



# Mexico

## The World Bank Group Country Survey FY 2014

Report of Findings  
August 2014



Country Opinion Surveys  
THE WORLD BANK GROUP

## Acknowledgements

The Mexico Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG) team led by Sharon Felzer (Senior Communications Officer, Head of PORG), Jing Guo, Jessica Cameron and Svetlana Markova. Calita Woods and Dania Mendoza provided data support. The report was prepared under the overall guidance and supervision of Sumir Lal (Director, ECRGP). PORG acknowledges the significant contribution from the Mexico country team and the local fielding agency Parametria. In particular, PORG is grateful to Fernanda Zavaleta (Senior Communications Officer) and Karim Omar Lara Ayub (Junior Professional Associate) for their ongoing support throughout the Country Opinion Survey process.

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## I. Objectives

This survey was designed to achieve the following objectives:

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

## II. Methodology

In May-June 2014, 400 stakeholders of the World Bank Group in Mexico were invited to provide their opinions on the WBG's work in the country by participating in a country opinion survey. Participants were drawn from the office of the President; the office of a Minister; office of a parliamentarian; ministries, ministerial departments, or implementation agencies; consultants/contractors working on WBG-supported projects/programs; project management units (PMUs) overseeing implementation of a project; local government officials; bilateral and multilateral agencies; private sector organizations; private foundations; the financial sector/private banks; NGOs; community based organizations; the media; independent government institutions; trade unions; faith-based groups; academia/research institutes/think tanks; judiciary branch; and other organizations. A total of 191 stakeholders participated in the survey (48% response rate).

Respondents received a link to an online version of the questionnaire and completed the survey on the Qualtrics platform. Respondents were asked about: general issues facing Mexico; their overall attitudes toward the WBG; the WBG's effectiveness and results; the WBG's knowledge and convening services; working with the WBG; the WBG's future role in Mexico; the WBG's communication and information sharing in Mexico; and development organizations in the region.

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

When possible, responses from respondents completing this year's country survey were compared to responses from the 273 respondents (45% response rate) who completed the country survey in FY '08. Comparing responses across country surveys reflect changes in attitudes over time, but also changes in respondent samples and changes to the survey instrument itself. The differences in stakeholder identification in the FY'08 and FY'14 Country Surveys make weighting difficult. The unweighted mean/percentage comparisons are presented in Appendix D to show overall attitudinal changes from FY'08 to FY'14. Yet interpretation of these trends should be based on the understanding of the differences in the samples in the two years.

A. General Issues Facing Mexico: Respondents were asked to indicate whether Mexico is headed in the right direction, what they thought were the top three most important development priorities in the country, which areas would contribute most to reducing poverty, and how "shared prosperity" would be best achieved.

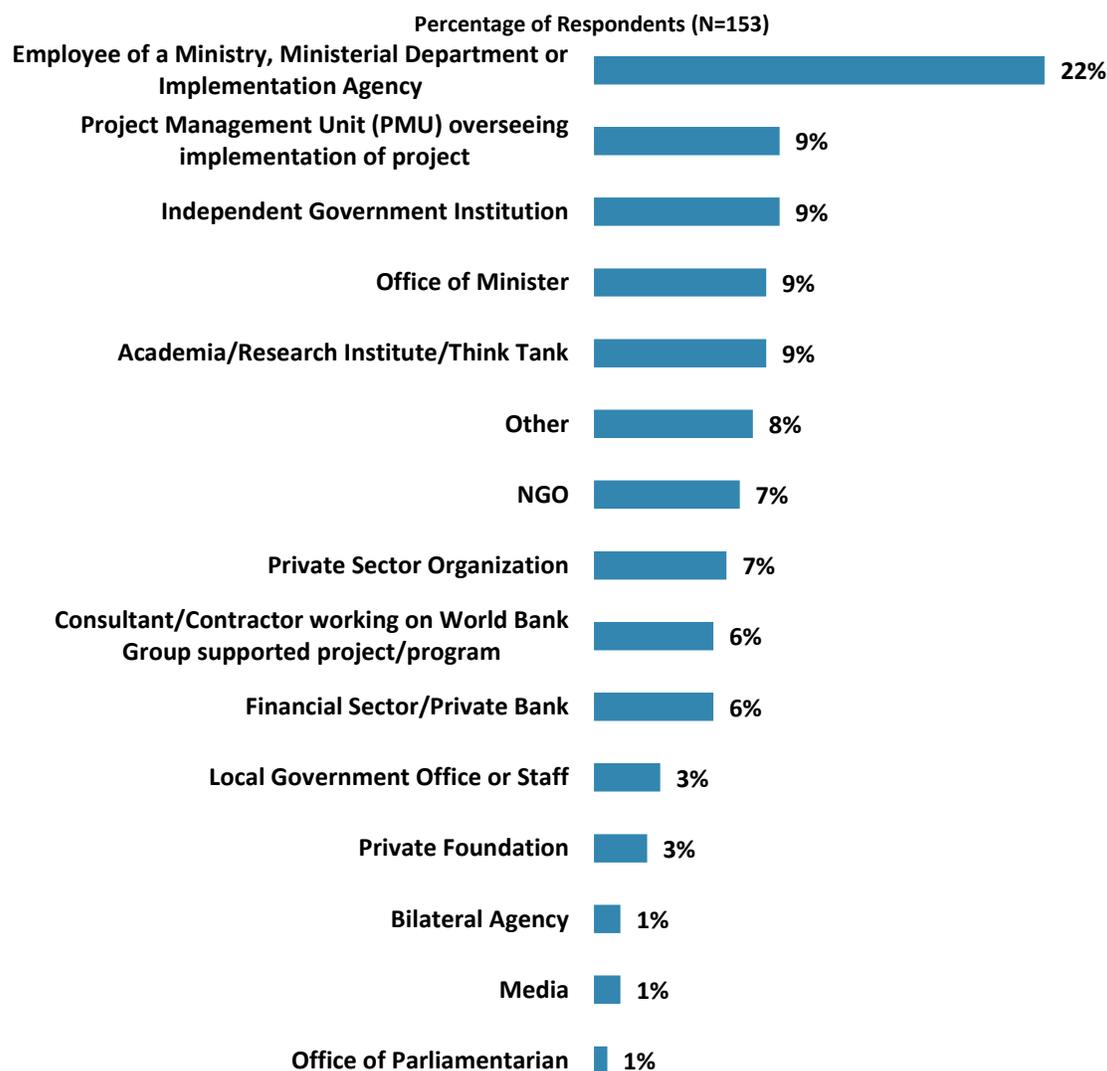
## II. Methodology (continued)

- B. Overall Attitudes toward the World Bank Group (WBG): Respondents were asked to rate their familiarity with the WBG and the International Finance Corporation (IFC), the effectiveness the WBG in Mexico, how effectively different parts of the WBG collaborate, WBG staff preparedness, their agreement with various statements regarding the WBG's work, and the extent to which the WBG is an effective development partner. Respondents were asked to indicate the WBG's greatest weaknesses, in which sectoral areas the WBG should focus most of its resources, which groups the Bank Group should collaborate with more, and to what reasons respondents attributed failed or slow reform efforts.
- C. World Bank Group's Effectiveness and Results: Respondents were asked to rate the extent to which the WBG's work helps achieve development results in Mexico, the extent to which the World Bank and IFC meet Mexico's needs for financial instruments respectively, the extent to which the WBG meets Mexico's needs for knowledge and convening services, and the WBG's effectiveness in eleven development areas serving four thematic objectives in Mexico's 2014-2019 Development Strategy. Respondents were also asked to rate the extent to which Mexico received value for money from the WBG's reimbursable advisory services.
- D. The World Bank Group's knowledge and convening services: Respondents were asked to indicate how frequently they consult WBG's knowledge and convening services and to rate the effectiveness and quality of the WBG's knowledge and convening services, including how significant of a contribution it makes to development results and its technical quality. Respondents were also asked about the LAC Flagship Report (*Latin American Entrepreneurs: Many Firms but Little Innovation*), including if it raised substantive new information, and whether it provided them with useful information in terms of work they do.
- E. Working with the World Bank Group: Respondents were asked to rate their level of agreement with a series of statements regarding working with the WBG, such as the WBG's "Safeguard Policy" requirements being reasonable, and disbursing funds promptly.
- F. The Future Role of the World Bank Group in Mexico: Respondents were asked to indicate what the WBG should do to make itself of greater value in Mexico, and which services the Bank should offer more of in the country. They were asked whether WBG has moved to the right direction, how significant the roles of the WBG, IFC, and international development cooperation are in Mexico's development respectively in the near future.
- G. Communication and Information Sharing: Respondents were asked to indicate how they get information about economic and social development issues, how they prefer to receive information from the WBG, and their usage and evaluation of the WBG's websites. Respondents were also asked about their awareness of the WBG's Access to Information policy, were asked to rate WBG's responsiveness to information requests, value of its social media channels, and levels of easiness to find information they needed.
- H. Development Organization in the Region: Respondents were asked to rate their level of familiarity with the Inter-American Development Bank (IDB) and its effectiveness.
- I. Background Information: Respondents were asked to indicate their current position, specialization, whether they professionally collaborate with the WBG, their exposure to the WBG in Mexico, which WBG agencies they work with, whether IFC and the Bank work well together, and their geographic location.

### III. Demographics of the Sample

#### Current Position

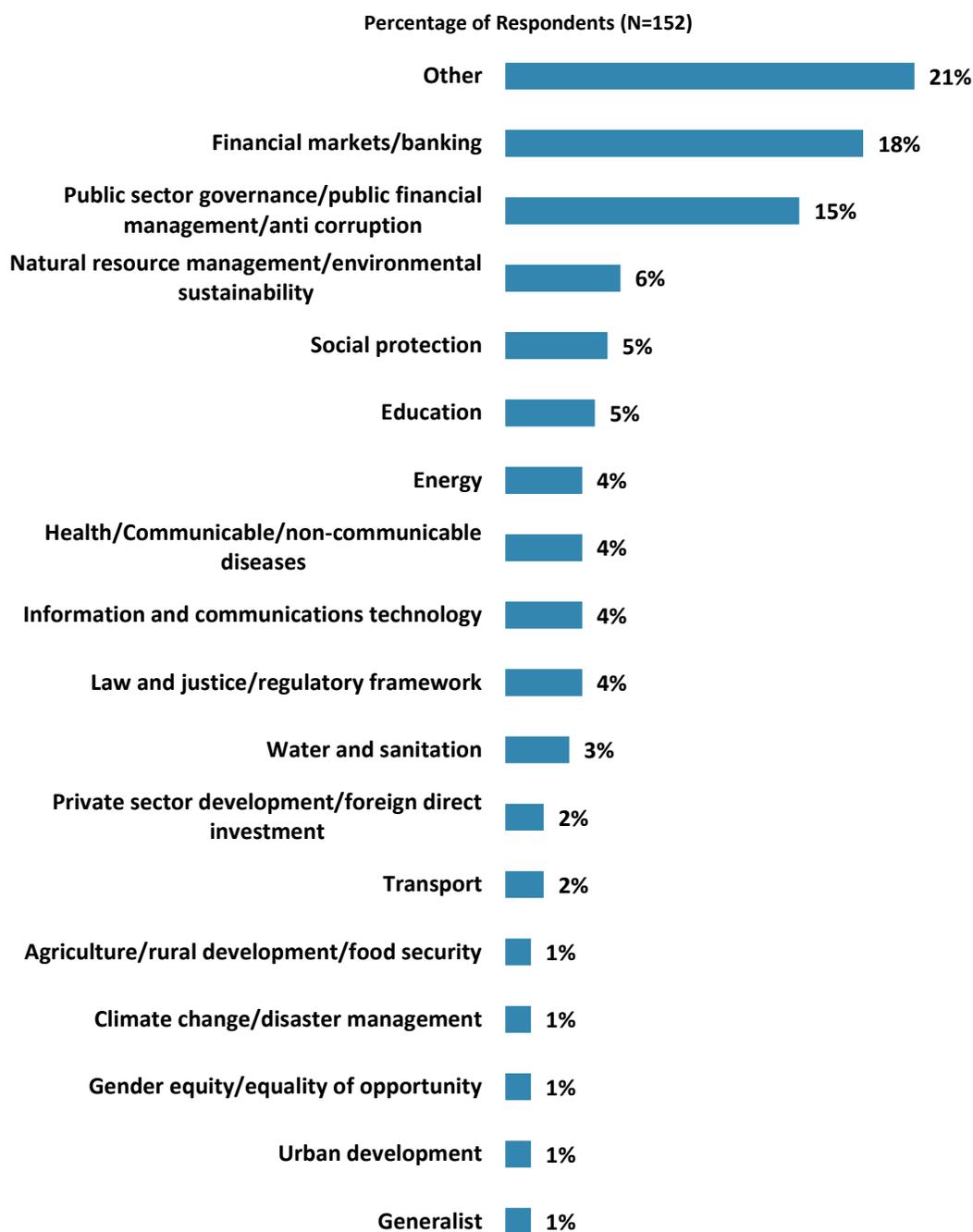
- For further analyses, respondents from consultants/contractors working on WBG projects were combined with those from PMUs; respondents from the financial sector/private banks were combined with those from private sector organizations; Respondents from private foundations and NGOs were combined into “CSO.” Few respondents from office of parliamentarian, bilateral agencies, the media, and other organizations were included in the “Other” category. There were no respondents from the Office of the President, multilateral agencies, CBOs, trade unions, faith-based groups, or the judiciary branch.



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

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

#### Area of Primary Specialization

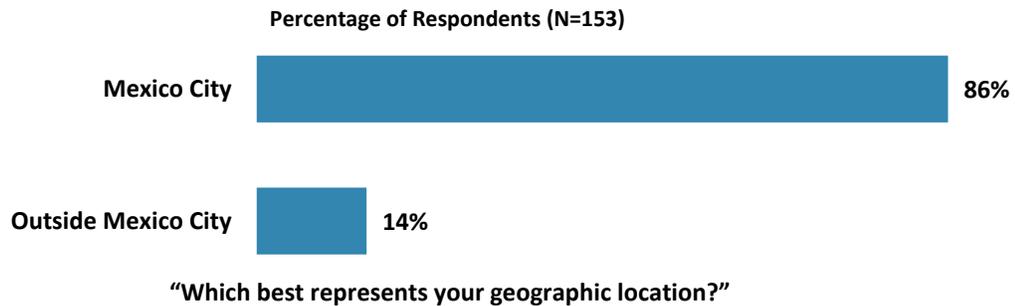


“Please identify the primary specialization of your work.” (Respondents chose from a list.)

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

#### Geographic Location

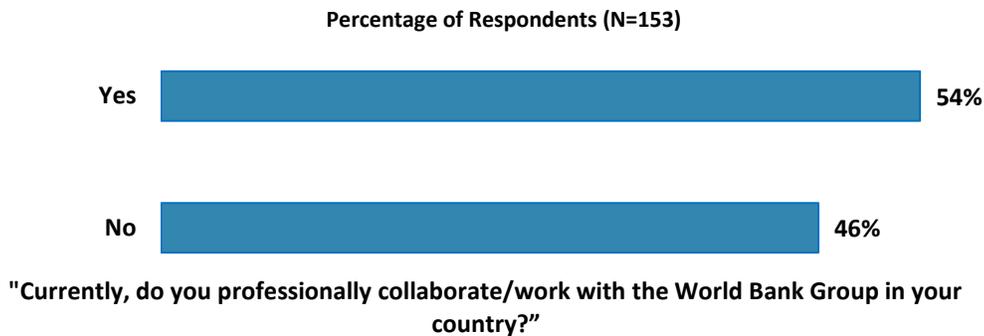
- Responses across all geographic locations for all survey questions can be found in Appendix C (see page 82). Only significant difference between geographic locations in response to indicator questions will be discussed in the body of this report.



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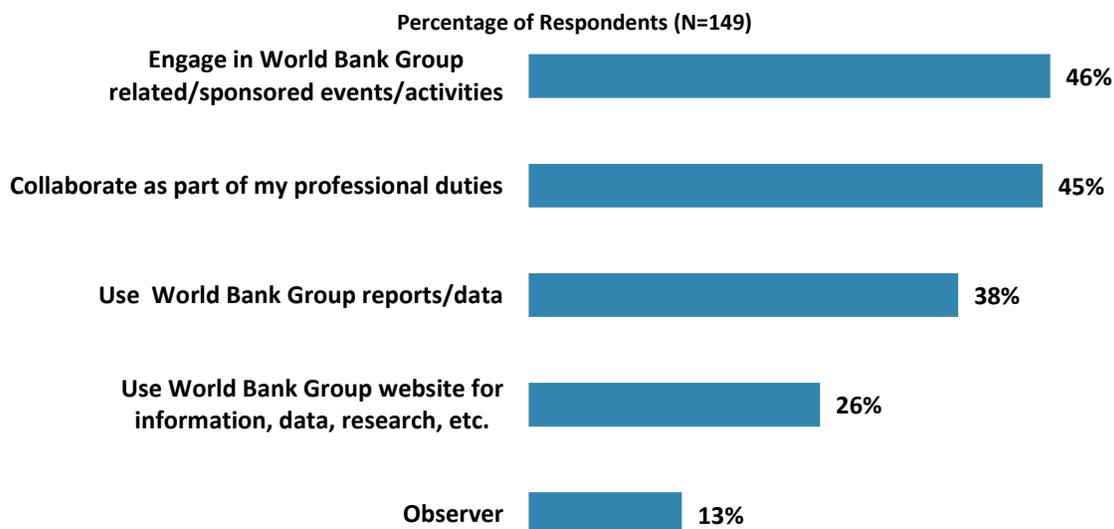
#### Collaboration with and Exposure to the World Bank Group

- Differences in responses to the indicator questions, based on levels of collaboration and exposure to the World Bank Group in Mexico, can be found in Appendix E (see page 94) and Appendix F (see page 105). Please note that where these two factors appear to have a significant relationship with overall views of the World Bank Group, it is highlighted in yellow in Appendix F.



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

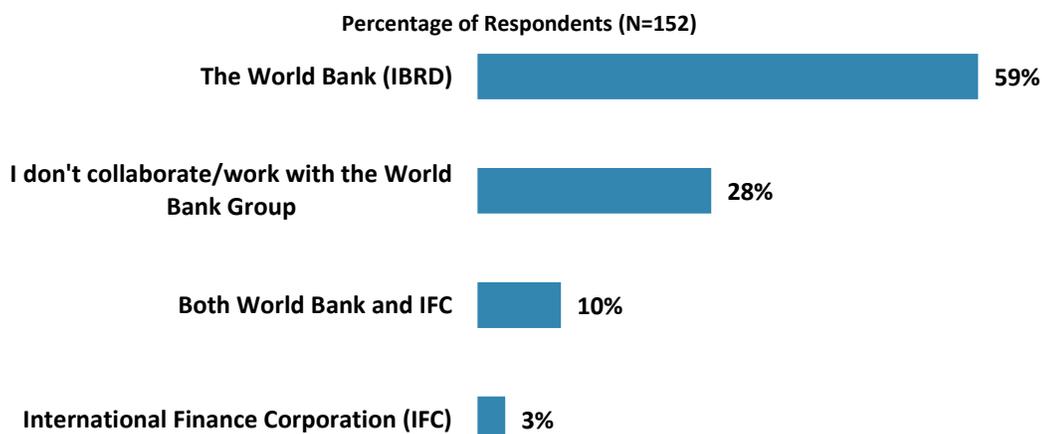
#### Collaboration with and Exposure to the World Bank Group (continued)



"Which of the following describes most of your exposure to the World Bank Group in Mexico?  
(Choose no more than TWO)" (Respondents chose from a list. Responses combined.)

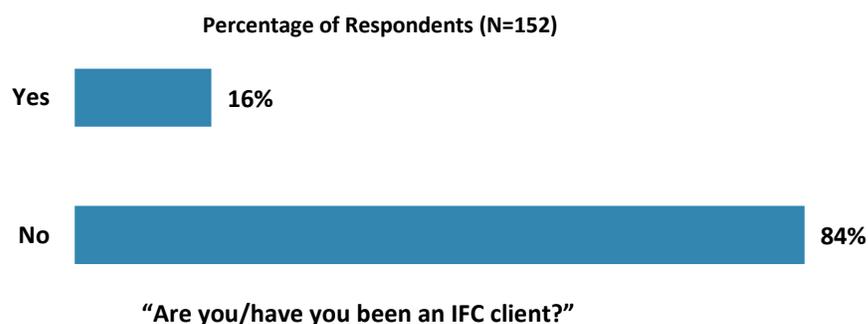
### III. Demographics of the Sample (continued)

#### Exposure to Agencies within the World Bank Group



"Currently, which of the following agencies of the World Bank Group do you primarily work with in Mexico (Please mark only ONE response)?" (Respondents chose from a list. )

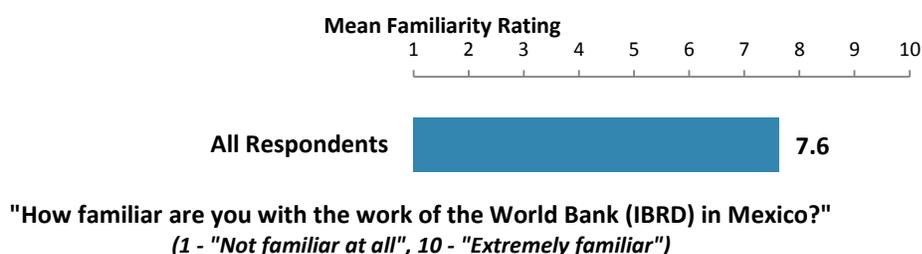
#### Exposure to the IFC



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

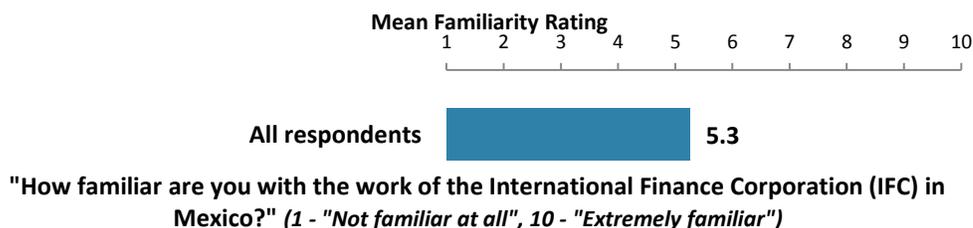
#### Familiarity with the World Bank

- Respondents from Office of Minister, PMUs and consultants/contractors working on WBG projects had the highest levels of familiarity with the World Bank, whereas respondents from academia/research institutes/think tanks had significantly lower levels of familiarity.
- Respondents from Mexico City had significantly higher levels of familiarity with the World Bank than those who are from outside Mexico City.
- Respondents' ratings of familiarity with the World Bank were significantly, strongly correlated with their perceptions of the WBG's overall effectiveness in Mexico, and the WBG's ability to help achieve development results in Mexico, significantly, moderately correlated with the perceptions of the WBG's relevance to Mexico's development.



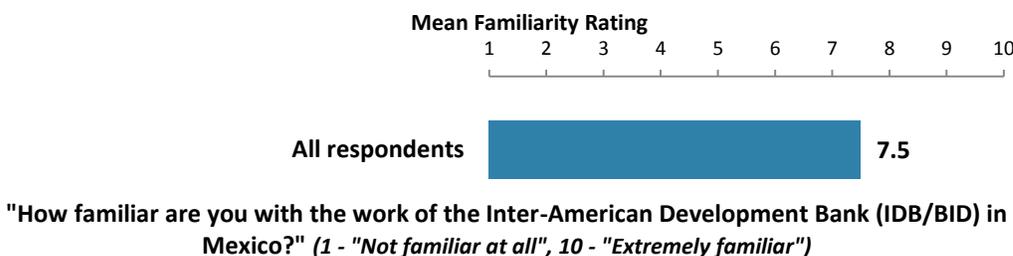
#### Familiarity with the IFC

- Respondents had significantly higher levels of familiarity with the Bank than the IFC.



#### Familiarity with the IDB

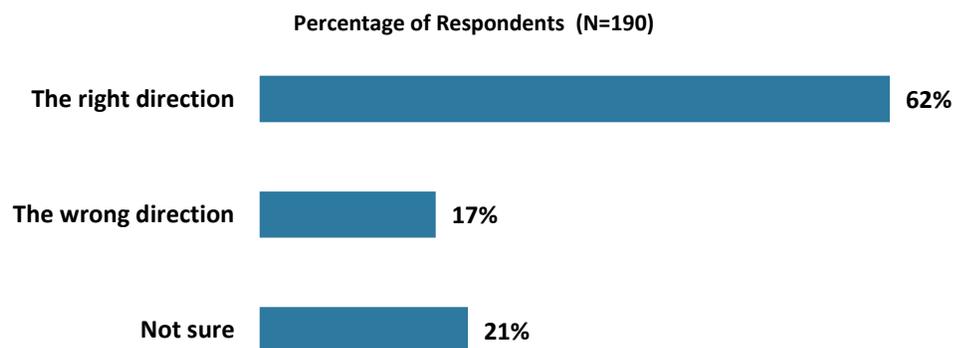
- Respondents had statistically similar levels of familiarity with the World Bank and IDB.



## IV. General Issues Facing Mexico

### Headed in the Right Direction

- Respondents who professionally collaborate/work with the WBG in Mexico were significantly more likely to indicate that Mexico is headed in the right direction.
- Among all stakeholders, respondents from academia/research institutes/think tanks were significantly more likely to indicate that Mexico is headed in the wrong direction than respondents from other stakeholder groups.

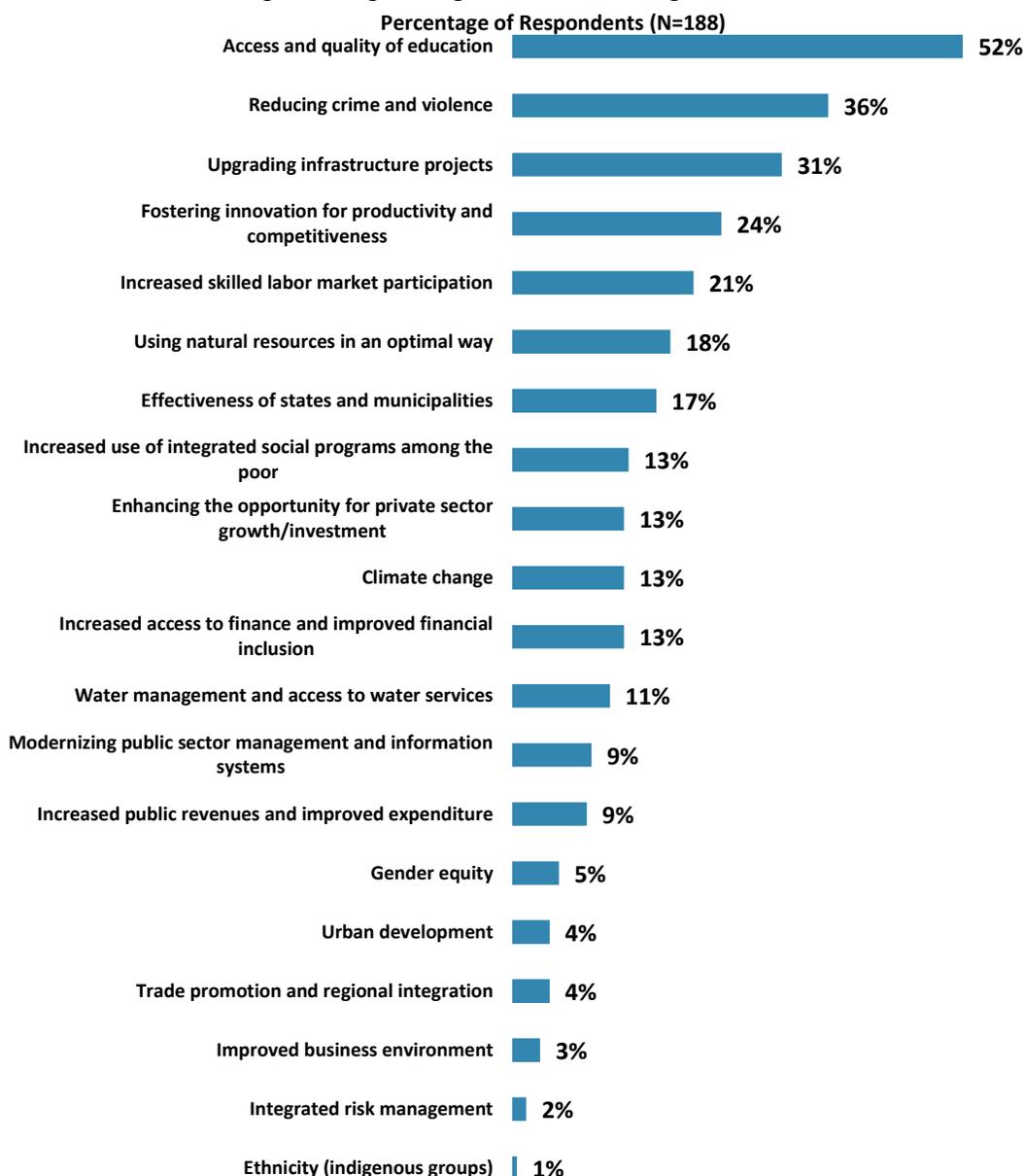


"In general, would you say that Mexico is headed in ...?"  
(Respondents chose from a list.)

## IV. General Issues Facing Mexico (continued)

### Development Priority

- Respondents who identified their specialized areas as *financial markets/banking* (18% of the sample) were significantly more likely to indicate that “*increased access to finance and improved financial inclusion*” was one of the most important development priorities in Mexico, compared to respondents who work in other areas.
- Respondents who do not professionally collaborate with the WBG were significantly more likely to view “*access and quality of education*” and “*reducing crime and violence*” as top development priorities than respondents who work with the WBG.



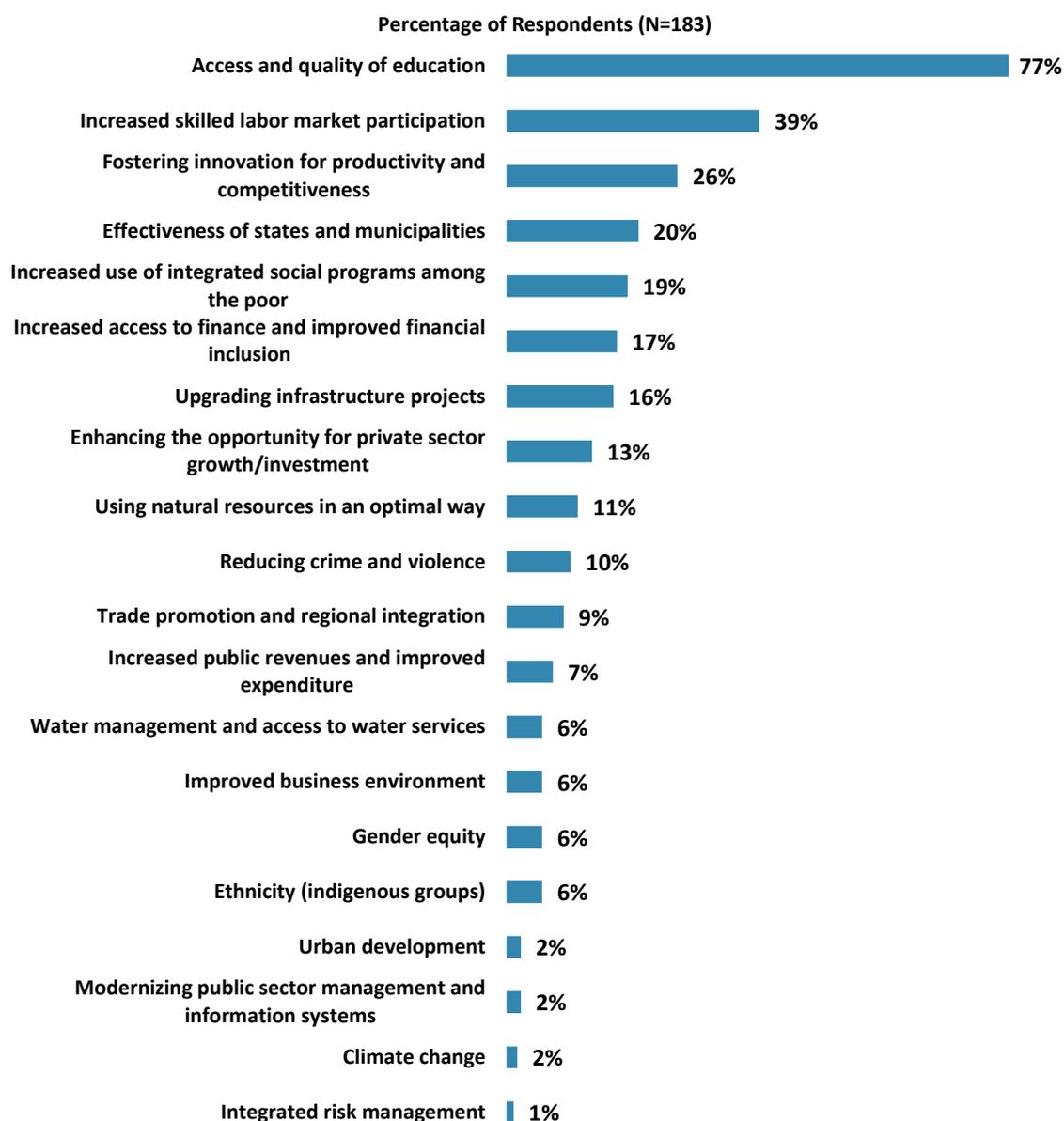
"Listed below are a number of development priorities in Mexico. Please identify which of the following you consider the most important development priorities in Mexico. (Choose no more than THREE)" (Respondents chose from a list. Responses combined.)

When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question I2 in Appendix H), analyses are done to see these respondents' views about the development priorities in Mexico.

## IV. General Issues Facing Mexico (continued)

### What Would Contribute Most to Reducing Poverty

- Respondents whose primary specialization of work is *financial markets/banking* (18% of the sample) were significantly more likely to indicate that “*increased access to finance and improved financial inclusion*” would contribute most to reducing poverty in Mexico, compared to respondents in other areas of work.



