



CountryOpinionSurveys

FY 2025 Liberia

Country Opinion Survey Report

Acknowledgements

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

BI acknowledges the significant contribution from the Liberia country team and the independent field firm, Liberia Media Center. In particular, BI is grateful for the support from Michael Nyumah Sahr (External Affairs Officer), Zoe Quoi Diggs Duncan (Operations Analyst), and Lemu Ella Makain (Senior Program Assistant), who coordinated the survey-related activities from Monrovia, Liberia.



Contents

Objectives

Methodology Overview

Executive Summary

Overall Views of the World Bank Group (WBG)

The WBG's Work on Development Priorities

The WBG's Instruments

The WBG's Engagement and Collaboration

Communication and Outreach

Sample Demographics and Detailed Methodology



Objectives

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

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



Methodology Overview

Fielded January 2025 – April 2025

- 893 potential participants were asked to complete the survey
- Respondents completed the questionnaire either on paper or online
- List of names provided by the WBG country team and supplemented by the field firm agency
- Data collection managed on the ground by the field firm agency

663 participants (74% response rate)

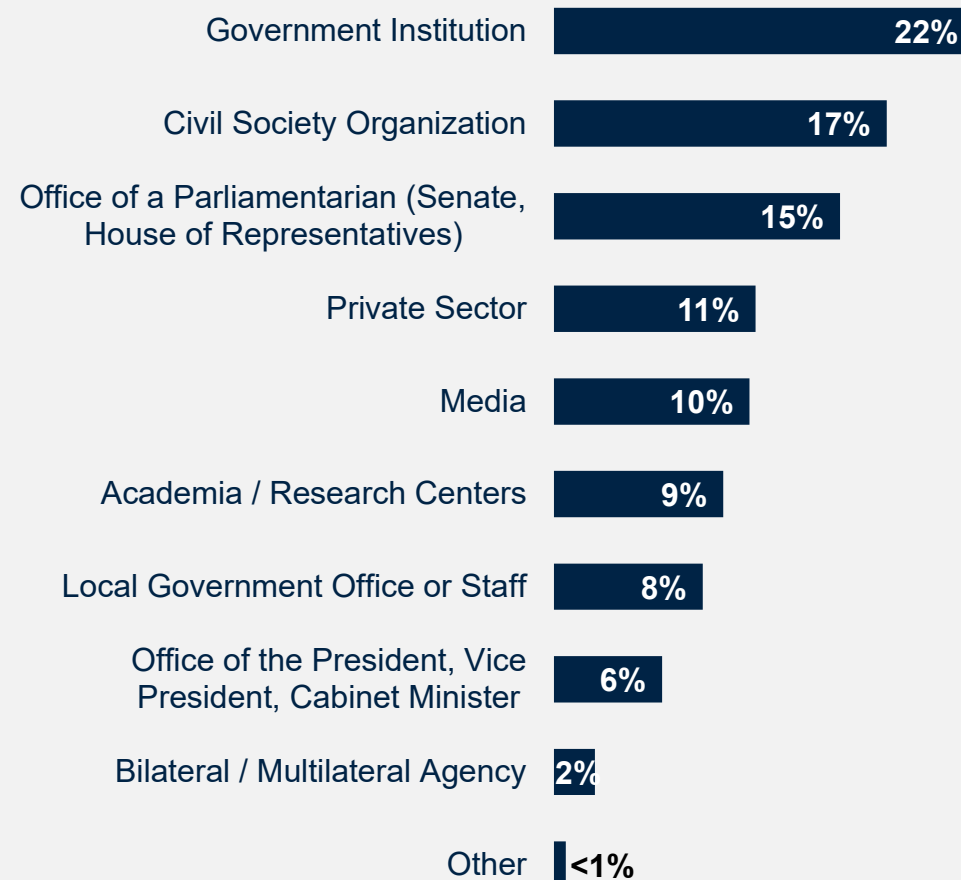
- 60% from Montserrat
- 25% have collaborated with the WBG within the past 3 years

Compared to the FY21 Country Survey Results

- 606 participants (83% response rate)
- 61% from Montserrat
- 18% collaborated with the WBG

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

Stakeholders in FY25 COS Sample



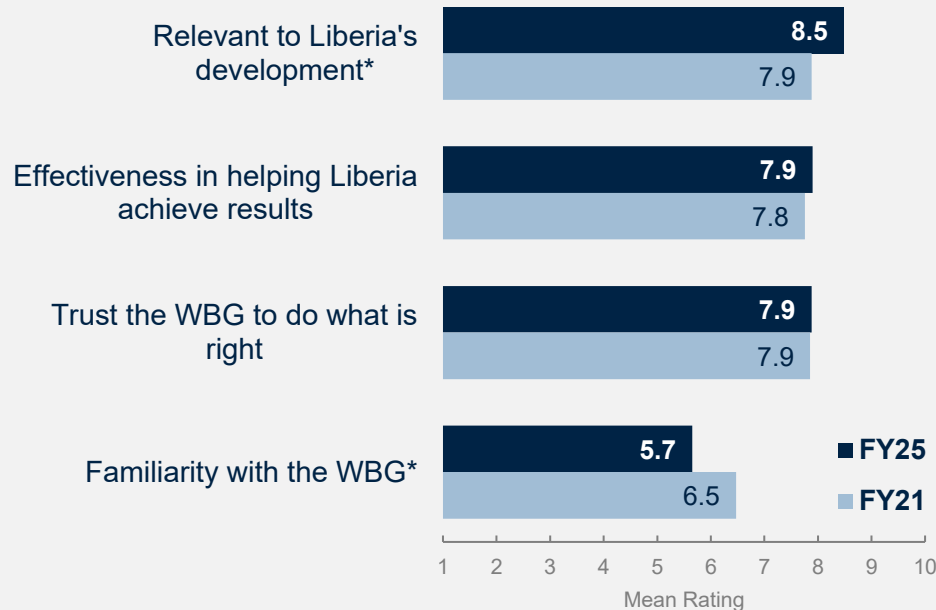
What is your primary professional affiliation? (Select only 1 response)
(Percentage of Respondents, N=656)

Executive Summary

1. Overall Views of the WBG:

In FY25, stakeholders reported lower levels of familiarity with the WBG compared to the FY21 Country Survey results but consistently high levels of trust in the institution. The WBG, alongside the UN, was the highest-rated institution in Liberia in terms of trust, effectiveness, and relevance. Moreover, ratings of **the WBG’s relevance in Liberia have improved significantly since FY21**.

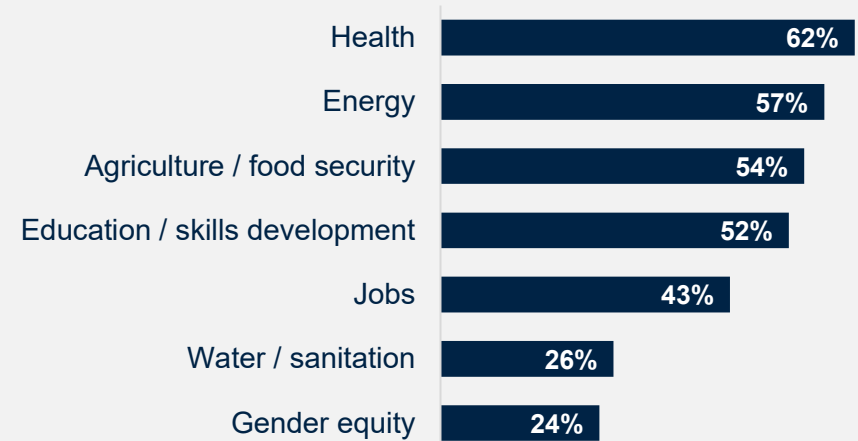
Compared to other Western and Central African countries and IDA countries surveyed in FY24, respondents in Liberia perceived the WBG as more relevant to their country’s development and more effective in helping the country achieve development results, and they also reported higher levels of trust in the WBG.



2. The WBG’s Work on Development Priorities:

Health, energy, agriculture/food security, education/skills development, and jobs were indicated as the top priorities for the WBG’s support in FY25. Respondents considered **water/sanitation** and **energy** much more of a priority in FY25 compared to the FY21 findings. **When asked how helpful the WBG was in achieving project goals, 96% rated the Bank as helpful**, with 78% of the respondents saying rating it 8 and above on a 10-point scale.

In their qualitative comments regarding how to make the WBG more effective in Liberia, many respondents reiterated the need for the WBG to focus on the sectors summarized in the chart below. Many emphasized the need to expand access to **electricity**, strengthen vocational and academic **education**, support **youth employment**, and provide financing, tools, and training to **smallholder farmers**. Additional areas raised by respondents included health and water/sanitation, private sector development (particularly support to SMEs), infrastructure—especially roads—and anti-corruption and governance reforms to improve service delivery and accountability.



Executive Summary (continued)

3. WBG's Operational Effectiveness:

Over the past two years, WBG's clients and partners reported the most significant reform-related improvements in two areas: **the technical quality of WBG-supported projects** and **collaboration with other partners to mobilize development finance**, receiving positive ratings from over 59% of respondents. Additionally, more than half of the respondents indicated that the WBG works across its institutions (59%), and it has become significantly or somewhat easier to work with (53%). At the same time, over half of the respondents reported **no change in the speed** of WBG project approval, and around 7% noted a decrease in the WBG's performance.

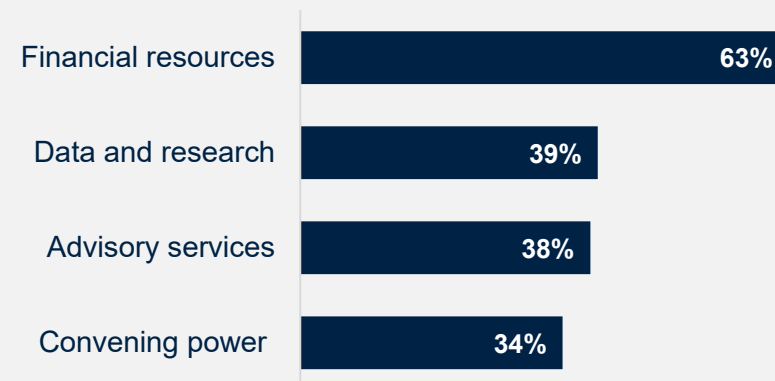
Over half of all respondents (58%) believed the WBG became somewhat or significantly better in fulfilling its core mission of **improving people's lives in Liberia**, while a sizable minority (39%) felt that its performance remained about the same. Similarly, 56% recognized improvements in the WBG's efforts to enhance the country's overall business environment, and 41% saw no significant change. Only a small number of respondents (under 2%) believed WBG's performance in these core areas was somewhat or significantly worse.

In qualitative comments, stakeholders strongly emphasized the need for the WBG to enhance its **monitoring, evaluation, and oversight mechanisms** to ensure accountability and track project results effectively. They recommended independent evaluations, regular progress reviews, and robust compliance systems to reduce corruption and improve project outcomes. Promoting transparency and accountability, through anti-corruption measures, collaboration with

watchdog organizations, and enforcement of penalties for failed implementation, was viewed as critical to improving the WBG's operational effectiveness. In addition, respondents urged the WBG to **streamline its internal processes**, as excessive bureaucracy was seen as a barrier to timely and efficient project delivery. Greater flexibility and adaptability in project design and implementation were recommended to better respond to local needs.

4. WBG Instruments:

Stakeholders considered the WBG's **financial resources** to be its greatest value to Liberia. They had the highest levels of agreement that the WBG's **financial instruments meet Liberia's needs** (mean=7.1) and that the WBG provides financial support in a **timely manner** (mean=6.8). In their qualitative comments, respondents strongly urged the WBG to significantly increase its financial support across key development sectors. They highlighted the need for not just more funding but also for a **strategic allocation** that



Executive Summary (continued)

would address critical gaps such as electricity access, healthcare services, agricultural productivity, and digital modernization. In addition to financial investments, there was a consistent call for **technical assistance** to accompany funding. This includes capacity building for government institutions, technical training for local professionals, and the provision of expert support to ensure that funded projects are effectively designed and implemented. Respondents emphasized the importance of **tailoring WBG financing mechanisms to local contexts** by offering a mix of grants, loans, and budgetary support that should align with institutional and financial capacities.

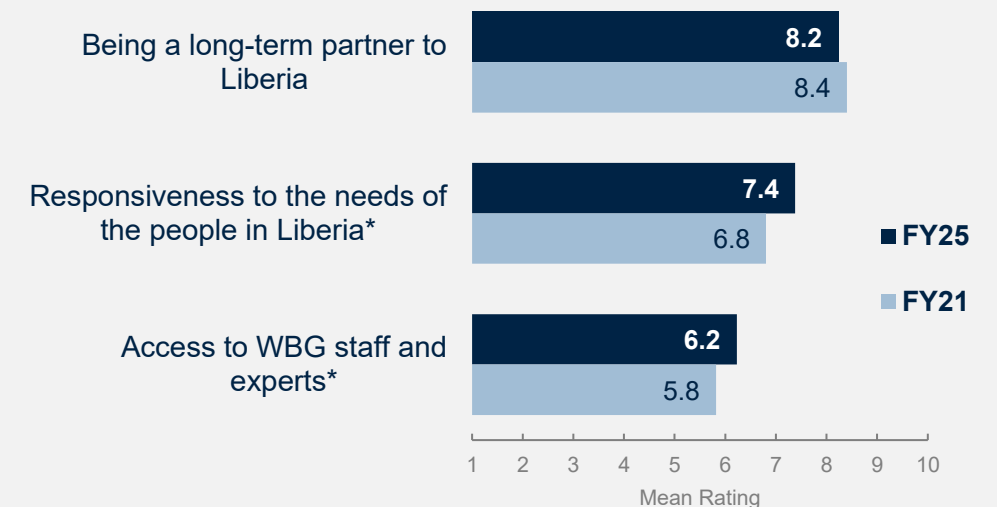
When asked about their use of the WBG's knowledge work, **respondents most often reported using the WBG's data resources** (32%) and **research and analytical reports** (27%). WBG's knowledge products were used to conduct research, formulate policy, shape sectoral strategies, build capacity, and improve public management. Furthermore, 55% of those respondents who used WBG's knowledge work said that **WBG policy advice had directly shaped government policy** in Liberia. This influence extended across key sectors such as public financial management, procurement, education, youth empowerment, and infrastructure development, including roads and energy.

Respondents expressed generally favorable views of the WBG's knowledge work, highlighting in particular that collaboration with the WBG contributes to strengthening Liberia's **institutional capacity** (mean score=7.9, an improvement since FY21) and that the WBG's knowledge work makes a **significant contribution to development results** in Liberia (mean=7.9, still very positive, but slightly lower than in FY21).

