



CountryOpinionSurveys

# FY 2025 Guatemala

## Country Opinion Survey Report

# Acknowledgements

The Guatemala 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, Sofya Gubaydullina, Qi Xue, and Irina Popova oversaw the design, reporting, and analysis of the survey results. Noreen Wambui provided data support.

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# Objectives

This survey was designed to assist the World Bank Group (WBG) in gaining a better understanding of how stakeholders in Guatemala 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 Guatemala? 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 Guatemala, and how could the WBG have been more helpful? How do respondents perceive its operational effectiveness?
- 3. WBG Instruments:** What do key stakeholders value the most regarding the WBG's work in Guatemala? What opinion do key stakeholders have of WBG's financial instruments and knowledge products? How are stakeholders using WBG knowledge work, and has it influenced government policy in Guatemala?
- 4. The WBG's Engagement and Collaboration:** How is the WBG perceived as a development partner in Guatemala? Are opinions improving or declining? How effective has the WBG been in facilitating engagement with civil society? What are the barriers to private sector development in the country?
- 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 May – July 2025

- 317 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 fielding agency
- Data collection conducted by an independent field firm

## 160 participants (50% response rate)

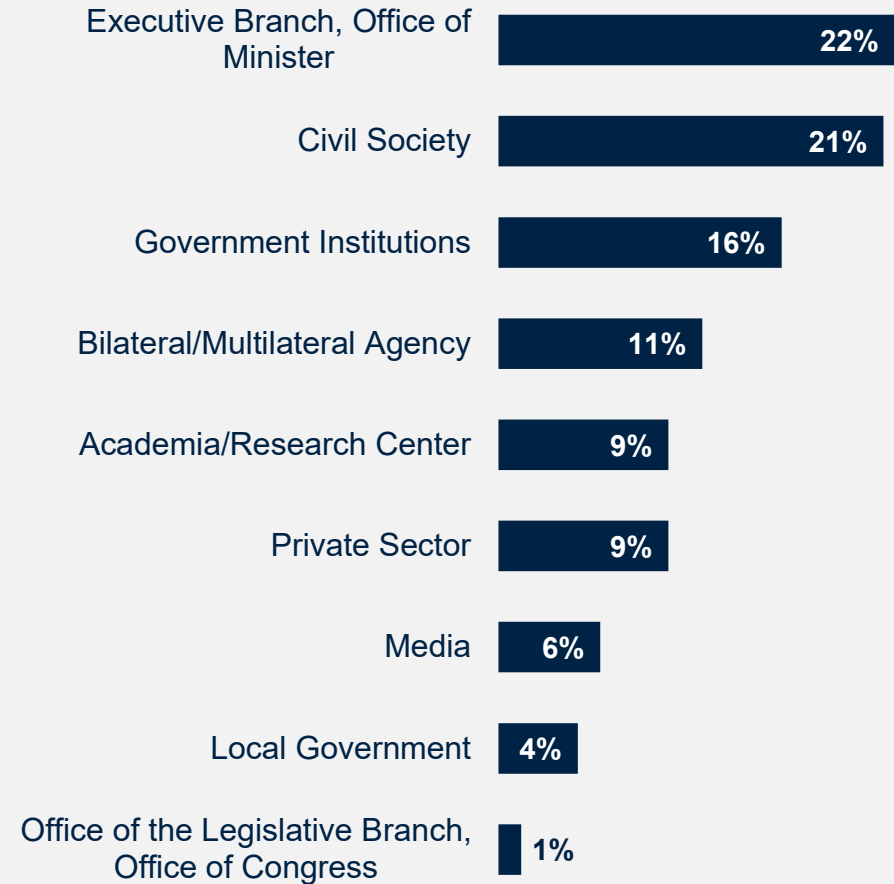
- 93% from Guatemala City
- 34% have collaborated with the WBG within the past 3 years

## Compared to the FY22 Country Survey Results

- 158 participants (49% response rate)
- 90% from Guatemala City
- 24% collaborated with the WBG

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

## Stakeholders in FY25 COS Sample



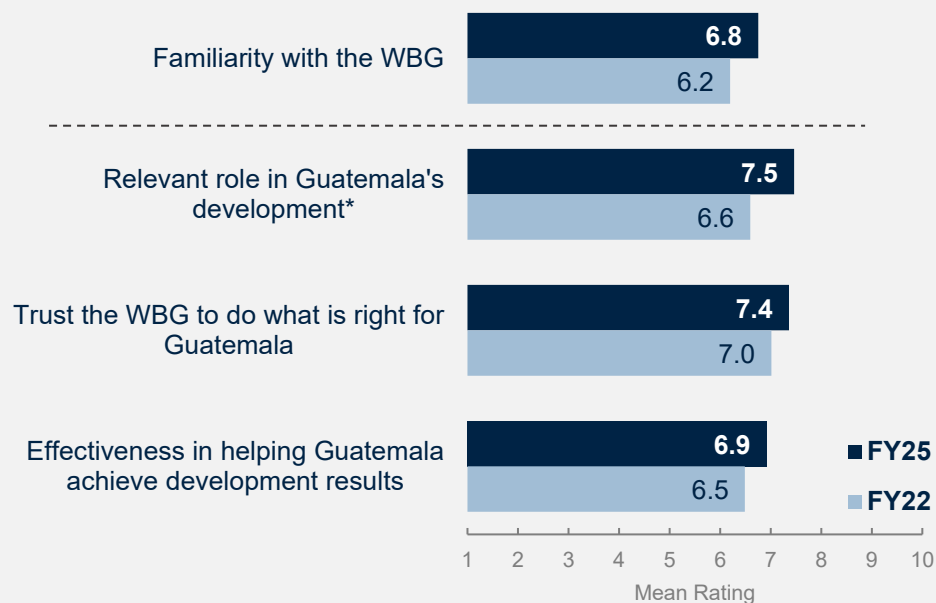
What is your primary professional affiliation? (Select only 1 response) (Percentage of Respondents, N=160)

# Executive Summary

## 1. Overall Views of the WBG:

In FY25, stakeholders reported higher levels of **familiarity** with the WBG’s work than in the FY22 Country Survey. Respondents viewed the Bank among the most **trusted** institutions in Guatemala, on par with academia and civil society. Perceptions of the WBG’s **relevance** to Guatemala’s development have improved significantly, while views of its **effectiveness**—though trending upward—remained moderately positive.

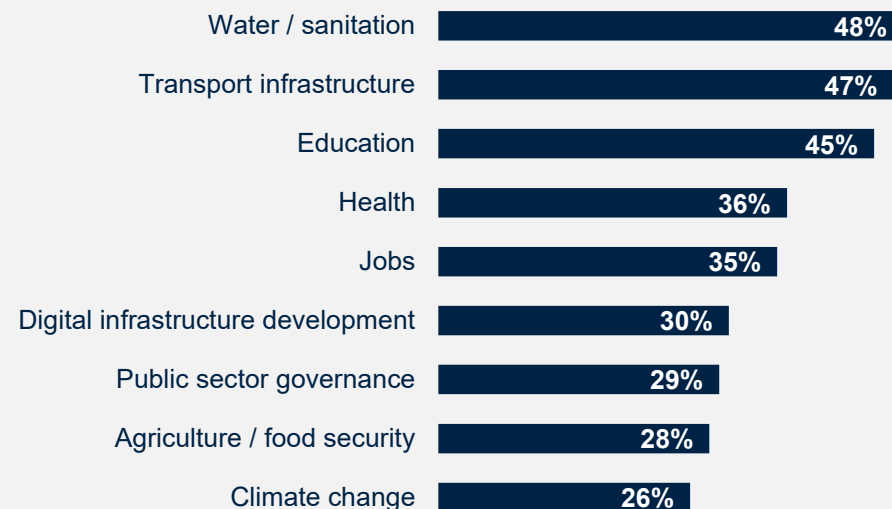
Guatemala’s stakeholder ratings of trust in and relevance of the WBG were broadly in line with those in other Latin America and the Caribbean (LAC) countries surveyed in FY25, while its effectiveness rating was slightly lower.



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

**Water/sanitation, transport infrastructure, education, health, and jobs** were indicated as the top priorities for the WBG’s support. While education, health, and jobs remained consistently high among the focus areas, the water and transport sectors rose significantly in importance, with more than twice as many respondents prioritizing them this year.

In their qualitative comments regarding how to make the WBG more effective in Guatemala, stakeholders urged the WBG to prioritize reaching the most vulnerable—especially rural, indigenous, and isolated communities—through improved basic services and infrastructure. They also emphasized strengthening human capital via education (including early childhood and rural schooling), health and nutrition/malnutrition, youth investment, and skills training, alongside stronger institutional capacity and governance—modernizing public administration, improving monitoring/data systems, and tackling corruption and transparency.



# Executive Summary (continued)

## 3. WBG's Operational Effectiveness:

Regarding the WBG reform efforts over the past two years, **40% of stakeholders reported that the institution had become somewhat or significantly better at fulfilling its mission of improving people's lives in Guatemala**, and 38% said it had improved at contributing to the country's overall business environment.

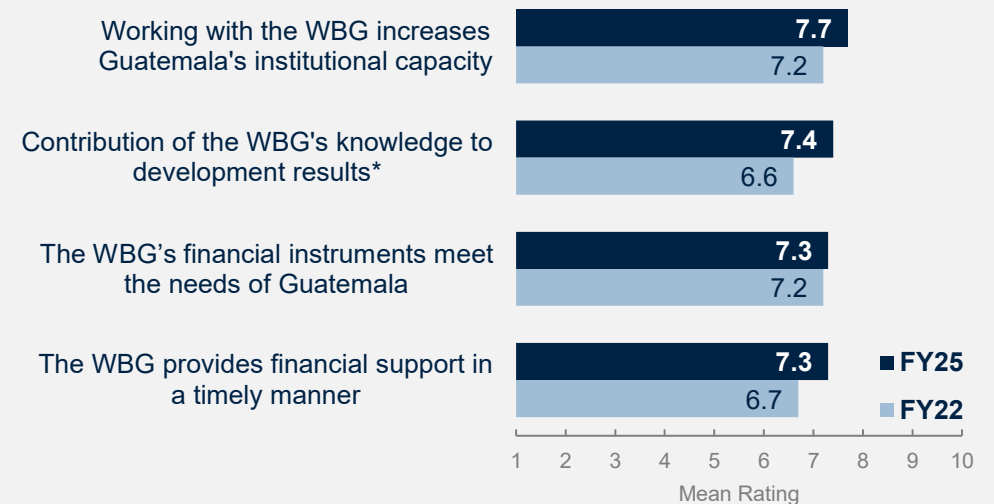
WBG clients and partners identified the most notable reform-related improvement in the **technical quality** of WBG-supported projects, with 53% of respondents reporting positive change in this area. Just over half also observed improvements in how the institution **partners with others to increase development finance** and **works across its institutions** as "one WBG." Fewer respondents (45%) reported improvements in the **ease of working** with the Bank. Views on the **speed of the Bank's project approval** were more mixed, with 35% reporting positive change, an equal share reporting no change, and a small proportion reporting a decline. When asked how helpful the WBG was in achieving project goals, **96% said the Bank was helpful, with 64% of respondents rating it as very helpful.**

In their written comments related to **enhancing WBG's operational effectiveness** in Guatemala, respondents emphasized the need to strengthen oversight and accountability so that loans and resources are used as intended, with clear monitoring systems, protected implementation processes, and stronger commitments from government institutions to sustain results. They also called for improved efficiency by streamlining procedures, reducing bureaucracy, accelerating disbursements, and setting strict timelines. Finally, they stressed aligning WBG-supported work more closely with the national plan

and sector strategies, ensuring coherence across cross-cutting priorities, and decentralizing efforts to better address local needs.

## 4. WBG Instruments:

Stakeholders considered the WBG's **financial resources** to be its greatest value to Guatemala. They had the highest levels of agreement that the WBG's **financial instruments are competitive compared to markets** (mean=7.6) and that the WBG's **financial instruments meet Guatemala's needs** (mean=7.3). In qualitative comments, respondents highlighted the need to increase and sustain WBG financing with larger allocations and contingent options, offering **more affordable and flexible terms** while directing resources to **vulnerable and excluded groups** (including rural/indigenous communities and MSMEs) and prioritizing citizen-driven investments at both national and municipal levels.



# Executive Summary (continued)

**76% of respondents reported using WBG’s knowledge work**, primarily research/analytical reports. Stakeholders expressed positive views of the Bank’s knowledge, with significant improvements in ratings for its **contribution to development results** in the country. In addition, 51% reported that the **WBG’s policy advice helped shape government policies in Guatemala**, contributing to urban development, public health, and transparency and accountability policies. In qualitative comments, respondents urged the WBG to deliver more hands-on technical assistance, training, and expert advisory support tailored to local realities—especially for municipalities and rural/indigenous communities—and to coordinate more closely with government, civil society, and other partners. They also called for stronger analytics and data (independent and subnational studies, disaggregated indicators, integrated monitoring systems), paired with better results tracking (M&E), transparency (dashboards/communication), and follow-up.

