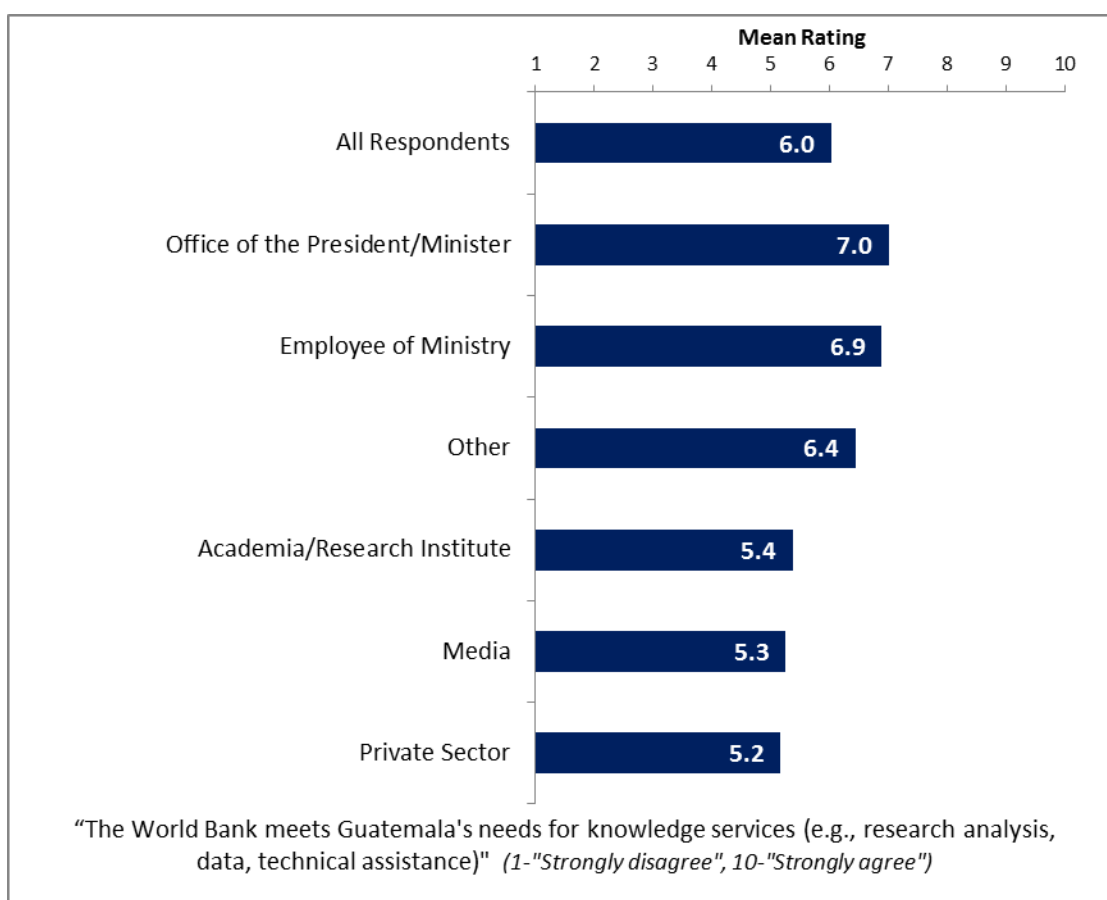
- The majority of respondents indicated that they consult World Bank knowledge and research a few times a year.
  - The majority of employees of ministries and respondents from the office of the President/Minister, the private sector, academia/research institutes, and other organizations indicated that they utilize Bank research a few times a year. Respondents from the media were equally split between indicating that they utilize Bank research monthly and indicating that they rarely utilize World Bank knowledge and research.



## VII. World Bank Knowledge and Instruments (continued)

### Knowledge: Meeting Guatemala's Knowledge Needs

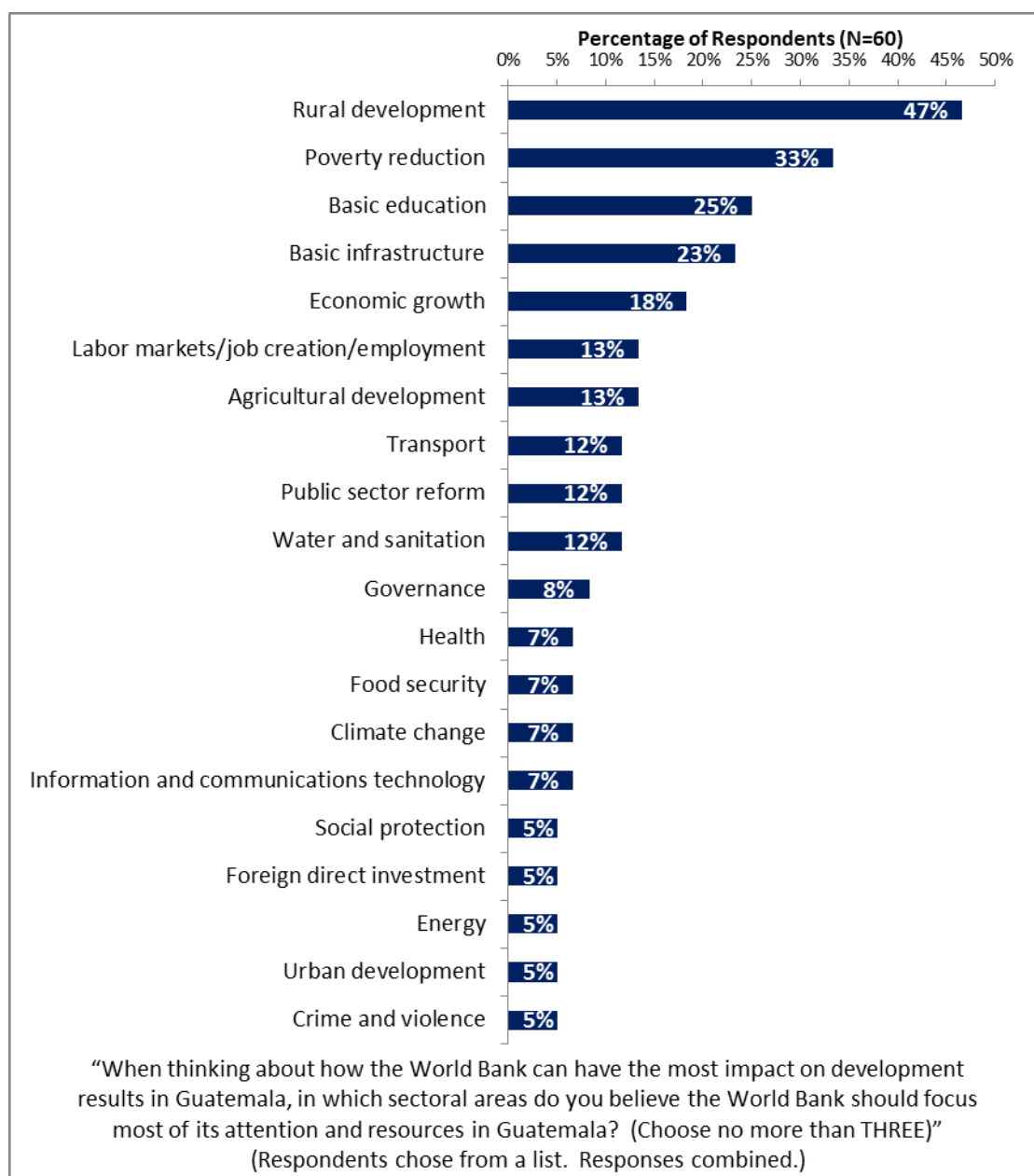
- Across all respondents, the extent to which the Bank meets Guatemala's needs for knowledge services received a mean rating of 6.0 on a 10-point scale, with 1 being to no degree at all and 10 being to a very significant degree.
  - Although it was not a significant difference, respondents from the office of the President/Minister and employees of ministries gave the highest ratings for the Bank meeting Guatemala's needs for knowledge services whereas respondents from academia/research institutes, the media, and the private sector gave the lowest ratings.



## VII. World Bank Knowledge and Instruments (continued)

### Knowledge: Focusing Bank Research

- Respondents indicated that it would be most valuable for the Bank to focus its research and knowledge efforts on rural development and poverty reduction. Respondents from academia/research institutes indicated that the Bank should also focus its research on economic growth and private sector regulatory framework.



## VII. World Bank Knowledge and Instruments (continued)

### Knowledge: Effectiveness

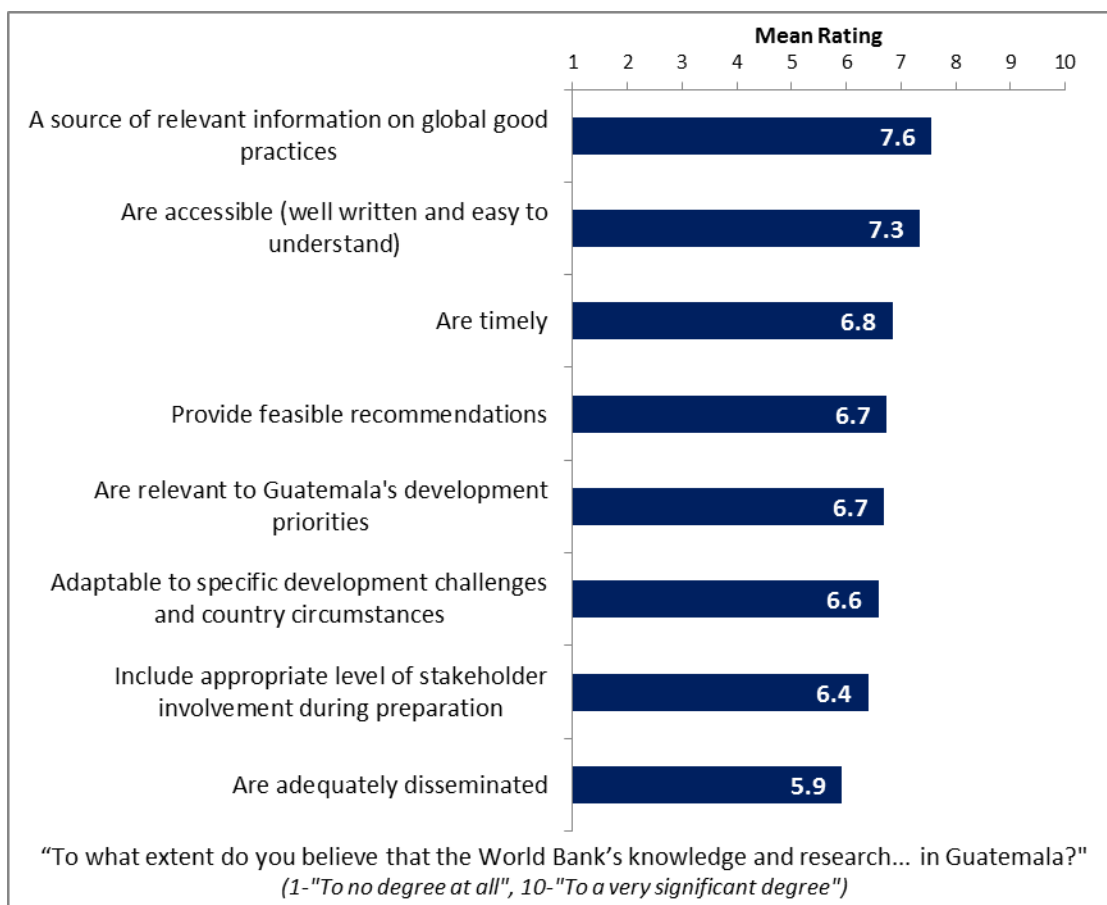
- Across all respondents, the effectiveness of the World Bank's knowledge and research to enhance knowledge and/or skills and the effectiveness of the World Bank's knowledge and research to provide support for program implementation both received the highest mean rating, 7.2, on a 10-point scale with 1 being not at all effective and 10 being very effective.
  - Respondents from the office of the President/Minister gave the highest ratings for the effectiveness of the Bank's knowledge and research to raise awareness of a particular topic and stimulate public debate/dialogue whereas respondents from academia/research institutes gave significantly lower ratings.
  - Respondents from the office of the President/Minister gave the highest ratings for the effectiveness of the Bank's knowledge and research to provide support for program implementation whereas respondents from the private sector and academia/research institutes gave significantly lower ratings.
  - Respondents across all stakeholder groups had statistically similar ratings for the effectiveness of the Bank's knowledge and research in all other areas.



## VII. World Bank Knowledge and Instruments (continued)

### Knowledge: Qualities

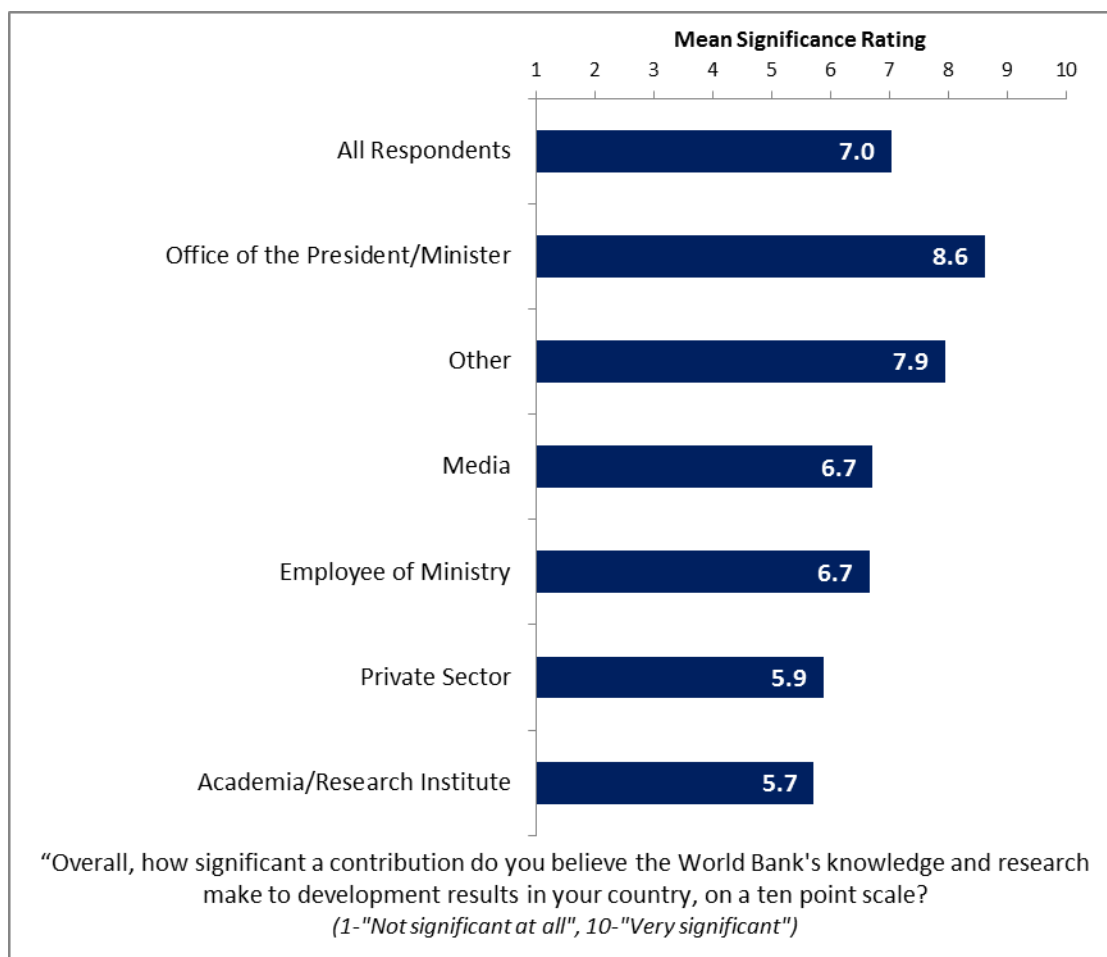
- Across all respondents, the World Bank's knowledge and research being a source of relevant information on global good practices received the highest mean rating, 7.6, on a 10-point scale with 1 being to no degree at all and 10 being to a very significant degree.
  - Respondents from the office of the President/Minister gave the highest ratings that the Bank's research is timely whereas respondents from academia/research institutes gave significantly lower ratings.
  - Respondents from the office of the President/Minister gave the highest ratings that the Bank's research includes an appropriate level of stakeholder involvement during preparation whereas respondents from the media and academia/research institutes gave significantly lower ratings.
  - Respondents from the office of the President/Minister and other organizations gave the highest ratings that the Bank's research is adaptable to Guatemala's specific development challenges and country circumstances whereas respondents from the private sector, the media, and academia/research institutes gave significantly lower ratings.
  - Respondents across all stakeholder groups had statistically similar ratings for the other qualities of the Bank's research.



## VII. World Bank Knowledge and Instruments (continued)

### Knowledge: Contribution

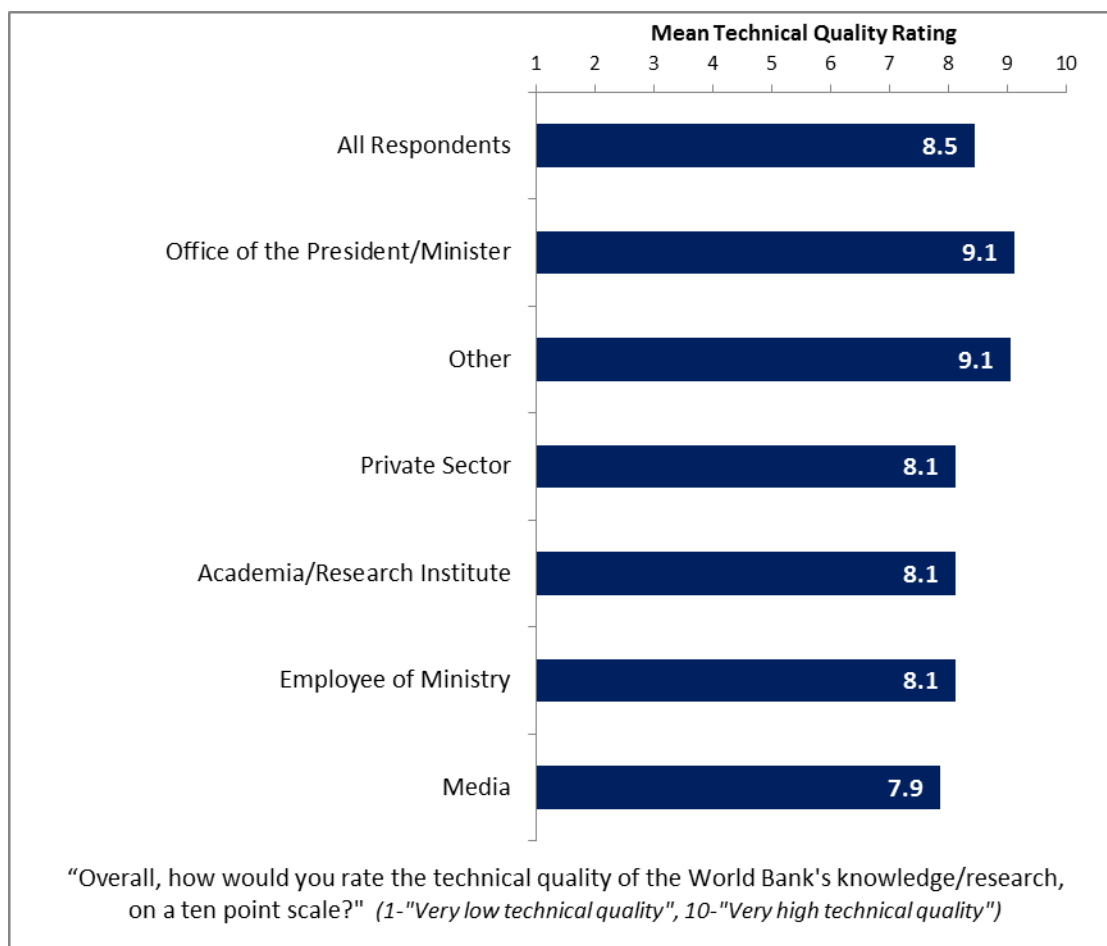
- Across all respondents, the significance of the contribution that the World Bank's knowledge and research make to development results in Guatemala received a mean rating of 7.0 on a 10-point scale, with 1 being not significant at all and 10 being very significant.
  - Respondents from the office of the President/Minister and other organizations gave the highest ratings for the contribution that the Bank's knowledge and research make to development results in Guatemala whereas respondents from the private sector and academia/research institutes gave significantly lower ratings.



## VII. World Bank Knowledge and Instruments (continued)

### Knowledge: Technical Quality

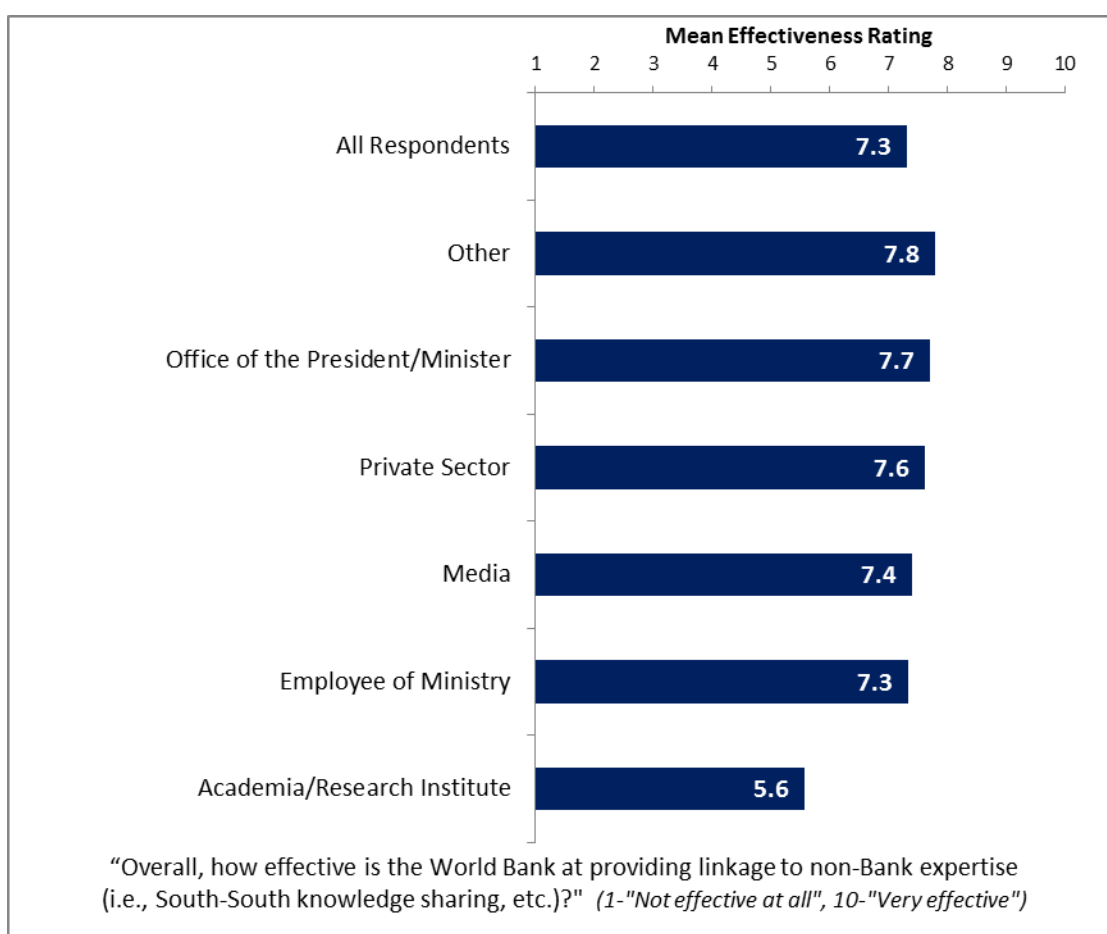
- Across all respondents, the technical quality of the World Bank's knowledge and research received a mean rating of 8.5 on a 10-point scale, with 1 being very low technical quality and 10 being very high technical quality.
  - Although it was not a significant difference, respondents from the office of the President/Minister gave the highest ratings for the technical quality of the Bank's knowledge and research whereas respondents from the media gave the lowest ratings.