Some respondents with more critical views emphasized the importance of empowering **local experts and academics** by increasing their participation in WBG teams and enhancing the transfer of skills to support long-term sustainability and human capital development. They called for more effort to **localize** WBG's capacity-building work and **tailor** informational and training resources to Liberia's unique linguistic, cultural, and institutional context. Additionally, stakeholders urged the WBG to ensure its knowledge products are **broadly disseminated** and crafted in accessible language to engage non-specialist audiences.

5. The WBG's Engagement and Collaboration:

In FY25, respondents had significantly more positive perceptions of the WBG as a development partner in terms of its **responsiveness** to Liberia's needs and **access to WBG's experts**.



Executive Summary (continued)

The WBG received the highest ratings for the effectiveness of its **collaboration with the national government** (mean=7.9) and **other donors and development partners** (mean=7.7). These same groups also expressed the greatest satisfaction with their partnerships with WBG teams.

At the same time, perceptions of the WBG's collaboration with the private sector have decreased (mean=6.1), and the ratings for the WBG's collaboration with **civil society** remained moderate and unchanged since the last survey (mean=6.3).

In addition to its partnership with the national government, respondents wanted the WBG to **collaborate more with local governments** (51%), **civil society** (50%), and the **private sector** (32%).

Respondents gave moderately positive ratings for the WBG's effectiveness at **facilitating civil society participation in policy dialogue and implementation** in Liberia (mean=6.2). They emphasized the need for the WBG to engage civil society more meaningfully through inclusive and regular consultation in policy and project processes, to strengthen CSO capacity and sustainability via funding and training, and to ensure transparency and accountability by involving CSOs in implementation, monitoring, and feedback mechanisms.

Respondents identified access to finance (80%) as the main challenge to **private sector development**. To enhance the WBG's effectiveness in supporting private sector development, respondents emphasized the need to prioritize investment in the private sector, particularly by increasing funding for small and medium-sized enterprises (SMEs) and

fostering private sector-led job creation. They advocated for stronger public-private partnerships in critical sectors such as infrastructure, healthcare, agriculture, and social protection. Building better linkages between the private sector and areas like agriculture, energy, skills development, and digital infrastructure was also seen as essential. Finally, they called for greater inclusion of rural areas, suggesting the promotion of rural entrepreneurship through improved access to training and credit.

6. Communications:

Over half of all respondents (52%) reported recently seeing or hearing about the WBG, most frequently in the traditional media (TV, radio, newspapers) or social media. Respondents most frequently recalled the WBG's work or research on **economic updates**, followed by its **economic forecasts** and work on **poverty assessment**.

Respondents highlighted case studies on WBG projects, information on how to partner with the WBG, and updates on WBG activities as the most valuable tools for understanding its role in Liberia. Government respondents and bilateral/multilateral partners also placed high importance on impact assessments and evaluations. Respondents emphasized that the WBG should increase public awareness of its activities across Liberia, particularly in rural counties.



Overall Views of the World Bank Group



Familiarity With the WBG is Lower than FY21, Highest Among Development Partners

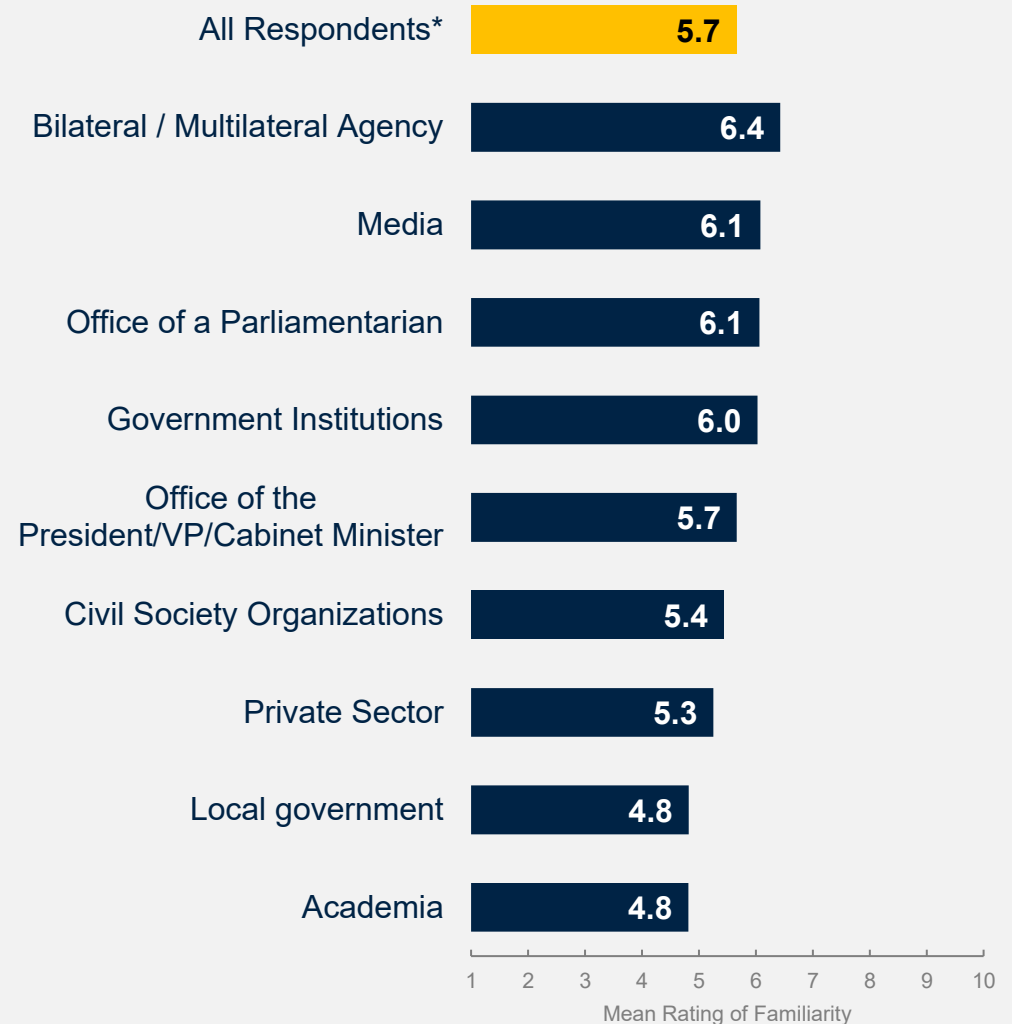
- Comparison of FY21 and FY25:** Respondents in this year's Country Survey reported statistically lower levels of familiarity with the World Bank Group compared to respondents in the FY21 Survey:

Mean familiarity: **FY25 = 5.7**
 FY21 = 6.5

- Collaboration with the WBG:** Respondents who indicated that they collaborate with the WBG reported significantly higher levels of familiarity with the institution's work:

Mean familiarity: **Collaborate with WBG = 7.0**
 Do not collaborate = 5.2

- Stakeholder groups:** Respondents from bilateral / multilateral agencies had the highest levels of familiarity with the WBG, whereas academia and local government respondents had significantly lower levels of familiarity.



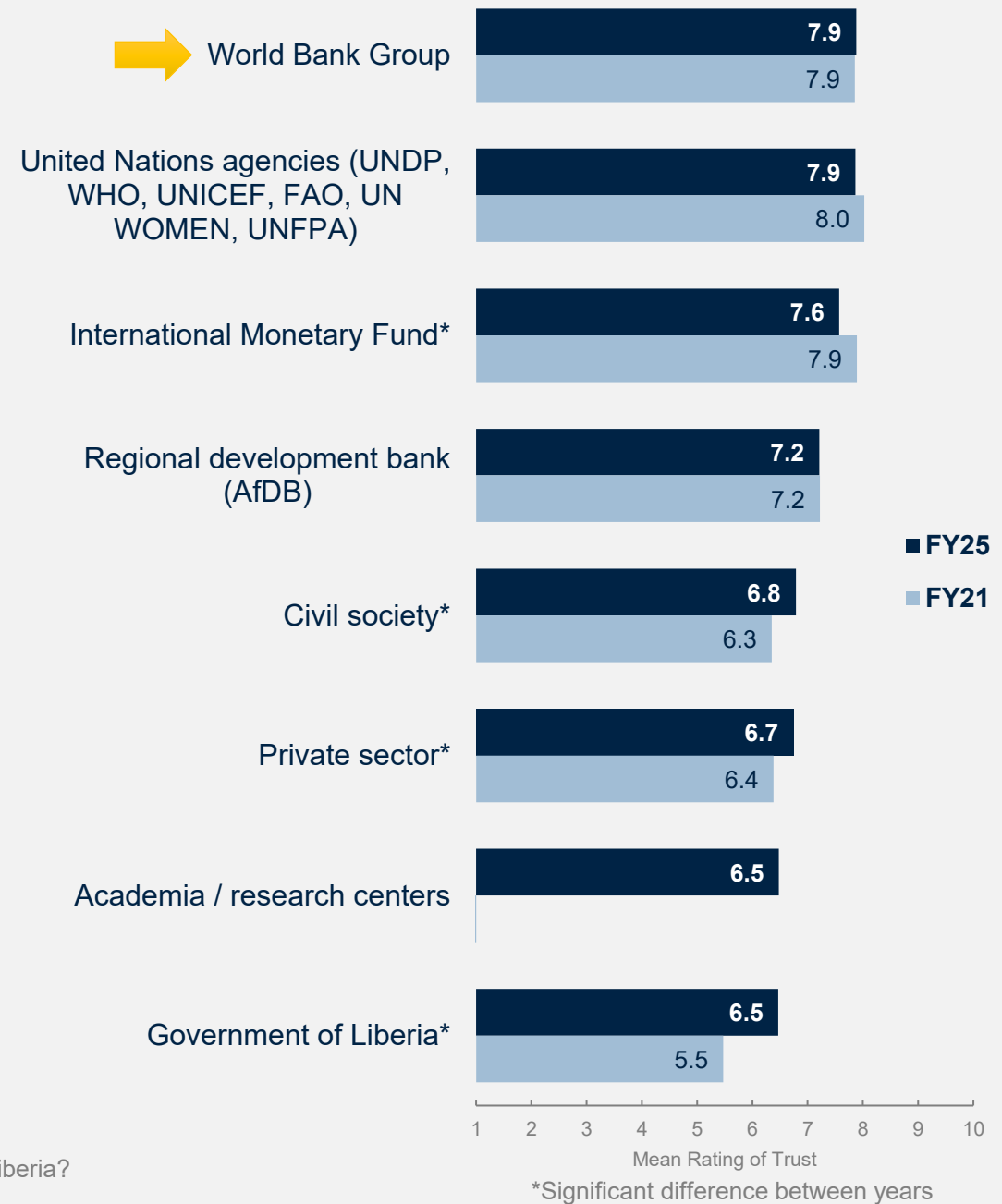
*Significant difference in familiarity ratings between stakeholder groups

Consistent Trust in the WBG Among Stakeholders

Respondents rated the **WBG** and **United Nations agencies** as the most trustworthy institutions in Liberia.

Many institutions received significantly **higher ratings of trust in FY25 compared to FY21**, including civil society, the private sector, and the Liberian government. However, participants' trust in the IMF significantly decreased in the past four years, although they remain positive.

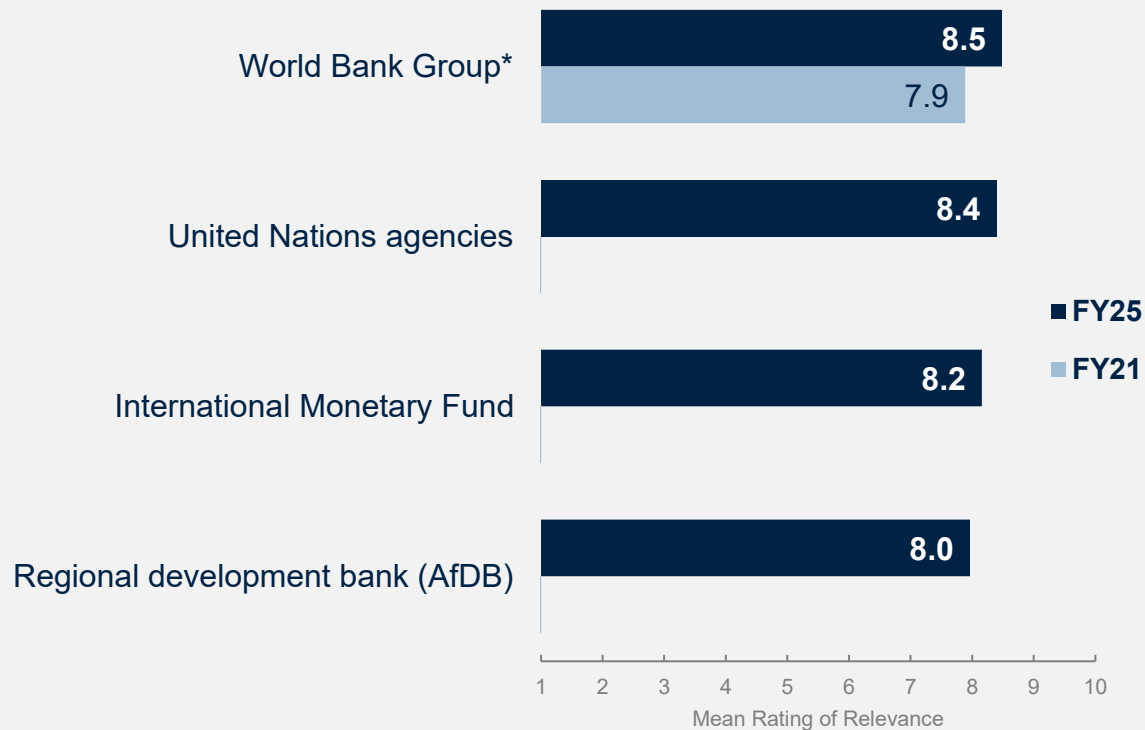
- Increases in civil society trust ratings were primarily driven by respondents from civil society (mean=7.9), while for the government - by respondents from government institutions and parliamentarians.