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

Stakeholders perceived the WBG as a **long-term development partner**, and their perceptions of staff accessibility and responsiveness were also rather positive (mean=7.0).

Respondents gave the highest ratings to the Bank’s collaboration with the national government (mean=7.5), other development partners, and academia (both means=7.0). Engagement with other stakeholder groups, including the private sector, local authorities, and CSOs, was viewed more moderately (means=6.5). Looking forward, respondents would like to see greater collaboration between the WBG and **local governments, academia, civil society, and the private sector**.

Furthermore, in their written responses, stakeholders urged the WBG to collaborate more—through decentralized, territorial engagement—with municipal and local authorities (and municipal associations), indigenous/rural communities (including indigenous women), civil society/NGOs and foundations, the organized private sector via public–private partnerships, and key national planning and sector institutions/ministries, to co-design, coordinate, and sustain solutions.



## 6. Communications:

**Half of respondents (52%) reported recently seeing or hearing about the WBG.** While 47% of respondents cited e-newsletters as their most preferred WBG communication channel, only 13% of those who remembered WBG-related information recalled seeing it in an e-newsletter. Instead, respondents were more likely to hear WBG-related messages through direct contact with WBG staff (44%) or via social media (39%). Most frequently, they have heard about WBG’s work on infrastructure development and its economic forecasts. A majority of stakeholders listed **sector-specific strategies and impact assessments and evaluations** as the most helpful information types for better understanding the Bank’s role in Guatemala.



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



WORLD BANK GROUP

# Respondents Reported Higher Familiarity this Year, Narrowly Missing Statistical Significance

## Comparison of FY22 and FY25

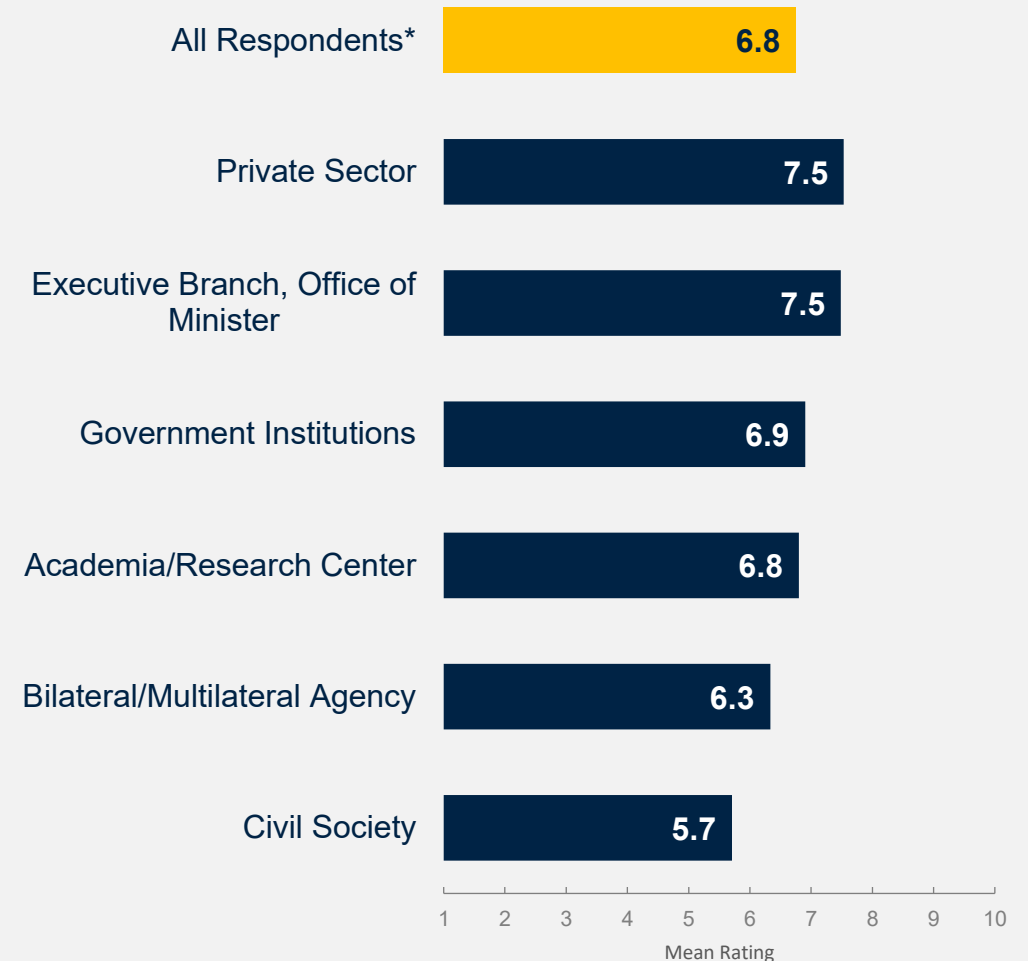
Mean familiarity: **FY25 = 6.8**  
**FY22 = 6.2**

## Collaboration with the WBG

Mean familiarity: **Collaborate with WBG = 7.8\***  
**Do not collaborate = 6.2**

## Stakeholder groups

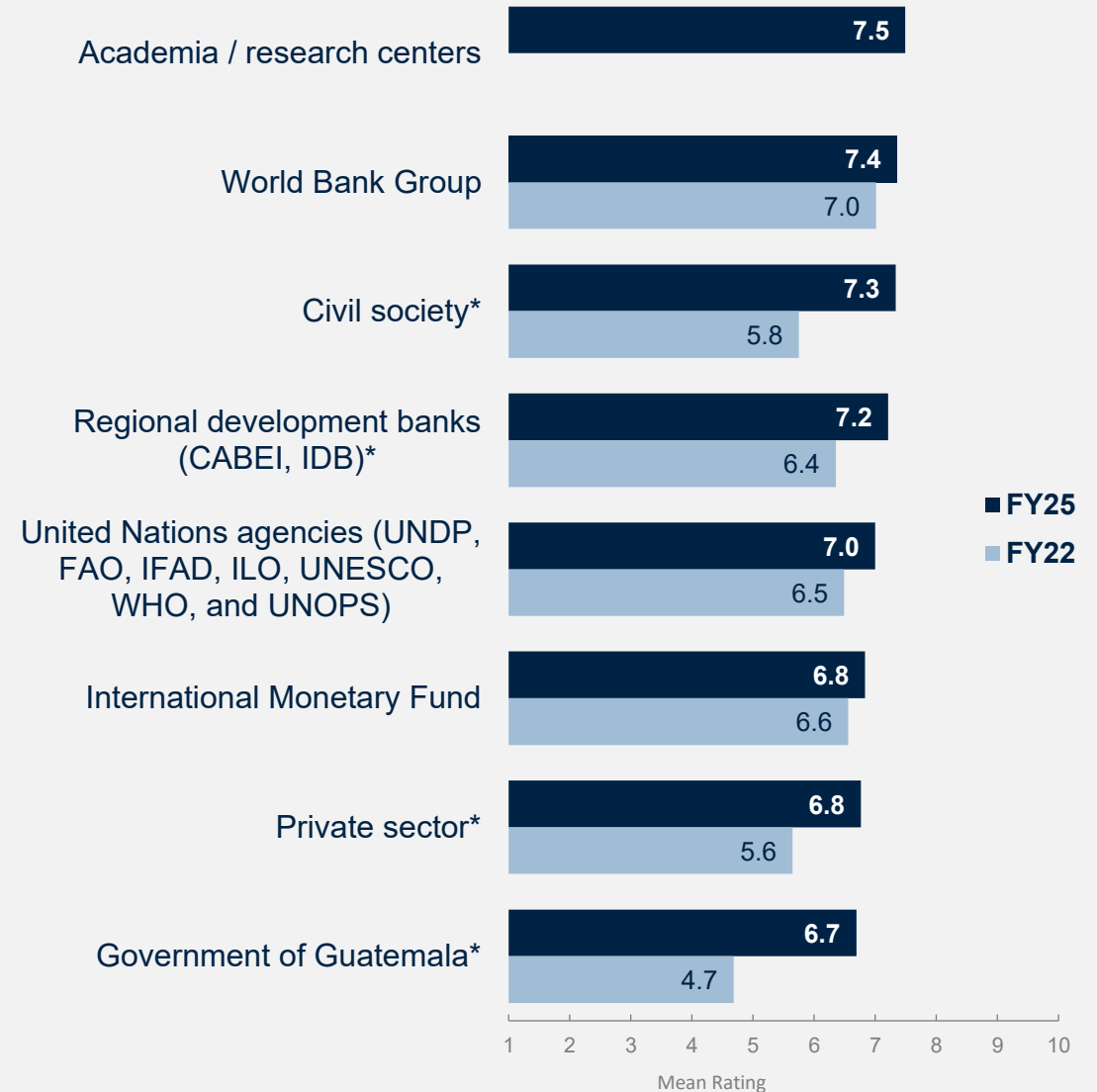
Respondents from the **private sector** and the **executive branch** were most familiar with the WBG, whereas **civil society** respondents were significantly less familiar.



# Consistently High Trust in the WBG Among Stakeholders

Respondents from the **private sector** reported the highest levels of **trust in the WBG** (mean = 8.4), while **civil society** reported significantly lower trust (mean = 6.1).

This year's survey results show a significant increase in trust level for civil society, regional development banks, the private sector, and the government of Guatemala.



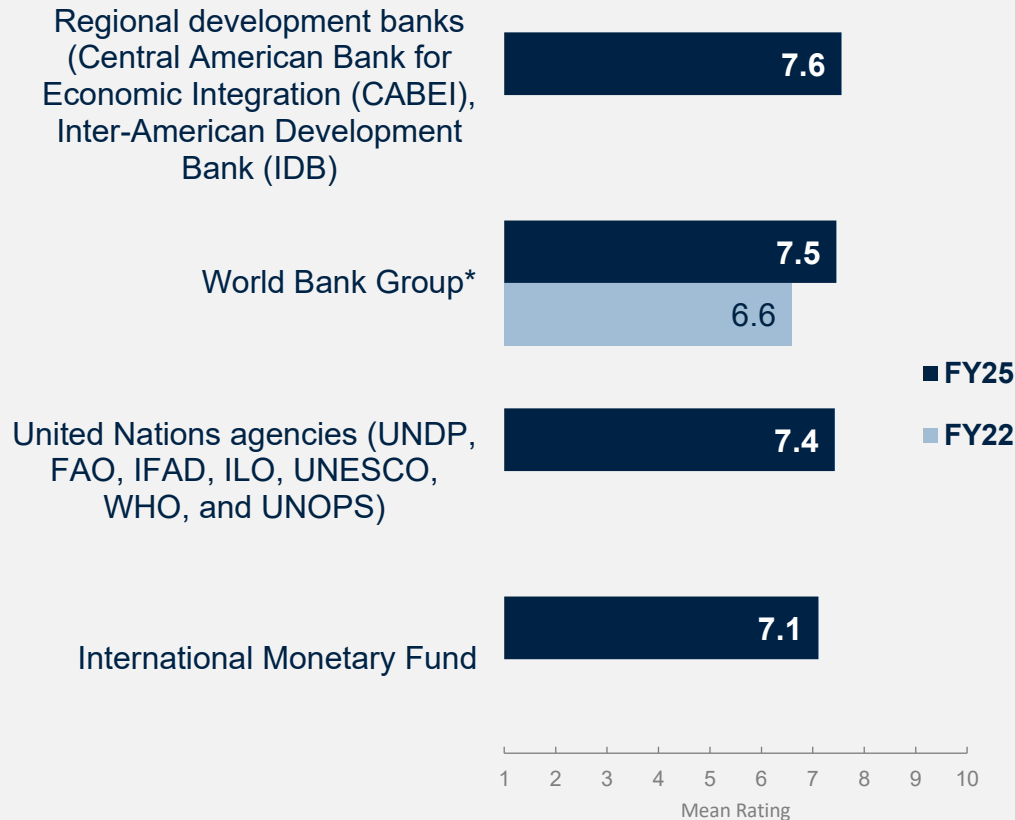
How much do you trust each of the following institutions to do what is right for Guatemala? Scale: 1 = Not at all, 10 = Very much.

\*Denotes statistically significant difference between FY22 and FY25.