## VII. World Bank Knowledge and Instruments (continued)

### Knowledge: Linkage to Non-Bank Expertise

- Across all respondents, the Bank's effectiveness at providing linkage to non-Bank expertise received a mean rating of 7.3 on a 10-point scale, with 1 being not effective at all and 10 being very effective.
  - Although it was not a significant difference, respondents from other organizations gave the highest ratings for the Bank's effectiveness at providing linkage to non-Bank expertise whereas respondents from academia/research institutes gave the lowest ratings.

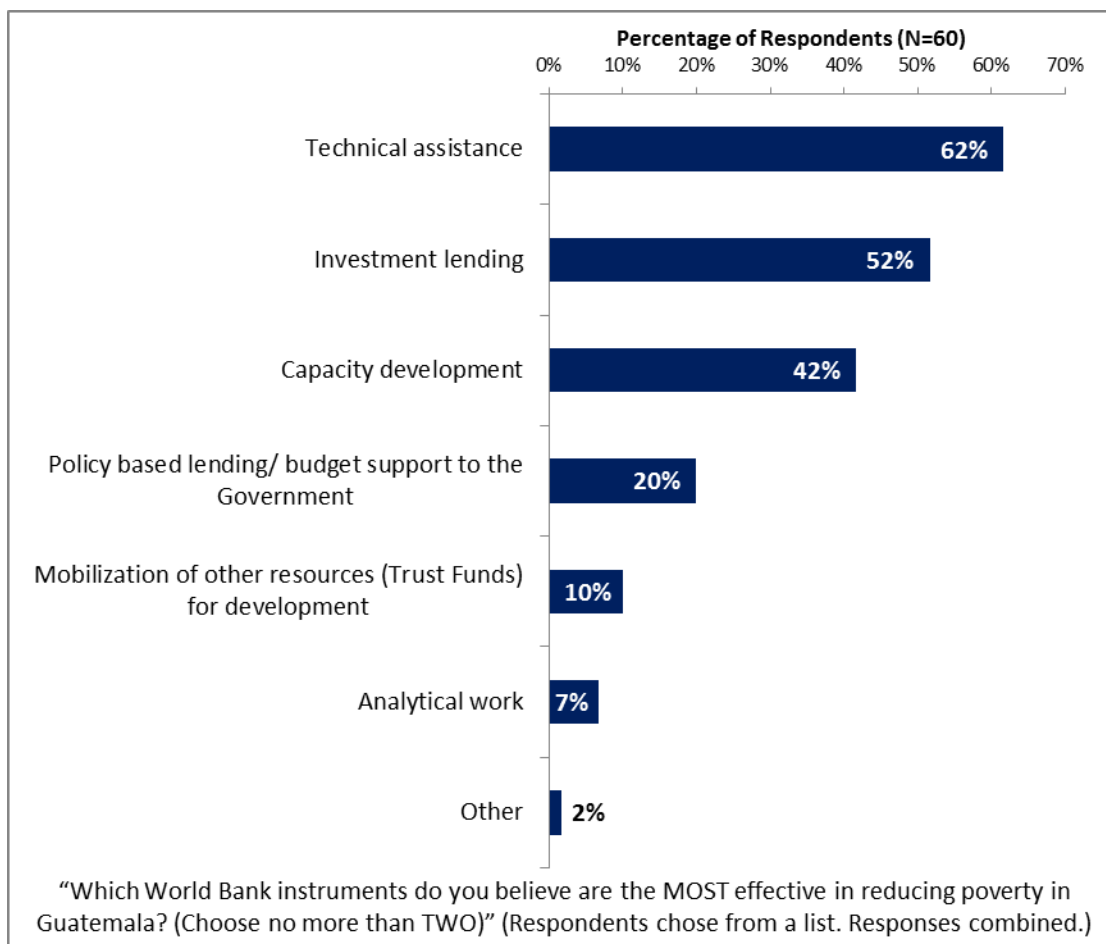




## VII. World Bank Knowledge and Instruments (continued)

### Instruments: Most Effective

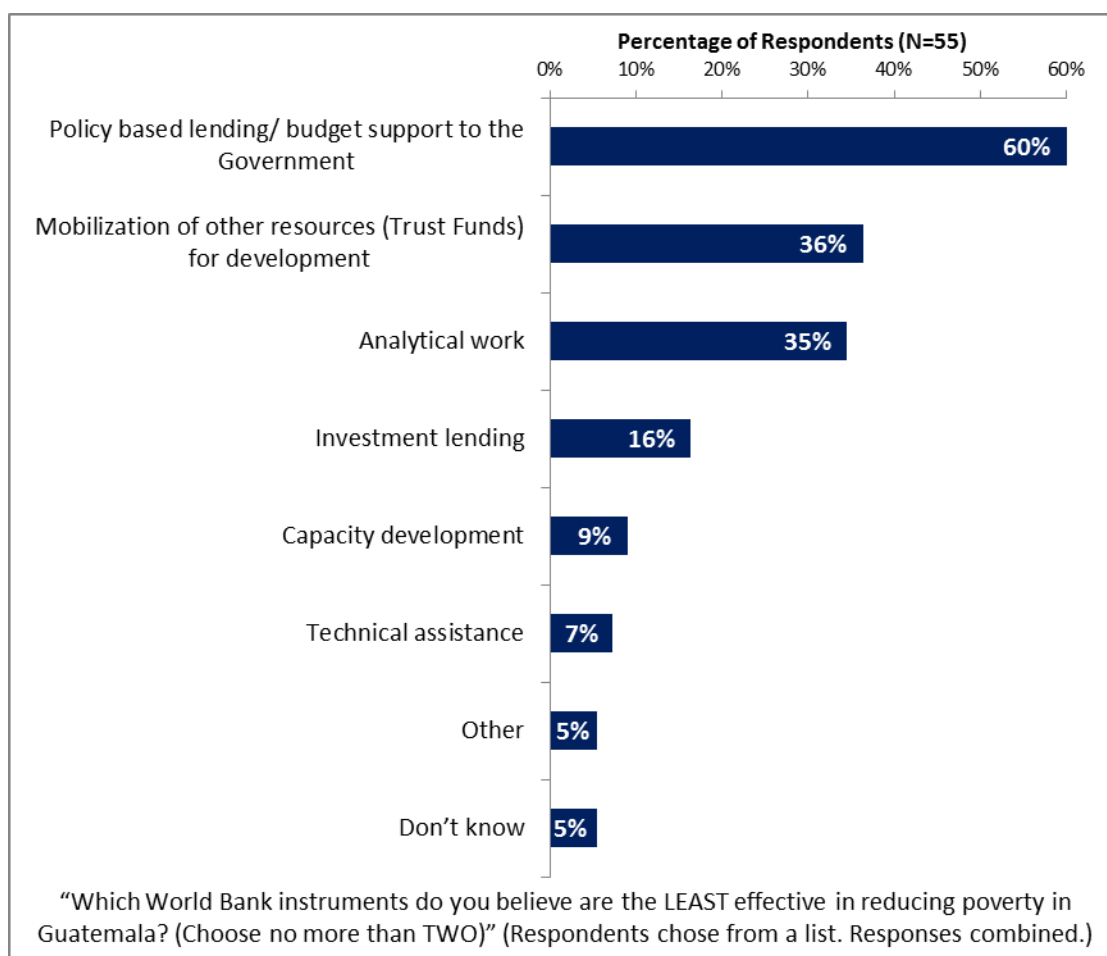
- Respondents indicated that the World Bank's technical assistance, investment lending, and capacity development were its most effective instrument in helping Guatemala reduce poverty.



## VII. World Bank Knowledge and Instruments (continued)

### Instruments: Least Effective

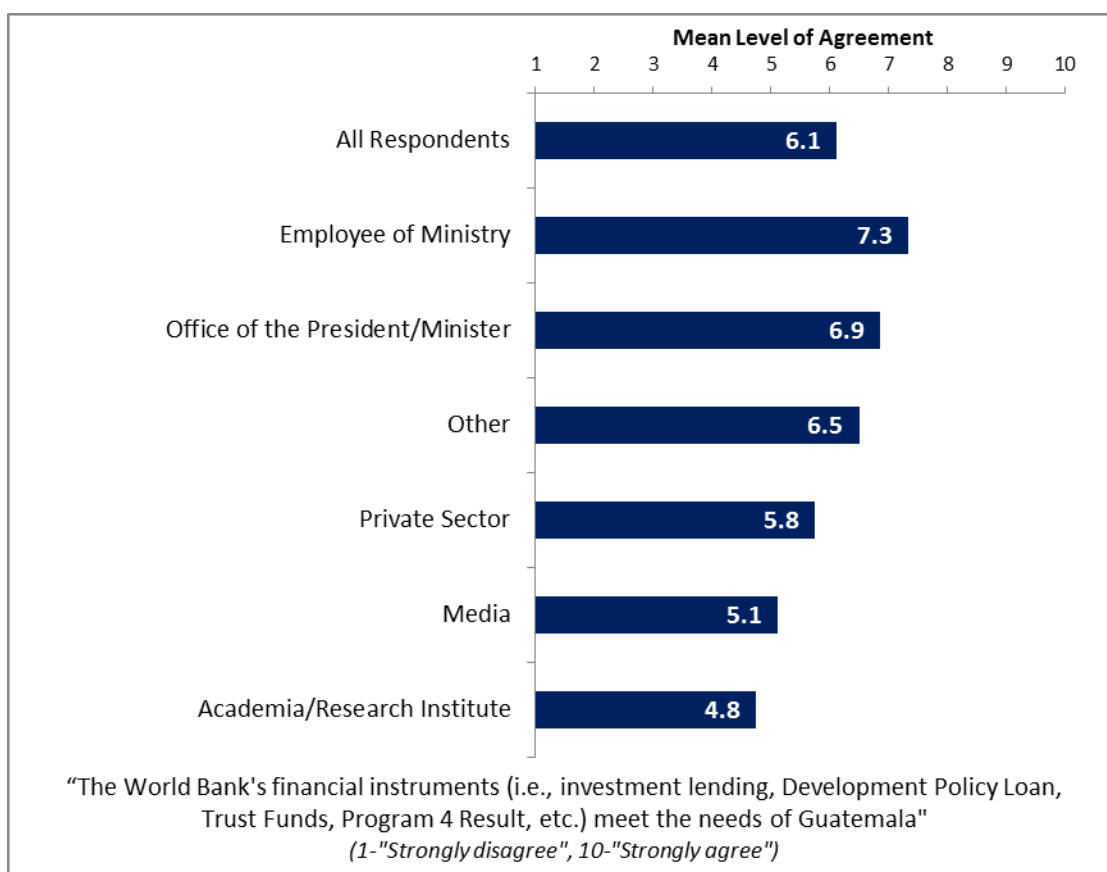
- Over half of all respondents indicated that the Bank's policy-based lending/ budget support to the Government was *least* effective in helping Guatemala reduce poverty. Over a third of all respondents indicated that the World Bank's mobilization of other resources (Trust Funds) for development and analytical work were *least* effective.



## VII. World Bank Knowledge and Instruments (continued)

### Instruments: Meeting Guatemala's Needs

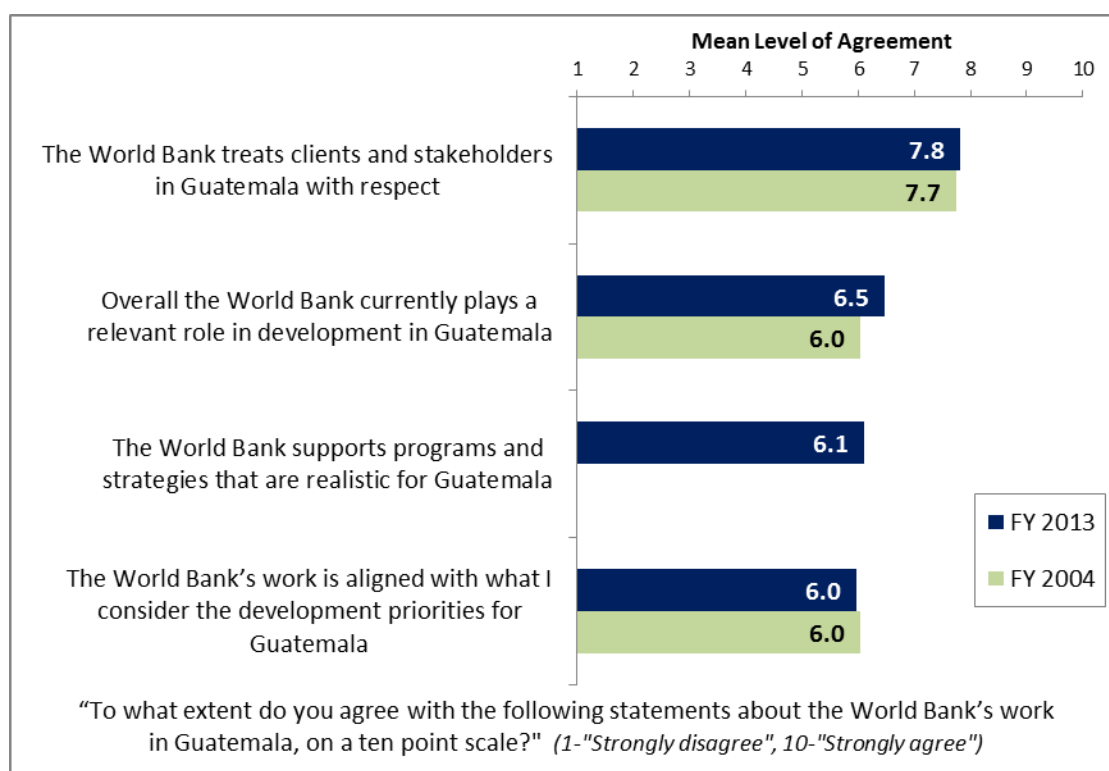
- Across all respondents, agreement that the Bank's financial instruments meet Guatemala's needs received a mean rating of 6.1 on a 10-point scale, with 1 being strongly disagree and 10 being strongly agree.
  - Employees of ministries, respondents from the office of the President/Minister and other organizations had significantly higher levels of agreement that the Bank's financial instruments meet Guatemala's needs compared to respondents from the private sector, the media, and academia/research institutes.



## VIII. How the World Bank Operates

### The World Bank's Work in Guatemala

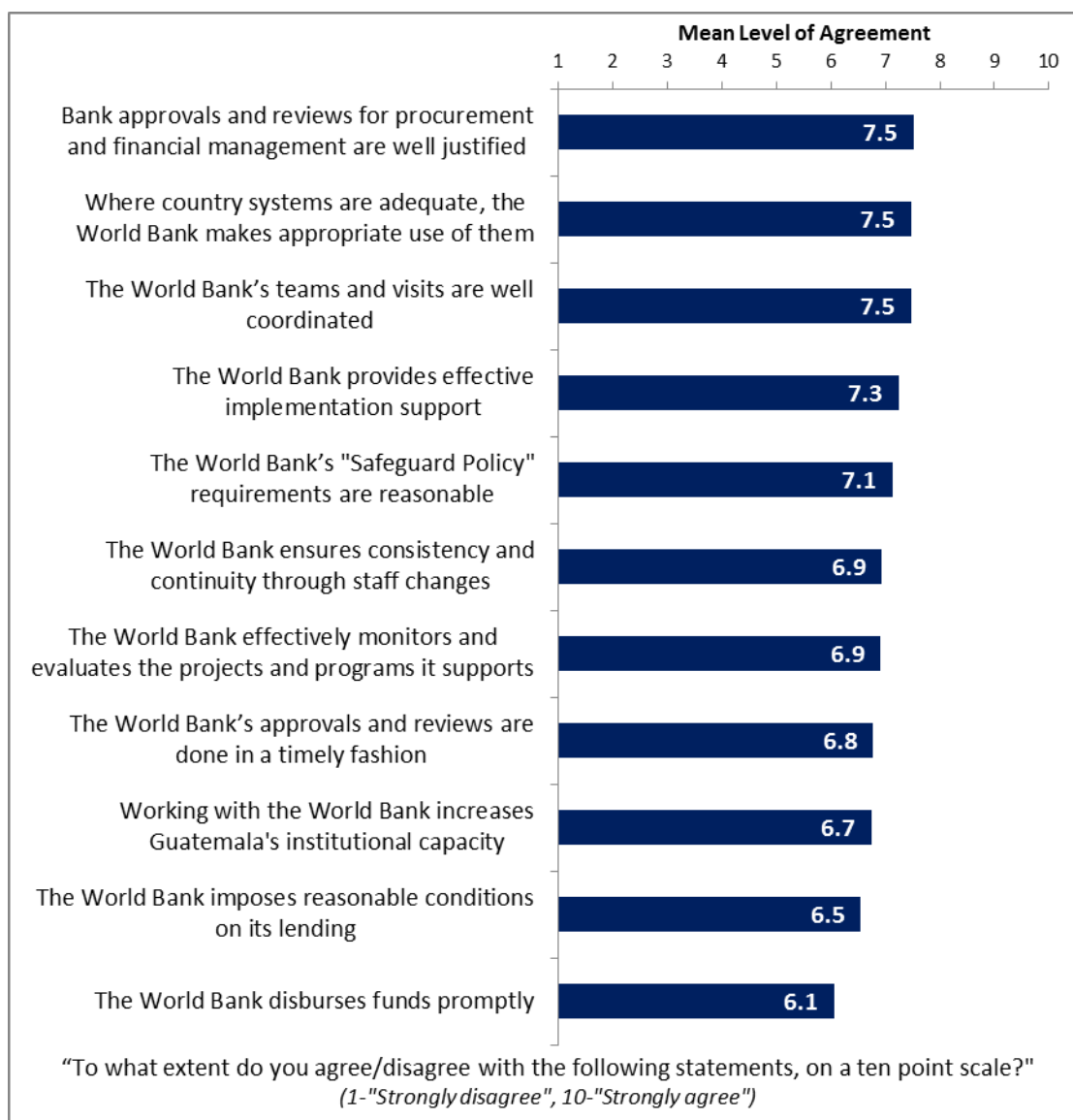
- In terms of its work, the World Bank treating clients and stakeholders in Guatemala with respect received the highest mean level of agreement, 7.8, across all respondents, on a 10-point scale with 1 being strongly disagree and 10 being strongly agree.
  - Respondents in this year's country survey had statistically similar levels of agreement regarding these aspects of the Bank's work in Guatemala compared to respondents from the FY '04 country survey.
  - Respondents across all stakeholder groups had statistically similar levels of agreement regarding these aspects of the Bank's work in Guatemala.



## VIII. How the World Bank Operates (continued)

### Overall Perceptions

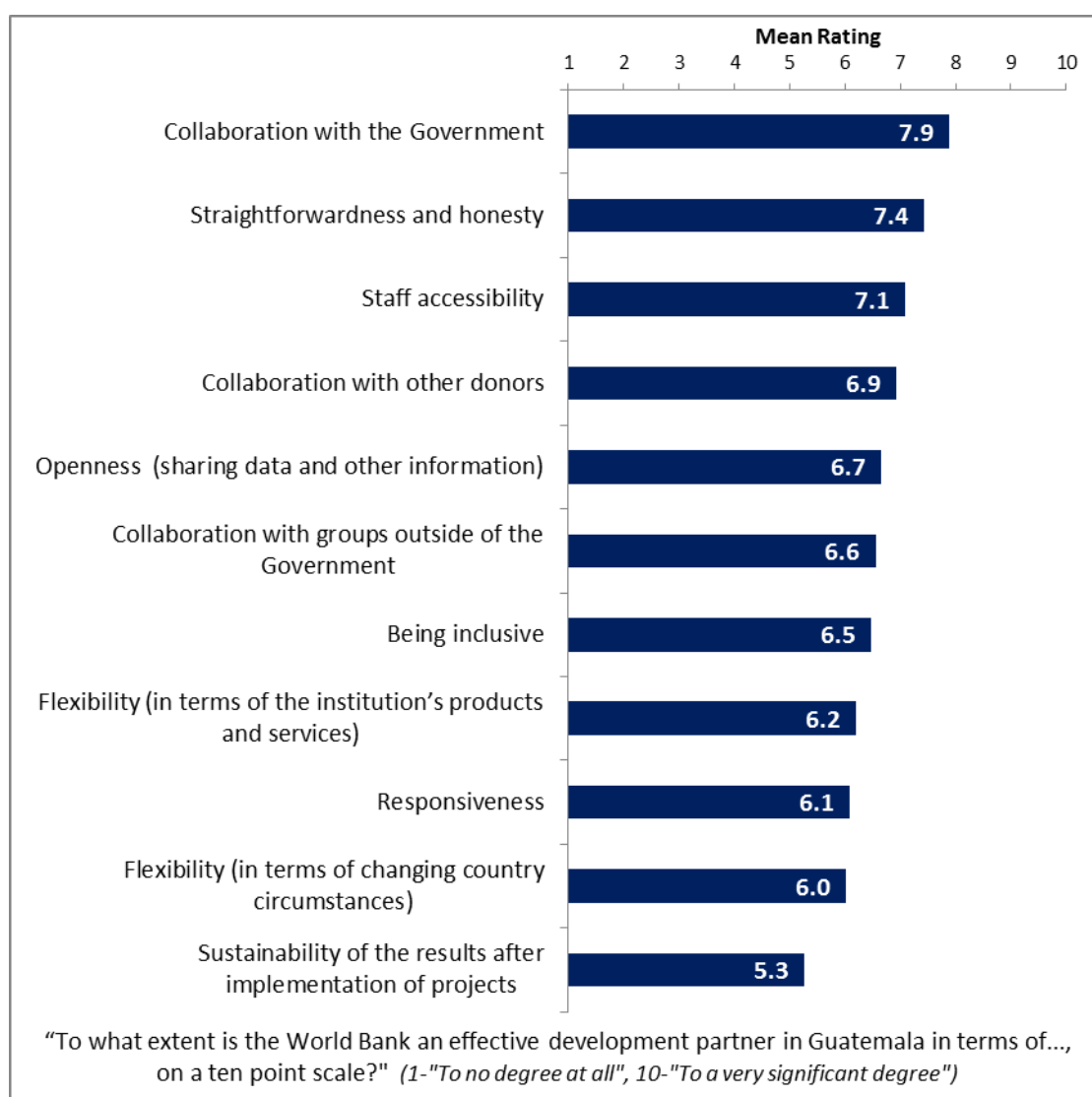
- Across all respondents, agreement that the World Bank's approvals and reviews for procurement and financial management are well justified, that where country systems are adequate, the World Bank makes appropriate use of them, and that the World Bank's teams and visits are well coordinated all received the highest mean rating, 7.5, on a 10-point scale with 1 being strongly disagree and 10 being strongly agree.
  - Respondents in this year's country survey had significantly lower levels of agreement that the Bank disburses funds promptly compared to respondents in the FY '04 country survey (7.1).
  - Employees of ministries and respondents from the office of the President/Minister and other organizations had significantly higher levels of agreement that the Bank disburses funds promptly, effectively monitors and evaluates its projects, approvals are done in a timely fashion, working with the Bank increases institutional capacity, and that the Bank ensures consistency through staff changes compared to respondents from the private sector, the media, and academia/research institutes.