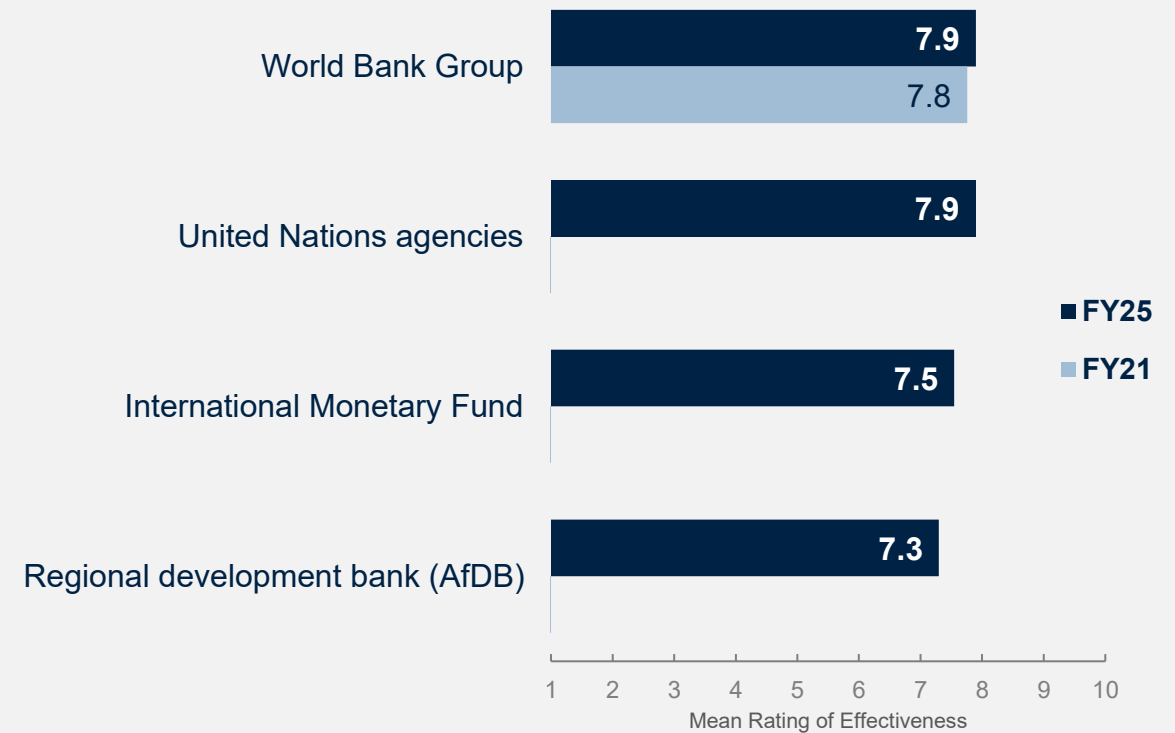
Perceptions of WBG Relevance have Increased

Respondents rated the WBG and UN agencies similarly **relevant** and **effective** in helping Liberia achieve development results, both receiving very positive mean ratings. Compared to the FY21 COS, respondents this year rated the WBG **significantly more positively** in terms of its relevance to Liberia’s development.

RELEVANCE to Liberia’s development



EFFECTIVENESS in achieving development results



*Significant difference between years

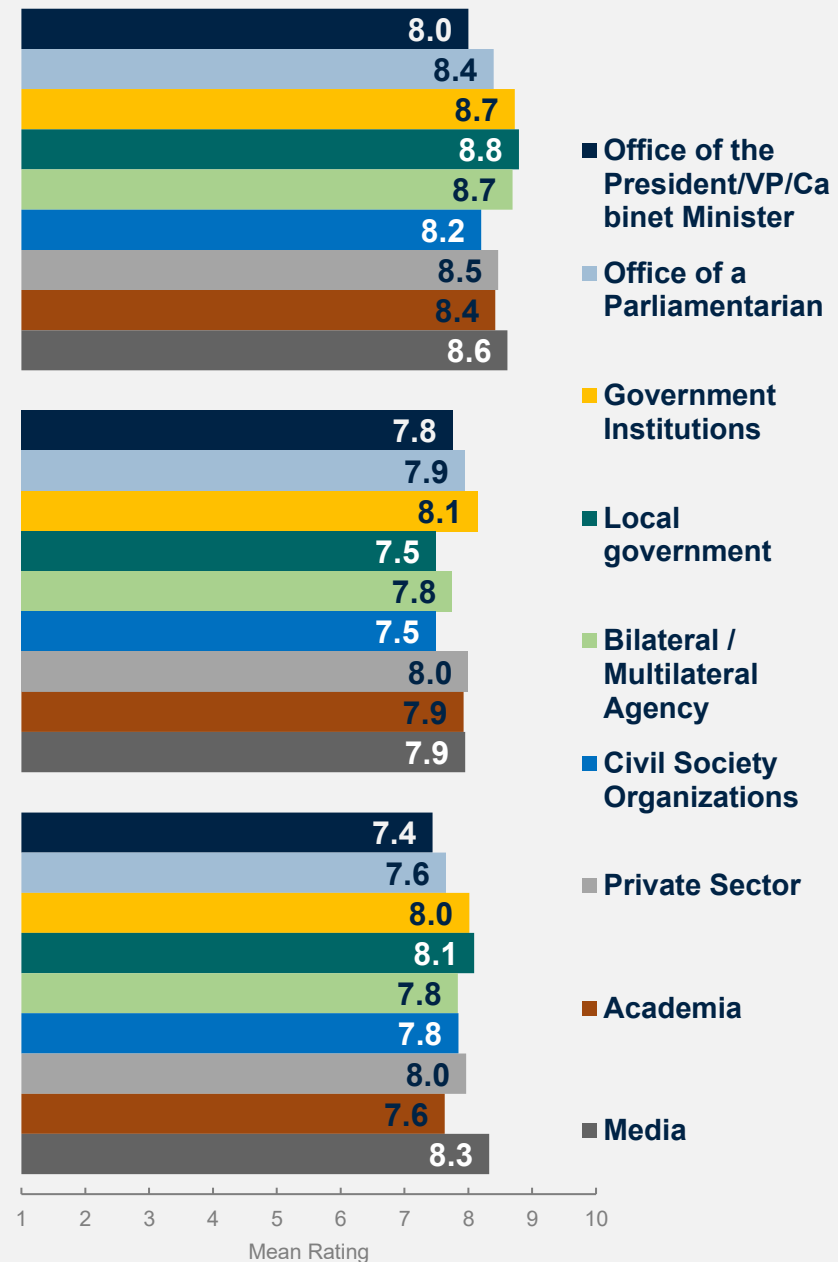
Stakeholders' Perceptions of the WBG in Liberia: Relevance, Trust, and Effectiveness

All stakeholder groups provided statistically similar and **highly positive ratings** of the WBG's relevance, trustworthiness, and effectiveness.

Relevant role in Liberia's development

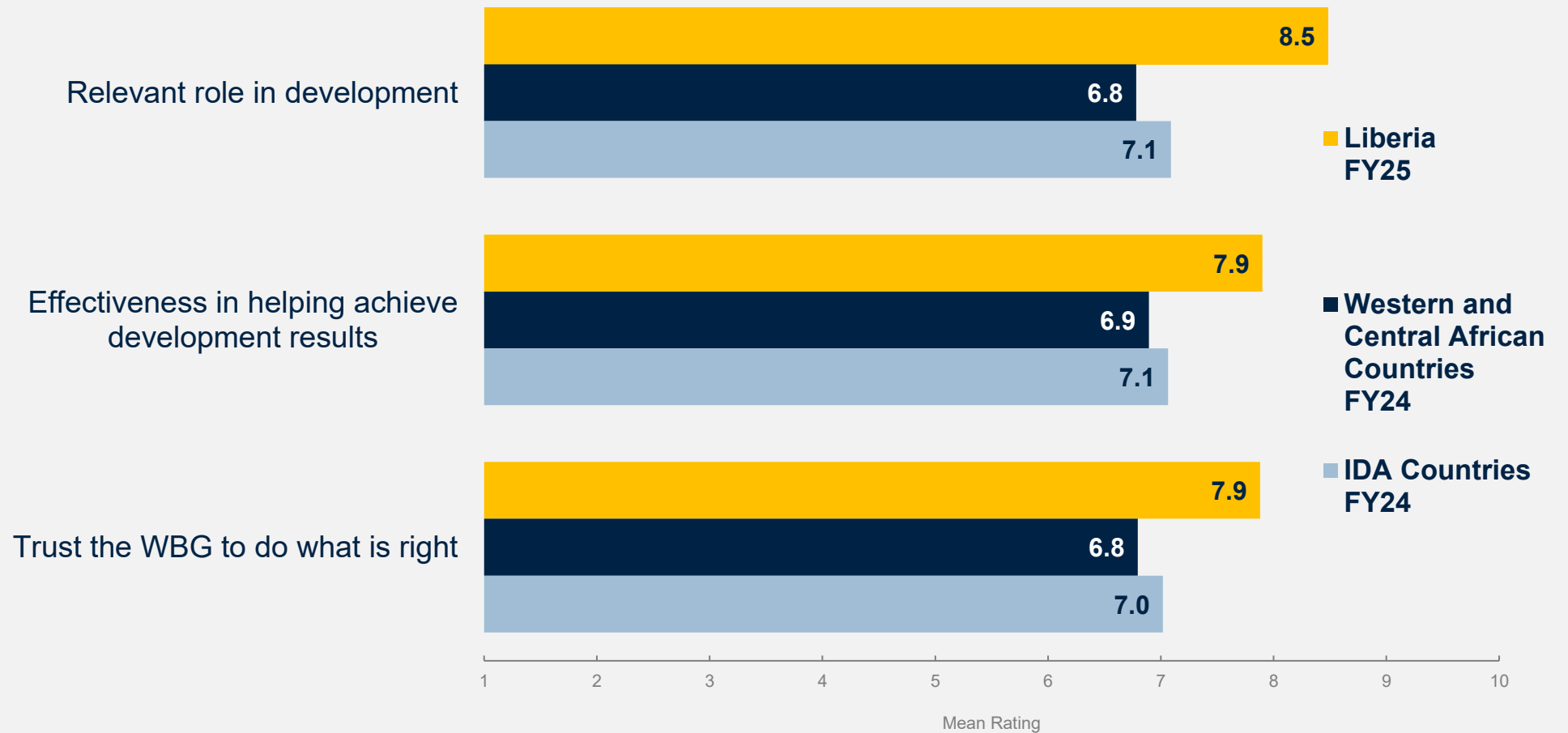
Trust the WBG to do what is right for Liberia

Effectiveness in helping Liberia achieve development results



For question wording and scales, please see previous slides.

KPI Ratings in Liberia are Higher than in Other FY24 Western and Central African Countries and IDA Countries

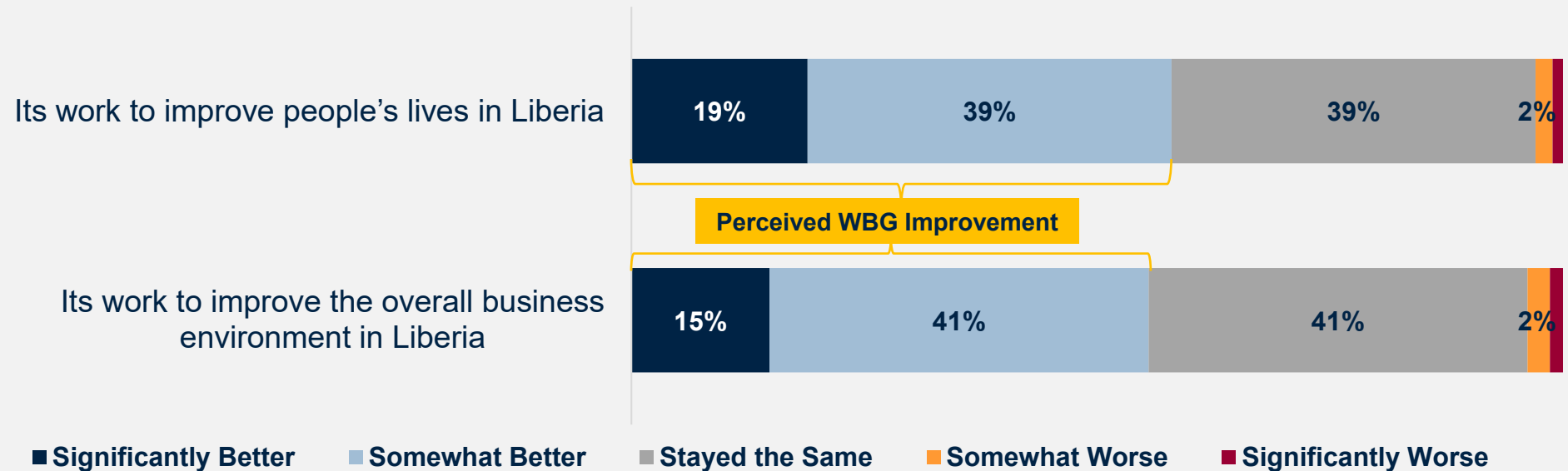


Western and Central African Countries surveyed in FY24 included: Benin, Burkina Faso, Chad, Equatorial Guinea, Guinea-Bissau, Mauritania, Nigeria, Senegal, and Togo.

IDA FY24 countries included: Benin, Bhutan, Burkina Faso, Burundi, Cambodia, Chad, Comoros, Guinea-Bissau, Lao PDR, Lesotho, Maldives, Mauritania, Senegal, Solomon Islands, Somalia, South Sudan, Sri Lanka, Togo, and Zambia.

