



CountryOpinionSurveys

# FY 2025 Colombia

# Country Opinion Survey Report

# Acknowledgements

The Colombia Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Business Intelligence (BI) team, led by José De Buerba (Senior External Affairs Officer) and Svetlana Markova (Senior External Affairs Officer). Yulia Danilina, Jessica Cameron, Nan Lin, and Sofya Gubaydullina oversaw the design, reporting, and analysis of the survey results. Irina Popova and Noreen Wambui provided data support.

BI acknowledges the significant contribution from the Colombia country team and the independent field agency, Ipsos Napoleón Franco & CIA S.A.S. In particular, BI is grateful for the support from Leonardo Escandon (Operations Officer) and Monica Penuela Jaramillo (Consultant), who coordinated the survey-related activities from Bogota, Colombia.



# Contents

Objectives

Methodology Overview

Executive Summary

Overall Views of the World Bank Group (WBG)

The WBG's Work on Development Priorities

The WBG's Instruments

The WBG's Operational Effectiveness, Engagement, and Collaboration

Communication and Outreach

Sample Demographics and Detailed Methodology



# Objectives

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

- 1. Overall Views of the WBG:** How familiar are stakeholders with the WBG? How much do they trust the WBG? What opinions do stakeholders have of the WBG regarding its effectiveness and relevance to development in Colombia? Are these perceptions improving or declining? Do stakeholders feel that the WBG has changed for the better or the worse in the last two years?
- 2. The WBG's Work on Development Priorities:** What areas of development are perceived to be the most important? Has the WBG helped achieve the goals of its projects in these areas? How did these projects impact the people of Colombia, and how could the WBG have been more helpful?
- 3. WBG Instruments:** What do key stakeholders value the most regarding the WBG's work in Colombia? What are the key stakeholders' opinions of WBG's financial instruments and knowledge products? How are stakeholders using WBG knowledge work, and has it influenced government policy in Colombia?
- 4. The WBG's Operational Effectiveness, Engagement, and Collaboration:** How is the WBG perceived as a development partner in Colombia? How do respondents perceive its operational effectiveness? Are opinions improving or declining? How effectively has the WBG facilitated the Government's engagement with civil society?
- 5. Communications:** What are the preferred communication channels, and do they differ between stakeholder groups? Do stakeholders recall any WBG messaging? What key topics do stakeholders recall? What information do stakeholders want from the WBG?



# Methodology Overview

## Fielded in February – March 2025

- 705 potential participants were asked to complete the survey
- Respondents completed the questionnaire online
- List of names provided by the WBG country team and supplemented by the field agency
- Data collection conducted by an independent field firm

## 236 participants (33% response rate)

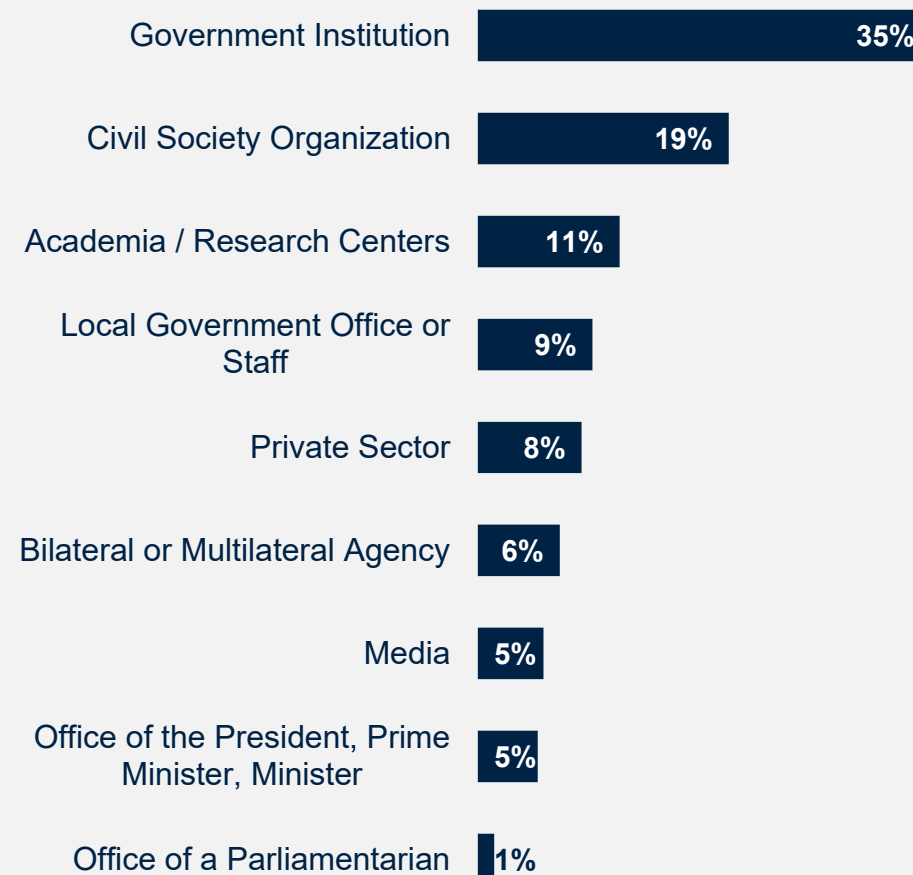
- 84% from Bogotá
- 67% have collaborated with the WBG within the past 3 years

## Compared to the FY22 Country Survey Results

- 194 participants (14% response rate)
- 78% from Bogotá
- 26% collaborated with the WBG

Click [here](#) for details of the Respondent Sample and Methodology.

## Stakeholders in FY25 COS Sample



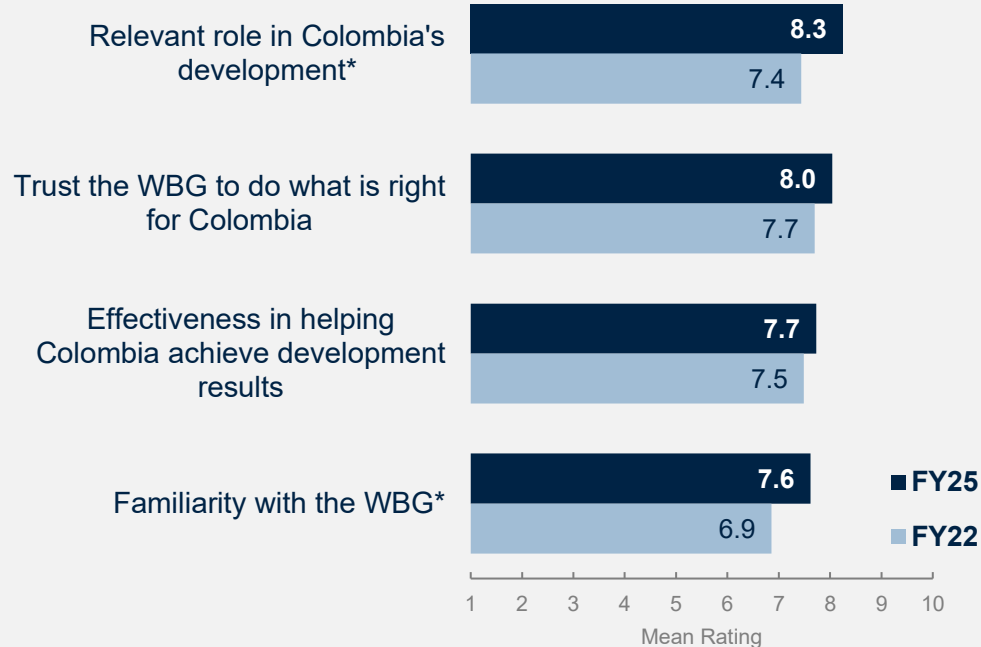
What is your primary professional affiliation? (Select only 1 response)  
(Percentage of Respondents, N=236)

# Executive Summary

## 1. Overall Views of the WBG:

In FY25, stakeholders reported significantly greater familiarity with the WBG compared to the FY22 COS and consistently high levels of trust in the institution. The WBG was the second most trusted institution in Colombia and rated above the UN in trust, effectiveness, and relevance. Moreover, ratings for **the WBG's relevance in Colombia were significantly improved compared to FY22.**

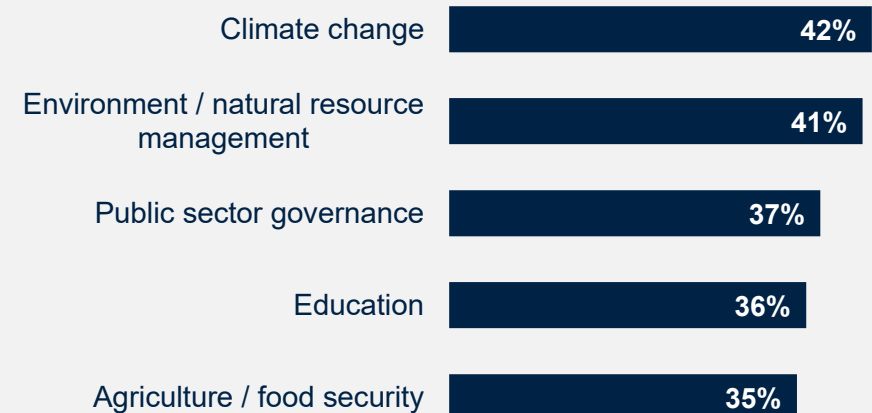
Compared to other Latin American and IBRD countries surveyed in FY24, Colombian respondents perceived the WBG as more relevant and effective.



## 2. The WBG's Work on Development Priorities:

**Climate change, environment/natural resource management, public sector governance, education, and agriculture/food security** were indicated as the top priorities for the WBG's support in FY25. Respondents considered **climate change** much more of a priority, with nearly twice as many respondents selecting it in FY25 as in FY22. **When asked how helpful the WBG was in achieving project goals, 96% said the Bank was helpful, with 79% of respondents saying, "Very Helpful".**

In their qualitative comments regarding how to make the WBG more effective in Colombia, respondents discussed **key development areas** such as education, infrastructure, climate change, and governance. There was a strong call for **anti-corruption strategies** to prevent the misuse of public funds, along with appeals to enhance the territorial approach by **addressing local-level institutional and regional needs**. Additionally, respondents emphasized the need for increased **technical assistance** to ensure effective project implementation, especially in challenging or low-capacity settings.



# Executive Summary (continued)

## 3. WBG's Operational Effectiveness:

Over the past two years, WBG's clients and partners reported the most significant reform-related improvements in two areas: **the technical quality of WBG-supported projects** and **collaboration with other partners to mobilize finance for development**, both receiving positive ratings from 68% of respondents. Additionally, more than half of the respondents noted that the WBG has become significantly or somewhat easier to work with (59%) and that the speed of project approvals has improved (56%). At the same time, over a quarter of respondents reported no change in ease or speed of work, and around 10% noted a decrease in WBG's performance.

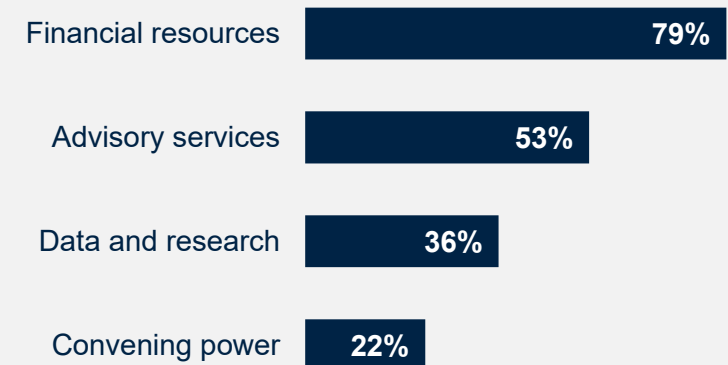
Over half of all respondents (56%) believed the WBG became somewhat or significantly better in fulfilling its core mission of **improving people's lives in Colombia**, while a sizable minority (41%) felt that its performance remained about the same. Similarly, 57% recognized improvements in the WBG's efforts to enhance the country's overall business environment, and 37% saw no significant change. Only a small number of respondents (under 6%) believed WBG's performance in these core areas was somewhat or significantly worse.

In qualitative comments, respondents identified several key areas where the WBG needs to enhance its operational effectiveness in Colombia. They emphasized the need for **better alignment of projects with national and subnational priorities**, improved project design that reflects the **country's institutional realities**, and greater focus on **outcomes** and their measurement and evaluation (M&E).

Inefficiencies in contracting and execution, excessive bureaucracy, and delays due to complex procedures were cited as critical obstacles to project implementation. Respondents pointed out that WBG advice sometimes remains theoretical rather than operational, and they called for more impact-driven, sustainable projects with transparent M&E systems.

## 4. WBG Instruments:

Stakeholders considered the WBG's **financial resources** to be its greatest value to Colombia. They had the highest levels of agreement that the WBG's **financial instruments meet Colombia's needs** (mean=8.0, however, slightly declined since FY22, and that the WBG's **financing conditions are competitive compared to markets** (mean=7.9). Respondents from bilateral/multilateral agencies tended to be most critical regarding WBG's financing, while government and media respondents were significantly more positive.