## VIII. How the World Bank Operates (continued)

### The World Bank as an Effective Development Partner

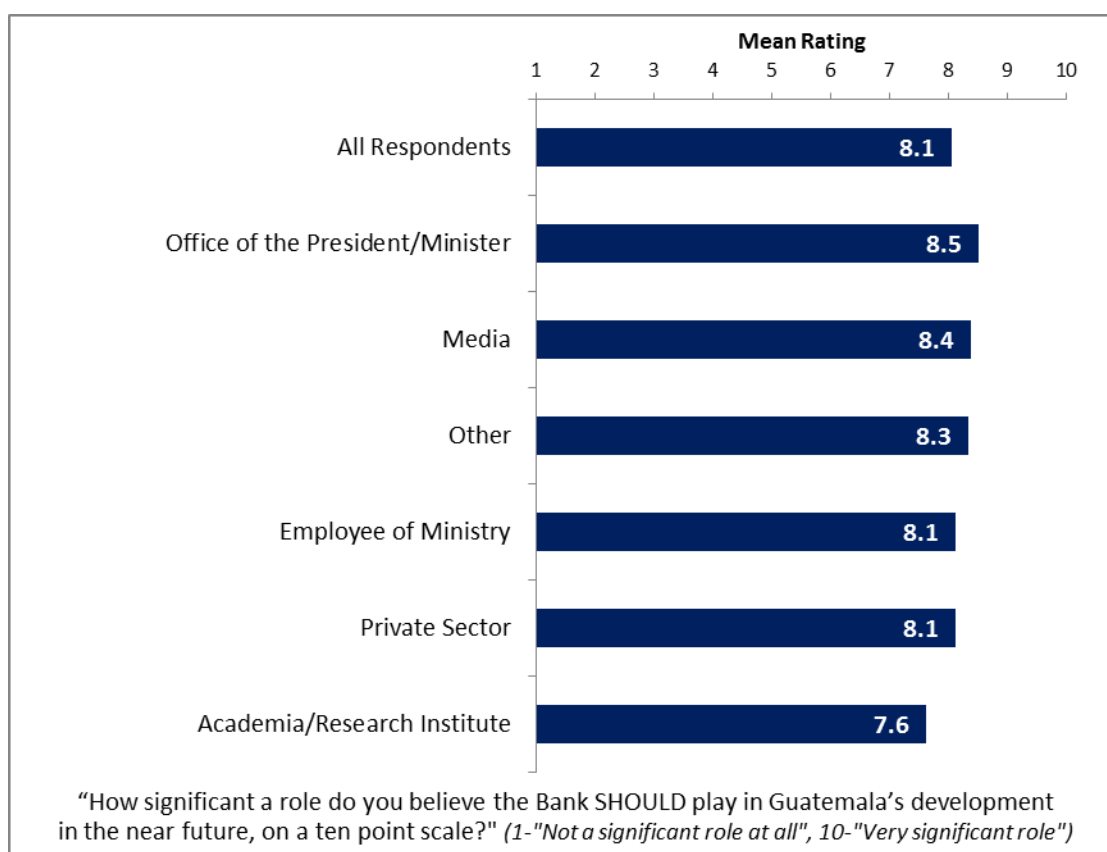
- Across all respondents, the extent to which the World Bank is an effective development partner in terms of its collaboration with the Government in Guatemala received the highest mean rating, 7.9, on a 10-point scale with 1 being to no degree at all and 10 being to a very significant degree.
  - Respondents across all stakeholder groups gave statistically similar ratings for these aspects of the Bank as an effective development partner.



## IX. The Future Role of the World Bank in Guatemala

### Role Significance

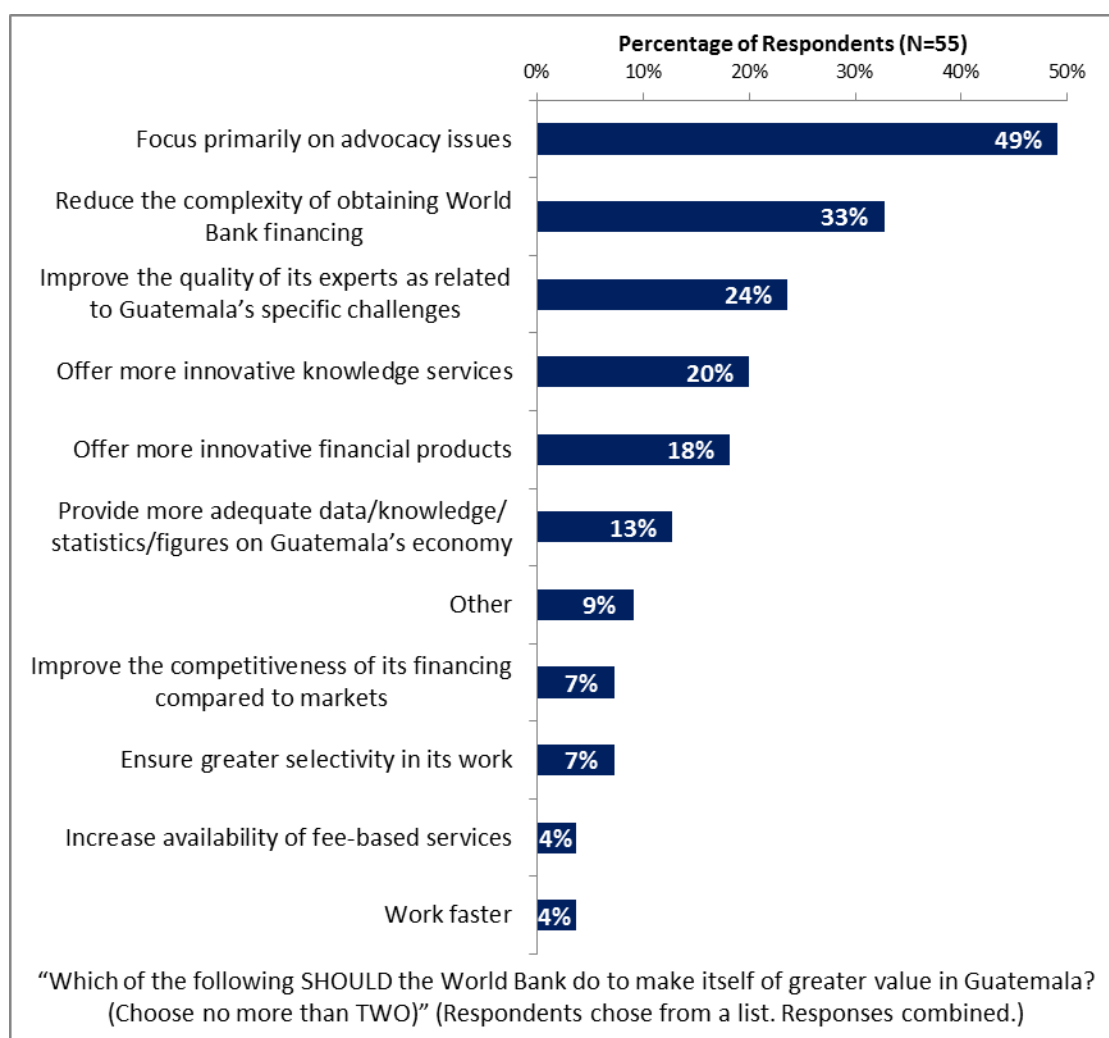
- Respondents indicated that the Bank *should* play a fairly significant role in Guatemala's development in the near future, receiving a mean rating of 8.1 across all respondents on a 10-point scale with 1 being not a significant role at all and 10 being a very significant role.
  - Although it was not a significant difference, respondents from the office of the President/Minister gave the highest ratings for the role significance that the Bank should have in Guatemala's near future whereas respondents from academia/research institutes gave the lowest ratings.



## IX. The Future Role of the World Bank in Guatemala (continued)

### Making the Bank of Greater Value

- Nearly half of all respondents indicated that the World Bank should focus primarily on advocacy issues to make itself of greater value in Guatemala. Respondents also indicated that the Bank should reduce the complexity of obtaining Bank financing and improve the quality of its experts as related to Guatemala's specific challenges.

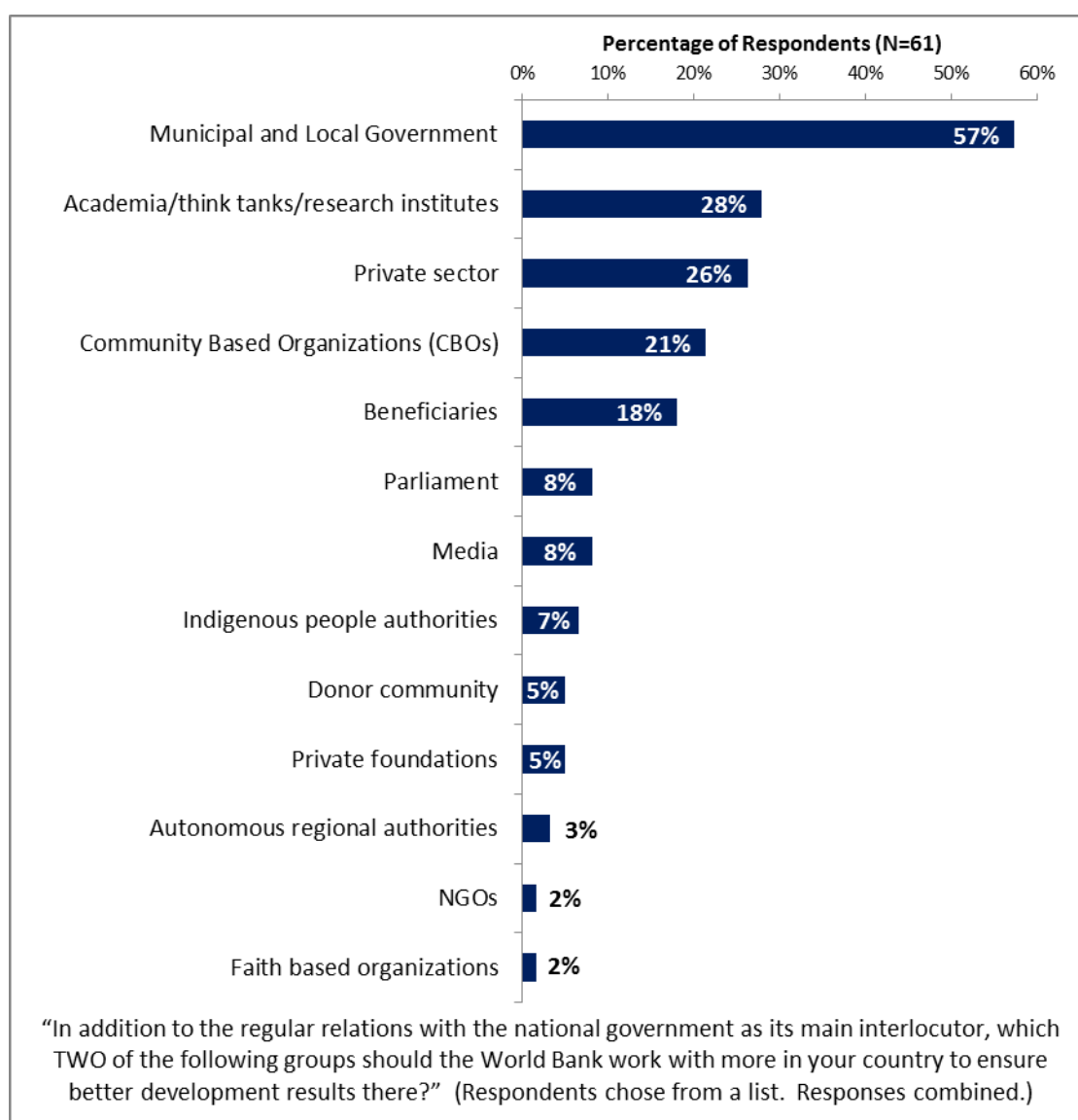




## IX. The Future Role of the World Bank in Guatemala (continued)

### Collaborating in Guatemala

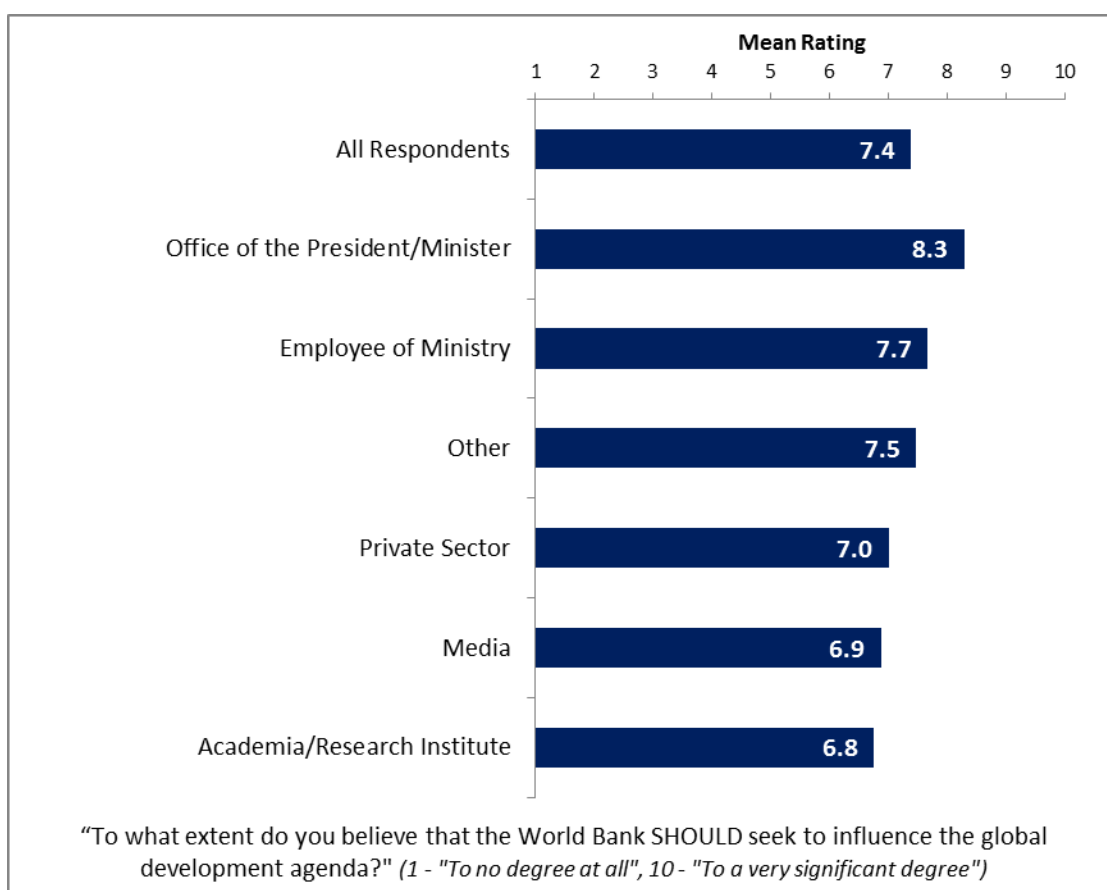
- Over half of all respondents indicated that the World Bank should work more closely with municipal and local government to ensure better development results in Guatemala. In addition, respondents from the private sector indicated that the Bank should work more with the private sector and respondents from academia/ research institutes indicated that the Bank should work more with academia/think tanks/research institutes.



## IX. The Future Role of the World Bank in Guatemala (continued)

### Influencing the Global Development Agenda

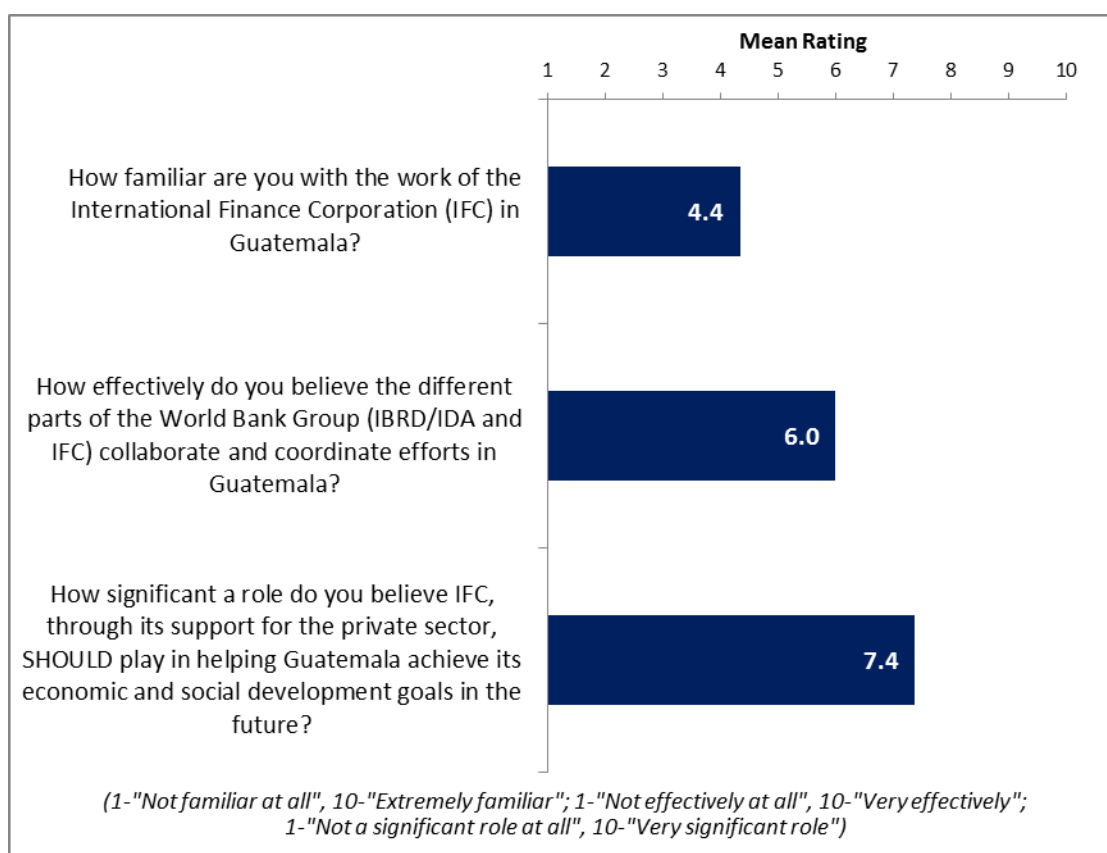
- Across all respondents, the extent to which respondents believed the World Bank *should* influence the global development agenda received a mean rating of 7.4 on a 10-point scale, with 1 being to no degree at all and 10 being to a very significant degree.
  - Although it was not a significant difference, respondents from the office of the President/Minister gave the highest ratings for the extent to which the Bank *should* influence the global development agenda whereas respondents from the private sector, the media, and academia/research institutes gave the lowest ratings.



## IX. The Future Role of the World Bank in Guatemala (continued)

### The International Finance Corporation (IFC)

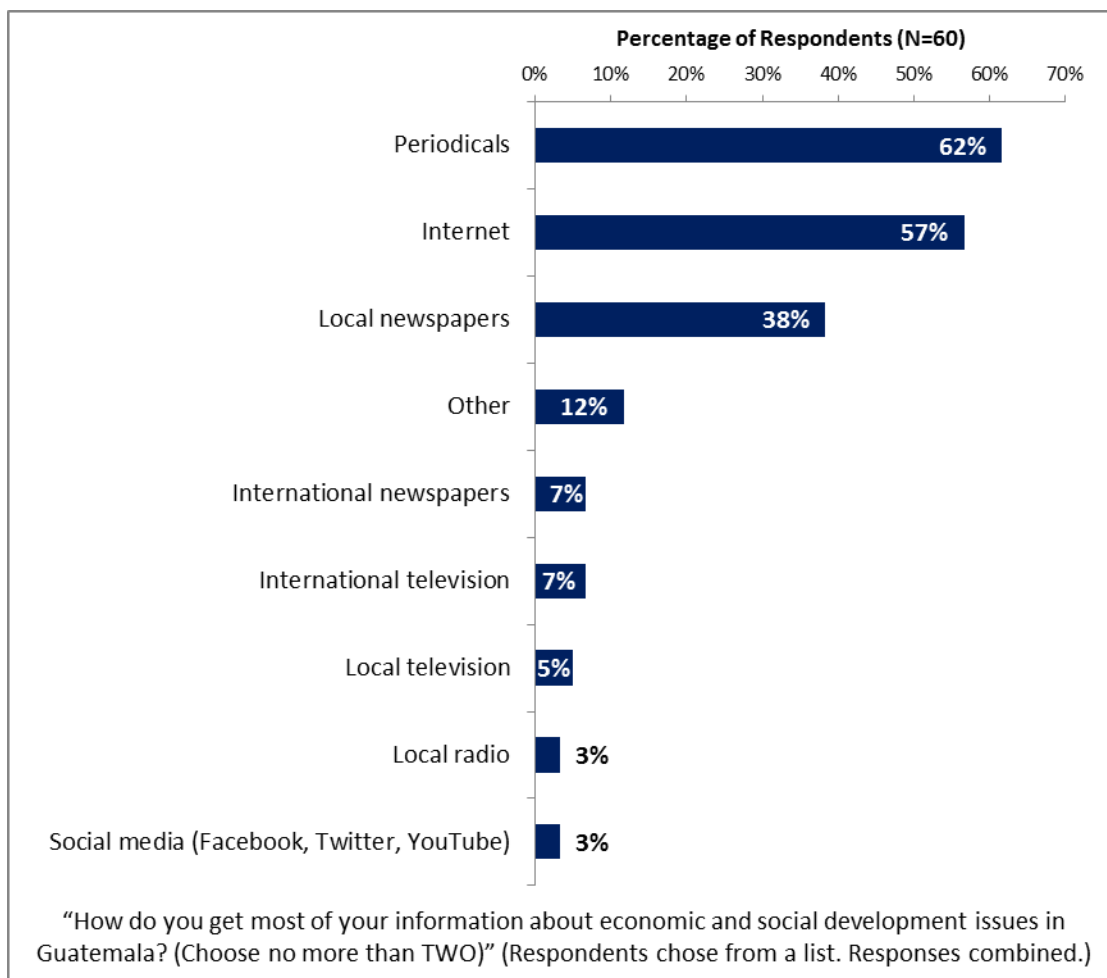
- Across all respondents, familiarity with the IFC in Guatemala received a mean rating of 4.4 on a 10-point scale with 1 being not familiar at all and 10 being extremely familiar. Respondents across all stakeholder groups had statistically similar ratings of familiarity with the IFC in Guatemala.
- The effectiveness of the different parts of the World Bank at collaborating and coordinating efforts in Guatemala received a mean rating of 6.0 on a 10-point scale, with 1 being not effectively at all and 10 being very effectively. Respondents across all stakeholder groups had statistically similar ratings of the Bank's effectiveness at collaborating and coordinating its efforts in Guatemala.
- Respondents indicated that the IFC *should* play a significant role in helping Guatemala achieve its economic and social development goals, receiving a mean rating of 7.4 across all respondents on a 10-point scale with 1 being not a significant role at all and 10 being a very significant role. Respondents across all stakeholder groups had statistically similar ratings for the significance of the role the IFC should play in Guatemala.



## X. Communication and Openness

### Information Sources

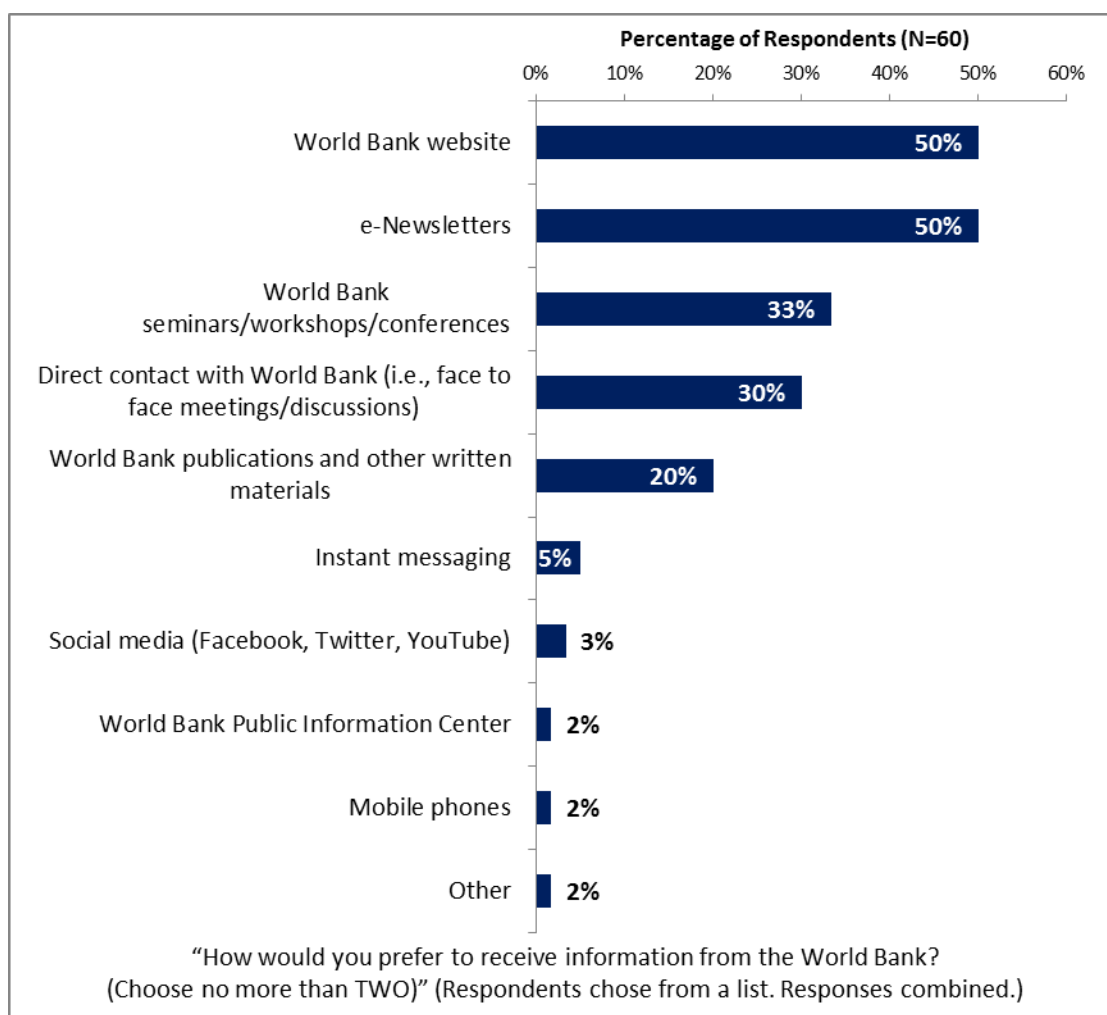
- Respondents indicated that they got most of their information about economic and social development issues in Guatemala from periodicals and the Internet. Local newspapers were also a popular information source.