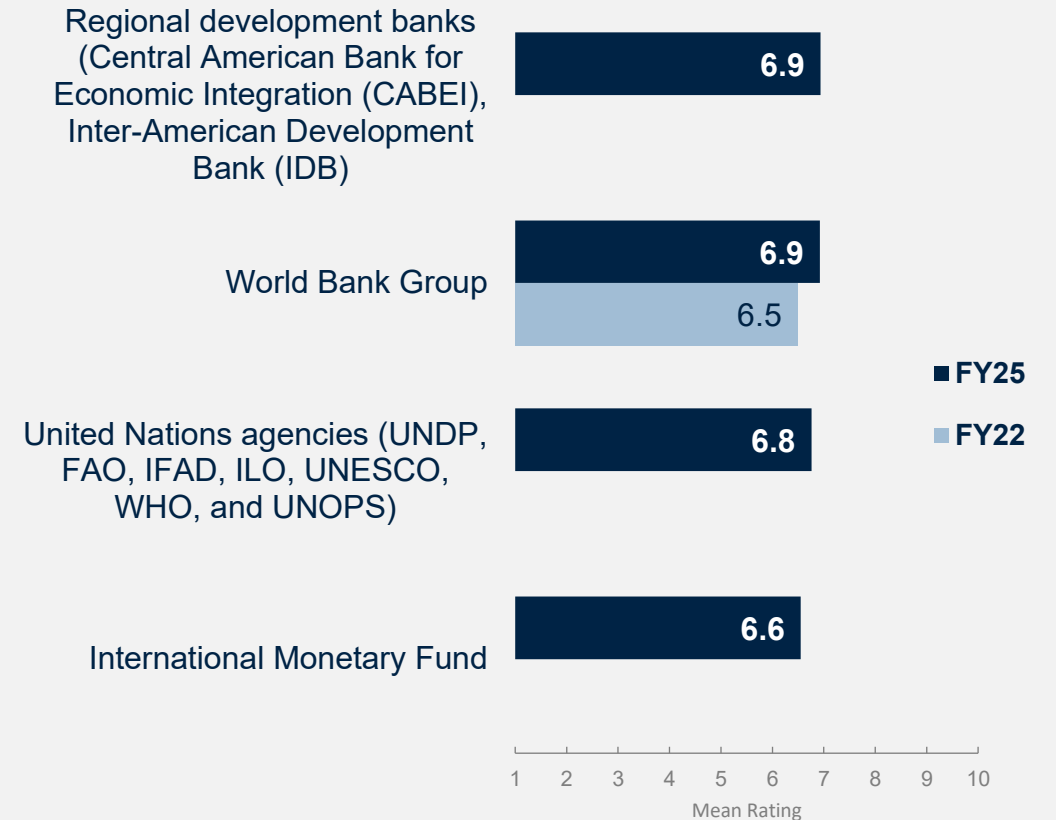


# Perceptions of WBG Relevance Have Significantly Increased, While Effectiveness Remains Moderately Positive

## RELEVANCE to Guatemala's development



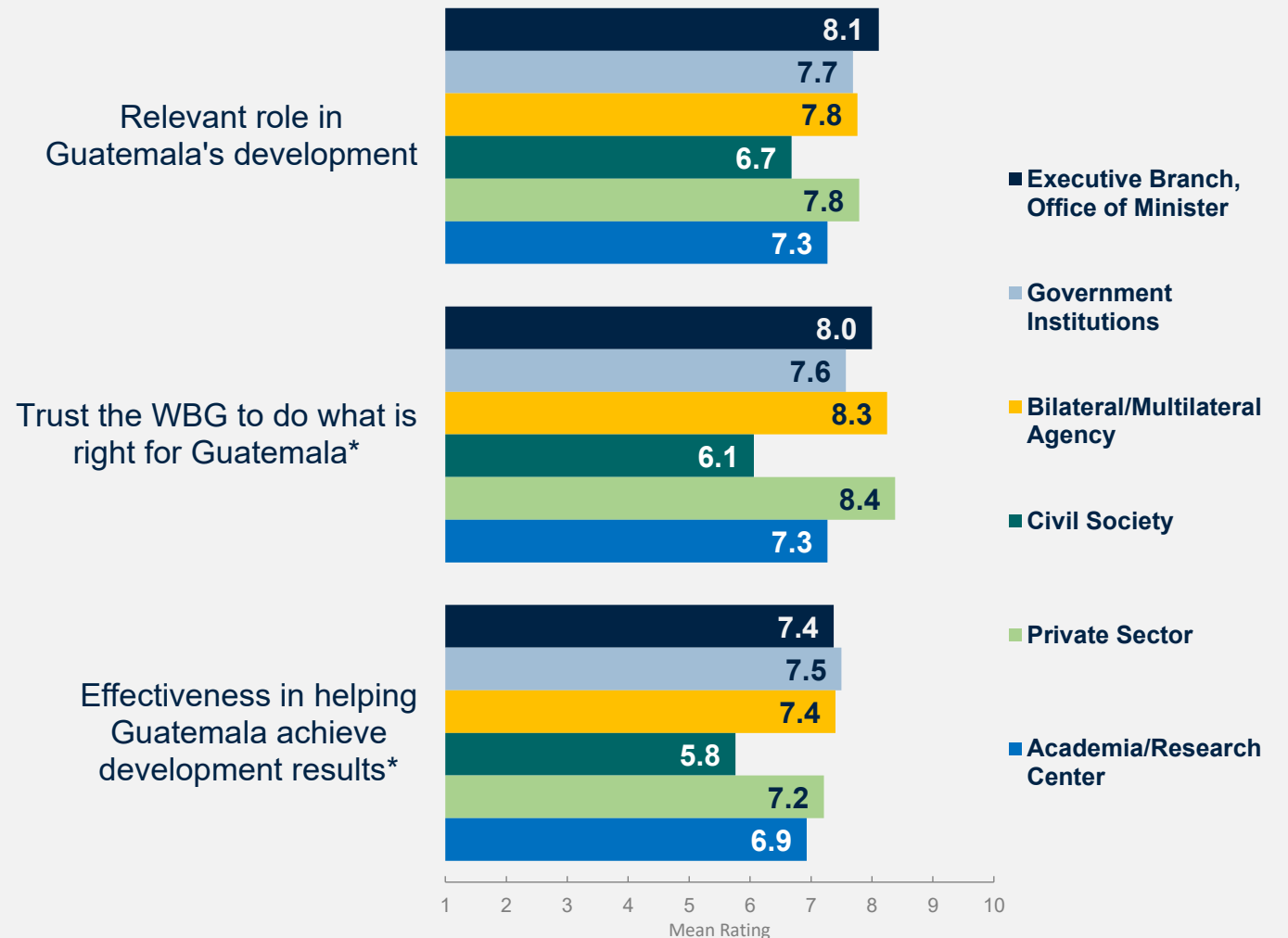
## EFFECTIVENESS in achieving development results



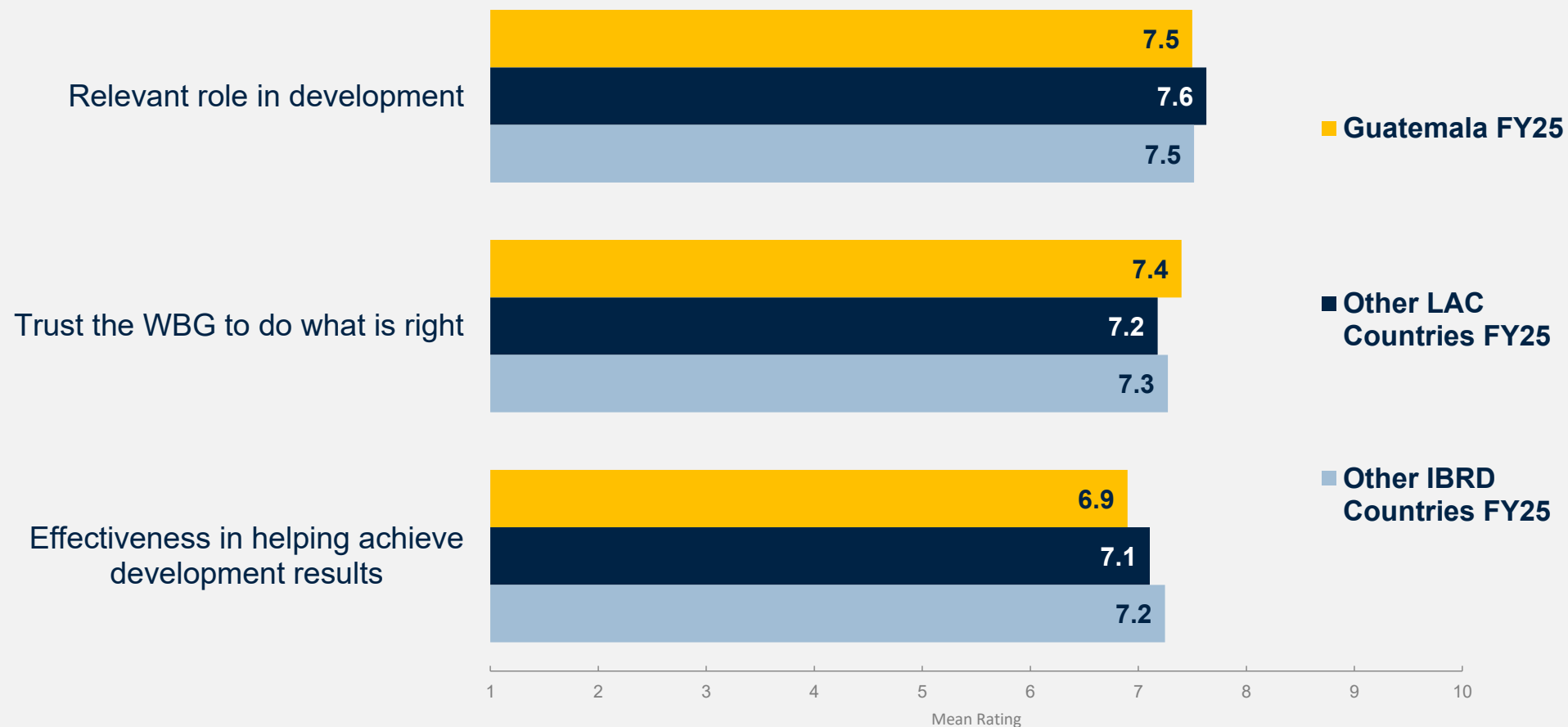
How relevant is each of the following organizations to Guatemala's development? Scale: 1 Not at all – 10 Very much  
 How effective is each of the following organizations in helping Guatemala achieve development results? Scale: 1 Not at all – 10 Very much  
 \*Denotes statistically significant difference between FY22 and FY25.

# Stakeholders from the Executive Branch had the Most Positive Perceptions of the WBG

**Civil society** respondents were the most critical, giving the WBG significantly lower ratings of **trust** and **effectiveness** than any other stakeholder group.

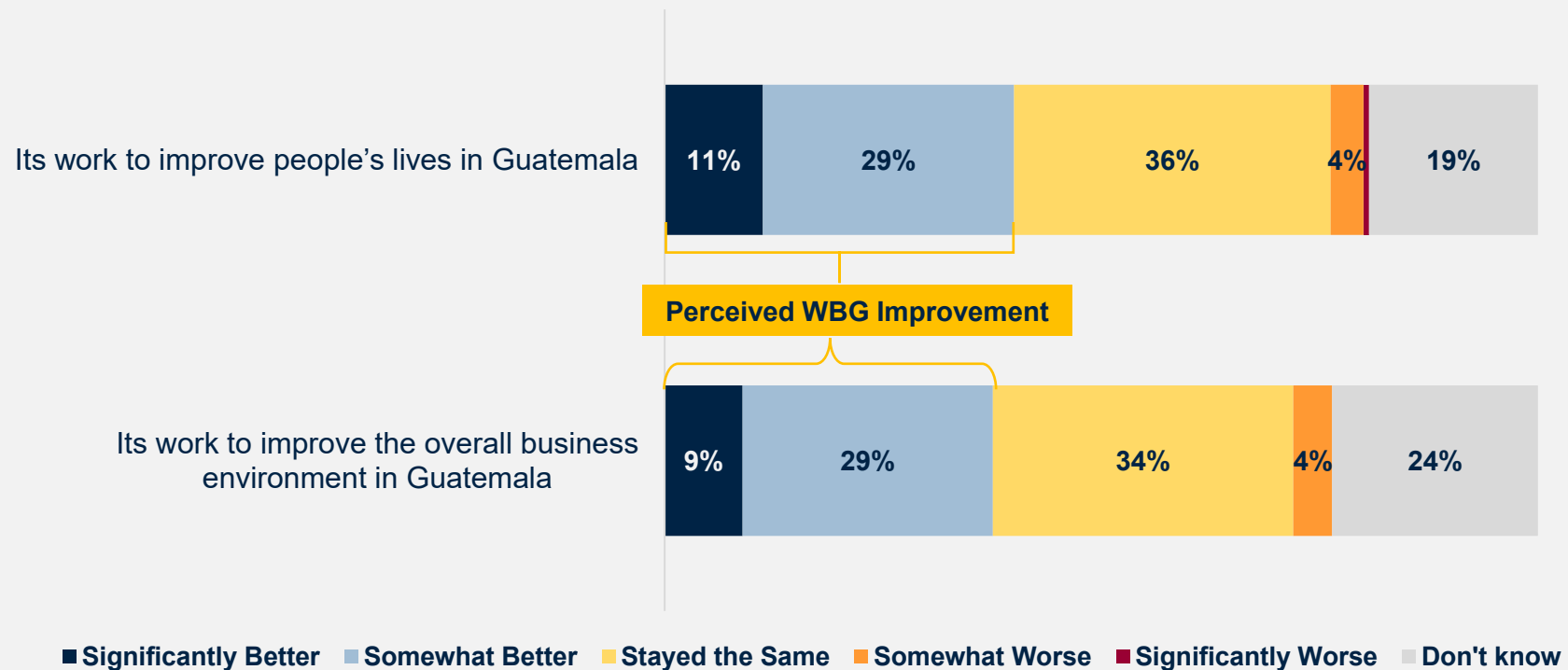


# Guatemala's Trust and Relevance Ratings Are on Par with Other LAC and IBRD Countries in FY25; Effectiveness Is Slightly Below