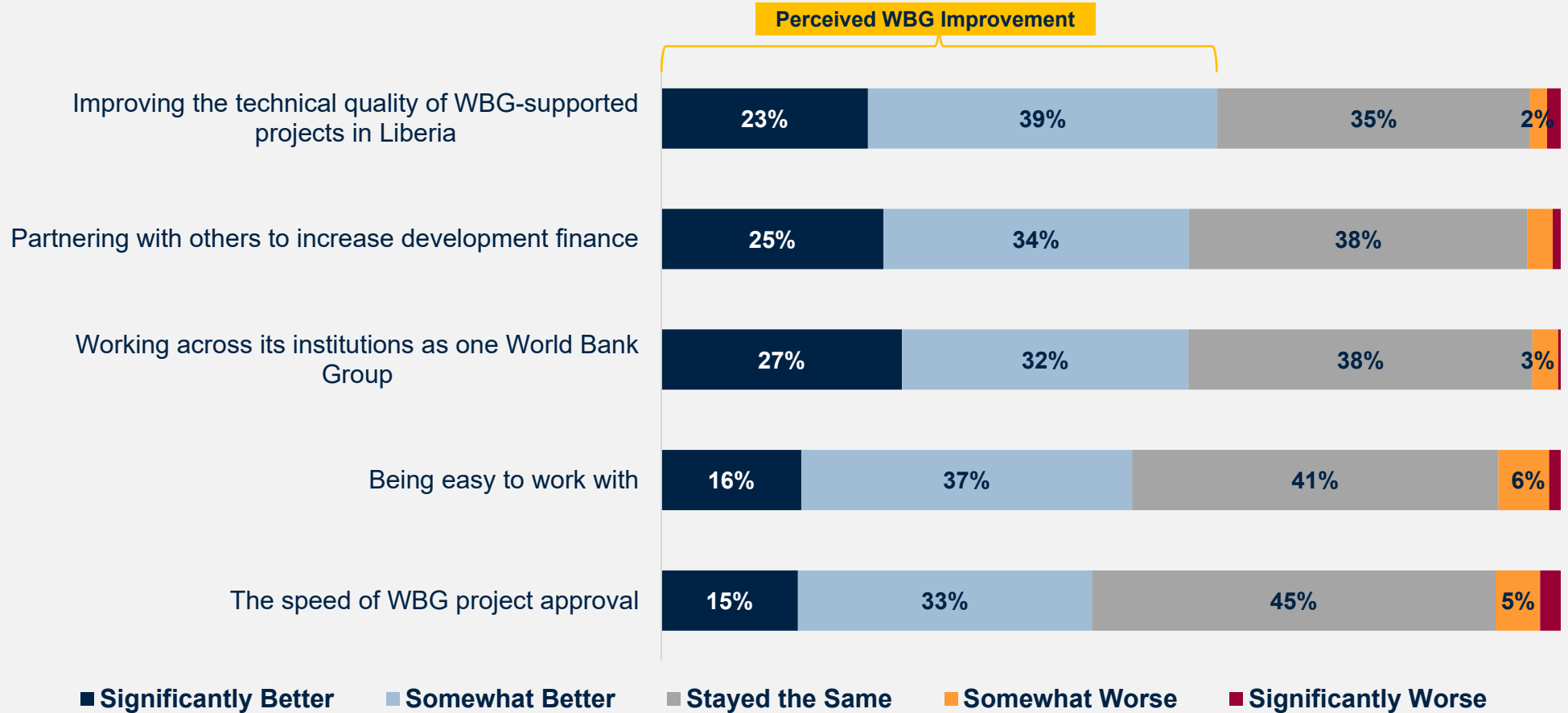
More Than Half of the Stakeholders Said the Bank Was Better at Improving People's Lives and the Business Environment in Liberia in the Past Two Years

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



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

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



The WBG's Work on Development Priorities



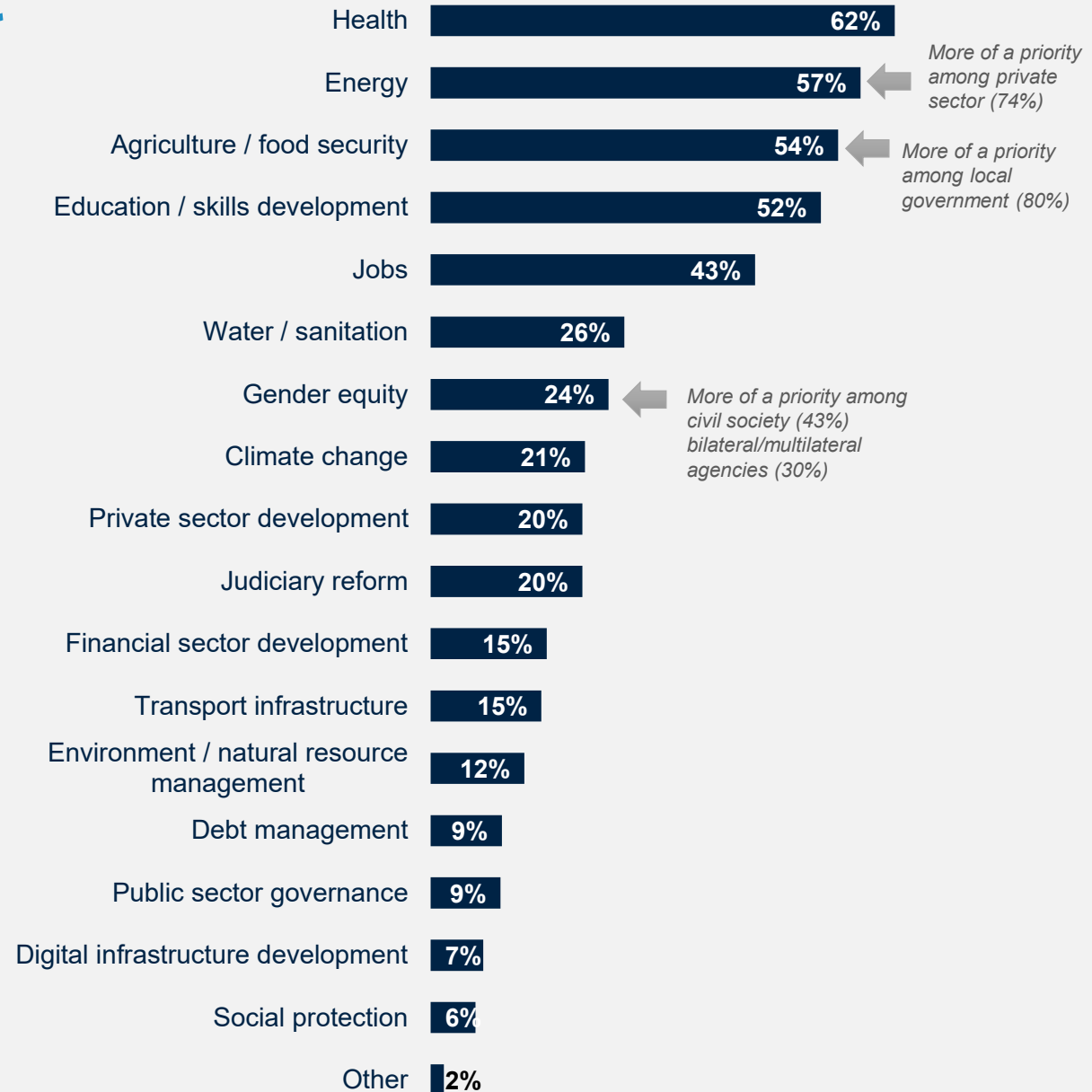
WBG: Focal Development Areas

Health, energy, agriculture/food security, and education were identified as the top priorities on which respondents wanted the WBG to focus its resources.

This year, respondents placed significantly greater importance on **water and sanitation**, with nearly five times as many selecting it as a priority in FY25 compared to FY21. **Energy** also rose in importance, with twice as many respondents identifying it as a priority area.

Of note, 40% of respondents' comments answering the question of how the WBG can be more effective in Liberia[^] discussed key development areas and the need for the WBG's focus to be aligned with these areas.

- Respondents emphasized the importance of the WBG focusing on job opportunities, especially for youth. They highlighted the need for support in vocational training, technical education, and overall skills development to enhance the availability of qualified human resources for Liberia's development.
- Additionally, they advocated for increased support in areas such as energy, agriculture, and transport infrastructure.
- Respondents also called for stronger anti-corruption measures and improved governance. They urged the WBG to empower the private sector to drive sustainable growth.



Which areas should the WBG prioritize to have the most impact on development results in Liberia? (Select up to 5) (Percentage of Respondents, N=570)

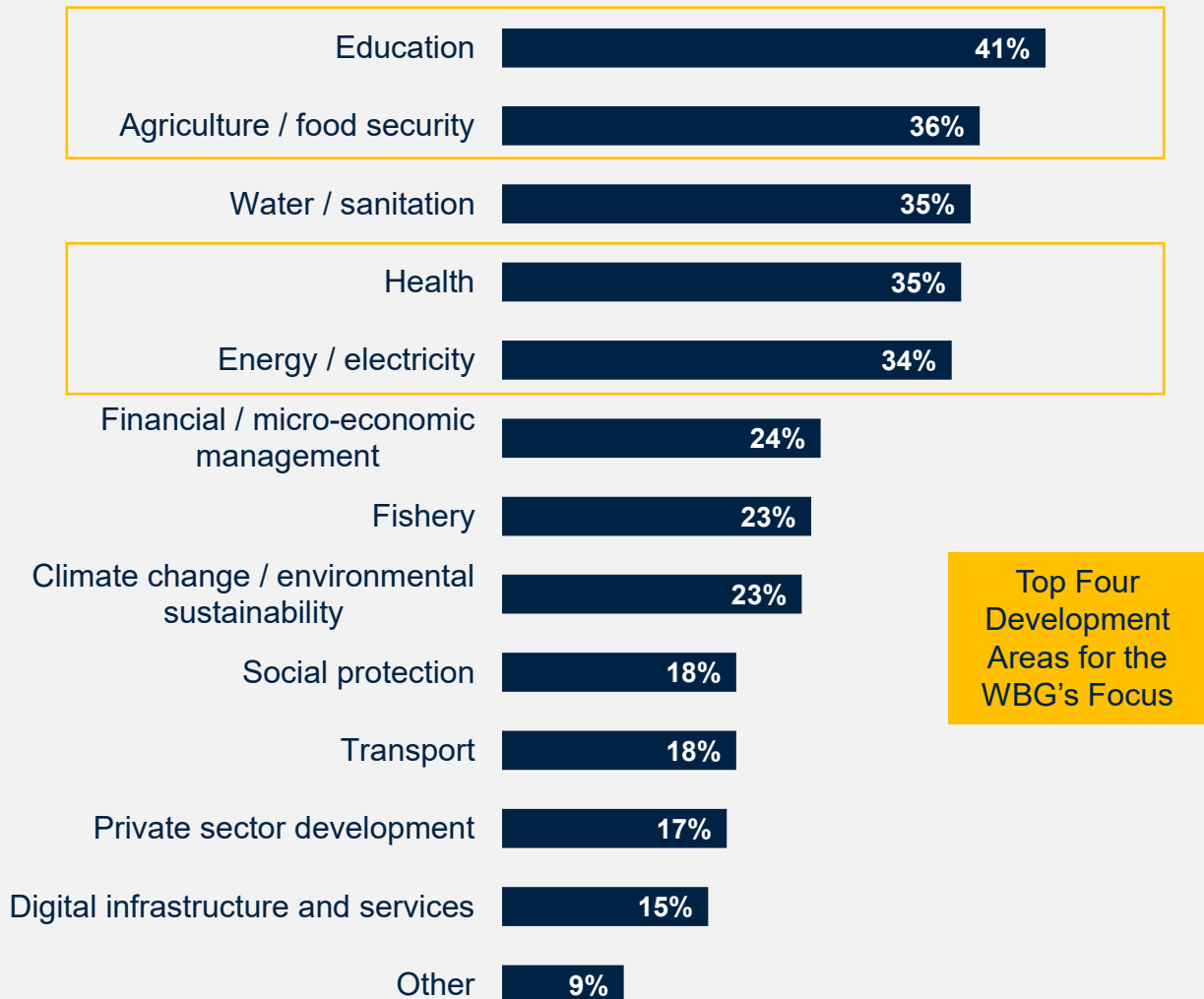
[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Liberia? (N=478)



4 in 10 WBG Clients Indicated That They Were Most Familiar With a Project Involving Education

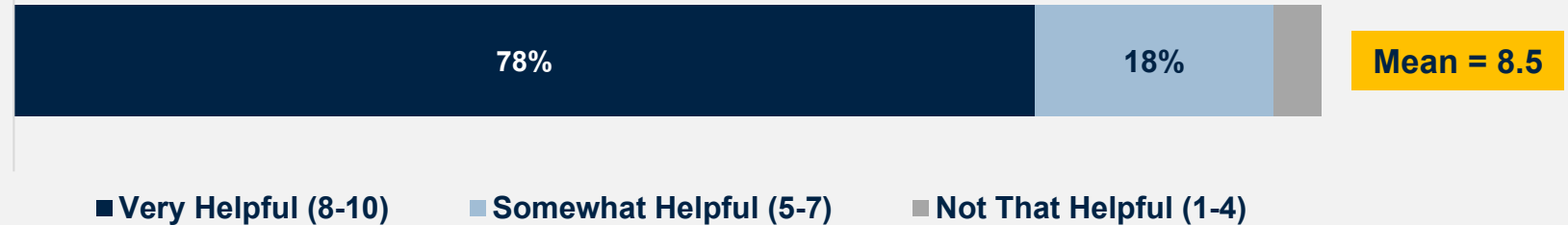
WBG clients reported that the WBG project or initiative they were most familiar with most often involved **education**, followed by **agriculture/food security**, **water/sanitation**, and **health**.

It should be noted that many projects were considered to be cross-cutting; only 40% of respondents identified a single development area to categorize the project.



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

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



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

“They provided the facilities of an annex and a structure of a model school, along with equipped information technology laboratories. Also, the capacity building and support to counselors’ guidance.”

(Government Institution Respondent discussing the **ARISE Project**)

*“The **LUWSP** (Liberia Urban Water Supply project) focuses on two government components, mainly in infrastructure improvement and capacity building. The projects in replacing the 36 line with a new 48” line of 1km. The project has also rehabilitated existing supply and distribution means.*

(Government Institution Respondent)

“The World Bank project helped empower local fishermen to improve their method of fishing and improve their income.”

(Respondent from the Office of the President, Vice President, or Cabinet Minister discussing the **Liberia Sustainable of Fisheries Project (LSFMP)**)

“It helped improve household poverty and enhanced social cohesion in the communities [where] it was implemented.”

(Civil Society Respondent discussing a **Social cash transfer project**)

Asked only of those who said that they collaborate with the WBG, Percentage of Respondents, N=137
How helpful was the WBG in achieving the goals of this project or initiative? Scale: 1 Not helpful at all – 10 Very helpful
[If helpful rating > 4] How did this WBG-supported project or initiative impact the people of Liberia? (Please be specific) (N=140)

Operational Effectiveness: Summary of Comments

Monitoring, Evaluation, and Oversight

- Prioritize robust **monitoring and evaluation (M&E)** for all WBG-funded projects.
- Implement **performance-based funding**, tie funding to demonstrated results.

Reduce bureaucratic bottlenecks that delay implementation

Capacity Building and Local Ownership

- Ensure long-term project sustainability through **empowered and trained local actors**.

Collaboration and Stakeholder Engagement

- **Engage citizens** and community stakeholders in planning and implementation.