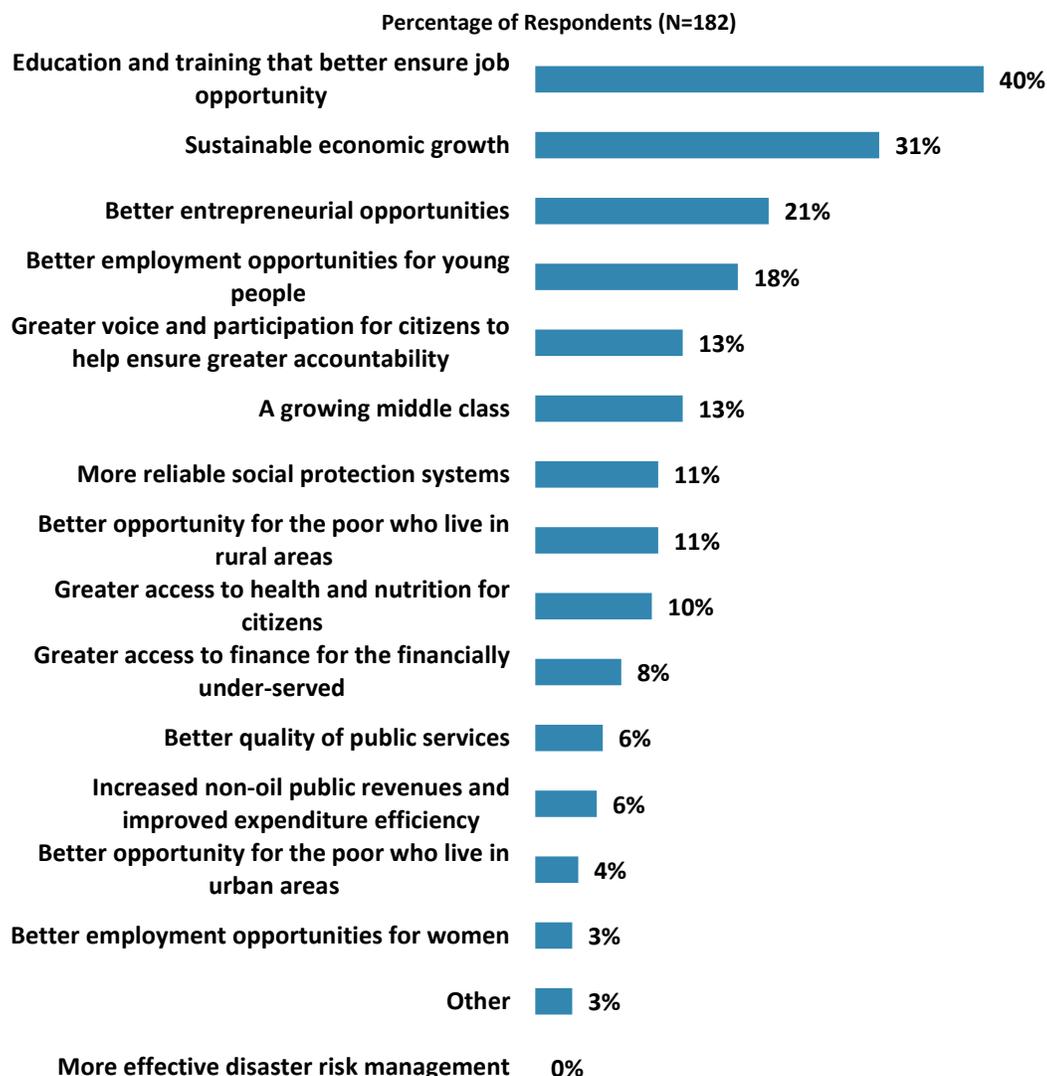
**"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Mexico?" (Respondents chose from a list. Responses combined.)**

*When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question I2 in Appendix H), analyses are done to see these respondents' views about the areas of development that would contribute most to reducing poverty.*

## IV. General Issues Facing Mexico (continued)

### Factors Contributing to “Shared Prosperity”

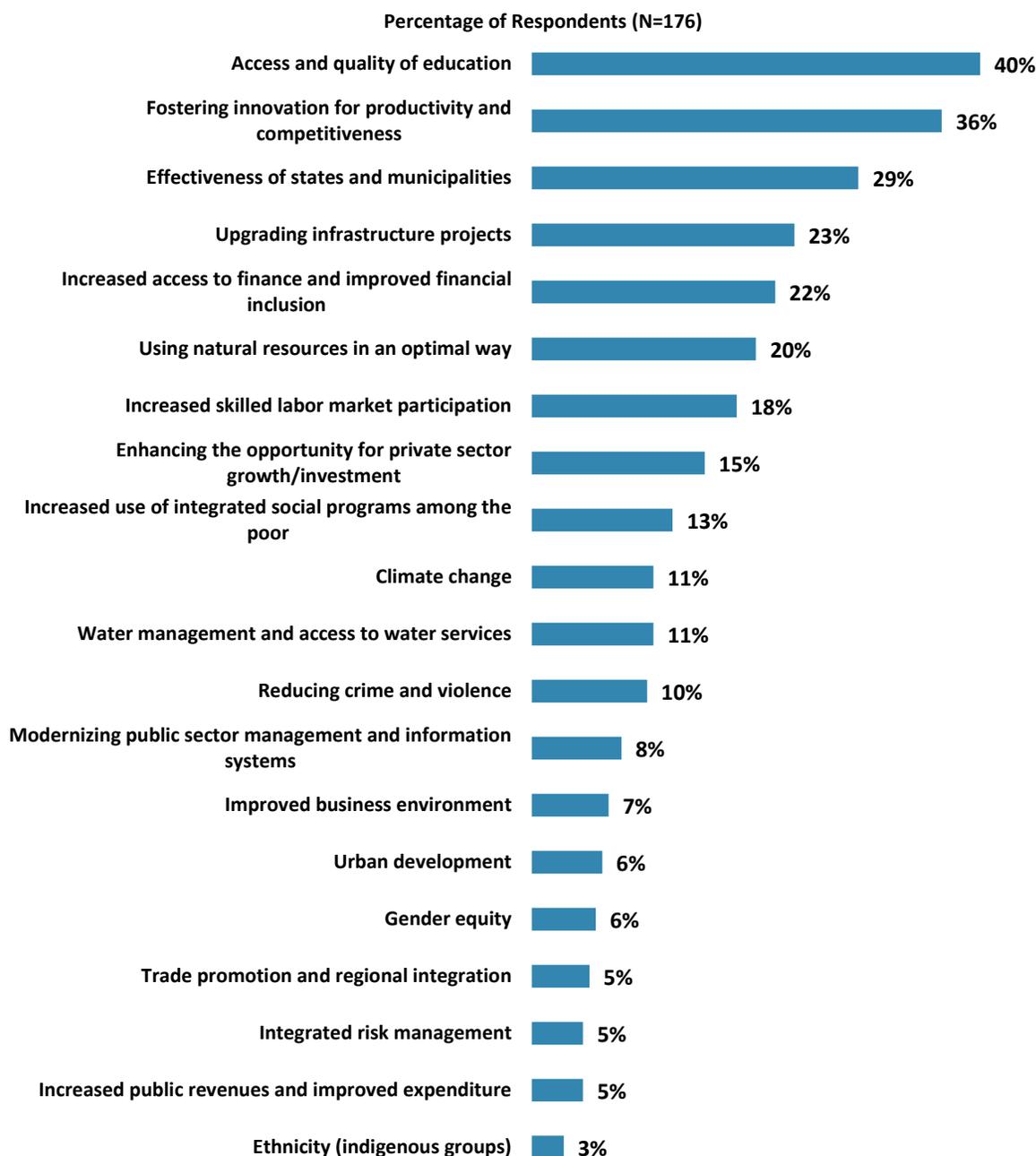
- While “*education and training that better ensure job opportunity*” and “*sustainable economic growth*” are perceived as topic contributors to achieving Shared Prosperity by all stakeholder groups, respondents from CSOs were significantly more likely than other stakeholder groups to indicate that “*greater voice and participation for citizens to help ensure greater accountability*” best illustrates how Shared Prosperity would be achieved in Mexico.



"When thinking about the idea of "shared prosperity" in your country, which of the following TWO best illustrate how this would be achieved in Mexico?  
(Choose no more than TWO)" (Respondents chose from a list. Responses combined.)

## V. Overall Attitudes toward the World Bank Group

### Where the World Bank Group Should Focus its Resources



**“When thinking about how the World Bank Group can have the most impact on development solutions in Mexico, in which sectoral areas do you believe the World Bank Group should focus most of its attention and resources in Mexico? (Choose no more than THREE)”**  
(Respondents chose from a list. Responses combined.)

*When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question I2 in Appendix H), analyses are done to see these respondents' views about which areas the World Bank Group should focus its attention and resources on.*

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

### Where the World Bank Group Should Focus its Resources (continued)

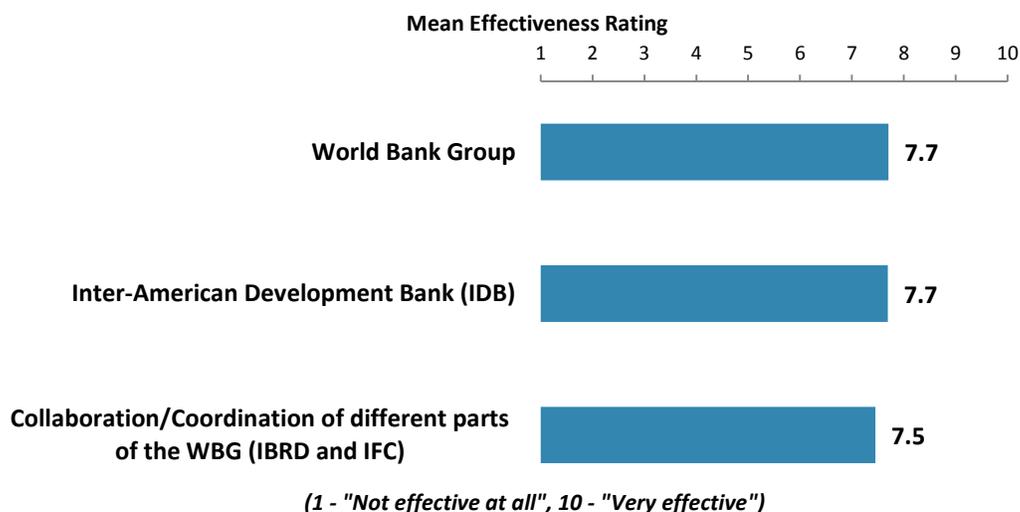
- “*Access and quality of education*” emerges as not only the top development priority in Mexico, but also the area where the WBG should focus most of its resources.
- Respondents whose primary specialization of work is *financial markets/banking* (18% of the sample) were significantly more likely to indicate that the WBG should focus its attention and resources on “*enhancing the opportunity for private sector growth/investment,*” compared to respondents in other areas of work.

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

As noted in the “Methodology” section, the indicator questions referred to throughout the survey report are questions that are asked in every country that engages in the Country Opinion Survey. These will be aggregated for the World Bank Group’s annual Corporate Scorecard.

### Overall Effectiveness of the World Bank Group (*Indicator Question*), Collaboration between Different parts of the WBG (IBRD and IFC), and IDB

- Respondents across stakeholder groups gave statistically similar ratings for the WBG’s overall effectiveness in Mexico.
- Respondents from Mexico City gave significantly higher ratings for the WBG’s overall effectiveness in Mexico than respondents from outside Mexico City.
- Respondents who professionally collaborate/work with the World Bank had significantly higher ratings for the Bank’s effectiveness compared to respondents who do not professionally collaborate/work with the Bank.
- Respondents across stakeholder groups and geographic locations gave statistically similar ratings for the effectiveness of the different parts of the WBG working together.



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

### Effectiveness of the WBG Activities

- Respondents across stakeholder groups had statistically similar ratings for the effectiveness of the following WBG activities in supporting Mexico's efforts to achieve development results.
- There were significant differences in the responses across geographic locations. Respondents from Mexico City gave significantly higher ratings for the WBG's effectiveness in "data," "policy advice, studies, analyses," "financial resources," "technical assistance," and "working in partnerships with others to improve impact," compared to respondents from outside Mexico City.



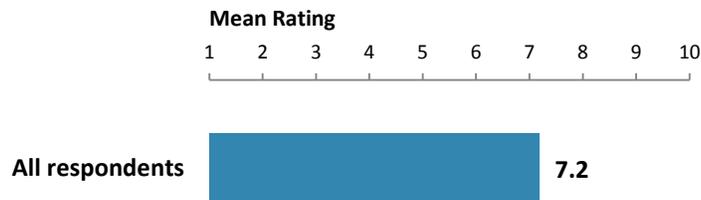
"How effective do the World Bank Group's activities below support Mexico's efforts to achieve development results?"

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

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

### Achieving Development Results (*Indicator Question*)

- Respondents from PMUs and consultants/contractors working on WBG projects had the highest ratings for the WBG helping achieve development results in Mexico, whereas respondents from CSOs and academia/research institutes/think tanks had significantly *lower* ratings.
- Respondents across geographic locations had statistically similar ratings for the World Bank Group helping achieve development results in Mexico.
- Respondents who professionally collaborate/work with the World Bank Group had significantly *higher* ratings for the WBG helping achieve development results in Mexico, compared to respondents who do not professionally collaborate/work with the WBG.



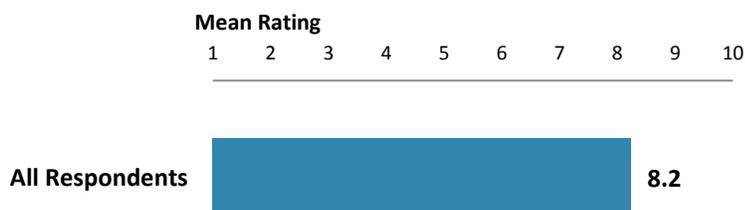
**"To what extent does the World Bank Group's work help to achieve development results in Mexico?"**

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

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

### Staff Preparedness (*Indicator Question*)

- Respondents across geographic locations gave statistically similar ratings for the extent to which the WBG's staff is well prepared to help Mexico solve its most complicated development challenges.
- Respondents from Office of Minister and the private sector/financial sector/private banks had the highest ratings for the extent to which the WBG's staff is well prepared to help Mexico solve its most complicated development challenges, whereas respondents from independent government institutions had significantly lower ratings.
- Respondents who do and do not professionally collaborate/work with WBG had statistically similar ratings for the extent to which the WBG's staff is well prepared to help Mexico solve its most complicated development challenges.

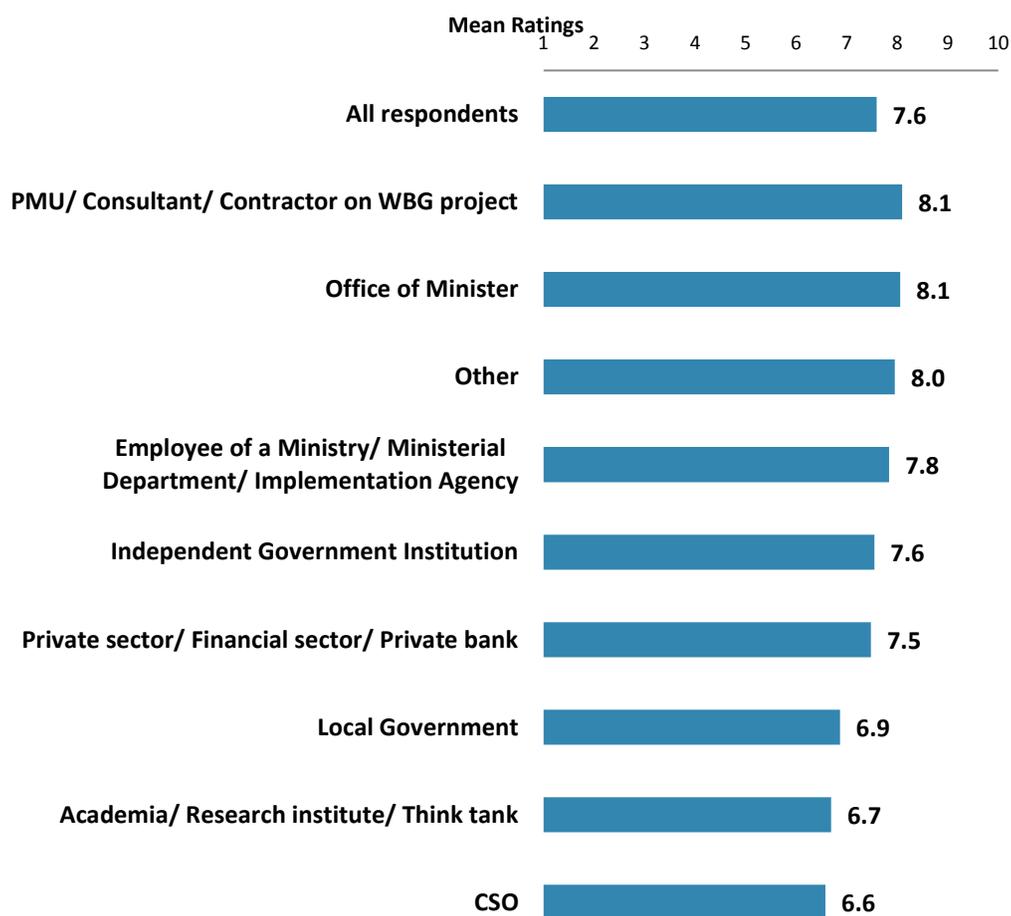


**"To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Mexico solve its most complicated development challenges?"**  
*(1-"To no degree at all", 10-"To a very significant degree")*

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

### Overall Ratings for Indicator Questions by Stakeholder Groups\*

- There were significant stakeholder group differences in their overall responses to twenty four indicator questions. Respondents from Office of Minister, PMUs, and consultants/contractors working on WBG projects gave the highest ratings for those questions, whereas respondents from CSOs and academia/research institutes/think tanks gave significantly lower ratings. Respondents' overall ratings for the indicator questions are significantly correlated with the level of familiarity they are with the World Bank's work in Mexico ( $p < .01$ ).
- Respondents who professionally collaborate/work with the WBG tended to give significantly higher ratings (7.9) for twenty four indicator questions than respondents who do not professionally collaborate/work with the WBG (7.2)
- Responses for individual indicator questions by stakeholder groups can be found in Appendix G (page 106).



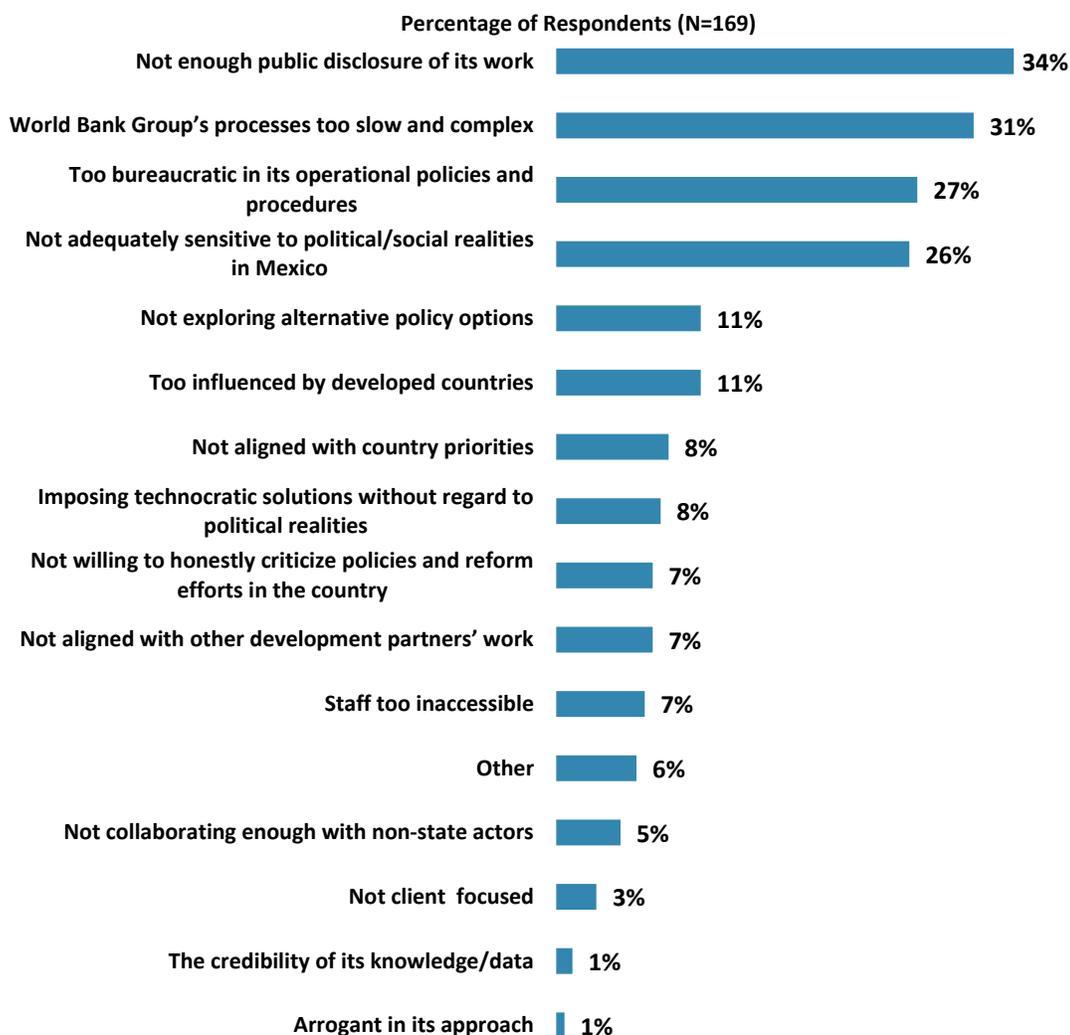
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10

\* Responses to all twenty four indicator questions can be found in Appendices F and G.

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

### Greatest Weakness

- In this year's Country Survey, "*not enough public disclosure of its work*" and "*the WBG's processes being too slow and complex*" are perceived as the greatest weaknesses of the institution by respondents across stakeholder groups and geographic locations.
- Respondents who professionally collaborate/work with the WBG were significantly more likely to consider "*the WBG's processes being too slow and complex*" as the WBG's greatest weakness than respondents who do not professionally collaborate/work with the WBG.

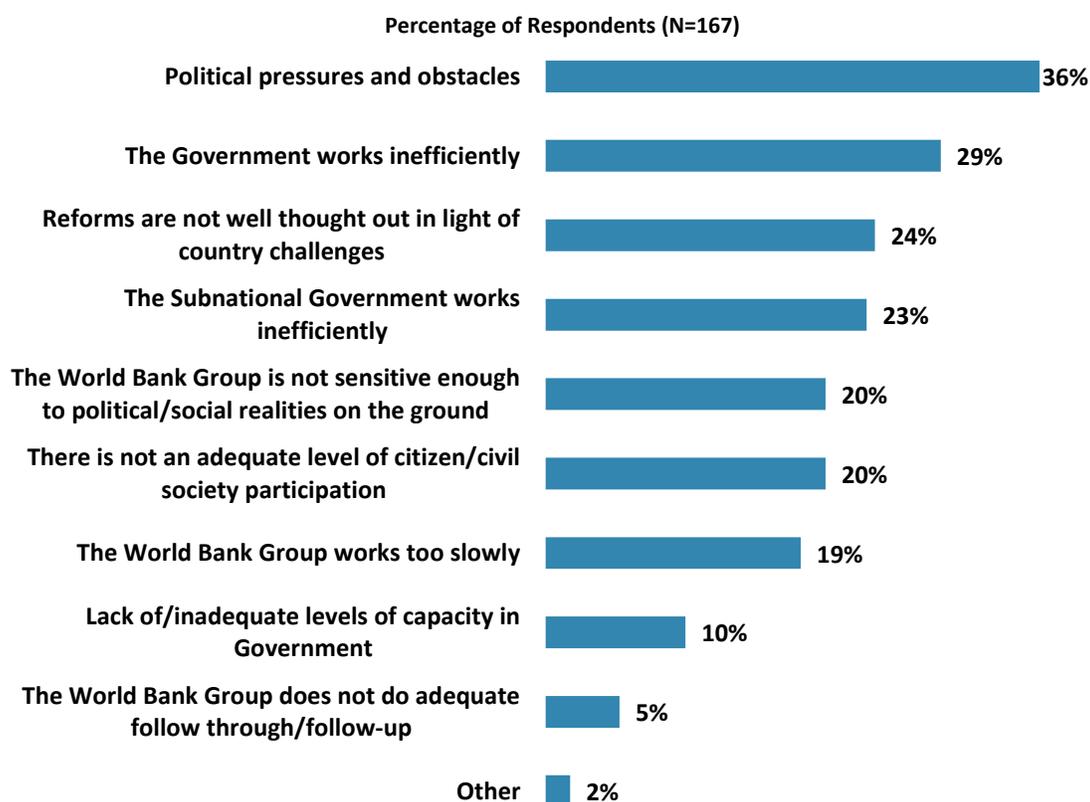


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Mexico? (Choose no more than TWO)"

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

### Attributing Slow or Failed Reform Efforts

- Overall, “*political pressures and obstacles*” and “*government working inefficiently*” are perceived as the greatest causes, when the WBG assisted reform efforts fail or are slow to take place.
- While overall more than a quarter of respondents consider “*government working inefficiently*” as the second greatest cause of failed/slow reforms, respondents from the private sector/financial sector/private banks and academia/research institutes/think tanks were significantly more likely to think so than respondents from other stakeholder groups. In the meantime, respondents who do not professionally collaborate/work with the WBG are significantly more likely to indicate so compared to respondents who do professionally collaborate/work with the WBG.



"When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)"  
(Respondents chose from a list. Responses combined.)

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

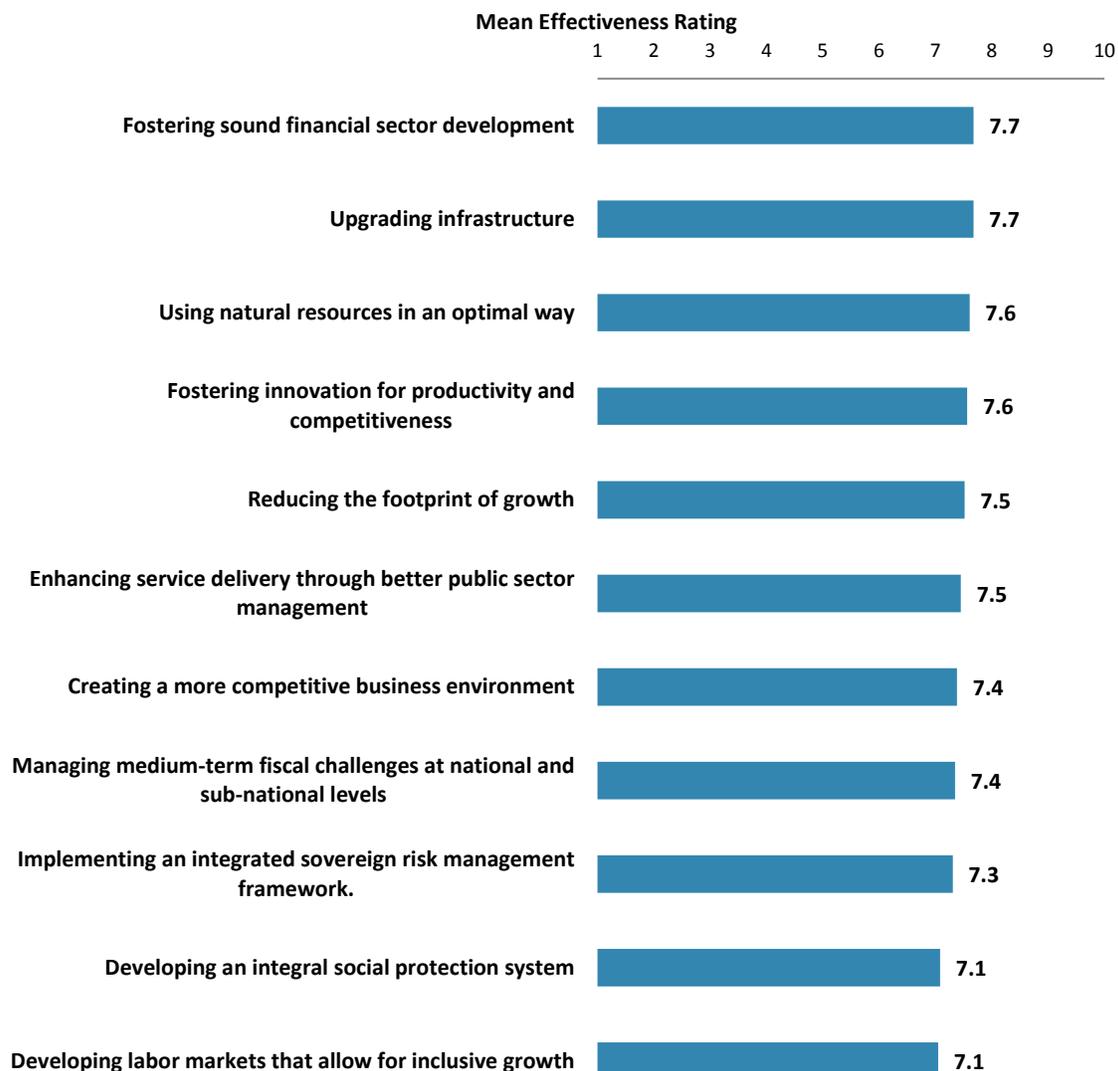
### World Bank Group Moving in the Right Direction



**"In the last three years, to what extent do you believe that the World Bank Group has moved in the right direction in terms of the focus of its work in Mexico?"**  
*(1-"To no degree at all", 10-"To a very significant degree")*

## VI. Sectoral Effectiveness

### Effectiveness of Sectoral Areas



"In its efforts to support the government of Mexico's national development plan, the World Bank Group is emphasizing in its 2014-2019 strategy a number of thematic objectives. To achieve those objectives, the WBG has shifted to a country engagement model that delivers a customized package of WBG financial, knowledge and convening activities. For each theme below, please indicate how *effective* you believe the World Bank Group is in supporting country efforts in each area of engagement in Mexico?"

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

## VI. Sectoral Effectiveness (continued)

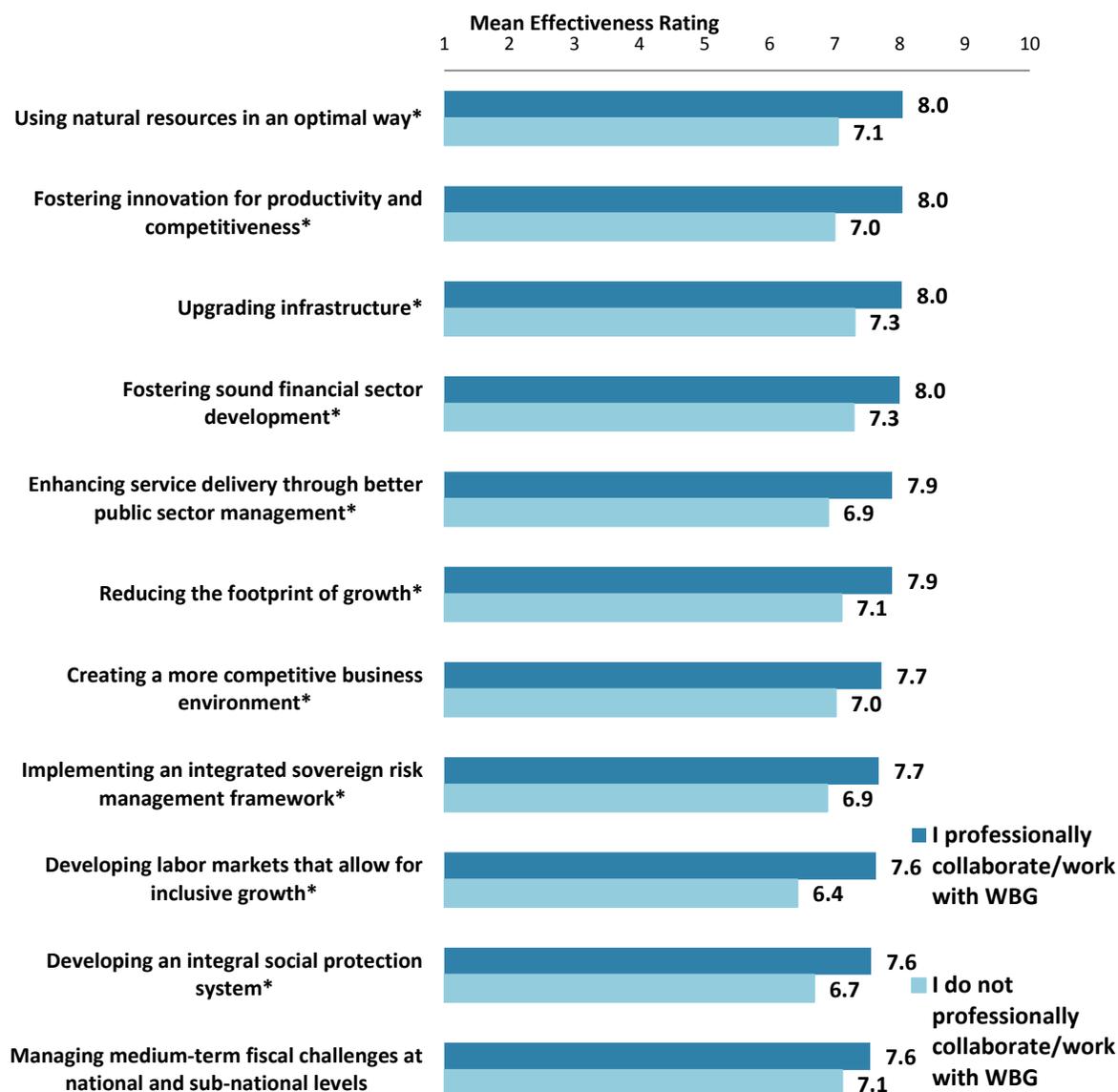
### Effectiveness of Sectoral Areas (continued)

- There were significantly stakeholder differences in their ratings for the WBG's effectiveness in nine of the eleven area of engagement in Mexico (except "*creating a more competitive business environment*" and "*implementing an integrated sovereign risk management framework*." For the most part, respondents from Office of Minister, PMUs and consultants/contractors working on WBG projects had the highest ratings for the WBG's effectiveness, whereas respondents from CSOs and academia/research institutes/think tanks had significantly lower ratings. (For detailed information, please see Appendix A)
- Respondents whose primarily specialization of work is in "*financial markets/banking*" (18%) and those who specialize in "*public sector governance/public financial management/anti-corruption*" (15% of the sample) gave significantly higher ratings for the WBG's effectiveness in the following areas compared to other respondents.
  - *Fostering sound financial sector development;*
  - *Fostering innovation for productivity and competitiveness;*
  - *Managing medium-term fiscal challenges at national and sub-national levels;*
  - *Enhancing service delivery through better public sector management;*
  - *Implementing an integrated sovereign risk management framework;* and
  - *Reducing the footprint of growth.*
- Note in the Appendix on the sectoral effectiveness (Appendix A, page 54) that primarily informed stakeholders responded to this question. Those who had no exposure to the WBG's work were given the option "Don't Know."
- Respondents across geographic locations had statistically similar ratings for the WBG's effectiveness in all of the areas of engagement except "*reducing the footprint of growth*." Respondents from Mexico City had significantly higher ratings for the WBG's effectiveness in "*reducing the footprint of growth*" than respondents from outside Mexico City.
- Responses across all stakeholder groups and geographic locations can be found in the Appendix.