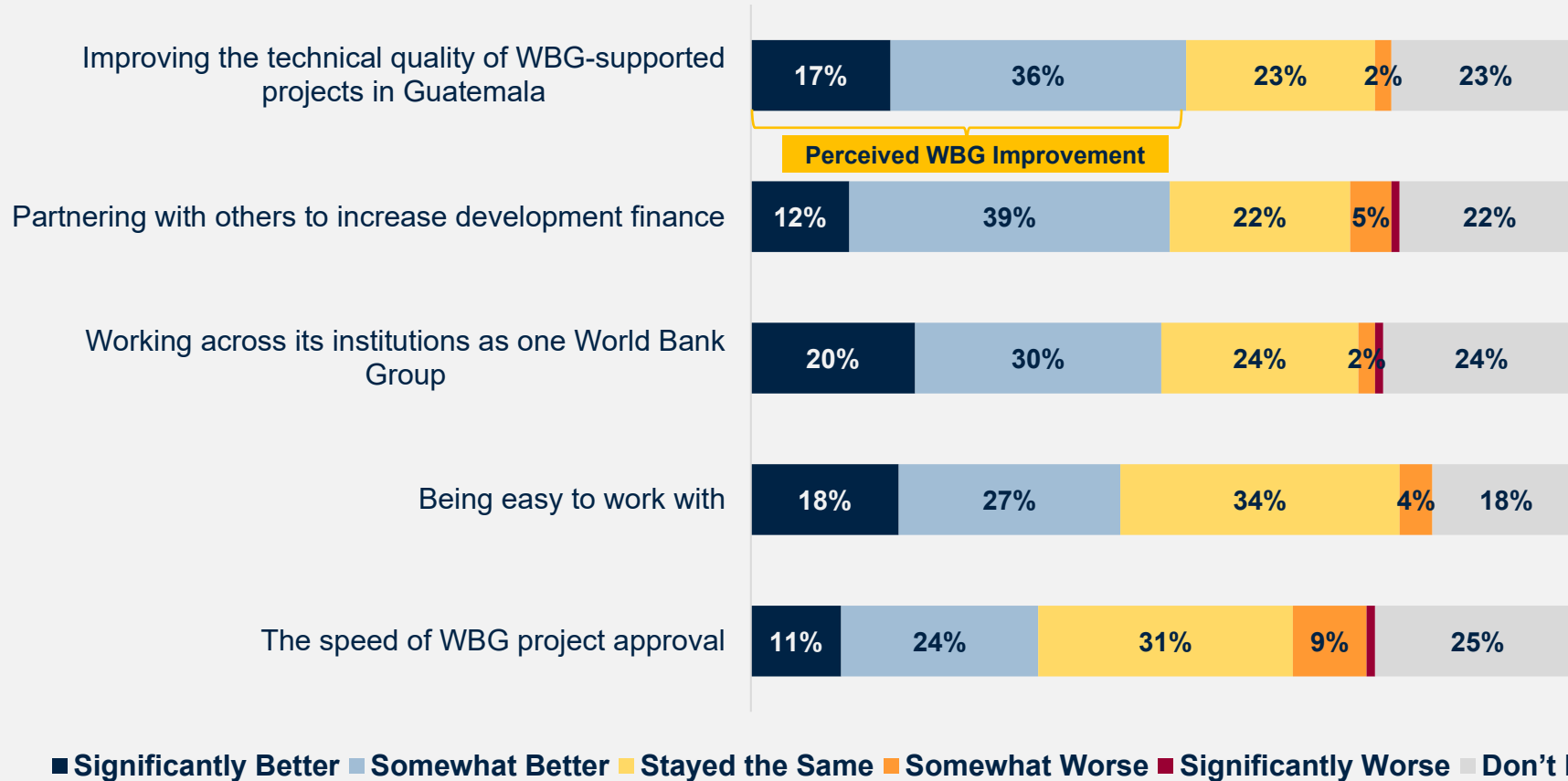
# At least 38% of Stakeholders Say the WBG Has Improved in Enhancing Lives and the Business Environment in Guatemala over the Past Two Years

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



# Over Half of WBG Clients and Partners Reported Improvements in Technical Quality and Partnerships Over the Past Two Years

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



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



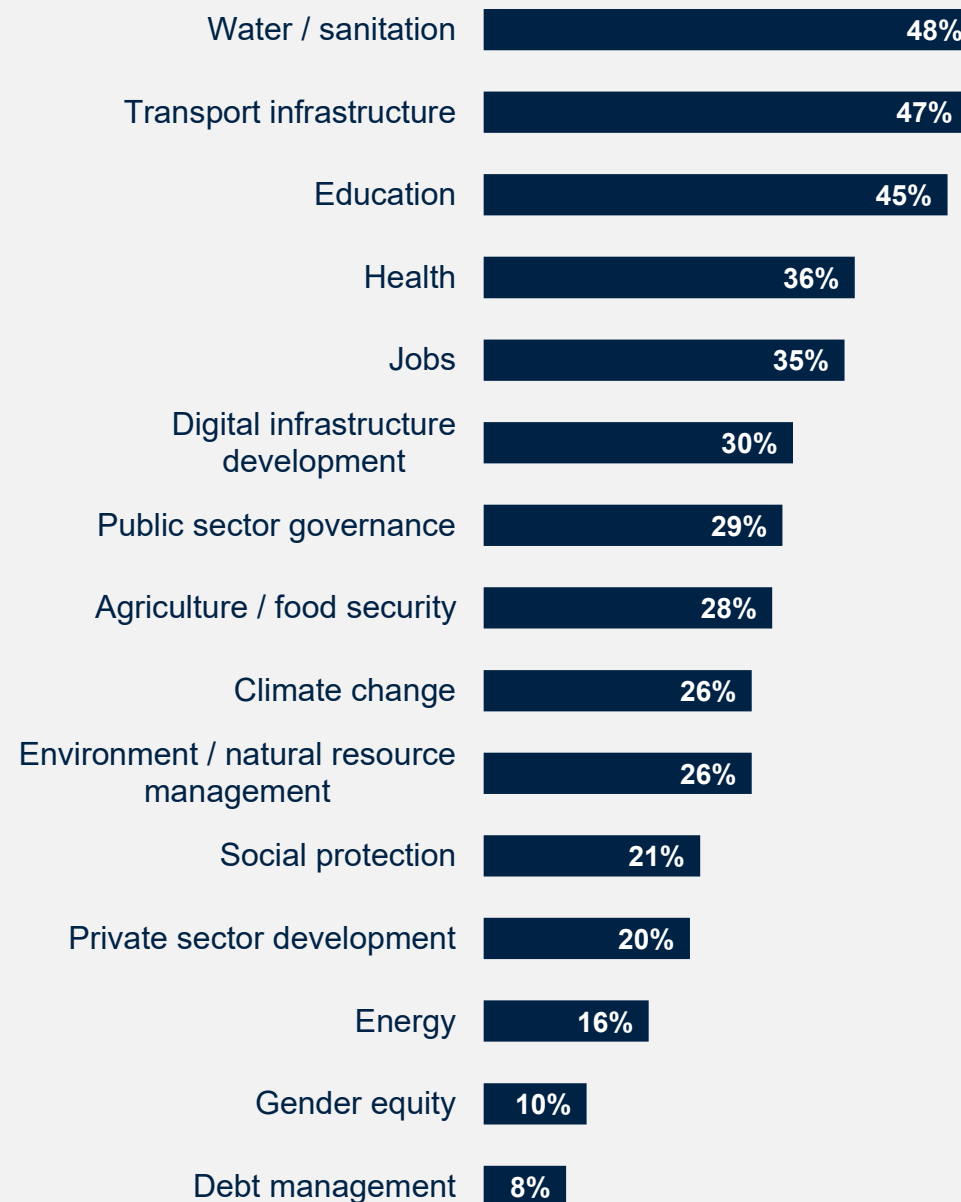
# WBG: Focal Development Areas

Compared to FY22, **water and sanitation** gained markedly in importance, with more than twice as many respondents prioritizing it this year; support for **transport infrastructure** also doubled, placing both among the top two priorities.

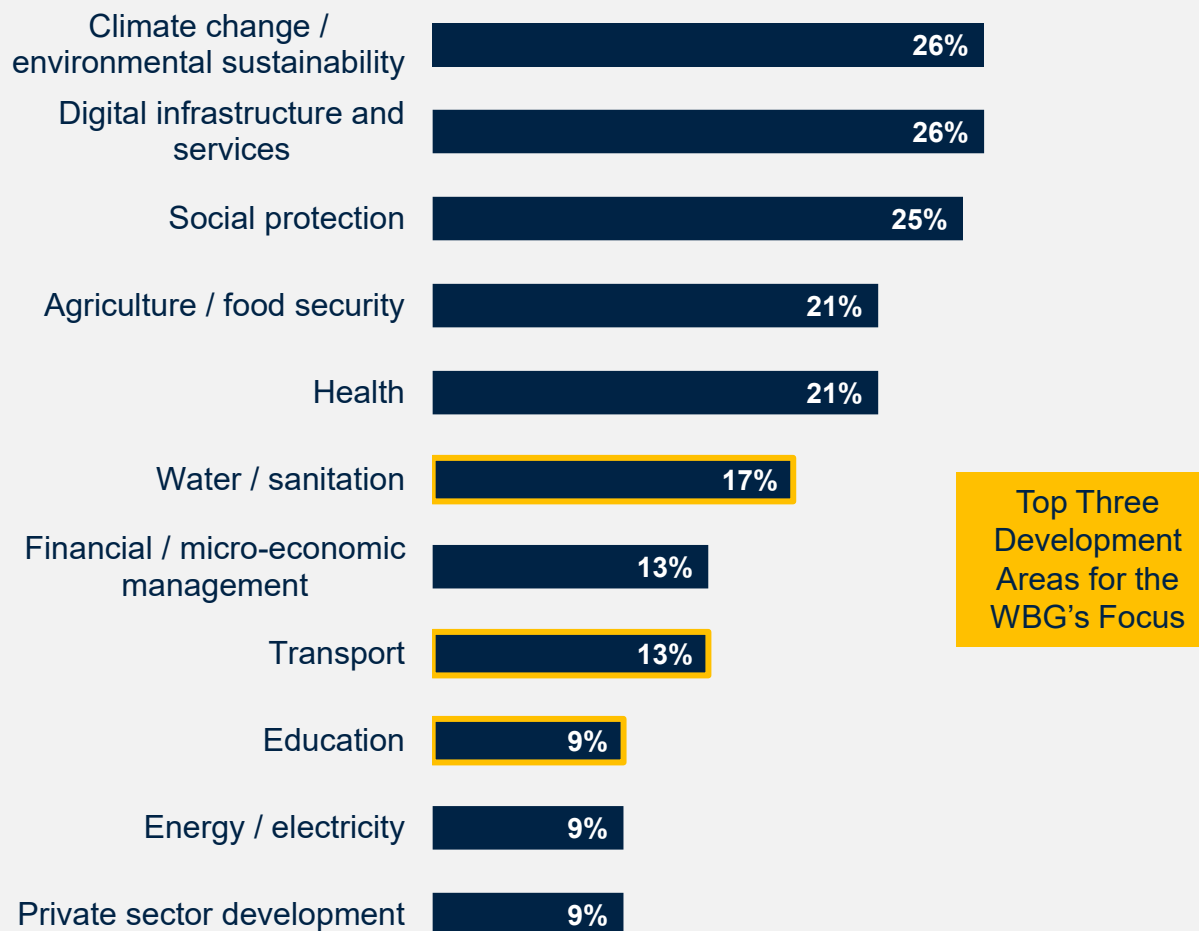
**Education, health, and jobs** remained consistently high, highlighting stakeholders' continued emphasis on human capital and essential services.

In open-ended comments, respondents discussed the following focus areas for the WBG^:

- **Basic Services:** Strengthening health infrastructure, building and equipping hospitals, expanding early childhood and maternal care. Investing in rural education, early childhood education, and access to higher education/research.
- **Rural Development:** Strong demand for improved drinking water systems, sanitation services, and resilient rural infrastructure. Promoting territorial and decentralized approaches to address local-level needs.
- **Economic Growth:** Expanding financing for micro, small, and medium-sized enterprises (MSMEs). Supporting the industrialization of raw materials and productive economic activities.
- **Environment, Climate, and Resilience:** Disaster risk management and climate adaptation strategies. Sustainable development approaches tied to environmental protection. Prioritize conservation and reforestation.