Adopt context-sensitive, country-specific strategies, and rely on Liberia's own systems



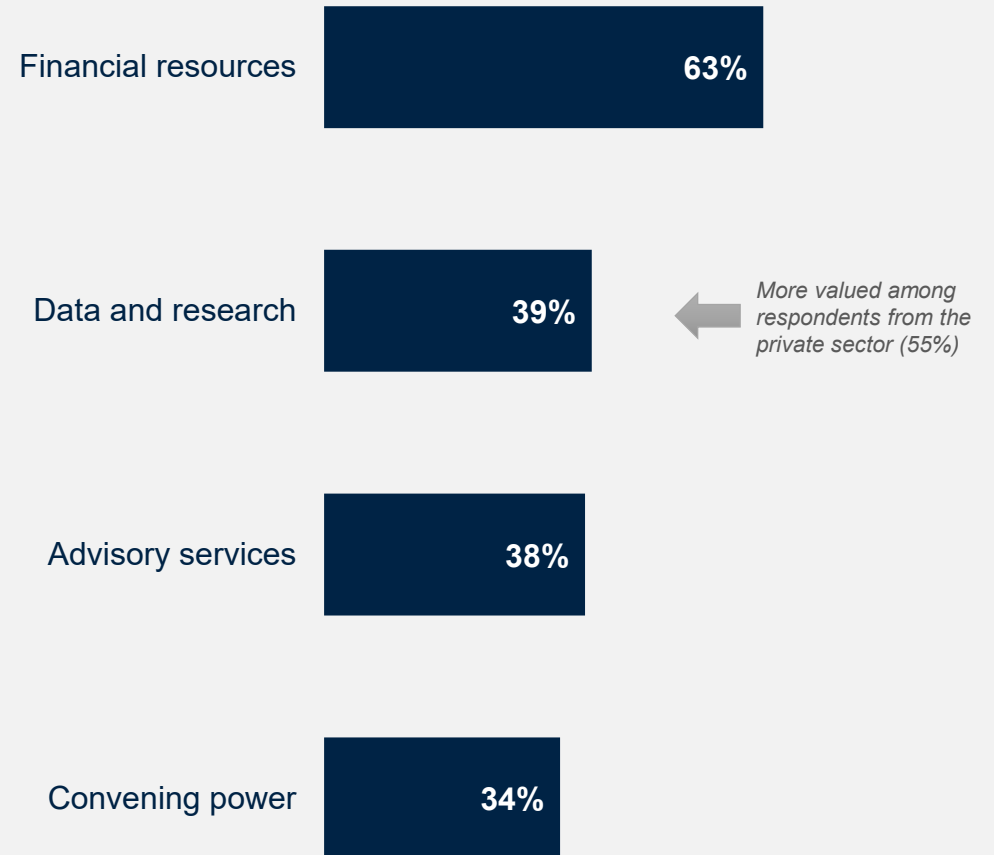
What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Liberia? (Please be specific)
Only comments related to WBG's operations (N=53) were summarized on this slide.

The WBG's Instruments



Financial Resources Considered the WBG's Greatest Value to Liberia

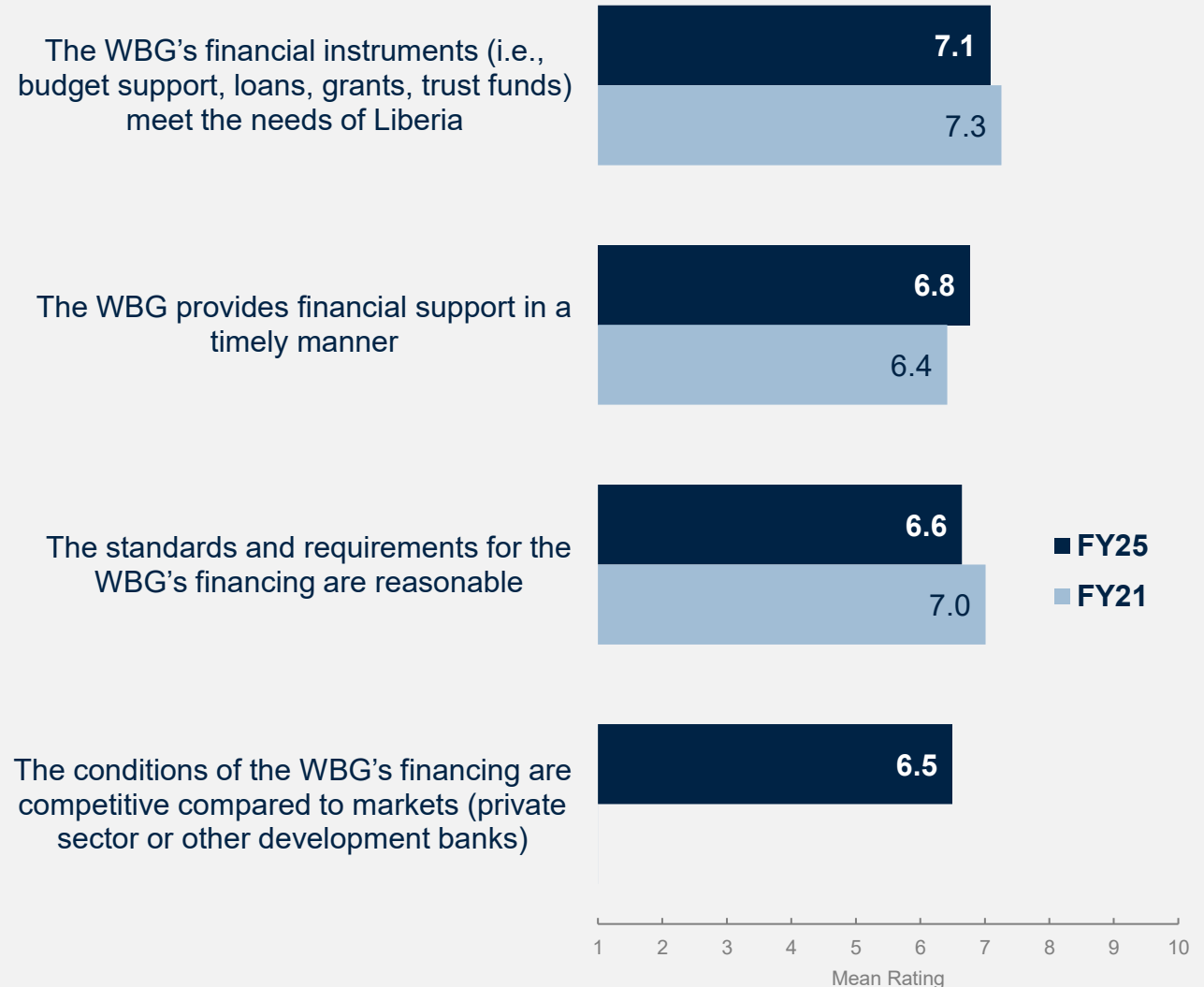
Almost two-thirds of respondents considered the WBG's **financial resources** to be its greatest value to Liberia (this is significantly higher than the FY21 COS, which was 39%). Respondents this year also highly valued the WBG's **data and research**, making it the second most valued instrument.



Perceptions of the WBG's Financial Instruments Remain Moderately Positive

Respondents expressed the strongest agreement that the WBG's financial instruments are **meeting Liberia's needs**, consistent with perceptions from FY21. However, many respondents pointed out the need for more investment in the identified priority areas.

Respondents gave only **moderate ratings** regarding the reasonableness of the WBG's financing standards and requirements and indicated that perceptions of the WBG's **financing conditions** as compared to market options could be strengthened.



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

21% of Respondents Felt the WBG Could Be More Effective in Liberia by Increasing Its Financial Support: Summary of Comments

Increase WBG Financial Support

- The WBG could be more effective in priority areas by increasing its financial support to Liberia.
- Repeated calls were made for the WBG to provide grants to national and local governments, NGOs, and CSOs to implement development programs effectively.
- Many asked for budget support to the Government of Liberia to fund national development plans and respond to urgent sectoral needs.

Sector-Specific Financial Support

- Support digital infrastructure development to keep pace with global technology trends.
- Provide grants or low-interest loans to smallholder farmers.
- Improve access to credit for SMEs.

Oversight of Financial Support

- Implement strong monitoring and evaluation to ensure value for money and transparency.

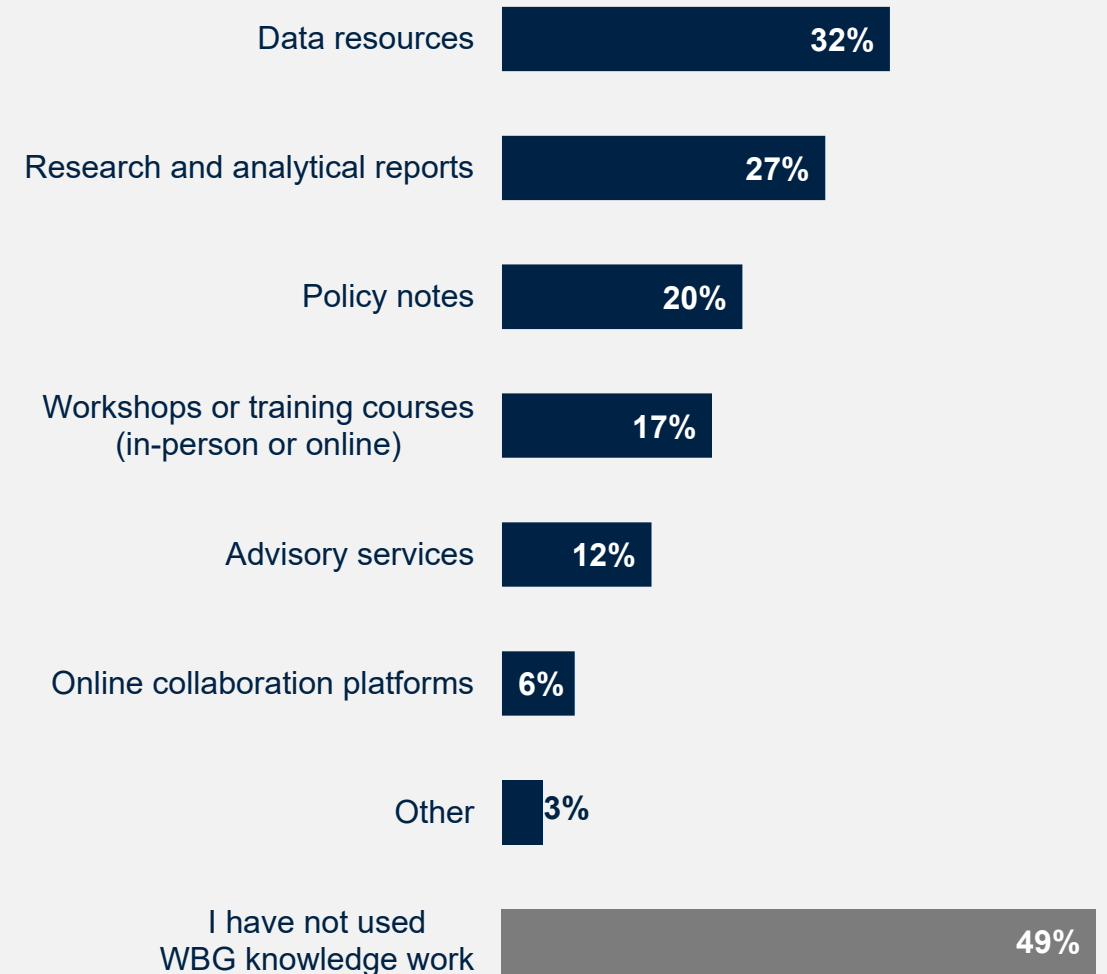


51% of Respondents Said That They Had Used WBG Knowledge Work in the Past 3 Years

Respondents reported most frequently using the WBG's **data resources** and **research and analytical reports**.

Stakeholder groups varied in how they made use of WBG knowledge resources:

- Respondents from local government were the most likely to use the WBG's **workshops or training courses** (27%).
- Respondents from the media were the most likely to use the WBG's **data resources** (47%).



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

Summary of their open-ended comments

Research, Analysis, and Reporting

- Conducting research on Liberia's economy, energy, climate impact, youth employment, fisheries, and education sectors.
- Academic and policy research on gender-based violence, budget deficits, and environmental challenges.
- Preparing investigative reports, school assignments, policy briefs, and development papers.
- Using data for SWOT and PESTEL analyses, ToRs, concept notes, and reports on post-conflict development.
- Referencing data for speeches, news articles, media relations, and awareness campaigns.

Policy Formulation, Planning, and Implementation

- Informing national and local policy decisions, such as economic recovery strategies and legislative frameworks.
- Guiding budget committees in forecasting and public finance management.
- Supporting project design, proposal development, and planning of civil works and infrastructure contracts.
- Shaping governance policies for state-owned enterprises and municipal services (e.g., solid waste management).
- Influencing sector strategies in areas like health, land formalization, and energy.

Capacity-Building and Knowledge Sharing

- Supporting training courses, workshops, civic education, conferences, and study programs.
- Enhancing awareness on justice systems, environmental issues, and youth empowerment.
- Developing training materials for forest communities on climate mitigation initiatives.



55% of Respondents Said WBG Policy Advice Influenced Government Policy, and Discussed Its Impact in Top Development Areas

Health/Energy/Infrastructure, etc.