# Executive Summary (continued)

In their qualitative comments regarding how to make the WBG more effective in Colombia, respondents urged the provision of more flexible and diverse financial instruments—such as grants and non-reimbursable aid—to reduce debt burdens and called for targeted support to Colombia’s most vulnerable regions, prioritizing essential services like healthcare, education, and infrastructure. Respondents also emphasized that financing should be accompanied by advisory and technical support, and they encouraged the WBG to enhance its role in local knowledge-building, policy design, public sector performance, and data-driven governance.

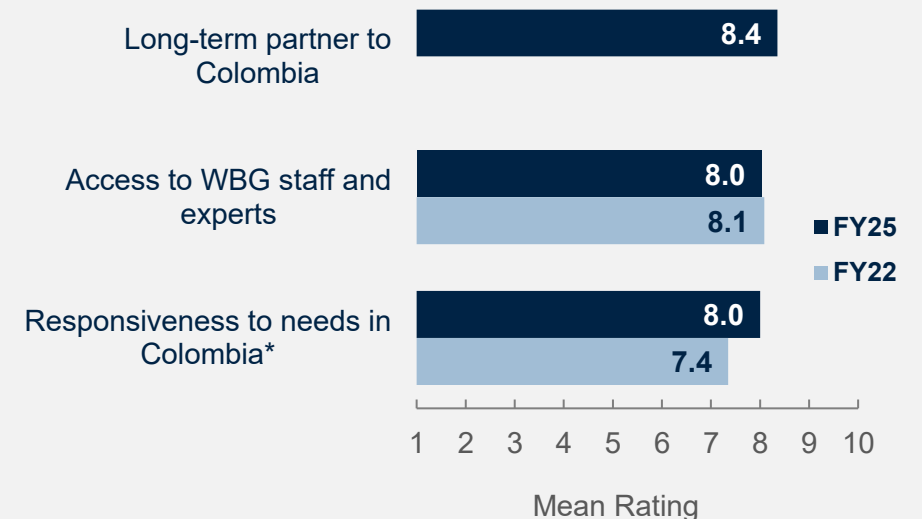
When asked about their use of the WBG’s knowledge work, **respondents most often reported using the WBG’s research and analytical reports** (60%), and only 10% of respondents said that they had not used the WBG’s knowledge work in the past. Respondents reported using WBG’s knowledge work to build capacity personally and institutionally, for training and workshops, and to improve the design of policy and public interventions. Moreover, 55% of respondents said that **WBG policy advice had influenced government policy** in Colombia.

Respondents had quite positive perceptions of the WBG’s knowledge work; specifically, that **working with the WBG increases Colombia’s institutional capacity** (mean=8.3), that they are **satisfied with the quality** of the WBG’s knowledge work (mean=8.2), and that the WBG’s knowledge work makes a **significant contribution to development results** in Colombia (mean=8.1).

In their qualitative comments regarding how to make the WBG more effective in Colombia, stakeholders urged the WBG to make its knowledge products more accessible by using short, engaging formats like videos and executive summaries, ensuring they reach time-constrained decision-makers. They also emphasized the importance of grounding knowledge in local realities by involving national experts and tailoring advice to the country’s specific context and capacities.

## 5. The WBG’s Engagement and Collaboration:

In FY25, respondents had significantly more positive perceptions of the WBG as a development partner in terms of its responsiveness to needs in Colombia. Respondents from local governments and the private sector were particularly positive.



# Executive Summary (continued)

The WBG received the highest ratings for the effectiveness of its **collaboration with the national government** (mean=8.4) and **other donors and development partners** (mean=8.0), and improved, although not significantly, ratings for its collaboration with **civil society** (mean=7.5).

In addition to its partnership with the national government, respondents wanted the WBG to **collaborate more with academia** (40%), **local governments** (39%), and **civil society** (39%).

Respondents felt the WBG was rather effective at **facilitating civil society participation in policy dialogue and implementation** in Colombia (mean=6.8). However, respondents from the media (mean=4.6) tended to be more critical compared to other stakeholder groups.

While stakeholders gave many examples of the WBG's effective facilitation of inclusive dialogue and civil society participation, some respondents suggested that the WBG could listen more actively, help structure strategic vision in collaboration with civil society, and create spaces for conversation and consultations. Comments also highlighted the importance of financial support and capacity building for small, underfunded CSOs, particularly in territories prioritized for development. Respondents call for incorporating ethnic-racial perspectives and ensuring the inclusion of marginalized populations in development processes.

Respondents identified political instability (57%) and lack of access to finance (50%) as the main challenges to the **private sector**

**development.** To enhance the WBG's effectiveness in private sector development, respondents suggested fostering a supportive environment for small businesses and innovation, advancing digital transformation, strengthening public-private relationships, and promoting territorial-level partnerships for project implementation.

## 6. Communications:

**Nearly two-thirds of all respondents (61%) reported recently seeing or hearing about the WBG.** While 63% of all respondents cited e-newsletters as their most preferred WBG communication channel, only 9% of those who recalled WBG-related information had actually received it via e-newsletter. Instead, most respondents recalled encountering information about the WBG through direct contact with WBG staff (48%), social media (35%), WBG events (33%), or WBG publications (33%).

Respondents highlighted the WBG's research, knowledge products, and impact evaluations as the most valuable tools for understanding its role in Colombia. They also placed high importance on case studies and sector-specific strategies tailored to the country context. Additionally, representatives from the Office of the **President, Prime Minister, or a Minister**, and **civil society** stakeholders expressed strong interest in information regarding opportunities to collaborate or partner with the WBG in Colombia.



# ***Overall Views of the World Bank Group***



WORLD BANK GROUP

# Familiarity with the WBG has increased since FY22, Highest Among Local Government and Government Institutions

## Comparison of FY22 and FY25

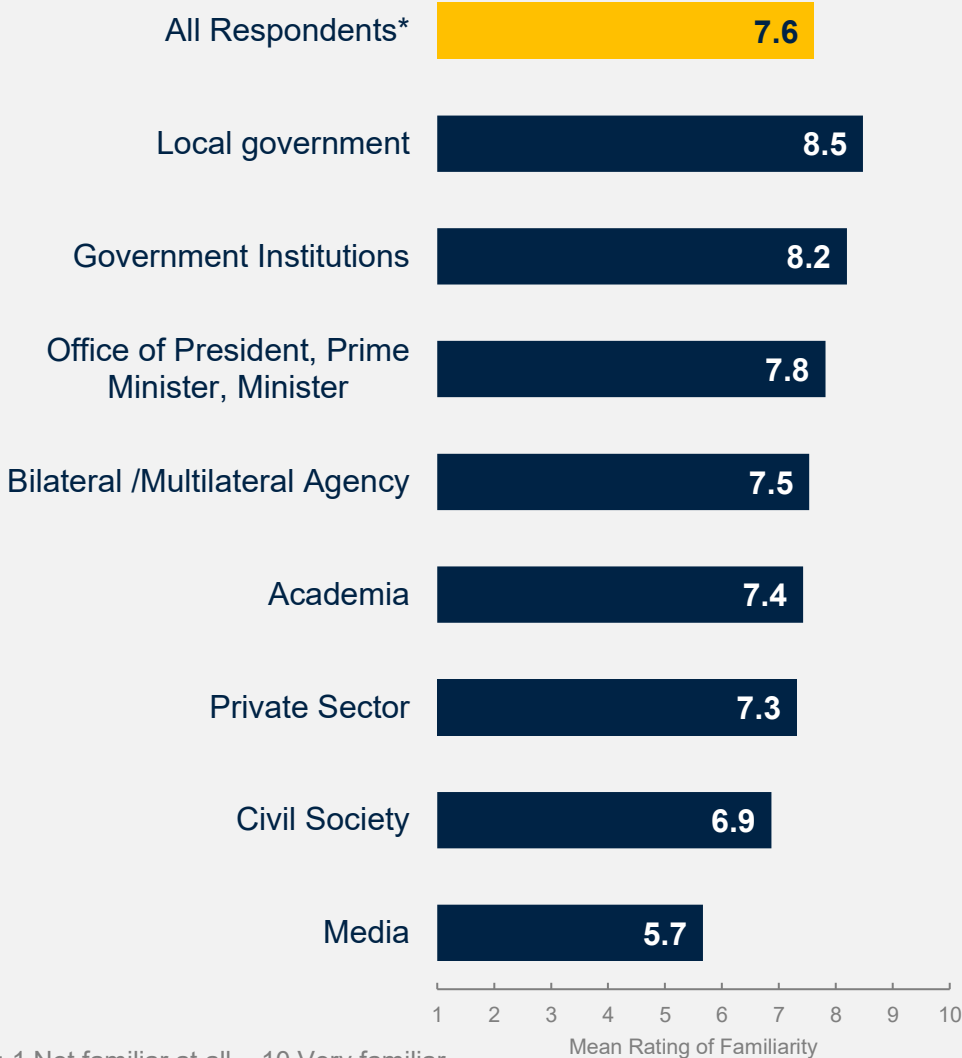
Mean familiarity: **FY25 = 7.6\***  
**FY22 = 6.9**

## Collaboration with the WBG

Mean familiarity: **Collaborate with WBG = 8.1\***  
**Do not collaborate = 6.6**

## Stakeholder groups

Respondents from local government and government institutions were most familiar with the WBG, whereas media respondents were significantly less familiar.



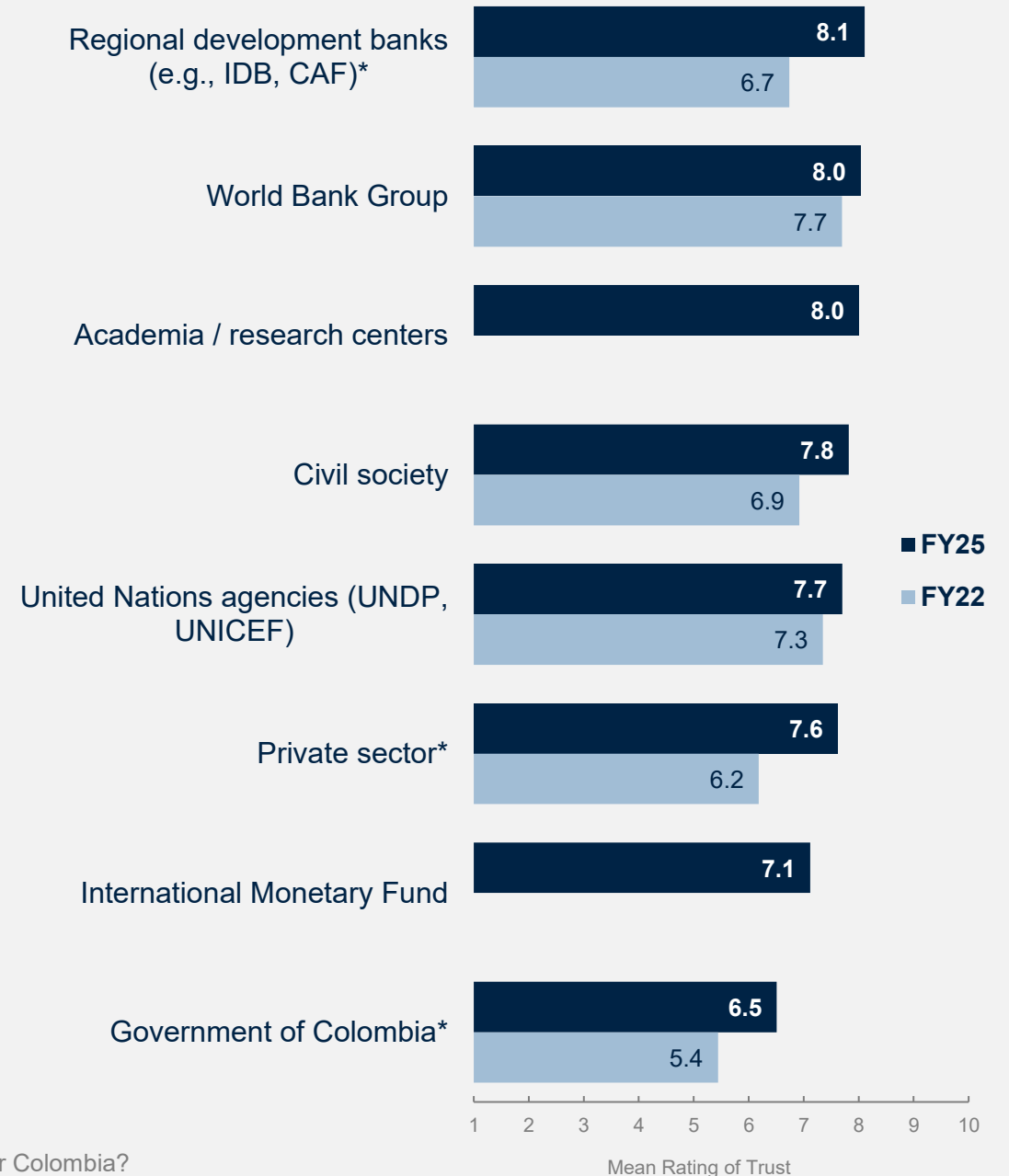
How familiar are you with the World Bank Group's work in Colombia? Scale: 1 Not familiar at all – 10 Very familiar

\*Denotes significant difference between groups

# Consistently High Trust in the WBG Among Stakeholders

Notably, respondents from the **media** gave the lowest ratings of trust in the WBG (mean = 5.7), compared to other stakeholder groups.

