



CountryOpinionSurveys

FY 2025 Iraq

Country Opinion Survey Report

Acknowledgements

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

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Objectives

This survey was designed to assist the World Bank Group (WBG) in gaining a better understanding of how stakeholders in Iraq 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 are stakeholders' opinions of the WBG's effectiveness and relevance to development in Iraq? Do stakeholders believe that the WBG has changed for the better or worse over the past 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 do respondents perceive its operational effectiveness? How did these projects impact the people of Iraq, and what could the WBG have done to be more helpful?
- 3.WBG Instruments:** What do key stakeholders value the most regarding the WBG's work in Iraq? What opinion do key stakeholders have of WBG's financial instruments and knowledge products? How are stakeholders using WBG knowledge work, and has it influenced government policy in Iraq?
- 4.The WBG's Engagement and Collaboration:** How is the WBG perceived as a development partner in Iraq? How effective has the WBG been in facilitating the Government's engagement with civil society?
- 5.Communications:** What are the preferred communication channels, and do they differ between stakeholder groups? Do stakeholders recall any WBG messaging? What key topics do stakeholders recall? What information do stakeholders want from the WBG?



Methodology Overview

Fielded in June – September 2025

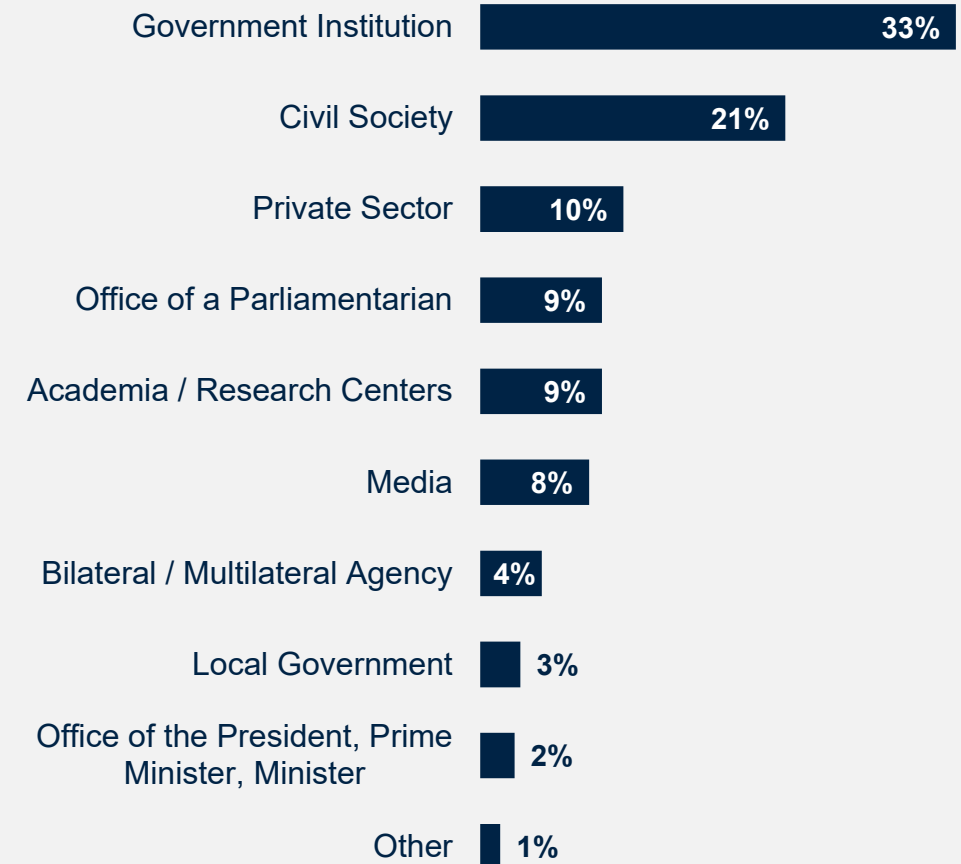
- 458 potential participants were asked to complete the survey
- Respondents completed the questionnaire online or received it via courier and completed it on paper
- List of names provided by the WBG country team and supplemented by the field firm
- Data collection conducted by an independent field firm

211 participants (46% response rate)

- 72% from Baghdad
- 50% have collaborated with the WBG within the past 3 years

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=211)