## X. Communication and Openness (continued)

### Information Sources (continued)

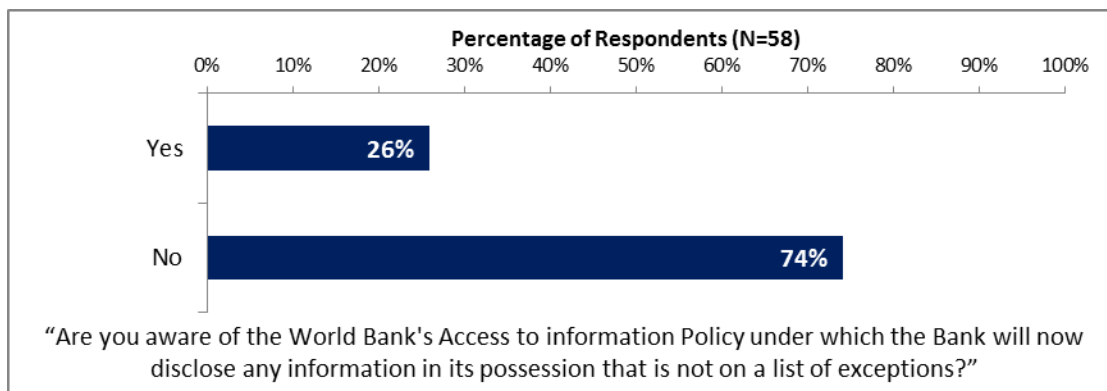
- When asked how they would prefer to receive information from the World Bank, respondents indicated that the World Bank website and e-Newsletters would be preferred. World Bank seminars/workshops/conferences, direct contact with World Bank staff, and World Bank publications and other written materials were also popular.



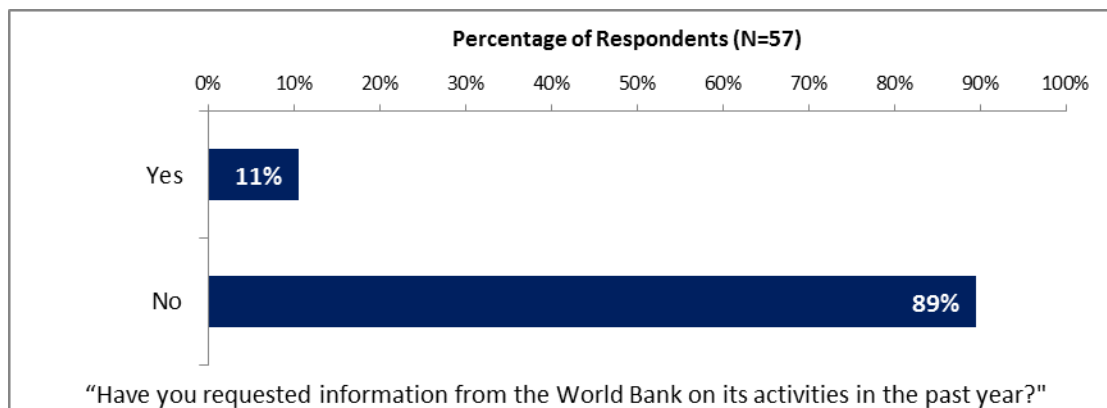
## X. Communication and Openness (continued)

### Access to Information

- Just over a quarter of all respondents indicated that they were aware of the Bank's Access to Information policy.
  - Respondents across all stakeholder groups had statistically similar levels of awareness for the Bank's Access to Information policy.



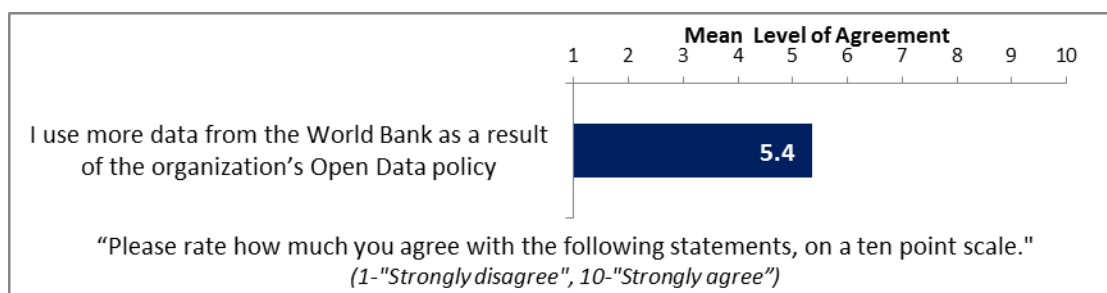
- Few respondents indicated that they had requested information from the World Bank in the past year. However, all of the respondents who indicated that they had requested information from the World Bank indicated that they were able to obtain this information.
  - Respondents across all stakeholder groups had statistically similar rates of requesting and obtaining information from the World Bank.



## X. Communication and Openness (continued)

### Access to Information (continued)

- Agreement that respondents use more data from the World Bank as a result of its Open Data policy received a mean rating of 5.4, across all respondents, on a 10-point scale with 1 being strongly disagree and 10 being strongly agree.
  - Respondents across all stakeholder groups had statistically similar levels of agreement that they use more data from the World Bank as a result of the Bank's Open Data policy.



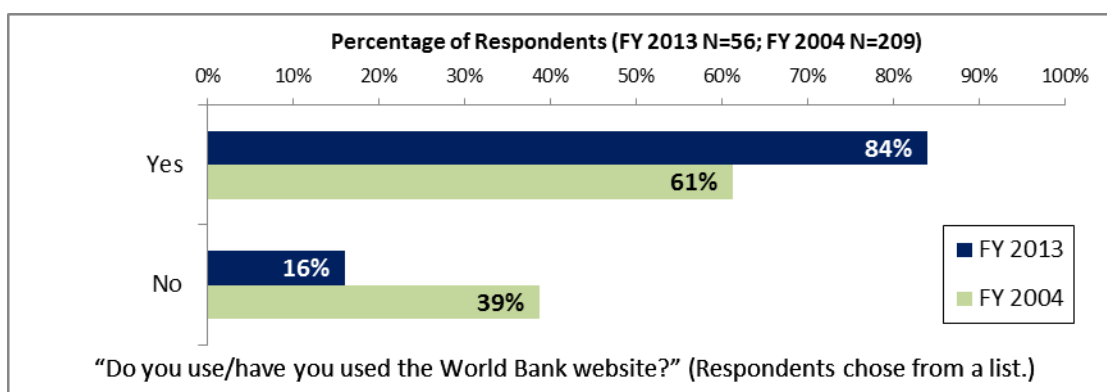
## X. Communication and Openness (continued)

### Internet Access

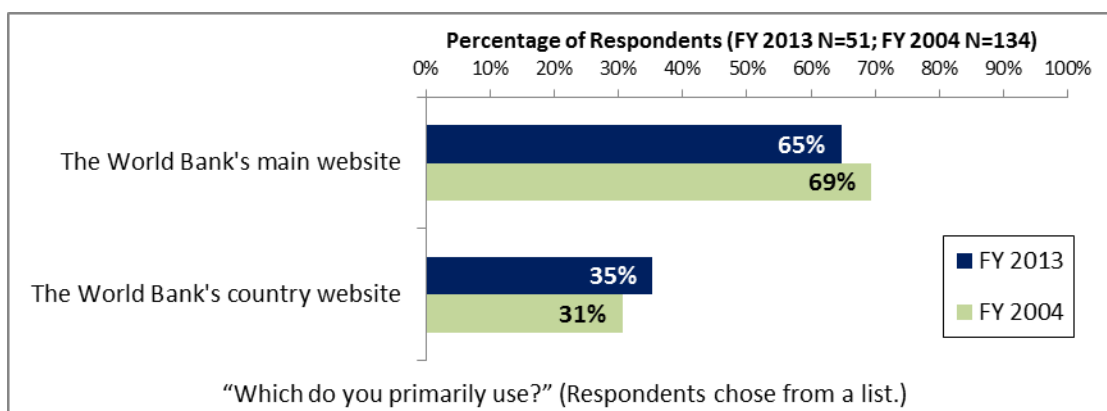
- All respondents indicated that they had access to the Internet (100%).

### Website Usage

- The vast majority of respondents indicated that they had used the Bank's website, significantly more than in the FY '04 country survey.
  - Respondents across all stakeholder groups had statistically similar rates of Bank website usage.



- Of those respondents who used the Bank's website, nearly two-thirds indicated that they used the World Bank's main website, statistically similar to the FY '04 survey.
  - Respondents across all stakeholder groups had statistically similar usage for the Bank's main and country websites.

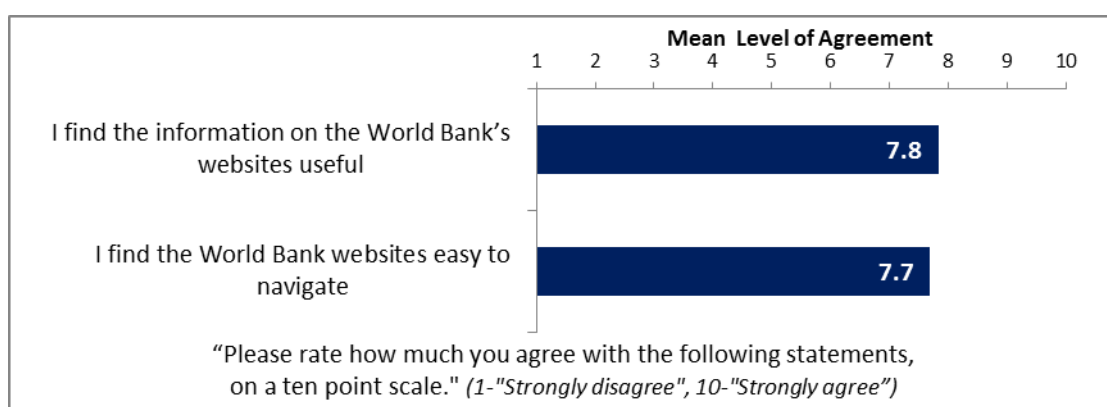




## X. Communication and Openness (continued)

### Website Evaluation

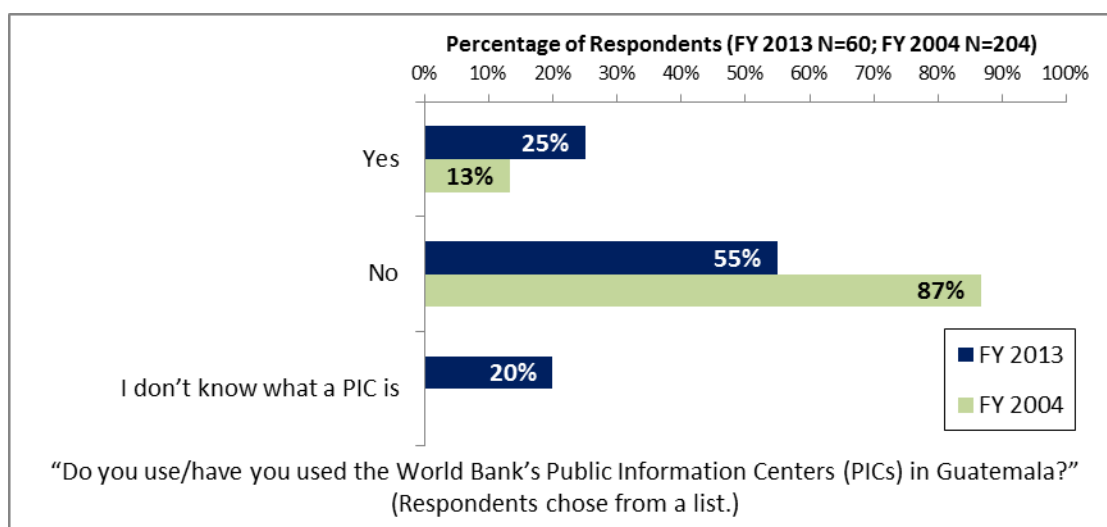
- Among those respondents who utilized the World Bank's websites, agreement that respondents find the information on the Bank's websites useful received the highest mean rating, 7.8, across all respondents, on a 10-point scale with 1 being strongly disagree and 10 being strongly agree.
  - Respondents across all stakeholder groups had statistically similar levels of agreement that Bank websites are easy to navigate and that they find the information on Bank websites useful.



## X. Communication and Openness (continued)

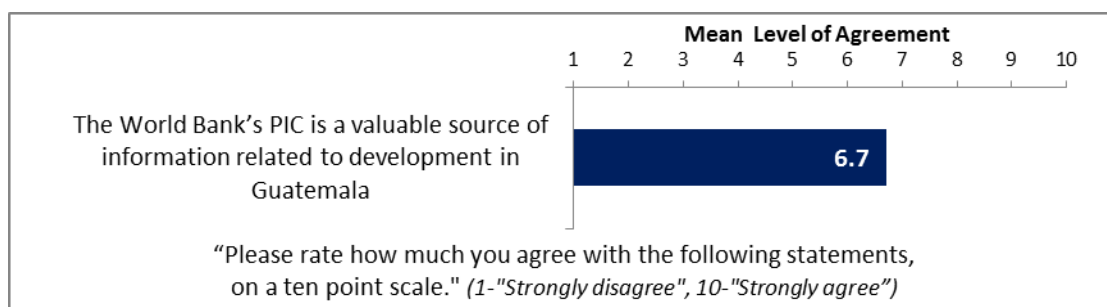
### PIC Usage

- A quarter of all respondents in this year's country survey indicated that they had used the Bank's PICs in Guatemala, significantly more than in the FY '04 country survey.
  - Respondents from the office of the President/Minister were significantly more likely to have used the Bank's PICs in Guatemala compared to respondents from other stakeholder groups. Respondents from the private sector were significantly more likely to be unaware of the Bank's PICs in Guatemala compared to respondents from other stakeholder groups.



### PIC Evaluation

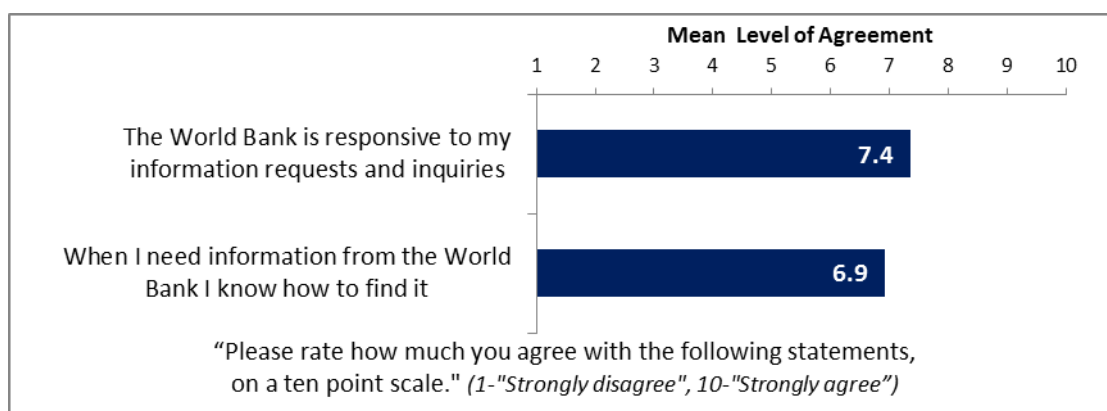
- Among those respondents who utilized the World Bank's PICs, agreement that respondents find them to be a valuable source of information related to development in Guatemala received a mean rating of 6.7, across all respondents, on a 10-point scale with 1 being strongly disagree and 10 being strongly agree.
  - Respondents across all stakeholder groups had statistically similar levels of agreement regarding the value of the Bank's PICs.



## X. Communication and Openness (continued)

### Information Sharing

- In terms of the Bank's information sharing in Guatemala, respondents had the highest level of agreement that the Bank is responsive to their information requests and inquiries, receiving a mean rating of 7.4, across all respondents, on a 10-point scale with 1 being strongly disagree and 10 being strongly agree.
  - Respondents across all stakeholder groups had statistically similar levels of agreement that when they need information from the World Bank they know how to find it and that the Bank is responsive to their information requests and inquiries.



## XI. Appendices

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### GUATEMALA



## Appendix A: Responses to All Questions across All Respondents (N=62)

### A. General Issues facing Guatemala

1. In general, would you say that Guatemala is headed in...?		Percentage of Respondents (N=54)			
The right direction		81.5%			
The wrong direction		14.8%			
Not sure		3.7%			
2. When considering development priorities, which ONE development priority below is the most important in Guatemala? Which ONE is the second most important development priority? Which ONE is the third most important priority?	Percentage of Respondents (N=51)				
	Most Important	2 <sup>nd</sup> Most Important	3 <sup>rd</sup> Most Important	Combined	
Poverty reduction	32.7%	13.5%	9.8%	56.0%	
Rural development	9.6%	13.5%	7.8%	30.9%	
Basic education	15.4%	9.6%	0.0%	25.0%	
Labor markets/job creation/employment	7.7%	3.8%	7.8%	19.4%	
Food security	1.9%	9.6%	7.8%	19.4%	
Law and justice	1.9%	13.5%	3.9%	19.3%	
Economic growth	3.8%	7.7%	5.9%	17.4%	
Basic infrastructure	3.8%	3.8%	5.9%	13.6%	
Public sector reform	0.0%	5.8%	5.9%	11.7%	
Public financial management	0.0%	0.0%	9.8%	9.8%	
Crime and violence	9.6%	0.0%	0.0%	9.6%	
Governance	1.9%	0.0%	5.9%	7.8%	
Health	0.0%	3.8%	3.9%	7.8%	
Anti-corruption	1.9%	0.0%	3.9%	5.8%	
Environmental sustainability	1.9%	1.9%	2.0%	5.8%	
Equality of opportunity	1.9%	1.9%	2.0%	5.8%	
Climate change	0.0%	0.0%	3.9%	3.9%	
Higher education	0.0%	0.0%	3.9%	3.9%	
Social protection	1.9%	0.0%	2.0%	3.9%	
Transport	3.8%	0.0%	0.0%	3.8%	
Regional integration	0.0%	0.0%	2.0%	2.0%	
Energy	0.0%	0.0%	2.0%	2.0%	
Urban development	0.0%	0.0%	2.0%	2.0%	
Natural resource management	0.0%	0.0%	2.0%	2.0%	
Domestic private sector development	1.9%	0.0%	0.0%	1.9%	
Foreign direct investment	0.0%	1.9%	0.0%	1.9%	
Water and sanitation	0.0%	1.9%	0.0%	1.9%	
Tourism	0.0%	1.9%	0.0%	1.9%	
Agricultural development	0.0%	1.9%	0.0%	1.9%	
Private sector regulatory framework	0.0%	1.9%	0.0%	1.9%	
Gender	0.0%	0.0%	0.0%	0.0%	
Financial markets	0.0%	0.0%	0.0%	0.0%	
Global integration	0.0%	0.0%	0.0%	0.0%	
Trade and exports	0.0%	0.0%	0.0%	0.0%	
Disaster management	0.0%	0.0%	0.0%	0.0%	
Information and communications technology	0.0%	0.0%	0.0%	0.0%	

**A. General Issues facing Guatemala (continued)**

<b>3. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Guatemala? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=61)</b>
Rural development	44.3%
Basic education	42.6%
Economic growth	31.1%
Labor markets/job creation/employment	23.0%
Health	21.3%
Basic infrastructure	19.7%
Food security	18.0%
Water and sanitation	11.5%
Equality of opportunity	11.5%
Foreign direct investment	9.8%
Social protection	6.6%
Law and justice	6.6%
Public financial management	6.6%
Agricultural development	6.6%
Crime and violence	4.9%
Higher education	4.9%
Governance	4.9%
Domestic private sector development	3.3%
Trade and exports	3.3%
Anti-corruption	3.3%
Disaster management	1.6%
Gender	1.6%
Urban development	1.6%
Private sector regulatory framework	1.6%
Tourism	1.6%
Information and communications technology	1.6%
Global integration	1.6%
Natural resource management	1.6%
Financial markets	1.6%
Climate change	0.0%
Regional integration	0.0%
Transport	0.0%
Public sector reform	0.0%
Energy	0.0%
Environmental sustainability	0.0%

**A. General Issues facing Guatemala (continued)**

<b>4. Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Guatemala? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=61)</b>
Foreign direct investment	37.7%
Labor markets/job creation/employment	27.9%
Energy	21.3%
Trade and exports	21.3%
Anti-corruption	18.0%
Rural development	18.0%
Basic education	18.0%
Basic infrastructure	16.4%
Tourism	13.1%
Equality of opportunity	11.5%
Domestic private sector development	9.8%
Agricultural development	8.2%
Crime and violence	8.2%
Public financial management	8.2%
Public sector reform	6.6%
Transport	6.6%
Governance	6.6%
Law and justice	6.6%
Private sector regulatory framework	4.9%
Social protection	3.3%
Global integration	3.3%
Urban development	3.3%
Information and communications technology	3.3%
Higher education	3.3%
Natural resource management	3.3%
Environmental sustainability	3.3%
Health	3.3%
Water and sanitation	1.6%
Food security	1.6%
Climate change	0.0%
Disaster management	0.0%
Regional integration	0.0%
Gender	0.0%
Financial markets	0.0%

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

<b>Familiarity, Overall Effectiveness, Preparedness</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>
1. How familiar are you with the work of the World Bank in Guatemala, on a ten-point scale? <i>(1-Not familiar at all, 10-Extremely familiar)</i>	62	6.40	2.07
2. Overall, please rate your impression of the World Bank's effectiveness in Guatemala, on a ten-point scale. <i>(1-Not effective at all, 10-Very effective)</i>	57	6.74	1.91
3. To what extent do you believe the World Bank's staff is well prepared (e.g., skills and knowledge) to help Guatemala solve its most complicated development challenges, on a ten-point scale, on a ten-point scale? <i>(1-To no degree at all, 10-To a very significant degree)</i>	52	7.88	1.89

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

<b>4. When thinking about how the World Bank can have the most impact on development results in Guatemala, in which sectoral areas do you believe the World Bank should focus most of its attention and resources in Guatemala? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=60)</b>
Rural development	46.7%
Poverty reduction	33.3%
Basic education	25.0%
Basic infrastructure	23.3%
Economic growth	18.3%
Labor markets/job creation/employment	13.3%
Agricultural development	13.3%
Transport	11.7%
Public sector reform	11.7%
Water and sanitation	11.7%
Governance	8.3%
Health	6.7%
Food security	6.7%
Climate change	6.7%
Information and communications technology	6.7%
Social protection	5.0%
Foreign direct investment	5.0%
Energy	5.0%
Urban development	5.0%
Crime and violence	5.0%
Domestic private sector development	3.3%
Public financial management	3.3%
Environmental sustainability	3.3%
Law and justice	3.3%
Natural resource management	3.3%
Regional integration	1.7%
Tourism	1.7%
Equality of opportunity	1.7%
Global integration	1.7%
Trade and exports	1.7%
Higher education	1.7%
Anti-corruption	1.7%
Disaster management	1.7%
Gender	0.0%
Financial markets	0.0%
Private sector regulatory framework	0.0%