Since the last survey effort in FY22, stakeholders have reported significantly higher levels of trust in regional development banks, the private sector, and the Government of Colombia.



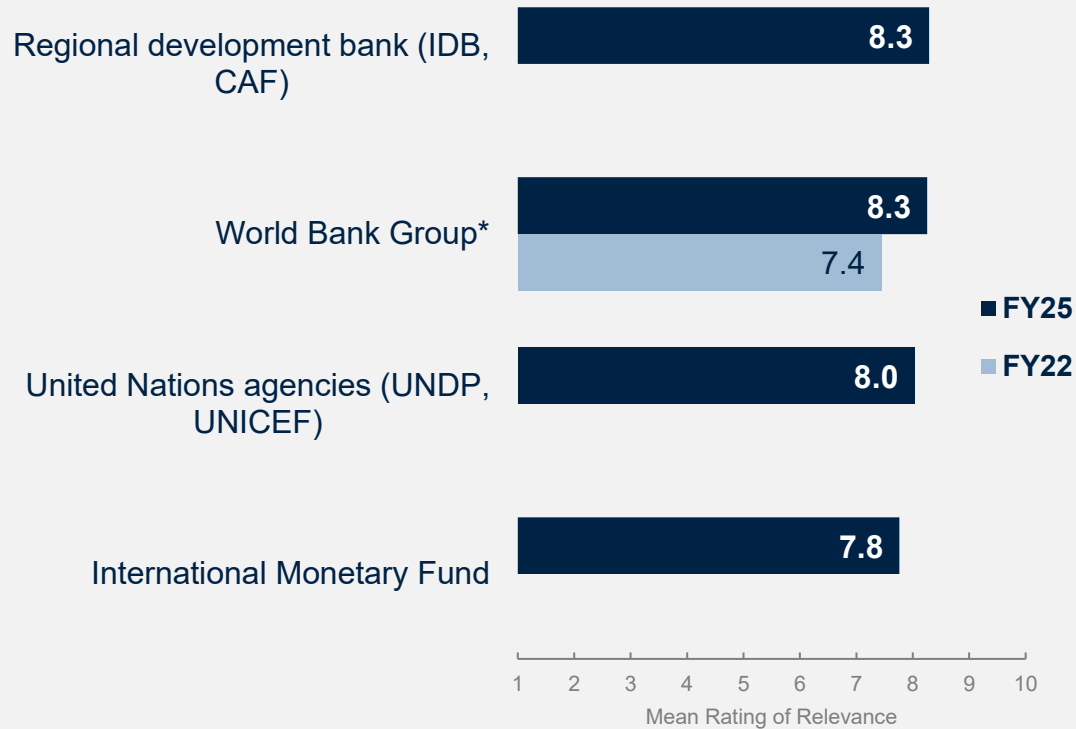
\*Denotes significant difference between years



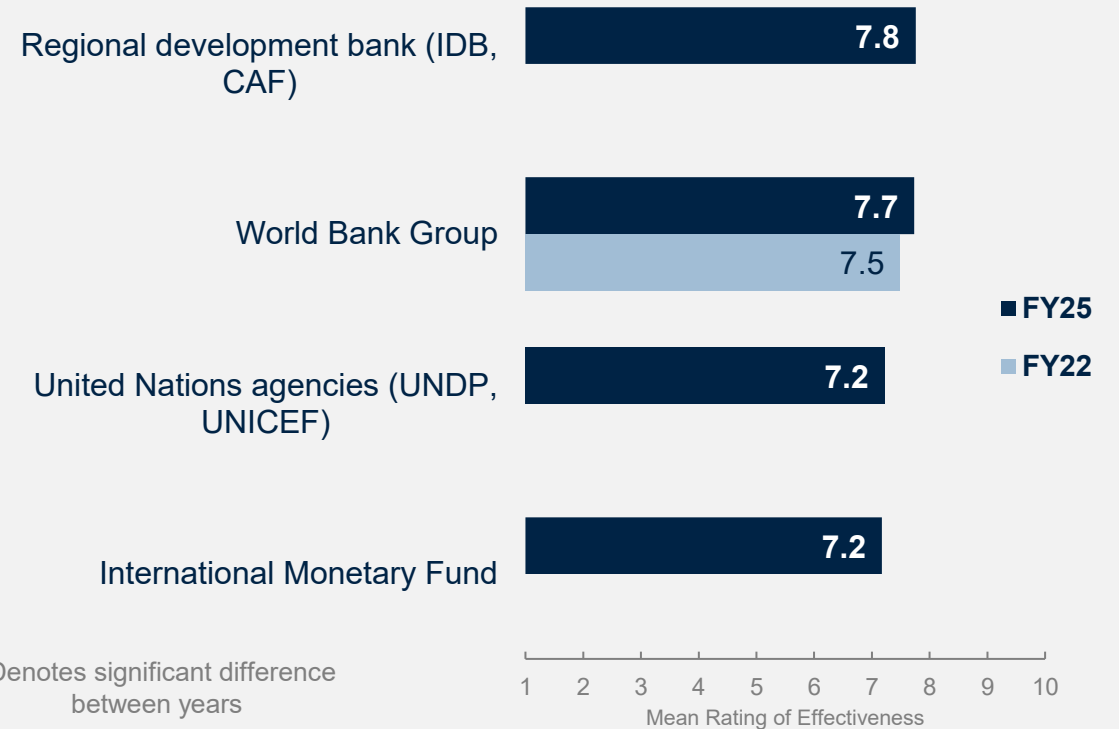
# Perceptions of WBG Relevance have Increased

Compared to the FY22 COS, respondents this year rated the WBG significantly more positively in terms of its relevance. Their effectiveness ratings were also relatively high and increased since FY22, although not significantly.

## RELEVANCE to Colombia's development



## EFFECTIVENESS in achieving development results



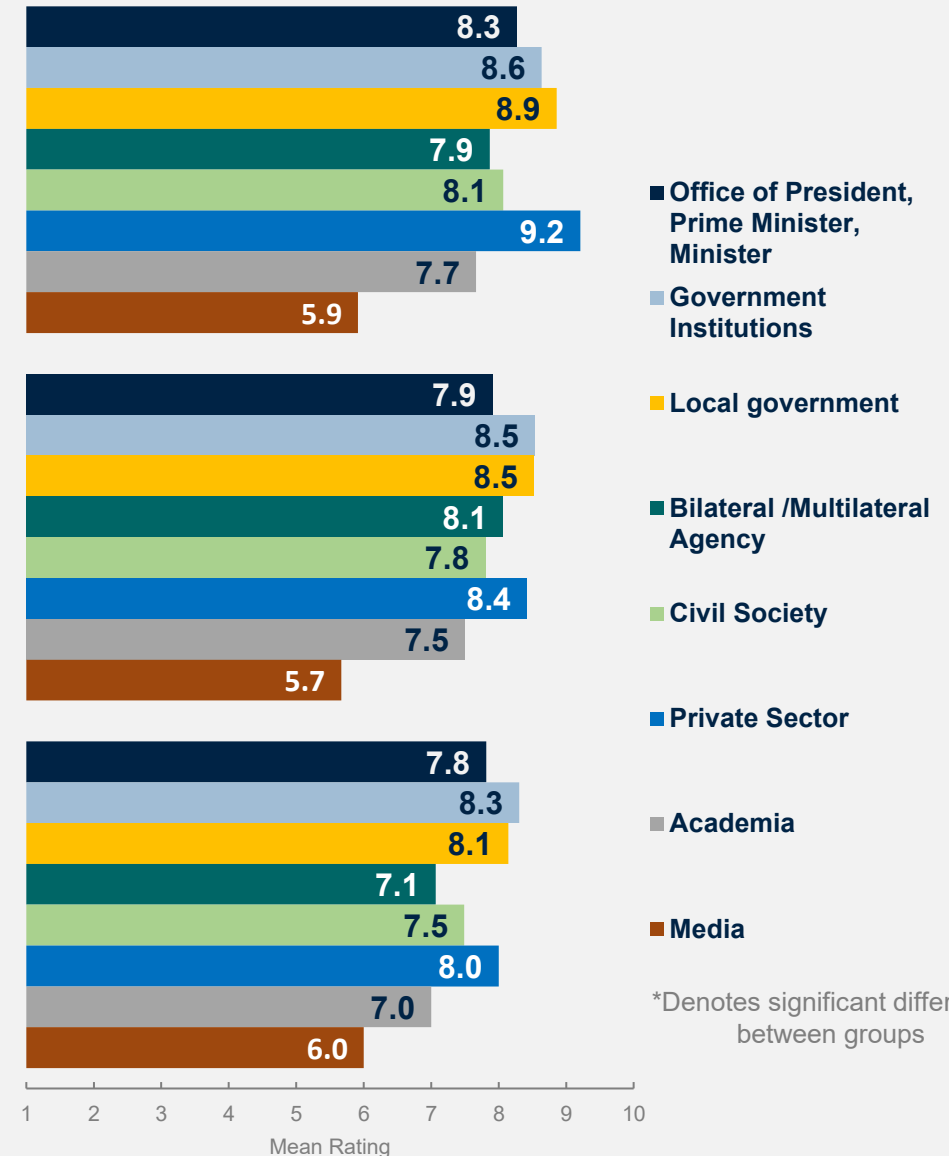
# Stakeholders from Government Institutions, the Private Sector, and Local Government had More Positive Perceptions of the WBG

**Media** respondents were more critical of the WBG and indicated the lowest levels of familiarity with the institution.

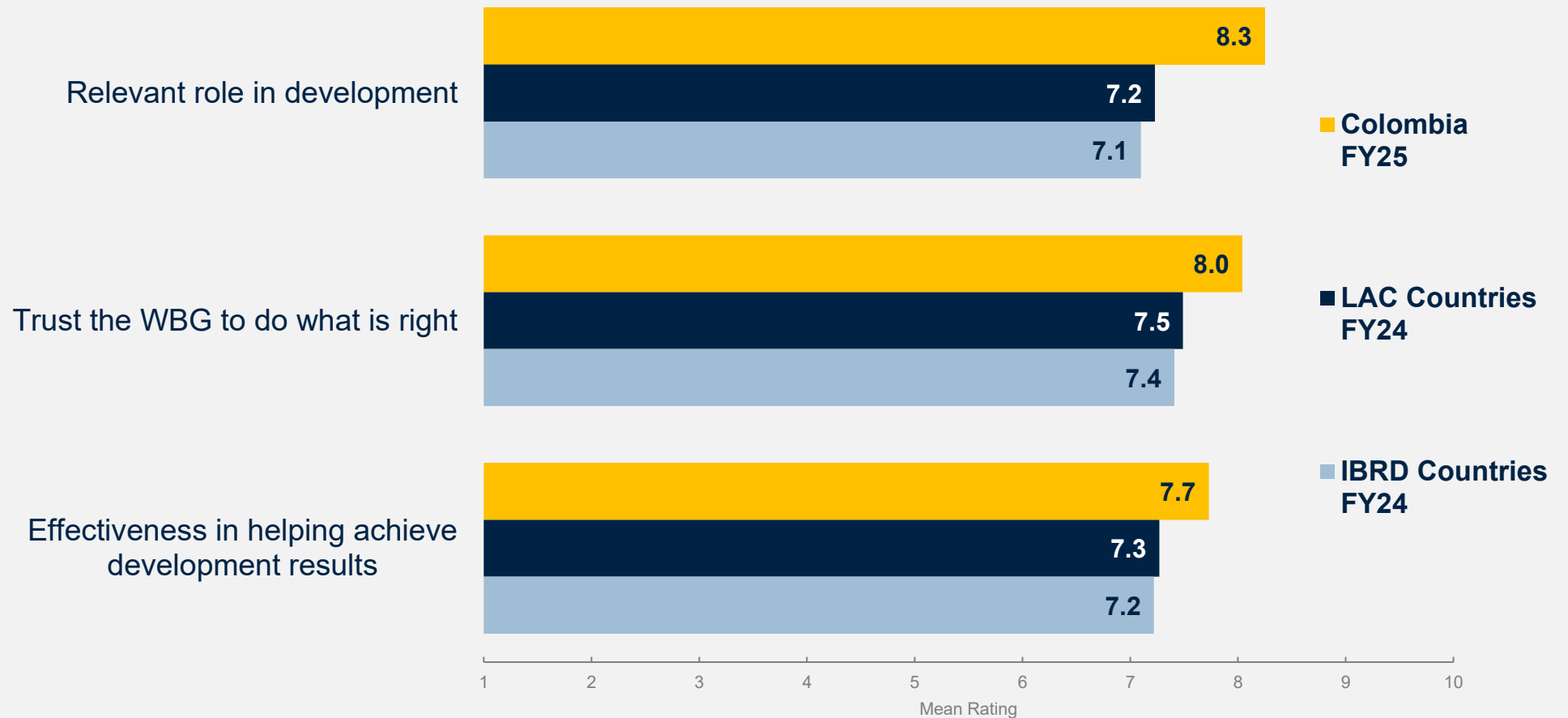
Relevant role in Colombia's development\*