## VI. Sectoral Effectiveness (continued)

### Effectiveness of Sectoral Areas (continued)

- Respondents who professionally collaborate/work with the WBG gave significantly higher ratings for the WBG's effectiveness in almost all following areas compared to respondents who do not professionally collaborate/work with the WBG.



"In its efforts to support the government of Mexico's national development plan, the World Bank Group is emphasizing in its 2014-2019 strategy a number of thematic objectives. To achieve those objectives, the WBG has shifted to a country engagement model that delivers a customized package of WBG financial, knowledge and convening activities. For each theme below, please indicate how *effective* you believe the World Bank Group is in supporting country efforts in each area of engagement in Mexico?"

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

(\*Significantly different between respondents who do and do not collaborate with the WBG)

## VI. Sectoral Effectiveness (continued)

### Drivers of Effectiveness

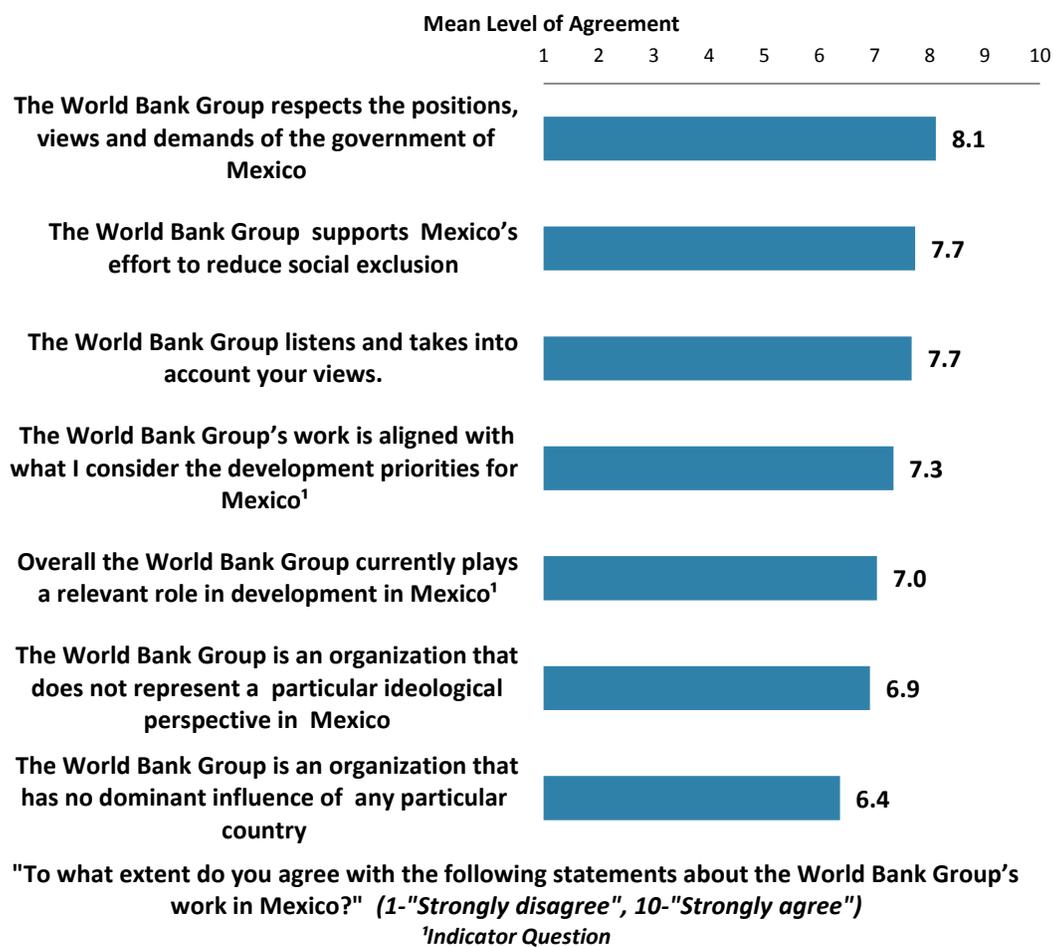
To determine the key drivers of respondents' ratings of the World Bank Group's overall effectiveness and ratings of its ability to help achieve development results in Mexico, bivariate correlational analyses were conducted using respondents' ratings of the eleven specific areas of effectiveness.

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

- **Overall Effectiveness:** Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the Bank's overall effectiveness, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's overall effectiveness in Mexico. The areas determined to be key drivers from these analyses were:
  - The WBG's effectiveness at enhancing service delivery through better public sector management;
  - The WBG's effectiveness at urban development;
  - The WBG's effectiveness at developing labor markets that allow for inclusive growth;
  - The WBG's effectiveness at fostering innovation for productivity and competitiveness;
  - The WBG's effectiveness at creating a more competitive business environment
- **Achieving Development Results:** Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the WBG's ability to help achieve development results in Mexico, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's ability to help achieve development results. The areas determined to be key drivers from these analyses were:
  - The WBG's effectiveness at developing labor markets that allow for inclusive growth;
  - The WBG's effectiveness at fostering innovation for productivity and competitiveness;
  - The WBG's effectiveness at enhancing service delivery through better public sector management;
  - The WBG's effectiveness at using natural resources in an optimal way

## VII. How the World Bank Group Operates

### The World Bank Group's Work in Mexico



## VII. How the World Bank Group Operates (continued)

### The World Bank Group's Work in Mexico (continued)

- There were significant stakeholder group differences in their levels of agreement with all of the statements above about the WBG. For the most part, respondents from PMUs and consultants/contractors working on WBG projects had the highest levels of agreement, whereas respondents from CSOs and academia/research institutes/think tanks had significantly lower ratings.
- There were significant differences between respondents in and outside Mexico City in their levels of agreement with that “*the WBG’s work is aligned with what I consider the development priorities for Mexico,*” “*the World Bank Group is an organization that does not represent a particular ideological perspective in Mexico*” and “*the World Bank Group supports Mexico’s effort to reduce social exclusion.*” Respondents from Mexico City had significantly higher levels of agreement with these statements than respondents from outside Mexico City.
- Respondents who professionally collaborate/work with WBG tended to have significantly higher levels of agreement with the all of statements above except that “*the World Bank Group is an organization that does not represent a particular ideological perspective in Mexico*” compared to respondents who do not professionally collaborate/work with the WBG.

## VII. How the World Bank Group Operates (continued)

### Overall Perceptions

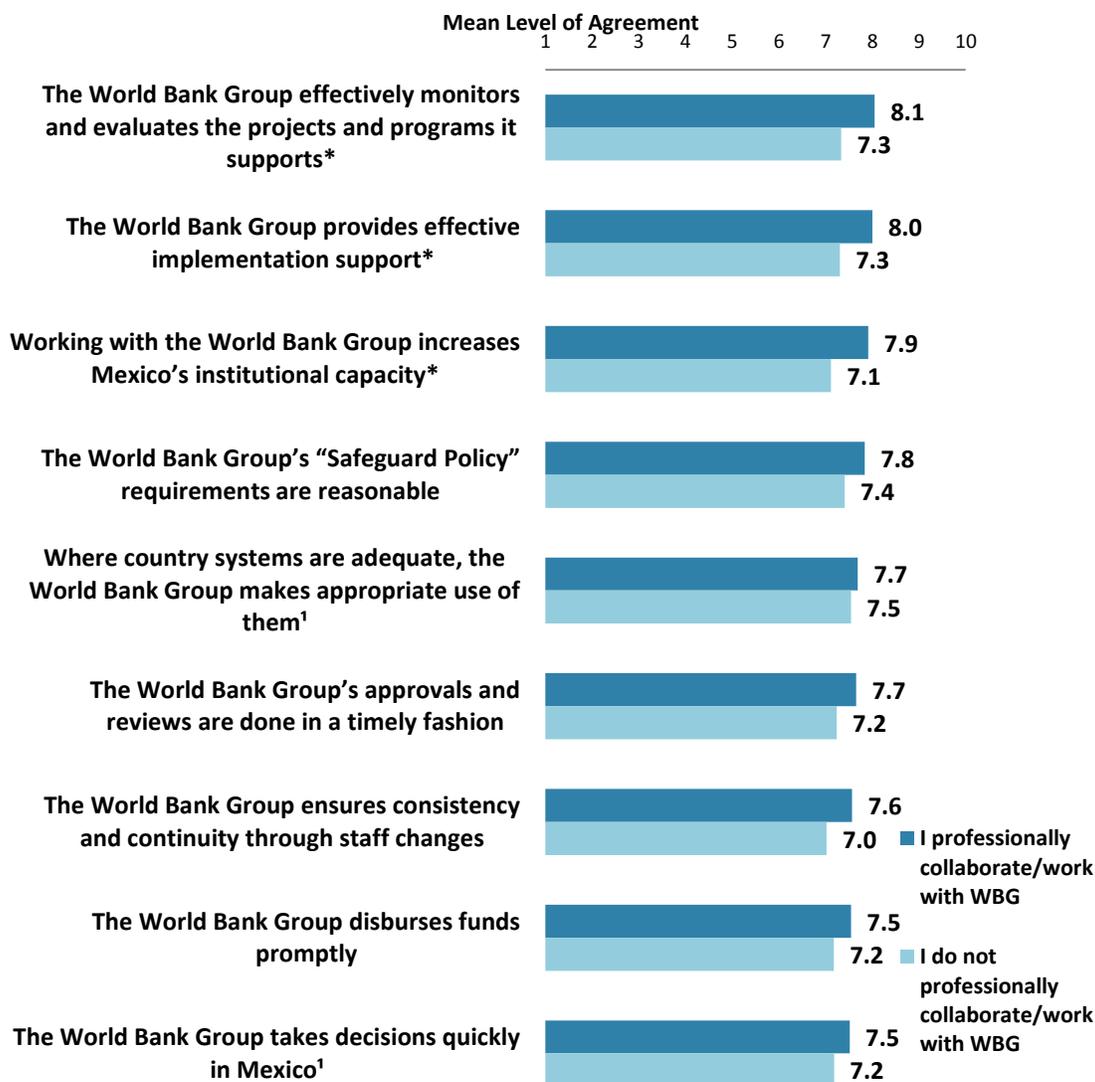
- Respondents from PMUs and consultants/contractors working on WBG projects had the highest levels of agreement with the statements that “*the WBG disburses funds promptly*” and “*working with the WBG increases Mexico’s institutional capacity*”, whereas respondents from academia/research institutes/think tanks had significantly lower ratings.
- Respondents from Mexico City had significantly higher levels of agreement that “*the WBG disburses funds promptly*” than respondents who are from outside Mexico City.
- Respondents across stakeholder groups and geographic locations had statistically similar levels of agreement with the two indicator statements “*the WBG takes decisions quickly in Mexico*” and “*where country systems are adequate the WBG makes appropriate use of them.*”



## VII. How the World Bank Group Operates (continued)

### Overall Perceptions (continued)

- Respondents who professionally collaborate/work with WBG had significantly higher levels of agreement with the statements that “the World Bank Group effectively monitors and evaluates the projects and programs it supports,” “the WBG provides effective implementation support” and “working with the World Bank Group increases Mexico’s institutional capacity,” compared to respondents who do not collaborate/work with WBG.



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

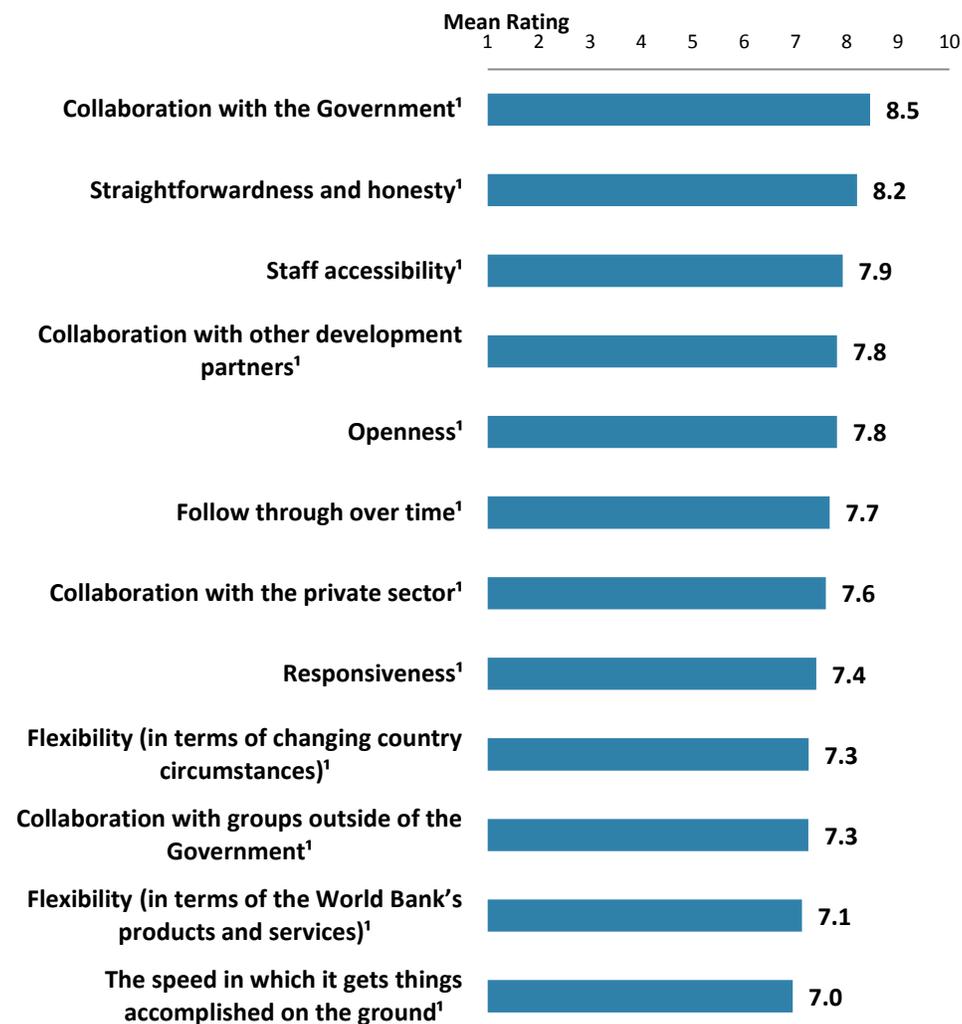
(1-"Strongly disagree", 10-"Strongly agree")

\*Significantly different between respondents who do and do not collaborate/work with WBG

<sup>1</sup>Indicator Question

## VII. How the World Bank Group Operates (continued)

### The World Bank Group as an Effective Development Partner



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

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

<sup>1</sup>Indicator Question

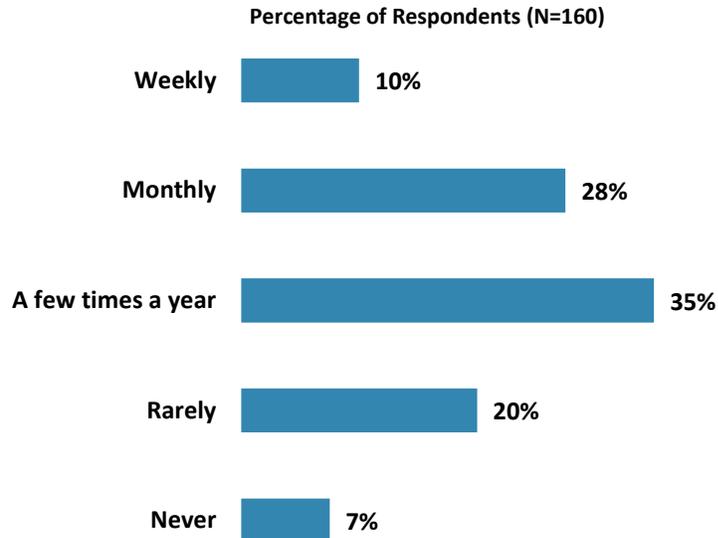
## VII. How the World Bank Group Operates (continued)

### The World Bank Group as an Effective Development Partner (continued)

- There were significant stakeholder group differences in their ratings for almost all of the qualities of the WBG except the organization's "*openness*" and "*collaboration with groups outside of the Government*" (see Appendix B for details). For the most part, respondents from PMUs and consultants/contractors working on WBG projects had the highest ratings, whereas respondents from academia/research institutes/think tanks had significantly lower ratings.
- Respondents from Mexico City had significantly higher ratings for the WBG's "*flexibility (in terms of changing country circumstances)*" and "*openness*" than respondents from outside Mexico City.
- There were significant differences in their ratings for many of the qualities (listed below) of the WBG as an effective development partner between respondents who do and do not professionally collaborate with the WBG. Respondents who professionally collaborate/work with the WBG had significantly higher ratings than those who do not.
  - "*Flexibility (in terms of changing country circumstance);*"
  - "*Flexibility (in terms of the World Bank's products and services);*"
  - "*Openness;*"
  - "*Staff accessibility;*"
  - "*straightforwardness and honesty;*"
  - "*Collaboration with the Government;*"
  - "*Collaboration with other development partners;*"
  - "*Collaboration with the private sector;*"
  - "*Following through over time.*"

## VIII. World Bank Group's Knowledge and Instruments

### Frequency of Consulting World Bank Group's Knowledge and Convening Services

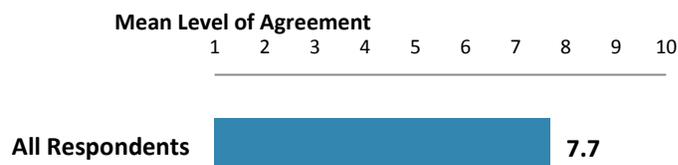


"How frequently do you interact with the World Bank Group on knowledge and convening services in the work you do?" (Respondents chose from a list.)

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

### Meeting Mexico's Knowledge Needs (*Indicator Question*)

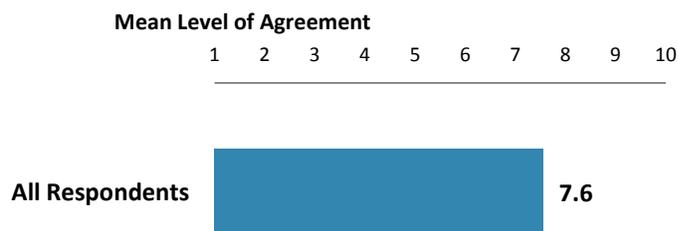
- Respondents across stakeholder groups and geographic locations had statistically similar ratings for the levels of agreement that the World Bank Group meets Mexico's needs for knowledge services.
- Respondents who professionally collaborate/work with the WBG had significantly higher levels of agreement that the WBG meets Mexico's needs for knowledge services compared to respondents who do not collaborate/work with the WBG.



**"The World Bank Group meets Mexico's needs for knowledge services."**  
(1-"Strongly disagree", 10-"Strongly agree")

### Meeting Mexico's Needs for Convening Services

- Respondents from Office of Minister had the highest levels of agreement that the WBG's convening services meet the needs of Mexico, whereas respondents from CSO had significantly lower levels of agreement.
- Respondents across geographic locations had statistically similar ratings for the levels of agreement that the World Bank Group meets Mexico's needs for convening services.

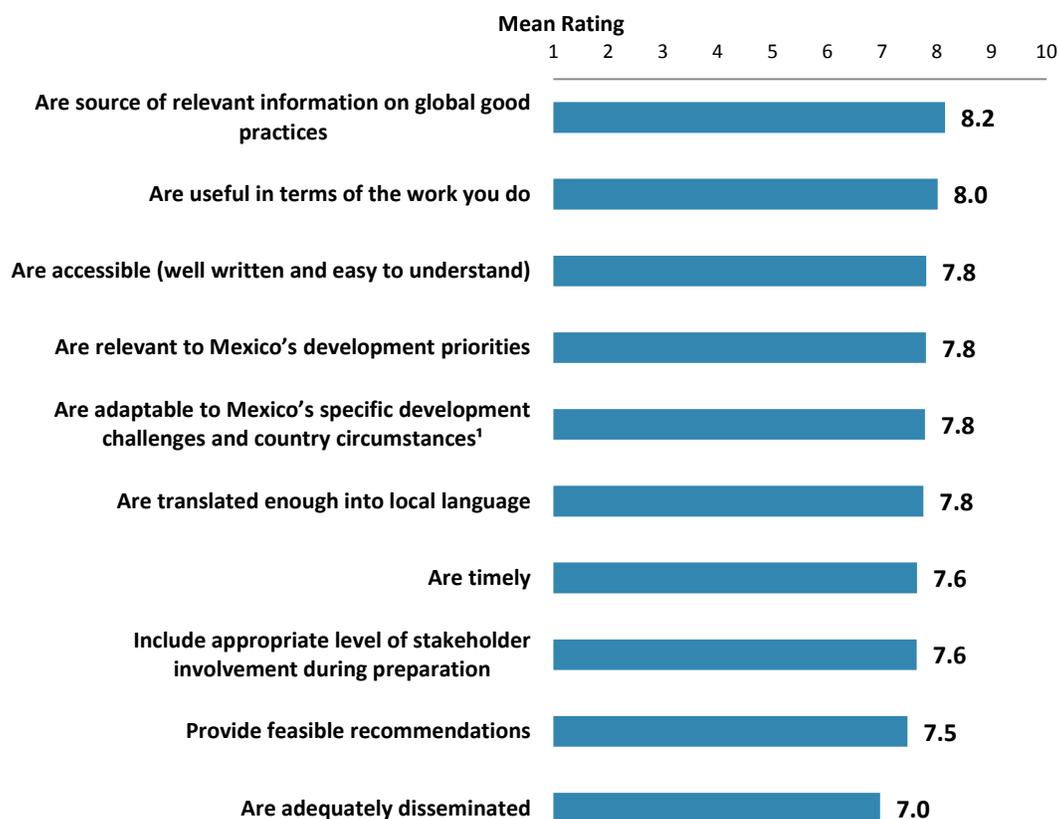


**"The World Bank Group's convening services meet the needs of Mexico."**  
(1-"Strongly disagree", 10-"Strongly agree")

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

### Qualities of the WBG's Knowledge and convening services

- Respondents from PMUs and consultants/contractors working on WBG projects had the highest ratings for three of the ten qualities (listed below in italics) of the WBG's knowledge and convening services, whereas respondents from CSOs and academia/research institutes/think tanks had significantly lower ratings.
  - *Providing feasible recommendations;*
  - *Being source of relevant information on global good practices;*
  - *Being adequately disseminated.*
- Respondents across geographic locations had statistically similar ratings for all of the following qualities of the WBG's knowledge and convening services (including the indicator question).
- Respondents who professionally collaborate/work with the WBG had significantly higher ratings for all ten qualities below compared to respondents who do not professionally collaborate/work with the organization.



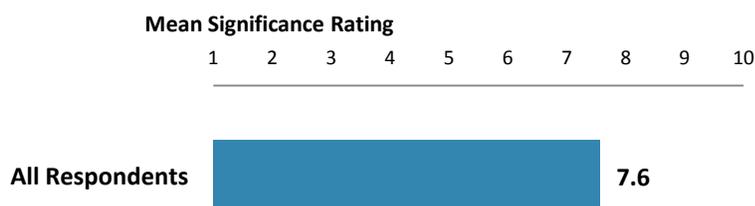
"In Mexico, to what extent do you believe that the World Bank Group's knowledge and convening services:" (1-"To no degree at all", 10-"To a very significant degree")

*Indicator Question*

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

### Contribution of the WBG's knowledge and convening services *(Indicator Question)*

- Respondents across stakeholder groups and geographic locations had statistically similar ratings for the significance of the contribution that the WBG's knowledge and convening services make to development results in Mexico.
- Respondents who professionally collaborate/work with the WBG had significantly higher ratings for the significance of the contribution that the WBG's knowledge and convening services make to development results in Mexico than respondents who do not collaborate/work with the institution.



**"Overall, how significant a contribution do you believe the World Bank Group's knowledge and convening services make to development results in your country?"**  
*(1-"Not significant at all", 10-"Very significant")*

### Technical Quality of the WBG's knowledge and convening services *(Indicator Question)*

- Respondents across stakeholder groups and geographic locations gave statistically similar ratings for the technical quality of the WBG's knowledge and convening services.
- Respondents who professionally collaborate/work with the WBG had significantly higher ratings for the technical quality of the WBG's knowledge and convening services compared to respondents who do not professionally collaborate/work with the WBG.



**"Overall, how would you rate the technical quality of the World Bank Group's knowledge and convening services?"** *(1-"Very low technical quality", 10-"Very high technical quality")*

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

### World Bank Group Reports

Percentage of Respondents (N=160)



**"Have you read/consulted the most recent LAC Flagship Report: *Latin American Entrepreneurs: Many Firms but Little Innovation?*"**

Mean Rating

1 2 3 4 5 6 7 8 9 10

All respondents 7.6

**"To what extent do you believe this Flagship Report raised substantive new information and insight that you were not aware of prior to reading?"**  
*(1-"To no degree at all", 10-"To a very significant degree")*

Mean Rating

1 2 3 4 5 6 7 8 9 10

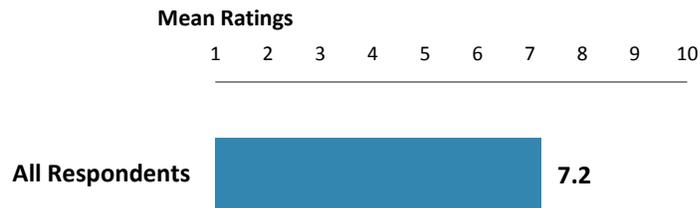
All respondents 7.4

**"To what extent do you believe any this Flagship Report provided you with useful information in terms of the work you do?"**  
*(1-"To no degree at all", 10-"To a very significant degree")*

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

### Combination of World Bank Group Service

- Respondents from PMUs and consultants/contractors working on WBG projects had the highest ratings for the extent the combination of the WBG's financial, knowledge and convening services meets the national development needs of Mexico, whereas respondents from CSOs had significantly lower ratings.
- Respondents across geographic locations had statistically similar ratings for the extent the combination of the WBG's financial, knowledge, and convening services meets the national development needs of Mexico.



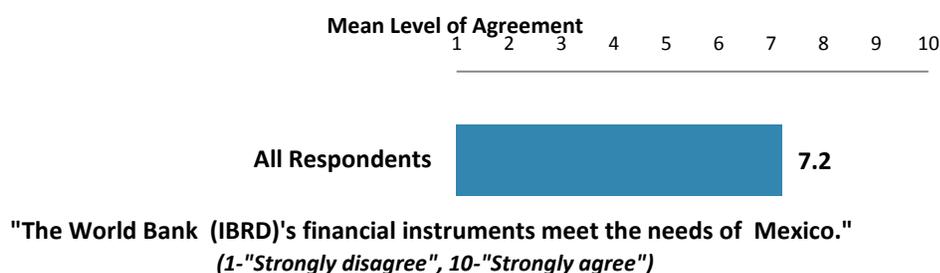
**"When considering the national development needs in Mexico, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides in Mexico meet the national development needs of Mexico?"**

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

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

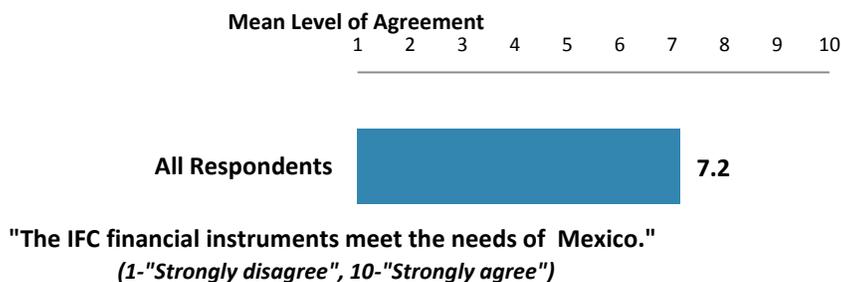
### Meeting Mexico's Needs for Financial Instruments (*Indicator Question*)

- Respondents from PMUs and consultants/contractors working on WBG projects had the highest levels of agreement that the World Bank (IBRD)'s financial instruments meet Mexico's needs, whereas respondents from CSOs had significantly lower levels of agreement.
- Respondents across geographic locations had statistically similar levels of agreement that the World Bank (IBRD)'s financial instruments meet Mexico's needs.
- Respondents who professionally collaborate/work with the WBG had significantly higher levels of agreement that the World Bank Group's financial instruments meet Mexico's needs than respondents who do not collaborate with the WBG.

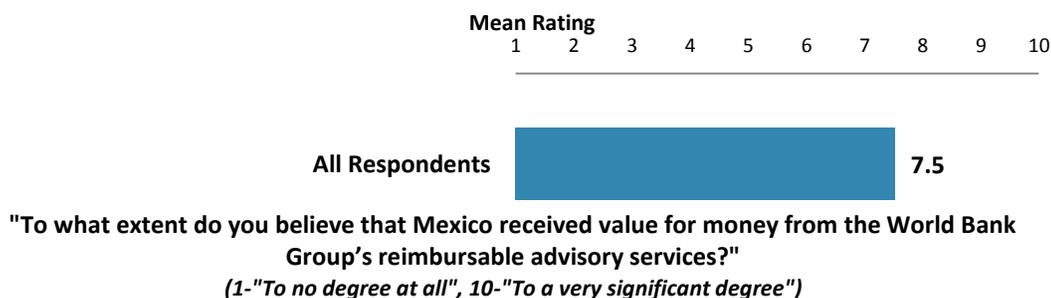


### The IFC Meeting Mexico's Needs

- Respondents across stakeholder groups and geographic locations had statistically similar levels of agreement that the IFC's financial instruments meet Mexico's needs.



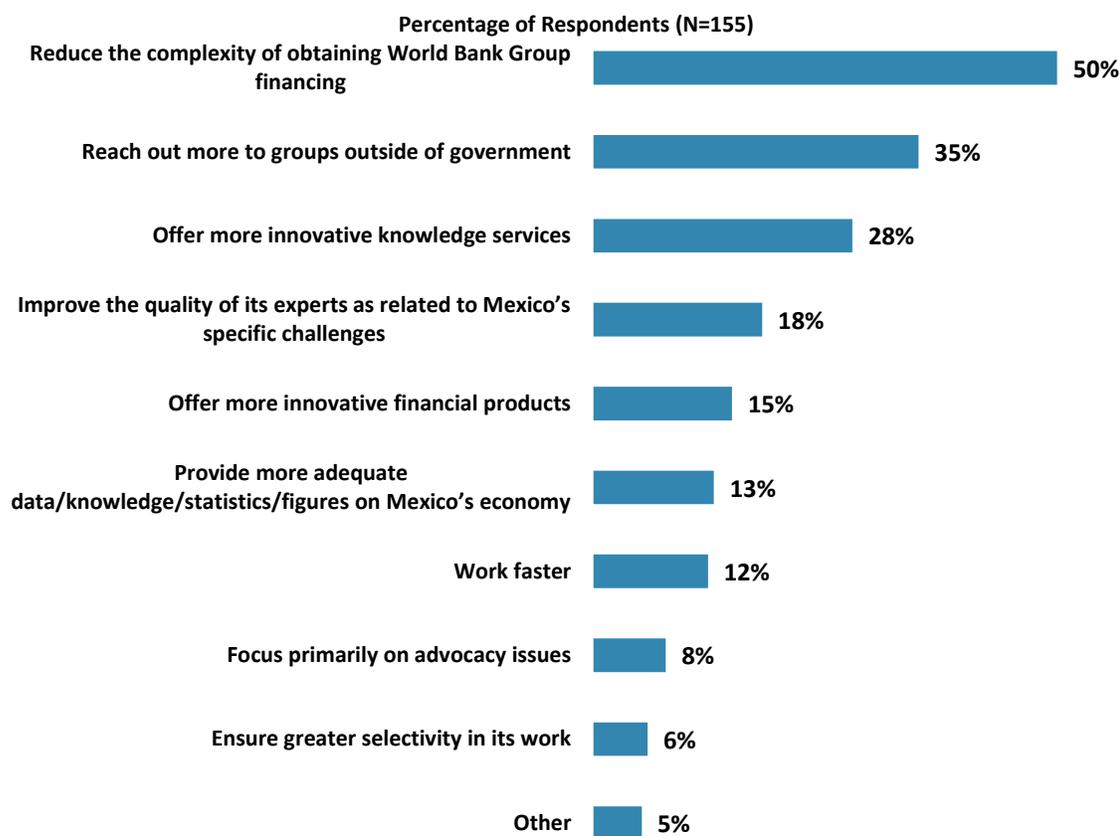
### Value of the WBG's Reimbursable Advisory Services



## IX. The Future Role of the World Bank Group in Mexico

### Making the World Bank Group of Greater Value

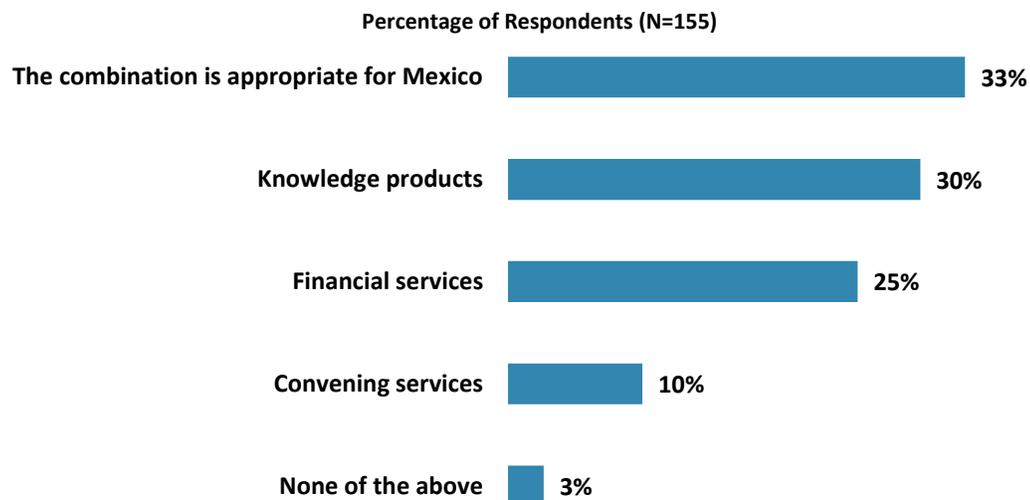
- In this year's Country Survey, respondents indicated that the WBG could make itself of greater value in Mexico mainly by "*reducing the complexity of obtaining WBG financing*" and "*reaching out more to groups outside of the Government.*"
  - Respondents who professionally collaborate/work with the WBG were significantly *more* likely to say that the WBG should "*reduce the complexity of obtaining WBG financing*" than respondents who do not professionally collaborate/work with the WBG.
  - Respondents who professionally collaborate/work with the WBG were significantly *less* likely to indicate that the WBG should "*reach out more to groups outside of the Government*" than respondents who do not professionally collaborate/work with the WBG.