# A Quarter of All WBG Clients Indicated That They Were Most Familiar With a Project Involving Climate Change

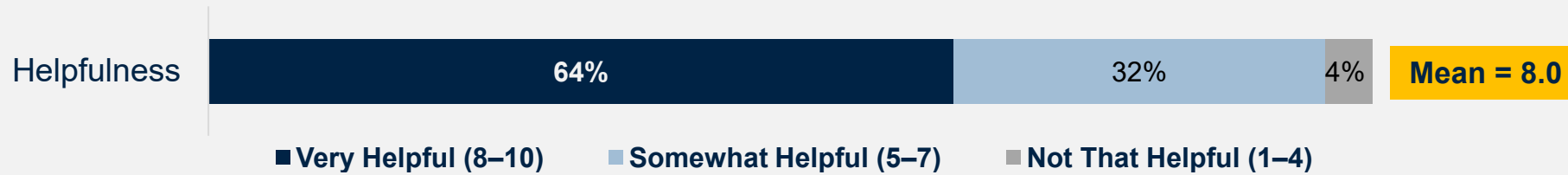


Please think about a specific WBG-supported project or initiative that you are most familiar with.

Please select the development area that this WBG-supported project or initiative supported. (Select all that apply) ^Asked only of those who said that they collaborate with the WBG. (Percentage of Respondents, N = 53)



# 96% of WBG Clients Said the WBG Was Helpful in Achieving Project Goals, With Majority Saying “Very Helpful”



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

*“It will modernize five infrastructures that currently supply water to Guatemala City and increase water distribution for more than half a million residents.*

*It will also support traffic management in the city and promote the use of soft mobility through the bike-sharing system.”* (Local Government respondent discussing **EMPAGUA** and **BiciRuta 502**)

*“Funds have been allocated to local communities involved in forest conservation, and they have successfully reduced deforestation.”*(Bilateral or Multilateral respondent discussing **Payment Agreement for Emission Reductions (REDD+)**)

*“Greatly improved practices, services, and behaviors known as determinants of chronic malnutrition.”* (Government Institution respondent discussing **Growing Healthy Project**)

*“I think it still holds true and helps with maternal and child health and nutrition to reduce the deaths of mothers and children.”* (Media responded discussing **Growing Healthy Project**)

*“It provides important tools to combat organized crime, reduce corruption, protect financial integrity, and strengthen accountability.”* (Executive Branch respondent discussing **technical support for the review of regulations on money laundering or other assets**)



How helpful was the WBG in achieving the goals of this project or initiative? Scale: 1 Not helpful at all – 10 Very helpful (Asked only those who said that they collaborate with the WBG, Percentage of Respondents, N=55) [If helpful rating > 4] How did this WBG-supported project or initiative impact the people of Guatemala? (Please be specific) (N=44)

# Key Actions to Enhance the WBG's Operational Effectiveness in Guatemala: Strengthen Oversight, Accountability, Efficiency, and Enhance Alignment with National Priorities – Summary of Comments

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

## **Strengthen Oversight and Accountability**

- Ensure loans and resources are used for their intended purposes with clear monitoring and evaluation systems.
- Protect project implementation processes to guarantee the timely delivery of results to beneficiaries.
- Demand stronger commitments and accountability from government institutions to sustain progress.

## **Improve Efficiency and Execution**

- Streamline administrative procedures, reduce bureaucracy, and accelerate disbursements.
- Avoid long evaluation periods before action; set and enforce strict deadlines for implementation.
- Support digitalization of processes to curb corruption and improve service quality.

## **Enhance Alignment with National Priorities**

- Coordinate projects with national plans and sectoral strategies for greater impact.
- Ensure alignment across cross-cutting themes (e.g., nutrition, education, environment) to maximize synergies.
- Decentralize efforts to address municipal and community-level needs.

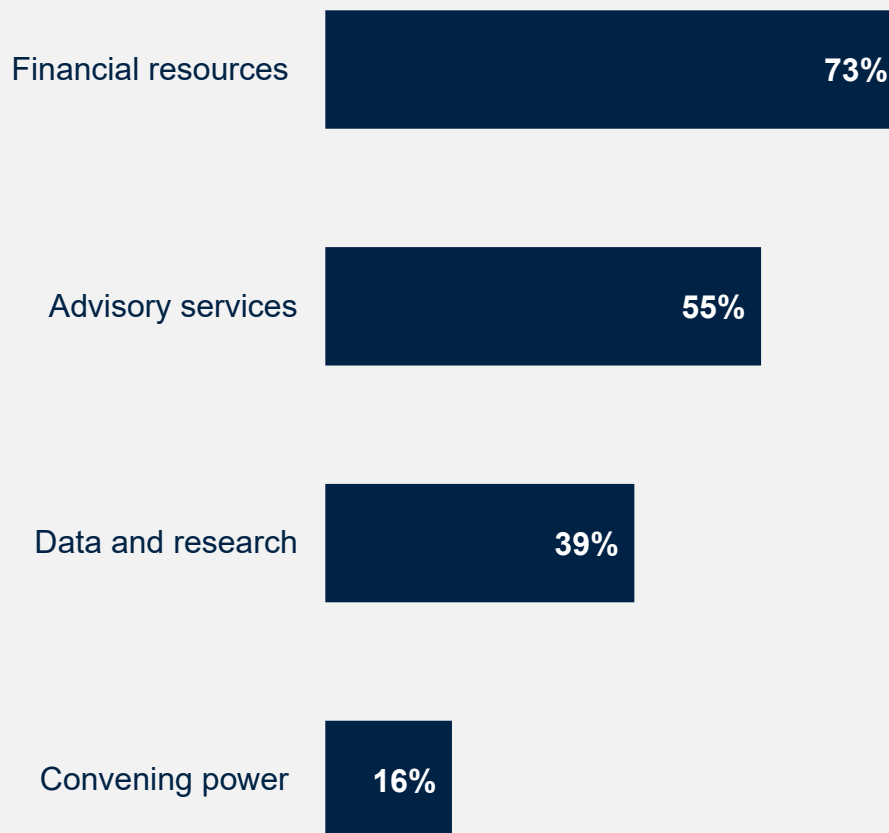


What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Guatemala? (Please be specific) (N=108)

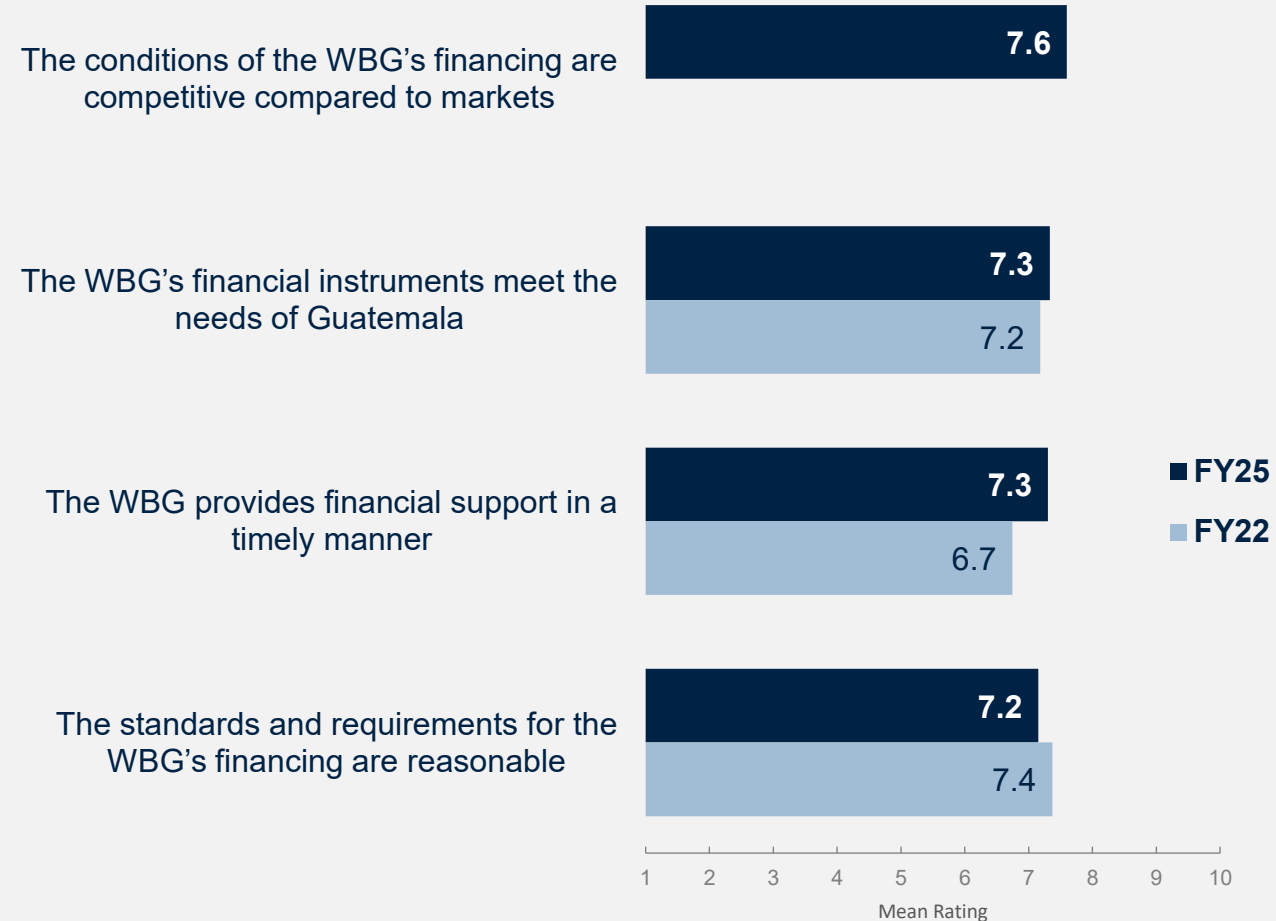
# ***The WBG's Instruments***



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



# Positive Views on WBG Financial Instruments



To what extent do you agree with the following statements about the WBG's financial support to Guatemala?  
(If you have NO exposure to, or experience with the WBG's financing, please respond "Don't know") Scale: 1 = Not at all, 10 = Very much.  
^Asked only to those in government institutions or who said that they collaborate with the WBG.



# Key Messages on WBG Financing: Summary of Comments

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

## **Make Financing More Flexible and Inclusive**

- Offer softer loan conditions and reduce interest rates for priority development sectors.
- Adapt credit and loan instruments for essential services such as electricity, water, and communications.
- Provide local-currency and flexible loans to strengthen subnational governments.

## **Strengthen Access and Accountability of Funds**

- Ensure financing directly reaches projects and beneficiaries, not lost in bureaucracy.
- Support financing processes that integrate indigenous peoples and women from the design stage.
- Improve relations with Congress to accelerate loan approvals and investment resolutions.

## **Focus on Sustainable, High-Return Investments**

- Support early childhood, education, and food security programs with long-term social impact.
- Fund catalytic projects with measurable outcomes that accelerate development impact.
- Provide long-term, affordable financing with concessional terms for SMEs, farmers, and vulnerable groups.



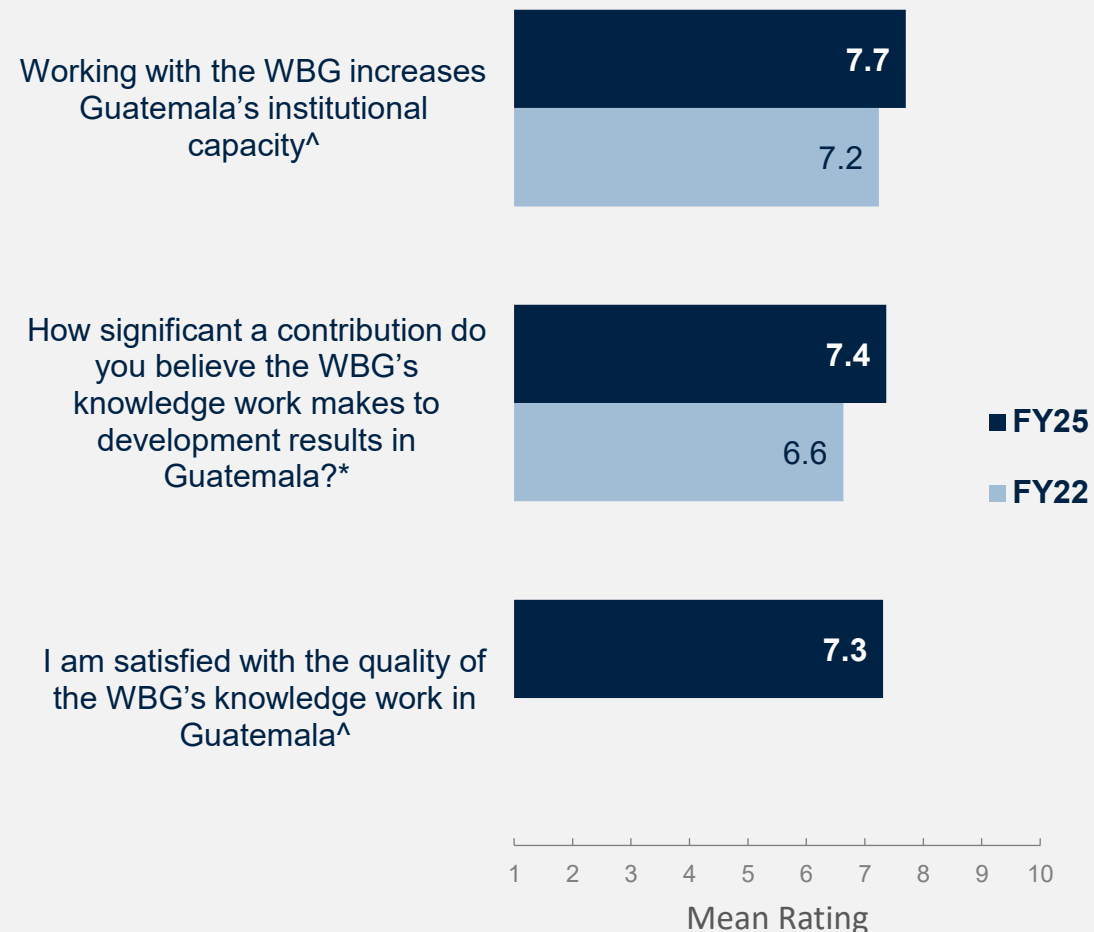
# Three-quarters of Respondents Used WBG Knowledge Work in the Past 3 Years—Primarily Research and Analytical Reports

**Government institutions** relied most on **advisory services** (52%), followed by **workshops and training courses** (42%).