Trust the WBG to do what is right for Colombia\*

Effectiveness in helping Colombia achieve development results\*

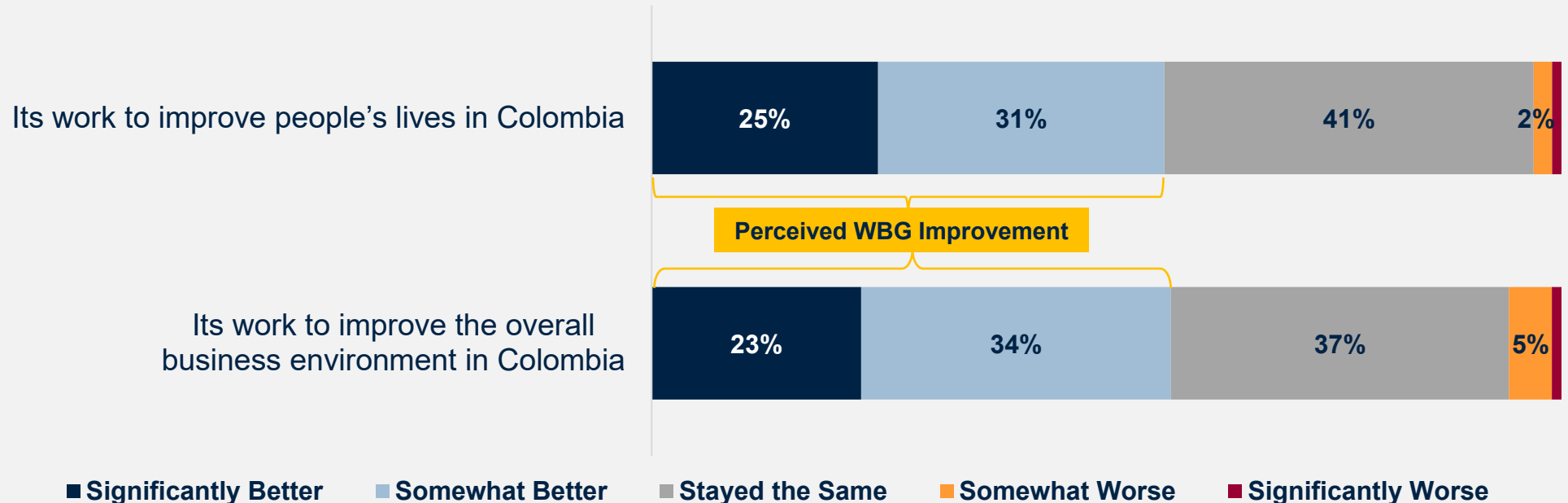


# KPI Ratings in Colombia are Higher than LAC and IBRD Averages in FY24



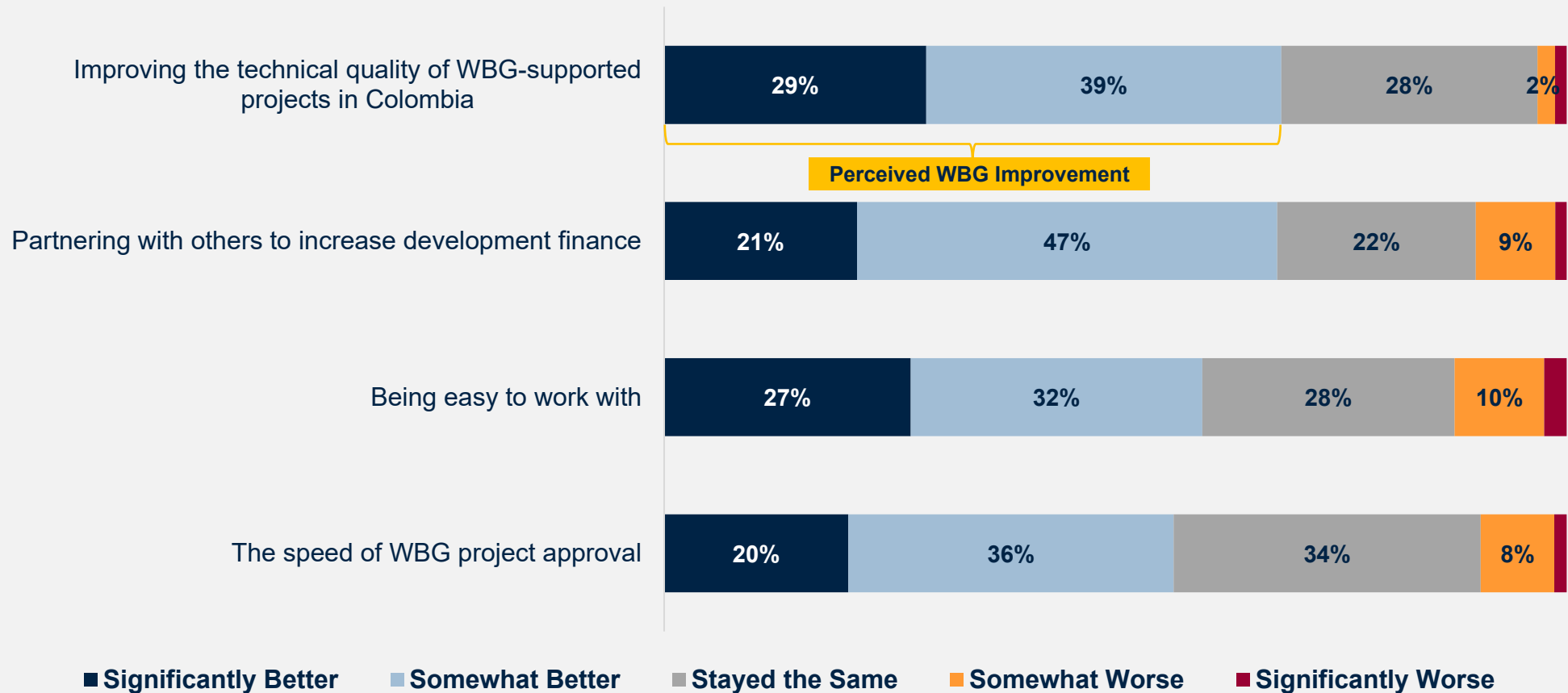
# More than Half of Stakeholders Said the Bank Was Significantly Better or Better at Improving People's Lives and the Business Environment in Colombia in the Past Two Years

Based on your experience, *in the past two years*, how has the WBG changed in terms of...



# Over 50% of WBG Clients/Partners Saw Improvement Across All Aspects of the WBG's Work

Based on your experience, *in the past two years*, how has the WBG changed in terms of...



# ***The WBG's Work on Development Priorities***

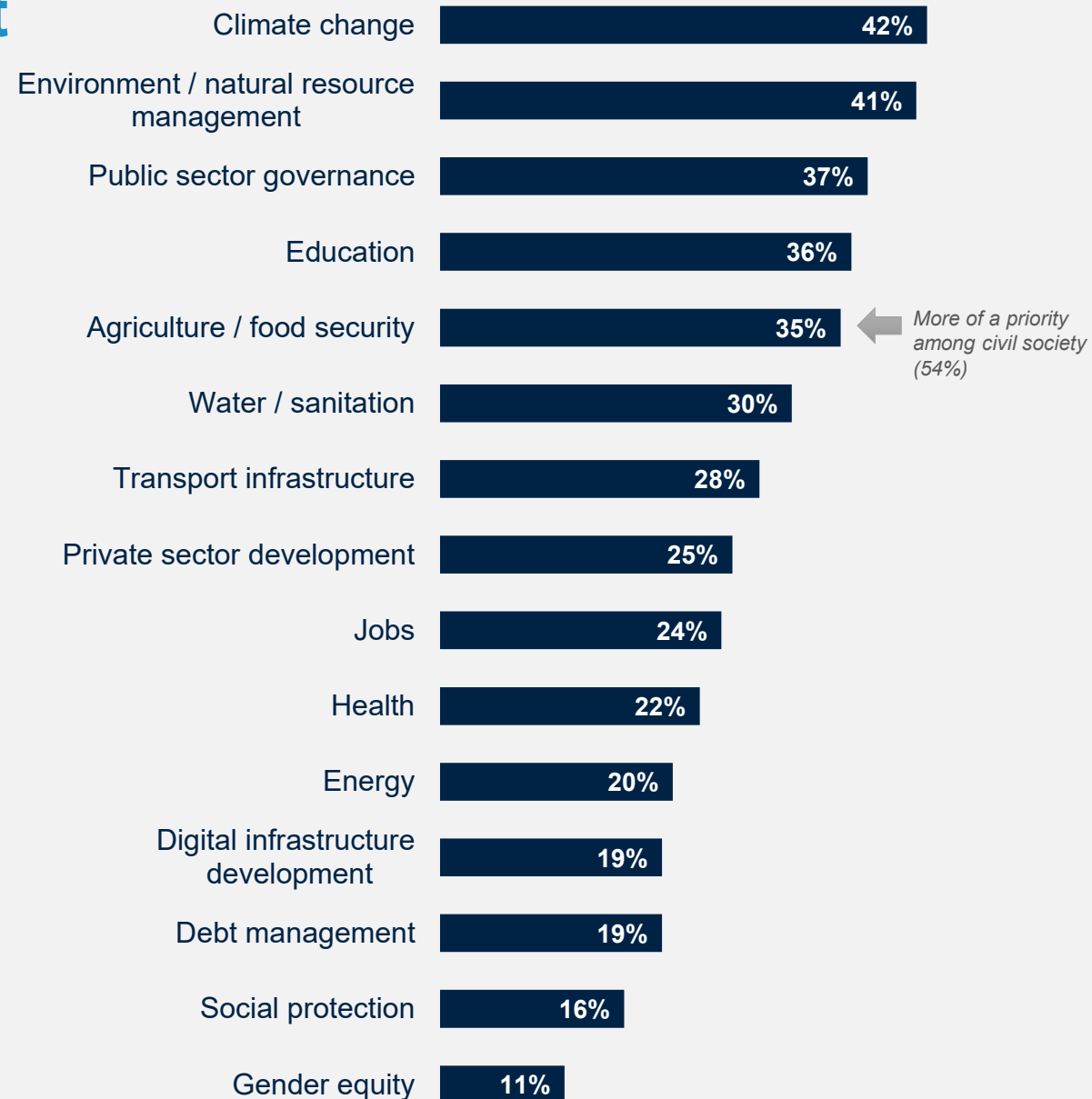


# WBG: Focal Development Areas

This year, respondents considered **climate change** much more of a priority, with nearly twice as many respondents selecting it in FY25 as in FY22. Environmental concerns were also highly important to the respondents.

When asked how the WBG can be more effective in Colombia<sup>^</sup>, respondents discussed key development areas and the need for the WBG's focus to be aligned with Colombia's government strategies and public policies.

- Respondents consistently mentioned key development areas – education, infrastructure, climate change and environment, private sector development, and governance.
- Comments called for strategies to prevent the loss of public funds to corruption. There is a demand for robust anti-corruption mechanisms.
- Repeated suggestions to strengthen the territorial approach, particularly focusing on local-level institutions and regional needs.
- Respondents called for greater technical assistance to support successful project implementation, particularly in complex or capacity-constrained contexts.



Which areas should the WBG prioritize to have the most impact on development results in Colombia? (Select up to 5) (Percentage of Respondents, N=214)

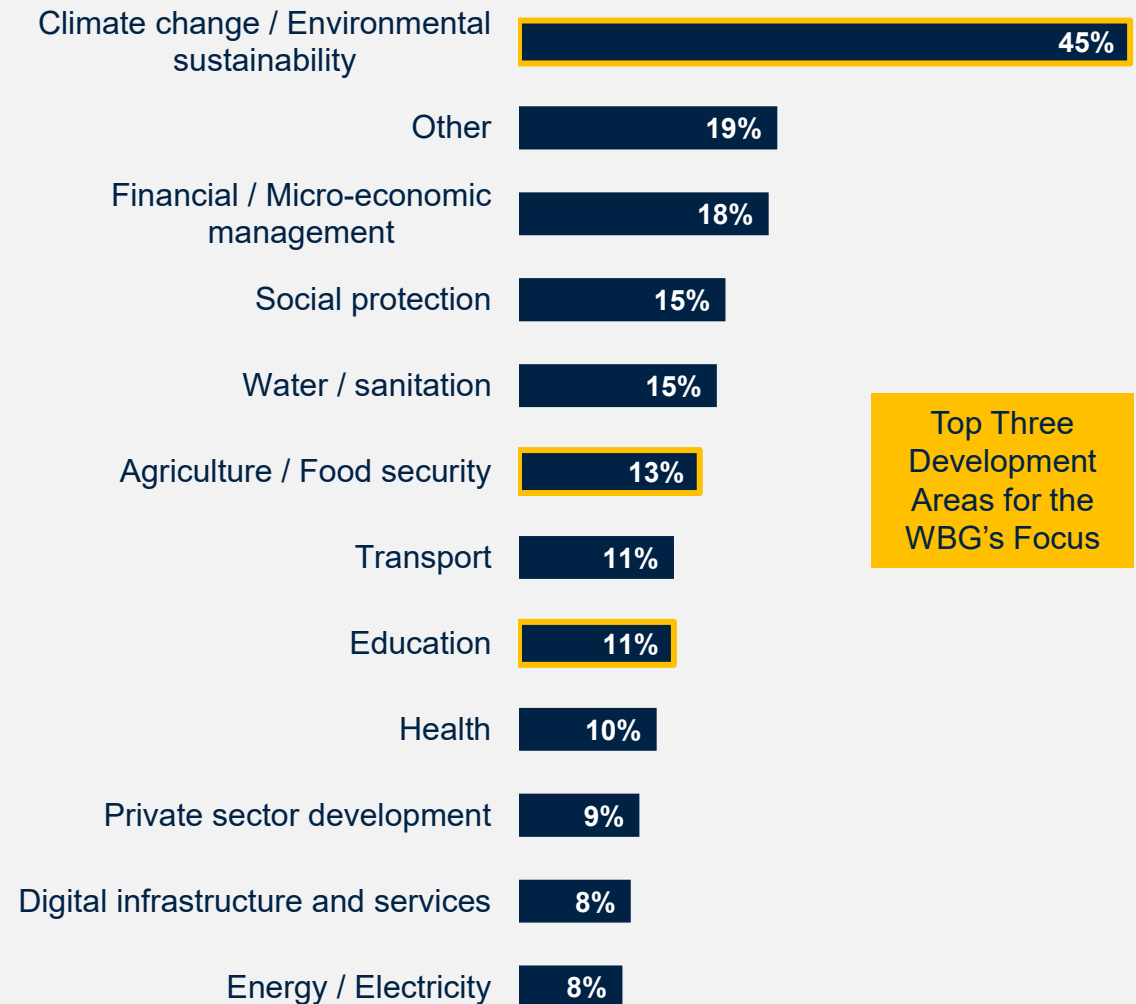
<sup>^</sup>What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Colombia? (N=133)