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

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

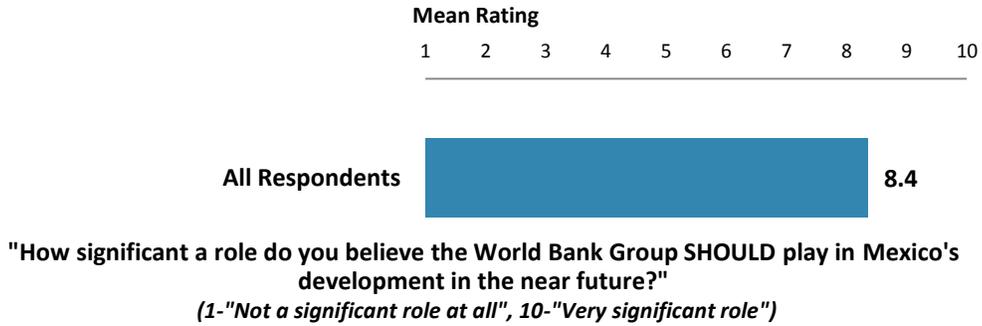
### World Bank Group's Services in Mexico



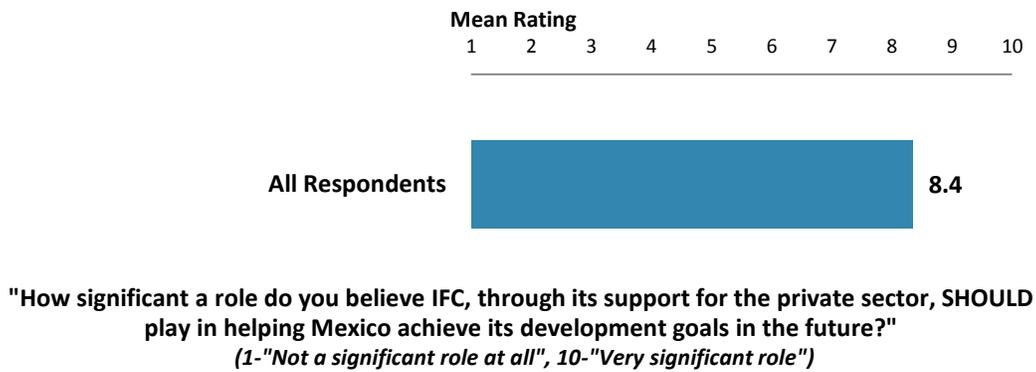
**"When considering the combination of services that the World Bank Group offers in Mexico, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Mexico?"**  
(Respondents chose from a list.)

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

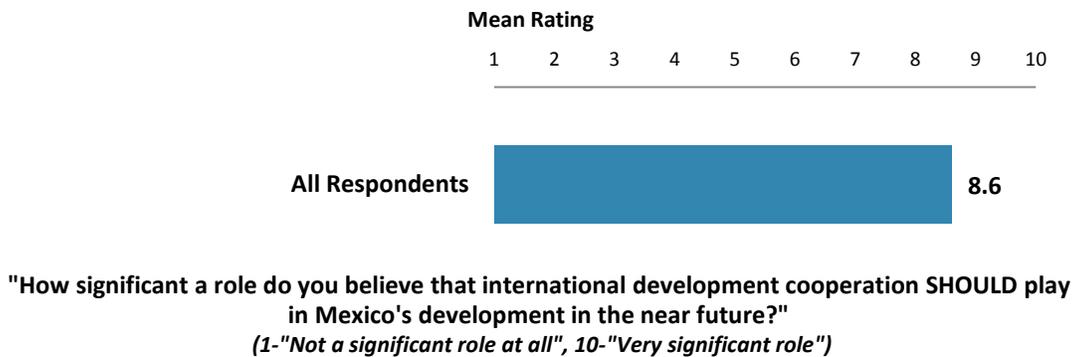
### Future Role of the World Bank Group in Mexico



### Future Role of the International Finance Corporation in Mexico



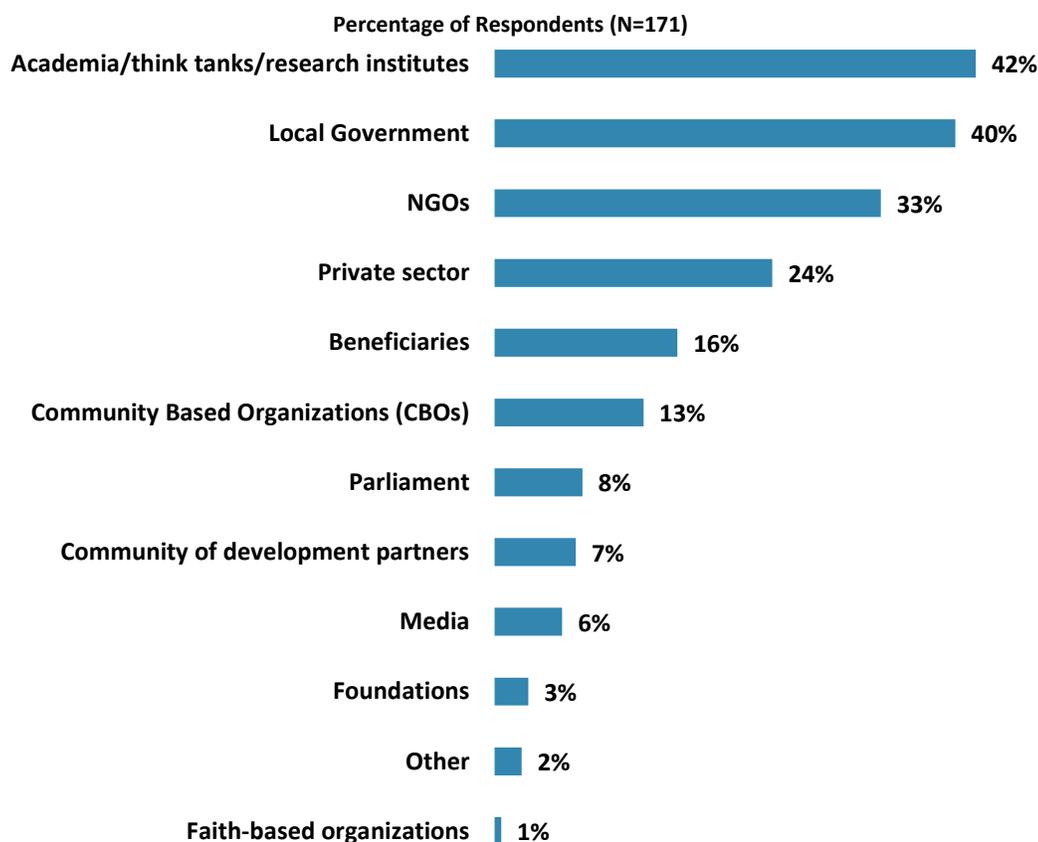
### Future Role of International Development Cooperation in Mexico



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

### Collaborating with Stakeholders in Mexico

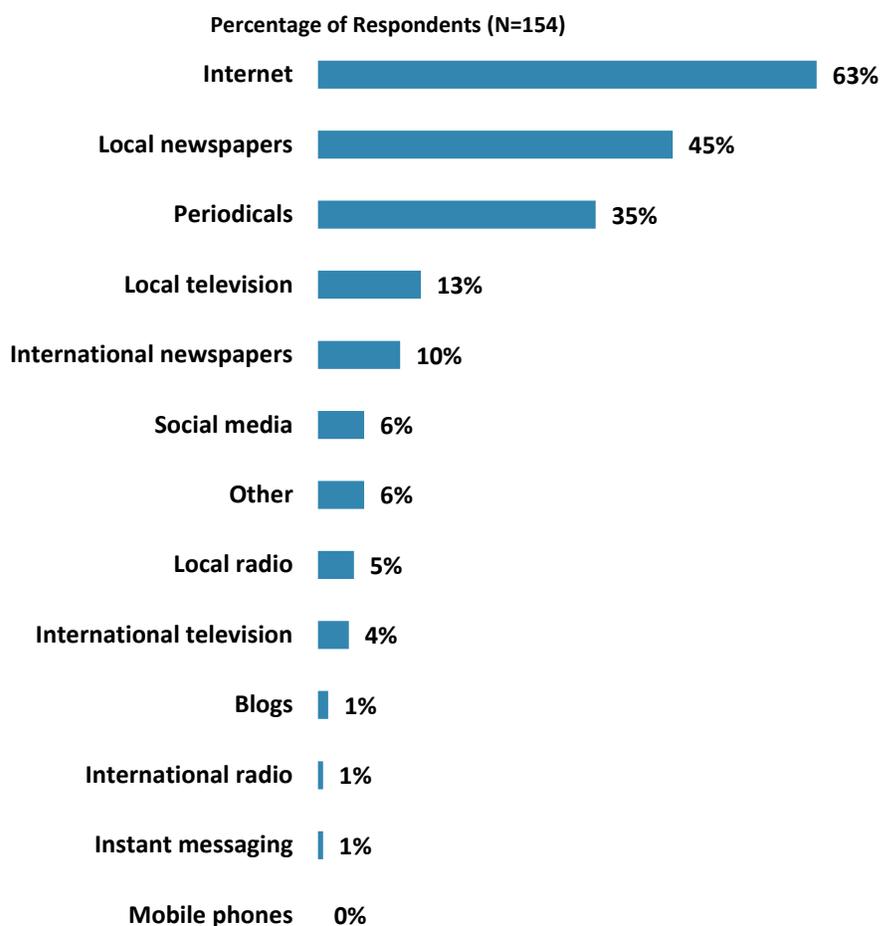
- Respondents indicated that the WBG should collaborate more with “*academia/think tanks/research institutes*,” “*local governments*,” and “*NGOs*” to ensure better development results in Mexico.
  - Respondents from academia/think tanks/research institutes and ministries/ministerial departments/implementation agencies were significantly more likely to indicate that the WBG should collaborate more with “*academia/think tanks/research institutes*,” than other stakeholder groups.
  - Respondents from Office of Minister and independent government institutions were significantly more likely to indicate that the WBG should collaborate more with “*local governments*” than other stakeholder groups.
  - Respondents from CSOs were significantly more likely to indicate that the WBG should collaborate more with “*NGOs*” than other stakeholder groups.
- Respondents who do not professionally collaborate/work with the WBG were significantly more likely to say that the institution should collaborate more with “*NGOs*” than those who do professionally collaborate with the WBG.



"In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there?"  
(Respondents chose from a list. Responses combined.)

## X. Communication and Openness

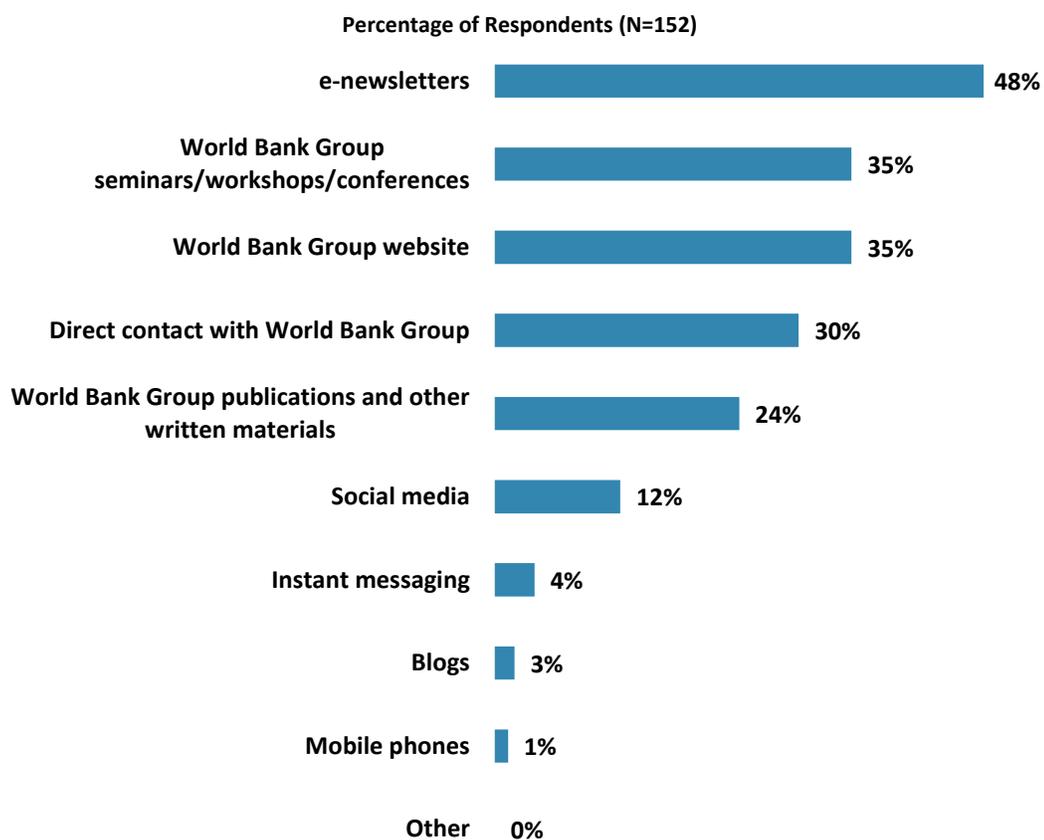
### General Information Sources



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

## X. Communication and Openness (continued)

### Preferred Information Sources



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

## X. Communication and Openness (continued)

### Access to Information

Percentage of Respondents (N=151)



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

---

Percentage of Respondents (N=153)



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

Percentage of Respondents (N=30)

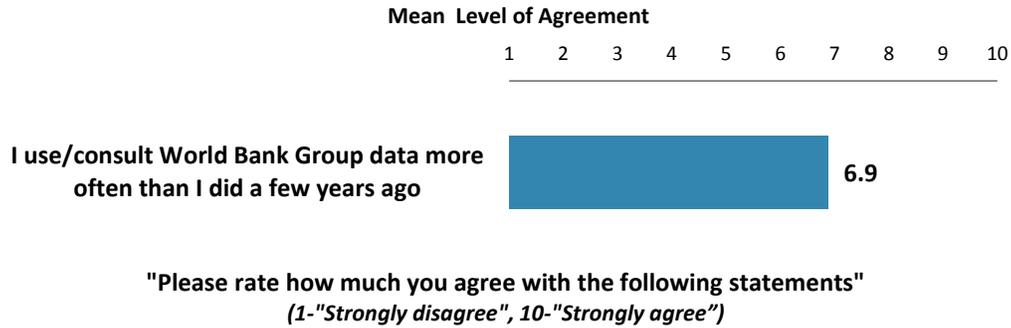
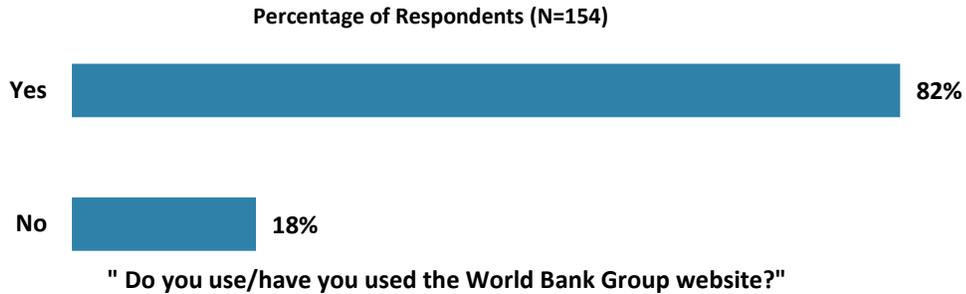


"Were you able to obtain this information?"

## X. Communication and Openness (continued)

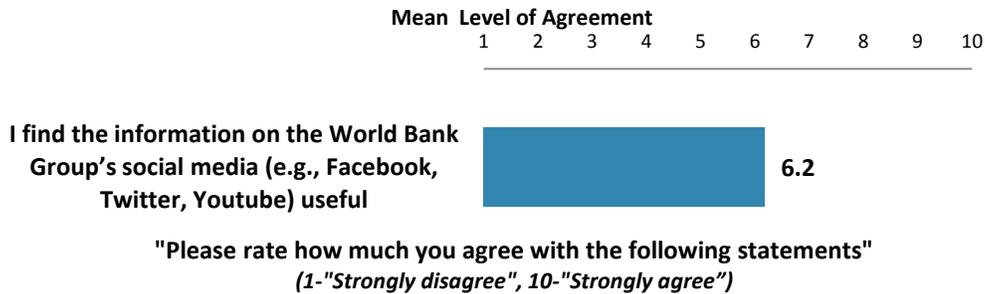
### Website Usage

- Respondents located in Mexico City were significantly more likely to have used the WBG website than respondents from outside Mexico City.



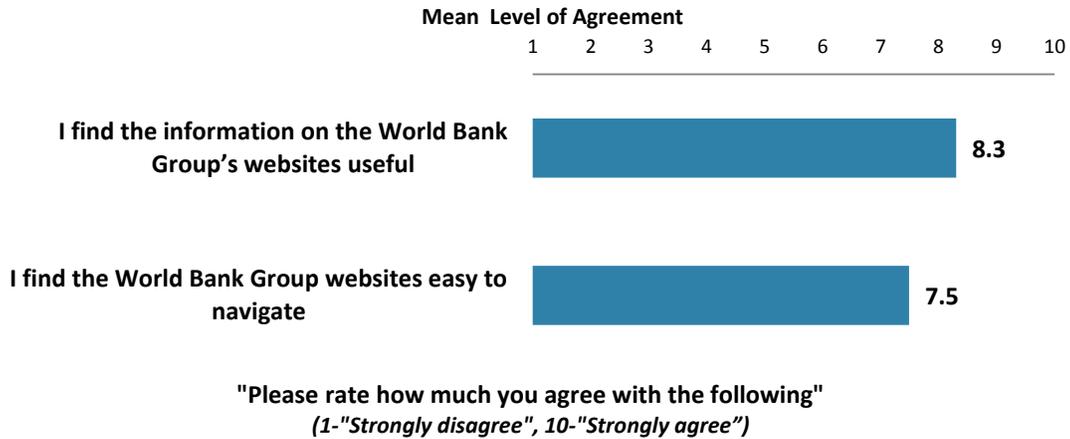
### Evaluation of WBG's Social Media Channels

- Respondents located in Mexico City were significantly more likely to find the WBG's social media useful than respondents from outside Mexico City.



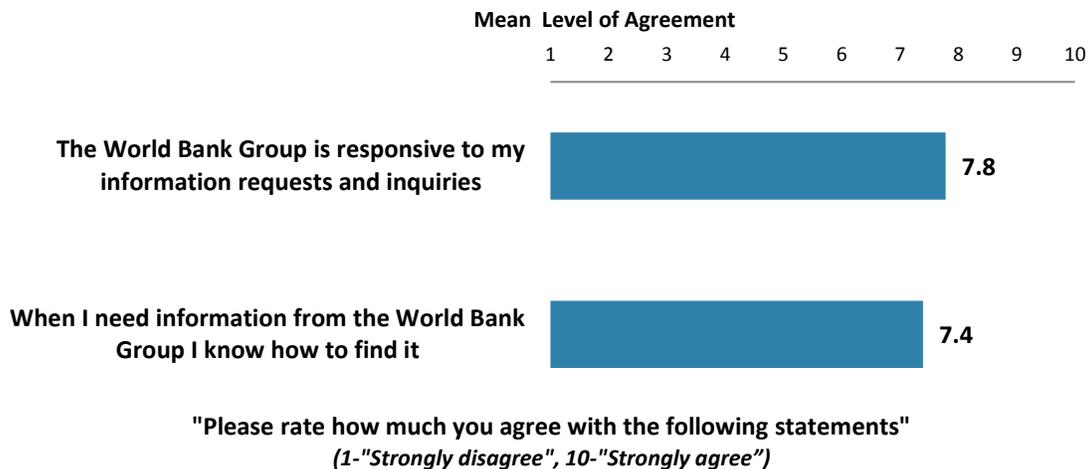
## X. Communication and Openness (continued)

### Website Evaluation



### Information Sharing

- Respondents from PMUs and consultants/contractors working on WBG projects had the highest levels of agreement that “*the World Bank Group is responsive to my information requests and inquiries*” and “*when I need information from the WBG I know how to find it,*” whereas respondents from CSOs had significantly *lower* levels of agreement.
- Respondents from Mexico City had significantly higher levels of agreement that “*the World Bank Group is responsive to my information requests and inquiries*” than respondents from outside Mexico City.



## XI. Appendices

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### Mexico



## Appendix A: Responses to All Questions across All Respondents (N=191)

All rating scale questions are presented with the total number of respondents that provided a rating (N), the number of respondents who indicated that they "Don't know" (DK), the mean rating across all respondents (Mean), and the standard deviation of this mean (SD). Indicator questions are noted with an asterisk (\*).

### A. General Issues Facing Mexico

<b>1. In general would you say that Mexico is headed in ... ?</b>	<b>Percentage of Respondents (N=190)</b>
The right direction	62.1%
The wrong direction	17.4%
Not sure	20.5%

<b>2. Listed below are a number of development priorities in Mexico. Please identify which of the following you consider the most important development priorities in Mexico? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=188)</b>
Access and quality of education	51.6%
Reducing crime and violence	36.2%
Upgrading infrastructure projects	30.9%
Fostering innovation for productivity and competitiveness	23.9%
Increased skilled labor market participation	20.7%
Using natural resources in an optimal way	18.1%
Effectiveness of states and municipalities	16.5%
Increased use of integrated social programs among the poor	13.3%
Enhancing the opportunity for private sector growth/investment	12.8%
Climate change	12.8%
Increased access to finance and improved financial inclusion	12.8%
Water management and access to water services	11.2%
Modernizing public sector management and information systems	9.0%
Increased public revenues and improved expenditure	8.5%
Gender equity	5.3%
Urban development	4.3%
Trade promotion and regional integration	4.3%
Improved business environment	3.2%
Integrated risk management	1.6%
Ethnicity (indigenous groups)	0.5%

**A. General Issues Facing Mexico (continued)**

<b>3. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Mexico? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=183)</b>
Access and quality of education	77.0%
Increased skilled labor market participation	38.8%
Fostering innovation for productivity and competitiveness	26.2%
Effectiveness of states and municipalities	20.2%
Increased use of integrated social programs among the poor	18.6%
Increased access to finance and improved financial inclusion	16.9%
Upgrading infrastructure projects	16.4%
Enhancing the opportunity for private sector growth/investment	13.1%
Using natural resources in an optimal way	10.9%
Reducing crime and violence	9.8%
Trade promotion and regional integration	8.7%
Increased public revenues and improved expenditure	7.1%
Water management and access to water services	5.5%
Improved business environment	5.5%
Gender equity	5.5%
Ethnicity (indigenous groups)	5.5%
Urban development	2.2%
Modernizing public sector management and information systems	2.2%
Climate change	1.6%
Integrated risk management	1.1%

<b>4. When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Mexico? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=182)</b>
Education and training that better ensure job opportunity	40.1%
Sustainable economic growth	30.8%
Better entrepreneurial opportunities	20.9%
Better employment opportunities for young people	18.1%
Greater voice and participation for citizens to help ensure greater accountability	13.2%
A growing middle class	13.2%
More reliable social protection systems	11.0%
Better opportunity for the poor who live in rural areas	11.0%
Greater access to health and nutrition for citizens	10.4%
Greater access to finance for the financially under-served	7.7%
Better quality of public services	6.0%
Increased non-oil public revenues and improved expenditure efficiency	5.5%
Better opportunity for the poor who live in urban areas	3.8%
Better employment opportunities for women	3.3%
Other	3.3%
More effective disaster risk management	0.0%

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

<b>Familiarity with World Bank</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. How familiar are you with the work of the World Bank (IBRD) in Mexico? <i>(1-Not familiar at all, 10-Extremely familiar)</i>	181	0	7.64	2.03
<b>Familiarity with International Finance Corporation</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
2. How familiar are you with the work of the International Finance Corporation (IFC) in Mexico? <i>(1-Not familiar at all, 10-Extremely familiar)</i>	181	0	5.25	2.78
<b>Effectiveness of World Bank Group*</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
3. Overall, please rate your impression of the World Bank Group's (IBRD and IFC) effectiveness in Mexico? <i>(1-Not effective at all, 10-Very effective)</i>	163	17	7.71	1.60
<b>Effectiveness of Collaboration between Different Parts of the WBG</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
4. How effectively do you believe the different parts of the World Bank Group (IBRD and IFC) collaborate and coordinate efforts in Mexico? <i>(1-Not effective at all, 10-Very effective)</i>	143	33	7.45	1.90
<b>Staff Preparedness*</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
5. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Mexico solve most complicated development challenges? <i>(1-To no degree at all, 10-To a very significant degree)</i>	164	16	8.24	1.50
<b>6. When thinking about how the World Bank Group can have the most impact on development solutions in Mexico, in which areas of engagement do you believe the World Bank Group should focus most of its attention and resources in Mexico? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=176)</b>			
Access and quality of education	39.8%			
Fostering innovation for productivity and competitiveness	36.4%			
Effectiveness of states and municipalities	29.0%			
Upgrading infrastructure projects	23.3%			
Increased access to finance and improved financial inclusion	21.6%			
Using natural resources in an optimal way	19.9%			
Increased skilled labor market participation	18.2%			
Enhancing the opportunity for private sector growth/investment	15.3%			
Increased use of integrated social programs among the poor	12.5%			
Climate change	10.8%			
Water management and access to water services	10.8%			
Reducing crime and violence	10.2%			
Modernizing public sector management and information systems	8.0%			
Improved business environment	6.8%			
Urban development	6.3%			
Gender equity	5.7%			
Trade promotion and regional integration	5.1%			
Integrated risk management	4.5%			
Increased public revenues and improved expenditure	4.5%			
Ethnicity (indigenous groups)	2.8%			

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

How effectively do the World Bank Group's activities below support Mexico's efforts to achieve development results? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
7. Convening/Facilitating/Linkage to non-Bank expertise	158	13	7.72	1.75
8. Data	164	7	8.24	1.57
9. Policy advice, studies, analyses	161	10	8.07	1.50
10. Financial resources	154	17	8.09	1.59
11. Technical assistance	160	11	8.28	1.47
12. Working in partnerships with others to improve impact	146	25	7.92	1.63
13. Leveraging private sector funds	130	41	7.44	1.78
14. Trust Fund management	121	47	7.48	1.78
15. Other	7	17	4.71	3.04

16. Which of the following do you identify as the World Bank Group (IBRD and IFC)'s greatest WEAKNESSES in its work in Mexico? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=169)
Not enough public disclosure of its work	33.7%
World Bank Group's processes too slow and complex	30.8%
Too bureaucratic in its operational policies and procedures	26.6%
Not adequately sensitive to political/social realities in Mexico	26.0%
Not exploring alternative policy options	10.7%
Too influenced by developed countries	10.7%
Not aligned with country priorities	8.3%
Imposing technocratic solutions without regard to political realities	7.7%
Not willing to honestly criticize policies and reform efforts in the country	7.1%
Not aligned with other development partners' work	7.1%
Staff too inaccessible	6.5%
Other	5.9%
Not collaborating enough with non-state actors	4.7%
Not client focused	3.0%
The credibility of its knowledge/data	1.2%
Arrogant in its approach	0.6%

17. In addition to the regular relations with the national government as its main interlocutor, which TOW of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=171)
Academia/think tanks/research institutes	41.5%
Local Government	39.8%
NGOs	33.3%
Private sector	24.0%
Beneficiaries	15.8%
Community Based Organizations (CBOs)	12.9%
Parliament	7.6%
Community of development partners	7.0%
Media	5.8%
Foundations	2.9%
Other	2.3%
Faith-based organizations	0.6%

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

To what extent do you agree with the following statements about the World Bank Group's work in Mexico? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
18. Overall the World Bank Group currently plays a relevant role in development in Mexico*	164	7	7.04	1.99
19. The World Bank Group's work is aligned with what I consider the development priorities for Mexico*	164	7	7.34	1.82
20. The World Bank Group is an organization that does not represent a particular ideological perspective in Mexico	161	10	6.92	2.58
21. The World Bank Group is an organization that has no dominant influence of any particular country	156	15	6.37	2.54
22. The World Bank Group supports Mexico's effort to reduce social exclusion	158	12	7.73	1.92
23. The World Bank Group respects the positions, views and demands of the government of Mexico	161	10	8.11	1.84
24. The World Bank Group listens and takes into account your views.	163	8	7.67	2.02
To what extent is the World Bank Group an effective development partner in Mexico, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
25. Responsiveness*	156	10	7.40	1.77
26. Flexibility (in terms of the World Bank's products and services)*	155	13	7.12	1.83
27. Flexibility (in terms of changing country circumstances)*	154	12	7.25	1.81
28. Openness*	161	7	7.81	1.88
29. Staff accessibility*	158	10	7.92	1.91
30. Straightforwardness and honesty*	158	9	8.20	1.86
31. Collaboration with groups outside of the Government*	135	33	7.25	1.95
32. Collaboration with the Government*	156	12	8.46	1.43
33. Collaboration with other development partners*	126	39	7.81	1.71
34. Collaboration with the private sector*	117	50	7.59	1.71
35. The speed in which it gets things accomplished on the ground*	146	21	6.95	1.91
36. Follow through over time*	147	21	7.67	1.83
Combination of services	N	DK	Mean	SD
37. When considering the national development needs in Mexico, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides in Mexico meet the national development needs of Mexico? (1-To no degree at all, 10-To a very significant degree)	159	7	7.22	1.79
38. When WBG assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=167)			
Political pressures and obstacles	35.9%			
The Government works inefficiently	28.7%			
Reforms are not well thought out in light of country challenges	24.0%			
The Subnational Government works inefficiently	23.4%			
The World Bank Group is not sensitive enough to political/social realities on the ground	20.4%			
There is not an adequate level of citizen/civil society participation	20.4%			
The World Bank Group works too slowly	18.6%			
Lack of/inadequate levels of capacity in Government	10.2%			
The World Bank Group does not do adequate follow through/follow-up	5.4%			
Other	1.8%			

### C. World Bank Group's Effectiveness and Results

In its efforts to support the government of Mexico's national development plan, the World Bank Group is emphasizing in its 2014-2019 strategy a number of thematic objectives. To achieve those objectives, the WBG has shifted to a country engagement model that delivers a customized package of WBG financial, knowledge and convening activities. For each theme below, please indicate how <i>effective</i> you believe the World Bank Group is in supporting country efforts in each area of engagement in Mexico. (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
<b>Unleashing Productivity</b>				
1. Fostering sound financial sector development	127	34	7.68	1.50
2. Creating a more competitive business environment	125	36	7.38	1.80
3. Fostering innovation for productivity and competitiveness	135	27	7.56	1.66
4. Upgrading infrastructure	129	30	7.67	1.62
<b>Increasing Social Prosperity</b>				
5. Developing an integral social protection system	130	30	7.08	1.83
6. Developing labor markets that allow for inclusive growth	128	33	7.05	1.85
<b>Strengthening Public Finances and Government Efficiency</b>				
7. Managing medium-term fiscal challenges at national and sub-national levels	127	33	7.35	1.53
8. Enhancing service delivery through better public sector management	133	28	7.45	1.80
9. Implementing an integrated sovereign risk management framework.	114	45	7.31	1.72
<b>Promoting Green and Inclusive Growth</b>				
10. Reducing the footprint of growth	128	33	7.52	1.96
11. Using natural resources in an optimal way	135	27	7.61	1.93
<b>Achieving Development Results*</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
12. To what extent does the World Bank Group's work help to achieve development results in Mexico?* (1-To no degree at all, 10-To a very significant degree)	150	10	7.18	1.65
<b>To what extent do you agree with the following statements about the World Bank Group in Mexico? (1-Strongly disagree, 10-Strongly agree)</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
13. The World Bank (IBRD) financial instruments meet the needs of Mexico*	147	12	7.20	1.69
14. The IFC financial instruments meet Mexico's needs	107	51	7.16	1.77
15. The World Bank Group meets Mexico's needs for knowledge services*	150	10	7.69	1.77
16. The World Bank Group's convening services meet the needs of Mexico	148	13	7.55	1.78
<b>Value of World Bank Group's Reimbursable Advisory Services</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
17. To what extent do you believe that Mexico received value for money from the World Bank Group's reimbursable advisory services? (1-To no degree at all, 10-To a very significant degree)	96	62	7.52	1.85