- *“The World Bank was involved with the pool fund, which aided in providing incentives to over two thousand health workers. The program lasted for over 6 years.”* (Private Sector Respondent)
- *“The policy for rural renewable energy is of great value to our economic development.”* (Bilateral/Multilateral Agency Respondent)
- *“WBG policy on infrastructure projects has helped address road and other gaps in the country's quest to improve development. The WBG has also advanced policy on priority areas for spending. For example, the policy to empower citizens through skill training, while suggesting the need to improve governance through the court system. An independent justice system in Liberia. All these are contained in the bank's policy brief.”* (Academia Respondent)

Financial Management

- *“The World Bank Group's advice influenced Liberia's policy on Financial Management and procurement by ensuring value for money at all levels.”* (Government Principal Respondent)
- *“WBG advice has influenced government financial management practices, mainly budgeting and the micro finance sector, mainly monetary policy adjustment.”* (Civil Society Respondent)

Private Sector Development

- *“The World Bank's advice influences a number of policy actions to include the development and submission of the cybersecurity bill to the national legislature, the development of the data protection and privacy bill, among others, from different sectors. The setting up of the Business Climate Working Group Secretariat at the Ministry of Finance and Development Planning to coordinate private sector activities and reforms with the Government of Liberia.”* (Government Institution Respondent)

Public Sector Governance

- *“The **poverty reduction strategy (PRS)**, which was developed with the assistance of the World Bank. The World Bank provided guidance on how to structure the PRS on key areas like education, health infrastructure, and economic growth.”* (Government Principal Respondent)
- *“The World Bank has restricted the government in terms of its spending and response to the citizenry.”* (Local Government Respondent)
- *“The Decentralization program of the government of Liberia. The support given by the World Bank to the County service has been very crucial in the implementation of the LGA and in particular the decentralization program.”* (Government Institution Respondent)

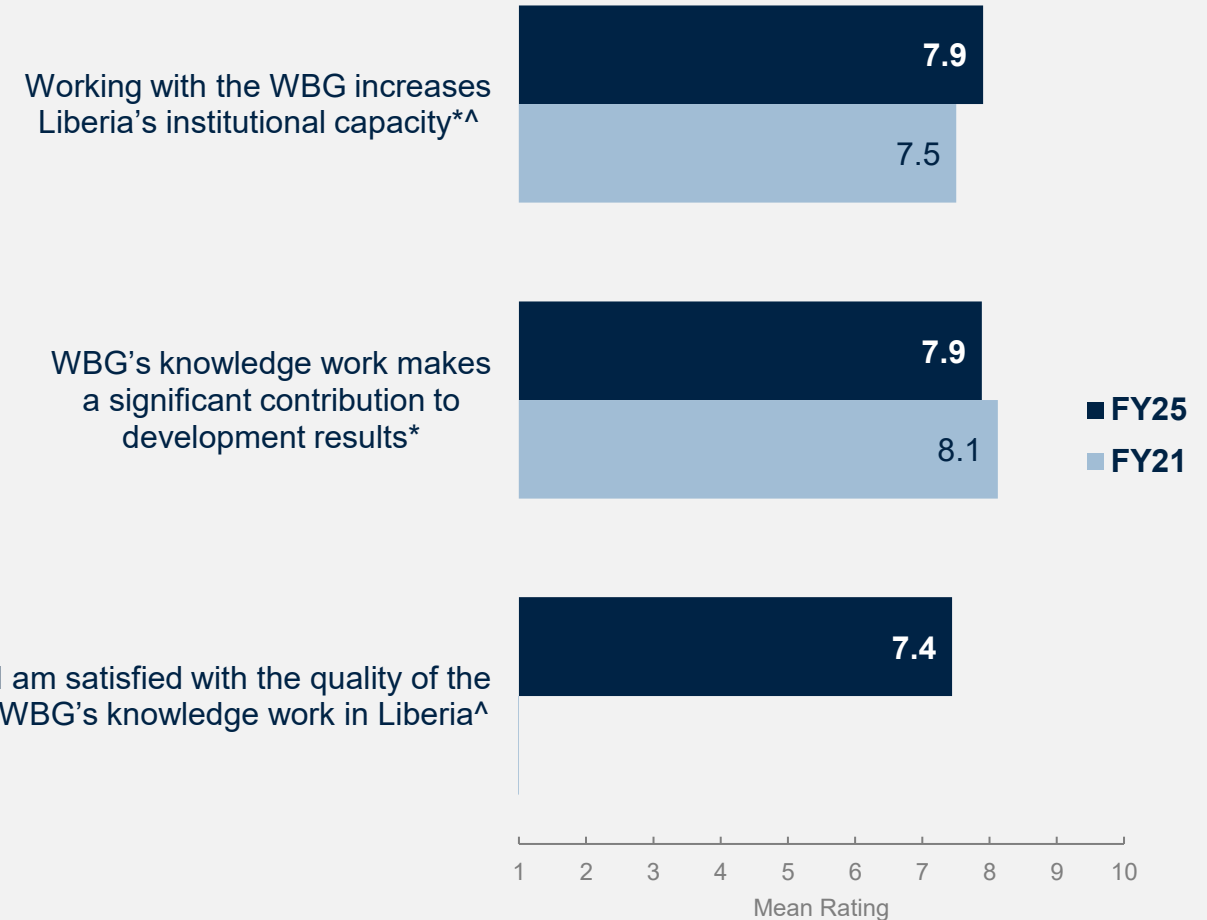


In your opinion, has the WBG's policy advice influenced a new or previous government policy in Liberia? (Percentage of Respondents, N=256)
What government policy or action did the WBG's advice influence and in what way? (N=198) Select comments corresponding to the top 6 development priorities for the WBG's focus as identified by respondents are shown here.

Stakeholders Expressed Increasingly Positive Views About the WBG's Role in Strengthening Liberia's Institutional Capacity

Respondents who reported using the WBG's knowledge work in the past 3 years had significantly higher levels of agreement that working with the WBG **increases institutional capacity** in Liberia.

Of note, respondents in FY25 reported significantly lower, although still positive, ratings on the **contribution of the WBG's knowledge work to development results** in Liberia. Among all stakeholder groups, bilateral/multilateral respondents reported the lowest rating (mean = 7.0)



*Significant difference between years



How significant a contribution do you believe the WBG's knowledge work makes to development results in Liberia?

Scale: 1 Not significant at all – 10 Very significant

To what extent do you agree with the following statements? Scale: 1 Strongly disagree – 10 Strongly agree

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



Stakeholders Felt That WBG Knowledge Work Could Be Improved Through Local Engagement, Capacity Building, and Continuous Refinement: Summary of Comments

Strengthen Local Engagement

- Engage more with local government/institutions, beneficiaries, and community organizations to better understand their context, needs, and capacity.
- Expanding engagement beyond Monrovia, especially into rural areas, ensures that knowledge efforts benefit all regions equitably.

Capacity Building

- Provide technical workshops and ongoing professional development for government staff and civil society actors.
- Focus on youth and underserved groups. Tailored training ensures long-term human capital development and more inclusive benefits.
- Foster knowledge transfer, empowering local experts with hands-on experience.

Strengthen Feedback Mechanism

- Use research, data, and feedback for better decision-making. Knowledge work must be dynamic, data-driven, and responsive to the realities on the ground.
- Encourage policy learning, regular review, and recalibration.

If you rated the quality of the WBG's knowledge work between 1-4, how could the WBG improve the quality of its knowledge work in Liberia?

(Please be specific) (N= 102)

What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Liberia? (Please be specific) (N= 478)



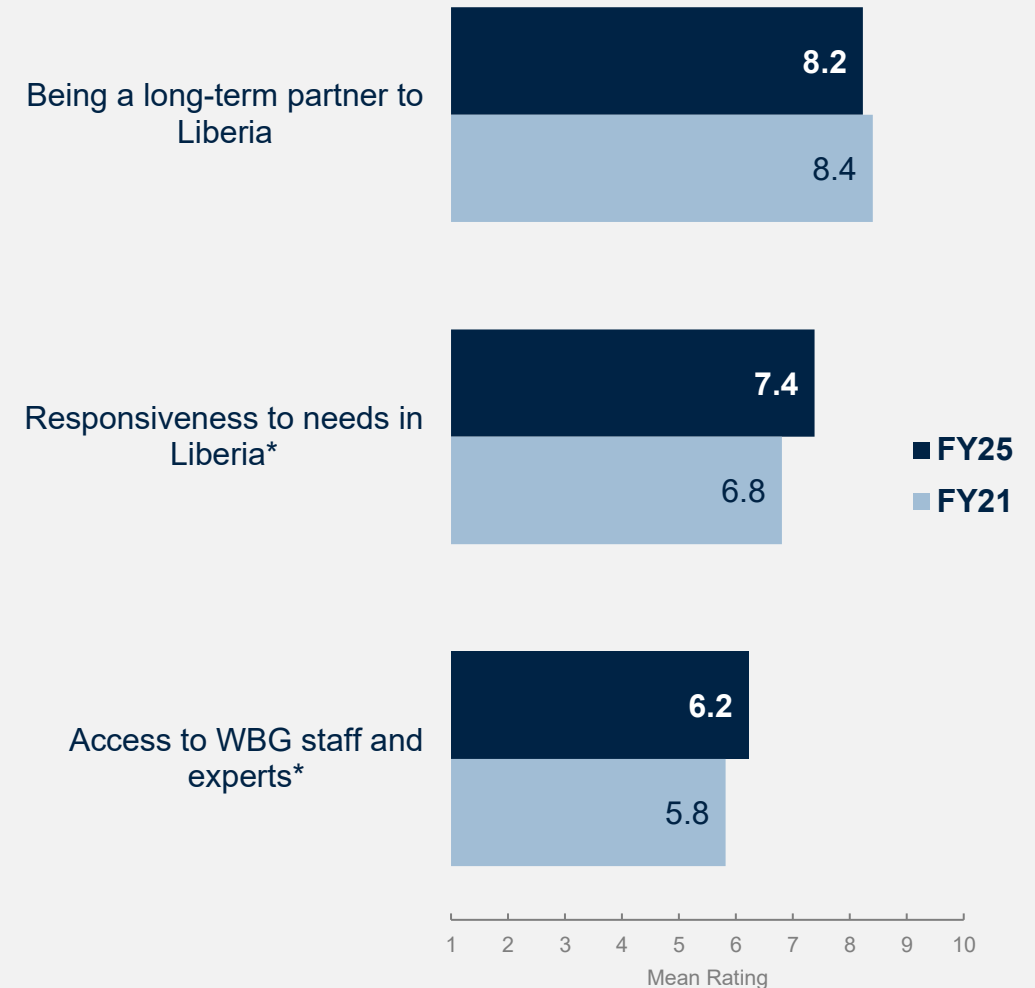
The WBG's Engagement and Collaboration



Perceptions of the WBG's Responsiveness to Needs And Staff Accessibility Have Improved

Similarly to the FY21 survey, this year, respondents gave the highest ratings for the WBG **being a long-term partner** to Liberia. In addition, respondents felt the **WBG was more responsive** to the needs of the people in Liberia, and perceptions of its **staff accessibility have** also improved significantly compared to the FY21 COS.

- Of note, respondents from bilateral/multilateral agencies gave the highest ratings for the WBG's staff accessibility (mean =7.3), whereas civil society respondents gave significantly lower ratings (mean = 5.6).



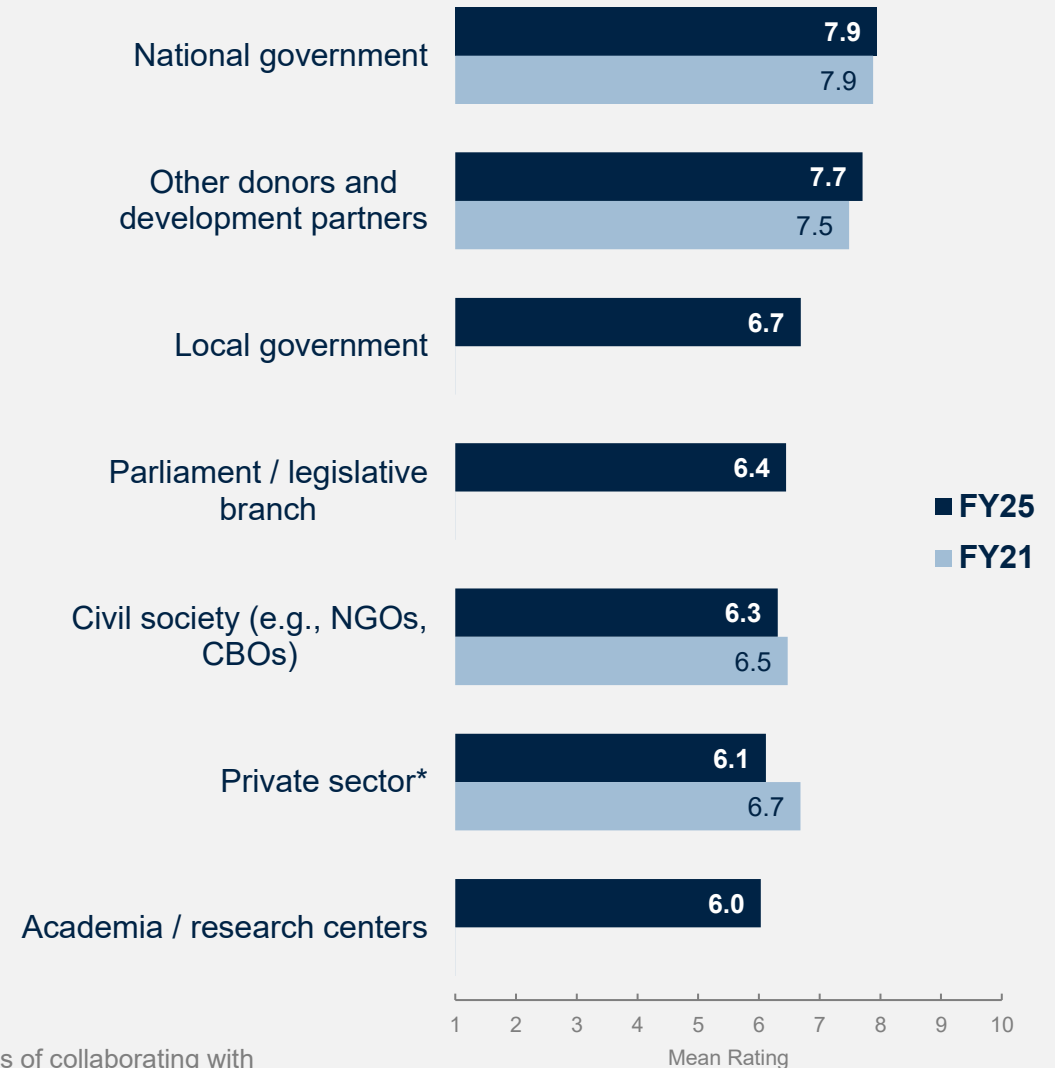
*Significant difference between years



Perceptions of WBG's Partnerships with the Government and Other Donors are Positive, While Perceptions of Private Sector Collaboration Declined

In FY25, the WBG received the highest ratings for the effectiveness of its collaborations with the **national government**, followed by **other donors and development partners**. However, ratings for the effectiveness of the WBG's collaborations with the **private sector** significantly declined compared to the FY21 COS.

- Respondents from local government and media gave the highest ratings for the WBG's collaboration with other donors and development partners (mean = 8.2), whereas civil society gave significantly lower ratings (mean = 7.4).
- Respondents from local government gave significantly higher ratings for the WBG's collaboration with civil society (both means = 7.5) compared to respondents from other stakeholder groups.