# Just Under Half of All WBG Clients Indicated That They Were Most Familiar With a Project Involving Climate Change

Clients reported that they were most familiar with WBG's projects in the area of **climate change/environmental sustainability**, followed by **financial / micro-economic management, social protection, and water/sanitation**.

Respondents who selected **Other** in their written comments referred to projects related to housing, cadaster reform, and disaster risk financing.

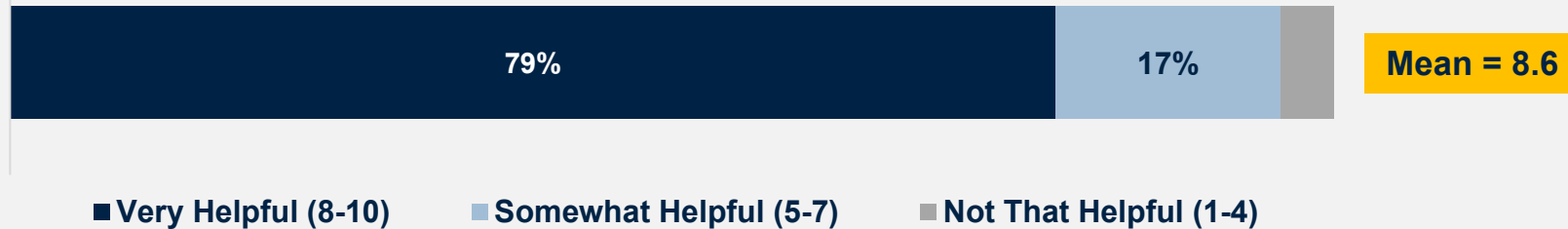


Top Three Development Areas for the WBG's Focus



# Nearly All WBG Clients Said the WBG Was Helpful in Achieving Project Goals, With Majority Saying “Very Helpful”

How helpful was the WBG in achieving the goals of this project or initiative?



## In Open-Ended Comments, Clients Discussed the Impact the WBG-Supported Project Had on the People of Colombia

*“This project contributes significantly to Colombia by providing a complete and up-to-date inventory of houses, lots, land, and other real estate throughout the country, both public and private, regardless of ownership [...]*

*The implementation of this cadastral policy has a direct impact on the country's development, as it acts as an essential public service that enables the correct creation, updating, and preservation of data related to real estate. Furthermore, it facilitates the dissemination of information, which optimizes territorial planning and management, promoting more efficient resource management, and contributing to Colombia's sustainable development and regulation.”* (Private Sector Respondent discussing **Multipurpose Cadaster Project**)

*“These investments have had a positive impact by improving access to drinking water and sanitation, driving green growth, and strengthening climate resilience. These investments have contributed to the region's sustainable development, benefiting vulnerable communities and promoting a better quality of life.”* (Government Institution Respondent discussing **Infrastructure Project for Water Supply**)

*“Access to Decent Housing: The implementation of housing programs has improved the housing conditions of thousands of families, facilitating access to safe and adequate housing with guaranteed basic services. This has contributed to reducing the housing shortage and improving citizens' quality of life.”* (Government Institution Respondent discussing **strengthening the civil society advocacy project**)

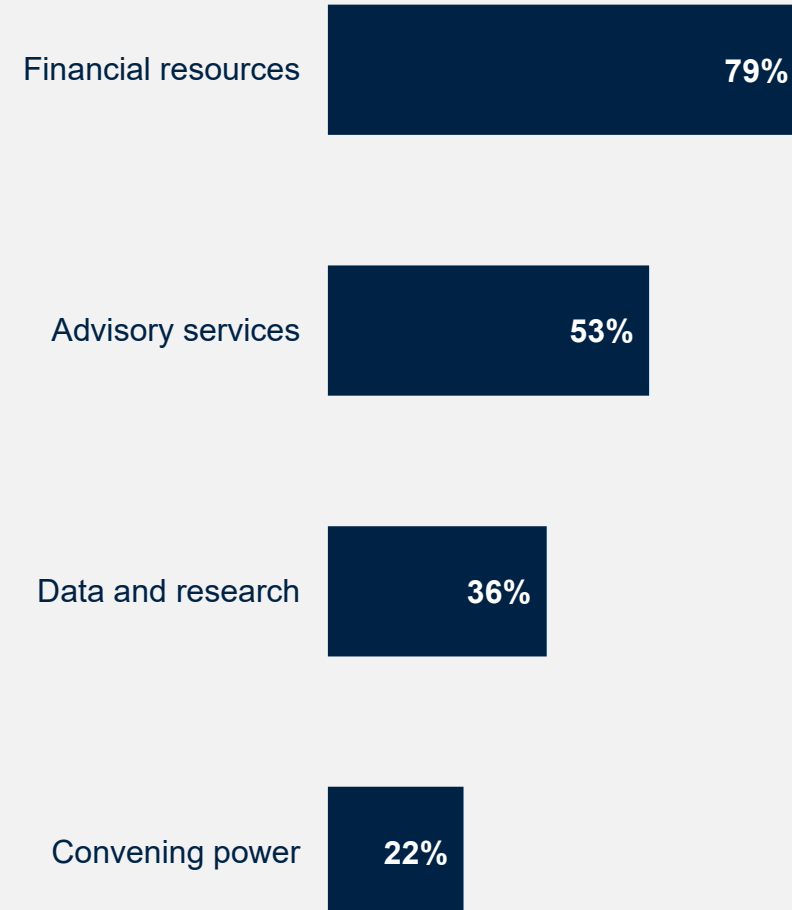
# ***The WBG's Instruments***



WORLD BANK GROUP

# Financial Resources Considered the WBG's Greatest Value to Colombia

Of note, advisory services were of significantly greater value for respondents from **local government** (70%), **government institutions** (64%), the Office of the President, Prime Minister, Minister (64%), and the **private sector** (63%)



# Positive Views on WBG Financial Instruments, but a Significant Decline in Perceptions

**Stakeholder opinions vary significantly:** respondents from bilateral/multilateral agencies provided the lowest average rating (mean = 5.0), while respondents from the media, local government, and government institutions gave the highest ratings (means = 8.8, 7.7, and 7.6, respectively).

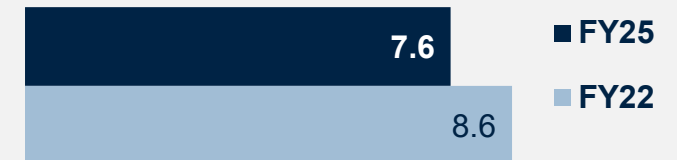
The WBG's financial instruments (i.e., budget support, loans, grants, trust funds) meet the needs of Colombia\*



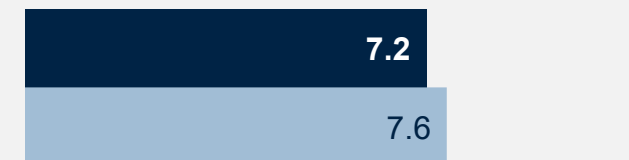
The conditions of the WBG's financing are competitive compared to markets (private sector or other development banks)



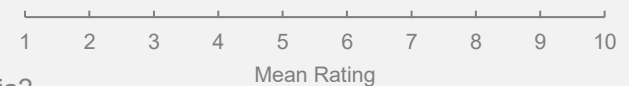
The WBG provides financial support in a timely manner\*



The standards and requirements for the WBG's financing are reasonable\*



\*Denotes significant difference between years



To what extent do you agree with the following statements about the WBG's financial support to Colombia? Scale: 1 Strongly disagree – 10 Strongly agree (Asked only to those in government institutions or who said that they collaborate with the WBG)

# 20% of Respondents Felt the WBG Could Be More Effective in Colombia by Increasing Its Financial Support and Maximizing Its Impact

*What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Colombia?*

## **Affordable Financing and Focus on Vulnerable Regions**

- Respondents request a broader array of financial instruments beyond traditional loans. They advocate for flexible financing options, including grants, technical assistance, and non-reimbursable resources to avoid greater indebtedness.
- There is a call for targeted financial support to Colombia's most vulnerable areas, focusing on essential services such as healthcare, education, and infrastructure.

## **Integrate Technical Support and Policy Guidance**

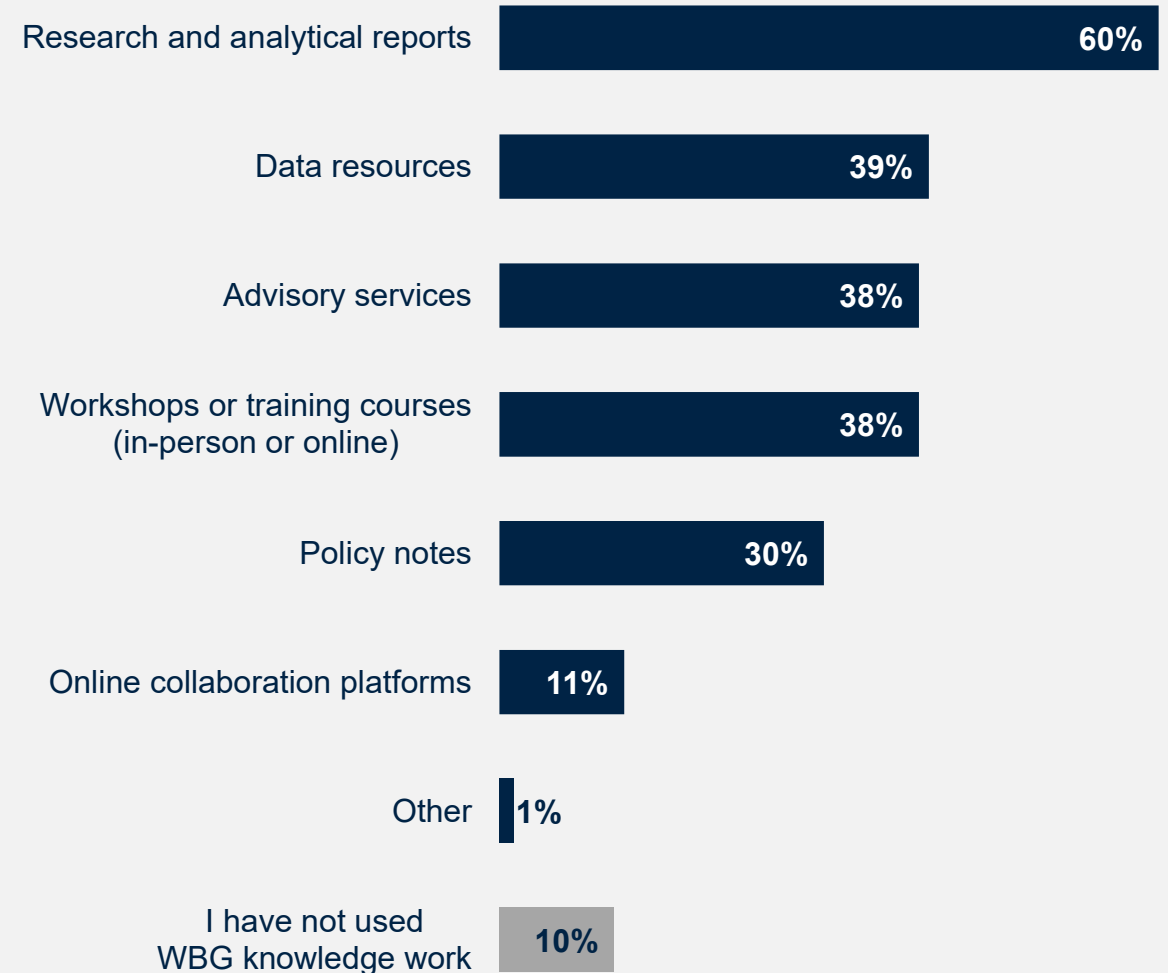
- Financing should be paired with advisory services and technical support
- Respondents urge the WBG to go beyond funding by supporting local knowledge-building, policy design, public sector efficiency, and the use of data in planning and governance.