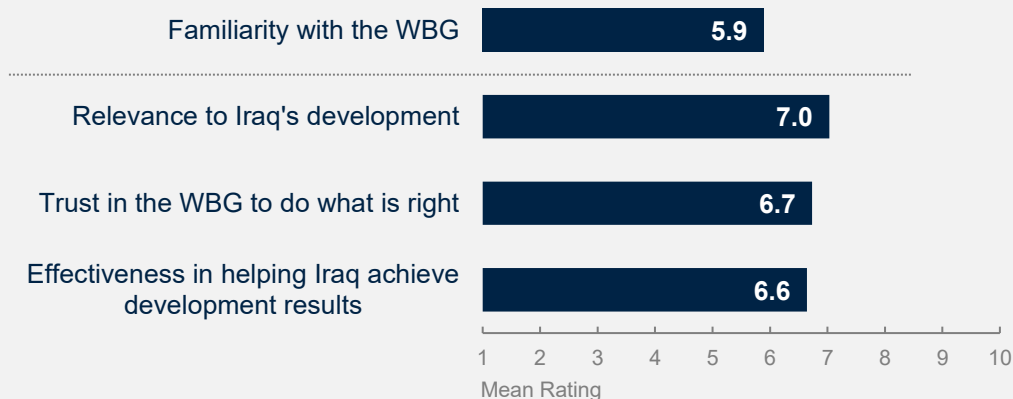
Executive Summary

1. Overall Views of the WBG:

The FY25 Country Survey in Iraq was conducted for the first time and established a **baseline** for further surveys in the country. Overall views of the WBG's operations and engagement in Iraq were moderate; however, stakeholders from government institutions had positive perceptions of the WBG's work on all indicator measures.

Stakeholders reported moderate levels of **familiarity** with the WBG's work (on average), but they considered the Bank to be **one of the most trusted institutions** in Iraq (along with UN agencies). The WBG was also rated the most **relevant** to Iraq's priorities and most **effective** in helping the country achieve development results among multilateral agencies. Ratings for the relevance and effectiveness of UN agencies were similar to the WBG, but ratings for the IMF and the Islamic Development Bank were lower.

Compared to other countries, stakeholder ratings of the WBG's relevance and effectiveness in Iraq, and their trust in the WBG, were on par with those of stakeholders in other Middle East and North African countries surveyed in FY24-FY25, but lower than those of other IBRD countries surveyed in FY25.

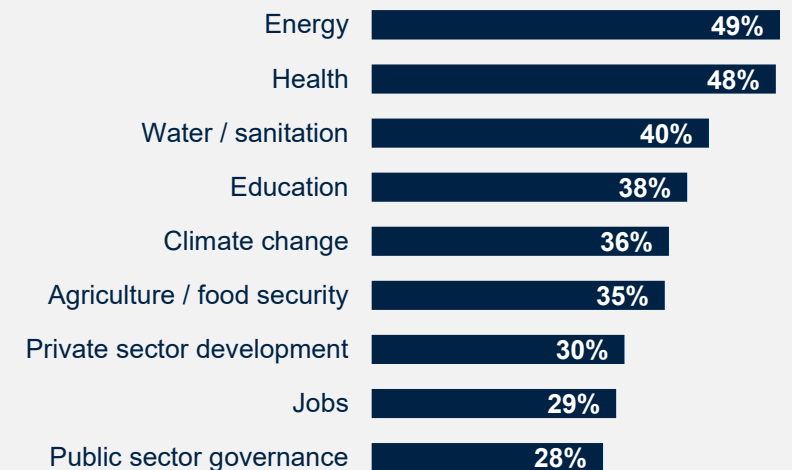


2. The WBG's Work on Development Priorities:

Energy and **health** were indicated as the top priorities for the WBG's support in Iraq, followed by **water, education, climate,** and **agriculture.** **Private sector development** and **jobs** were also considered important.

Regarding current projects, 94% of respondents rated the WBG as helpful in achieving project goals in the priority areas, with **68% rating it as very helpful.** Respondents most often attributed slow or failed reform efforts to corruption (63%), inadequate capacity (48%), or frequent changes in government leadership (47%).

In open-ended comments, respondents discussed that the WBG needs to prioritize projects that address water, energy, and climate change. They also discussed the need to better align education and vocational training with labor market needs. In line with their concerns about corruption hindering reform efforts, respondents emphasized the need to strengthen public sector governance, particularly in transparency and accountability. Some also discussed enhancing social protection programs for vulnerable groups.



Executive Summary (continued)

3. WBG's Operational Effectiveness:

When asked about WBG reform efforts over the past two years, approximately half of all stakeholders indicated that the WBG had become **somewhat or significantly better at fulfilling its core mission** of **improving people's lives** in Iraq (44%) and improving the **country's overall business environment** (50%).