# WBG's Knowledge Work Remains Valued by Stakeholders

In FY25, respondents held positive perceptions of the WBG's knowledge work, with significantly improved views of its contribution to Guatemala's development results.



How significant a contribution do you believe the WBG's knowledge work makes to development results in Guatemala? Scale: 1 = Not at all, 10 = Very much. <sup>^</sup>Only asked to those who indicated that they had used WBG knowledge work in the past 3 years.

\*Denotes statistically significant difference between FY22 and FY25. years.



# 51% of Respondents Report WBG Policy Advice Shaped Government Policy and Influenced Key Development Areas

## Transport Infrastructure

- *“I believe that one of the various programs supported by the World Bank so far is the road improvement program to strengthen rural connectivity in Guatemala. This program consists of improving road infrastructure in the Guatemalan Highlands, the Verapaces, and the Dry Corridor. The project includes the rehabilitation and improvement of 640 kilometers of roads and highways in rural areas, benefiting approximately 5.1 million people. These investments seek to improve access to markets, health and education services, and generate greater productive and employment opportunities for these communities, characterized by high poverty rates. This has been overlooked by many actors and institutions, but I believe it has had a greater benefit and impact on the economy and development of these communities.”* (Civil Society Respondent)
- *Directly in the formulation of Guatemala's National Urban Development Policy, particularly in the components of sustainable territorial planning and urban risk management.* (Local Government Respondent)

## Health

- *“... I was able to observe in the media how the World Bank influences the ‘Growing Up Healthy’ project, especially in the development of the national public policy (PNDIPI), which, starting in 2020, will focus on children under 6 years of age.”* (Respondent from Bilateral or Multilateral Agency)
- *“In identifying the inequality gap at the national level with respect to health and nutrition determinants as a right of the population.”* (Government Institution Respondent)

## Education

- *“Strategy to improve the quality of learning and expand coverage.”* (Respondent from the Executive Branch)
- *“In the implementation of telesecundarias, it was important in the past. At the time, it supported PRONADE [Programa Nacional de Autogestión para el Desarrollo Educativo] or the self-managed education system.”* (Civil Society Respondent)

## Jobs

- *“From civil society, we see how the State or some State institutions refer to information that can be used to implement more than just a measure or policy that benefits the population. In this case, this refers to women, such as the Presidential Secretary for Women, on the topic of health, nutrition, and work.”* (Civil Society Respondent)

## Public sector governance

- *The World Bank Group's (WBG) policy advice has had a significant impact on the formulation and updating of government policies in Guatemala. For example, the General Government Policy 2024-2028 incorporates principles of transparency, accountability, and modernization of public management, aligning with WBG recommendations. Furthermore, the Guide for Public Policy Formulation has served as a reference for strategic planning and governance in the country.* (Respondent from the Executive Branch)
- *“The World Bank has provided important insights into how to improve the state procurement and acquisition law, as well as the infrastructure law.”* (Respondent from Bilateral or Multilateral Agency)



In your opinion, has the WBG's policy advice influenced a new or previous government policy in Guatemala? (Percentage of Respondents, N=113)  
What government policy or action did the WBG's advice influence and in what way? (N=41) Select comments corresponding to the top development priorities for the WBG's focus, as identified by respondents, are shown here.

# Capacity Building, Evidence and Data, and Strategic Advisory for More Effective WBG Support: Summary of Comments

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

## **Deepen institutional and local capacity through sustained technical assistance and training**

- Provide long-term, on-the-ground technical assistance to central, municipal, and rural/indigenous authorities.
- Strengthen public management and implementation capacities (planning, execution, procurement, follow-up) in government and the Development Council System.
- Build practical skills and participation capacities of civil society and NGOs so they can support delivery and accountability.

## **Strengthen analytics, studies, and data systems to target needs and monitor results**

- Finance independent studies and local diagnostics to identify and prioritize the most urgent needs, especially in poor and rural areas.
- Help develop integrated information and monitoring systems that connect data across sectors and territories for evidence-based decisions.
- Use applied research to track results, adjust programs in real time, and guide the sequencing of interventions.

## **Provide strategic advisory support and knowledge exchange aligned with best practices and national priorities**

- Offer high-level advisory services on key reforms and legal frameworks, aligned with national strategies and sector plans.
- Adapt international best practices and successful models to the national and local context, rather than importing them wholesale.
- Convene government, private sector, and other partners to co-design solutions and share knowledge, using public dashboards and citizen-participation mechanisms to ensure transparency.



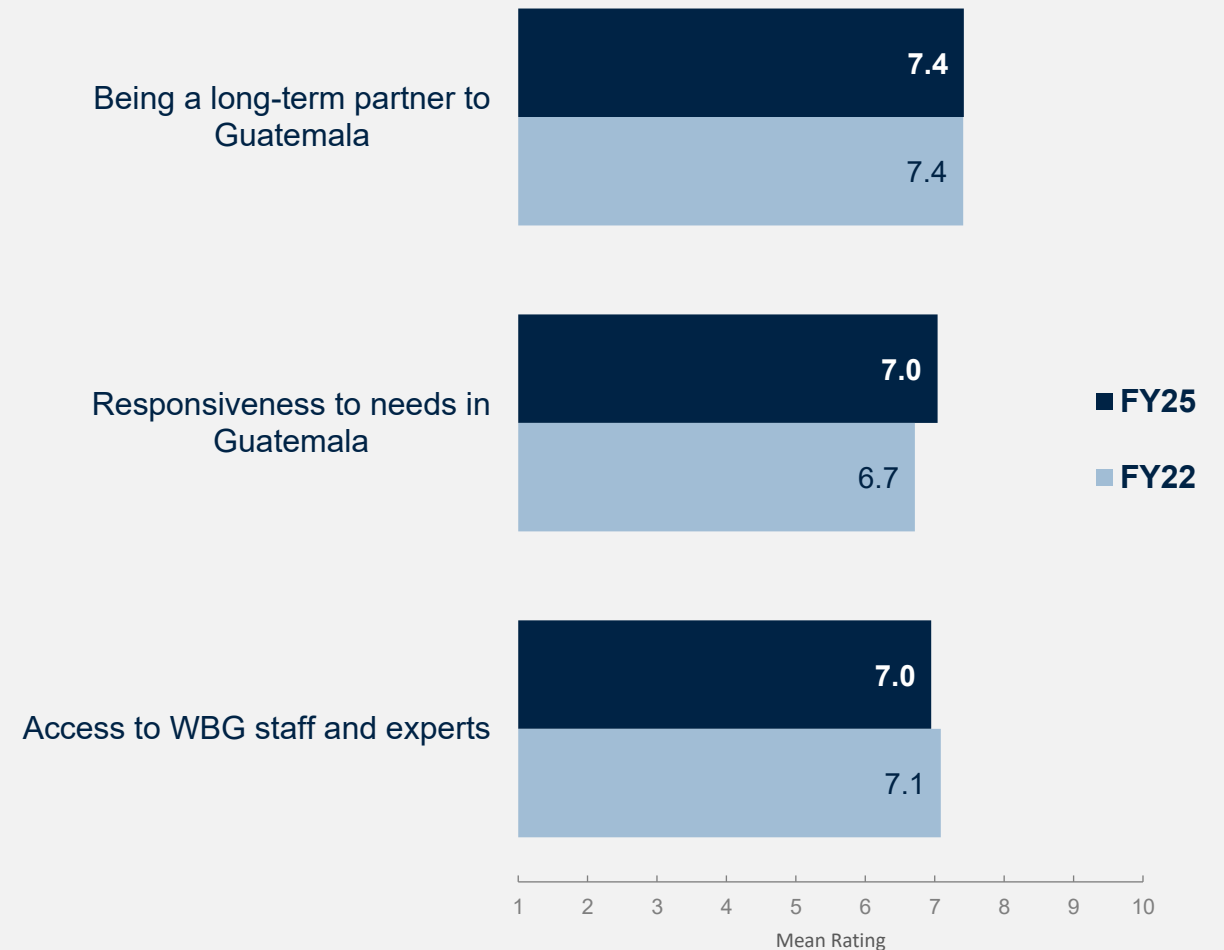
What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Guatemala? (Please be specific) (N=108)

# ***The WBG's Engagement and Collaboration***



# WBG Viewed as a Reliable Development Partner, But Civil Society is Most Critical

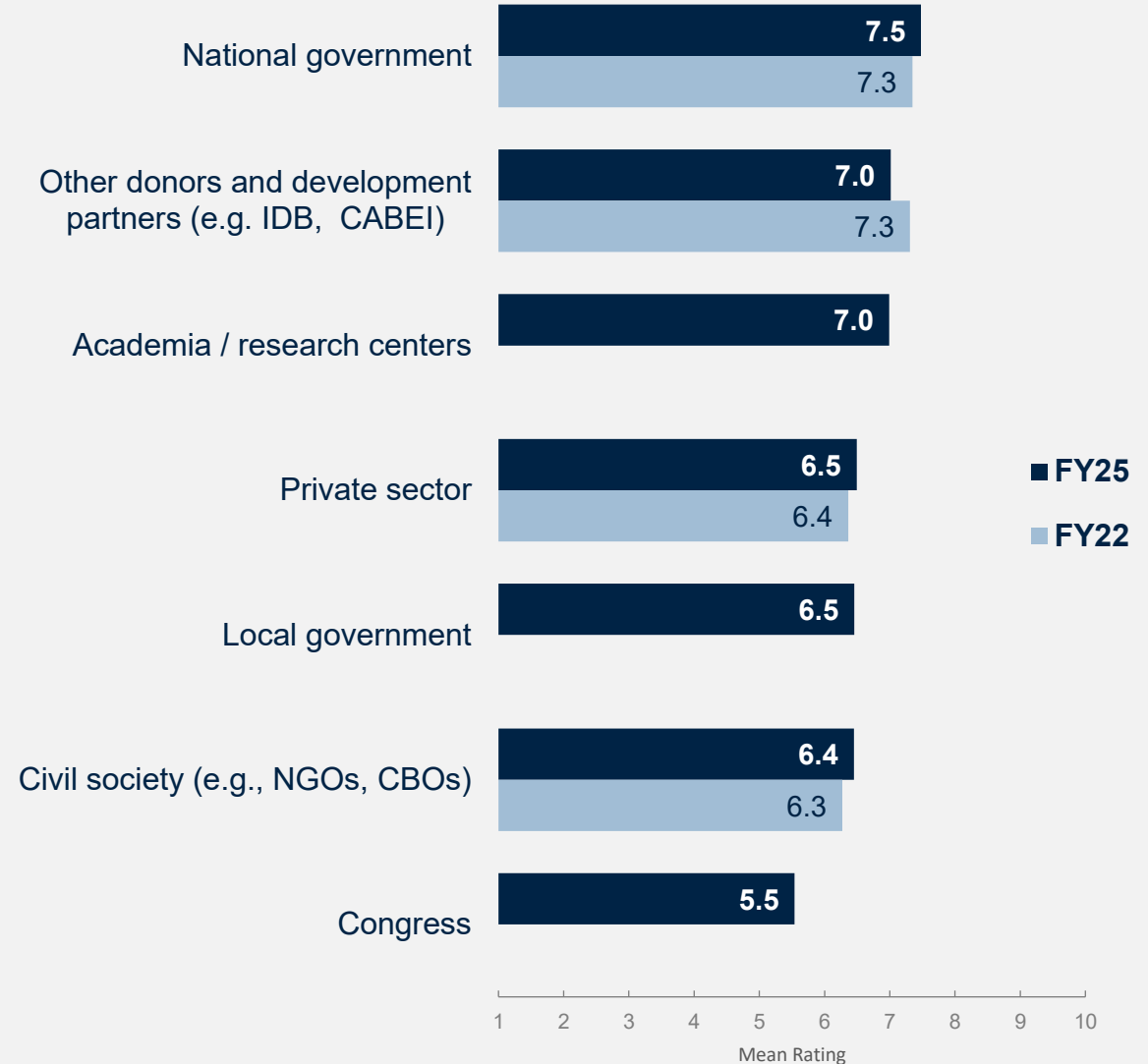
Perceptions of the WBG as a development partner remained consistently positive. Notably, **civil society respondents** gave significantly lower ratings across all three statements.