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

5. When thinking about the World Bank's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Guatemala?	Percentage of Respondents (N=55)		
	<i>Greatest Value</i>	<i>2<sup>nd</sup> Greatest Value</i>	<i>Combined</i>
Financial resources	41.8%	18.2%	60.0%
Technical assistance	29.1%	25.5%	54.5%
Mobilizing third party financial resources	14.5%	14.5%	29.1%
Training/capacity building	5.5%	16.4%	21.8%
Donor coordination	5.5%	7.3%	12.7%
Studies/analyses	0.0%	9.1%	9.1%
Data for monitoring and evaluation	1.8%	3.6%	5.5%
Policy advice	0.0%	3.6%	3.6%
Convening and facilitating policy dialogue	0.0%	1.8%	1.8%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	1.8%	0.0%	1.8%
Other	0.0%	0.0%	0.0%

6. Which of the following do you identify as the World Bank's greatest WEAKNESSES in its work in Guatemala? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=59)
Imposing technocratic solutions without regard to political realities	32.2%
Not willing to openly criticize policies and reform efforts in the country	25.4%
Too influenced by developed countries	22.0%
Too bureaucratic in its operational policies and procedures	18.6%
Not exploring alternative policy options	15.3%
World Bank processes too slow and complex	15.3%
Not enough public disclosure of its work	13.6%
Not aligned with country priorities	13.6%
Not collaborating enough with non-state actors	6.8%
Not adequately sensitive to political/social realities in Guatemala	6.8%
Not aligned with other donors' work	5.1%
Other	5.1%
Staff too inaccessible	3.4%
Arrogant in its approach	1.7%
Not client focused	0.0%
The credibility of its knowledge/data	0.0%

7. Which World Bank instruments do you believe are the MOST effective in reducing poverty in Guatemala? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=60)
Investment lending	52.5%
Capacity development	38.2%
Policy based lending/ budget support to the Government	33.2%
Technical assistance	32.9%
Knowledge products/services	9.6%
Don't know	8.6%
Trust Fund management	8.0%
Other	1.7%

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

8. Which World Bank instruments do you believe are the LEAST effective in reducing poverty in Guatemala? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=55)
Trust Fund management	32.1%
Knowledge products/services	26.6%
Policy based lending/ budget support to the Government	24.8%
Technical assistance	22.8%
Capacity development	22.1%
Don't know	20.3%
Investment lending	16.2%
Other	0.3%

Global Development Agenda	N	Mean	SD
9. To what extent do you believe the World Bank SHOULD seek to influence the global development agenda as related to "global public goods" (e.g., climate change, communicable diseases, international financial systems, trade, etc.), on a ten point scale? (1-To no degree at all, 10-To a very significant degree)	57	7.39	2.29

10. In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank collaborate with more in your country to ensure better development results there? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=61)
Municipal and Local Government	57.4%
Academia/think tanks/research institutes	27.9%
Private sector	26.2%
Community Based Organizations (CBOs)	21.3%
Beneficiaries	18.0%
Parliament	8.2%
Media	8.2%
Indigenous people authorities	6.6%
Donor community	4.9%
Private foundations	4.9%
Autonomous regional authorities	3.3%
NGOs	1.6%
Faith based organizations	1.6%
Other	0.0%

To what extent do you agree with the following statements about the World Bank's work in Guatemala, on a ten point scale? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement		
	N	Mean	SD
11. Overall the World Bank currently plays a relevant role in development in Guatemala	59	6.47	2.19
12. The World Bank's work is aligned with what I consider the development priorities for Guatemala	59	5.97	2.40
13. The World Bank supports programs and strategies that are realistic for Guatemala	58	6.10	2.11
14. The World Bank treats clients and stakeholders in Guatemala with respect	51	7.82	2.12

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

To what extent is the World Bank an effective development partner in Guatemala in terms of ..., on a ten point scale? (1-To no degree at all, 10-To a very significant degree)	Degree		
	N	Mean	SD
15. Sustainability of the results after implementation of projects	51	5.27	2.27
16. Responsiveness	50	6.08	1.91
17. Flexibility (in terms of the institution's products and services)	49	6.20	2.02
18. Flexibility (in terms of changing country circumstances)	51	6.02	2.12
19. Being inclusive	47	6.47	2.17
20. Openness (sharing data and other information)	50	6.66	2.18
21. Staff accessibility	48	7.08	2.06
22. Straightforwardness and honesty	47	7.43	1.80
23. Collaboration with groups outside of the Government	47	6.55	2.25
24. Collaboration with the Government	54	7.89	1.55
25. Collaboration with other donors	44	6.93	2.00

26. When World Bank assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=51)
The Government works inefficiently	51.0%
The impact of World Bank projects is non-sustainable after closing	29.4%
Political pressures and obstacles	25.5%
There is not an adequate level of citizen participation	23.5%
Reforms are not well thought out in light of country challenges	17.6%
Lack of/inadequate levels of capacity in Government	13.7%
The World Bank works too slowly	9.8%
There is not an adequate level of civil society participation	9.8%
Poor donor coordination	5.9%
The World Bank is not sensitive enough to political/social realities on the ground	5.9%
Other	0.0%

### C. World Bank Effectiveness and Results

How effective do you believe the World Bank is in terms of the work it does in the following areas of development in Guatemala, on a ten point scale? (1-Not effective at all, 10-Very effective)	Effectiveness		
	N	Mean	SD
1. Anti-corruption	44	5.39	2.33
2. Information and communications technology	45	6.38	2.15
3. Transport	43	6.23	2.18
4. Law and justice	42	5.83	2.06
5. Urban development	39	5.56	1.87
6. Environmental sustainability	46	5.87	1.98
7. Private sector regulatory framework	39	5.13	2.20
8. Basic infrastructure	43	6.53	2.11
9. Tourism	34	5.06	2.31
10. Poverty reduction	48	6.19	2.25
11. Gender	43	5.60	2.26
12. Domestic private sector development	41	5.39	2.32
13. Foreign direct investment	39	5.21	2.25
14. Water and sanitation	44	6.50	1.93
15. Trade and exports	40	5.50	2.10
16. Economic growth	44	5.93	2.29
17. Energy	40	5.73	2.34
18. Disaster management	36	6.08	2.14
19. Higher education	33	5.06	2.49
20. Public financial management	45	6.87	2.14
21. Labor markets/job creation/employment	42	5.10	2.41
22. Financial markets	37	5.38	2.43
23. Equality of opportunity	43	5.60	2.22
24. Health	45	6.07	2.38
25. Rural development	45	6.00	2.39
26. Global integration	34	5.21	2.37
27. Food security	46	5.65	2.33
28. Basic education	42	6.21	2.39
29. Social protection	38	5.05	2.17
30. Governance	42	5.64	2.29
31. Climate change	41	5.51	2.23
32. Public sector reform	43	5.81	2.22
33. Regional integration	38	5.16	2.18
34. Agricultural development	40	5.63	2.32
35. Crime and violence	36	4.83	2.27
36. Natural resource management	38	5.39	2.24

### C. World Bank Effectiveness and Results

Achieving Sustainable Results	N	Mean	SD
37. To what degree does the World Bank's work help achieve sustainable development results in Guatemala, on a ten point scale? (1-To no degree at all, 10-To a very significant degree)	59	6.37	2.15

To what extent do you agree with the following statements about the World Bank in Guatemala, on a ten point scale? (1-Strongly disagree, 10-Strongly agree)	N	Mean	SD
38. The World Bank's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Guatemala	60	6.12	1.82
39. The World Bank meets Guatemala's needs for knowledge services (e.g., research analysis, data, technical assistance)	58	6.02	2.07
40. The World Bank Group (including IFC and MIGA) meets the needs of Guatemala in mobilizing additional financial resources for development	54	6.39	1.85

### D. The World Bank's Knowledge

1. How frequently do you consult World Bank knowledge and research (e.g., data, analysis, reports) in the work you do?	Percentage of Respondents (N=59)
Weekly	3.4%
Monthly	22.0%
A few times a year	50.8%
Rarely	23.7%
Never	0.0%

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

<b>2. When thinking about the development challenges in Guatemala, where do you believe it would be most valuable for the World Bank to focus its research and knowledge efforts in the next few years? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=60)</b>
Poverty reduction	41.7%
Economic growth	23.3%
Rural development	23.3%
Public sector reform	21.7%
Basic education	20.0%
Climate change	20.0%
Anti-corruption	16.7%
Energy	10.0%
Social protection	10.0%
Health	10.0%
Agricultural development	8.3%
Labor markets/job creation/employment	8.3%
Crime and violence	8.3%
Public financial management	6.7%
Environmental sustainability	6.7%
Private sector regulatory framework	6.7%
Water and sanitation	5.0%
Equality of opportunity	5.0%
Natural resource management	5.0%
Governance	5.0%
Basic infrastructure	5.0%
Domestic private sector development	3.3%
Disaster management	3.3%
Tourism	3.3%
Financial markets	3.3%
Transport	3.3%
Food security	3.3%
Foreign direct investment	1.7%
Law and justice	1.7%
Urban development	1.7%
Information and communications technology	1.7%
Gender	0.0%
Trade and exports	0.0%
Regional integration	0.0%
Global integration	0.0%
Higher education	0.0%

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

How effective do you believe the World Bank's knowledge and research are at... in Guatemala? (1-Not effective at all, 10-Very effective)	Level of Effectiveness		
	N	Mean	SD
3. Raising your awareness of the particular topic	59	6.93	2.04
4. Stimulating public debate/dialogue	59	6.56	2.32
5. Helping to build public consensus around reforms	54	6.43	2.02
6. Enhancing your knowledge and/or skills	59	7.22	2.03
7. Contributing to good policy making	55	7.11	2.13
8. Providing support for program implementation	58	7.17	2.17

To what extent do you believe that the World Bank's knowledge and research... in Guatemala? (1-To no degree at all, 10-To a very significant degree)	Degree		
	N	Mean	SD
9. Are timely	58	6.84	2.10
10. Include appropriate level of stakeholder involvement during preparation	53	6.40	2.21
11. Are relevant to Guatemala's development priorities	59	6.69	2.05
12. Provide feasible recommendations	58	6.74	2.11
13. Are accessible (well written and easy to understand)	58	7.34	2.12
14. A source of relevant information on global good practices	59	7.56	2.06
15. Are adequately disseminated	60	5.92	2.27
16. Are adaptable to Guatemala's specific development challenges and country circumstances	60	6.58	2.17

Overall Evaluations	N	Mean	SD
17. Overall, how significant a contribution do you believe the World Bank's knowledge and research make to development results in your country, on a ten point scale? (1-Not significant at all, 10-Very significant)	60	7.02	1.77
18. Overall, how would you rate the technical quality of the World Bank's knowledge/research, on a ten point scale? (1-Very low technical quality, 10-Very high technical quality)	60	8.45	1.28
19. Overall, how effective is the World Bank at providing linkage to non-Bank expertise (i.e., South-South knowledge sharing, etc.)? (1-Not effective at all, 10-Very effective)	53	7.32	1.98

### E. Working with the World Bank

To what extent do you agree/disagree with the following statements, on a ten point scale? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement		
	N	Mean	SD
1. The World Bank disburses funds promptly	50	6.06	2.39
2. The World Bank effectively monitors and evaluates the projects and programs it supports	57	6.91	2.10
3. The World Bank's approvals and reviews are done in a timely fashion	49	6.78	1.99
4. The World Bank's "Safeguard Policy" requirements are reasonable	38	7.13	2.12
5. The World Bank imposes reasonable conditions on its lending	51	6.55	2.19
6. Working with the World Bank increases Guatemala's institutional capacity	58	6.74	2.27
7. The World Bank ensures consistency and continuity through staff changes	45	6.93	2.27
8. The World Bank's teams and visits are well coordinated	51	7.47	1.83
9. Where country systems are adequate, the World Bank makes appropriate use of them	44	7.48	2.18
10. The World Bank provides effective implementation support	52	7.25	1.86
11. The World Bank's approvals and reviews for procurement and financial management are well justified	43	7.51	1.94

### F. The Future Role of the World Bank in Guatemala

The Bank's Role	N	Mean	SD
1. How significant a role do you believe the Bank SHOULD play in Guatemala's development in the near future, on a ten point scale? (1-Not a significant role at all, 10-Very significant role)	59	8.05	2.28

2. Which of the following SHOULD the World Bank do to make itself of greater value in Guatemala? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=55)
Focus primarily on advocacy issues	49.1%
Reduce the complexity of obtaining World Bank financing	32.7%
Improve the quality of its experts as related to Guatemala's specific challenges	23.6%
Offer more innovative knowledge services	20.0%
Offer more innovative financial products	18.2%
Provide more adequate data/knowledge/ statistics/figures on Guatemala's economy	12.7%
Other	9.1%
Improve the competitiveness of its financing compared to markets	7.3%
Ensure greater selectivity in its work	7.3%
Increase availability of fee-based services	3.6%
Work faster	3.6%
Greater collaboration and synergy within the World Bank Group (IDA, IFC, and MIGA)	0.0%



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

The IFC	N	Mean	SD
3. How familiar are you with the work of the International Finance Corporation (IFC) in Guatemala? (1-Not familiar at all, 10-Extremely familiar)	60	4.35	2.50
4. How effectively do you believe the different parts of the World Bank Group (IBRD/IDA and IFC) collaborate and coordinate efforts in Guatemala? (1-Not effective at all, 10-Very effective)	38	6.00	2.25
5. How significant a role do you believe IFC, through its support for the private sector, SHOULD play in helping Guatemala achieve its economic and social development goals in the future? (1-Not a significant role at all, 10-Very significant role)	53	7.38	2.32

**G. Communication and Information Sharing**

1. How do you get most of your information about economic and social development issues in Guatemala? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=60)
Periodicals	61.7%
Internet	56.7%
Local newspapers	38.3%
Other	11.7%
International newspapers	6.7%
International television	6.7%
Local television	5.0%
Local radio	3.3%
Social media (Facebook, Twitter, YouTube)	3.3%
International radio	0.0%
Blogs	0.0%
Mobile phones	0.0%
Instant messaging	0.0%
2. How would you prefer to receive information from the World Bank? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=60)
World Bank website	50.0%
e-Newsletters	50.0%
World Bank seminars/workshops/conferences	33.3%
Direct contact with World Bank (i.e., face to face meetings/discussions)	30.0%
World Bank publications and other written materials	20.0%
Instant messaging	5.0%
Social media (Facebook, Twitter, YouTube)	3.3%
World Bank Public Information Center	1.7%
Mobile phones	1.7%
Other	1.7%
Blogs	0.0%
3. Are you aware of the World Bank's Access to Information Policy under which the Bank will now disclose any information in its possession that is not a list of exceptions?	Percentage of Respondents (N=58)
Yes	25.9%
No	74.1%

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

4. Have you requested information from the World Bank on its activities in the past year?	Percentage of Respondents (N=57)
Yes	10.5%
No	89.5%

5. Were you able to obtain this information?	Percentage of Respondents (N=6)
Yes	100.0%
No	-

6. Do you have access to the Internet?	Percentage of Respondents (N=56)
Yes	100.0%
No	-

7. Do you use/have used the World Bank website?	Percentage of Respondents (N=56)
Yes	83.9%
No	16.1%

8. Which do you primarily use?	Percentage of Respondents (N=51)
The World Bank's country website (www.worldbank.org.gt)	35.3%
The World Bank's main website (www.worldbank.org)	64.7%

9. Do you use/have you used the World Bank's Public Information Centers (PICs) in Guatemala?	Percentage of Respondents (N=60)
Yes	25.0%
No	55.0%
I don't know what a PIC is	20.0%

Please rate how much you agree with the following statements, on a ten point scale. (1-Strongly disagree, 10-Strongly agree)	Level of Agreement		
	N	Mean	SD
10. I use more data from the World Bank as a result of the organization's Open Data policy	39	5.36	2.82
11. The World Bank's PIC is a valuable source of information related to development in Guatemala	24	6.71	2.66
12. I find the World Bank websites easy to navigate	51	7.69	1.59
13. I find the information on the World Bank's websites useful	49	7.84	1.81
14. When I need information from the World Bank I know how to find it	51	6.92	2.11
15. The World Bank is responsive to my information requests and inquiries	31	7.35	1.98

**H. Background Information**

<b>1. Which of the following best describes your current position? (Please mark only ONE response)</b>	<b>Percentage of Respondents (N=57)</b>
Employee of a Ministry/Ministerial Dept./Implementation Agency	15.8%
Private Sector Organization	14.0%
Media	14.0%
Academia/Research Institute/Think Tank	14.0%
Office of a Minister	8.8%
Consultant/Contractor on World Bank-Supported Project/Program	7.0%
Office of the President	5.3%
Other	5.3%
Private Foundation	3.5%
NGO	3.5%
Independent Government Institution	3.5%
Office of a Parliamentarian	1.8%
PMU	1.8%
Local Government	1.8%

<b>2. Please identify the primary specialization of your work. (Please mark only ONE response)</b>	<b>Percentage of Respondents (N=59)</b>
Other	25.4%
Public financial management	15.3%
Economic growth	8.5%
Information and communications technology	5.1%
Trade and exports	5.1%
Domestic private sector development	3.4%
Basic education	3.4%
Financial markets	3.4%
Governance	3.4%
Higher education	3.4%
Urban development	3.4%
Agricultural development	1.7%
Anti-corruption	1.7%
Basic infrastructure	1.7%
Crime and violence	1.7%
Tourism	1.7%
Disaster management	1.7%
Environmental sustainability	1.7%
Food security	1.7%
Health	1.7%
Labor markets/job creation/employment	1.7%
Poverty reduction	1.7%
Rural development	1.7%

<b>3. Currently, do you professionally collaborate/work with the World Bank in your country?</b>	<b>Percentage of Respondents (N=55)</b>
Yes	41.8%
No	58.2%

**H. Background Information (continued)**

<b>4. Which of the following describes most of your exposure to the World Bank in Guatemala? (Choose no more than TWO)</b>	<b>Percentage of Respondents (N=57)</b>
Engage in World Bank related/sponsored events/activities	43.9%
Use World Bank reports/data	42.1%
Collaborate as part of my professional duties	33.3%
Use World Bank website for information, data, research, etc.	28.1%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	15.8%

<b>5. Which best represents your geographic location?</b>	<b>Percentage of Respondents (N=58)</b>
Guatemala City – Metropolitan Area	93.1%
Eastern part of the country	1.7%
Western part of the country	5.2%

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

### A. General Issues facing Guatemala

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

Percentage of Respondents	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
The right direction	100.0%	88.9%	100.0%	50.0%	83.3%	84.6%
The wrong direction	0.0%	11.1%	0.0%	50.0%	0.0%	15.4%
Not sure	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%

When considering development priorities, which ONE development priority below is the most important in Guatemala? Which ONE is the second most important development priority? Which ONE is the third most important priority?

<b>1<sup>st</sup> Most Important</b>						
Percentage of Respondents	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Rural development	14.3%	25.0%	0.0%	0.0%	0.0%	6.7%
Basic education	14.3%	12.5%	16.7%	16.7%	25.0%	6.7%
Social protection	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
Transport	14.3%	12.5%	0.0%	0.0%	0.0%	0.0%
Poverty reduction	14.3%	37.5%	33.3%	33.3%	37.5%	40.0%
Public sector reform	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Regional integration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Domestic private sector development	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%
Foreign direct investment	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Water and sanitation	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Energy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Tourism	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Public financial management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Labor markets/job creation/employment	0.0%	0.0%	16.7%	16.7%	12.5%	6.7%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Urban development	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%
Health	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Global integration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Food security	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%
Climate change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Agricultural development	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Trade and exports	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Economic growth	0.0%	0.0%	16.7%	0.0%	0.0%	6.7%
Law and justice	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%
Private sector regulatory framework	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Higher education	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Basic infrastructure	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%
Crime and violence	28.6%	0.0%	0.0%	0.0%	12.5%	13.3%
Natural resource management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti-corruption	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Governance	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**A. General Issues facing Guatemala (continued)**

When considering development priorities, which ONE development priority below is the most important in Guatemala? Which ONE is the second most important development priority? Which ONE is the third most important priority?

<b>2<sup>nd</sup> Most Important</b>						
<b>Percentage of Respondents</b>	<b>Office of President/Minister</b>	<b>Employee of Ministry</b>	<b>Private Sector</b>	<b>Media</b>	<b>Academia/Research Institute</b>	<b>Other</b>
Rural development	28.6%	37.5%	0.0%	16.7%	0.0%	6.7%
Basic education	14.3%	0.0%	16.7%	50.0%	0.0%	0.0%
Social protection	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transport	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Poverty reduction	14.3%	25.0%	0.0%	0.0%	0.0%	26.7%
Public sector reform	14.3%	0.0%	0.0%	0.0%	12.5%	6.7%
Regional integration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Domestic private sector development	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Foreign direct investment	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%
Water and sanitation	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%
Energy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Tourism	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%
Public financial management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Labor markets/job creation/employment	0.0%	0.0%	16.7%	0.0%	0.0%	6.7%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Urban development	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%
Equality of opportunity	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%
Health	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%
Global integration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Food security	28.6%	0.0%	16.7%	0.0%	0.0%	13.3%
Climate change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Agricultural development	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Trade and exports	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Economic growth	0.0%	12.5%	0.0%	0.0%	12.5%	13.3%
Law and justice	0.0%	0.0%	0.0%	33.3%	37.5%	13.3%
Private sector regulatory framework	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%
Higher education	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Basic infrastructure	0.0%	0.0%	16.7%	0.0%	12.5%	0.0%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti-corruption	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Governance	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**A. General Issues facing Guatemala (continued)**

When considering development priorities, which ONE development priority below is the most important in Guatemala? Which ONE is the second most important development priority? Which ONE is the third most important priority?