Among WBG clients and partners, 61% noted reform-related improvement in the **technical quality** of WBG-supported projects, and 58% felt that the WBG was **easier to work with**. Clients and partners noted less improvement in partnering with others (44% noting improvement) and speed of project approval (41%). Of note, a quarter of respondents responded that they did not know about the change in the WBG partnering with others to increase development finance (25%).

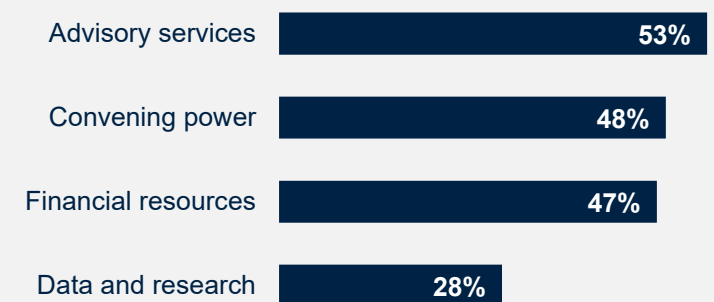
In their written responses regarding how to make the WBG more effective in Iraq, respondents emphasized that the **WBG needs more staff fully based in Iraq**, working on the ground for extended periods rather than remotely, allowing resident technical teams to work alongside Iraqi counterparts. They also sought to delegate more authority to local offices so that project-related decisions could be made more quickly.

In their open-ended comments, stakeholders also discussed the need to **reduce administrative requirements and simplify administrative methods**. They felt that administrative and financial procedures could be eased to facilitate financing and disbursement procedures and increase cash flow for projects. They felt that a greater focus on implementation and timely delivery could help accelerate completion.

Finally, respondents urged the Bank to **better manage project workflow**, including more follow-up on project implementation and monitoring of government institutional performance. They felt that implementation issues could be avoided by improving the clarity of procedures and agreements, while implementation bottlenecks could be relieved with better coordination with government entities.

4. WBG Instruments:

The WBG's **advisory services, convening power, and financial resources** were all highly valued among stakeholders in Iraq. The WBG's financial instruments received moderately positive ratings for meeting the country's needs (mean=7.0) and that conditions of WBG financing were competitive (mean=6.7). Respondents' suggestions regarding WBG financing emphasized the need for greater financial support for development projects and private sector stimulation. Some suggested providing **dedicated financing for private sector initiatives**, such as SMEs, startups, and women-led businesses. Stakeholders felt the Bank could do more to improve access to financing, timeliness of disbursements, and the consistency of cash flow. They also wanted to see more financing flexibility, which was more aligned with implementation and project risk.



Executive Summary (continued)

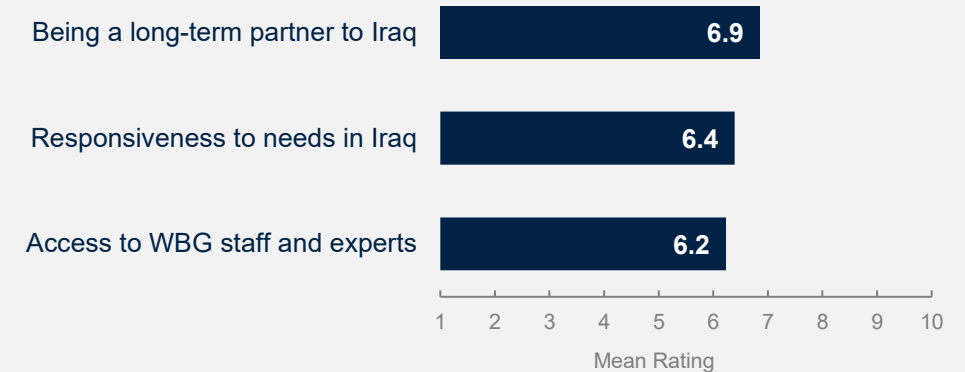
77% of respondents reported using the WBG's knowledge work, most often workshops/training or advisory services. Stakeholders gave very positive ratings for the Bank's work on increasing Iraq's institutional capacity (mean=7.8, the highest in the entire survey). **59% reported that the WBG's policy advice helped shape government policies in Iraq.** In qualitative comments, respondents emphasized that the WBG should **work more with Iraqi experts and local actors** to produce research that better reflects local economic and social realities. They felt that research could be more accessible if written in clear language with executive summaries, if databases were more user-friendly, and if research were more focused on workable solutions. To enable more effective knowledge use and decision-making, stakeholders wanted more support for national statistical offices and improved government procedures, with more transparency and technical assistance.