# WBG Collaboration with National Government Rated Highest; Engagement with the Congress Seen as Weakest

Respondents from **civil society** gave the lowest ratings for the WBG's collaboration with their group (mean=5.7), while respondents from the **private sector** were rather positive about their collaboration with the institution (mean=7.0), with civil society responses pulling the overall rating down.

*To what extent is the WBG an effective development partner in Guatemala, in terms of collaborating with the following groups?*



To what extent is the WBG an effective development partner in Guatemala, in terms of collaborating with the following groups?  
Scale: 1 = Not at all, 10 = Very much.

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

Preferences varied significantly among stakeholder groups: the private sector (87%), civil society (64%), bilateral and multilateral agencies (56%), and academia (67%), all called for stronger collaboration with their own groups.

23% of respondents commenting on how the WBG could be more effective in Guatemala highlighted the importance of stronger stakeholder engagement<sup>^</sup>:

## Deepen Local and Community-Based Partnerships

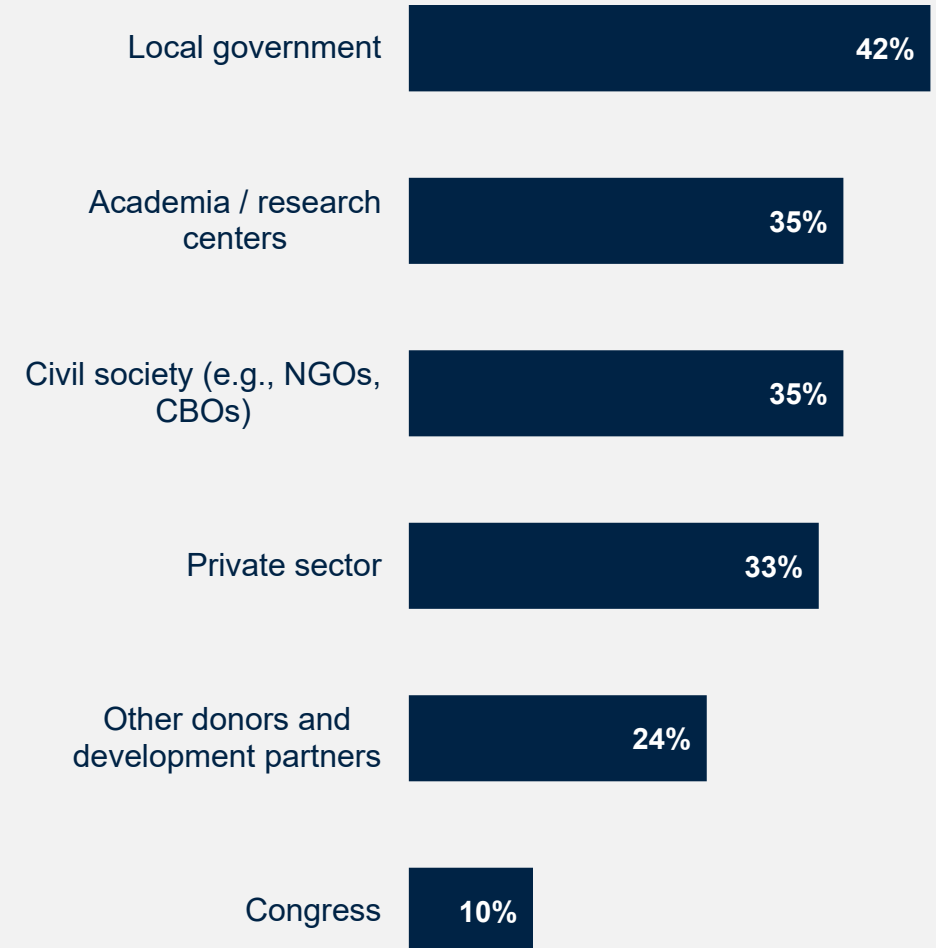
- Work directly with indigenous, rural, and women’s organizations. Decentralize planning and implementation to municipalities and territories rather than concentrating decisions in Guatemala City.

## Promote Public-Private and Institutional Alliances

- Expand structured collaboration with private sector organizations for problem assessment, joint solution design, and shared implementation.
- Encourage partnerships that blend technical expertise from institutions with operational reach of the private sector and municipalities.

## Strengthen Multi-Sector and Inter-Actor Coordination

- Align interventions with national strategies (e.g., Katún 2032, sectoral plans) while harmonizing efforts across ministries.
- Foster cross-sector collaboration among government, private sector, donors, and civil society to address complex challenges collectively.



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 Guatemala? (Select up to 2) (Percentage of Respondents, N = 159)

<sup>^</sup>What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Guatemala? (Please be specific) (N = 108)

# WBG Effectiveness in Facilitating Civil Society Participation



Respondents from **civil society** gave the lowest ratings (mean = 4.9) for the WBG's effectiveness at facilitating civil society participation in development policy dialogue and implementation in Guatemala.

Around 17% of respondents rated the WBG's effectiveness below average (1-4). These respondents suggested the following could help to make the WBG more effective:

- Broaden engagement beyond the usual actors by involving CSOs, academia, communities, and local SMEs across more regions/territories. Make engagement continuous through open, ongoing dialogue (not one-off consultations).
- Strengthen CSOs and other groups through capacity-building.
- Communicate more frequently and publicize WBG work more directly.

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

*"The World Bank Group (WBG) has developed strategies to integrate citizen participation into its operations, promoting transparency, accountability, and improved development results. Some examples include:*

*-Strategic Framework for Citizen Participation: Since 2014, the WBG has implemented a systematic approach to including beneficiary feedback in its projects, ensuring that interventions respond to society's real needs.*

*-Participation in governance and the fight against corruption: In 2007, the World Bank Group incorporated multi-stakeholder engagement into its good governance strategy, strengthening the voice of civil society in decision-making.*  
(Executive Branch Respondent)

*"1. The pilot version of the SIAF system, which monitored budget transparency, resulted in the promotion of state accountability.*

*2. The survey was conducted to gather national opinions and evaluate its role in the country.*

*3. The SISCODE (National System of Budgetary Control and Budgetary Control), which identified resource management priorities in the territories.*

*4. Support for CSOs in committees and networks, to ensure local voice in development operations."*  
(Executive Branch Respondent)



How effective is the WBG in facilitating civil society participation in development policy dialogue and implementation in Guatemala?

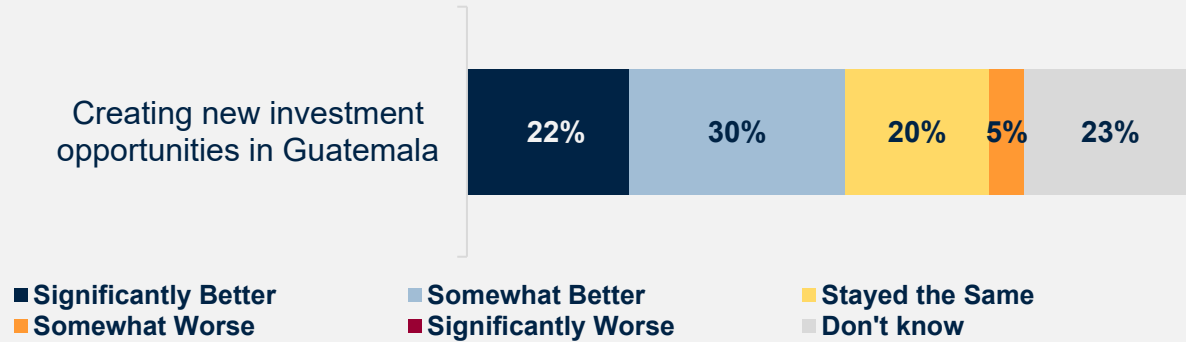
Scale: 1 Not effective at all – 10 Very effective

[If effectiveness rating < 5] How could the WBG be more effective in facilitating civil society participation in development policy dialogue and implementation?

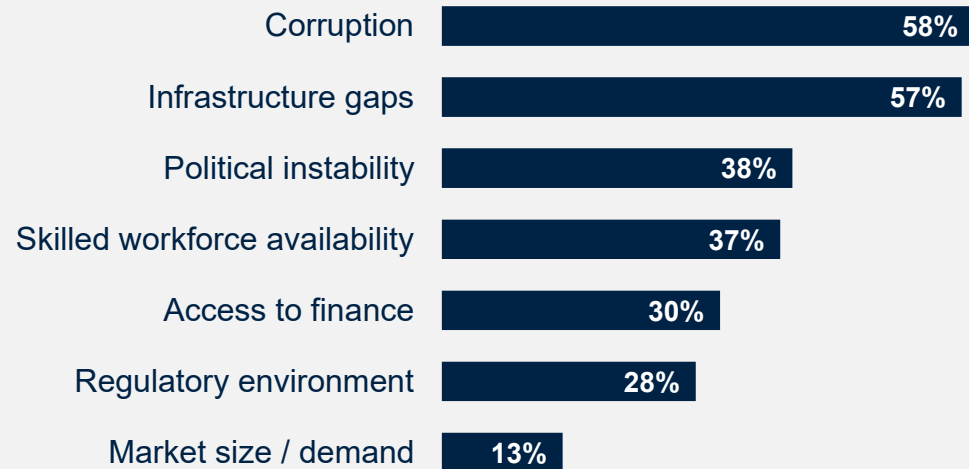
(Please be specific) (N=10) [If effectiveness rating > 4] Please share examples of the WBG's effective facilitation of civil society participation in development policy dialogue and implementation. (Please be specific) (N=44)

# The WBG Working With the Private Sector

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



What are the biggest challenges facing private sector development in Guatemala?



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

- Convene government, private sector, NGOs, and civil society in dialogue tables and joint planning processes, moving from isolated interventions to shared national and territorial agendas.
- Focus on value-adding industries (agriculture, renewable energy, logistics), infrastructure for market access (transport, communications, water/sanitation), and investments that generate jobs in high-poverty, high-indigenous areas.
- Broaden financing opportunities for small businesses, cooperatives, and rural producers, complemented by risk insurance, advisory support, and digital tools to drive innovation.



Based on your experience, in the past two years, how has the WBG changed in terms of... (Percentage of Respondents, N= 81)

What are the biggest challenges facing private sector development in Guatemala? (Select up to 3) (Percentage of Government & Private Sector Respondents, N=76)

What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Guatemala? (Please be specific) (N=108)



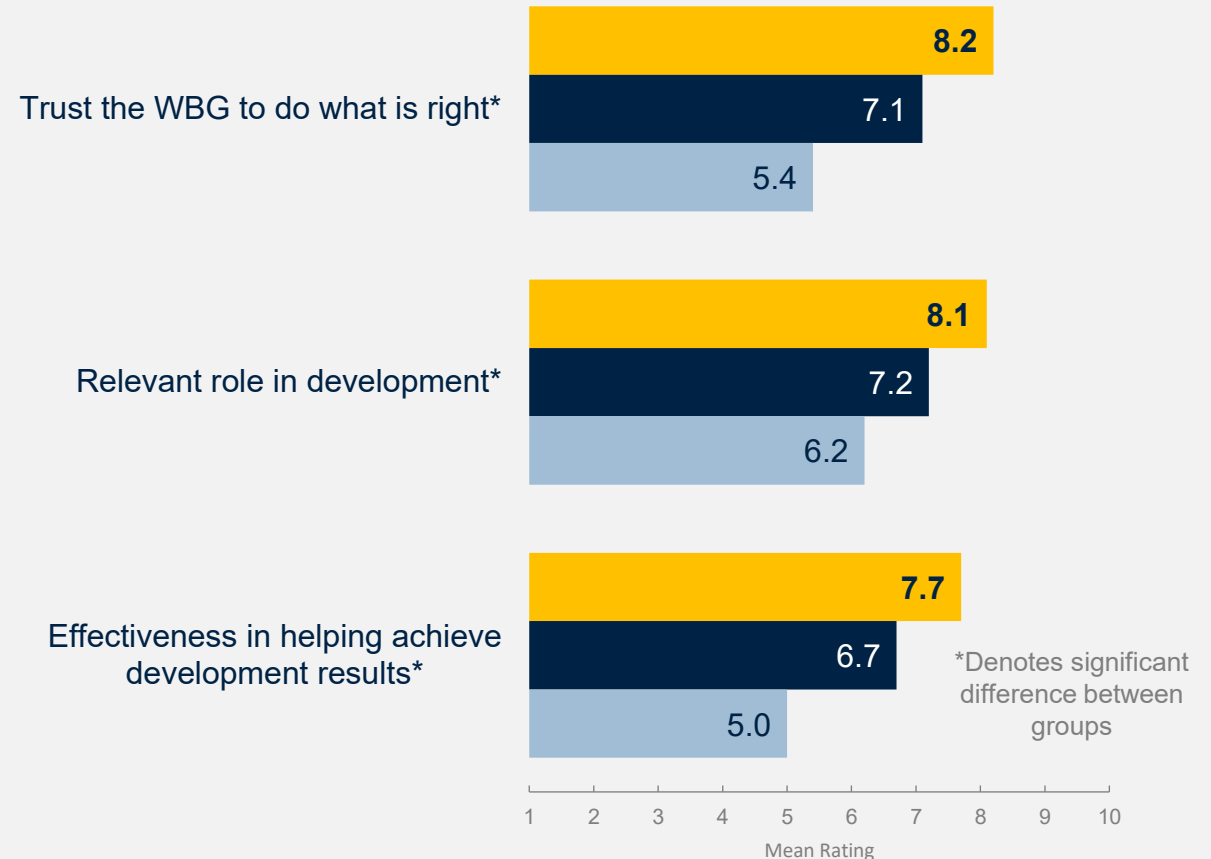
**WORLD BANK GROUP**

# ***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 Guatemala?

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



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

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

Stakeholder preferences differ and should guide targeted outreach. Respondents from the executive branch and government institutions favor in-person events or direct contact, while stakeholders from bilateral and multilateral institutions show significantly higher interest in WBG publications.