**D. The World Bank Group's Knowledge and Convening Services (i.e., Analysis, Studies, Research, Data, Reports, Conferences, Workshops, Study Tours)**

1. How frequently do you interact with the World Bank Group on knowledge and convening services in the work you do?	Percentage of Respondents (N=160)
Weekly	10.0%
Monthly	27.5%
A few times a year	35.0%
Rarely	20.0%
Never	7.5%

2. Have you read/consulted any World Bank Group Reports: <i>Latin American Entrepreneurs: Many Firms but Little Innovation?</i>	Percentage of Respondents (N=160)
Yes	18.8%
No	81.3%

Value of World Bank Group Reports	N	DK	Mean	SD
3. To what extent do you believe any Report raised substantive new information and insight that you were not aware of prior to reading? (1-To no degree at all, 10-To a very significant degree)	29	1	7.55	1.50
4. To what extent do you believe any Report provided you with useful information in terms of the work you do? (1-To no degree at all, 10-To a very significant degree)	30	0	7.37	2.03

In Mexico, to what extent do you believe that the World Bank Group's knowledge and convening services: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
5. Are timely	138	16	7.64	1.54
6. Include appropriate level of stakeholder involvement during preparation	141	14	7.63	1.64
7. Are relevant to Mexico's development priorities	144	11	7.80	1.54
8. Provide feasible recommendations	143	12	7.46	1.58
9. Are accessible (well written and easy to understand)	143	11	7.80	1.59
10. Are source of relevant information on global good practices	142	14	8.15	1.38
11. Are useful in terms of the work you do	147	8	8.01	1.78
12. Are adequately disseminated	144	11	6.97	2.10
13. Are translated enough into local language	139	16	7.76	1.96
14. Are adaptable to Mexico's specific development challenges and country circumstances*	143	12	7.78	1.59

Overall Evaluations	N	DK	Mean	SD
15. Overall, how significant a contribution do you believe the World Bank Group's knowledge and convening services make to development results in your country?* (1-Not significant at all, 10-Very significant)	144	11	7.57	1.70
16. Overall, how would you rate the technical quality of the World Bank Group's knowledge and convening services?* (1-Very low technical quality, 10-Very high technical quality)	146	9	8.12	1.28

**E. Working with the World Bank Group**

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
1. The World Bank Group disburses funds promptly	128	28	7.41	2.05
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	143	13	7.76	1.82
3. The World Bank Group's approvals and reviews are done in a timely fashion	130	26	7.50	1.80
4. The World Bank Group's "Safeguard Policy" requirements are reasonable	122	34	7.69	1.69
5. The World Bank Group takes decisions quickly in Mexico*	135	21	7.41	1.77
6. Working with the World Bank Group increases Mexico's institutional capacity	142	13	7.58	1.83
7. The World Bank Group ensures consistency and continuity through staff changes	121	34	7.38	1.97
8. Where country systems are adequate, the World Bank Group makes appropriate use of them*	126	30	7.66	2.01
9. The World Bank Group provides effective implementation support	133	23	7.73	1.85

**F. Recent Trends and the Future Role of the World Bank Group in Mexico**

World Bank Group Moving in the Right Direction	N	DK	Mean	SD
1. In the last three years, to what extent do you believe that the World Bank Group has moved in the right direction in terms of the focus of its work in Mexico? (1-To no degree at all, 10-To a very significant degree)	142	13	7.45	1.72

Role of World Bank Group	N	DK	Mean	SD
2. How significant a role do you believe that the World Bank Group SHOULD play in Mexico's development in the near future? (1-Not a significant role at all, 10-Very significant role)	153	1	8.35	1.56

Role of International Development Cooperation	N	DK	Mean	SD
3. How significant a role do you believe that international development cooperation SHOULD play in Mexico's development in the near future? (1-Not a significant role at all, 10-Very significant role)	154	2	8.60	1.34

Role of International Finance Corporation	N	DK	Mean	SD
4. How significant a role do you believe IFC, through its support for the private sector, SHOULD play in helping Mexico achieve its development goals in the future? (1-Not a significant role at all, 10-Very significant role)	133	22	8.35	1.75

5. Which of the following SHOULD the World Bank Group do to make itself of greater value in Mexico? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=155)
Reduce the complexity of obtaining World Bank Group financing	49.7%
Reach out more to groups outside of government	34.8%
Offer more innovative knowledge services	27.7%
Improve the quality of its experts as related to Mexico's specific challenges	18.1%
Offer more innovative financial products	14.8%
Provide more adequate data/knowledge/statistics/figures on Mexico's economy	12.9%
Work faster	12.3%
Focus primarily on advocacy issues	7.7%
Ensure greater selectivity in its work	5.8%
Other	5.2%

**F. Recent Trends and the Future Role of the World Bank Group in Mexico (continued)**

<b>6. When considering the combination of services that the World Bank Group offers in Mexico, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Mexico? (Select only ONE response)</b>	<b>Percentage of Respondents (N=155)</b>
The combination is appropriate for Mexico	32.9%
Knowledge products	29.7%
Financial services	25.2%
Convening services	9.7%
None of the above	2.6%

**G. Communication and Information Sharing**

<b>1. How do you get most of your information about economic and social development issues in Mexico? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=154)</b>
Internet	63.0%
Local newspapers	44.8%
Periodicals	35.1%
Local television	13.0%
International newspapers	10.4%
Social media	5.8%
Other	5.8%
Local radio	4.5%
International television	3.9%
Blogs	1.3%
International radio	0.6%
Instant messaging	0.6%
Mobile phones	0.0%

<b>2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=155)</b>
e-newsletters	47.7%
World Bank Group seminars/workshops/conferences	34.8%
World Bank Group website	34.8%
Direct contact with World Bank Group	29.7%
World Bank Group publications and other written materials	23.9%
Social media	12.3%
Instant messaging	3.9%
Blogs	1.9%
Mobile phones	1.3%
Other	0.0%

<b>3. Are you aware of the World Bank Group's Access to Information Policy under which the Bank will now disclose any information in its possession that is not on a list of exceptions?</b>	<b>Percentage of Respondents (N=151)</b>
Yes	45.0%
No	55.0%

<b>4. Have you requested information from the World Bank Group on its activities in the past year?</b>	<b>Percentage of Respondents (N=153)</b>
Yes	20.9%
No	79.1%

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

5. Were you able to obtain this information?	Percentage of Respondents (N=30)
Yes	86.7%
No	13.3%

6. Do you use/have used the World Bank Group's website?	Percentage of Respondents (N=154)
Yes	81.8%
No	18.2%

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
7. I use/consult World Bank Group data more often than I did a few years ago	148	5	6.88	2.63
8. I find the World Bank Group websites easy to navigate	124	1	7.49	1.71
9. I find the information on the World Bank Group's websites useful	125	0	8.30	1.26
10. I find the information on the World Bank Group's social media (e.g., Facebook, Twitter, Youtube) useful	106	46	6.19	2.55
11. When I need information from the World Bank Group I know how to find it	144	8	7.40	2.39
12. The World Bank Group is responsive to my information requests and inquiries	115	37	7.78	2.33

**H. Development Organizations in the Region**

Familiarity with IDB	N	DK	Mean	SD
1. How familiar are you with the work of the Inter-American Development Bank (IDB/BID) in Mexico? (1-Not familiar at all, 10-Extremely familiar)	148	3	7.49	2.18

Effectiveness of IDB	N	DK	Mean	SD
2. Please rate your impression of the effectiveness of the Inter-American Development (IDB/BID) in Mexico? (1-Not effective at all, 10-Extremely effective)	134	17	7.69	1.63

**I. Background Information**

<b>1. Which of the following best describes your current position? (Please mark only ONE response)</b>	<b>Percentage of Respondents (N=153)</b>
Employee of a Ministry, Ministerial Department or Implementation Agency	22.2%
Project Management Unit (PMU) overseeing implementation of project	9.2%
Independent Government Institution	9.2%
Office of Minister	8.5%
Academia/Research Institute/Think Tank	8.5%
Other	7.8%
NGO	7.2%
Private Sector Organization	6.5%
Consultant/Contractor working on World Bank Group supported project/program	5.9%
Financial Sector/Private Bank	5.9%
Local Government Office or Staff	3.3%
Private Foundation	2.6%
Bilateral Agency	1.3%
Media	1.3%
Office of Parliamentarian	.7%

<b>2. Please identify the primary specialization of your work. (Please mark only ONE response)</b>	<b>Percentage of Respondents (N=152)</b>
Other	21.1%
Financial markets/banking	18.4%
Public sector governance/public financial management/anti corruption	15.1%
Natural resource management/environmental sustainability	5.9%
Social protection	5.3%
Education	4.6%
Energy	3.9%
Health/Communicable/non-communicable diseases	3.9%
Information and communications technology	3.9%
Law and justice/regulatory framework	3.9%
Water and sanitation	3.3%
Private sector development/foreign direct investment	2.0%
Transport	2.0%
Agriculture/rural development/food security	1.3%
Climate change/disaster management	1.3%
Gender equity/equality of opportunity	1.3%
Urban development	1.3%
Generalist	1.3%

<b>3. Currently, do you professionally collaborate/work with the World Bank Group in your country?</b>	<b>Percentage of Respondents (N=153)</b>
Yes	53.6%
No	46.4%

<b>4. Are you/have you been an IFC client?</b>	<b>Percentage of Respondents (N=152)</b>
Yes	15.8%
No	84.2%

**I. Background Information (continued)**

<b>5. Which of the following describes most of your exposure to the World Bank Group in Mexico? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=149)</b>
Engage in World Bank Group related/sponsored events/activities	45.6%
Collaborate as part of my professional duties	45.0%
Use World Bank Group reports/data	37.6%
Use World Bank Group website for information, data, research, etc.	25.5%
Observer	13.4%

<b>6. Currently, which of the following agencies of the World Bank Group do you primarily work with in Mexico? (Please mark only ONE response)</b>	<b>Percentage of Respondents (N=152)</b>
The World Bank (IBRD)	59.2%
I don't collaborate/work with the World Bank Group	27.6%
Both World Bank and IFC	9.9%
International Finance Corporation (IFC)	3.3%

<b>7. Which best represents your geographic location?</b>	<b>Percentage of Respondents (N=153)</b>
Mexico City	86.3%
Outside Mexico City	13.7%

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

### A. General Issues facing Mexico

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

Percentage of Respondents	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The right direction	84.6%	70.6%	69.6%	40.0%	63.2%	46.7%	64.3%	30.8%	76.5%
The wrong direction	0.0%	8.8%	8.7%	0.0%	21.1%	40.0%	0.0%	46.2%	17.6%
Not sure	15.4%	20.6%	21.7%	60.0%	15.8%	13.3%	35.7%	23.1%	5.9%

\*Significantly different between stakeholder groups

Listed below are a number of development priorities in Mexico. Please identify which of the following you consider the most important development priorities in Mexico?

(Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Increased use of integrated social programs among the poor	15.4%	26.5%	13.0%	0.0%	5.3%	7.1%	7.1%	8.3%	29.4%
Upgrading infrastructure projects	15.4%	32.4%	30.4%	40.0%	42.1%	14.3%	42.9%	25.0%	35.3%
Modernizing public sector management and information systems	0.0%	14.7%	13.0%	0.0%	0.0%	7.1%	7.1%	25.0%	11.8%
Enhancing the opportunity for private sector growth/investment	23.1%	5.9%	13.0%	20.0%	21.1%	7.1%	14.3%	8.3%	11.8%
Gender equity	0.0%	8.8%	8.7%	0.0%	0.0%	21.4%	7.1%	8.3%	0.0%
Water management and access to water services	15.4%	8.8%	13.0%	20.0%	10.5%	7.1%	0.0%	16.7%	5.9%
Increased skilled labor market participation	23.1%	14.7%	13.0%	40.0%	31.6%	14.3%	21.4%	0.0%	41.2%
Increased access to finance and improved financial inclusion	7.7%	11.8%	26.1%	20.0%	10.5%	7.1%	35.7%	8.3%	5.9%
Urban development	0.0%	0.0%	0.0%	0.0%	5.3%	7.1%	0.0%	0.0%	11.8%
Fostering innovation for productivity and competitiveness	38.5%	29.4%	17.4%	20.0%	21.1%	14.3%	28.6%	25.0%	29.4%
Access and quality of education	46.2%	55.9%	39.1%	40.0%	52.6%	71.4%	50.0%	75.0%	47.1%
Effectiveness of states and municipalities	23.1%	8.8%	17.4%	60.0%	10.5%	21.4%	7.1%	16.7%	23.5%
Integrated risk management	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Using natural resources in an optimal way	30.8%	17.6%	26.1%	0.0%	5.3%	21.4%	7.1%	16.7%	5.9%
Climate change	7.7%	14.7%	13.0%	20.0%	26.3%	14.3%	7.1%	0.0%	11.8%
Improved business environment	0.0%	2.9%	0.0%	0.0%	10.5%	0.0%	0.0%	8.3%	0.0%
Trade promotion and regional integration	7.7%	2.9%	4.3%	0.0%	0.0%	7.1%	0.0%	8.3%	0.0%
Reducing crime and violence	23.1%	29.4%	34.8%	20.0%	42.1%	42.9%	35.7%	33.3%	29.4%
Increased public revenues and improved expenditure	23.1%	8.8%	13.0%	0.0%	5.3%	7.1%	14.3%	16.7%	0.0%
Ethnicity (indigenous groups)	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%

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

Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Mexico? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Improved business environment	7.7%	2.9%	4.3%	20.0%	10.5%	6.7%	0.0%	7.7%	0.0%
Access and quality of education	76.9%	73.5%	65.2%	80.0%	94.7%	93.3%	57.1%	76.9%	76.5%
Modernizing public sector management and information systems	0.0%	0.0%	0.0%	0.0%	5.3%	6.7%	0.0%	15.4%	0.0%
Integrated risk management*	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	7.1%	0.0%	0.0%
Gender equity	0.0%	8.8%	4.3%	0.0%	0.0%	6.7%	7.1%	7.7%	5.9%
Ethnicity (indigenous groups)	0.0%	11.8%	0.0%	0.0%	0.0%	13.3%	7.1%	7.7%	0.0%
Increased skilled labor market participation	38.5%	41.2%	47.8%	40.0%	42.1%	33.3%	50.0%	38.5%	47.1%
Increased access to finance and improved financial inclusion	0.0%	17.6%	21.7%	0.0%	5.3%	13.3%	42.9%	23.1%	11.8%
Trade promotion and regional integration	7.7%	17.6%	4.3%	0.0%	5.3%	0.0%	14.3%	0.0%	17.6%
Increased public revenues and improved expenditure	7.7%	8.8%	0.0%	20.0%	5.3%	0.0%	7.1%	0.0%	5.9%
Upgrading infrastructure projects	30.8%	8.8%	17.4%	20.0%	26.3%	13.3%	7.1%	15.4%	17.6%
Effectiveness of states and municipalities	23.1%	17.6%	17.4%	40.0%	26.3%	13.3%	0.0%	30.8%	35.3%
Enhancing the opportunity for private sector growth/investment	23.1%	5.9%	13.0%	40.0%	10.5%	6.7%	21.4%	7.7%	11.8%
Using natural resources in an optimal way*	30.8%	5.9%	21.7%	0.0%	0.0%	13.3%	0.0%	0.0%	5.9%
Climate change	7.7%	0.0%	4.3%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%
Increased use of integrated social programs among the poor	15.4%	23.5%	13.0%	0.0%	15.8%	26.7%	14.3%	15.4%	23.5%
Urban development	0.0%	2.9%	8.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Reducing crime and violence	7.7%	8.8%	13.0%	20.0%	5.3%	13.3%	0.0%	7.7%	5.9%
Fostering innovation for productivity and competitiveness	7.7%	32.4%	26.1%	0.0%	31.6%	33.3%	42.9%	23.1%	29.4%
Water management and access to water services	7.7%	2.9%	8.7%	0.0%	10.5%	0.0%	7.1%	7.7%	0.0%

\*Significantly different between stakeholder groups

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

When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Mexico? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Better employment opportunities for young people	38.5%	20.6%	17.4%	0.0%	26.3%	13.3%	23.1%	15.4%	11.8%
Better employment opportunities for women	7.7%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.8%
Greater access to finance for the financially under-served	15.4%	5.9%	8.7%	0.0%	10.5%	0.0%	30.8%	0.0%	0.0%
Greater voice and participation for citizens to help ensure greater accountability*	0.0%	14.7%	0.0%	20.0%	15.8%	46.7%	0.0%	23.1%	17.6%
Greater access to health and nutrition for citizens	15.4%	5.9%	4.3%	0.0%	0.0%	6.7%	15.4%	30.8%	17.6%
Better entrepreneurial opportunities	15.4%	23.5%	30.4%	20.0%	31.6%	6.7%	23.1%	15.4%	29.4%
A growing middle class	30.8%	8.8%	13.0%	20.0%	10.5%	6.7%	7.7%	7.7%	17.6%
Better opportunity for the poor who live in rural areas	0.0%	5.9%	8.7%	20.0%	0.0%	6.7%	15.4%	15.4%	29.4%
Better opportunity for the poor who live in urban areas	0.0%	5.9%	4.3%	20.0%	0.0%	0.0%	0.0%	7.7%	5.9%
Sustainable economic growth	15.4%	38.2%	43.5%	20.0%	26.3%	33.3%	15.4%	15.4%	23.5%
More effective disaster risk management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
More reliable social protection systems	7.7%	14.7%	8.7%	40.0%	0.0%	26.7%	7.7%	7.7%	0.0%
Increased non-oil public revenues and improved expenditure efficiency	7.7%	2.9%	4.3%	0.0%	5.3%	6.7%	7.7%	7.7%	0.0%
Education and training that better ensure job opportunity	38.5%	41.2%	34.8%	20.0%	63.2%	40.0%	30.8%	46.2%	29.4%
Better quality of public services	7.7%	2.9%	13.0%	20.0%	10.5%	0.0%	7.7%	7.7%	0.0%
Other	0.0%	2.9%	4.3%	0.0%	0.0%	6.7%	7.7%	0.0%	5.9%

\*Significantly different between stakeholder groups

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

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank (IBRD) in Mexico?*	13	8.31	1.18	34	8.03	1.49	23	8.35	1.97	5	5.60	1.95	19	7.84	2.09	15	7.27	1.79	14	7.50	2.07	13	6.69	2.72	17	8.00	1.54
How familiar are you with the work of the International Finance Corporation (IFC) in Mexico?	13	5.77	2.86	34	5.56	2.77	23	5.96	2.92	5	2.20	1.10	19	5.89	2.51	15	4.47	3.02	14	4.50	2.56	13	4.85	2.82	17	5.71	2.89

(1-Not familiar at all, 10-Extremely familiar) \*Significantly different between stakeholder groups

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's (IBRD and IFC) effectiveness in Mexico?	13	8.31	1.25	33	7.70	1.63	21	8.14	2.01	4	5.75	2.22	17	7.35	1.66	14	6.93	1.98	13	7.85	1.07	9	7.22	1.79	16	7.94	.85
How effectively do you believe the different parts of the World Bank Group (IBRD and IFC) collaborate and coordinate efforts in Mexico?	11	8.55	1.29	28	7.82	1.66	21	7.62	2.36	2	4.50	2.12	17	7.24	1.44	12	6.33	2.02	11	7.18	2.04	6	6.83	2.64	14	7.64	1.55

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

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

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Mexico solve its most complicated development challenges?	13	8.77	.93	33	8.33	1.76	22	8.55	1.26	4	7.25	1.71	18	8.56	1.20	13	8.00	1.15	13	7.38	1.45	9	8.22	1.20	15	8.47	1.41

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

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

Percentage of Respondents (Responses combined)	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Improved business environment	7.7%	5.9%	0.0%	20.0%	5.3%	0.0%	14.3%	15.4%	5.9%
Effectiveness of states and municipalities	38.5%	35.3%	21.7%	20.0%	26.3%	20.0%	35.7%	30.8%	35.3%
Climate change	7.7%	20.6%	8.7%	0.0%	21.1%	13.3%	0.0%	0.0%	17.6%
Using natural resources in an optimal way	23.1%	14.7%	34.8%	0.0%	21.1%	20.0%	0.0%	30.8%	11.8%
Increased use of integrated social programs among the poor*	15.4%	26.5%	0.0%	0.0%	0.0%	13.3%	28.6%	15.4%	0.0%
Urban development	7.7%	2.9%	8.7%	0.0%	15.8%	6.7%	0.0%	7.7%	5.9%
Increased skilled labor market participation	23.1%	11.8%	17.4%	20.0%	15.8%	20.0%	35.7%	7.7%	35.3%
Fostering innovation for productivity and competitiveness	15.4%	38.2%	43.5%	40.0%	47.4%	26.7%	42.9%	38.5%	52.9%
Water management and access to water services	7.7%	14.7%	4.3%	0.0%	10.5%	20.0%	0.0%	23.1%	5.9%
Increased public revenues and improved expenditure	15.4%	2.9%	4.3%	0.0%	0.0%	0.0%	7.1%	15.4%	0.0%
Access and quality of education	38.5%	32.4%	39.1%	60.0%	36.8%	40.0%	35.7%	53.8%	23.5%
Upgrading infrastructure projects	7.7%	20.6%	17.4%	20.0%	47.4%	20.0%	21.4%	23.1%	17.6%
Modernizing public sector management and information systems	7.7%	11.8%	0.0%	0.0%	10.5%	20.0%	7.1%	0.0%	17.6%
Integrated risk management	0.0%	8.8%	8.7%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%
Enhancing the opportunity for private sector growth/investment*	46.2%	5.9%	13.0%	0.0%	21.1%	0.0%	21.4%	15.4%	23.5%
Gender equity*	0.0%	8.8%	4.3%	0.0%	0.0%	26.7%	0.0%	0.0%	5.9%
Reducing crime and violence	0.0%	5.9%	13.0%	20.0%	5.3%	20.0%	7.1%	15.4%	0.0%
Trade promotion and regional integration	7.7%	8.8%	4.3%	20.0%	0.0%	0.0%	0.0%	0.0%	17.6%
Increased access to finance and improved financial inclusion	23.1%	17.6%	34.8%	60.0%	15.8%	6.7%	28.6%	7.7%	23.5%
Ethnicity (indigenous groups)	0.0%	0.0%	4.3%	0.0%	0.0%	6.7%	7.1%	0.0%	0.0%

\*Significantly different between stakeholder groups

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

How effectively do the World Bank Group's activities below support Mexico's efforts to achieve development results? (1-Not effective at all, 10-Very effective)

	Which of the following best describes your current position?																																
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other								
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
Convening/Facilitating/Linkage to non-Bank expertise	13	8.08	.76	33	8.00	1.77	23	7.83	1.95	5	7.60	2.70	16	7.44	1.41	13	6.92	2.14	11	7.64	1.12	12	7.00	2.30	16	8.38	1.09						
Data	12	8.92	.79	32	8.22	1.83	23	8.17	1.67	4	6.75	2.63	17	8.29	1.21	14	7.86	1.29	14	8.36	1.08	12	8.17	2.29	17	8.53	1.23						
Policy advice, studies, analyses	13	8.46	1.05	33	8.18	1.55	22	8.14	1.91	4	7.25	2.87	17	7.94	1.52	14	7.57	1.22	12	8.17	1.11	10	8.00	1.15	17	8.41	1.00						
Financial resources	12	8.33	1.07	33	8.12	1.32	21	8.62	2.01	4	7.25	2.87	16	8.00	1.37	15	7.40	1.88	13	8.15	1.72	10	7.90	1.45	16	8.38	.81						
Technical assistance	13	9.00	.71	34	8.44	1.28	22	8.41	1.99	4	7.50	3.11	17	7.88	1.32	13	7.69	1.32	14	8.36	1.15	11	8.27	1.27	16	8.38	1.26						
Working in partnerships with others to improve impact	13	8.23	1.48	30	8.20	1.27	20	8.15	1.95	4	7.50	3.11	18	7.89	1.41	12	7.42	1.88	12	8.17	1.40	8	7.00	1.85	15	8.13	.83						
Leveraging private sector funds	11	8.18	.75	24	7.54	1.53	20	7.95	1.76	3	6.33	3.06	16	7.19	1.47	10	6.90	2.42	10	7.20	1.93	8	6.75	2.49	12	7.67	.98						
Trust Fund management	11	8.27	.65	24	7.79	1.44	18	7.78	2.13	3	6.33	3.06	16	6.81	1.72	9	6.89	2.37	9	6.67	1.94	8	7.38	1.60	10	8.10	.99						
Other							2	5.50	6.36	1	3.00	0.00	1	6.00	0.00				1	2.00	0.00	1	6.00	0.00									

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

Percentage of Respondents (Responses combined)	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Staff too inaccessible	0.0%	3.1%	13.0%	0.0%	0.0%	6.7%	7.1%	15.4%	11.8%
Not exploring alternative policy options	15.4%	12.5%	4.3%	33.3%	10.5%	6.7%	0.0%	15.4%	23.5%
Not adequately sensitive to political/social realities in Mexico	15.4%	37.5%	17.4%	0.0%	31.6%	26.7%	21.4%	23.1%	23.5%
Not enough public disclosure of its work	30.8%	37.5%	30.4%	33.3%	36.8%	33.3%	42.9%	30.8%	29.4%
Arrogant in its approach	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%
Not aligned with country priorities	0.0%	3.1%	8.7%	0.0%	0.0%	13.3%	7.1%	15.4%	11.8%
The credibility of its knowledge/data	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	7.7%	0.0%
Not willing to honestly criticize policies and reform efforts in the country	7.7%	9.4%	8.7%	0.0%	5.3%	6.7%	7.1%	7.7%	5.9%
Too influenced by developed countries	15.4%	9.4%	8.7%	66.7%	0.0%	26.7%	7.1%	15.4%	11.8%
Imposing technocratic solutions without regard to political realities	15.4%	6.3%	8.7%	33.3%	0.0%	0.0%	7.1%	7.7%	5.9%
World Bank Group's processes too slow and complex	30.8%	18.8%	43.5%	0.0%	31.6%	26.7%	42.9%	15.4%	47.1%
Too bureaucratic in its operational policies and procedures	53.8%	34.4%	17.4%	0.0%	21.1%	20.0%	28.6%	23.1%	29.4%
Not aligned with other development partners' work	15.4%	15.6%	4.3%	0.0%	5.3%	13.3%	0.0%	0.0%	0.0%
Not collaborating enough with non-state actors*	0.0%	0.0%	0.0%	0.0%	15.8%	13.3%	0.0%	15.4%	0.0%
Not client focused	0.0%	0.0%	4.3%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	3.1%	13.0%	0.0%	15.8%	6.7%	7.1%	0.0%	0.0%

\*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
NGOs*	23.1%	35.3%	26.1%	0.0%	36.8%	73.3%	28.6%	38.5%	11.8%
Local Government*	84.6%	50.0%	30.4%	60.0%	26.3%	26.7%	50.0%	7.7%	41.2%
Beneficiaries	15.4%	20.6%	26.1%	40.0%	10.5%	0.0%	28.6%	0.0%	11.8%
Private sector*	7.7%	14.7%	17.4%	20.0%	47.4%	6.7%	35.7%	38.5%	41.2%
Community Based Organizations (CBOs)	23.1%	5.9%	26.1%	0.0%	10.5%	26.7%	7.1%	7.7%	5.9%
Community of development partners*	0.0%	0.0%	8.7%	20.0%	26.3%	6.7%	0.0%	7.7%	5.9%
Foundations	0.0%	2.9%	0.0%	0.0%	0.0%	13.3%	0.0%	0.0%	0.0%
Academia/think tanks/research institutes*	15.4%	50.0%	39.1%	20.0%	31.6%	26.7%	42.9%	76.9%	29.4%
Parliament	23.1%	5.9%	4.3%	0.0%	0.0%	6.7%	0.0%	15.4%	17.6%
Media	7.7%	5.9%	8.7%	20.0%	0.0%	6.7%	7.1%	0.0%	11.8%
Faith-based organizations	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%
Other	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	7.7%	11.8%

\*Significantly different between stakeholder groups

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

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Mexico*	13	7.54	1.61	33	7.27	1.75	22	7.91	2.20	5	5.60	1.82	18	7.33	1.14	15	6.00	2.04	13	7.38	1.66	12	6.25	2.73	17	7.29	1.79
The World Bank Group's work is aligned with what I consider the development priorities for Mexico*	13	7.85	1.99	34	7.97	1.53	23	8.13	1.60	4	6.75	2.63	18	7.56	1.29	15	5.87	1.96	13	7.46	1.20	12	6.00	2.00	16	7.69	1.20
The World Bank Group is an organization that does not represent a particular ideological perspective in Mexico*	13	7.46	1.71	32	7.22	2.45	23	7.57	2.87	4	4.00	2.94	17	8.47	1.70	14	6.00	2.88	14	6.86	2.66	11	4.91	2.66	17	6.76	2.49
The World Bank Group is an organization that has no dominant influence of any particular country*	13	6.54	2.79	32	6.41	2.61	20	7.65	2.56	4	6.25	3.30	18	7.61	1.50	14	4.43	2.62	14	7.00	2.00	11	4.73	2.24	15	6.40	1.99
The World Bank Group supports Mexico's effort to reduce social exclusion*	12	8.08	1.38	33	8.09	1.76	22	8.50	1.77	4	6.00	2.16	18	7.94	1.59	14	6.36	2.47	12	7.67	2.06	11	6.45	2.07	17	8.18	1.33
The World Bank Group respects the positions, views and demands of the government of Mexico*	13	8.77	0.83	34	8.15	1.92	22	9.00	1.35	5	7.40	2.61	18	8.61	1.14	13	6.46	2.50	13	7.46	2.15	11	7.27	2.10	17	8.47	1.18
The World Bank Group listens and takes into account your views*	13	8.31	0.95	34	7.50	2.26	22	8.59	2.04	5	7.20	2.39	18	7.67	1.68	15	6.93	2.22	14	8.36	1.15	12	6.42	2.23	16	8.00	1.32

\*Significantly different between stakeholder groups

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

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

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness*	13	7.62	1.39	33	7.88	1.58	22	7.95	2.01	5	6.80	2.39	18	7.39	1.33	14	5.86	2.11	12	7.33	1.37	10	6.80	2.10	16	7.88	1.09
Flexibility (in terms of the World Bank's products and services)*	13	7.62	1.19	34	7.76	1.63	22	7.95	2.13	4	6.25	2.36	17	6.88	1.36	14	5.93	1.82	12	7.08	1.51	10	5.90	1.66	16	7.75	1.18
Flexibility (in terms of changing country circumstances)*	13	7.92	1.32	33	7.52	1.68	21	7.90	2.07	4	5.75	2.06	17	7.06	1.34	14	6.21	1.97	12	7.42	1.38	10	5.90	1.85	16	8.00	1.03
Openness	13	8.31	1.32	34	7.97	2.04	22	8.50	1.82	4	6.25	2.36	18	7.39	2.00	15	7.07	1.91	12	8.00	1.48	12	7.08	1.98	16	8.25	1.13
Staff accessibility*	13	8.77	.73	34	8.35	1.76	22	8.32	2.08	5	7.20	2.49	17	7.53	1.66	14	6.79	2.52	12	8.17	1.40	12	6.75	2.09	15	8.13	1.30
Straightforwardness and honesty*	13	8.62	1.12	34	8.35	1.82	21	8.52	1.86	4	7.25	2.99	17	8.71	1.31	15	6.93	2.46	12	8.75	1.14	12	7.25	2.26	15	8.27	1.10
Collaboration with groups outside of the Government	10	7.80	1.69	25	7.48	1.76	17	7.59	2.53	4	7.00	2.94	17	7.29	1.79	14	6.71	1.98	10	7.60	1.35	12	5.83	2.17	13	7.54	1.45
Collaboration with the Government*	13	8.92	.86	34	8.56	1.52	22	9.05	.95	5	7.40	2.61	18	8.28	1.23	14	7.57	1.45	11	8.55	.82	11	8.00	1.90	17	8.82	.64
Collaboration with other development partners*	11	8.36	1.43	26	7.92	1.49	18	8.22	2.07	2	5.50	3.54	15	7.53	1.30	11	7.18	1.78	9	7.89	.93	9	5.89	1.62	15	8.60	.91
Collaboration with the private sector*	10	7.80	1.14	23	7.65	1.67	16	8.38	1.41	3	7.00	3.61	14	7.00	1.47	11	7.27	2.24	9	7.56	1.13	9	5.78	2.39	13	8.23	.93
The speed in which it gets things accomplished on the ground*	13	7.54	1.61	32	7.00	1.97	21	7.57	2.13	4	6.75	2.63	17	6.71	1.53	13	5.62	2.18	11	7.36	.92	9	5.67	2.29	15	7.47	1.51
Follow through over time*	12	8.17	1.11	30	7.70	1.95	21	8.48	1.78	5	7.20	2.59	17	7.71	1.49	13	6.15	2.03	11	8.00	1.79	12	6.83	1.95	15	8.07	1.22

\*Significantly different between stakeholder groups

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
When considering the national development needs in Mexico, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides meet the national development needs of Mexico?*	12	7.83	.83	33	7.39	1.90	21	8.00	1.87	5	6.40	1.95	17	7.24	1.03	15	5.60	2.23	12	7.83	1.11	12	6.42	1.78	17	7.53	1.07