<b>3<sup>rd</sup> Most Important</b>						
<b>Percentage of Respondents</b>	<b>Office of President/Minister</b>	<b>Employee of Ministry</b>	<b>Private Sector</b>	<b>Media</b>	<b>Academia/Research Institute</b>	<b>Other</b>
Rural development	0.0%	12.5%	16.7%	0.0%	0.0%	13.3%
Basic education	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social protection	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%
Transport	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Poverty reduction	28.6%	12.5%	0.0%	16.7%	0.0%	6.7%
Public sector reform	14.3%	0.0%	16.7%	16.7%	0.0%	0.0%
Regional integration	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%
Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Domestic private sector development	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Foreign direct investment	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Water and sanitation	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Energy	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%
Tourism	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Public financial management	14.3%	12.5%	0.0%	16.7%	0.0%	13.3%
Labor markets/job creation/employment	0.0%	12.5%	0.0%	0.0%	0.0%	13.3%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Urban development	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%
Environmental sustainability	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%
Equality of opportunity	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
Health	14.3%	0.0%	0.0%	0.0%	0.0%	6.7%
Global integration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Food security	0.0%	12.5%	0.0%	16.7%	0.0%	6.7%
Climate change	14.3%	12.5%	0.0%	0.0%	0.0%	0.0%
Agricultural development	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Trade and exports	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Economic growth	0.0%	12.5%	16.7%	0.0%	0.0%	6.7%
Law and justice	0.0%	0.0%	16.7%	0.0%	0.0%	6.7%
Private sector regulatory framework	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Higher education	0.0%	0.0%	0.0%	0.0%	14.3%	6.7%
Basic infrastructure	14.3%	0.0%	0.0%	0.0%	28.6%	0.0%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
Anti-corruption	0.0%	12.5%	0.0%	0.0%	0.0%	6.7%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Governance	0.0%	0.0%	16.7%	0.0%	28.6%	0.0%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**A. General Issues facing Guatemala (continued)**

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

Percentage of Respondents (Responses Combined)	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Water and sanitation	14.3%	22.2%	0.0%	0.0%	0.0%	18.8%
Equality of opportunity	0.0%	11.1%	0.0%	25.0%	37.5%	6.3%
Economic growth	28.6%	33.3%	37.5%	37.5%	25.0%	37.5%
Climate change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Regional integration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gender	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%
Rural development	71.4%	55.6%	37.5%	37.5%	25.0%	50.0%
Urban development	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%
Basic education	57.1%	55.6%	37.5%	50.0%	50.0%	31.3%
Private sector regulatory framework	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%
Basic infrastructure	57.1%	11.1%	12.5%	12.5%	25.0%	18.8%
Social protection	14.3%	11.1%	0.0%	12.5%	12.5%	0.0%
Law and justice	14.3%	0.0%	0.0%	0.0%	12.5%	6.3%
Transport	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Tourism	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%
Crime and violence	0.0%	11.1%	0.0%	0.0%	0.0%	6.3%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%
Public sector reform	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Domestic private sector development	0.0%	11.1%	0.0%	0.0%	0.0%	6.3%
Foreign direct investment	14.3%	0.0%	37.5%	12.5%	0.0%	6.3%
Global integration	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
Energy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Food security	0.0%	0.0%	12.5%	12.5%	12.5%	43.8%
Higher education	0.0%	11.1%	0.0%	0.0%	12.5%	6.3%
Natural resource management	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%
Environmental sustainability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Health	0.0%	22.2%	25.0%	0.0%	37.5%	25.0%
Public financial management	14.3%	0.0%	0.0%	12.5%	0.0%	0.0%
Governance	0.0%	11.1%	12.5%	0.0%	0.0%	0.0%
Agricultural development	14.3%	0.0%	0.0%	12.5%	0.0%	6.3%
Labor markets/job creation/employment	0.0%	11.1%	62.5%	25.0%	25.0%	18.8%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Trade and exports	0.0%	11.1%	0.0%	0.0%	12.5%	0.0%
Anti-corruption	0.0%	0.0%	12.5%	12.5%	0.0%	0.0%



**A. General Issues facing Guatemala (continued)**

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

Percentage of Respondents (Responses Combined)	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Energy	37.5%	22.2%	37.5%	37.5%	0.0%	6.3%
Equality of opportunity	0.0%	0.0%	0.0%	50.0%	12.5%	12.5%
Social protection	12.5%	0.0%	0.0%	12.5%	0.0%	0.0%
Global integration	0.0%	11.1%	0.0%	0.0%	12.5%	0.0%
Climate change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti-corruption	12.5%	0.0%	0.0%	12.5%	37.5%	25.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Rural development	12.5%	22.2%	0.0%	25.0%	25.0%	25.0%
Foreign direct investment	50.0%	44.4%	62.5%	12.5%	12.5%	43.8%
Urban development	0.0%	11.1%	0.0%	12.5%	0.0%	0.0%
Water and sanitation	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
Basic education	0.0%	33.3%	0.0%	25.0%	12.5%	25.0%
Information and communications technology	0.0%	0.0%	12.5%	0.0%	0.0%	6.3%
Private sector regulatory framework	0.0%	0.0%	0.0%	0.0%	12.5%	6.3%
Tourism	25.0%	22.2%	37.5%	0.0%	0.0%	0.0%
Trade and exports	25.0%	33.3%	37.5%	0.0%	12.5%	25.0%
Public sector reform	0.0%	0.0%	37.5%	0.0%	12.5%	0.0%
Regional integration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Domestic private sector development	12.5%	0.0%	0.0%	25.0%	0.0%	18.8%
Labor markets/job creation/employment	25.0%	55.6%	12.5%	0.0%	37.5%	37.5%
Agricultural development	12.5%	0.0%	0.0%	25.0%	0.0%	6.3%
Food security	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%
Transport	0.0%	0.0%	12.5%	0.0%	12.5%	6.3%
Crime and violence	0.0%	0.0%	12.5%	0.0%	12.5%	18.8%
Higher education	0.0%	0.0%	0.0%	0.0%	12.5%	6.3%
Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	0.0%	0.0%	0.0%	12.5%	0.0%	6.3%
Environmental sustainability	12.5%	0.0%	0.0%	0.0%	0.0%	6.3%
Health	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%
Basic infrastructure	25.0%	11.1%	12.5%	37.5%	37.5%	0.0%
Governance	0.0%	22.2%	12.5%	0.0%	0.0%	6.3%
Law and justice	12.5%	0.0%	12.5%	0.0%	12.5%	0.0%
Public financial management	25.0%	0.0%	0.0%	12.5%	25.0%	0.0%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

	Which of the following best describes your current position?																	
	Office of the President/Minister			Employee of Ministry			Private Sector			Media			Academia/Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank in Guatemala?	8	7.38	2.26	9	7.11	.78	8	5.25	1.39	8	5.75	2.60	8	6.50	1.69	16	6.94	2.17
Overall, please rate your impression of the World Bank's effectiveness in Guatemala.	7	7.00	1.41	9	8.11	1.17	6	6.00	1.79	7	6.00	2.94	8	6.38	1.19	16	6.94	2.14
To what extent do you believe the World Bank's staff is well prepared to help Guatemala solve its most complicated development challenges?	7	8.14	2.12	8	8.75	1.04	6	8.17	.75	6	6.83	2.79	7	7.29	2.21	15	8.40	1.50

(1-Not familiar at all, 10-Extremely familiar; 1-Not effective at all, 10-Very effective; 1-To no degree at all, 10-To a very significant degree)

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

Percentage of Respondents (Responses Combined)	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Rural development	50.0%	44.4%	37.5%	62.5%	37.5%	46.7%
Basic education	0.0%	33.3%	25.0%	25.0%	37.5%	33.3%
Social protection	12.5%	0.0%	0.0%	12.5%	12.5%	0.0%
Transport	25.0%	33.3%	12.5%	12.5%	0.0%	0.0%
Poverty reduction	62.5%	22.2%	12.5%	75.0%	0.0%	40.0%
Public sector reform	12.5%	0.0%	25.0%	12.5%	12.5%	0.0%
Regional integration	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%
Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Domestic private sector development	0.0%	0.0%	12.5%	0.0%	0.0%	6.7%
Foreign direct investment	0.0%	11.1%	25.0%	0.0%	0.0%	0.0%
Water and sanitation	12.5%	33.3%	0.0%	0.0%	12.5%	6.7%
Energy	0.0%	22.2%	0.0%	0.0%	0.0%	0.0%
Tourism	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%
Public financial management	0.0%	0.0%	0.0%	0.0%	0.0%	13.3%
Labor markets/job creation/employment	12.5%	11.1%	25.0%	12.5%	12.5%	13.3%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Urban development	12.5%	0.0%	0.0%	0.0%	0.0%	13.3%
Environmental sustainability	0.0%	0.0%	0.0%	0.0%	0.0%	13.3%
Equality of opportunity	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%
Health	0.0%	11.1%	0.0%	0.0%	0.0%	20.0%
Global integration	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%
Food security	0.0%	11.1%	0.0%	0.0%	0.0%	20.0%
Climate change	12.5%	11.1%	0.0%	0.0%	0.0%	13.3%
Agricultural development	0.0%	0.0%	37.5%	25.0%	12.5%	0.0%
Trade and exports	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%
Economic growth	12.5%	0.0%	25.0%	12.5%	50.0%	13.3%
Law and justice	0.0%	11.1%	0.0%	0.0%	0.0%	6.7%
Private sector regulatory framework	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Crime and violence	12.5%	0.0%	0.0%	0.0%	12.5%	6.7%
Higher education	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%
Basic infrastructure	50.0%	22.2%	0.0%	0.0%	62.5%	13.3%
Natural resource management	12.5%	0.0%	12.5%	0.0%	0.0%	0.0%
Anti-corruption	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
Disaster management	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%
Governance	0.0%	11.1%	12.5%	12.5%	0.0%	13.3%
Information and communications technology	0.0%	0.0%	0.0%	25.0%	0.0%	6.7%

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

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

<b>Greatest Value</b>						
Percentage of Respondents	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Financial resources	16.7%	55.6%	50.0%	16.7%	37.5%	57.1%
Mobilizing third party financial resources	50.0%	11.1%	0.0%	16.7%	0.0%	0.0%
Technical assistance	33.3%	33.3%	37.5%	33.3%	37.5%	21.4%
Policy advice	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Donor coordination	0.0%	0.0%	0.0%	0.0%	25.0%	7.1%
Data for monitoring and evaluation	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
Training/capacity building	0.0%	0.0%	12.5%	16.7%	0.0%	7.1%
Studies/analyses	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Convening and facilitating policy dialogue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

<b>2<sup>nd</sup> Greatest Value</b>						
Percentage of Respondents	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Financial resources	50.0%	0.0%	12.5%	16.7%	25.0%	21.4%
Mobilizing third party financial resources	16.7%	22.2%	37.5%	0.0%	0.0%	14.3%
Technical assistance	0.0%	22.2%	25.0%	50.0%	25.0%	21.4%
Policy advice	16.7%	0.0%	0.0%	0.0%	0.0%	7.1%
Donor coordination	0.0%	11.1%	0.0%	0.0%	12.5%	7.1%
Data for monitoring and evaluation	16.7%	11.1%	0.0%	0.0%	0.0%	0.0%
Training/capacity building	0.0%	11.1%	25.0%	33.3%	25.0%	14.3%
Studies/analyses	0.0%	22.2%	0.0%	0.0%	12.5%	14.3%
Convening and facilitating policy dialogue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

Percentage of Respondents (Responses Combined)	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Imposing technocratic solutions without regard to political realities	62.5%	44.4%	66.7%	37.5%	12.5%	6.7%
Not exploring alternative policy options	37.5%	0.0%	0.0%	12.5%	12.5%	20.0%
Too bureaucratic in its operational policies and procedures	12.5%	33.3%	16.7%	12.5%	12.5%	26.7%
Staff too inaccessible	0.0%	11.1%	0.0%	12.5%	0.0%	0.0%
Arrogant in its approach	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
Not client focused	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
The credibility of its knowledge/data	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not willing to openly criticize policies and reform efforts in the country	0.0%	33.3%	0.0%	50.0%	50.0%	20.0%
Too influenced by developed countries	25.0%	0.0%	50.0%	12.5%	37.5%	20.0%
Not enough public disclosure of its work	0.0%	11.1%	0.0%	12.5%	0.0%	33.3%
World Bank processes too slow and complex	0.0%	0.0%	0.0%	0.0%	37.5%	26.7%
Not aligned with country priorities	0.0%	0.0%	33.3%	12.5%	0.0%	20.0%
Not aligned with other donors' work	12.5%	11.1%	0.0%	0.0%	12.5%	0.0%
Not collaborating enough with non-state actors	0.0%	0.0%	0.0%	25.0%	12.5%	6.7%
Not adequately sensitive to political/social realities in Guatemala	12.5%	11.1%	0.0%	0.0%	12.5%	6.7%
Other	12.5%	11.1%	16.7%	0.0%	0.0%	0.0%

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

Which World Bank instruments do you believe are the MOST effective in reducing poverty in Guatemala? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Investment lending	71.4%	77.8%	0.0%	37.5%	50.0%	62.5%
Capacity development	28.6%	44.4%	75.0%	25.0%	50.0%	37.5%
Policy based lending/ budget support to the Government	42.9%	22.2%	0.0%	37.5%	12.5%	6.3%
Analytical work	14.3%	11.1%	0.0%	0.0%	12.5%	6.3%
Technical assistance	42.9%	44.4%	87.5%	87.5%	75.0%	62.5%
Mobilization of other resources (Trust Funds) for development	0.0%	0.0%	12.5%	0.0%	0.0%	25.0%
Other	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%
Don't know	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Which World Bank instruments do you believe are the LEAST effective in reducing poverty in Guatemala? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Investment lending	16.7%	0.0%	20.0%	37.5%	12.5%	13.3%
Capacity development	33.3%	11.1%	0.0%	0.0%	12.5%	6.7%
Policy based lending/ budget support to the Government	33.3%	66.7%	60.0%	25.0%	87.5%	73.3%
Analytical work	66.7%	11.1%	80.0%	37.5%	25.0%	26.7%
Technical assistance	0.0%	33.3%	0.0%	0.0%	0.0%	6.7%
Mobilization of other resources (Trust Funds) for development	0.0%	44.4%	20.0%	62.5%	37.5%	33.3%
Other	0.0%	11.1%	20.0%	0.0%	12.5%	0.0%
Don't know	0.0%	11.1%	0.0%	12.5%	0.0%	6.7%

**Overall Attitude toward the World Bank**

	Which of the following best describes your current position?																	
	Office of the President/Minister			Employee of Ministry			Private Sector			Media			Academia/Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank SHOULD seek to influence the global development agenda as related to "global public goods"?	7	8.29	2.21	9	7.67	1.41	6	7.00	2.00	8	6.88	2.23	8	6.75	2.71	15	7.47	2.64

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

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

Percentage of Respondents (Responses Combined)	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
NGOs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Municipal and Local Government	57.1%	88.9%	50.0%	62.5%	37.5%	50.0%
Beneficiaries	0.0%	11.1%	25.0%	12.5%	12.5%	37.5%
Private sector	14.3%	11.1%	75.0%	12.5%	12.5%	25.0%
Community Based Organizations (CBOs)	14.3%	55.6%	0.0%	25.0%	12.5%	12.5%
Donor community	0.0%	0.0%	12.5%	12.5%	12.5%	0.0%
Private foundations	0.0%	0.0%	12.5%	0.0%	0.0%	12.5%
Academia/think tanks/research institutes	28.6%	22.2%	0.0%	37.5%	100.0%	12.5%
Parliament	28.6%	0.0%	0.0%	0.0%	0.0%	12.5%
Media	0.0%	0.0%	0.0%	37.5%	12.5%	6.3%
Faith based organizations	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%
Autonomous regional authorities	14.3%	11.1%	0.0%	0.0%	0.0%	0.0%
Indigenous people authorities	28.6%	0.0%	0.0%	0.0%	0.0%	6.3%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

To what extent do you agree with the following statements about the World Bank's work in Guatemala, on a ten point scale? (1-Strongly disagree, 10-Strongly agree)

**Overall Attitudes toward the World Bank**

	Which of the following best describes your current position?																	
	Office of the President/Minister			Employee of Ministry			Private Sector			Media			Academia/Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank currently plays a relevant role in development in Guatemala	7	8.14	1.77	9	6.56	1.81	8	5.88	1.89	8	6.25	2.25	8	5.88	1.46	15	6.80	2.51
The World Bank's work is aligned with what I consider the development priorities for Guatemala	7	6.57	1.62	9	7.56	1.88	8	5.63	2.72	7	5.29	2.14	8	4.63	1.51	15	6.27	2.52
The World Bank supports programs and strategies that are realistic for Guatemala	6	6.83	1.47	9	6.89	1.17	8	5.50	2.27	7	5.14	1.35	7	6.00	1.41	16	6.87	2.25
The World Bank treats clients and stakeholders in Guatemala with respect	6	8.17	2.64	9	7.78	1.86	6	7.83	2.04	5	6.60	2.41	6	8.83	.98	15	8.13	2.17

To what extent is the World Bank an effective development partner in Guatemala in terms of..., on a ten point scale? (1-To no degree at all, 10-To a very significant degree)

**Overall Attitudes toward the World Bank**

	Which of the following best describes your current position?																	
	Office of the President/Minister			Employee of Ministry			Private Sector			Media			Academia/Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Sustainability of the results after implementation of projects	6	5.50	2.26	8	5.75	1.67	7	5.14	3.08	7	5.43	2.70	7	4.57	1.72	13	5.15	2.38
Responsiveness	6	7.00	1.90	8	6.75	1.28	7	6.71	2.21	7	5.00	1.73	7	5.57	1.51	11	6.00	2.10
Flexibility (in terms of the institution's products and services)	6	6.50	1.87	8	7.38	1.51	6	6.33	2.73	6	6.00	2.45	7	5.43	1.40	12	6.00	1.91
Flexibility (in terms of changing country circumstances)	6	5.00	2.10	8	6.75	1.91	8	6.38	2.62	6	5.50	2.59	7	6.00	2.00	12	6.00	2.13
Being inclusive	6	6.17	2.32	8	7.50	1.69	5	6.60	2.70	7	5.86	2.19	7	6.29	2.14	11	6.45	2.38
Openness (sharing data and other information)	6	6.67	2.07	8	7.25	2.31	6	7.00	2.37	6	5.33	3.01	8	6.63	2.26	12	6.67	1.83
Staff accessibility	6	7.50	2.17	8	7.75	1.39	6	6.83	2.64	5	5.20	2.28	8	6.88	2.03	11	7.45	2.16
Straightforwardness and honesty	5	7.40	2.41	8	7.75	1.58	7	7.71	1.60	6	5.67	2.80	7	7.86	1.21	11	7.64	1.36
Collaboration with groups outside of the Government	5	8.40	1.34	7	6.14	2.19	6	7.00	2.61	7	6.00	2.00	8	6.13	2.17	11	6.27	2.76
Collaboration with the Government	6	8.83	1.17	8	8.50	1.07	8	7.75	1.16	7	7.00	2.24	8	7.75	1.04	13	8.31	1.18
Collaboration with other donors	4	8.50	1.29	7	6.86	1.21	6	6.17	2.79	7	6.43	2.37	7	7.00	1.73	10	7.30	1.57

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

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

Percentage of Respondents (Responses Combined)	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
The World Bank works too slowly	0.0%	0.0%	0.0%	14.3%	25.0%	15.4%
The Government works inefficiently	50.0%	42.9%	50.0%	42.9%	50.0%	53.8%
There is not an adequate level of citizen participation	25.0%	42.9%	25.0%	28.6%	25.0%	7.7%
There is not an adequate level of civil society participation	0.0%	42.9%	12.5%	14.3%	0.0%	0.0%
Poor donor coordination	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%
The impact of World Bank projects is non-sustainable after closing	50.0%	0.0%	25.0%	42.9%	37.5%	38.5%
Lack of/inadequate levels of capacity in Government	0.0%	0.0%	12.5%	28.6%	0.0%	23.1%
Political pressures and obstacles	25.0%	28.6%	12.5%	14.3%	12.5%	46.2%
Reforms are not well thought out in light of country challenges	0.0%	0.0%	50.0%	14.3%	25.0%	7.7%
The World Bank is not sensitive enough to political/social realities on the ground	25.0%	0.0%	12.5%	0.0%	0.0%	7.7%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
The World Bank works too slowly	0.0%	0.0%	0.0%	14.3%	25.0%	15.4%
The Government works inefficiently	50.0%	42.9%	50.0%	42.9%	50.0%	53.8%
There is not an adequate level of citizen participation	25.0%	42.9%	25.0%	28.6%	25.0%	7.7%

### C. World Bank Effectiveness and Results

How effective do you believe the World Bank is in terms of the work it does in the following areas of development in Guatemala, on a ten point scale? (1-Not effective at all, 10-Very effective)

#### World Bank Effectiveness and Results

	Which of the following best describes your current position?																	
	Office of the President/Minister			Employee of Ministry			Private Sector			Media			Academia/Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Anti-corruption	3	5.67	3.79	9	6.89	1.17	2	3.00	.00	7	4.43	1.90	6	3.67	1.21	14	5.79	2.83
Information and communications technology	5	7.40	1.95	9	7.00	1.41	2	5.50	2.12	7	4.57	2.88	5	6.60	.89	13	6.77	2.42
Transport	4	7.25	2.06	8	7.38	1.60	2	4.00	1.41	6	4.67	2.94	6	5.50	1.64	13	6.69	2.14
Law and justice	4	6.50	1.91	7	6.14	2.41	3	3.00	.00	6	5.33	2.58	4	5.75	.96	14	6.14	1.99
Urban development	4	6.25	2.06	7	5.86	1.86	2	3.50	.71	5	4.40	2.07	3	5.33	1.53	14	5.86	1.92
Environmental sustainability	4	5.25	1.89	9	6.22	1.72	2	3.50	.71	7	4.71	1.50	4	6.00	2.45	16	6.75	2.02
Private sector regulatory framework	4	5.75	2.22	8	5.50	2.27	2	4.50	.71	6	4.00	2.61	6	4.50	1.87	11	5.55	2.38
Basic infrastructure*	4	7.75	2.06	9	7.89	.78	1	3.00	.	6	4.83	2.48	6	6.17	1.83	13	6.46	2.22
Tourism	4	6.00	2.94	7	5.00	2.24	1	2.00	.	6	3.83	2.71	3	5.33	.58	11	5.55	2.11
Poverty reduction	4	6.50	1.29	9	7.33	1.12	2	4.00	1.41	8	5.63	2.50	6	5.50	1.38	14	7.07	2.50
Gender	4	5.75	2.22	9	6.33	1.66	3	5.00	1.00	8	5.13	2.75	3	7.00	2.65	13	5.62	2.33
Domestic private sector development	4	5.00	2.16	8	5.38	2.20	3	2.33	.58	6	5.17	3.06	6	5.17	1.94	11	6.00	2.10
Foreign direct investment	4	6.00	1.41	7	5.57	3.05	2	3.50	2.12	6	4.67	2.66	6	4.33	2.07	11	5.36	2.16
Water and sanitation	4	6.00	2.16	8	7.25	1.39	2	5.50	2.12	7	5.71	2.56	5	6.00	1.22	15	7.13	2.03
Trade and exports	4	5.50	2.38	8	6.00	2.27	3	4.33	1.15	6	4.17	2.32	6	5.00	1.41	11	6.27	2.28
Economic growth	5	6.20	2.68	8	5.75	2.12	3	3.00	1.00	6	5.33	3.14	5	5.20	1.10	14	6.93	2.09
Energy	3	4.67	.58	8	5.75	2.19	2	3.50	.71	6	5.33	3.14	5	5.80	2.59	13	6.77	2.17
Disaster management	3	4.33	1.53	7	6.43	1.72	1	4.00	.	6	5.17	3.06	5	7.00	1.22	11	6.64	2.29
Higher education	3	5.33	3.51	7	4.71	2.75	1	2.00	.	5	3.80	1.30	4	3.25	1.26	10	6.60	2.37
Public financial management	4	7.50	1.73	8	7.13	2.42	2	5.00	2.83	7	6.14	2.41	6	6.67	1.97	16	7.19	2.23
Labor markets/job creation/employment	4	7.00	3.16	8	6.38	2.39	2	2.50	.71	7	4.14	2.79	6	3.83	1.72	11	5.09	1.76
Financial markets	3	5.00	.00	8	6.50	2.39	2	5.00	2.83	6	4.00	3.22	5	4.20	2.39	11	5.91	2.21
Equality of opportunity	4	5.50	2.52	9	6.89	1.76	2	4.00	1.41	8	4.75	2.38	5	5.60	2.61	12	5.67	2.42
Health	4	6.50	2.65	9	7.44	1.81	2	4.50	2.12	7	4.43	2.23	5	6.00	1.73	15	6.20	2.68
Rural development	5	6.40	2.41	8	7.13	1.36	3	4.67	2.08	6	5.83	2.79	4	6.00	2.58	16	6.13	2.55
Global integration	3	4.33	2.08	7	5.43	2.51	2	3.50	.71	6	5.67	2.80	3	5.33	2.89	9	5.67	2.29
Food security*	4	4.75	2.22	9	7.11	1.83	3	4.33	1.15	6	5.00	2.28	5	3.40	1.95	15	6.47	2.26
Basic education*	3	4.00	1.00	8	8.00	.76	2	4.50	3.54	6	5.17	2.79	5	4.60	1.52	15	6.87	2.56
Social protection	3	4.00	1.00	8	5.88	1.96	3	3.00	1.73	5	3.60	2.61	5	4.60	1.52	11	6.00	2.32
Governance	4	6.75	2.75	9	6.56	2.01	2	3.50	.71	7	4.86	3.08	6	5.17	1.94	10	5.70	2.41
Climate change	3	6.33	3.21	8	6.88	1.55	2	4.50	2.12	6	4.33	2.73	5	5.80	2.59	13	5.54	2.03
Public sector reform	3	4.00	1.00	9	6.67	2.24	3	3.67	.58	5	5.60	3.05	7	5.43	1.90	12	6.33	2.23
Regional integration	4	6.25	2.22	7	5.14	2.61	2	5.00	.00	6	4.17	2.48	4	4.50	1.73	11	5.64	1.86
Agricultural development	3	7.00	1.00	8	5.75	2.87	3	4.00	1.00	5	5.40	3.44	4	5.50	1.29	13	6.08	2.18
Crime and violence	3	5.00	1.00	7	6.14	2.54	3	2.67	.58	6	4.33	3.33	5	4.20	1.10	10	5.20	2.20
Natural resource management	3	4.00	1.00	8	6.50	1.69	3	4.00	1.73	6	5.00	2.83	4	5.50	2.89	11	6.09	1.97

\*Significantly different between stakeholder groups

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

#### World Bank Effectiveness and Results

	Which of the following best describes your current position?																	
	Office of the President/Minister			Employee of Ministry			Private Sector			Media			Academia/Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what degree does the World Bank's work help achieve development results in Guatemala?*	7	7.71	2.69	9	7.22	1.20	8	5.63	2.13	7	5.29	2.63	8	4.87	1.13	16	6.75	2.11

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

\*Significantly different between stakeholder groups

To what extent do you agree with the following statements about the World Bank in Guatemala, on a ten point scale? (1-Strongly disagree, 10-Strongly agree)

#### World Bank Effectiveness and Results

	Which of the following best describes your current position?																	
	Office of the President/Minister			Employee of Ministry			Private Sector			Media			Academia/Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank's financial instruments meet the needs of Guatemala*	7	6.86	1.86	9	7.33	1.32	8	5.75	1.67	8	5.13	2.23	8	4.75	.89	16	6.50	1.83
The World Bank meets Guatemala's needs for knowledge services	7	7.00	2.08	9	6.89	1.45	6	5.17	2.32	8	5.25	1.83	8	5.38	1.77	16	6.44	2.25
The World Bank Group (including IFC and MIGA) meets the needs of Guatemala in mobilizing additional financial resources for development	7	7.43	1.72	8	7.00	1.31	8	6.25	1.67	8	5.38	2.13	8	5.50	1.31	12	6.75	2.26

\*Significantly different between stakeholder groups

### D. The World Bank's Knowledge

How frequently do you consult World Bank knowledge and research (e.g., data, analysis, reports) in the work you do?