# Most Respondents Used WBG Knowledge Work in the Past 3 Years—Primarily Research and Analytical Reports

Different stakeholder groups used different types of WBG knowledge work:

- **Advisory services** were most frequently recalled by respondents from the Office of the President/Prime Minister/Minister (82%), local governments (65%), and government institutions (61%).
- **Research and analytical reports** were primarily used by the private sector (75%), bilateral and multilateral agencies (73%), academic respondents (72%), and local government respondents (70%).



# As a Reliable Information Source, Stakeholders Used WBG Knowledge Work for a Variety of Purposes

## *Summary of their open-ended comments*

### **Education and Capacity Building**

- Strengthening operational knowledge in procurement and finance
- For training and workshops
- For academic research, scientific articles, journalistic investigations
- For skills development and active networking with key stakeholders (when speaking about the in-person event, the report launch)
- Using the WBG's training for preparing technical justifications for credit or loan programs (e.g., in the agricultural sector)
- Sectoral reports for international trends

### **Policy / Strategy Development**

- Using the WBG's training knowledge to formulate policy proposals
- To design policies and strategies (mentioned in the context of urban policies)
- Climate reports for policy guidance in the area



# 55% of Respondents Report WBG Policy Advice Shaped Government Policy and Influenced Key Development Areas

## Environmental / Climate Policy

- “The Bank provided advice and technical support to the National Association of Public Services and Communications Companies in the preparation of the analyses and documentation submitted to the Ministry of Environment and Sustainable Development (Colombia) within the framework of the modification of the country's biosolids regulations.” (Government Institution Respondent)
- “In various policy measures promoted by its budget support and technical assistance instruments on various topics, including public management, fiscal policy, environmental issues, etc.” (Civil Society Respondent)

## Education

- “In the formulation of the Comprehensive Training policy of the MEN for the entire national level.” (Respondent from the Office of the President, Prime Minister, Minister)
- “In the design of national, departmental, district, and municipal development plans, providing resource management to finance investment programs for the execution of investment projects in education, health, culture, sports, among others.” (Academia Respondent)

## Agriculture / Rural Development

- “Review and regulatory adjustment to the management of land value instruments.” (Local Government Respondent)
- “Development of the “Nationally Appropriate Mitigation Action (NAMA) for Sustainable Cattle Farming in Colombia” policy. The World Bank Group led the initiative, convened national and international experts, contributed its own expertise, and negotiated with the Colombian national government.” (Academia Respondent)

## Social Policy / Inclusion

- “In Colombia, the WBG has influenced various key government policies, highlighting its impact on **the Social and Priority Housing Policy**. Through its technical and financial support, the WBG contributed to the design and implementation of programs **such as Mi Casa Ya**, which facilitates access to housing for low-income families through subsidies and preferential mortgage rates. The WBG's advice enabled improvements in beneficiary targeting mechanisms, optimized resource allocation, and strengthened the program's financial sustainability, ensuring that more Colombians had access to decent housing. Another area of influence has been the **strengthening of the General Participation System (SGP)**, particularly in the distribution of resources for education, health, and basic sanitation. Thanks to WBG assistance, the Colombian government implemented measures to improve the efficiency of public spending, ensuring a more equitable distribution of funds in the municipalities with the greatest needs. Additionally, in the transportation sector, the WBG advised on the modernization of the mobility system.” (Local Government Respondent)



In your opinion, has the WBG's policy advice influenced a new or previous government policy in Colombia? (Percentage of Respondents, N=185)  
What government policy or action did the WBG's advice influence and in what way? (N=77) Select comments corresponding to the top 4 development priorities for the WBG's focus as identified by respondents are shown here.

# Respondents Rate the WBG's Knowledge Work Highly

While the overall satisfaction with knowledge work quality is high (mean = 8.2), stakeholders' perceptions vary across groups. Respondents from the **media** sector reported the lowest satisfaction (mean = 6.3), whereas those from **local government** (mean = 9.0) and the **private sector** (mean = 8.8) reported the highest levels of satisfaction.

To improve the quality of knowledge work, stakeholders felt that WBG knowledge work could take a more country-specific approach, be more widely disseminated, and involve more collaboration with local governments.

*“Improving the communications strategy and disseminating results across the regions. [...] This requires greater dissemination of achievements and outreach to local governments.”*  
(Media Respondent)

There is a concern that WBG knowledge outputs are too long and inaccessible to decision-makers, who prefer concise formats like executive summaries or videos.

*“Ensure the knowledge you have effectively reaches decision-makers. Keep in mind that these people will NOT read long reports. They might watch a short video or an executive note. That's what the World Bank should produce, in addition to long-form content that only a few advisors will skim.”*  
(Local Government Respondent)

Working with the WBG increases Colombia's institutional capacity<sup>^</sup>



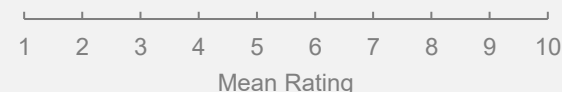
I am satisfied with the quality of the WBG's knowledge work in Colombia<sup>^</sup>



■ FY25

■ FY22

WBG's knowledge work makes a significant contribution to development results



How significant a contribution do you believe the WBG's knowledge work makes to development results in Colombia? Scale: 1 Not significant at all – 10 Very significant  
To what extent do you agree with the following statements? Scale: 1 Strongly disagree – 10 Strongly agree

If you rated the quality of the WBG's knowledge work between 1-4, how could the WBG improve the quality of its knowledge work in Colombia? (Please be specific) (N=4)

What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Colombia? (Please be specific) (N=133)

<sup>^</sup>Only asked those who indicated that they had used WBG knowledge work in the past 3 years

# ***The WBG's Operational Effectiveness, Engagement and Collaboration***

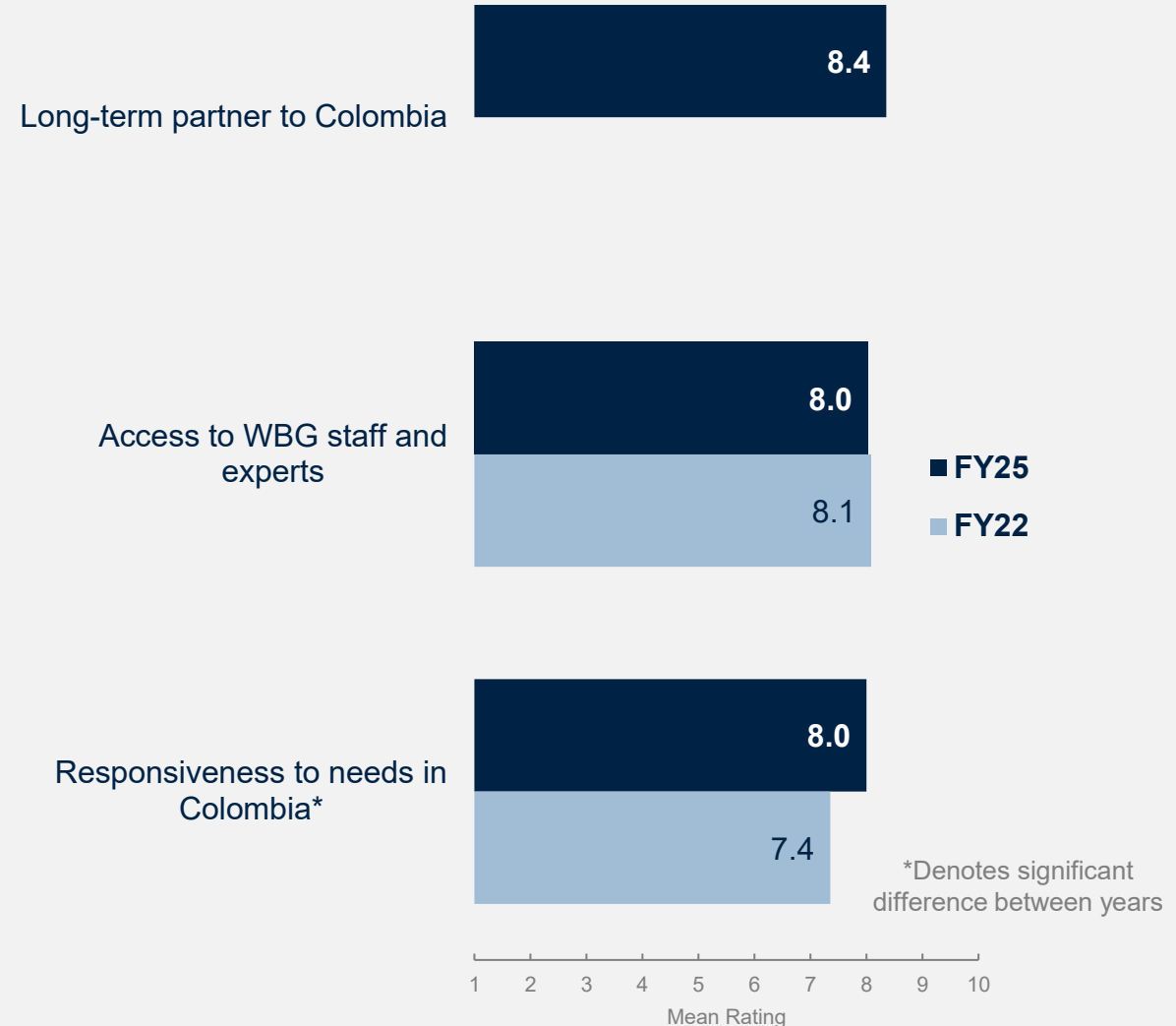


# WBG Viewed as a Reliable Partner, with Growing Recognition of Responsiveness

Respondents from government institutions, local government, and the private sector gave the highest ratings across the three indicators.

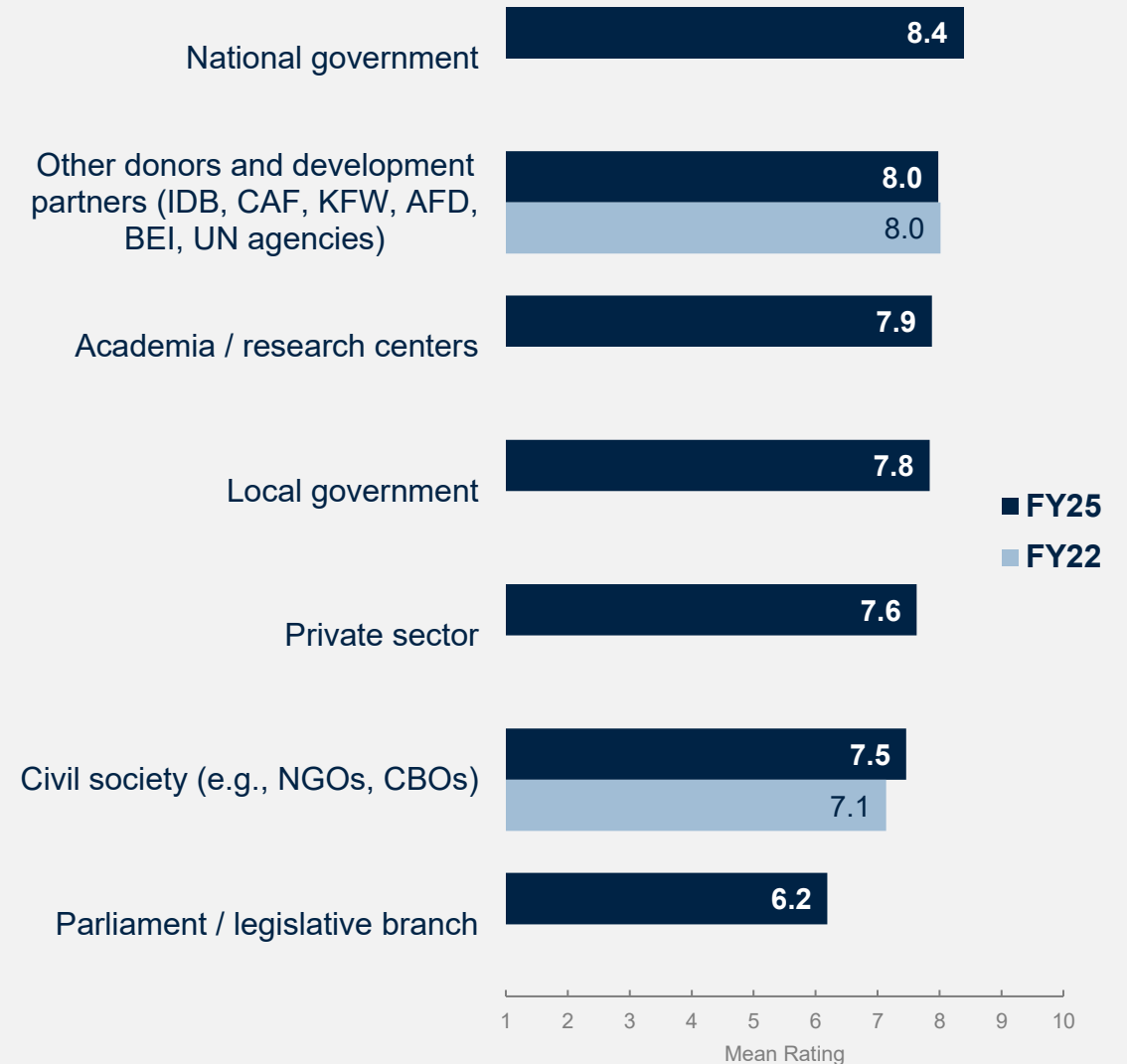
## Regarding operational effectiveness, respondents' concerns included: ^

- Contracting delays, bureaucratic inefficiencies, and lengthy approval processes.
- Respondents want the WBG to go beyond outputs (e.g., number of projects) to measure real impact
- Align WBG's portfolio with Colombia's national priorities and the diversity of subnational capacities
- Support should include **sharing successful models from other countries**, adapting them to Colombian contexts.
- Respondents emphasized the need for **robust anti-corruption strategies**, including technical, political, and lobbying measures



# WBG Partnerships in Colombia Perceived as Positive

Respondents from **bilateral/multilateral agencies** have the lowest ratings for the WBG's collaboration with civil society (mean = 5.6) and the lowest ratings for its collaboration with the Parliament/legislative branch (mean = 5.0).