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

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

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

Percentage of Respondents (Responses combined)	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The World Bank Group works too slowly	23.1%	17.6%	9.1%	0.0%	16.7%	13.3%	14.3%	23.1%	23.5%
The Government works inefficiently*	7.7%	29.4%	36.4%	20.0%	44.4%	20.0%	7.1%	61.5%	23.5%
The Subnational Government works inefficiently	30.8%	17.6%	18.2%	40.0%	16.7%	20.0%	28.6%	23.1%	35.3%
There is not an adequate level of citizen/civil society participation	23.1%	20.6%	22.7%	40.0%	16.7%	20.0%	28.6%	23.1%	5.9%
The World Bank Group does not do adequate follow through/follow-up	0.0%	5.9%	4.5%	0.0%	11.1%	13.3%	0.0%	0.0%	11.8%
Lack of/inadequate levels of capacity in Government	0.0%	11.8%	0.0%	20.0%	5.6%	13.3%	14.3%	7.7%	23.5%
Political pressures and obstacles	30.8%	38.2%	59.1%	20.0%	33.3%	46.7%	14.3%	30.8%	29.4%
Reforms are not well thought out in light of country challenges	30.8%	20.6%	22.7%	40.0%	16.7%	26.7%	50.0%	7.7%	29.4%
The World Bank Group is not sensitive enough to political/social realities on the ground	38.5%	20.6%	13.6%	0.0%	27.8%	20.0%	21.4%	7.7%	11.8%
Other	0.0%	2.9%	4.5%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%

\*Significantly different between stakeholder groups

### C. World Bank Group's Effectiveness and Results

In its efforts to support the government of Mexico's national development plan, the World Bank Group is emphasizing in its 2014-2019 strategy a number of thematic objectives. To achieve those objectives, the WBG has shifted to a country engagement model that delivers a customized package of WBG financial, knowledge and convening activities. For each theme below, please indicate how *effective* you believe the World Bank Group is in supporting country efforts in each area of engagement in Mexico. (1-Not effective at all, 10-Very effective)

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
<b>Unleashing Productivity</b>																											
Fostering sound financial sector development*	10	8.10	.74	26	7.77	1.45	20	8.30	1.17	5	7.00	2.35	18	6.89	1.68	11	7.27	1.79	10	7.80	1.40	11	7.00	1.84	12	8.33	.49
Creating a more competitive business environment	10	8.10	.74	26	7.54	2.02	20	7.90	1.89	4	7.00	2.94	18	7.11	1.75	13	6.69	1.84	10	7.20	1.75	10	6.00	1.56	12	8.17	.94
Fostering innovation for productivity and competitiveness*	11	7.55	1.29	29	7.76	1.83	21	8.19	1.75	4	6.75	2.63	18	7.56	1.34	13	6.69	1.75	10	7.80	1.32	12	6.17	1.59	13	8.38	.77
Upgrading infrastructure*	11	8.18	.75	25	7.84	1.40	20	8.30	1.66	4	8.25	1.26	18	7.33	2.06	13	6.62	1.80	10	8.10	1.10	12	6.83	1.70	13	7.92	1.50
<b>Increasing Social Prosperity</b>																											
Developing an integral social protection system*	10	8.00	.82	26	7.12	1.88	20	7.60	2.01	5	6.40	2.07	17	6.82	1.67	12	6.17	2.17	11	7.55	1.57	11	5.91	1.14	14	8.07	1.14
Developing labor markets that allow for inclusive growth*	9	7.78	1.20	26	7.04	1.84	22	7.68	1.96	4	6.50	2.38	18	6.78	1.59	11	6.09	2.12	11	7.45	1.29	10	5.60	1.51	13	8.00	1.08
<b>Strengthening Public Finance and Government Efficiency</b>																											
Managing medium-term fiscal challenges at national and sub-national levels*	11	7.55	.93	27	7.78	1.65	20	7.95	1.05	4	6.25	2.22	15	6.73	1.79	12	6.58	1.31	12	6.92	1.68	10	6.30	1.42	14	8.14	1.03
Enhancing service delivery through better public sector management*	11	7.73	1.27	27	7.67	2.17	21	7.86	1.90	4	6.50	2.38	17	7.29	1.83	12	6.17	1.90	12	7.58	1.16	11	6.27	1.35	14	8.29	.99
Implementing an integrated sovereign risk management framework.	9	7.67	1.00	23	7.30	2.24	18	7.67	2.03	3	5.67	2.31	15	7.47	1.41	10	6.80	1.62	11	7.18	1.33	11	6.36	1.43	12	8.08	.90
<b>Promoting Green and Inclusive Growth</b>																											
Reducing the footprint of growth*	10	8.00	1.15	26	7.58	2.34	18	8.28	2.05	4	5.00	2.45	18	8.06	1.63	12	6.67	2.35	11	7.27	1.74	11	6.36	1.36	14	8.00	.78
Using natural resources in an optimal way*	10	8.00	1.15	29	7.52	2.10	19	8.37	1.95	5	7.20	2.59	18	7.78	1.70	12	6.75	2.26	11	7.45	1.97	11	6.09	1.64	14	8.29	.73

\*Significantly different between stakeholder groups

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Mexico?*	13	7.54	1.05	32	7.13	1.98	23	8.00	1.51	5	6.80	1.64	18	7.06	1.47	12	6.00	1.76	12	7.25	1.14	12	6.17	1.70	17	7.82	1.19

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

### C. World Bank Group's Effectiveness and Results (continued)

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

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank (IBRD) financial instruments meet the needs of Mexico*	13	7.62	1.04	29	7.55	1.84	22	7.91	1.82	5	6.40	2.07	18	7.00	1.19	15	6.07	1.67	13	7.08	2.10	12	6.25	1.42	14	7.86	.66
The IFC financial instruments meet Mexico's needs	10	7.50	.97	19	7.21	2.04	17	7.65	2.00	5	6.40	2.07	16	6.88	1.15	8	6.13	1.73	10	7.40	1.96	8	6.38	1.69	10	8.20	.63
The World Bank Group meets Mexico's needs for knowledge services	13	8.08	1.12	33	7.85	1.91	22	7.95	1.94	5	6.60	2.07	18	7.61	1.61	13	6.54	1.94	13	7.92	1.26	12	7.08	1.73	15	8.27	1.03
The World Bank Group's convening services meet the needs of Mexico*	12	8.00	1.13	32	7.88	1.68	22	7.86	1.98	5	6.80	2.28	17	7.24	1.64	13	6.23	2.05	14	7.71	1.33	12	6.33	1.61	15	8.40	1.06

\*Significantly different between stakeholder groups

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe that Mexico received value for money from the World Bank Group's reimbursable advisory services?	9	8.00	1.12	19	7.32	2.19	17	8.00	1.12	2	6.00	4.24	12	7.67	1.56	6	7.00	1.79	9	7.22	1.92	5	6.40	2.70	13	8.15	1.21

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

### D. The World Bank Group's Knowledge and Convening Services

How frequently do you interact with the World Bank Group on knowledge and convening services in the work you do?

Percentage of Respondents	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Weekly	15.4%	5.9%	13.0%	0.0%	5.3%	26.7%	7.1%	15.4%	5.9%
Monthly	38.5%	32.4%	34.8%	0.0%	31.6%	6.7%	14.3%	38.5%	29.4%
A few times a year	30.8%	29.4%	43.5%	40.0%	26.3%	33.3%	42.9%	23.1%	47.1%
Rarely	15.4%	29.4%	8.7%	40.0%	26.3%	20.0%	21.4%	7.7%	11.8%
Never	0.0%	2.9%	0.0%	20.0%	10.5%	13.3%	14.3%	15.4%	5.9%

Have you read/consulted the most recent LAC Flagship Report: *Latin American Entrepreneurs: Many Firms but Little Innovation*?

Percentage of Respondents	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	23.1%	11.8%	30.4%	0.0%	15.8%	20.0%	21.4%	38.5%	11.8%
No	76.9%	88.2%	69.6%	100.0%	84.2%	80.0%	78.6%	61.5%	88.2%

**D. The World Bank Group's Knowledge and Convening Services (continued)**

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe this Flagship Report raised substantive new information and insight that you were not aware of prior to reading?	3	8.67	.58	4	7.25	2.06	7	8.14	1.35	-	-	-	2	8.00	0.00	3	7.00	1.73	3	7.33	1.53	5	6.60	1.95	2	7.50	.71
To what extent do you believe this Flagship Report provided you with useful information in terms of the work you do?	3	9.33	.58	4	7.00	2.31	7	8.14	1.35	-	-	-	3	6.67	3.21	3	8.00	2.65	3	5.00	1.00	5	6.60	1.95	2	8.00	0.00

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

**In Mexico, to what extent do you believe that the World Bank Group's knowledge and convening services: (1-To no degree at all, 10-To a very significant degree)**

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are timely	12	8.25	.87	32	7.81	1.60	21	8.14	1.90	5	6.80	2.17	17	7.18	1.55	11	7.18	1.83	11	7.45	1.13	10	6.80	1.23	16	7.88	1.09
Include appropriate level of stakeholder involvement during preparation	13	8.08	1.04	33	7.79	1.41	22	8.05	2.17	4	6.25	2.36	17	7.24	1.60	11	7.27	2.00	11	7.73	1.10	11	6.45	1.81	16	8.06	1.06
Are relevant to Mexico's development priorities	13	8.15	.80	34	7.91	1.44	21	8.29	1.55	5	7.40	2.61	18	7.72	1.60	10	7.10	2.18	12	7.33	1.23	12	6.67	1.44	16	8.25	1.13
Provide feasible recommendations*	13	7.92	.86	34	7.62	1.58	21	8.14	2.03	5	7.20	2.39	17	7.12	1.54	11	6.55	1.21	12	7.25	1.36	10	6.30	1.42	17	7.59	1.06
Are accessible (well written and easy to understand)	13	8.38	.65	32	7.97	1.20	22	8.32	1.89	4	6.50	2.65	18	7.44	1.50	10	7.40	2.22	12	7.50	1.73	12	7.08	1.98	17	7.82	1.13
Are source of relevant information on global good practices*	12	8.83	.83	32	8.25	1.30	20	8.65	1.04	5	7.40	2.61	18	7.78	1.77	11	7.36	1.50	12	7.83	.94	12	7.50	1.31	17	8.59	1.18
Are useful in terms of the work you do	13	8.38	.87	33	8.15	1.56	22	8.50	1.50	5	7.60	2.70	18	7.83	1.98	11	7.00	2.32	13	7.38	2.33	12	7.25	2.01	17	8.59	1.23
Are adequately disseminated*	13	7.62	1.12	31	7.23	2.04	21	7.62	2.33	5	6.40	2.30	18	6.56	2.12	12	5.25	2.18	12	7.08	1.44	12	6.25	2.18	17	7.41	1.97
Are translated enough into local language	13	8.15	1.14	31	7.48	2.28	21	8.24	2.43	5	6.40	2.07	18	7.94	1.63	11	7.18	2.09	10	8.20	1.32	10	6.90	2.23	17	8.06	1.39
Are adaptable to Mexico's specific development challenges and country circumstances	13	7.69	1.32	33	7.82	1.74	21	8.33	1.43	5	7.20	2.59	18	7.72	1.32	10	7.00	1.63	12	7.75	1.42	12	7.00	1.95	16	8.31	1.25

\*Significantly different between stakeholder groups

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge and convening services make to development results in your country?	13	8.23	.73	33	7.79	1.75	21	7.95	1.96	4	7.25	2.99	18	7.28	1.23	12	6.58	1.88	13	7.15	2.12	10	6.60	1.58	17	8.06	1.25
Overall, how would you rate the technical quality of the World Bank Group's knowledge and convening services?	13	8.69	.63	33	8.24	1.64	22	8.41	1.05	5	7.40	2.51	18	7.94	1.16	11	7.73	1.10	13	7.92	.76	11	8.00	1.48	17	7.88	1.17

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

**E. Working with the World Bank Group**

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

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	13	6.69	2.63	30	7.63	1.90	20	8.40	2.04	4	5.25	2.06	15	6.67	1.99	11	6.45	2.38	11	7.91	1.81	7	6.57	1.27	15	8.13	1.13
The World Bank Group effectively monitors and evaluates the projects and programs it supports	13	8.23	1.42	32	7.97	1.96	23	7.96	2.14	4	6.50	2.38	18	7.72	1.27	13	7.69	1.49	12	7.33	1.92	8	6.38	2.45	17	7.94	1.52
The World Bank Group's approvals and reviews are done in a timely fashion	12	7.67	1.56	30	7.77	1.89	21	8.00	2.07	4	6.00	2.16	17	6.88	1.80	10	7.50	1.27	13	7.54	1.98	6	6.67	.82	14	7.29	1.64
The World Bank Group's "Safeguard Policy" requirements are reasonable	9	8.00	1.58	30	7.80	1.71	20	8.20	1.67	4	7.00	2.94	16	7.25	1.73	9	6.78	2.11	9	7.89	1.90	8	7.25	1.16	14	7.71	1.14
The World Bank Group takes decisions quickly in Mexico	13	7.46	1.66	31	7.71	1.88	22	7.91	1.93	4	6.50	2.38	15	6.47	1.73	11	6.73	1.90	13	7.31	1.70	8	6.63	1.06	15	7.87	1.19
Working with the World Bank Group increases Mexico's institutional capacity*	13	7.77	1.42	34	7.88	1.87	23	8.09	1.88	5	5.40	3.21	18	7.39	1.79	12	7.00	1.81	10	7.60	1.58	9	6.11	1.45	16	8.06	1.18
The World Bank Group ensures consistency and continuity through staff changes	12	8.08	1.16	26	7.81	1.70	22	7.45	2.36	3	6.00	2.65	15	7.07	1.87	9	6.11	2.67	11	7.18	2.40	6	5.83	.75	14	7.79	1.31
Where country systems are adequate, the World Bank Group makes appropriate use of them	11	8.73	1.42	27	7.67	2.02	23	7.65	2.35	4	7.00	2.94	17	7.06	2.28	8	7.63	1.06	13	7.62	2.66	6	6.83	1.72	14	7.86	.95
The World Bank Group provides effective implementation support	10	8.20	1.40	30	8.23	1.72	23	7.83	2.15	4	7.00	2.94	15	7.40	1.84	12	7.00	2.04	13	7.92	1.75	8	6.13	1.64	15	7.80	1.37

\*Significantly different between stakeholder groups

**F. Recent Trends and the Future Role of the World Bank Group in Mexico**

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
In the last three years, to what extent do you believe that the World Bank Group has moved in the right direction in terms of the focus of its work in Mexico?*	12	8.17	.94	33	7.70	1.69	21	7.90	2.14	5	7.00	1.73	18	7.39	1.24	12	6.17	2.21	13	7.77	1.59	10	6.30	1.49	15	7.53	1.36
How significant a role do you believe that the World Bank Group SHOULD play in Mexico's development in the near future?*	13	8.92	1.19	34	8.35	1.45	23	9.09	.85	5	8.20	1.92	19	8.32	1.20	15	7.13	2.20	14	8.29	1.38	11	7.45	2.25	16	8.69	1.20
How significant a role do you believe that international development cooperation SHOULD play in Mexico's development in the near future?*	13	9.15	.99	33	8.67	1.22	23	9.04	.82	5	7.40	2.70	19	8.63	1.12	15	7.73	1.83	14	8.43	1.40	12	8.42	1.38	17	8.76	1.15
How significant a role do you believe IFC, through its support for the private sector, SHOULD play in helping Mexico achieve its development goals in the future?*	9	8.89	1.17	27	8.59	1.34	21	8.81	1.36	5	8.20	1.92	17	8.35	1.27	11	7.00	2.72	13	8.15	2.48	11	7.18	2.23	16	8.88	.81

(1-To no degree at all, 10-To a very significant degree; 1-Not a significant role at all, 10-Very significant role) \*Significantly different between stakeholder groups

### F. Recent Trends and the Future Role of the World Bank Group in Mexico (continued)

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

Percentage of Respondents (Responses combined)	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Improve the quality of its experts as related to Mexico's specific challenges	30.8%	20.6%	26.1%	0.0%	26.3%	0.0%	14.3%	7.7%	17.6%
Reduce the complexity of obtaining World Bank Group financing	61.5%	44.1%	52.2%	40.0%	52.6%	73.3%	42.9%	38.5%	47.1%
Focus primarily on advocacy issues	0.0%	8.8%	4.3%	20.0%	5.3%	6.7%	0.0%	7.7%	23.5%
Reach out more to groups outside of government	23.1%	29.4%	30.4%	40.0%	36.8%	53.3%	42.9%	53.8%	11.8%
Ensure greater selectivity in its work	7.7%	0.0%	4.3%	0.0%	0.0%	6.7%	0.0%	23.1%	11.8%
Provide more adequate data/knowledge/statistics/figures on Mexico's economy	23.1%	17.6%	0.0%	20.0%	15.8%	6.7%	14.3%	15.4%	11.8%
Offer more innovative financial products	7.7%	11.8%	21.7%	20.0%	15.8%	6.7%	14.3%	7.7%	29.4%
Offer more innovative knowledge services	30.8%	23.5%	30.4%	20.0%	21.1%	26.7%	42.9%	23.1%	29.4%
Work faster	15.4%	20.6%	13.0%	20.0%	10.5%	0.0%	7.1%	15.4%	5.9%
Other	0.0%	2.9%	4.3%	0.0%	5.3%	6.7%	7.1%	7.7%	11.8%

When considering the combination of services that the World Bank Group offers in Mexico, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Mexico? (Select only ONE response)

Percentage of Respondents	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Financial services	7.7%	26.5%	26.1%	20.0%	26.3%	26.7%	42.9%	23.1%	17.6%
Knowledge products	46.2%	26.5%	34.8%	20.0%	42.1%	33.3%	21.4%	30.8%	11.8%
Convening services	7.7%	14.7%	4.3%	0.0%	5.3%	20.0%	0.0%	23.1%	5.9%
None of the above	0.0%	2.9%	8.7%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%
The combination is appropriate for Mexico	38.5%	29.4%	26.1%	60.0%	26.3%	20.0%	35.7%	23.1%	58.8%

### G. Communication and Information Sharing

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

Percentage of Respondents (Responses combined)	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Local newspapers	53.8%	55.9%	43.5%	40.0%	36.8%	28.6%	42.9%	46.2%	41.2%
International newspapers*	7.7%	14.7%	4.3%	0.0%	0.0%	7.1%	7.1%	38.5%	11.8%
Local radio	0.0%	0.0%	0.0%	20.0%	5.3%	7.1%	14.3%	7.7%	5.9%
International radio	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local television	15.4%	17.6%	13.0%	20.0%	10.5%	7.1%	21.4%	0.0%	5.9%
International television	7.7%	0.0%	13.0%	0.0%	0.0%	0.0%	7.1%	0.0%	5.9%
Periodicals	23.1%	35.3%	26.1%	0.0%	63.2%	42.9%	50.0%	30.8%	17.6%
Internet	69.2%	61.8%	69.6%	80.0%	57.9%	71.4%	35.7%	61.5%	70.6%
Social media	15.4%	2.9%	13.0%	0.0%	5.3%	7.1%	0.0%	0.0%	5.9%
Blogs	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	5.9%
Mobile phones	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Instant messaging	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%
Other*	0.0%	0.0%	4.3%	0.0%	5.3%	7.1%	0.0%	15.4%	23.5%

\*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
World Bank Group website	53.8%	23.5%	43.5%	20.0%	31.6%	33.3%	42.9%	30.8%	35.3%
Direct contact with World Bank Group	53.8%	20.6%	34.8%	20.0%	31.6%	40.0%	28.6%	15.4%	29.4%
e-newsletters	15.4%	55.9%	39.1%	40.0%	68.4%	46.7%	42.9%	38.5%	58.8%
Instant messaging	7.7%	5.9%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	5.9%
World Bank Group seminars/workshops/conferences	30.8%	35.3%	43.5%	60.0%	15.8%	40.0%	28.6%	53.8%	23.5%
World Bank Group publications and other written materials	23.1%	29.4%	13.0%	20.0%	31.6%	6.7%	35.7%	46.2%	11.8%
Mobile phones	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%
Social media	15.4%	14.7%	8.7%	20.0%	5.3%	20.0%	7.1%	7.7%	17.6%
Blogs	0.0%	0.0%	4.3%	0.0%	0.0%	6.7%	0.0%	0.0%	5.9%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

Percentage of Respondents	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	58.3%	38.2%	59.1%	20.0%	52.6%	20.0%	46.2%	41.7%	58.8%
No	41.7%	61.8%	40.9%	80.0%	47.4%	80.0%	53.8%	58.3%	41.2%

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

Percentage of Respondents	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	33.3%	17.6%	22.7%	0.0%	15.8%	13.3%	28.6%	23.1%	29.4%
No	66.7%	82.4%	77.3%	100.0%	84.2%	86.7%	71.4%	76.9%	70.6%

Were you able to obtain this information?

Percentage of Respondents	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	100.0%	83.3%	80.0%	-	66.7%	100.0%	100.0%	100.0%	75.0%
No	0.0%	16.7%	20.0%	-	33.3%	0.0%	0.0%	0.0%	25.0%

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

Percentage of Respondents	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	92.3%	79.4%	90.9%	20.0%	73.7%	86.7%	92.9%	76.9%	94.1%
No	7.7%	20.6%	9.1%	80.0%	26.3%	13.3%	7.1%	23.1%	5.9%

\*Significantly different between stakeholder groups

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

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
I use/consult World Bank Group data more often than I did a few years ago	13	8.54	1.76	32	6.75	2.81	22	7.91	1.60	5	6.80	2.77	18	6.44	3.15	14	6.36	2.82	14	6.50	2.93	13	5.31	2.53	17	6.94	2.41
I find the World Bank Group websites easy to navigate	12	7.50	1.98	27	7.19	2.00	20	7.75	1.48	1	7.00		14	8.07	.92	13	7.31	1.60	13	6.92	2.22	9	7.56	1.88	15	7.80	1.42
I find the information on the World Bank Group's websites useful	12	8.75	.87	27	8.22	1.67	20	8.45	1.19	1	7.00		14	8.36	.84	13	7.69	1.03	13	8.08	1.38	10	8.60	1.26	15	8.47	1.13
I find the information on the World Bank Group's social media (e.g., Facebook, Twitter, Youtube) useful	8	7.88	1.55	22	6.09	2.29	16	6.81	2.34	4	4.50	2.38	15	5.73	2.58	10	6.20	2.20	11	6.09	3.14	11	4.82	2.89	9	7.11	2.80
When I need information from the World Bank Group I know how to find it*	12	8.08	1.38	34	8.12	1.79	22	8.82	.91	4	6.75	3.20	18	6.44	2.87	14	5.79	2.75	13	6.62	2.99	13	6.62	2.50	14	7.29	2.55
The World Bank Group is responsive to my information requests and inquiries*	12	8.58	1.16	29	7.79	2.54	20	8.75	1.97	4	6.50	3.00	13	7.15	2.64	11	6.09	2.74	9	8.78	1.09	6	7.00	1.79	11	7.64	2.38

\*Significantly different between stakeholder groups

**H. Development Organizations in the Region**

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the Inter-American Development Bank (IDB/BID) in Mexico?	13	8.31	1.11	32	7.69	1.79	22	8.00	1.90	4	6.50	2.52	19	7.47	2.22	15	6.60	2.75	13	6.92	3.20	13	6.38	2.36	17	8.18	1.74

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

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Academia/ Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the effectiveness of the Inter-American Development Bank (IDB/BID) in Mexico?*	13	7.85	.90	28	7.82	1.87	21	8.14	1.42	4	6.75	2.63	18	7.72	1.32	14	6.50	2.03	10	8.30	.95	11	6.55	1.37	15	8.47	1.25

(1-Not effective at all, 10-Very effective) \*Significantly different between stakeholder groups

**I. Background Information**

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

Percentage of Respondents	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	53.8%	61.8%	69.6%	40.0%	36.8%	40.0%	64.3%	23.1%	64.7%
No	46.2%	38.2%	30.4%	60.0%	63.2%	60.0%	35.7%	76.9%	35.3%

**Are you/have you been an IFC client?**

Percentage of Respondents	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Yes	7.7%	23.5%	13.6%	20.0%	10.5%	6.7%	21.4%	7.7%	23.5%
No	92.3%	76.5%	86.4%	80.0%	89.5%	93.3%	78.6%	92.3%	76.5%

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

Percentage of Respondents (Responses Combined)	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
Observer*	0.0%	8.8%	4.3%	60.0%	22.2%	7.1%	16.7%	30.8%	11.8%
Use World Bank Group reports/data*	53.8%	29.4%	13.0%	20.0%	61.1%	42.9%	33.3%	69.2%	29.4%
Engage in World Bank Group related/sponsored events/activities	61.5%	52.9%	60.9%	60.0%	22.2%	28.6%	50.0%	30.8%	41.2%
Collaborate as part of my professional duties*	46.2%	52.9%	82.6%	0.0%	33.3%	28.6%	41.7%	7.7%	47.1%
Use World Bank Group website for information, data, research, etc.*	23.1%	14.7%	8.7%	0.0%	33.3%	64.3%	8.3%	30.8%	47.1%

\*Significantly different between stakeholder groups

**Currently, which of the following agencies of the World Bank Group do you primarily work with in Mexico?\*** (Please mark only ONE response)

Percentage of Respondents	Office of Minister	Employee of Ministry/ Ministerial Dep/ Implementation Agency	PMU/Consultant/ Contractor on WBG project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Independent Government Institution	Academia/ Research Institute/ Think Tank	Other
The World Bank (IBRD)	76.9%	61.8%	78.3%	40.0%	47.4%	40.0%	69.2%	30.8%	64.7%
International Finance Corporation (IFC)	0.0%	0.0%	8.7%	0.0%	10.5%	0.0%	7.7%	0.0%	0.0%
Both World Bank and IFC	7.7%	17.6%	4.3%	0.0%	0.0%	20.0%	7.7%	7.7%	11.8%
I don't collaborate/work with the World Bank Group	15.4%	20.6%	8.7%	60.0%	42.1%	40.0%	15.4%	61.5%	23.5%

\*Significantly different between stakeholder groups

## Appendix C: Responses to All Questions by Geographic Locations

### A. General Issues facing Mexico

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

Percentage of Respondents	Mexico City	Outside Mexico City
The right direction	68.9%	33.3%
The wrong direction	15.9%	14.3%
Not sure	15.2%	52.4%

\*Significantly different between geographic locations

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

Percentage of Respondents (Responses combined)	Mexico City	Outside Mexico City
Increased use of integrated social programs among the poor	16.9%	4.8%
Upgrading infrastructure projects	33.1%	19.0%
Modernizing public sector management and information systems	10.8%	4.8%
Enhancing the opportunity for private sector growth/investment	12.3%	14.3%
Gender equity	5.4%	14.3%
Water management and access to water services	9.2%	14.3%
Increased skilled labor market participation	20.8%	19.0%
Increased access to finance and improved financial inclusion	16.2%	4.8%
Urban development	3.1%	0.0%
Fostering innovation for productivity and competitiveness	25.4%	23.8%
Access and quality of education	53.8%	47.6%
Effectiveness of states and municipalities*	13.1%	38.1%
Integrated risk management	1.5%	0.0%
Using natural resources in an optimal way	15.4%	19.0%
Climate change	12.3%	19.0%
Improved business environment	3.1%	0.0%
Trade promotion and regional integration	3.1%	4.8%
Reducing crime and violence	33.8%	28.6%
Increased public revenues and improved expenditure	8.5%	19.0%
Ethnicity (indigenous groups)*	0.0%	4.8%

\*Significantly different between geographic locations

Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Mexico? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Mexico City	Outside Mexico City
Improved business environment	4.5%	9.5%
Access and quality of education	75.8%	81.0%
Modernizing public sector management and information systems	2.3%	4.8%
Integrated risk management	0.8%	4.8%
Gender equity	5.3%	4.8%
Ethnicity (indigenous groups)	6.1%	0.0%
Increased skilled labor market participation	45.5%	23.8%
Increased access to finance and improved financial inclusion	16.7%	14.3%
Trade promotion and regional integration	8.3%	14.3%
Increased public revenues and improved expenditure	4.5%	9.5%
Upgrading infrastructure projects	14.4%	28.6%
Effectiveness of states and municipalities	19.7%	28.6%
Enhancing the opportunity for private sector growth/investment	11.4%	19.0%
Using natural resources in an optimal way	8.3%	14.3%
Climate change	2.3%	0.0%
Increased use of integrated social programs among the poor	18.9%	14.3%
Urban development	2.3%	0.0%
Reducing crime and violence	8.3%	9.5%
Fostering innovation for productivity and competitiveness	30.3%	14.3%
Water management and access to water services	5.3%	4.8%

### A. General Issues facing Mexico (continued)

When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Mexico? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Mexico City	Outside Mexico City
	Better employment opportunities for young people	20.6%
Better employment opportunities for women	3.8%	0.0%
Greater access to finance for the financially under-served	8.4%	4.8%
Greater voice and participation for citizens to help ensure greater accountability	13.0%	23.8%
Greater access to health and nutrition for citizens	9.9%	9.5%
Better entrepreneurial opportunities	22.1%	28.6%
A growing middle class	11.5%	19.0%
Better opportunity for the poor who live in rural areas	8.4%	19.0%
Better opportunity for the poor who live in urban areas	3.1%	9.5%
Sustainable economic growth	29.0%	28.6%
More effective disaster risk management	0.0%	0.0%
More reliable social protection systems	10.7%	9.5%
Increased non-oil public revenues and improved expenditure efficiency	5.3%	0.0%
Education and training that better ensure job opportunity	42.7%	23.8%
Better quality of public services	6.9%	4.8%
Other	3.1%	4.8%

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

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank (IBRD) in Mexico?*	132	7.95	1.81	21	6.57	2.13
How familiar are you with the work of the International Finance Corporation (IFC) in Mexico?	132	5.49	2.77	21	4.24	2.81

(1-Not familiar at all, 10-Extremely familiar) \*Significantly different between geographic locations

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's (IBRD and IFC) effectiveness in Mexico?*	120	7.81	1.45	20	6.75	2.43
How effectively do you believe the different parts of the World Bank Group (IBRD and IFC) collaborate and coordinate efforts in Mexico?	104	7.55	1.78	18	6.83	2.55

(1-Not effective at all, 10-Very effective) \*Significantly different between geographic locations

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Mexico solve its most complicated development challenges?	121	8.34	1.45	19	8.00	1.20

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

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

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

Percentage of Respondents (Responses combined)	Mexico City	Outside Mexico City
Improved business environment	6.8%	4.8%
Effectiveness of states and municipalities	31.8%	19.0%
Climate change	11.4%	19.0%
Using natural resources in an optimal way	20.5%	9.5%
Increased use of integrated social programs among the poor	14.4%	0.0%
Urban development	7.6%	0.0%
Increased skilled labor market participation	20.5%	14.3%
Fostering innovation for productivity and competitiveness	38.6%	42.9%
Water management and access to water services	10.6%	9.5%
Increased public revenues and improved expenditure	3.8%	9.5%
Access and quality of education*	34.1%	57.1%
Upgrading infrastructure projects	24.2%	9.5%
Modernizing public sector management and information systems	9.8%	4.8%
Integrated risk management	4.5%	0.0%
Enhancing the opportunity for private sector growth/investment	17.4%	4.8%
Gender equity	4.5%	14.3%
Reducing crime and violence	6.8%	19.0%
Trade promotion and regional integration	5.3%	9.5%
Increased access to finance and improved financial inclusion	20.5%	28.6%
Ethnicity (indigenous groups)	1.5%	4.8%

How effectively do the World Bank Group's activities below support Mexico's efforts to achieve development results?