To what extent is the WBG an effective development partner in Liberia, in terms of collaborating with the following groups? Scale: 1 To no degree at all – 10 To a very significant degree

*Significant difference between years

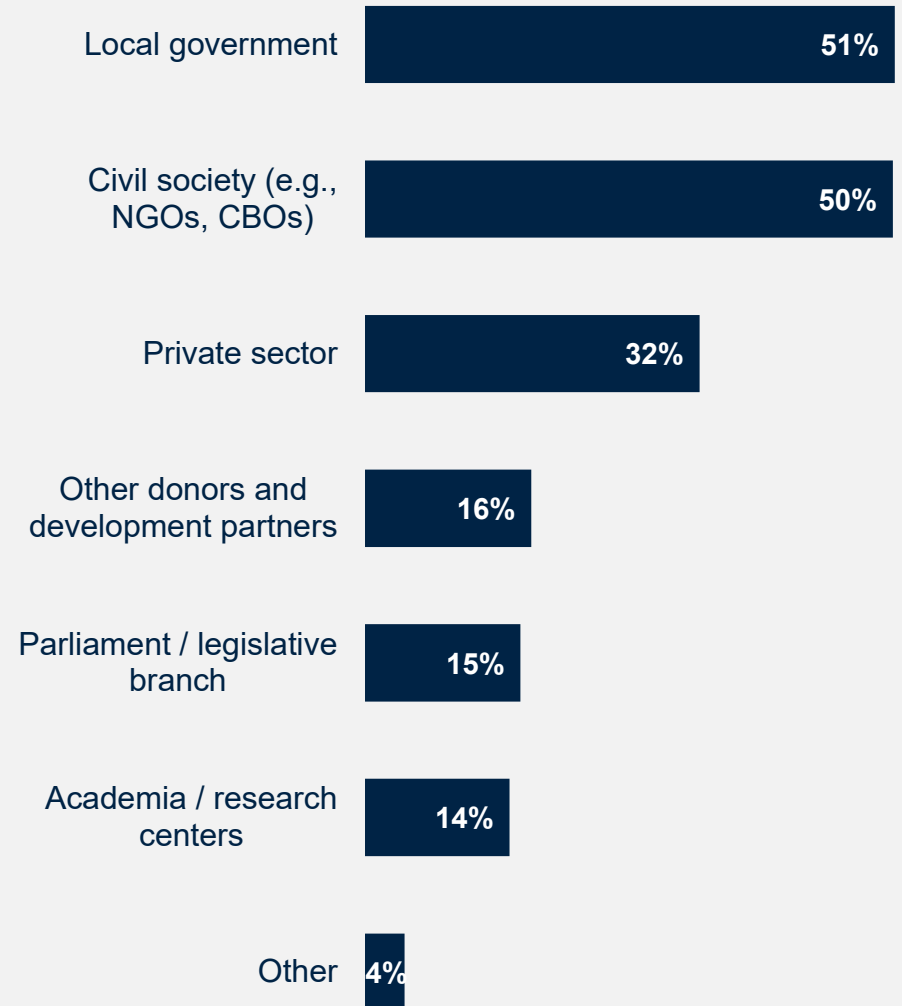
Stakeholders Want the Bank to Collaborate More With Local Government and Civil Society


Respondents in this year's survey indicated that the WBG should collaborate more with **local government, civil society, and the private sector**, in addition to its partnership with the national government.

- Outreach to these groups is especially recommended, as they demonstrated the lowest levels of familiarity with the WBG, and civil society respondents in particular tended to express more critical views.

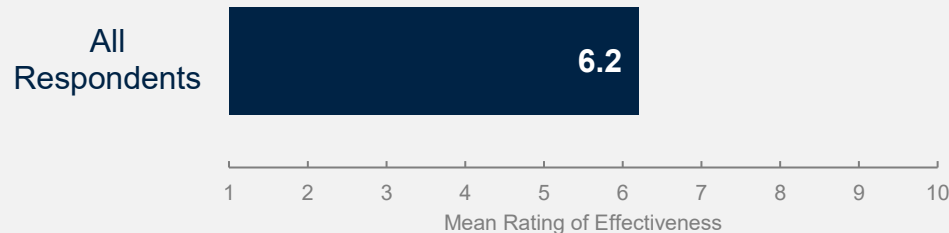
Of note, 18% respondents' comments answering the question of how the WBG can be more effective in Liberia[^] discussed the need for the WBG to increase engagement and collaboration with stakeholders. In particular, respondents felt that more collaboration could:

- Engage inclusively with all stakeholders across society, ensure inclusive policy planning;
- Empower CSOs to monitor projects, promote transparency and accountability;
- Collaborate closely with sector leaders, provide technical training, and develop market-oriented curricula;
- Working with government partners to improve governance, anti-corruption efforts, and policy implementation.



 In addition to its partnership with the national government, which of the following should the WBG collaborate with more to have greater impact in Liberia? (Select up to 2) (Percentage of Respondents, N=580)
[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Liberia? (N=478)

WBG Effectiveness in Facilitating Civil Society Participation



Respondents across all stakeholders gave statistically similar ratings for the WBG’s effectiveness at facilitating civil society participation in development policy dialogue and implementation in Liberia. 30% of respondents rated the WBG’s effectiveness below average (1-4); most of these respondents were from civil society groups, and they suggested the following could help to make the WBG more effective:

- The WBG should increase funding and capacity support to CSOs to enable them to contribute effectively to development issues;
- Consistent and inclusive engagement with CSOs throughout all stages of the development cycle, from planning and policy formulation to implementation and evaluation;
- Foster partnerships with CSOs, built on trust, transparency, and shared responsibility in monitoring and accountability processes.

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

*“Ensure inclusiveness of grassroots organizations in the integrated financial management reform project. This project trained over 100 non-state actors in financial management to capacitate them to participate in public budgeting. The recovery economic **Activity sector employment (REALISE) Project** increased income-earning opportunities for many vulnerable families.”*
(Civil Society Respondent)

“The World Bank actively incorporates CSOs’ inputs into policy discussion, including the formulation of country partnership frameworks and sector strategies.”
(Government Principal Respondent)

“The WBG(s) funding projects or initiatives in Liberia required stakeholders’ participation in cardinal or article policy initiatives to ensure inclusion and article instruments such as environmental and social composition on project implementation. All these facilitate civil society participation and ensure increased participation in key civil society actions.”
(Government Institution Respondent)

*“Civil society participated actively in the development of the **ARREST Agenda for Inclusive Development (AAID)**.”*
(Government Institution Respondent)



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

1 Not effective at all – 10 Very effective

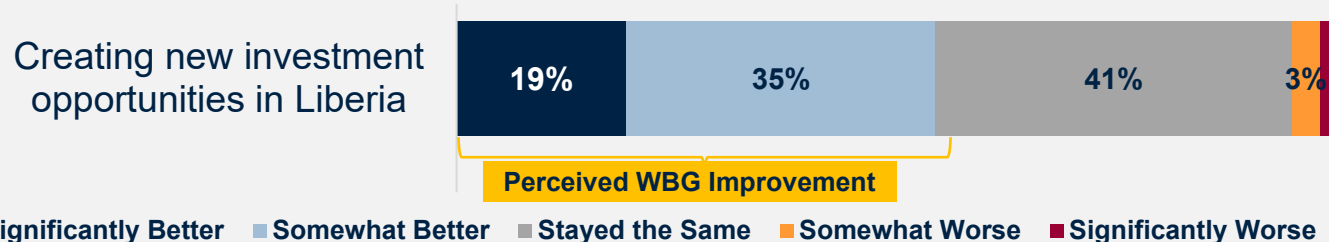
[If effectiveness rating < 5] How could the WBG be more effective in facilitating civil society participation in development policy dialogue and implementation? (Please be specific) (N=103) [If effectiveness rating > 4] Please share examples of the WBG’s effective facilitation of civil society participation in development policy dialogue and implementation. (Please be specific) (N = 157)



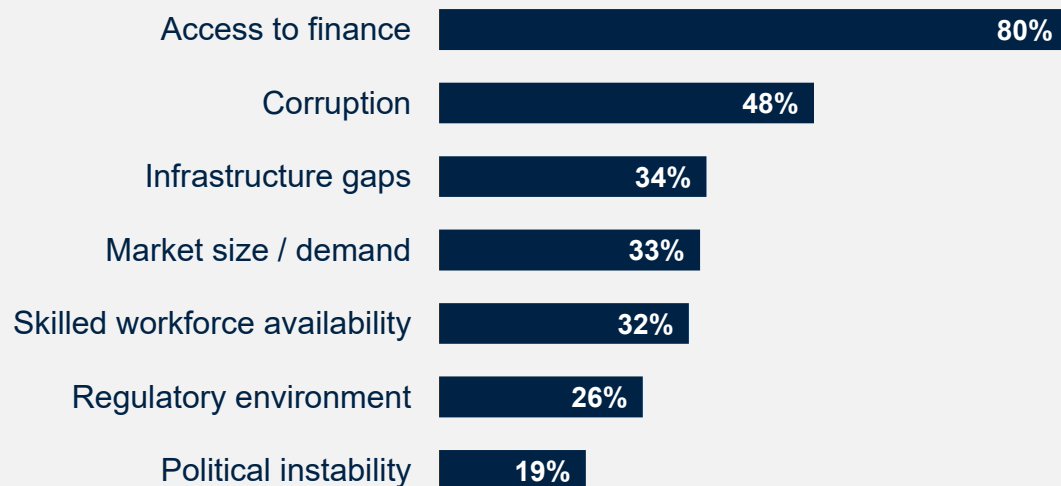
The WBG Working With the Private Sector

54% of respondents felt the WBG had gotten better at creating investment opportunities in Liberia in the past two years

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



Corruption and Political Instability Considered the Biggest Challenges Facing Private Sector Development in Liberia



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

- **Prioritize investment in the private sector**, increase funding in SMEs and encourage private sector-led job creation
- **Foster public-private partnerships** that would engage the private sector in key development areas like infrastructure, healthcare, agriculture, and social protection.
- **Strengthen the sector linkage with the private sector**, build a bridge between the private sector and agriculture, energy, skill development, and digital infrastructure.
- **Tackle corruption and inefficiencies**, employ people who have more incentives for efficient project delivery.
- **Expand the support beyond urban centers**, promote rural entrepreneurship through training and credit access.



Based on your experience, in the past two years, how has the WBG changed in terms of... (Percentage of Government & Private Sector Respondents, N=144)

What are the biggest challenges facing private sector development in Liberia? (Select up to 3)

(Percentage of Government & Private Sector Respondents, N=357)

What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Liberia? (Please be specific) (N=478)

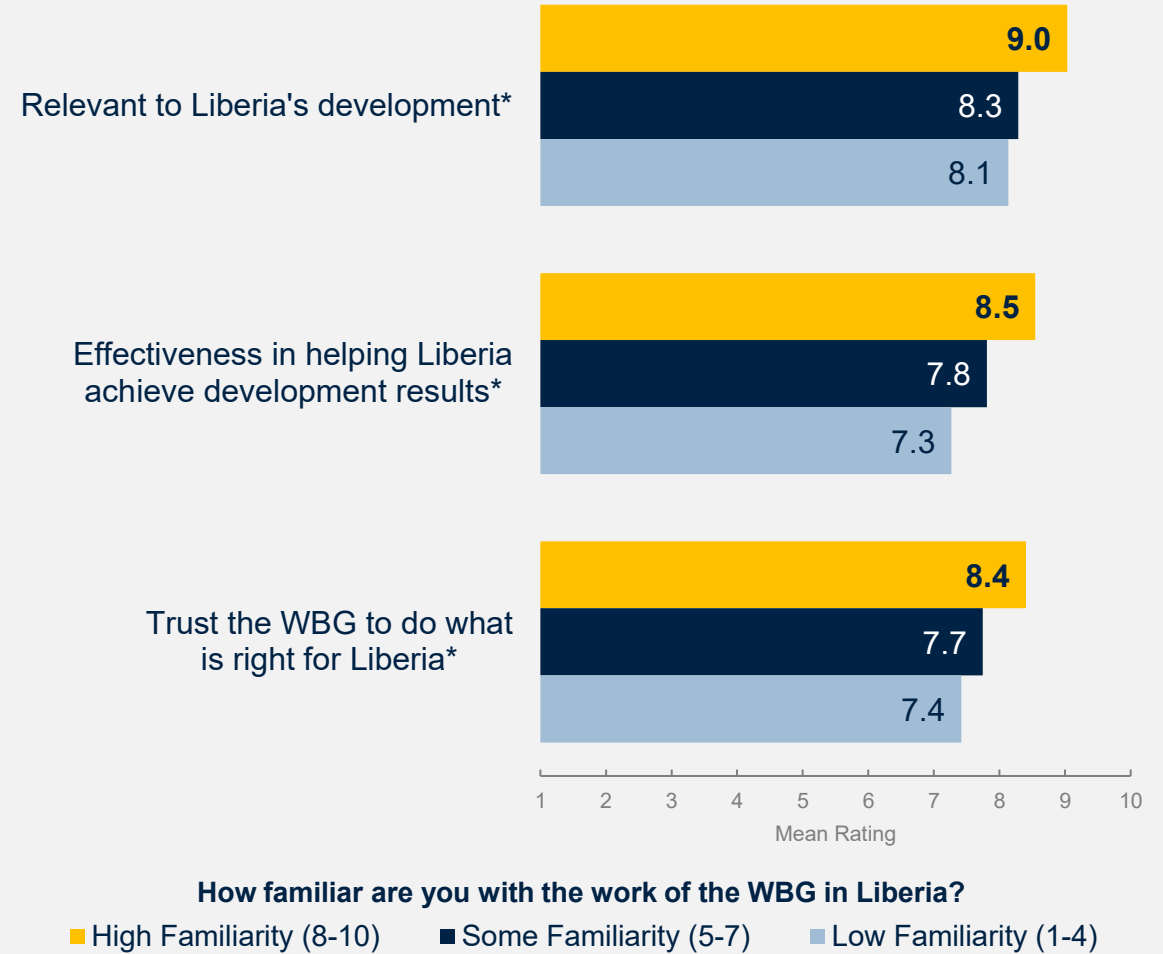
Communication and Outreach



WORLD BANK GROUP

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

In addition to respondents indicating a desire for more engagement with the WBG, such engagement can engender more positive perceptions of the WBG. Comparing ratings of trust, relevance, and effectiveness among respondents highly familiar with the WBG (ratings of 8-10 on a 10-point scale) and those with little familiarity with the WBG (ratings of 1-4 on a 10-point scale), one can see that the more familiar stakeholders are with the WBG, the more positive perceptions they have of the WBG and its work.