## Top Two Preferred WBG Channels

	All Respondents	Executive Branch, Office of Minister	Government Institutions	Bilateral /Multilateral Agency	Civil Society	Private Sector	Academia
WBG e-Newsletters	47%	30%	43%	47%	63%	40%	57%
In person WBG event / conference / workshop	47%	52%	60%	29%	47%	40%	43%
Direct contact with WBG staff (e.g., in person, virtually, phone, email)	41%	42%	53%	29%	34%	40%	43%
Online WBG event / conference / workshop	34%	39%	33%	18%	41%	40%	29%
WBG publications*	28%	9%	23%	47%	44%	27%	36%
WBG website (including blogs)	23%	30%	23%	35%	19%	0%	29%
WBG social media channels (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	19%	30%	17%	18%	9%	20%	29%
WBG direct messaging (e.g., WhatsApp)	12%	12%	3%	6%	16%	27%	0%
WBG podcasts	7%	12%	0%	12%	3%	20%	0%



How would you prefer to obtain information from the WBG? (Select up to 3) (Percentage of Respondents, N=152)

\*Significant difference between stakeholder groups

# 52% of Respondents Recalled Seeing or Hearing About the WBG, Recently, Most Often through Direct Contact and Social Media

Although the WBG e-newsletter was identified as a preferred communication channel, only 13% of respondents recalled receiving information through it recently.

Among **bilateral and multilateral agencies**, 100% of respondents recalled **direct contact with WBG staff**.

**Academia** stakeholders most often learned about the WBG through its **publications** (86%) and **website** (71%).

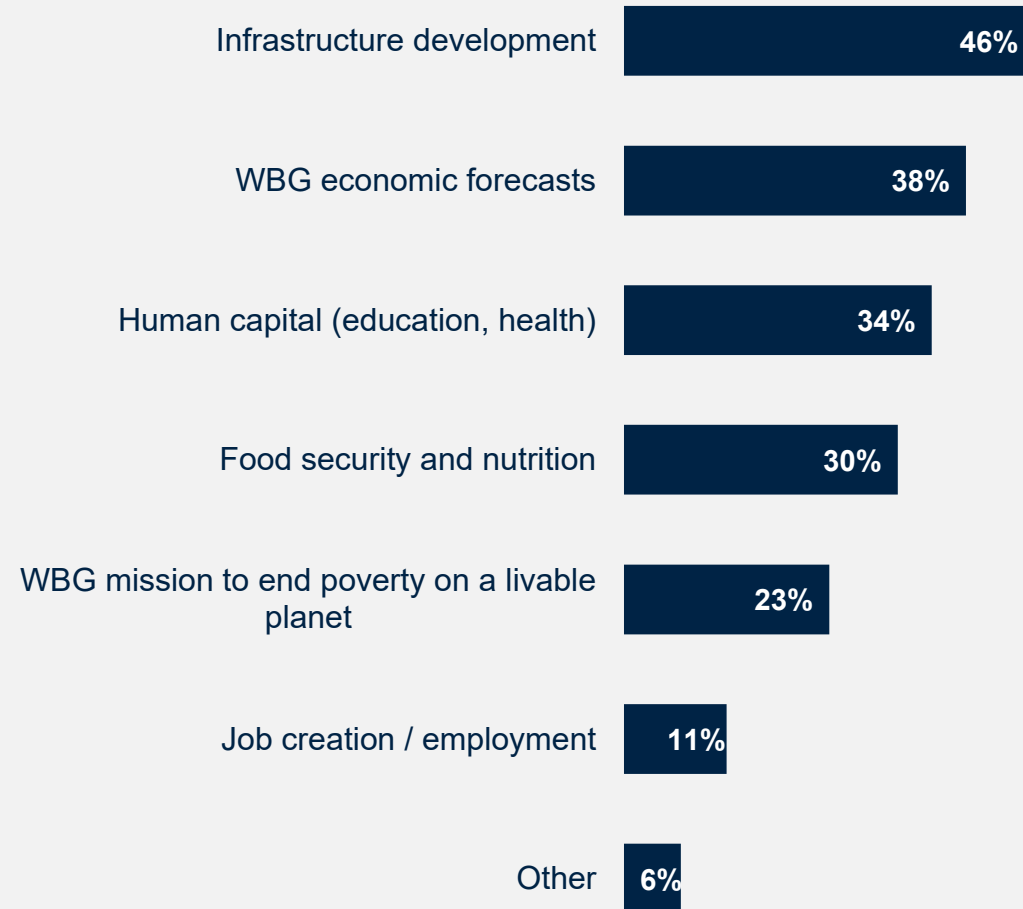


Do you recall seeing or hearing anything about the WBG recently? (N = 152)

Where do you recall seeing or hearing this information? (Select all that apply) (Percentage of Respondents, N = 79) ^Only asked to respondents who indicated that they recalled seeing/hearing about the WBG recently.



# Infrastructure Development and WBG Economic Forecasts Were the Most Recalled Topics



# To Better Understand the WBG's Role, Stakeholders Prioritize Sector-Specific Strategies and Impact Assessment Results

Top Two Types of Preferred Information About the WBG

	All Respondents	Executive Branch, Office of Minister	Government Institutions	Bilateral /Multilateral Agency	Civil Society	Private Sector	Academia
Sector-specific strategies	53%	55%	67%	47%	38%	80%	57%
Impact assessments and evaluations	47%	48%	40%	29%	53%	40%	57%
WBG research and knowledge	39%	36%	33%	47%	47%	27%	50%
Case studies of WBG projects	33%	21%	37%	18%	38%	47%	36%
Information on how to work / partner with WBG	33%	39%	20%	41%	53%	20%	29%
Regular updates on WBG activities	33%	27%	20%	41%	34%	27%	36%
Overview of WBG financial products and services	24%	27%	33%	18%	19%	27%	21%



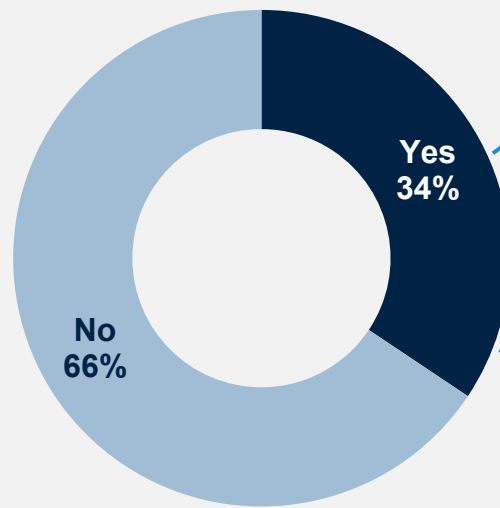
What information would be most helpful to you in understanding the WBG's role in Guatemala? (Select up to 3)  
(Percentage of Respondents, N=152)

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



# Sample Demographics

*In the past 3 years, have you worked or collaborated with the WBG in Guatemala?*  
**(N=160)**



**Which of the following WBG agencies have you worked or collaborated with in Guatemala?**  
**(N=55)**

World Bank (IBRD)

91%

International Finance Corporation (IFC)

25%

*Which best represents your geographic location?*  
**(N=150)**

Guatemala city

93%

Outside of Guatemala city

7%

*What is your gender?*  
**(N=151)**

Prefer not to specify, 2%

Other, <1%

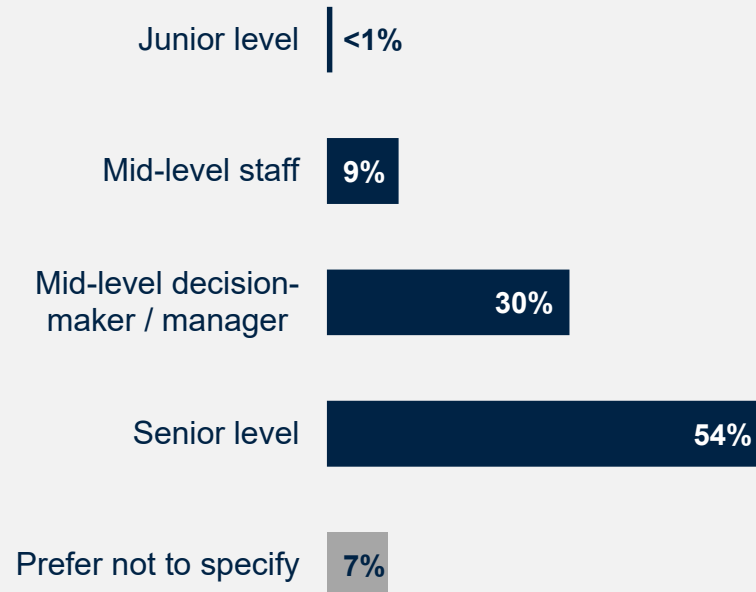
Female  
34%

Male  
63%

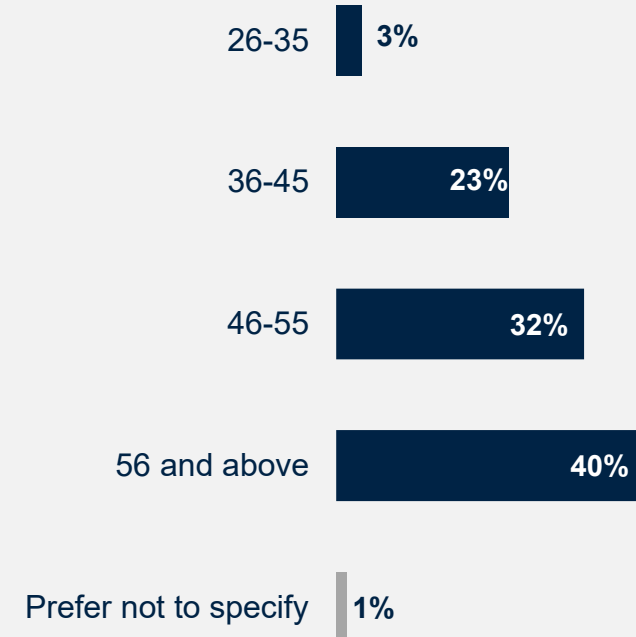


# Sample Demographics (continued)

*Within your organization,  
would you describe yourself as...*  
(N=149)



*What's your age?*  
(N=151)



# Detailed Methodology

From **May to July 2025**, a total of 317 stakeholders in Guatemala 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 fielding 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, **160 participated in the survey (50% response rate)**. Respondents received the questionnaire link and completed it online.

**This year’s survey results were compared to the FY22 Country Opinion Survey, which had a response rate of 49% (N=158).**

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	11%	23%
<b>Government Institutions:</b> Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	25%	16%
<b>Local Government</b>	7%	4%
<b>Bilateral/Multilateral Agency:</b> Embassy, Development Organization, Development Bank, UN Agency	15%	11%
<b>Civil Society Organization:</b> Local and regional NGO, Community-Based Organization, Private Foundation, Philanthropy, Professional/Trade Association, Faith-Based Group, Youth Group	16%	21%
<b>Private Sector:</b> Private Company, Financial Sector Organization, Private Bank	13%	9%
<b>Academia / Research Center</b>	10%	9%
<b>Media</b>	3%	6%
<b>Other</b>	0%	0%
<b>Total Number of Respondents</b>	<b>158</b>	<b>160</b>



What is your primary professional affiliation? (Select only 1 response)

# Detailed Methodology (continued)

**Breakdowns for individual questions by stakeholder group and by year** can be found in the “Guatemala 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)