Percentage of Respondents	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Weekly	14.3%	0.0%	0.0%	0.0%	0.0%	6.3%
Monthly	28.6%	22.2%	12.5%	37.5%	25.0%	18.8%
A few times a year	57.1%	55.6%	62.5%	25.0%	50.0%	62.5%
Rarely	0.0%	22.2%	25.0%	37.5%	25.0%	12.5%
Never	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



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

When thinking about the development challenges in Guatemala, where do you believe it would be most valuable for the World Bank to focus its research and knowledge efforts in the next few years? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Public sector reform	25.0%	22.2%	12.5%	37.5%	14.3%	25.0%
Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Domestic private sector development	0.0%	0.0%	0.0%	12.5%	0.0%	6.3%
Foreign direct investment	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%
Water and sanitation	12.5%	11.1%	0.0%	0.0%	14.3%	0.0%
Trade and exports	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Economic growth	12.5%	11.1%	62.5%	12.5%	28.6%	25.0%
Energy	25.0%	22.2%	0.0%	0.0%	14.3%	0.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%
Tourism	0.0%	0.0%	12.5%	0.0%	14.3%	0.0%
Basic education	0.0%	11.1%	25.0%	37.5%	14.3%	31.3%
Social protection	12.5%	11.1%	0.0%	12.5%	14.3%	6.3%
Climate change	12.5%	33.3%	25.0%	12.5%	14.3%	18.8%
Poverty reduction	37.5%	33.3%	75.0%	62.5%	14.3%	43.8%
Law and justice	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
Anti-corruption	0.0%	22.2%	0.0%	25.0%	28.6%	18.8%
Financial markets	12.5%	11.1%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	0.0%	0.0%	0.0%	12.5%	14.3%	6.3%
Urban development	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%
Regional integration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%
Transport	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Agricultural development	0.0%	0.0%	37.5%	12.5%	0.0%	0.0%
Natural resource management	12.5%	0.0%	0.0%	0.0%	0.0%	6.3%
Public financial management	12.5%	11.1%	0.0%	0.0%	14.3%	6.3%
Labor markets/job creation/employment	0.0%	22.2%	12.5%	0.0%	14.3%	6.3%
Crime and violence	12.5%	11.1%	12.5%	0.0%	14.3%	6.3%
Health	12.5%	11.1%	0.0%	0.0%	0.0%	18.8%
Rural development	37.5%	33.3%	12.5%	25.0%	0.0%	18.8%
Global integration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Food security	0.0%	0.0%	0.0%	0.0%	14.3%	6.3%
Environmental sustainability	25.0%	0.0%	0.0%	0.0%	0.0%	12.5%
Private sector regulatory framework	0.0%	0.0%	0.0%	25.0%	28.6%	0.0%
Governance	0.0%	0.0%	0.0%	0.0%	14.3%	12.5%
Basic infrastructure	12.5%	11.1%	0.0%	0.0%	14.3%	0.0%
Higher education	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

How effective do you believe the World Bank's knowledge and research are at... in Guatemala? (1-Not effective at all, 10-Very effective)

**The World Bank's Knowledge**

	Which of the following best describes your current position?																	
	Office of the President/Minister			Employee of Ministry			Private Sector			Media			Academia/Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Raising your awareness of the particular topic*	8	8.38	1.41	9	6.89	2.37	8	6.75	2.19	7	6.43	2.37	7	4.86	1.35	16	7.69	1.40
Stimulating public debate/dialogue*	8	8.13	1.64	9	6.89	2.57	8	6.50	2.20	7	5.43	1.62	7	4.43	1.51	16	7.25	2.24
Helping to build public consensus around reforms	7	8.00	1.41	9	6.67	1.66	6	5.33	2.25	7	5.71	1.60	7	5.57	1.27	14	7.00	2.15
Enhancing your knowledge and/or skills	8	8.63	1.60	9	7.22	2.59	8	6.88	1.36	7	6.86	2.04	7	5.71	2.06	16	7.81	1.52
Contributing to good policy making	8	8.50	1.69	9	7.67	2.00	6	6.33	1.63	6	6.00	2.68	6	6.17	1.17	16	7.56	2.16
Providing support for program implementation*	8	8.88	.99	9	7.67	2.00	7	5.71	1.80	7	6.57	2.70	7	6.00	1.41	16	7.63	2.39

\*Significantly different between stakeholder groups

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

To what extent do you believe that the World Bank's knowledge and research... in Guatemala? (1-To no degree at all, 10-To a very significant degree)

**The World Bank's Knowledge**

	Which of the following best describes your current position?																	
	Office of the President/Minister			Employee of Ministry			Private Sector			Media			Academia/Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are timely*	8	8.63	1.51	8	7.25	2.05	7	6.00	2.31	7	6.14	1.77	7	5.29	1.89	16	7.31	2.06
Include appropriate level of stakeholder involvement during preparation*	8	8.38	1.41	8	6.50	1.93	4	5.75	2.75	5	5.00	1.58	7	4.86	1.46	16	7.06	2.11
Are relevant to Guatemala's development priorities	8	7.88	1.36	8	6.75	2.49	8	6.13	1.89	7	5.86	1.95	7	5.86	1.21	16	7.50	2.03
Provide feasible recommendations	8	8.13	1.46	8	6.37	2.62	8	5.63	1.77	7	6.29	1.89	7	6.57	1.90	15	7.53	2.17
Are accessible (well written and easy to understand)	8	8.13	1.96	8	7.37	2.62	8	7.62	2.00	6	6.33	2.42	7	6.57	1.72	16	8.13	1.45
A source of relevant information on global good practices	8	8.13	1.89	8	7.63	2.62	8	7.50	1.41	8	6.13	2.42	7	7.43	1.51	15	8.40	2.13
Are adequately disseminated	8	7.37	2.20	9	6.33	2.50	8	5.88	2.23	8	4.38	2.62	7	5.14	.90	15	6.40	2.03
Are adaptable to Guatemala's specific development challenges and country circumstances*	8	7.62	1.85	8	7.00	2.33	8	5.50	2.07	8	5.50	2.51	7	6.00	1.41	16	7.62	1.71

\*Significantly different between stakeholder groups

**The World Bank's Knowledge**

	Which of the following best describes your current position?																	
	Office of the President/Minister			Employee of Ministry			Private Sector			Media			Academia/Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank's knowledge and research make to development results in your country?*	8	8.63	1.51	9	6.67	1.80	8	5.88	1.81	7	6.71	1.89	7	5.71	1.25	16	7.94	1.18
Overall, how would you rate the technical quality of the World Bank's knowledge/research?	8	9.13	1.25	9	8.11	1.96	8	8.13	.99	7	7.86	1.07	8	8.13	.99	16	9.06	1.06
Overall, how effective is the World Bank at providing linkage to non-Bank expertise (i.e., South-South knowledge sharing, etc.)?	7	7.71	1.38	9	7.33	2.50	8	7.63	1.85	5	7.40	1.82	7	5.57	1.81	14	7.79	2.12

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

\*Significantly different between stakeholder groups

### E. Working with the World Bank

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

#### Working with the World Bank

	Which of the following best describes your current position?																	
	Office of the President/Minister			Employee of Ministry			Private Sector			Media			Academia/Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank disburses funds promptly*	8	6.63	2.67	9	7.11	1.69	7	5.57	1.99	4	4.00	2.45	5	3.60	2.07	14	6.36	2.27
The World Bank effectively monitors and evaluates the projects and programs it supports*	8	8.13	.99	9	7.44	1.42	7	5.71	1.11	5	5.40	3.65	8	5.75	2.12	16	7.31	2.15
The World Bank's approvals and reviews are done in a timely fashion*	8	7.13	1.55	9	7.67	1.50	5	5.80	1.64	3	5.67	4.04	4	4.25	1.50	16	7.13	1.78
The World Bank's "Safeguard Policy" requirements are reasonable	7	7.14	2.19	8	6.88	2.17	1	5.00		3	6.00	3.00	3	8.67	1.15	12	7.83	1.47
The World Bank imposes reasonable conditions on its lending	8	6.50	2.07	8	6.88	1.64	5	6.80	2.17	5	4.80	2.86	6	6.33	2.73	16	7.06	2.21
Working with the World Bank increases Guatemala's institutional capacity*	8	8.00	2.00	9	7.78	2.17	7	6.00	2.65	7	5.29	2.69	8	5.00	1.41	16	7.44	1.82
The World Bank ensures consistency and continuity through staff changes*	8	7.75	2.19	9	7.67	1.00	2	4.50	3.54	4	5.50	3.42	6	5.17	2.99	13	7.85	1.46
The World Bank's teams and visits are well coordinated	8	7.75	1.75	9	8.11	1.36	5	6.60	1.14	4	6.25	2.99	6	7.17	.75	15	8.00	2.20
Where country systems are adequate, the World Bank makes appropriate use of them	8	7.88	1.55	8	8.50	1.20	4	7.50	1.00	3	6.00	4.00	5	6.60	1.52	13	7.00	2.94
The World Bank provides effective implementation support	7	7.71	1.11	9	8.00	1.66	5	6.40	2.30	6	6.50	2.17	6	5.83	1.17	15	7.53	2.07
The World Bank's approvals and reviews for procurement and financial management are well justified	8	7.38	2.45	8	8.13	1.64	4	6.75	1.50	4	5.25	3.30	2	9.00	.00	14	7.93	1.27

\*Significantly different between stakeholder groups

### F. The Future Role of the World Bank in Guatemala

#### The Future Role of the World Bank in Guatemala

	Which of the following best describes your current position?																	
	Office of the President/Minister			Employee of Ministry			Private Sector			Media			Academia/Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How significant a role do you believe the World Bank SHOULD play in Guatemala's development in the near future?	8	8.50	2.39	8	8.13	1.36	8	8.13	2.36	8	8.38	1.51	8	7.62	2.88	15	8.33	2.06

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

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

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

Percentage of Respondents (Responses Combined)	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Improve the quality of its experts as related to Guatemala's specific challenges	37.5%	16.7%	12.5%	33.3%	12.5%	26.7%
Reduce the complexity of obtaining World Bank financing	75.0%	50.0%	12.5%	33.3%	25.0%	26.7%
Focus primarily on advocacy issues	37.5%	33.3%	87.5%	16.7%	50.0%	53.3%
Improve the competitiveness of its financing compared to markets	12.5%	0.0%	0.0%	16.7%	12.5%	6.7%
Ensure greater selectivity in its work	12.5%	0.0%	0.0%	0.0%	37.5%	0.0%
Provide more adequate data/knowledge/statistics/figures on Guatemala's economy	0.0%	0.0%	25.0%	0.0%	0.0%	26.7%
Offer more innovative financial products	0.0%	33.3%	12.5%	33.3%	0.0%	20.0%
Offer more innovative knowledge services	0.0%	16.7%	37.5%	33.3%	25.0%	6.7%
Increase availability of fee-based services	0.0%	0.0%	0.0%	0.0%	12.5%	6.7%
Work faster	12.5%	0.0%	0.0%	0.0%	12.5%	0.0%
Greater collaboration and synergy within the World Bank Group (IDA, IFC, and MIGA)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	16.7%	0.0%	16.7%	25.0%	6.7%

**The Future Role of the World Bank in Guatemala**

	Which of the following best describes your current position?																	
	Office of the President/Minister			Employee of Ministry			Private Sector			Media			Academia/Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the International Finance Corporation (IFC) in Guatemala?	7	6.71	2.29	8	3.87	2.64	8	4.75	1.39	8	3.88	3.27	8	3.75	1.98	16	4.31	2.63
How effectively do you believe the different parts of the World Bank Group (IBRD/IDA and IFC) collaborate and coordinate efforts in Guatemala?	7	6.86	1.95	6	6.33	1.63	2	4.50	2.12	5	6.40	3.36	5	5.80	2.17	10	5.70	2.75
How significant a role do you believe IFC, through its support for the private sector, SHOULD play in helping Guatemala achieve its economic and social development goals in the future?	8	8.63	1.77	5	6.20	1.64	8	7.63	2.26	6	7.17	2.40	7	6.57	2.99	15	7.47	2.53

(1-"Not familiar at all", 10-"Extremely familiar"; 1-"Not effectively at all", 10-"Very effectively"; 1-"Not a significant role at all", 10-"Very significant role")

\*Significantly different between stakeholder groups

## G. Communication and Information Sharing

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

Percentage of Respondents (Responses Combined)	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Local newspapers	75.0%	0.0%	37.5%	28.6%	37.5%	43.8%
International newspapers	25.0%	0.0%	0.0%	14.3%	0.0%	6.3%
Local radio	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local television	0.0%	0.0%	0.0%	14.3%	0.0%	6.3%
International television	25.0%	0.0%	0.0%	14.3%	0.0%	6.3%
Periodicals	50.0%	100.0%	62.5%	57.1%	87.5%	50.0%
Internet	12.5%	88.9%	62.5%	42.9%	50.0%	75.0%
Social media (Facebook, Twitter, YouTube)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Blogs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mobile phones	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Instant messaging	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	12.5%	0.0%	12.5%	14.3%	12.5%	18.8%

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

Percentage of Respondents (Responses Combined)	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
World Bank website	14.3%	77.8%	62.5%	62.5%	50.0%	37.5%
Direct contact with World Bank (i.e., face to face meetings/discussions)	28.6%	0.0%	37.5%	62.5%	25.0%	31.3%
e-Newsletters	85.7%	77.8%	37.5%	12.5%	37.5%	56.3%
Instant messaging	14.3%	0.0%	0.0%	12.5%	0.0%	6.3%
World Bank seminars/workshops/conferences	42.9%	11.1%	12.5%	12.5%	62.5%	50.0%
World Bank Public Information Center	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%
World Bank publications and other written materials	14.3%	22.2%	25.0%	25.0%	25.0%	12.5%
Mobile phones	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%
Social media (Facebook, Twitter, YouTube)	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%
Blogs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%

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

Percentage of Respondents	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Yes	57.1%	33.3%	0.0%	37.5%	14.3%	26.7%
No	42.9%	66.7%	100.0%	62.5%	85.7%	73.3%

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

Percentage of Respondents	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Yes	0.0%	11.1%	25.0%	25.0%	0.0%	6.7%
No	100.0%	88.9%	75.0%	75.0%	100.0%	93.3%

Were you able to obtain this information?

Percentage of Respondents	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Yes	-	100.0%	100.0%	100.0%	-	100.0%
No	-	0.0%	0.0%	0.0%	-	0.0%

Do you have access to the Internet?

Percentage of Respondents	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Yes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
No	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

Do you use/have used the World Bank website?

Percentage of Respondents	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Yes	75.0%	77.8%	87.5%	75.0%	87.5%	100.0%
No	25.0%	22.2%	12.5%	25.0%	12.5%	0.0%

Which do you primarily use?

Percentage of Respondents	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
The World Bank's country website	66.7%	14.3%	28.6%	66.7%	57.1%	18.8%
The World Bank's main website	33.3%	85.7%	71.4%	33.3%	42.9%	81.3%

Do you use/have you used the World Bank's Public Information Centers (PICs) in Guatemala?\*

Percentage of Respondents	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Yes	71.4%	22.2%	0.0%	25.0%	25.0%	25.0%
No	28.6%	55.6%	37.5%	75.0%	50.0%	56.3%
I don't know what a PIC is	0.0%	22.2%	62.5%	0.0%	25.0%	18.8%

\*Significantly different between stakeholder groups

Please rate how much you agree with the following statements, on a ten point scale. (1-Strongly disagree, 10-Strongly agree)

#### Communication and Information Sharing

	Which of the following best describes your current position?																	
	Office of the President/Minister			Employee of Ministry			Private Sector			Media			Academia/Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
I use more data from the World Bank as a result of the organization's Open Data policy	4	6.00	2.45	6	4.67	2.25	4	6.25	3.86	7	4.43	3.55	6	5.00	2.28	11	6.00	3.07
The World Bank's PIC is a valuable source of information related to development in Guatemala	6	7.83	1.94	4	5.75	2.87				4	6.75	3.40	4	4.50	3.32	5	8.20	1.30
I find the World Bank websites easy to navigate	6	7.83	1.47	7	8.14	1.57	7	7.14	1.95	6	8.33	1.37	7	7.00	1.41	16	7.69	1.62
I find the information on the World Bank's websites useful	6	7.83	1.60	7	8.00	1.29	5	8.20	1.48	6	7.17	2.32	7	7.57	1.27	16	8.06	2.17
When I need information from the World Bank I know how to find it	6	7.17	2.86	7	6.86	1.57	6	6.00	1.90	7	7.43	1.81	7	6.57	1.81	16	7.19	2.51
The World Bank is responsive to my information requests and inquiries	5	7.20	3.11	4	7.50	1.91	3	7.67	.58	5	6.60	2.61	4	7.75	1.26	8	7.50	1.60

### H. Background Information

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

Percentage of Respondents	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Yes	80.0%	77.8%	37.5%	0.0%	12.5%	50.0%
No	20.0%	22.2%	62.5%	100.0%	87.5%	50.0%

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

Percentage of Respondents	Office of President/Minister	Employee of Ministry	Private Sector	Media	Academia/Research Institute	Other
Observer	33.3%	0.0%	12.5%	25.0%	25.0%	12.5%
Use World Bank reports/data	16.7%	11.1%	50.0%	75.0%	75.0%	37.5%
Engage in World Bank related/sponsored events/activities	33.3%	88.9%	50.0%	0.0%	25.0%	50.0%
Collaborate as part of my professional duties	66.7%	44.4%	12.5%	25.0%	12.5%	43.8%
Use World Bank website for information, data, research, etc.	0.0%	11.1%	62.5%	12.5%	62.5%	18.8%

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

FY '04 Response Number = 217 • FY '13 Response Number = 62

### A. General Issues facing Guatemala

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

Percentage of Respondents	FY 2004	FY 2013
The right direction	59.9%	81.5%
The wrong direction	30.4%	14.8%
Not sure	9.7%	3.7%

\*Significantly different between country surveys.

### B. Overall Attitudes toward the World Bank

#### Overall Attitude toward the World Bank

	year					
	FY 2004			FY 2013		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank in Guatemala?	214	6.77	2.27	62	6.40	2.07
Overall, please rate your impression of the World Bank's effectiveness in Guatemala.	199	6.57	1.92	57	6.74	1.91

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

To what extent do you agree with the following statements about the World Bank's work in Guatemala, on a ten point scale?

(1-Strongly disagree, 10-Strongly agree)

#### Overall Attitudes toward the World Bank

	year					
	FY 2004			FY 2013		
	N	Mean	SD	N	Mean	SD
Overall the World Bank currently plays a relevant role in development in Guatemala	211	6.03	2.37	59	6.47	2.19
The World Bank's work is aligned with what I consider the development priorities for Guatemala	208	6.03	2.19	59	5.97	2.40
The World Bank treats clients and stakeholders in Guatemala with respect	183	7.74	2.14	51	7.82	2.12

### C. World Bank Effectiveness and Results

How effective do you believe the World Bank is in terms of the work it does in the following areas of development in Guatemala, on a ten point scale?

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

#### World Bank Effectiveness and Results

	year					
	FY 2004			FY 2013		
	N	Mean	SD	N	Mean	SD
Law and justice	167	5.89	2.02	42	5.83	2.06
Basic infrastructure	173	6.48	2.10	43	6.53	2.11
Poverty reduction	187	5.66	1.79	48	6.19	2.25
Gender	166	5.74	2.07	43	5.60	2.26
Domestic private sector development	159	5.53	2.02	41	5.39	2.32
Water and sanitation*	157	5.34	1.79	44	6.50	1.93
Economic growth	173	5.77	1.79	44	5.93	2.29
Public financial management	173	6.57	2.01	45	6.87	2.14
Health	165	5.42	1.94	45	6.07	2.38
Rural development	186	5.92	2.08	45	6.00	2.39
Public sector reform	175	5.54	1.91	43	5.81	2.22
Natural resource management	165	5.51	1.82	38	5.39	2.24

\*Significantly different between country surveys.

<sup>1</sup> Only those questions that were asked in the FY '04 and FY '13 country surveys, with similar response scales/options, are presented.

### E. Working with the World Bank

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

#### Working with the World Bank

	year					
	FY 2004			FY 2013		
	N	Mean	SD	N	Mean	SD
The World Bank disburses funds promptly*	105	7.10	2.29	50	6.06	2.39
The World Bank effectively monitors and evaluates the projects and programs it supports	113	7.22	2.07	57	6.91	2.10
The World Bank imposes reasonable conditions on its lending	188	6.36	2.35	51	6.55	2.19
Working with the World Bank increases Guatemala's institutional capacity	118	7.21	2.05	58	6.74	2.27

\*Significantly different between country surveys.

### G. Communication and Information Sharing

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

Percentage of Respondents	FY 2004	FY 2013
Yes	54.2%	56.2%
No	45.8%	43.8%

\*Significantly different between country surveys.

Which do you primarily use?

Percentage of Respondents	FY 2004	FY 2013
The World Bank's country website (www.worldbank.org.gt)	30.6%	35.3%
The World Bank's main website (www.worldbank.org)	69.4%	64.7%

Do you use/have you used the World Bank's Public Information Centers (PICs) in Guatemala?\*

Percentage of Respondents	FY 2004	FY 2013
Yes	13.2%	25.0%
No	86.8%	55.0%
I don't know what a PIC is	-	20.0%

\*Significantly different between country surveys.



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

Indicator Question	H3. Currently, do you professionally collaborate/work with the World Bank?		H4. Which of the following describes most of your exposure to the World Bank in Guatemala? (Choose no more than TWO)									
	No Mean	Yes Mean	Observer		Use WB reports/data		Engage in WB activities		Collaborate		Use WB website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
Overall, please rate your impression of the World Bank's effectiveness in Guatemala.	6.19	7.57	6.95	5.75	7.17	6.26	6.48	7.13	6.45	7.32	6.78	6.75
The World Bank's financial instruments meet the needs of Guatemala	5.42	6.96	6.13	5.38	6.50	5.38	5.44	6.79	5.73	6.58	6.35	5.19
The World Bank meets Guatemala's needs for knowledge services	5.16	7.00	6.11	4.75	6.35	5.30	5.52	6.43	5.60	6.47	5.97	5.73
Overall the World Bank currently plays a relevant role in development in Guatemala	6.00	7.27	6.50	6.56	6.81	6.13	6.19	6.92	6.24	7.06	6.68	6.07
The World Bank's work is aligned with what I consider the development priorities for Guatemala	5.26	7.05	6.11	5.11	6.47	5.22	5.71	6.25	5.41	7.06	6.15	5.44
Responsiveness	5.31	7.21	6.08	5.83	6.46	5.50	5.85	6.30	5.74	6.67	6.00	6.14
Openness (sharing data and other information)	6.12	7.37	6.53	6.83	6.96	6.05	6.31	6.90	6.60	6.50	6.50	6.71
Collaboration with groups outside of the Government	5.88	7.47	6.47	6.67	6.61	6.38	6.20	6.89	6.52	6.47	6.74	5.92
Collaboration with the Government	7.56	8.45	7.98	7.67	8.14	7.68	7.64	8.32	7.79	8.24	7.94	7.93
Collaboration with other donors	6.61	7.65	6.94	7.17	7.38	6.55	6.83	7.17	6.93	7.07	7.00	6.90
To what extent does the World Bank's work help to achieve development results in Guatemala?	5.50	7.22	6.34	5.50	6.77	5.50	5.77	6.79	6.08	6.47	6.40	5.73
Are adaptable to Guatemala's specific development challenges and circumstances	6.06	7.36	6.55	6.63	6.81	6.22	6.19	7.04	6.32	7.06	6.72	6.19
Overall, how significant a contribution do you believe the World Bank's knowledge and research make to development results in your country?	6.33	7.65	6.94	7.00	7.19	6.61	6.83	7.08	6.69	7.42	7.20	6.27
Overall, how would you rate the technical quality of the World Bank's knowledge/research?	8.10	8.87	8.45	8.33	8.59	8.21	8.39	8.48	8.08	9.11	8.49	8.27
Where country systems are adequate, the World Bank makes appropriate use of them	6.89	7.95	7.46	6.20	7.48	7.00	6.95	7.68	7.57	6.94	7.20	7.60

Yellow highlight indicates significant difference between Yes and No mean.