# Stakeholders Want the Bank to Collaborate More With Academia, Local Government, and Civil Society

Of note, around one-fifth of comments answering the question of how the WBG can be more effective in Colombia<sup>^</sup> discussed the need for the WBG to increase engagement and collaboration with stakeholders. In particular, respondents felt that more collaboration could:

- Support the national and local government in developing technical expertise
- Extensive collaboration with territorial entities
- Better collaboration with non-governmental partners (esp. civil society), through their engagement in discussions, preparation of long-term projects, and monitoring of WBG-supported projects

Academia / research centers

40%

Local government

39%

Civil society (e.g., NGOs, CBOs)

39%

Private sector

31%

Other donors and development partners

28%

Parliament / legislative branch

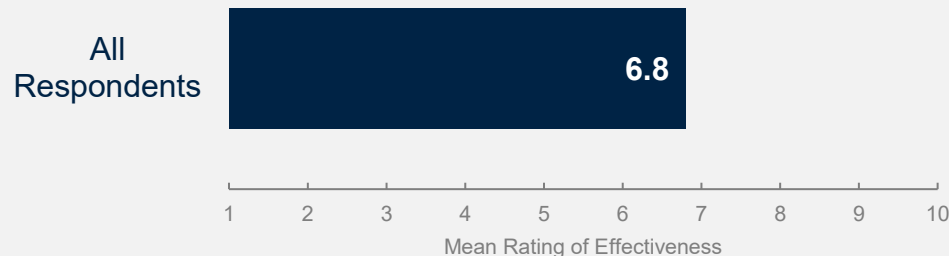
8%



In addition to its partnership with the national government, which of the following should the WBG collaborate with more to have a greater impact in Colombia? (Select up to 2) (Percentage of Respondents, N=225)

<sup>^</sup>What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Colombia? (N=133)

# WBG Effectiveness in Facilitating Civil Society Participation



Respondents from the **media** gave the lowest ratings (mean = 4.6) for the WBG’s effectiveness at facilitating civil society participation in development policy dialogue and implementation in Colombia. Around 19% of respondents rated the WBG’s effectiveness below average (1-4). These respondents suggested the following could help to make the WBG more effective:

- Allocate more funding and capacity-building to grassroots organizations
- Promote sustained dialogue and partnerships with civil society and treat them as partners in local development
- Raising awareness about the Bank’s activities for a larger audience

## Some Examples of the WBG’s Effective Facilitation of Civil Society Participation

*“In the case of the **GEF Heart of the Amazon initiative**, the effective facilitation of the WBG has made it possible to facilitate dialogue and agreements with civil society for the implementation of actions on topics such as restoration, interethnic conflicts, bioeconomy, and sustainable forest management.”* (Government Institution Respondent)

*“The work of the **Ciudata project**, in addition to working with the municipalities, includes outreach sessions for the community and other actors involved in the process, so that it becomes a goal of both the municipal government and its citizens.”* (Government Institution Respondent)

*“The dialogue tables for **advocacy on migration policy** organized by the World Bank and the FIP have held meetings with the national government, gathering input from civil society. Some of the new regulations in force or in the process of being published have incorporated the table’s recommendations.”* (Academia Respondent)

*“Thanks to this facilitation, a channel of communication now exists between the National Government and civil society to discuss public policy instruments for the legal regularization of migrants in the country. This mechanism is unique in Colombia and has been maintained and strengthened thanks to the support and guidance of the World Bank.”* (Bilateral or Multilateral Agency Respondent)

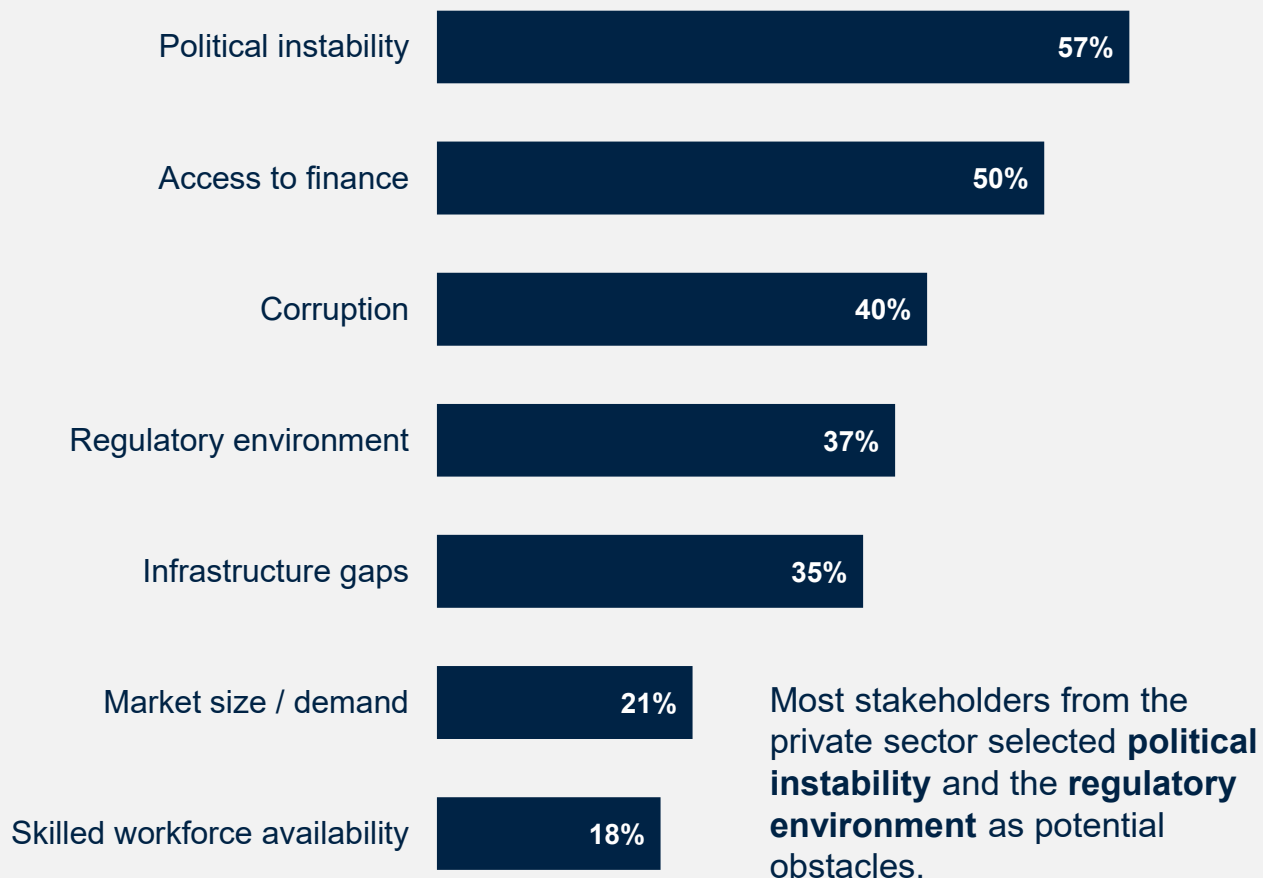


How effective is the WBG in facilitating civil society participation in development policy dialogue and implementation in Colombia? Scale: 1 Not effective at all – 10 Very effective

[If effectiveness rating < 5] How could the WBG be more effective in facilitating civil society participation in development policy dialogue and implementation? (Please be specific) (N=16) [If effectiveness rating > 4] Please share examples of the WBG’s effective facilitation of civil society participation in development policy dialogue and implementation. (Please be specific) (N=51)

# The WBG Working With the Private Sector

*What are the biggest challenges facing private sector development in Colombia?*



## To Make the WBG More Effective in Private Sector Development, Respondents Discussed:

- Foster a **supportive environment**, especially for small enterprises and innovation.
- Support the **digital transformation**
- Continue developing the **public-private** relationship
- Form **partnerships** with the private sector for project development and implementation at the territorial level.



What are the biggest challenges facing private sector development in Colombia? (Select up to 3)  
(Percentage of Government & Private Sector Respondents, N=115)

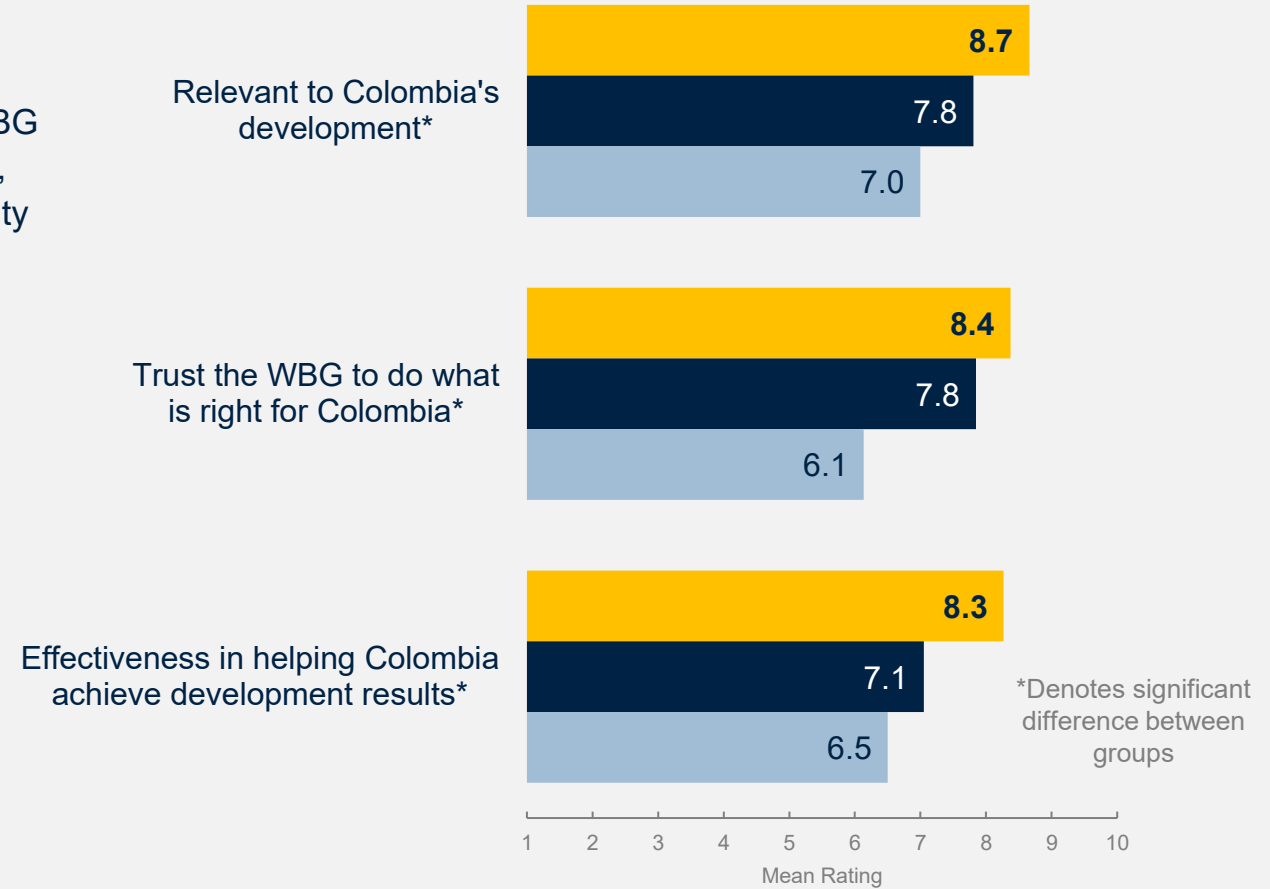
What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Colombia? (Please be specific) (N=133)

# ***Communication and Outreach***



# Outreach and Engagement Is Important Because Familiarity Leads to More Positive Perceptions

Greater engagement with the WBG not only meets stakeholder demand but also fosters more positive perceptions. Stakeholders highly familiar with the WBG (ratings of 8–10) consistently rate its trust, relevance, and effectiveness higher than those with low familiarity (ratings of 1–4).