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

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
Convening/Facilitating/Linkage to non-Bank expertise	122	7.83	1.55	20	7.15	2.54
Data*	126	8.35	1.46	19	7.58	2.09
Policy advice, studies, analyses*	122	8.25	1.25	20	7.20	2.21
Financial resources*	122	8.22	1.33	18	7.39	2.55
Technical assistance*	125	8.42	1.19	19	7.47	2.44
Working in partnerships with others to improve impact*	114	8.11	1.27	18	7.11	2.68
Leveraging private sector funds	98	7.54	1.59	16	7.00	2.37
Trust Fund management	92	7.61	1.44	16	6.75	2.93
Other	3	6.00	4.00	3	3.33	2.52

\*Significantly different between geographic locations

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

Percentage of Respondents (Responses combined)	Mexico City	Outside Mexico City
Staff too inaccessible	6.2%	10.5%
Not exploring alternative policy options	10.8%	15.8%
Not adequately sensitive to political/social realities in Mexico	27.7%	10.5%
Not enough public disclosure of its work	34.6%	31.6%
Arrogant in its approach	0.8%	0.0%
Not aligned with country priorities	6.9%	5.3%
The credibility of its knowledge/data	1.5%	0.0%
Not willing to honestly criticize policies and reform efforts in the country	7.7%	5.3%
Too influenced by developed countries	11.5%	15.8%
Imposing technocratic solutions without regard to political realities	5.4%	15.8%
World Bank Group's processes too slow and complex	30.8%	31.6%
Too bureaucratic in its operational policies and procedures	29.2%	15.8%
Not aligned with other development partners' work	6.9%	10.5%
Not collaborating enough with non-state actors*	2.3%	21.1%
Not client focused	1.5%	0.0%
Other	6.2%	5.3%

\*Significantly different between geographic locations

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

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

Percentage of Respondents (Responses combined)	Mexico City	Outside Mexico City
	NGOs	30.3%
Local Government	39.4%	47.6%
Beneficiaries	16.7%	14.3%
Private sector	27.3%	9.5%
Community Based Organizations (CBOs)	11.4%	23.8%
Community of development partners	6.8%	9.5%
Foundations	2.3%	0.0%
Academia/think tanks/research institutes	41.7%	23.8%
Parliament	9.1%	0.0%
Media	6.1%	9.5%
Faith-based organizations	0.8%	0.0%
Other	2.3%	4.8%

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

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Mexico	127	7.18	1.88	21	6.90	2.26
The World Bank Group's work is aligned with what I consider the development priorities for Mexico*	129	7.57	1.62	19	6.68	2.40
The World Bank Group is an organization that does not represent a particular ideological perspective in Mexico*	126	7.26	2.42	19	5.05	3.15
The World Bank Group is an organization that has no dominant influence of any particular country	123	6.56	2.47	18	5.89	2.91
The World Bank Group supports Mexico's effort to reduce social exclusion*	126	7.92	1.79	17	6.53	2.37
The World Bank Group respects the positions, views and demands of the government of Mexico	125	8.14	1.86	21	8.00	1.84
The World Bank Group listens and takes into account your views.	129	7.77	1.89	20	7.50	2.35

\*Significantly different between geographic locations

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

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
Responsiveness	122	7.52	1.67	21	7.00	2.14
Flexibility (in terms of the World Bank's products and services)	122	7.36	1.62	20	6.65	2.39
Flexibility (in terms of changing country circumstances)*	121	7.44	1.59	19	6.47	2.46
Openness*	127	7.99	1.67	19	6.74	2.56
Staff accessibility	124	7.98	1.75	20	7.55	2.54
Straightforwardness and honesty	124	8.27	1.67	19	7.68	2.60
Collaboration with groups outside of the Government	106	7.36	1.76	16	6.50	2.90
Collaboration with the Government	125	8.52	1.31	20	8.25	1.68
Collaboration with other development partners	101	7.86	1.49	15	7.20	2.60
Collaboration with the private sector	92	7.43	1.72	16	8.13	1.82
The speed in which it gets things accomplished on the ground	117	7.03	1.80	18	6.44	2.64
Follow through over time	119	7.73	1.77	17	7.35	2.26

\*Significantly different between geographic locations

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

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
When considering the national development needs in Mexico, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides meet the national development needs of Mexico?	125	7.34	1.67	19	6.68	2.19

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

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

Percentage of Respondents (Responses combined)	Mexico City	Outside Mexico City
The World Bank Group works too slowly*	19.2%	0.0%
The Government works inefficiently	30.0%	23.8%
The Subnational Government works inefficiently	21.5%	33.3%
There is not an adequate level of citizen/civil society participation	19.2%	28.6%
The World Bank Group does not do adequate follow through/follow-up	6.2%	4.8%
Lack of/inadequate levels of capacity in Government	8.5%	19.0%
Political pressures and obstacles	38.5%	23.8%
Reforms are not well thought out in light of country challenges	24.6%	28.6%
The World Bank Group is not sensitive enough to political/social realities on the ground	20.0%	14.3%
Other	1.5%	4.8%

\*Significantly different between geographic locations

**C. World Bank Group's Effectiveness and Results**

In its efforts to support the government of Mexico's national development plan, the World Bank Group is emphasizing in its 2014-2019 strategy a number of thematic objectives. To achieve those objectives, the WBG has shifted to a country engagement model that delivers a customized package of WBG financial, knowledge and convening activities. For each theme below, please indicate how *effective* you believe the World Bank Group is in supporting country efforts in each area of engagement in Mexico. (1-Not effective at all, 10-Very effective)

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
<b>Unleashing Productivity</b>						
Fostering sound financial sector development	107	7.64	1.49	16	7.88	1.59
Creating a more competitive business environment	107	7.41	1.74	16	7.19	2.26
Fostering innovation for productivity and competitiveness	113	7.62	1.58	18	7.22	2.18
Upgrading infrastructure	109	7.71	1.61	17	7.59	1.77
<b>Increasing Social Prosperity</b>						
Developing an integral social protection system	108	7.23	1.62	18	6.61	2.57
Developing labor markets that allow for inclusive growth	107	7.14	1.62	17	6.76	2.66
<b>Strengthening Public Finances and Government Efficiency</b>						
Managing medium-term fiscal challenges at national and sub-national levels	106	7.38	1.53	19	7.11	1.63
Enhancing service delivery through better public sector management	110	7.49	1.69	19	7.00	2.45
Implementing an integrated sovereign risk management framework.	96	7.35	1.63	16	7.00	2.25
<b>Promoting Green and Inclusive Growth</b>						
Reducing the footprint of growth*	106	7.67	1.78	18	6.67	2.68
Using natural resources in an optimal way	110	7.65	1.80	19	7.26	2.45

\*Significantly different between geographic locations

**C. World Bank Group's Effectiveness and Results (continued)**

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Mexico?	126	7.28	1.59	18	6.67	1.97

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

**To what extent do you agree with the following statements about the World Bank Group in Mexico?**

(1-Strongly disagree, 10-Strongly agree)

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
The World Bank (IBRD) financial instruments meet the needs of Mexico	122	7.33	1.59	19	6.53	2.12
The IFC financial instruments meet Mexico's needs	88	7.27	1.60	15	6.67	2.23
The World Bank Group meets Mexico's needs for knowledge services	125	7.78	1.59	19	7.05	2.34
The World Bank Group's convening services meet the needs of Mexico	122	7.63	1.60	20	6.90	2.40

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that Mexico received value for money from the World Bank Group's reimbursable advisory services?	81	7.67	1.72	11	6.82	1.89

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

**D. The World Bank Group's Knowledge and Convening Services****How frequently do you interact with the World Bank Group on knowledge and convening services in the work you do?**

Percentage of Respondents	Mexico City	Outside Mexico City
Weekly	10.6%	9.5%
Monthly	30.3%	14.3%
A few times a year	34.1%	38.1%
Rarely	18.2%	28.6%
Never	6.8%	9.5%

**Have you read/consulted the most recent LAC Flagship Report: Latin American Entrepreneurs: Many Firms but Little Innovation?**

Percentage of Respondents	Mexico City	Outside Mexico City
Yes	19.7%	19.0%
No	80.3%	81.0%

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
To what extent do you believe this Flagship Report raised substantive new information and insight that you were not aware of prior to reading?	25	7.60	1.50	4	7.25	1.71
To what extent do you believe this Flagship Report provided you with useful information in terms of the work you do?	26	7.23	1.99	4	8.25	2.36

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

**D. The World Bank Group's Knowledge and Convening Services (continued)**

In Mexico, to what extent do you believe that the World Bank Group's knowledge and convening services:  
(1-To no degree at all, 10-To a very significant degree)

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
Are timely	116	7.71	1.32	19	7.21	2.57
Include appropriate level of stakeholder involvement during preparation	119	7.72	1.41	19	7.00	2.67
Are relevant to Mexico's development priorities	122	7.85	1.36	19	7.26	2.35
Provide feasible recommendations	119	7.47	1.45	21	7.24	2.17
Are accessible (well written and easy to understand)	120	7.88	1.38	20	7.15	2.50
Are source of relevant information on global good practices	119	8.18	1.30	20	7.85	1.87
Are useful in terms of the work you do	123	8.01	1.75	21	7.86	2.03
Are adequately disseminated	120	7.04	2.00	21	6.52	2.46
Are translated enough into local language	115	7.84	1.88	21	7.19	2.36
Are adaptable to Mexico's specific development challenges and country circumstances	121	7.84	1.49	19	7.32	2.14

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge and convening services make to development results in your country?	122	7.64	1.54	19	7.05	2.59
Overall, how would you rate the technical quality of the World Bank Group's knowledge and convening services?	122	8.15	1.25	21	7.90	1.55

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

**E. Working with the World Bank Group**

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

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	108	7.65	1.79	18	5.83	2.85
The World Bank Group effectively monitors and evaluates the projects and programs it supports	120	7.82	1.69	20	7.30	2.54
The World Bank Group's approvals and reviews are done in a timely fashion	110	7.55	1.70	17	6.94	2.36
The World Bank Group's "Safeguard Policy" requirements are reasonable	102	7.73	1.51	17	7.29	2.59
The World Bank Group takes decisions quickly in Mexico	113	7.49	1.59	19	6.68	2.58
Working with the World Bank Group increases Mexico's institutional capacity	121	7.67	1.69	19	6.89	2.56
The World Bank Group ensures consistency and continuity through staff changes	104	7.40	1.82	14	6.86	2.93
Where country systems are adequate, the World Bank Group makes appropriate use of them	106	7.67	1.93	17	7.35	2.60
The World Bank Group provides effective implementation support	113	7.77	1.75	17	7.24	2.51

\*Significantly different between geographic locations

### F. Recent Trends and the Future Role of the World Bank Group in Mexico

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
In the last three years, to what extent do you believe that the World Bank Group has moved in the right direction in terms of the focus of its work in Mexico?	121	7.54	1.65	18	6.94	2.13
How significant a role do you believe that the World Bank Group SHOULD play in Mexico's development in the near future?	129	8.35	1.55	21	8.33	1.56
How significant a role do you believe that international development cooperation SHOULD play in Mexico's development in the near future?	130	8.63	1.31	21	8.38	1.53
How significant a role do you believe IFC, through its support for the private sector, SHOULD play in helping Mexico achieve its development goals in the future?	112	8.37	1.78	18	8.17	1.50

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

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

Percentage of Respondents (Responses combined)	Mexico City	Outside Mexico City
Improve the quality of its experts as related to Mexico's specific challenges	18.2%	19.0%
Reduce the complexity of obtaining World Bank Group financing	50.0%	52.4%
Focus primarily on advocacy issues	7.6%	9.5%
Reach out more to groups outside of government	32.6%	42.9%
Ensure greater selectivity in its work	6.1%	0.0%
Provide more adequate data/knowledge/statistics/figures on Mexico's economy	12.1%	19.0%
Offer more innovative financial products	16.7%	4.8%
Offer more innovative knowledge services	28.0%	23.8%
Work faster	12.9%	9.5%
Other	4.5%	9.5%

When considering the combination of services that the World Bank Group offers in Mexico, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Mexico? (Select only ONE response)

Percentage of Respondents	Mexico City	Outside Mexico City
Financial services	25.8%	19.0%
Knowledge products	32.6%	14.3%
Convening services	9.1%	14.3%
None of the above	2.3%	4.8%
The combination is appropriate for Mexico	30.3%	47.6%

### G. Communication and Information Sharing

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

Percentage of Respondents (Responses combined)	Mexico City	Outside Mexico City
Local newspapers	45.8%	38.1%
International newspapers	9.9%	14.3%
Local radio	3.8%	9.5%
International radio	0.8%	0.0%
Local television	13.7%	4.8%
International television	3.8%	4.8%
Periodicals	35.9%	28.6%
Internet	63.4%	61.9%
Social media	5.3%	9.5%
Blogs	1.5%	0.0%
Mobile phones	0.0%	0.0%
Instant messaging	0.8%	0.0%
Other	5.3%	9.5%

**G. Communication and Information Sharing (continued)****How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)**

Percentage of Respondents (Responses combined)	Mexico City	Outside Mexico City
World Bank Group website	35.6%	28.6%
Direct contact with World Bank Group	30.3%	28.6%
e-newsletters	49.2%	38.1%
Instant messaging	3.0%	4.8%
World Bank Group seminars/workshops/conferences	31.8%	52.4%
World Bank Group publications and other written materials	25.8%	14.3%
Mobile phones	0.8%	4.8%
Social media	12.1%	14.3%
Blogs	1.5%	4.8%
Other	0.0%	0.0%

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

Percentage of Respondents	Mexico City	Outside Mexico City
Yes	46.1%	42.9%
No	53.9%	57.1%

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

Percentage of Respondents	Mexico City	Outside Mexico City
Yes	22.3%	14.3%
No	77.7%	85.7%

**Were you able to obtain this information?**

Percentage of Respondents	Mexico City	Outside Mexico City
Yes	85.2%	100.0%
No	14.8%	0.0%

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

Percentage of Respondents	Mexico City	Outside Mexico City
Yes	85.5%	66.7%
No	14.5%	33.3%

*\*Significantly different between geographic locations***Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)**

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
I use/consult World Bank Group data more often than I did a few years ago	127	6.89	2.63	21	6.81	2.75
I find the World Bank Group websites easy to navigate	110	7.56	1.66	14	6.93	2.06
I find the information on the World Bank Group's websites useful	111	8.34	1.26	14	8.00	1.24
I find the information on the World Bank Group's social media (e.g., Facebook, Twitter, Youtube) useful*	89	6.42	2.36	17	5.00	3.16
When I need information from the World Bank Group I know how to find it	126	7.44	2.37	18	7.06	2.58
The World Bank Group is responsive to my information requests and inquiries*	98	8.00	2.07	17	6.53	3.28

*\*Significantly different between geographic locations*

**H. Development Organizations in the Region**

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the Inter-American Development Bank (IDB/BID) in Mexico?*	128	7.67	2.07	20	6.35	2.58

(1-Not familiar at all, 10-Extremely familiar) \*Significantly different between geographic locations

	Which best represents your geographic location?					
	Mexico City			Outside Mexico City		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the effectiveness of the Inter-American Development Bank (IDB/BID) in Mexico?*	117	7.83	1.49	17	6.76	2.19

(1-Not effective at all, 10-Very effective) \*Significantly different between geographic locations

**I. Background Information**

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

Percentage of Respondents	Mexico City	Outside Mexico City
Yes	54.5%	47.6%
No	45.5%	52.4%

Are you/have you been an IFC client?

Percentage of Respondents	Mexico City	Outside Mexico City
Yes	15.3%	19.0%
No	84.7%	81.0%

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

Percentage of Respondents (Responses Combined)	Mexico City	Outside Mexico City
Observer	11.6%	25.0%
Use World Bank Group reports/data	38.0%	35.0%
Engage in World Bank Group related/sponsored events/activities	48.1%	30.0%
Collaborate as part of my professional duties	48.1%	25.0%
Use World Bank Group website for information, data, research, etc.	24.0%	35.0%

Currently, which of the following agencies of the World Bank Group do you primarily work with in Mexico?

(Please mark only ONE response)

Percentage of Respondents	Mexico City	Outside Mexico City
The World Bank (IBRD)	60.3%	52.4%
International Finance Corporation (IFC)	3.8%	0.0%
Both World Bank and IFC	10.7%	4.8%
I don't collaborate/work with the World Bank Group	25.2%	42.9%

## Appendix D: Responses to Questions across Country Surveys<sup>1</sup>

*Comparing responses across country surveys reflect changes in attitudes over time, but also changes in respondent samples and changes to the survey instrument itself. The differences in stakeholder identification in the FY'08 and FY'14 Country Surveys make weighting difficult. The unweighted means/percentages are presented below to show overall attitudinal changes from FY'08 to FY'14. Yet interpretation of these trends should be based on the understanding of the differences in the samples of the two years.*

FY'08 N=273 ● FY'14 N=191

### Sample Composition in FY'08 and FY'14

Which of the following best describes your current position? (Select only ONE response)

Percentage of Respondents	FY14 (N=191)	Percentage of Respondents	FY08 (N=273)
Employee of a Ministry, Ministerial Department or Implementation Agency	22.2%	Employees of a Secretary or Implementation Agency	28.6%
Project Management Unit (PMU) overseeing implementation of project	9.2%	NGOs	16.4%
Independent Government Institution	9.2%	Independent Government Institution	14.1%
Office of Minister	8.5%	Other	11.5%
Academia/Research Institute/Think Tank	8.5%	Academia or Research Institute	10.0%
Other	7.8%	Local Government	7.4%
NGO	7.2%	Bilateral or Multilateral Agency	4.5%
Private Sector Organization	6.5%	Private Sector organization	4.5%
Consultant/Contractor working on World Bank Group supported project/program	5.9%	Office of the Presidency	1.9%
Financial Sector/Private Bank	5.9%	Trade Union	.7%
Local Government Office or Staff	3.3%	Media	.4%
Private Foundation	2.6%		
Bilateral Agency	1.3%		
Media	1.3%		
Office of Parliamentarian	.7%		

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

	year					
	FY 2008			FY 2014		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank (IBRD) in Mexico? (1-Not familiar at all, 10-Extremely familiar)	270	7.33	2.26	181	7.64	2.03

	year					
	FY 2008			FY 2014		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's (IBRD and IFC) effectiveness in Mexico?^ (1-Not effective at all, 10-Very effective) ^Significantly different FY14 and FY08 country surveys	257	6.98	2.11	163	7.71	1.60

<sup>1</sup> Only those questions with similar response scales/options could be compared.

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

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

	year					
	FY 2008			FY 2014		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Mexico <sup>^</sup>	266	5.70	2.21	164	7.04	1.99
The World Bank Group's work is aligned with what I consider the development priorities for Mexico <sup>^</sup>	256	5.96	2.29	164	7.34	1.82

(1-Strongly disagree, 10-Strongly agree) <sup>^</sup>Significantly different FY14 and FY08 country surveys

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

	year					
	FY 2008			FY 2014		
	N	Mean	SD	N	Mean	SD
Flexibility (in terms of changing country circumstances) <sup>^</sup>	184	6.53	2.48	154	7.25	1.81
Staff accessibility	244	7.62	2.41	158	7.92	1.91
Straightforwardness and honesty	236	8.28	2.14	158	8.20	1.86
Collaboration with other development partners <sup>^</sup>	211	7.04	2.24	126	7.81	1.71

(1-To no degree at all, 10-To a very significant degree) <sup>^</sup>Significantly different FY14 and FY08 country surveys

**D. The World Bank Group's Knowledge and convening services**

In Mexico, to what extent do you believe that the World Bank Group's knowledge and convening services:

	year					
	FY 2008			FY 2014		
	N	Mean	SD	N	Mean	SD
Are source of relevant information on global good practices	250	8.48	1.83	142	8.15	1.38
Are useful in terms of the work you do <sup>^</sup>	253	8.90	1.70	147	8.01	1.78
Are adaptable to Mexico's specific development challenges and country circumstances <sup>^</sup>	251	6.95	2.42	143	7.78	1.59

(1-To no degree at all, 10-To a very significant degree) <sup>^</sup>Significantly different FY14 and FY08 country surveys

Note the response scales for these questions in FY'08 were converted from a 5-pt to 10-pt scale for comparison with FY14.

**E. Working with the World Bank Group**

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

	year					
	FY 2008			FY 2014		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	152	6.99	2.55	128	7.41	2.05
The World Bank Group effectively monitors and evaluates the projects and programs it supports	179	7.51	2.14	143	7.76	1.82
Working with the World Bank Group increases Mexico's institutional capacity <sup>^</sup>	186	7.11	2.26	142	7.58	1.83

<sup>^</sup>Significantly different FY14 and FY08 country surveys

**G. Communication and Information Sharing**

Do you use/have used the World Bank Group website?

Percentage of Respondents	FY2008	FY2014
Yes	86.2%	81.8%
No	13.8%	18.2%

## Appendix E: Responses to All Questions by Levels of Collaboration

### A. General Issues facing Mexico

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

Percentage of Respondents	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
The right direction	78.0%	47.9%
The wrong direction	7.3%	25.4%
Not sure	14.6%	26.8%

\*Significantly different between respondents who do and do not collaborate/work with the WBG

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

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
Increased use of integrated social programs among the poor	17.1%	13.0%
Upgrading infrastructure projects	35.4%	26.1%
Modernizing public sector management and information systems*	14.6%	4.3%
Enhancing the opportunity for private sector growth/investment	12.2%	13.0%
Gender equity	4.9%	8.7%
Water management and access to water services	7.3%	13.0%
Increased skilled labor market participation	23.2%	17.4%
Increased access to finance and improved financial inclusion	18.3%	10.1%
Urban development	4.9%	0.0%
Fostering innovation for productivity and competitiveness	19.5%	31.9%
Access and quality of education*	45.1%	62.3%
Effectiveness of states and municipalities	13.4%	20.3%
Integrated risk management	2.4%	0.0%
Using natural resources in an optimal way	18.3%	13.0%
Climate change*	18.3%	7.2%
Improved business environment*	0.0%	5.8%
Trade promotion and regional integration	2.4%	4.3%
Reducing crime and violence*	23.2%	44.9%
Increased public revenues and improved expenditure*	14.6%	4.3%
Ethnicity (indigenous groups)	1.2%	0.0%

\*Significantly different between respondents who do and do not collaborate/work with the WBG

### A. General Issues facing Mexico (continued)

Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Mexico? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
Improved business environment	3.7%	7.0%
Access and quality of education	72.0%	81.7%
Modernizing public sector management and information systems	2.4%	2.8%
Integrated risk management	1.2%	1.4%
Gender equity	4.9%	5.6%
Ethnicity (indigenous groups)	7.3%	2.8%
Increased skilled labor market participation	41.5%	43.7%
Increased access to finance and improved financial inclusion*	23.2%	8.5%
Trade promotion and regional integration*	14.6%	2.8%
Increased public revenues and improved expenditure	6.1%	4.2%
Upgrading infrastructure projects	14.6%	18.3%
Effectiveness of states and municipalities	17.1%	25.4%
Enhancing the opportunity for private sector growth/investment	12.2%	12.7%
Using natural resources in an optimal way*	13.4%	4.2%
Climate change	3.7%	0.0%
Increased use of integrated social programs among the poor	17.1%	19.7%
Urban development	2.4%	1.4%
Reducing crime and violence	4.9%	12.7%
Fostering innovation for productivity and competitiveness	24.4%	32.4%
Water management and access to water services	6.1%	4.2%

\*Significantly different between respondents who do and do not collaborate/work with the WBG

When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Mexico? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
Better employment opportunities for young people	16.0%	23.9%
Better employment opportunities for women	3.7%	2.8%
Greater access to finance for the financially under-served	9.9%	5.6%
Greater voice and participation for citizens to help ensure greater accountability	14.8%	14.1%
Greater access to health and nutrition for citizens	8.6%	11.3%
Better entrepreneurial opportunities	21.0%	25.4%
A growing middle class	16.0%	8.5%
Better opportunity for the poor who live in rural areas	12.3%	7.0%
Better opportunity for the poor who live in urban areas	2.5%	5.6%
Sustainable economic growth	27.2%	31.0%
More effective disaster risk management	0.0%	0.0%
More reliable social protection systems	11.1%	9.9%
Increased non-oil public revenues and improved expenditure efficiency	4.9%	4.2%
Education and training that better ensure job opportunity	37.0%	43.7%
Better quality of public services	8.6%	4.2%
Other	3.7%	2.8%

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

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank (IBRD) in Mexico?*	82	8.30	1.28	71	7.13	2.29
How familiar are you with the work of the International Finance Corporation (IFC) in Mexico?	82	5.61	2.74	71	4.99	2.86

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

\*Significantly different between respondents who do and do not collaborate/work with the WBG

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

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's (IBRD and IFC) effectiveness in Mexico?*	78	8.00	1.33	62	7.23	1.92
How effectively do you believe the different parts of the World Bank Group (IBRD and IFC) collaborate and coordinate efforts in Mexico?*	68	7.82	1.65	54	6.96	2.14

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

\*Significantly different between respondents who do and do not collaborate/work with the WBG

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Mexico solve its most complicated development challenges?	78	8.41	1.46	62	8.15	1.35

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

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

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
Improved business environment	3.7%	9.9%
Effectiveness of states and municipalities	26.8%	33.8%
Climate change	15.9%	8.5%
Using natural resources in an optimal way	17.1%	21.1%
Increased use of integrated social programs among the poor	17.1%	7.0%
Urban development	9.8%	2.8%
Increased skilled labor market participation	24.4%	14.1%
Fostering innovation for productivity and competitiveness	34.1%	45.1%
Water management and access to water services	8.5%	12.7%
Increased public revenues and improved expenditure	4.9%	4.2%
Access and quality of education	37.8%	36.6%
Upgrading infrastructure projects	22.0%	22.5%
Modernizing public sector management and information systems	11.0%	7.0%
Integrated risk management	6.1%	1.4%
Enhancing the opportunity for private sector growth/investment	14.6%	16.9%
Gender equity	3.7%	8.5%
Reducing crime and violence	4.9%	12.7%
Trade promotion and regional integration	4.9%	7.0%
Increased access to finance and improved financial inclusion	23.2%	19.7%
Ethnicity (indigenous groups)	2.4%	1.4%

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

**How effectively do the World Bank Group's activities below support Mexico's efforts to achieve development results?**  
(1-Not effective at all, 10-Very effective)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Convening/Facilitating/Linkage to non-Bank expertise*	79	8.08	1.46	63	7.30	1.94
Data	79	8.38	1.46	66	8.09	1.68
Policy advice, studies, analyses*	79	8.35	1.21	63	7.78	1.68
Financial resources*	79	8.34	1.44	61	7.82	1.65
Technical assistance*	79	8.62	1.19	65	7.91	1.62
Working in partnerships with others to improve impact	73	8.16	1.35	59	7.75	1.77
Leveraging private sector funds*	67	7.73	1.56	47	7.09	1.87
Trust Fund management	62	7.73	1.59	46	7.15	1.92
Other	1	2.00	0.00	5	5.20	3.42

\*Significantly different between respondents who do and do not collaborate/work with the WBG

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

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
Staff too inaccessible	5.0%	8.7%
Not exploring alternative policy options	11.3%	11.6%
Not adequately sensitive to political/social realities in Mexico	23.8%	27.5%
Not enough public disclosure of its work*	26.3%	43.5%
Arrogant in its approach	1.3%	0.0%
Not aligned with country priorities	7.5%	5.8%
The credibility of its knowledge/data	1.3%	1.4%
Not willing to honestly criticize policies and reform efforts in the country	7.5%	7.2%
Too influenced by developed countries	7.5%	17.4%
Imposing technocratic solutions without regard to political realities	3.8%	10.1%
World Bank Group's processes too slow and complex*	45.0%	14.5%
Too bureaucratic in its operational policies and procedures	33.8%	20.3%
Not aligned with other development partners' work	6.3%	8.7%
Not collaborating enough with non-state actors*	1.3%	8.7%
Not client focused	1.3%	1.4%
Other	5.0%	7.2%

\*Significantly different between respondents who do and do not collaborate/work with the WBG

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

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
NGOs*	25.6%	40.8%
Local Government	41.5%	39.4%
Beneficiaries	19.5%	12.7%
Private sector	25.6%	23.9%
Community Based Organizations (CBOs)	12.2%	14.1%
Community of development partners	8.5%	5.6%
Foundations	2.4%	1.4%
Academia/think tanks/research institutes	40.2%	38.0%
Parliament	6.1%	9.9%
Media	6.1%	7.0%
Faith-based organizations	1.2%	0.0%
Other	2.4%	2.8%

\*Significantly different between respondents who do and do not collaborate/work with the WBG

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

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

(1-Strongly disagree, 10-Strongly agree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Mexico*	80	7.49	1.65	68	6.74	2.16
The World Bank Group's work is aligned with what I consider the development priorities for Mexico*	82	7.84	1.49	66	6.97	1.95
The World Bank Group is an organization that does not represent a particular ideological perspective in Mexico	80	7.25	2.61	65	6.63	2.63
The World Bank Group is an organization that has no dominant influence of any particular country*	76	6.96	2.58	65	5.91	2.36
The World Bank Group supports Mexico's effort to reduce social exclusion*	79	8.11	1.49	64	7.31	2.26
The World Bank Group respects the positions, views and demands of the government of Mexico*	81	8.49	1.28	65	7.66	2.31
The World Bank Group listens and takes into account your views*	81	8.30	1.35	68	7.06	2.33

\*Significantly different between respondents who do and do not collaborate/work with the WBG

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

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

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Responsiveness	81	7.68	1.60	62	7.15	1.90
Flexibility (in terms of the World Bank's products and services)*	80	7.53	1.58	62	6.92	1.92
Flexibility (in terms of changing country circumstances)*	79	7.76	1.54	61	6.72	1.85
Openness*	82	8.10	1.67	64	7.48	2.02
Staff accessibility*	82	8.30	1.53	62	7.42	2.17
Straightforwardness and honesty*	81	8.51	1.47	62	7.79	2.15
Collaboration with groups outside of the Government	67	7.54	1.86	55	6.89	2.02
Collaboration with the Government*	80	8.75	1.13	65	8.15	1.54
Collaboration with other development partners*	64	8.14	1.38	52	7.33	1.90
Collaboration with the private sector*	60	7.87	1.57	48	7.13	1.88
The speed in which it gets things accomplished on the ground	76	7.21	1.78	59	6.63	2.07
Follow through over time*	74	8.12	1.61	62	7.16	1.95

\*Significantly different between respondents who do and do not collaborate/work with the WBG

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
When considering the national development needs in Mexico, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides meet the national development needs of Mexico?*	81	7.70	1.55	63	6.67	1.82

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

\*Significantly different between respondents who do and do not collaborate/work with the WBG

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

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

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
The World Bank Group works too slowly*	24.4%	7.2%
The Government works inefficiently*	22.0%	37.7%
The Subnational Government works inefficiently	24.4%	21.7%
There is not an adequate level of citizen/civil society participation	17.1%	24.6%
The World Bank Group does not do adequate follow through/follow-up	4.9%	7.2%
Lack of/inadequate levels of capacity in Government	9.8%	10.1%
Political pressures and obstacles	35.4%	37.7%
Reforms are not well thought out in light of country challenges	25.6%	24.6%
The World Bank Group is not sensitive enough to political/social realities on the ground	19.5%	18.8%
Other	1.2%	2.9%

\*Significantly different between respondents who do and do not collaborate/work with the WBG

### C. World Bank Group's Effectiveness and Results

In its efforts to support the government of Mexico's national development plan, the World Bank Group is emphasizing in its 2014-2019 strategy a number of thematic objectives. To achieve those objectives, the WBG has shifted to a country engagement model that delivers a customized package of WBG financial, knowledge and convening activities. For each theme below, please indicate how *effective* you believe the World Bank Group is in supporting country efforts in each area of engagement in Mexico. (1-Not effective at all, 10-Very effective)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
<b>Unleashing Productivity</b>						
Fostering sound financial sector development*	65	8.00	1.36	58	7.29	1.58
Creating a more competitive business environment*	64	7.72	1.66	59	7.02	1.91
Fostering innovation for productivity and competitiveness*	71	8.04	1.22	60	7.00	1.95
Upgrading infrastructure*	67	8.03	1.38	59	7.31	1.80
<b>Increasing Social Prosperity</b>						
Developing an integral social protection system*	66	7.56	1.47	60	6.68	1.99
Developing labor markets that allow for inclusive growth*	68	7.63	1.42	56	6.43	1.97
<b>Strengthening Public Finances and Government Efficiency</b>						
Managing medium-term fiscal challenges at national and sub-national levels	64	7.55	1.53	61	7.11	1.53
Enhancing service delivery through better public sector management*	68	7.88	1.63	61	6.90	1.88
Implementing an integrated sovereign risk management framework*	59	7.68	1.40	53	6.89	1.96
<b>Promoting Green and Inclusive Growth</b>						
Reducing the footprint of growth*	67	7.88	1.84	57	7.11	2.02
Using natural resources in an optimal way*	70	8.04	1.56	59	7.05	2.13

\*Significantly different between respondents who do and do not collaborate/work with the WBG

**C. World Bank Group's Effectiveness and Results (continued)**

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Mexico?*	77	7.61	1.51	67	6.73	1.69

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

\*Significantly different between respondents who do and do not collaborate/work with the WBG

**To what extent do you agree with the following statements about the World Bank Group in Mexico?**

(1-Strongly disagree, 10-Strongly agree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
The World Bank (IBRD) financial instruments meet the needs of Mexico*	77	7.56	1.49	64	6.81	1.82
The IFC financial instruments meet Mexico's needs*	56	7.59	1.52	47	6.70	1.80
The World Bank Group meets Mexico's needs for knowledge services*	78	8.14	1.52	66	7.14	1.79
The World Bank Group's convening services meet the needs of Mexico*	77	8.03	1.40	65	6.94	1.93

\*Significantly different between respondents who do and do not collaborate/work with the WBG

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that Mexico received value for money from the World Bank Group's reimbursable advisory services?*	52	7.90	1.61	40	7.13	1.84

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

\*Significantly different between respondents who do and do not collaborate/work with the WBG

**D. The World Bank Group's Knowledge and Convening Services****How frequently do you interact with the World Bank Group on knowledge and convening services in the work you do?**

Percentage of Respondents	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
Weekly	14.6%	5.6%
Monthly	31.7%	23.9%
A few times a year	31.7%	38.0%
Rarely	18.3%	21.1%
Never	3.7%	11.3%

**Have you read/consulted the most recent LAC Flagship Report: Latin American Entrepreneurs: Many Firms but Little Innovation?**

Percentage of Respondents	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
Yes	23.2%	15.5%
No	76.8%	84.5%

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent do you believe this Flagship Report raised substantive new information and insight that you were not aware of prior to reading?	19	7.68	1.29	10	7.30	1.89
To what extent do you believe this Flagship Report provided you with useful information in terms of the work you do?	19	7.79	1.72	11	6.64	2.38

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

**D. The World Bank Group's Knowledge and Convening Services (continued)**

In Mexico, to what extent do you believe that the World Bank Group's knowledge and convening services:

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

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Are timely*	74	7.96	1.32	61	7.25	1.73
Include appropriate level of stakeholder involvement during preparation*	76	8.01	1.26	62	7.15	1.93
Are relevant to Mexico's development priorities*	76	8.17	1.24	65	7.31	1.72
Provide feasible recommendations*	76	7.93	1.20	64	6.84	1.76
Are accessible (well written and easy to understand)*	76	8.12	1.31	64	7.38	1.81
Are source of relevant information on global good practices*	73	8.37	1.14	66	7.88	1.59
Are useful in terms of the work you do*	77	8.52	1.14	67	7.37	2.17
Are adequately disseminated*	75	7.47	1.73	66	6.39	2.29
Are translated enough into local language*	73	8.14	1.60	63	7.29	2.24
Are adaptable to Mexico's specific development challenges and country circumstances*	74	8.11	1.30	66	7.39	1.80

\*Significantly different between respondents who do and do not collaborate/work with the WBG

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge and convening services make to development results in your country?*	77	8.00	1.45	64	7.03	1.87
Overall, how would you rate the technical quality of the World Bank Group's knowledge and convening services?*	78	8.40	1.18	65	7.77	1.36

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

\*Significantly different between respondents who do and do not collaborate/work with the WBG

**E. Working with the World Bank Group**

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

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	74	7.54	2.10	52	7.17	2.01
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	80	8.05	1.51	60	7.33	2.13
The World Bank Group's approvals and reviews are done in a timely fashion	72	7.65	1.74	55	7.24	1.88
The World Bank Group's "Safeguard Policy" requirements are reasonable	72	7.83	1.73	47	7.40	1.64
The World Bank Group takes decisions quickly in Mexico	76	7.51	1.73	56	7.18	1.83
Working with the World Bank Group increases Mexico's institutional capacity*	79	7.91	1.63	61	7.11	2.00
The World Bank Group ensures consistency and continuity through staff changes	69	7.57	1.87	49	7.02	2.09
Where country systems are adequate, the World Bank Group makes appropriate use of them	73	7.68	2.02	50	7.54	2.05
The World Bank Group provides effective implementation support*	74	8.00	1.54	56	7.30	2.17

\*Significantly different between respondents who do and do not collaborate/work with the WBG

### F. Recent Trends and the Future Role of the World Bank Group in Mexico

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
In the last three years, to what extent do you believe that the World Bank Group has moved in the right direction in terms of the focus of its work in Mexico?*	75	7.76	1.58	64	7.11	1.82
How significant a role do you believe that the World Bank Group SHOULD play in Mexico's development in the near future?	81	8.56	1.22	69	8.10	1.84
How significant a role do you believe that international development cooperation SHOULD play in Mexico's development in the near future?	81	8.70	1.21	70	8.47	1.47
How significant a role do you believe IFC, through its support for the private sector, SHOULD play in helping Mexico achieve its development goals in the future?*	69	8.71	1.34	61	7.92	2.04

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

\*Significantly different between respondents who do and do not collaborate/work with the WBG

#### Which of the following SHOULD the World Bank Group do to make itself of greater value in Mexico?

(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
Improve the quality of its experts as related to Mexico's specific challenges	18.3%	18.3%
Reduce the complexity of obtaining World Bank Group financing*	62.2%	36.6%
Focus primarily on advocacy issues	6.1%	9.9%
Reach out more to groups outside of government*	23.2%	46.5%
Ensure greater selectivity in its work	2.4%	8.5%
Provide more adequate data/knowledge/statistics/figures on Mexico's economy	11.0%	15.5%
Offer more innovative financial products	15.9%	14.1%
Offer more innovative knowledge services	32.9%	21.1%
Work faster	15.9%	8.5%
Other	2.4%	8.5%

\*Significantly different between respondents who do and do not collaborate/work with the WBG

#### When considering the combination of services that the World Bank Group offers in Mexico, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Mexico? (Select only ONE response)

Percentage of Respondents	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
Financial services	26.8%	22.5%
Knowledge products	30.5%	29.6%
Convening services	8.5%	11.3%
None of the above	2.4%	2.8%
The combination is appropriate for Mexico	31.7%	33.8%

### G. Communication and Information Sharing

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

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
Local newspapers	43.9%	45.7%
International newspapers	9.8%	11.4%
Local radio	7.3%	1.4%
International radio	1.2%	0.0%
Local television	14.6%	10.0%
International television	6.1%	1.4%
Periodicals	29.3%	41.4%
Internet	64.6%	61.4%
Social media	7.3%	4.3%
Blogs	1.2%	1.4%
Mobile phones	0.0%	0.0%
Instant messaging	0.0%	1.4%
Other	4.9%	7.1%

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

Percentage of Respondents (Responses combined)	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
World Bank Group website	29.3%	40.8%
Direct contact with World Bank Group	31.7%	28.2%
e-newsletters	50.0%	45.1%
Instant messaging	3.7%	2.8%
World Bank Group seminars/workshops/conferences*	43.9%	23.9%
World Bank Group publications and other written materials	18.3%	31.0%
Mobile phones	1.2%	1.4%
Social media	12.2%	12.7%
Blogs	1.2%	2.8%
Other	0.0%	0.0%

\*Significantly different between respondents who do and do not collaborate/work with the WBG

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

Percentage of Respondents	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
Yes	49.4%	41.4%
No	50.6%	58.6%

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

Percentage of Respondents	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
Yes	23.8%	18.3%
No	76.3%	81.7%

Were you able to obtain this information?