*Significant difference between levels of familiarity

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



WBG Website and Social Media Were the Most Preferred WBG Channels for Stakeholders to Obtain Information From the Bank

Top Two Preferred WBG Channels

	All Respondents	Office of the President/VP/ Cabinet Minister	Office of a Parliamentarian	Government Institutions	Local government	Bilateral / Multilateral Agency	Civil Society Organizations	Private Sector	Academia	Media
WBG website (including blogs)	46%	63%	48%	47%	31%	62%	40%	56%	47%	47%
WBG social media channels (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	43%	37%	44%	41%	33%	69%	44%	45%	44%	45%
Direct contact with WBG staff (e.g., in person, virtually, phone, email)*	39%	37%	43%	44%	62%	23%	47%	26%	33%	16%
WBG event / conference / workshop (in person or online)	37%	31%	41%	41%	50%	8%	36%	39%	29%	26%
WBG publications*	35%	34%	31%	39%	17%	62%	32%	27%	40%	48%
WBG e-Newsletters	32%	23%	29%	26%	29%	38%	33%	34%	42%	47%
WBG direct messaging (e.g., WhatsApp)*	22%	17%	21%	24%	38%	8%	27%	16%	22%	9%
WBG podcasts*	9%	14%	6%	6%	2%	8%	3%	13%	18%	21%



How would you prefer to obtain information from the WBG? (Select up to 3) (Percentage of Respondents, N=604)

*Significant difference between stakeholder groups

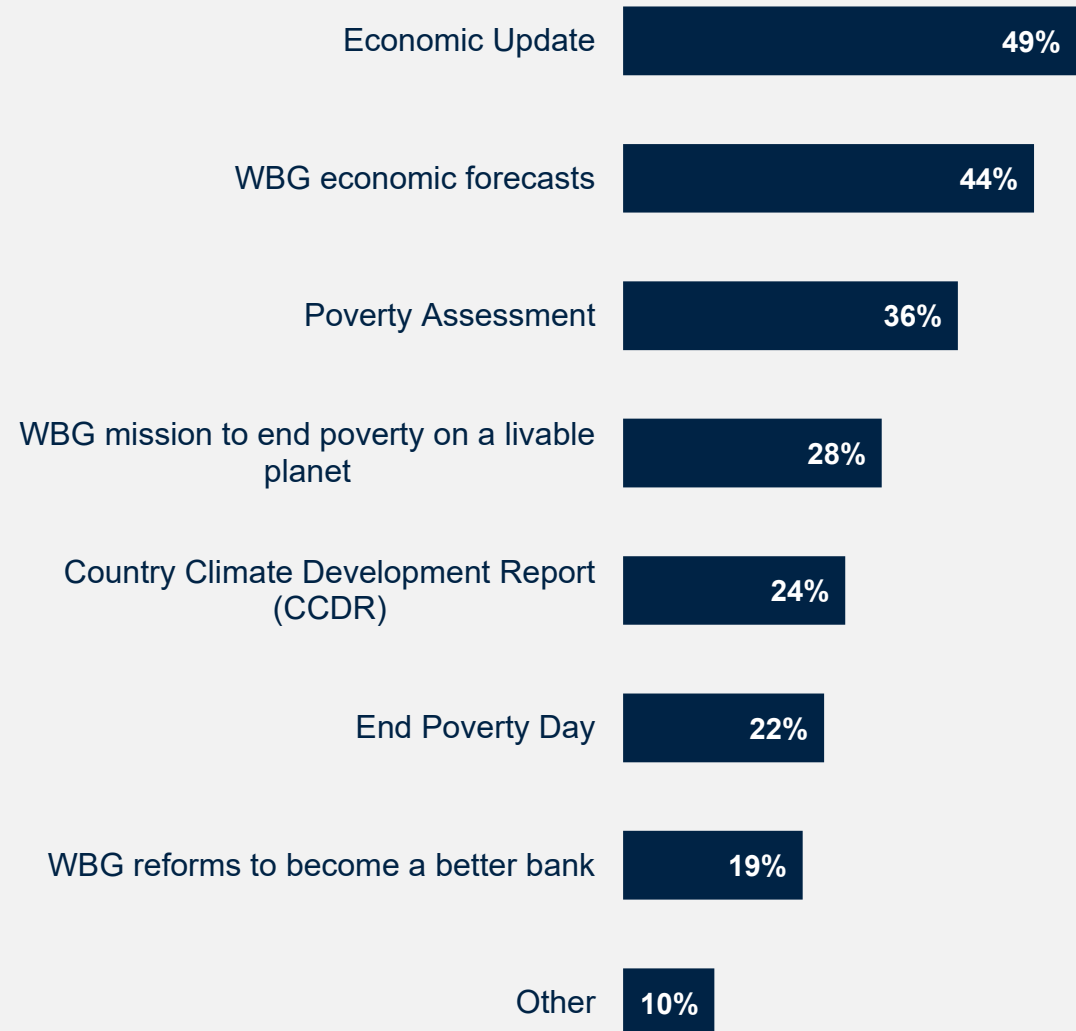
More than Half of the Respondents Recalled Seeing or Hearing About the WBG Recently, Most Often in the Media

Of the 52% of respondents who recalled hearing or seeing something about the WBG recently, more than two-thirds reported most often seeing/hearing about the WBG in the **media**, either TV, radio, or newspapers. Nearly half reported hearing or seeing or hearing about the WBG on **social media**. Although the WBG **website** was preferred as the top information source, fewer respondents reported recalling or hearing about the WBG from this channel.



The WBG's Work on Economic Update and Economic Forecasts Were the Most Commonly Recalled Topics

Respondents most frequently recalled the WBG's work or research on **economic updates**, followed by **its economic forecasts** and work on **poverty assessment**.



Stakeholders Want Case Studies, Information on How to Partner with WBG, and Its Activities Regular Updates

	Top Two Preferred Types of Information About the WBG									
	All Respondents	Office of the President/VP/ Cabinet Minister	Office of a Parliamentarian	Government Institutions	Local government	Bilateral / Multilateral Agency	Civil Society Organizations	Private Sector	Academia	Media
Case studies of WBG projects	54%	59%	61%	49%	54%	75%	45%	54%	62%	51%
Information on how to work / partner with WBG	51%	53%	45%	49%	68%	38%	56%	41%	49%	56%
Regular updates on WBG activities	51%	56%	55%	53%	46%	13%	53%	57%	38%	47%
Impact assessments and evaluations	45%	38%	49%	55%	32%	63%	44%	41%	36%	42%
Overview of WBG financial products and services	28%	22%	28%	24%	27%	38%	31%	26%	33%	30%
Sector-specific strategies	21%	28%	17%	22%	19%	25%	16%	28%	27%	26%
WBG research and knowledge	21%	25%	24%	14%	30%	25%	22%	17%	27%	16%
Other	1%	0%	0%	3%	3%	0%	0%	0%	2%	5%



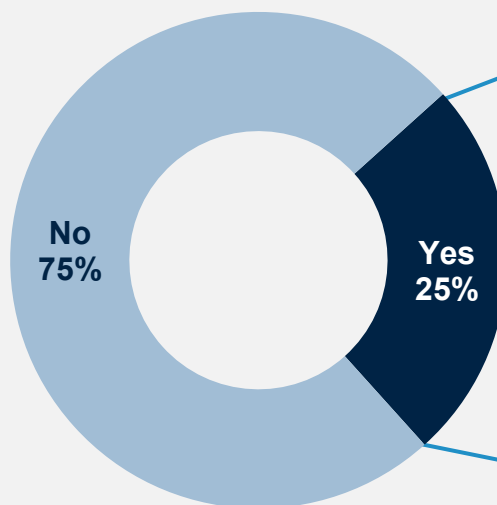
What information would be most helpful to you in understanding the WBG's role in Liberia? (Select up to 3)
(Percentage of Respondents, N=523)

Sample Demographics and Detailed Methodology

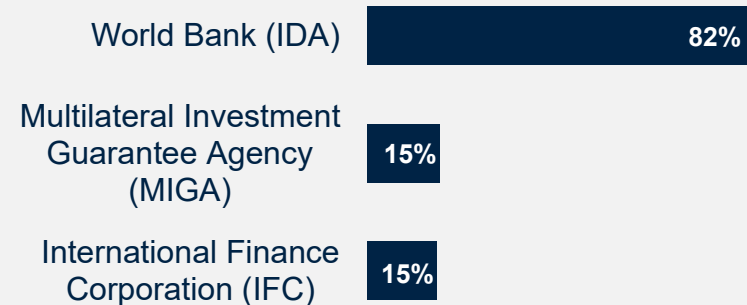


Sample Demographics

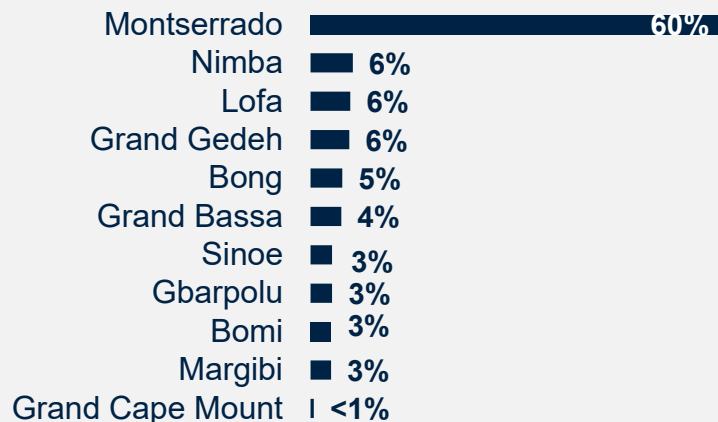
In the past 3 years, have you worked or collaborated with the WBG in Liberia? (N=652)



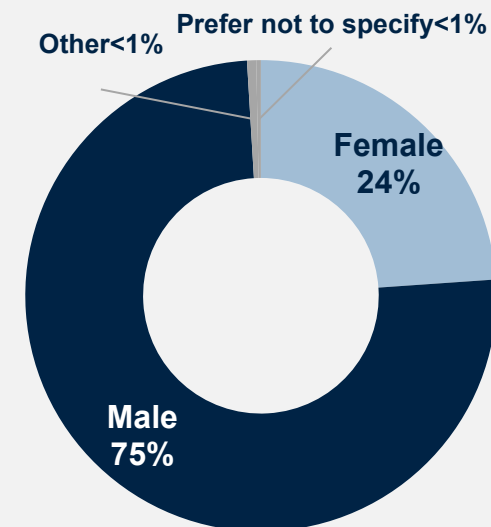
Which of the following WBG agencies have you worked or collaborated with in Liberia? (N=151)



Which best represents your geographic location? (N=602)

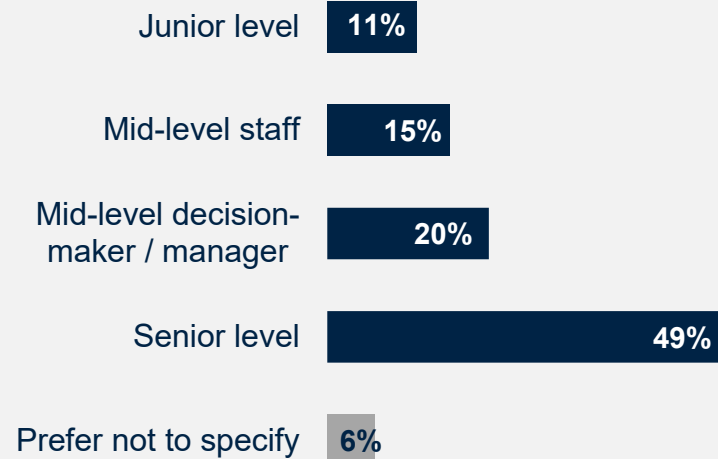


What is your gender? (N=636)

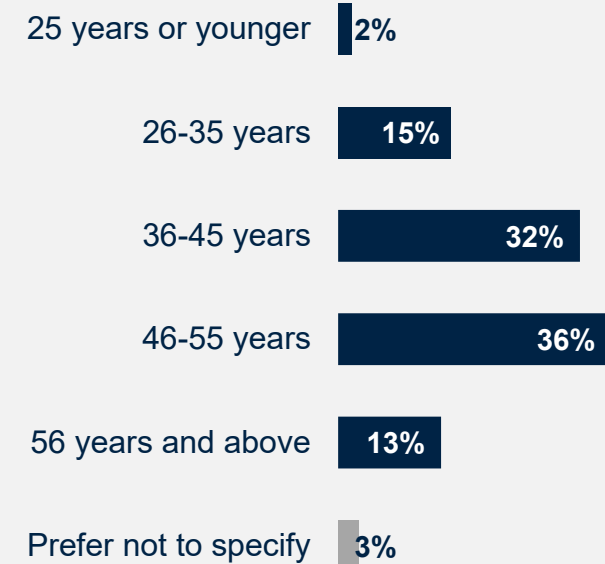


Sample Demographics (continued)

**Within your organization,
would you describe yourself as...**
(N=636)



What's your age?
(N=638)



Detailed Methodology

From **January 2025 to April 2025**, a total of 893 stakeholders in Liberia were invited to provide their opinions on the WBG’s work by participating in a Country Opinion Survey (COS). A list of potential participants was compiled by the WBG country team and the field firm agency. Participants were drawn from the Office of the President / Vice President / Cabinet Minister, the Office of a Parliamentarian, government institutions, bilateral or multilateral agencies, civil society organizations, the private sector, academia and research centers, and the media.

Of these stakeholders, **663 participated in the survey (74% response rate)**. Respondents received the questionnaire via courier and returned it accordingly, completed it online, or completed it with a representative of the field firm agency.

This year’s survey results were compared to the FY21 Country Opinion Survey, which had a response rate of 83% (N=606).

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

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

Percentage of Respondents	FY 2021	FY 2025
Government Principals: Office of the President, Vice President, Cabinet Minister, Parliamentarian	17%	21%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	26%	22%
Local Government	10%	8%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	1%	2%
Civil Society Organization: Local and regional NGO, Community-Based Organization, Private Foundation, Philanthropy, Professional/Trade Association, Faith-Based Group, Youth Group	26%	17%
Private Sector: Private Company, Financial Sector Organization, Private Bank	7%	11%
Academia / Research Center	5%	9%
Media	8%	10%
Other	1%	1%
Total Number of Respondents*	602	656



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

*Not all respondents provided information about their professional affiliation. Therefore, the total number of respondents listed in the table is lower than the N reported in the methodology.

Detailed Methodology (continued)

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

Please note that not all questions were asked of every respondent in FY25. Some questions—particularly those requiring more in-depth knowledge of WBG projects and operations—were only presented to a subset of stakeholders. Consequently, for year-over-year comparisons, some FY21 means shown in this report are based only on the subset of respondents who received the same questions in FY25, rather than the full FY21 sample. As a result, these means may differ from those published in the original FY21 report. Please refer to the questionnaire for details on question routing. The questionnaire is published in the WBG Microdata Library, along with the survey microdata, appendices, and this report.

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



CountryOpinionSurveys

Thank you

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

countrysurveys@worldbankgroup.org