## How familiar are you with the work of the WBG in Colombia?

■ High Familiarity (8-10) ■ Some Familiarity (5-7) ■ Low Familiarity (1-4)



How familiar are you with the World Bank Group's work in Colombia? Scale: 1 Not familiar at all – 10 Very familiar  
 How much do you trust each of the following institutions to do what is right for Colombia? Scale: 1 Not at all – 10 Very much  
 How relevant is each of the following organizations to Colombia's development? Scale: 1 Not at all – 10 Very much  
 How effective is each of the following organizations in helping Colombia achieve development results? Scale: 1 Not at all – 10 Very much

# WBG e-Newsletters Are Stakeholders' Top Choice for Receiving Information from the Institution

Stakeholder preferences vary and should inform targeted outreach. While most prefer the WBG e-Newsletter, stakeholders from government, local authorities, and the private sector favor WBG events, conferences, and workshops.

**Top Two Preferred WBG Channels**

	All Respondents	Office of President, PM, Minister	Government Institutions	Local government	Bilateral /Multilateral Agency	Civil Society	Private Sector	Academia	Media
WBG e-Newsletters	63%	55%	61%	53%	53%	74%	56%	67%	75%
WBG event / conference / workshop (in person or online)	56%	45%	64%	58%	40%	46%	88%	50%	50%
Direct contact with WBG staff (e.g., in person, virtually, phone, email)	37%	36%	38%	53%	47%	26%	44%	29%	33%
WBG publications	32%	27%	30%	53%	40%	28%	19%	42%	33%
WBG social media channels (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	23%	27%	20%	26%	7%	33%	25%	17%	8%
WBG direct messaging (e.g., WhatsApp)	18%	9%	24%	21%	27%	13%	13%	13%	8%
WBG podcasts	15%	9%	16%	5%	13%	18%	25%	13%	17%
WBG website (including blogs)	11%	0%	11%	0%	20%	13%	6%	13%	25%



How would you prefer to obtain information from the WBG? (Select up to 3) (Percentage of Respondents, N=213)

# 61% of Respondents Recalled Seeing or Hearing About the WBG, Recently, Most Often through Direct Contact and Social Media

Although WBG **e-newsletters** were identified as a preferred communication channel, only 9% of respondents recalled receiving information through them recently.

In contrast, while just 11% of respondents selected the **WBG website** as their preferred source, 22% reported having seen or heard information about the WBG via this channel.



# To Better Understand the WBG's Role in Colombia, Stakeholders Wanted Information on Its Knowledge Work and the Results of Its Impact Assessments and Evaluations

Top Two Types of Preferred Information About the WBG

	All Respondents	Office of President, PM, Minister	Government Institutions	Local government	Bilateral /Multilateral Agency	Civil Society	Private Sector	Academia	Media
WBG research and knowledge*	49%	45%	36%	35%	67%	54%	50%	75%	50%
Impact assessments and evaluations (including project results)	48%	27%	46%	40%	47%	41%	69%	58%	67%
Case studies of WBG projects	43%	27%	53%	40%	40%	49%	13%	29%	58%
Sector-specific strategies	42%	36%	39%	50%	33%	33%	56%	46%	50%
Information on how to work / partner with WBG*	33%	45%	34%	40%	0%	41%	31%	38%	0%
Regular updates on WBG activities	30%	18%	34%	40%	33%	28%	44%	21%	8%
Overview of WBG financial products and services	25%	45%	30%	25%	27%	23%	19%	17%	17%



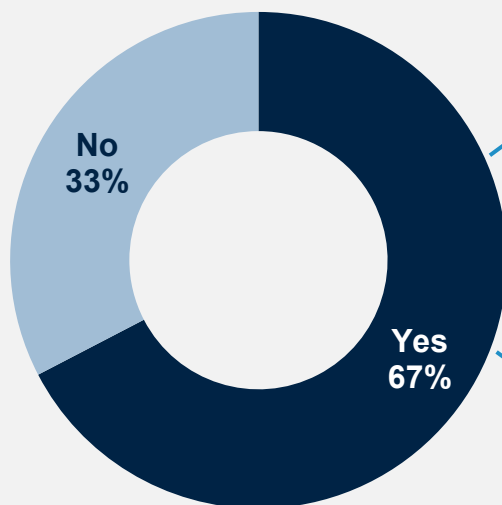
What information would be most helpful to you in understanding the WBG's role in Colombia? (Select up to 3)  
(Percentage of Respondents, N=214) \*Significant difference between stakeholder groups

# ***Sample Demographics and Detailed Methodology***



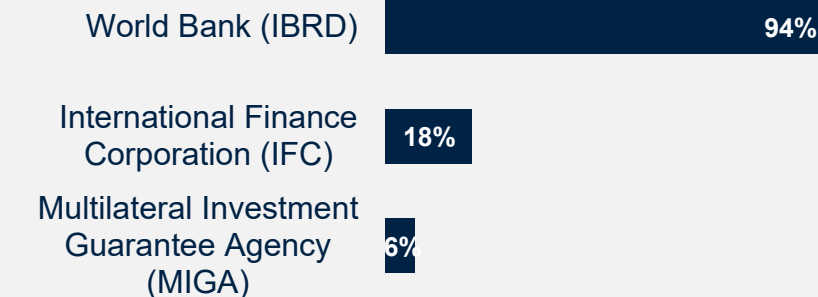
# Sample Demographics

*In the past 3 years, have you worked or collaborated with the WBG in Colombia?*  
(N=236)

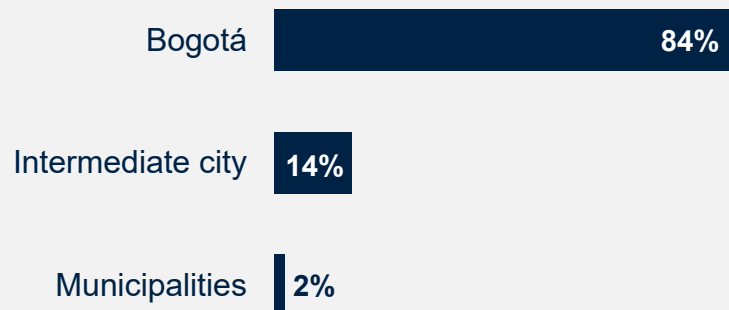


**Which of the following WBG agencies have you worked or collaborated with in Colombia?**

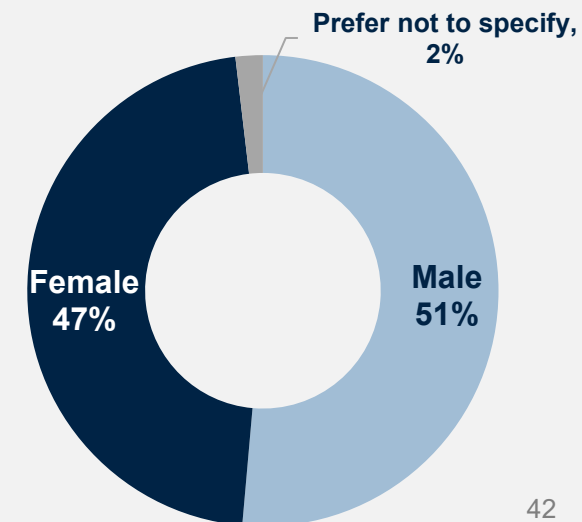
(N=159)



*Which best represents your geographic location?*  
(N=213)

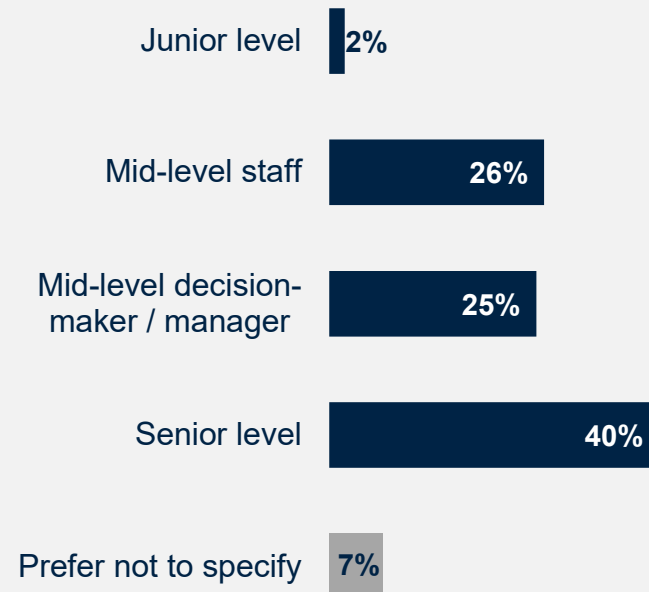


*What is your gender?*  
(N=214)

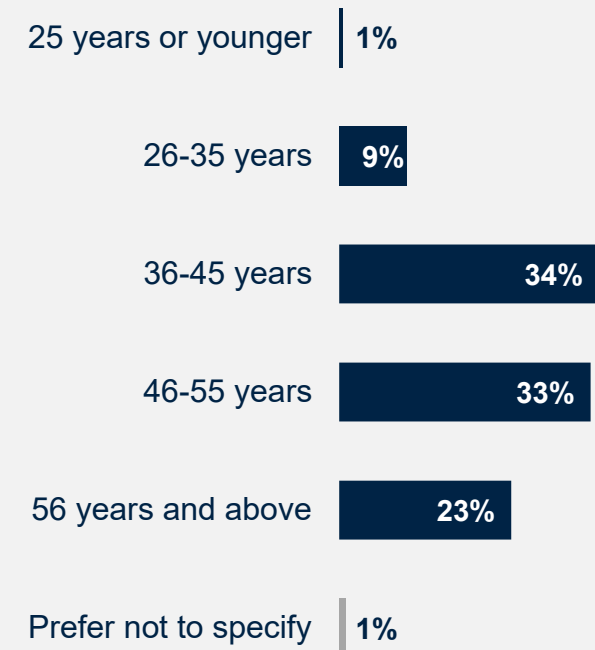


# Sample Demographics (continued)

*Within your organization,  
would you describe yourself as...*  
(N=214)



*What's your age?*  
(N=213)



# Detailed Methodology

From **December 2024 to February 2025**, a total of 705 stakeholders in Colombia were invited to provide their opinions on the WBG’s work by participating in a Country Opinion Survey (COS). A list of potential participants was compiled by the WBG country team and the field agency. Participants were drawn from government institutions, local government, bilateral or multilateral agencies, civil society organizations, the private sector, academia and research centers, and the media.

Of these stakeholders, **236 participated in the survey (33% response rate)**. Respondents completed the questionnaire online.

**This year’s survey results were compared to the FY22 Country Opinion Survey, which had a response rate of 14% (N=194).**

Comparing responses across Country Opinion Surveys reflects changes in attitudes over time, as well as changes in respondent samples, methodology, and the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. However, the stakeholder compositions for both survey years should be taken into consideration when interpreting these comparisons.

Key statistically significant findings (tested at the research standard of  $p < .05$ ) are noted throughout the report with an asterisk.

Percentage of Respondents	FY 2022	FY 2025
<b>Government Principals:</b> Office of the President, Prime Minister, Minister, Parliamentarian	3%	6%
<b>Government Institutions:</b> Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	38%	35%
<b>Local Government</b>	>1%	9%
<b>Bilateral/Multilateral Agency:</b> Embassy, Development Organization, Development Bank, UN Agency	8%	6%
<b>Civil Society Organization:</b> Local and regional NGO, Community-Based Organization, Private Foundation, Philanthropy, Professional/Trade Association, Faith-Based Group, Youth Group	28%	19%
<b>Private Sector:</b> Private Company, Financial Sector Organization, Private Bank	9%	8%
<b>Academia / Research Center</b>	9%	11%
<b>Media</b>	3%	5%
<b>Other</b>	2%	0%
<b>Total Number of Respondents</b>	<b>194</b>	<b>236</b>

# Detailed Methodology (continued)

**Breakdowns for individual questions by stakeholder group and by year** can be found in the “Colombia COS FY25 Appendices.xlsx” file published in the WBG Microdata Library, along with the survey microdata and this report.

Please note that not all questions were asked of every respondent in FY25. Some questions—particularly those requiring more in-depth knowledge of WBG projects and operations—were only presented to a subset of stakeholders. Consequently, for year-over-year comparisons, some FY22 means shown in this report are based only on the subset of respondents who received the same questions in FY25, rather than the full FY22 sample. As a result, these means may differ from those published in the original FY22 report. Please refer to the questionnaire for details on question routing. The questionnaire is published in the WBG Microdata Library, along with the survey microdata, appendices, and this report.

The open-ended comments to this survey were analyzed with ChatGPT, a generative AI tool, and reviewed by the World Bank staff for accuracy.



CountryOpinionSurveys

# Thank you

*For more information about this report  
or the Country Opinion Survey program,  
please contact:*

[countrysurveys@worldbankgroup.org](mailto:countrysurveys@worldbankgroup.org)