Percentage of Respondents	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
Yes	94.1%	76.9%
No	5.9%	23.1%

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

Percentage of Respondents	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
Yes	88.9%	76.1%
No	11.1%	23.9%

\*Significantly different between respondents who do and do not collaborate/work with the WBG

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

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
I use/consult World Bank Group data more often than I did a few years ago*	77	7.60	2.12	71	6.10	2.92
I find the World Bank Group websites easy to navigate	71	7.58	1.67	53	7.38	1.78
I find the information on the World Bank Group's websites useful	71	8.39	1.21	54	8.19	1.32
I find the information on the World Bank Group's social media (e.g., Facebook, Twitter, Youtube) useful*	55	6.67	2.33	51	5.67	2.68
When I need information from the World Bank Group I know how to find it*	79	8.04	1.68	65	6.62	2.87
The World Bank Group is responsive to my information requests and inquiries*	69	8.28	1.69	46	7.04	2.92

\*Significantly different between respondents who do and do not collaborate/work with the WBG

**H. Development Organizations in the Region**

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the Inter-American Development Bank (IDB/BID) in Mexico?*	78	7.90	2.06	70	7.04	2.24

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

\*Significantly different between respondents who do and do not collaborate/work with the WBG

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the effectiveness of the Inter-American Development Bank (IDB/BID) in Mexico?*	71	8.06	1.47	63	7.29	1.71

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

\*Significantly different between respondents who do and do not collaborate/work with the WBG

**I. Background Information**

Are you/have you been an IFC client?

Percentage of Respondents	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
Yes	14.8%	16.9%
No	85.2%	83.1%

Currently, which of the following agencies of the World Bank Group do you primarily work with in Mexico?\*

(Please mark only ONE response)

Percentage of Respondents	Currently, do you professionally collaborate/work with the WBG in your country?	
	Yes	No
The World Bank (IBRD)	81.7%	32.9%
International Finance Corporation (IFC)	2.4%	4.3%
Both World Bank and IFC	12.2%	7.1%
I don't collaborate/work with the World Bank Group	3.7%	55.7%

\*Significantly different between respondents who do and do not collaborate/work with the WBG

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

Indicator Question	Currently, do you professionally collaborate/work with the World Bank in your country?		Which of the following describes most of your exposure to the World Bank Group in Mexico? (Choose no more than TWO)									
	No Mean	Yes Mean	Observer		Use WB reports/data		Engage in WB activities		Collaborate		Use WB website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
Overall, please rate your impression of the World Bank Group's (IBRD and IFC) effectiveness in Mexico?	7.23	8.00	7.88	6.06	7.70	7.51	7.31	8.00	7.43	7.86	7.77	7.22
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Mexico solve its most complicated development challenges?	8.15	8.41	8.37	7.67	8.29	8.31	8.04	8.58	8.33	8.26	8.36	8.06
Overall the World Bank Group currently plays a relevant role in development in Mexico	6.74	7.49	7.28	6.11	7.29	6.85	6.91	7.38	6.76	7.56	7.31	6.56
The World Bank Group's work is aligned with what I consider the development priorities for Mexico	6.97	7.84	7.61	6.12	7.58	7.20	7.15	7.78	7.08	7.85	7.70	6.68
Responsiveness	7.15	7.68	7.72	6.16	7.61	7.32	7.27	7.77	7.23	7.83	7.66	7.06
Flexibility (in terms of the World Bank's products and services)	6.92	7.52	7.45	5.94	7.47	6.90	6.92	7.65	6.99	7.58	7.47	6.63
Flexibility (in terms of changing country circumstances)	6.72	7.76	7.52	5.89	7.53	6.92	6.91	7.77	6.91	7.78	7.51	6.69
Openness	7.48	8.10	8.07	6.11	7.92	7.66	7.36	8.36	7.64	8.05	8.01	7.28
Staff accessibility	7.42	8.30	8.22	6.42	8.16	7.67	7.57	8.43	7.72	8.27	8.20	7.24
Straightforwardness and honesty	7.79	8.51	8.39	7.00	8.24	8.17	7.88	8.60	8.07	8.38	8.46	7.44
Collaboration with groups outside of the Government	6.89	7.54	7.56	5.33	7.30	7.11	6.76	7.80	6.99	7.53	7.46	6.55
Collaboration with the Government	8.15	8.75	8.62	7.63	8.51	8.45	8.25	8.77	8.36	8.65	8.56	8.30
Collaboration with other development partners	7.33	8.14	8.09	6.06	7.82	7.70	7.43	8.19	7.55	8.06	7.95	7.27
Collaboration with the private sector	7.13	7.87	7.70	6.65	7.69	7.29	7.24	7.90	7.49	7.59	7.62	7.29
The speed in which it gets things accomplished on the ground	6.63	7.21	7.16	5.84	7.10	6.76	6.50	7.52	6.86	7.10	7.20	6.25
Follow through over time	7.16	8.12	7.78	7.11	7.85	7.41	7.41	8.00	7.41	8.03	7.92	6.94
To what extent does the World Bank Group's work help to achieve development results in Mexico?	6.73	7.61	7.30	6.42	7.36	6.87	6.87	7.54	6.84	7.58	7.42	6.47
The World Bank (IBRD) financial instruments meet the needs of Mexico	6.81	7.56	7.42	5.95	7.52	6.71	6.76	7.76	6.82	7.68	7.47	6.42
The World Bank Group meets Mexico's needs for knowledge services	7.14	8.14	7.85	6.68	7.80	7.52	7.38	8.08	7.50	7.92	7.87	7.17
The World Bank Group's knowledge and convening services are adaptable to Mexico's specific development challenges and country circumstances	7.39	8.11	7.93	6.74	7.94	7.50	7.55	8.02	7.51	8.10	7.93	7.29
Overall, how significant a contribution do you believe the World Bank Group's knowledge and convening services make to development results in your country?	7.03	8.00	7.79	6.39	7.75	7.36	7.30	7.95	7.31	7.95	7.83	6.94
Overall, how would you rate the technical quality of the World Bank Group's knowledge and convening services?	7.77	8.40	8.24	7.26	8.21	7.94	7.95	8.30	7.91	8.34	8.20	7.82
The World Bank Group takes decisions quickly in Mexico	7.18	7.51	7.54	6.35	7.51	7.17	7.04	7.77	7.30	7.48	7.54	6.82
Where country systems are adequate, the World Bank Group makes appropriate use of them	7.54	7.68	7.77	6.59	7.56	7.68	7.41	7.82	7.48	7.72	7.67	7.32

Yellow highlight indicates significant difference between Yes and No mean.

## Appendix G: Indicator Questions by Stakeholder Groups

	Which of the following best describes your current position?																										
	Office of Minister			Employee of a Ministry/ Ministerial Dep/ Implementation Agency			PMU/ Consultant/ Contractor on WBG project			Local Government			Private sector/ Financial sector/ Private bank			CSO			Independent Government Institution			Research institute/ Think tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's (IBRD and IFC) effectiveness in Mexico?	13	8.31	1.25	33	7.70	1.63	21	8.14	2.01	4	5.75	2.22	17	7.35	1.66	14	6.93	1.98	13	7.85	1.07	9	7.22	1.79	16	7.94	.85
To what extent do you believe the World Bank Group's staff is well prepared to help Mexico solve its most complicated development challenges?	13	8.77	.93	33	8.33	1.76	22	8.55	1.26	4	7.25	1.71	18	8.56	1.20	13	8.00	1.15	13	7.38	1.45	9	8.22	1.20	15	8.47	1.41
Overall the World Bank Group currently plays a relevant role in development in Mexico*	13	7.54	1.61	33	7.27	1.75	22	7.91	2.20	5	5.60	1.82	18	7.33	1.14	15	6.00	2.04	13	7.38	1.66	12	6.25	2.73	17	7.29	1.79
The World Bank Group's work is aligned with what I consider the development priorities for Mexico*	13	7.85	1.99	34	7.97	1.53	23	8.13	1.60	4	6.75	2.63	18	7.56	1.29	15	5.87	1.96	13	7.46	1.20	12	6.00	2.00	16	7.69	1.20
Responsiveness*	13	7.62	1.39	33	7.88	1.58	22	7.95	2.01	5	6.80	2.39	18	7.39	1.33	14	5.86	2.11	12	7.33	1.37	10	6.80	2.10	16	7.88	1.09
Flexibility (in terms of the World Bank's products and services)*	13	7.62	1.19	34	7.76	1.63	22	7.95	2.13	4	6.25	2.36	17	6.88	1.36	14	5.93	1.82	12	7.08	1.51	10	5.90	1.66	16	7.75	1.18
Flexibility (in terms of changing country circumstances)*	13	7.92	1.32	33	7.52	1.68	21	7.90	2.07	4	5.75	2.06	17	7.06	1.34	14	6.21	1.97	12	7.42	1.38	10	5.90	1.85	16	8.00	1.03
Openness	13	8.31	1.32	34	7.97	2.04	22	8.50	1.82	4	6.25	2.36	18	7.39	2.00	15	7.07	1.91	12	8.00	1.48	12	7.08	1.98	16	8.25	1.13
Staff accessibility*	13	8.77	.73	34	8.35	1.76	22	8.32	2.08	5	7.20	2.49	17	7.53	1.66	14	6.79	2.52	12	8.17	1.40	12	6.75	2.09	15	8.13	1.30
Straightforwardness and honesty*	13	8.62	1.12	34	8.35	1.82	21	8.52	1.86	4	7.25	2.99	17	8.71	1.31	15	6.93	2.46	12	8.75	1.14	12	7.25	2.26	15	8.27	1.10
Collaboration with groups outside of the Government	10	7.80	1.69	25	7.48	1.76	17	7.59	2.53	4	7.00	2.94	17	7.29	1.79	14	6.71	1.98	10	7.60	1.35	12	5.83	2.17	13	7.54	1.45
Collaboration with the Government*	13	8.92	.86	34	8.56	1.52	22	9.05	.95	5	7.40	2.61	18	8.28	1.23	14	7.57	1.45	11	8.55	.82	11	8.00	1.90	17	8.82	.64
Collaboration with other development partners*	11	8.36	1.43	26	7.92	1.49	18	8.22	2.07	2	5.50	3.54	15	7.53	1.30	11	7.18	1.78	9	7.89	.93	9	5.89	1.62	15	8.60	.91
Collaboration with the private sector*	10	7.80	1.14	23	7.65	1.67	16	8.38	1.41	3	7.00	3.61	14	7.00	1.47	11	7.27	2.24	9	7.56	1.13	9	5.78	2.39	13	8.23	.93
The speed in which it gets things accomplished on the ground*	13	7.54	1.61	32	7.00	1.97	21	7.57	2.13	4	6.75	2.63	17	6.71	1.53	13	5.62	2.18	11	7.36	.92	9	5.67	2.29	15	7.47	1.51
Follow through over time*	12	8.17	1.11	30	7.70	1.95	21	8.48	1.78	5	7.20	2.59	17	7.71	1.49	13	6.15	2.03	11	8.00	1.79	12	6.83	1.95	15	8.07	1.22
To what extent does the World Bank Group's work help to achieve development results in Mexico?*	13	7.54	1.05	32	7.13	1.98	23	8.00	1.51	5	6.80	1.64	18	7.06	1.47	12	6.00	1.76	12	7.25	1.14	12	6.17	1.70	17	7.82	1.19
The World Bank (IBRD) financial instruments meet the needs of Mexico*	13	7.62	1.04	29	7.55	1.84	22	7.91	1.82	5	6.40	2.07	18	7.00	1.19	15	6.07	1.67	13	7.08	2.10	12	6.25	1.42	14	7.86	.66
The World Bank Group meets Mexico's needs for knowledge services	13	8.08	1.12	33	7.85	1.91	22	7.95	1.94	5	6.60	2.07	18	7.61	1.61	13	6.54	1.94	13	7.92	1.26	12	7.08	1.73	15	8.27	1.03
The World Bank Group's knowledge and convening services are adaptable to Mexico's specific development challenges and country circumstances	13	7.69	1.32	33	7.82	1.74	21	8.33	1.43	5	7.20	2.59	18	7.72	1.32	10	7.00	1.63	12	7.75	1.42	12	7.00	1.95	16	8.31	1.25
Overall, how significant a contribution do you believe the World Bank Group's knowledge and convening services make to development results in your country?	13	8.23	.73	33	7.79	1.75	21	7.95	1.96	4	7.25	2.99	18	7.28	1.23	12	6.58	1.88	13	7.15	2.12	10	6.60	1.58	17	8.06	1.25
Overall, how would you rate the technical quality of the World Bank Group's knowledge and convening services?	13	8.69	.63	33	8.24	1.64	22	8.41	1.05	5	7.40	2.51	18	7.94	1.16	11	7.73	1.10	13	7.92	.76	11	8.00	1.48	17	7.88	1.17
The World Bank Group takes decisions quickly in Mexico	13	7.46	1.66	31	7.71	1.88	22	7.91	1.93	4	6.50	2.38	15	6.47	1.73	11	6.73	1.90	13	7.31	1.70	8	6.63	1.06	15	7.87	1.19
Where country systems are adequate, the World Bank Group makes appropriate use of them	11	8.73	1.42	27	7.67	2.02	23	7.65	2.35	4	7.00	2.94	17	7.06	2.28	8	7.63	1.06	13	7.62	2.66	6	6.83	1.72	14	7.86	.95

\*Significantly different between stakeholder groups

## Appendix H: Mexico FY 2014 Questionnaire



### **World Bank Group Country Survey FY14 – Mexico**

The World Bank Group is interested in gauging the views of clients and partners who are either involved in development in Mexico or who observe activities related to social and economic development. The following survey will give the World Bank Group's team that works in Mexico, greater insight into how the Bank's work is perceived. This is one tool the World Bank Group uses to assess the views of its stakeholders. With this understanding, the World Bank Group hopes to develop more effective strategies, outreach and programs that support development in Mexico.

The World Bank Group commissioned an independent firm to oversee the logistics of this effort in Mexico. This ensures anonymity and confidentiality. We hope you'll be candid. To complete the survey, please circle/check the response that most accurately reflects your opinion. If you prefer not to answer a question, please leave it blank.

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

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

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

**SECTION A: GENERAL ISSUES FACING MEXICO**

<b>A2. Listed below are a number of development priorities in Mexico.</b>			
<b>Please identify which of the following you consider the most important development priorities in Mexico? (Choose no more than THREE)</b>			
1	Increased use of integrated social programs among the poor	11	Access and quality of education
2	Upgrading infrastructure projects (e.g., telecommunications, roads, ports and logistics)	12	Effectiveness of states and municipalities (subnational governments)
3	Modernizing public sector management and information systems	13	Integrated risk management (disaster risk, financial risk, agriculture risk)
4	Enhancing the opportunity for private sector growth/investment	14	Using natural resources in an optimal way (e.g., forests, oil, sun, wind)
5	Gender equity	15	Climate change
6	Water management and access to water services	16	Improved business environment
7	Increased skilled labor market participation (employment/income generating opportunities)	17	Trade promotion and regional integration
8	Increased access to finance and improved financial inclusion	18	Reducing crime and violence (i.e. Citizen security)
9	Urban development	19	Increased public revenues and improved expenditure
10	Fostering innovation for productivity and competitiveness	20	Ethnicity (indigenous groups)

<b>A3. Poverty reduction is a broad term that encompasses work in many different areas.</b>			
<b>Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Mexico? (Choose no more than THREE)</b>			
1	Improved business environment	11	Upgrading infrastructure projects (e.g., telecommunications, roads, ports and logistics)
2	Access and quality of education	12	Effectiveness of states and municipalities (subnational governments)
3	Modernizing public sector management and information systems	13	Enhancing the opportunity for private sector growth/investment
4	Integrated risk management (disaster risk, financial risk, agriculture risk)	14	Using natural resources in an optimal way (e.g., forests, oil, sun, wind)
5	Gender equity	15	Climate change
6	Ethnicity (indigenous groups)	16	Increased use of integrated social programs among the poor
7	Increased skilled labor market participation (employment/income generating opportunities)	17	Urban development
8	Increased access to finance and improved financial inclusion	18	Reducing crime and violence (i.e. Citizen security)
9	Trade promotion and regional integration	19	Fostering innovation for productivity and competitiveness
10	Increased public revenues and improved expenditure	20	Water management and access to water services

**SECTION A: GENERAL ISSUES FACING MEXICO**

<b>A4. When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Mexico? (Choose no more than TWO)</b>	
1	Better employment opportunities for young people
2	Better employment opportunities for women
3	Greater access to finance for the financially under-served
4	Greater voice and participation for citizens to help ensure greater accountability
5	Greater access to health and nutrition for citizens
6	Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)
7	A growing middle class
8	Better opportunity for the poor who live in rural areas
9	Better opportunity for the poor who live in urban areas
10	Sustainable economic growth
11	More effective disaster risk management
12	More reliable social protection systems
13	Increased non-oil public revenues and improved expenditure efficiency
14	Education and training that better ensure job opportunity
15	Better quality of public services
16	Other (please specify): _____

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

<b>B1. How familiar are you with the work of the World Bank (IBRD) in Mexico?</b>									
1	2	3	4	5	6	7	8	9	10
Not familiar at all					Extremely familiar				

<b>B2. How familiar are you with the work of the International Finance Corporation (IFC) in Mexico?</b>									
1	2	3	4	5	6	7	8	9	10
Not familiar at all					Extremely familiar				

<b>B3. Overall, please rate your impression of the World Bank Group's (IBRD and IFC) effectiveness in Mexico?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not effective at all									Very effective	Don't know

<b>B4. How effectively do you believe the different parts of the World Bank Group (IBRD and IFC) collaborate and coordinate efforts in Mexico?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not effective at all									Very effective	Don't know

<b>B5. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Mexico solve its most complicated development challenges?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all									To a very significant degree	Don't know

<b>B6. When thinking about how the World Bank Group can have the most impact on development solutions in Mexico, which areas of engagement do you believe the World Bank Group should focus most of its attention and resources in Mexico? (Choose no more than THREE)</b>			
1	Improved business environment	11	Access and quality of education
2	Effectiveness of states and municipalities (subnational governments)	12	Upgrading infrastructure projects (e.g., telecommunications, roads, ports and logistics)
3	Climate change	13	Modernizing public sector management and information systems
4	Using natural resources in an optimal way (e.g., forests, oil, sun, wind)	14	Integrated risk management (disaster risk, financial risk, agriculture risk)
5	Increased use of integrated social programs among the poor	15	Enhancing the opportunity for private sector growth/investment
6	Urban development	16	Gender equity
7	Increased skilled labor market participation (employment/income generating opportunities)	17	Reducing crime and violence (i.e. Citizen security)
8	Fostering innovation for productivity and competitiveness	18	Trade promotion and regional integration
9	Water management and access to water services	19	Increased access to finance and improved financial inclusion
10	Increased public revenues and improved expenditure	20	Ethnicity (indigenous groups)

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

<b>How effectively do the World Bank Group's activities below support Mexico's efforts to achieve development results?</b>													
		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>B7</b>	Convening/Facilitating/Linkage to non-Bank expertise (seminars/workshops/conferences/ South-South knowledge sharing)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B8</b>	Data (World Development Indicators, Open Finances, Open Government Data)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B9</b>	Policy advice, studies, analyses	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B10</b>	Financial resources	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B11</b>	Technical assistance (advice, best practice, international experience, etc.)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B12</b>	Working in partnerships with others to improve impact (BID, CAF, French...)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B13</b>	Leveraging private sector funds	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B14</b>	Trust Fund management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B15</b>	Other (please specify): _____	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

**B16. Which of the following do you identify as the World Bank Group's (IBRD and IFC) greatest WEAKNESSES in its work in Mexico? (Choose no more than TWO)**

1	Staff too inaccessible
2	Not exploring alternative policy options
3	Not adequately sensitive to political/social realities in Mexico
4	Not enough public disclosure of its work
5	Arrogant in its approach
6	Not aligned with country priorities
7	The credibility of its knowledge/data
8	Not willing to honestly criticize policies and reform efforts in the country
9	Too influenced by developed countries
10	Imposing technocratic solutions without regard to political realities
11	World Bank Group's processes too slow and complex
12	Too bureaucratic in its operational policies and procedures
13	Not aligned with other development partners' work
14	Not collaborating enough with non-state actors
15	Not client focused
16	Other (please specify): _____

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

**B17. In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there? (Choose no more than TWO)**

1	NGOs
2	Local Government
3	Beneficiaries
4	Private sector
5	Community Based Organizations (CBOs)
6	Community of development partners
7	Foundations
8	Academia/think tanks/research institutes
9	Parliament
10	Media
11	Faith-based organizations
12	Other (please specify): _____

**To what extent do you agree with the following statements about the World Bank Group's work in Mexico?**

		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>B18</b>	Overall the World Bank Group currently plays a relevant role in development in Mexico	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B19</b>	The World Bank Group's work is aligned with what I consider the development priorities for Mexico	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B20</b>	The World Bank Group is an organization that does not represent a particular ideological perspective in Mexico	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B21</b>	The World Bank Group is an organization that has no dominant influence of any particular country	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B22</b>	The World Bank Group supports Mexico's effort to reduce social exclusion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B23</b>	The World Bank Group respects the positions, views and demands of the government of Mexico	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B24</b>	The World Bank Group listens and takes into account your views.	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

To what extent is the World Bank Group an effective development partner in Mexico, in terms of each of the following?												
		To no degree at all								To a very significant degree		Don't know
		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B25</b>	Responsiveness	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B26</b>	Flexibility (in terms of the World Bank's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B27</b>	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B28</b>	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B29</b>	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B30</b>	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B31</b>	Collaboration with groups outside of the Government (e.g., NGOs, academia, private sector)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B32</b>	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B33</b>	Collaboration with other development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B34</b>	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B35</b>	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B36</b>	Follow through over time	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

<b>B37. When considering the national development needs in Mexico, to what extent does the combination of financial, knowledge and convening services that the World Bank Group currently provides meet the national development needs of Mexico?</b>												
		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
		To no degree at all								To a very significant degree		Don't know
		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

<b>B38. When reform efforts that the World Bank Group supported fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)</b>	
1	The World Bank Group works too slowly
2	The Government works inefficiently
3	The Subnational Government works inefficiently
4	There is not an adequate level of citizen/civil society participation
5	The World Bank Group does not do adequate follow through/follow-up
6	Lack of/inadequate levels of capacity in Government
7	Political pressures and obstacles
8	Reforms are not well thought out in light of country challenges
9	The World Bank Group is not sensitive enough to political/social realities on the ground
10	Other (please specify): _____

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

**SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS**

In its efforts to support the government of Mexico's national development plan, the World Bank Group is emphasizing in its 2014-2019 strategy a number of thematic objectives. To achieve those objectives, the WBG has shifted to a country engagement model that delivers a customized package of WBG financial, knowledge and convening activities. For each theme below, please indicate how *effective* you believe the World Bank Group is in supporting country efforts in each area of engagement in Mexico.

		Level of Effectiveness										
		Not effective at all										Very effective
<b>Unleashing Productivity</b>												
<b>C1</b>	Fostering sound financial sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C2</b>	Creating a more competitive business environment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C3</b>	Fostering innovation for productivity and competitiveness	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C4</b>	Upgrading infrastructure (i.e. transport, energy and telecommunications)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>Increasing Social Prosperity</b>												
<b>C5</b>	Developing an integral social protection system	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C6</b>	Developing labor markets that allow for inclusive growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>Strengthening Public Finances and Government Efficiency</b>												
<b>C7</b>	Managing medium-term fiscal challenges at national and sub-national levels	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C8</b>	Enhancing service delivery through better public sector management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C9</b>	Implementing an integrated sovereign risk management framework.	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>Promoting Green and Inclusive Growth</b>												
<b>C10</b>	Reducing the footprint of growth (i.e. strengthen the institutional framework to manage urban development and reduce greenhouse gas emissions)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C11</b>	Using natural resources in an optimal way (i.e. reduce deforestation, improve water management systems, and increase production of renewable energy)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

**SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS**

<b>C12. To what extent does the World Bank Group's work help to achieve development results in Mexico?</b>												
1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know	

<b>To what extent do you agree with the following statements about the World Bank Group in Mexico?</b>													
		Strongly disagree										Strongly agree	Don't know
<b>C13</b>	The World Bank (IBRD) financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Mexico	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C14</b>	The IFC financial instruments (i.e. direct lending, equity, quasi-equity, trade finance, etc.) meet Mexico's needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C15</b>	The World Bank Group meets Mexico's needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C16</b>	The World Bank Group's convening services (seminars/workshops/conferences) meet the needs of Mexico	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

<b>C17. To what extent do you believe that Mexico received value for money from the World Bank Group's reimbursable advisory services?</b>												
1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know	

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

## SECTION D: THE WORLD BANK GROUP'S KNOWLEDGE AND CONVENING SERVICES (i.e., ANALYSIS, STUDIES, RESEARCH, DATA, CONFERENCES, WORKSHOPS, STUDY TOURS)

<b>D1. How frequently do you interact with the World Bank Group on knowledge and convening services in the work you do?</b>	
1	Weekly
2	Monthly
3	A few times a year
4	Rarely
5	Never

<b>D2</b>	Have you read/consulted the most recent LAC Flagship Report: <i>Latin American Entrepreneurs: Many Firms but Little Innovation?</i> (If YES please go to D3; if NO please go to D5)	Yes	No
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<b>D3. To what extent do you believe this Flagship Report raised substantive new information and insight that you were not aware of prior to reading?</b>												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all									To a very significant degree			Don't know

<b>D4. To what extent do you believe this Flagship Report provided you with useful information in terms of the work you do?</b>												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all									To a very significant degree			Don't know

<b>In Mexico, to what extent do you believe that the World Bank Group's knowledge and convening services:</b>												
		To no degree at all								To a very significant degree		Don't know
<b>D5</b>	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D6</b>	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D7</b>	Are relevant to Mexico's development priorities	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D8</b>	Provide feasible recommendations	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D9</b>	Are accessible (well written and easy to understand)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D10</b>	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D11</b>	Are useful in terms of the work you do	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D12</b>	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D13</b>	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D14</b>	Are adaptable to Mexico's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

**SECTION D: THE WORLD BANK GROUP'S KNOWLEDGE AND CONVENING SERVICES (i.e., ANALYSIS, STUDIES, RESEARCH, DATA, CONFERENCES, WORKSHOPS, STUDY TOURS)**

<b>D15. Overall, how significant a contribution do you believe the World Bank Group's knowledge and convening services make to development results in your country?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not significant at all									Very significant	Don't know

<b>D16. Overall, how would you rate the technical quality of the World Bank Group's knowledge and convening services?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Very low technical quality									Very high technical quality	Don't know

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

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

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

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

**SECTION F: RECENT TRENDS AND THE FUTURE ROLE OF THE WORLD BANK GROUP IN MEXICO**

**F1. In the last three years, to what extent do you believe that the World Bank Group has moved in the right direction in terms of the focus of its work in Mexico?**

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

**F2. How significant a role do you believe that the World Bank Group SHOULD play in Mexico's development in the near future?**

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

**F3. How significant a role do you believe that international development cooperation (e.g. range of development partners) SHOULD play in Mexico's development in the near future?**

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

**F4. How significant a role do you believe IFC, through its support for the private sector, SHOULD play in helping Mexico achieve its development goals in the future?**

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

**F5. Which of the following SHOULD the World Bank Group do to make itself of greater value in Mexico? (Choose no more than TWO)**

1	Improve the quality of its experts as related to Mexico's specific challenges
2	Reduce the complexity of obtaining World Bank Group financing
3	Focus primarily on advocacy issues
4	Reach out more to groups outside of government
5	Ensure greater selectivity in its work
6	Provide more adequate data/knowledge/statistics/figures on Mexico's economy
7	Offer more innovative financial products
8	Offer more innovative knowledge services
9	Work faster
10	Other (please specify): _____

**F6. When considering the combination of services that the World Bank Group offers in Mexico, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Mexico? (Select only ONE response)**

1	Financial services
2	Knowledge products
3	Convening services
4	None of the above
5	The combination is appropriate for Mexico

**SECTION G: COMMUNICATION AND INFORMATION SHARING****G1. How do you get most of your information about development issues in Mexico? (Choose no more than TWO)**

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

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

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

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

**SECTION G: COMMUNICATION AND INFORMATION SHARING**

Please rate how much you agree with the following statements.													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>G7</b>	I use/consult World Bank Group data more often than I did a few years ago	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>G8</b>	I find the World Bank Group websites easy to navigate. <i>(Only answer if you have used a World Bank Group website)</i>	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>G9</b>	I find the information on the World Bank Group's websites useful. <i>(Only answer if you have used a World Bank Group website)</i>	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>G10</b>	I find the information on the World Bank Group's social media (e.g., Facebook, Twitter, Youtube) useful. <i>(Only answer if you have used a World Bank Group website)</i>	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>G11</b>	When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>G12</b>	The World Bank Group is responsive to my information requests and inquiries	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

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

**SECTION H: DEVELOPMENT ORGANIZATIONS IN THE REGION**

<b>How familiar are you with the work of these organizations in Mexico?</b>													
		<b>Not familiar at all</b>								<b>Extremely familiar</b>		<b>Don't know</b>	
<b>H1</b>		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
	Inter-American Development Bank (IDB/BID)												

<b>Overall, please rate your impression of the effectiveness of these organizations in Mexico?</b>													
		<b>Not effective at all</b>								<b>Extremely effective</b>		<b>Don't know</b>	
<b>H2</b>		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
	Inter-American Development Bank (IDB/BID)												

**SECTION I: BACKGROUND INFORMATION**

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

<b>12. Please identify the primary specialization of your work. (Select only ONE response)</b>			
1	Agriculture/ rural development / food security	11	Natural resource management / environmental sustainability
2	Climate change / disaster management	12	Private sector development / foreign direct investment
3	Education	13	Public sector governance / public financial management / anti-corruption
4	Energy	14	Social protection
5	Financial markets / banking	15	Transport
6	Gender equity / equality of opportunity	16	Urban development
7	Health / communicable/non-communicable diseases	17	Water and sanitation
8	Information and communications technology	18	Generalist
9	Job creation/employment	19	Other (please specify): _____
10	Law and justice / regulatory framework		

**SECTION I: BACKGROUND INFORMATION**

<b>13. Currently, do you professionally collaborate/work with the World Bank Group in your country?</b>	
1	Yes
2	No

<b>14. Are you/have you been an IFC client?</b>	
1	Yes
2	No

<b>15. Which of the following describes most of your exposure to the World Bank Group in Mexico? (Choose no more than TWO)</b>	
1	Observer (i.e., follow in media, discuss in informal conversations, etc.)
2	Use World Bank Group reports/data
3	Engage in World Bank Group related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank Group website for information, data, research, etc.

<b>16. Currently, which of the following agencies of the World Bank Group do you primarily work with in Mexico? (Please mark only ONE response)</b>	
1	The World Bank (IBRD)
2	International Finance Corporation (IFC)
3	Both World Bank and IFC
4	I don't collaborate/work with the World Bank Group

<b>17. Which best represents your geographic location?</b>	
1	Mexico City
2	Outside Mexico City

**Thank you for completing the survey!**