## Appendix E: Guatemala FY 2013 Questionnaire



### **World Bank Client Survey FY13 – Guatemala**

The World Bank is interested in gauging the views of clients and partners who are either involved in development in Guatemala or who observe activities related to social and economic development. The following survey is meant to give the World Bank's team that works in Guatemala, greater insight into how the Bank's work is perceived. This is one tool the World Bank uses to assess the views of its critical stakeholders. With this understanding, the World Bank hopes to develop more effective strategies, outreach and programs that support development in Guatemala. The World Bank commissioned an independent firm to oversee the logistics of this effort in Guatemala. This ensures anonymity and confidentiality. We hope you'll be candid. To complete the survey, please circle/check the response that most accurately reflects your opinion. **If you prefer not to answer a question, please leave it blank.**

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

#### **SECTION A: GENERAL ISSUES FACING GUATEMALA**

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

**SECTION A: GENERAL ISSUES**

**A2. When considering development priorities, which ONE development priority below is the most important in Guatemala? Which ONE is the second most important priority? Which ONE is the third most important priority?**

<b>Choose only ONE for each column</b>		<b>FIRST priority (Choose only ONE)</b>	<b>SECOND priority (Choose only ONE)</b>	<b>THIRD priority (Choose only ONE)</b>
1	Rural development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Basic education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Social protection (e.g., pensions, targeted social assistance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Transport (e.g., roads, ports, airports)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Poverty reduction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Public sector reform	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Regional integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Domestic private sector development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Foreign direct investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Water and sanitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Tourism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Public financial management (e.g., public expenditure, fiscal system reform)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Labor markets/job creation/employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	Financial markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Urban development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	Environmental sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Equality of opportunity (i.e., equity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	Health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	Global integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	Food security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	Climate change (e.g., mitigation, adaptation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	Agricultural development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25	Trade and exports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26	Economic growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27	Law and justice (e.g., judicial system)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28	Private sector regulatory framework	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29	Higher education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30	Basic infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31	Crime and violence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32	Natural resource management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33	Anti corruption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34	Disaster management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35	Governance (i.e., government effectiveness)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36	Information and communications technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECTION A: GENERAL ISSUES**

<b>A3. Poverty reduction is a broad term that encompasses work in many different areas.</b>	
<b>Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Guatemala? (Choose no more than THREE)</b>	
1	Water and sanitation
2	Equality of opportunity (i.e., equity)
3	Economic growth
4	Climate change (e.g., mitigation, adaptation)
5	Disaster management
6	Regional integration
7	Gender
8	Rural development
9	Urban development
10	Basic education
11	Private sector regulatory framework
12	Basic infrastructure
13	Social protection (e.g., pensions, targeted social assistance)
14	Law and justice (e.g., judicial system)
15	Transport (e.g., roads, ports, airports)
16	Tourism
17	Crime and violence
18	Information and communications technology
19	Public sector reform
20	Domestic private sector development
21	Foreign direct investment
22	Global integration
23	Energy
24	Food security
25	Higher education
26	Natural resource management
27	Environmental sustainability
28	Health
29	Public financial management (e.g., public expenditure, fiscal system reform)
30	Governance (i.e., government effectiveness)
31	Agricultural development
32	Labor markets/job creation/employment
33	Financial markets
34	Trade and exports
35	Anti corruption

**SECTION A: GENERAL ISSUES**

<b>A4. Economic growth can be driven by a number of factors.</b>	
<b>Which THREE areas below do you believe would contribute most to generating economic growth in Guatemala? (Choose no more than THREE)</b>	
1	Energy
2	Equality of opportunity (i.e., equity)
3	Social protection (e.g., pensions, targeted social assistance)
4	Global integration
5	Climate change (e.g., mitigation, adaptation)
6	Anti corruption
7	Disaster management
8	Rural development
9	Foreign direct investment
10	Urban development
11	Water and sanitation
12	Basic education
13	Information and communications technology
14	Private sector regulatory framework
15	Tourism
16	Trade and exports
17	Public sector reform
18	Regional integration
19	Domestic private sector development
20	Labor markets/job creation/employment
21	Agricultural development
22	Food security
23	Transport (e.g., roads, ports, airports)
24	Crime and violence
25	Higher education
26	Gender
27	Natural resource management
28	Environmental sustainability
29	Health
30	Basic infrastructure
31	Governance (i.e., government effectiveness)
32	Law and justice (e.g., judicial system)
33	Public financial management (e.g., public expenditure, fiscal system reform)
34	Financial markets

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

<b>B1. How familiar are you with the work of the World Bank in Guatemala, on a ten point scale?</b>									
1	2	3	4	5	6	7	8	9	10
Not familiar at all								Extremely familiar	

<b>B2. Overall, please rate your impression of the World Bank's effectiveness in Guatemala, on a ten point scale?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not effective at all									Very effective	Don't know

<b>B3. To what extent do you believe the World Bank's staff is well prepared (e.g., skills and knowledge) to help Guatemala solve its most complicated development challenges, on a ten point scale?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all								To a very significant degree	Don't know	

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

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

<b>B4. When thinking about how the World Bank can have the most impact on development results in Guatemala, in which sectoral areas do you believe the World Bank should focus most of its attention and resources in Guatemala? (Choose no more than THREE)</b>	
1	Rural development
2	Basic education
3	Social protection (e.g., pensions, targeted social assistance)
4	Transport (e.g., roads, ports, airports)
5	Poverty reduction
6	Public sector reform
7	Regional integration
8	Gender
9	Domestic private sector development
10	Foreign direct investment
11	Water and sanitation
12	Energy
13	Tourism
14	Public financial management (e.g., public expenditure, fiscal system reform)
15	Labor markets/job creation/employment
16	Financial markets
17	Urban development
18	Environmental sustainability
19	Equality of opportunity (i.e., equity)
20	Health
21	Global integration
22	Food security
23	Climate change (e.g., mitigation, adaptation)
24	Agricultural development
25	Trade and exports
26	Economic growth
27	Law and justice (e.g., judicial system)
28	Private sector regulatory framework
29	Crime and violence
30	Higher education
31	Basic infrastructure
32	Natural resource management
33	Anti corruption
34	Disaster management
35	Governance (i.e., government effectiveness)
36	Information and communications technology

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

<b>B5. When thinking about the World Bank's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Guatemala?</b>			
		<b>Greatest Value (Choose only ONE)</b>	<b>Second Greatest Value (Choose only ONE)</b>
1	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
2	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
3	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
4	Policy advice	<input type="checkbox"/>	<input type="checkbox"/>
5	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
6	Data for monitoring and evaluation	<input type="checkbox"/>	<input type="checkbox"/>
7	Training/capacity building	<input type="checkbox"/>	<input type="checkbox"/>
8	Studies/analyses	<input type="checkbox"/>	<input type="checkbox"/>
9	Convening and facilitating policy dialogue	<input type="checkbox"/>	<input type="checkbox"/>
10	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	<input type="checkbox"/>	<input type="checkbox"/>
11	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

<b>B6. Which of the following do you identify as the World Bank's greatest WEAKNESSES in its work in Guatemala? (Choose no more than TWO)</b>	
1	Imposing technocratic solutions without regard to political realities
2	Not exploring alternative policy options
3	Too bureaucratic in its operational policies and procedures
4	Staff too inaccessible
5	Arrogant in its approach
6	Not client focused
7	The credibility of its knowledge/data
8	Not willing to openly criticize policies and reform efforts in the country
9	Too influenced by developed countries
10	Not enough public disclosure of its work
11	World Bank processes too slow and complex
12	Not aligned with country priorities
13	Not aligned with other donors' work
14	Not collaborating enough with non-state actors
15	Not adequately sensitive to political/social realities in Guatemala
16	Other (please specify): _____



**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK****B7. Which World Bank instruments do you believe are the MOST effective in reducing poverty in Guatemala? (Choose no more than TWO)**

1	Investment lending (financing specific projects)
2	Capacity development
3	Policy based lending / Budget support to the Government
4	Analytical work (studies, surveys, etc.)
5	Technical assistance (advice, best practice, international experience)
6	Mobilization of other resources (Trust Funds) for development
7	Other (please specify): _____
8	Don't know

**B8. Which World Bank instruments do you believe are LEAST effective in helping to reduce poverty in Guatemala? (Choose no more than TWO)**

1	Investment lending (financing specific projects)
2	Capacity development
3	Policy based lending / Budget support to the Government
4	Analytical work (studies, surveys, etc.)
5	Technical assistance (advice, best practice, international experience)
6	Mobilization of other resources (Trust Funds) for development
7	Other (please specify): _____
8	Don't know

**B9. To what extent do you believe the World Bank SHOULD seek to influence the global development agenda as related to “global public goods” (e.g., climate change, communicable diseases, international financial systems, trade, etc.), on a ten point scale?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all									To a very significant degree	Don't know

## SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK

**B10. In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank collaborate with more in your country to ensure better development results there? (Choose no more than TWO)**

1	NGOs
2	Municipal and Local Government
3	Beneficiaries
4	Private sector
5	Community Based Organizations (CBOs)
6	Donor community
7	Private foundations
8	Academia/think tanks/research institutes
9	Parliament
10	Media
11	Faith based organizations
12	Autonomous regional authorities
13	Indigenous people authorities
14	Other (please specify): _____

**To what extent do you agree with the following statements about the World Bank's work in Guatemala, on a ten point scale?**

		Strongly disagree										Strongly agree	Don't know
<b>B11</b>	Overall the World Bank currently plays a relevant role in development in Guatemala	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B12</b>	The World Bank's work is aligned with what I consider the development priorities for Guatemala	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B13</b>	The World Bank supports programs and strategies that are realistic for Guatemala	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B14</b>	The World Bank treats clients and stakeholders in Guatemala with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

## SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK

To what extent is the World Bank an effective development partner in Guatemala in terms of ..., on a ten point scale?													
		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>B15</b>	Sustainability of the results after implementation of projects											<input type="checkbox"/>	
<b>B16</b>	Responsiveness											<input type="checkbox"/>	
<b>B17</b>	Flexibility (in terms of the institution's products and services)											<input type="checkbox"/>	
<b>B18</b>	Flexibility (in terms of changing country circumstances)											<input type="checkbox"/>	
<b>B19</b>	Being inclusive											<input type="checkbox"/>	
<b>B20</b>	Openness (sharing data and other information)											<input type="checkbox"/>	
<b>B21</b>	Staff accessibility											<input type="checkbox"/>	
<b>B22</b>	Straightforwardness and honesty											<input type="checkbox"/>	
<b>B23</b>	Collaboration with groups outside of the Government (e.g., NGOs, academia, private sector)											<input type="checkbox"/>	
<b>B24</b>	Collaboration with the Government											<input type="checkbox"/>	
<b>B25</b>	Collaboration with other donors											<input type="checkbox"/>	

### **B26. When World Bank assisted reform efforts fail or are slow to take place, which TWO of the following would you attribute this to? (Choose no more than TWO)**

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

**SECTION C: WORLD BANK EFFECTIVENESS AND RESULTS**

**How effective do you believe the World Bank is in terms of the work it does in the following areas of development in Guatemala, on a ten point scale?**

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>C1</b>	Anti corruption	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C2</b>	Information and communications technology	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C3</b>	Transport (e.g., roads, ports, airports)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C4</b>	Law and justice (e.g., judicial system)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C5</b>	Urban development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C6</b>	Environmental sustainability	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C7</b>	Private sector regulatory framework	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C8</b>	Basic infrastructure	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C9</b>	Tourism	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C10</b>	Poverty reduction	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C11</b>	Gender	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C12</b>	Domestic private sector development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C13</b>	Foreign direct investment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C14</b>	Water and sanitation	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C15</b>	Trade and exports	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C16</b>	Economic growth	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C17</b>	Energy	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C18</b>	Disaster management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C19</b>	Higher education	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C20</b>	Public financial management (e.g., public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C21</b>	Labor markets/job creation/employment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C22</b>	Financial markets	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C23</b>	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C24</b>	Health	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C25</b>	Rural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C26</b>	Global integration	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C27</b>	Food security	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C28</b>	Basic education	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C29</b>	Social protection (pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C30</b>	Governance (i.e., government effectiveness)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C31</b>	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C32</b>	Public sector reform	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C33</b>	Regional integration	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C34</b>	Agricultural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C35</b>	Crime and violence	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>C36</b>	Natural resource management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

## SECTION C: WORLD BANK EFFECTIVENESS AND RESULTS

**C37. To what degree does the World Bank's work help achieve development results in Guatemala, on a ten point scale?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all									To a very significant degree	Don't know

**To what extent do you agree with the following statements about the World Bank in Guatemala, on a ten point scale?**

		Strongly disagree										Strongly agree	Don't know
<b>C38</b>	The World Bank's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Guatemala	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C39</b>	The World Bank meets Guatemala's needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C40</b>	The World Bank Group (including IFC and MIGA) meets the needs of Guatemala in mobilizing additional financial resources for development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

**SECTION D: THE WORLD BANK'S KNOWLEDGE**

<b>D1. How frequently do you consult World Bank knowledge and research (e.g., data, analysis, reports) in the work you do?</b>	
1	Weekly
2	Monthly
3	A few times a year
4	Rarely
5	Never

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

**SECTION D: THE WORLD BANK'S KNOWLEDGE**

<b>D2. When thinking about the development challenges in Guatemala, where do you believe it would be most valuable for the World Bank to focus its research and knowledge efforts in the next few years? (Choose no more than THREE)</b>	
1	Public sector reform
2	Gender
3	Domestic private sector development
4	Foreign direct investment
5	Water and sanitation
6	Trade and exports
7	Economic growth
8	Energy
9	Disaster management
10	Tourism
11	Basic education
12	Social protection (e.g., pensions, targeted social assistance)
13	Climate change (e.g., mitigation, adaptation)
14	Poverty reduction
15	Law and justice (e.g., judicial system)
16	Anti corruption
17	Financial markets
18	Equality of opportunity (i.e., equity)
19	Urban development
20	Regional integration
21	Information and communications technology
22	Transport (e.g., roads, ports, airports)
23	Agricultural development
24	Natural resource management
25	Public financial management (e.g., public expenditure, fiscal system reform)
26	Labor markets/job creation/employment
27	Crime and violence
28	Health
29	Rural development
30	Global integration
31	Food security
32	Environmental sustainability
33	Private sector regulatory framework
34	Governance (i.e., government effectiveness)
35	Basic infrastructure
36	Higher education

## SECTION D: THE WORLD BANK'S KNOWLEDGE

How effective do you believe the World Bank's knowledge and research are at ... in Guatemala?												
		Not effective at all									Very effective	Don't know
<b>D3</b>	Raising your awareness of the particular topic	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D4</b>	Stimulating public debate/dialogue	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D5</b>	Helping to build public consensus around reforms	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D6</b>	Enhancing your knowledge and/or skills	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D7</b>	Contributing to good policy making	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D8</b>	Providing support for program implementation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

To what extent do you believe that the World Bank's knowledge and research ... in Guatemala?												
		To no degree at all									To a very significant degree	Don't know
<b>D9</b>	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D10</b>	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D11</b>	Are relevant to Guatemala's development priorities	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D12</b>	Provide feasible recommendations	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D13</b>	Are accessible (well written and easy to understand)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D14</b>	A source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D15</b>	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D16</b>	Are adaptable to Guatemala's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

D17. Overall, how significant a contribution do you believe the World Bank's knowledge and research make to development results in your country, on a ten point scale?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Not significant at all									Very significant		Don't know	



**SECTION D: THE WORLD BANK'S KNOWLEDGE**

<b>D18. Overall, how would you rate the technical quality of the World Bank's knowledge/ research, on a ten point scale?</b>											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
Very low technical quality									Very high technical quality		Don't know

<b>D19. Overall, how effective is the World Bank at providing linkage to non-Bank expertise (i.e., South-South knowledge sharing, etc.), on a ten point scale?</b>											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
Not effective at all									Very effective		Don't know

**SECTION E: WORKING WITH THE WORLD BANK**

To what extent do you agree/disagree with the following statements, on a ten point scale?												
		Strongly disagree								Strongly agree		Don't know
		1	2	3	4	5	6	7	8	9	10	
<b>E1</b>	The World Bank disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>E2</b>	The World Bank effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>E3</b>	The World Bank's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>E4</b>	The World Bank's "Safeguard policy" requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>E5</b>	The World Bank imposes reasonable conditions on its lending	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>E6</b>	Working with the World Bank increases Guatemala's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>E7</b>	The World Bank ensures consistency and continuity through staff changes	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>E8</b>	The World Bank's teams and visits are well coordinated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>E9</b>	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>E10</b>	The World Bank provides effective implementation support (i.e., supervision of projects)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>E11</b>	The World Bank's approvals and reviews for procurement and financial management are well justified	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

**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 F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN GUATEMALA

<b>F1. How significant a role do you believe the World Bank SHOULD play in Guatemala's development in the near future, on a ten point scale?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not a significant role at all									Very significant role	Don't Know

<b>F2. Which of the following SHOULD the World Bank do to make itself of greater value in Guatemala? (Choose no more than TWO)</b>	
1	Improve the quality of its experts as related to Guatemala's specific challenges
2	Reduce the complexity of obtaining World Bank financing
3	Focus primarily on advocacy issues
4	Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, and other terms)
5	Ensure greater selectivity in its work
6	Provide more adequate data/knowledge/statistics/figures on Guatemala's economy
7	Offer more innovative financial products
8	Offer more innovative knowledge services
9	Increase availability of fee-based services
10	Work faster
11	Greater collaboration and synergy within the World Bank Group (IDA, IFC, and MIGA)
12	Others (please specify): _____

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

**F3. How familiar are you with the work of the International Finance Corporation (IFC) in Guatemala, on a ten point scale?**

1	2	3	4	5	6	7	8	9	10
Not familiar at all					Extremely familiar				

**F4. How effectively do you believe the different parts of the World Bank Group (IBRD/IDA and IFC) collaborate and coordinate efforts in Guatemala, on a ten point scale?**

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

**F5. How significant a role do you believe IFC, through its support for the private sector, SHOULD play in helping Guatemala achieve its economic and social development goals in the future, on a ten point scale?**

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

## SECTION G: COMMUNICATION AND INFORMATION SHARING

### G1. How do you get most of your information about economic and social development issues in Guatemala? (Choose no more than TWO)

1	Local newspapers
2	International newspapers
3	Local radio
4	International radio
5	Local television
6	International television
7	Periodicals
8	Internet
9	Social media (Facebook, Twitter, Youtube)
10	Blogs
11	Mobile phones
12	Instant messaging
13	Other (please specify): _____

### G2. How would you prefer to receive information from the World Bank? (Choose no more than TWO)

1	World Bank website
2	Direct contact with World Bank (i.e., face to face meetings/discussions)
3	e-Newsletters
4	Instant messaging
5	World Bank seminars/workshops/conferences
6	World Bank Public Information Center
7	World Bank publications and other written materials
8	Mobile phones
9	Social media (Facebook, Twitter, Youtube)
10	Blogs
11	Others (please specify): _____

<b>G3</b>	Are you aware of the World Bank's Access to Information Policy under which the Bank will now disclose any information in its possession that is not on a list of exceptions?	<b>Yes</b>	<b>No</b>
<b>G4</b>	Have you requested information from the World Bank on its activities in the past year? (If YES please go to Question G5; if NO please go to G6)	<b>Yes</b>	<b>No</b>
<b>G5</b>	Were you able to obtain this information?	<b>Yes</b>	<b>No</b>
<b>G6</b>	Do you have access to the Internet?	<b>Yes</b>	<b>No</b>
<b>G7</b>	Do you use/have you used the World Bank website?	<b>Yes</b>	<b>No</b>

## SECTION G: COMMUNICATION AND INFORMATION SHARING

G8. Which do you primarily use?	
1	The World Bank's country website (www.worldbank.org.gt)
2	The World Bank's main website (www.worldbank.org)

G9. Do you use/have you used the World Bank's Public Information Centers (PICs) in Guatemala?	
1	Yes
2	No
3	I don't know what PIC is

Please rate how much you agree with the following statements, on a ten point scale.													
		Strongly disagree										Strongly agree	Don't know
G10	I use more data from the World Bank as a result of the organization's Open Data policy	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
G11	The World Bank's PIC is a valuable source of information related to development in Guatemala. <i>(Only answer if you have used the PIC)</i>	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
G12	I find the World Bank websites easy to navigate. <i>(Only answer if you have used a World Bank website)</i>	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
G13	I find the information on the World Bank's websites useful. <i>(Only answer if you have used a World Bank website)</i>	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
G14	When I need information from the World Bank I know how to find it (e.g., whom to call, where to reach them, etc.)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
G15	The World Bank is responsive to my information requests and inquiries	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

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**SECTION H: BACKGROUND INFORMATION**

<b>H1. Which of the following best describes your current position? (Please mark only ONE response)</b>	
1	Office of the President, Prime Minister
2	Office of Minister
3	Office of Parliamentarian
4	Employee of a Ministry, Ministerial Department or Implementation Agency
5	Consultant/Contractor working on World Bank supported Project/Program
6	Project Management Unit (PMU) overseeing implementation of project
7	Local Government Office or Staff
8	Bilateral Agency
9	Multilateral Agency
10	Private Sector Organization
11	Private Foundation
12	Financial Sector/Private Bank
13	NGO
14	Community Based Organization
15	Media (Press, Radio, TV, Web, etc.)
16	Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)
17	Trade Union
18	Faith-Based Group
19	Academia/Research Institute/Think Tank
20	Judiciary Branch
21	Other (please specify): _____

**SECTION H: BACKGROUND INFORMATION (CONT...)**

<b>H2. Please identify the primary specialization of your work. (Please mark only ONE response)</b>	
1	Agricultural development
2	Anti corruption
3	Basic infrastructure
4	Climate change (e.g., mitigation, adaptation)
5	Crime and violence
6	Tourism
7	Disaster management
8	Domestic private sector development
9	Economic growth
10	Basic education
11	Energy
12	Environmental sustainability
13	Equality of opportunity (i.e., equity)
14	Financial markets
15	Food security
16	Foreign direct investment
17	Gender
18	Governance (i.e., government effectiveness)
19	Information and communications technology
20	Global integration
21	Health
22	Labor markets/job creation/employment
23	Law and justice (e.g., judicial system)
24	Higher education
25	Natural resource management
26	Poverty reduction
27	Public financial management (e.g., public expenditure, fiscal system reform)
28	Public sector reform
29	Private sector regulatory framework
30	Regional integration
31	Rural development
32	Social protection (e.g., pensions, targeted social assistance)
33	Trade and exports
34	Transport (e.g., roads, ports, airports)
35	Urban development
36	Water and sanitation
37	Other (please specify): _____



**SECTION H: BACKGROUND INFORMATION (CONT...)**

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

<b>H4. Which of the following describes most of your exposure to the World Bank in Guatemala? (Choose no more than TWO)</b>	
1	Observer (i.e., follow in media, discuss in informal conversations, etc.)
2	Use World Bank reports/data
3	Engage in World Bank related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank website for information, data, research, etc.

<b>H5. Which best represents your geographic location?</b>	
1	Guatemala City – Metropolitan Area
2	Northern part of the country
3	Southern part of the country
4	Eastern part of the country
5	Western part of the country

**Thank you for completing the survey!**