5. The WBG's Engagement and Collaboration:

Stakeholders held moderately positive views of the WBG as a **long-term development partner, responsive** to the country's needs, with **accessible staff**.

Respondents gave the highest ratings for the effectiveness of the Bank's **collaboration with the national government** (mean=6.9) and **other donors and development partners** (mean=6.6). In the future, more than half of all stakeholders would like the Bank to **collaborate more with the private sector** to increase its development impact. Expanded outreach to the private sector and civil society is additionally recommended, given their low levels of familiarity and more critical views of the WBG.

In open-ended comments, stakeholders highlighted that the WBG needed to strengthen its partnerships and collaboration with Iraqi stakeholders, **engage more directly with local stakeholders and institutions**, and do more to enhance transparency by communicating more about its work and results.



6. Communications:

54% of respondents recalled seeing or hearing something about the WBG recently, most often about WBG economic forecasts (55%) and the Iraq CCDR (49%). They most often recalled this information from events/workshops (55%), which were also respondents' preferred means of receiving information from the WBG (64%), along with direct contact with staff (61%).

Stakeholders reported that **case studies of WBG projects** (49%), **information on partnering** (48%), and **impact assessments** (47%) would be the most useful in helping them better understand the Bank's role in Iraq.



Overall Views of the World Bank Group



WORLD BANK GROUP

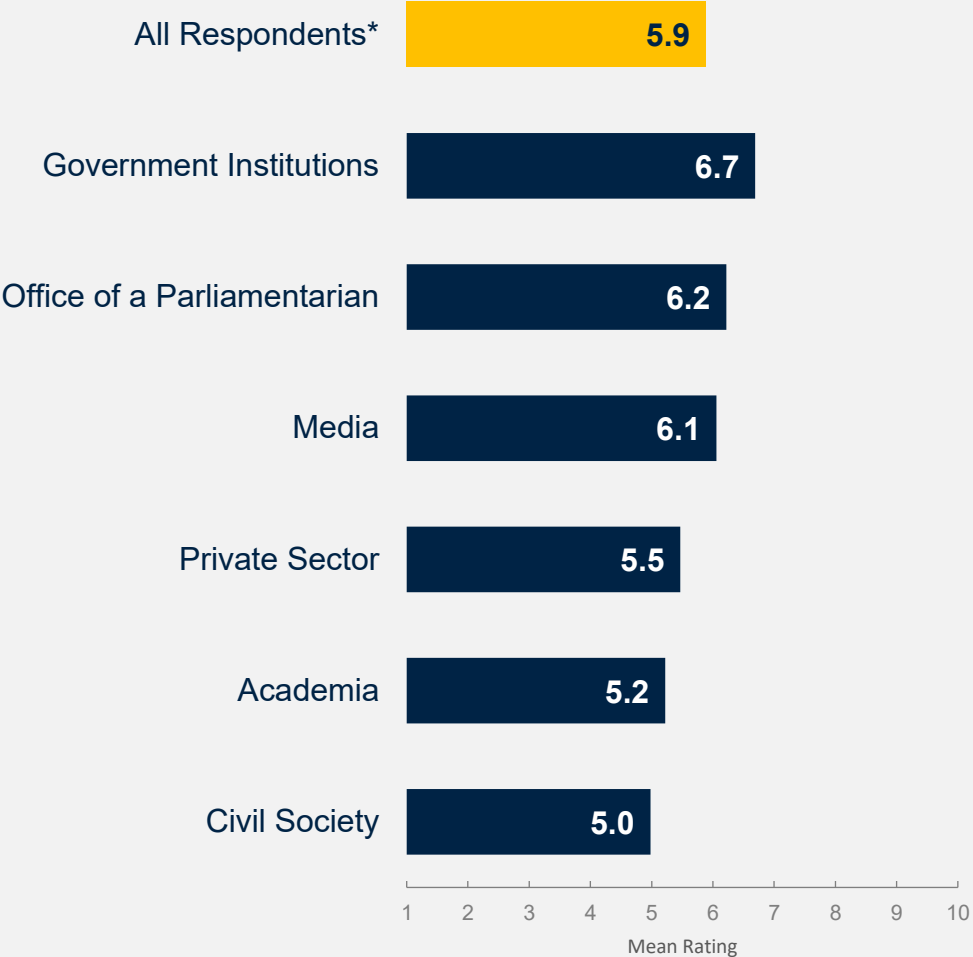
Stakeholders Reported Moderate Familiarity with the WBG; Government Being Most Familiar

Collaboration with the WBG*

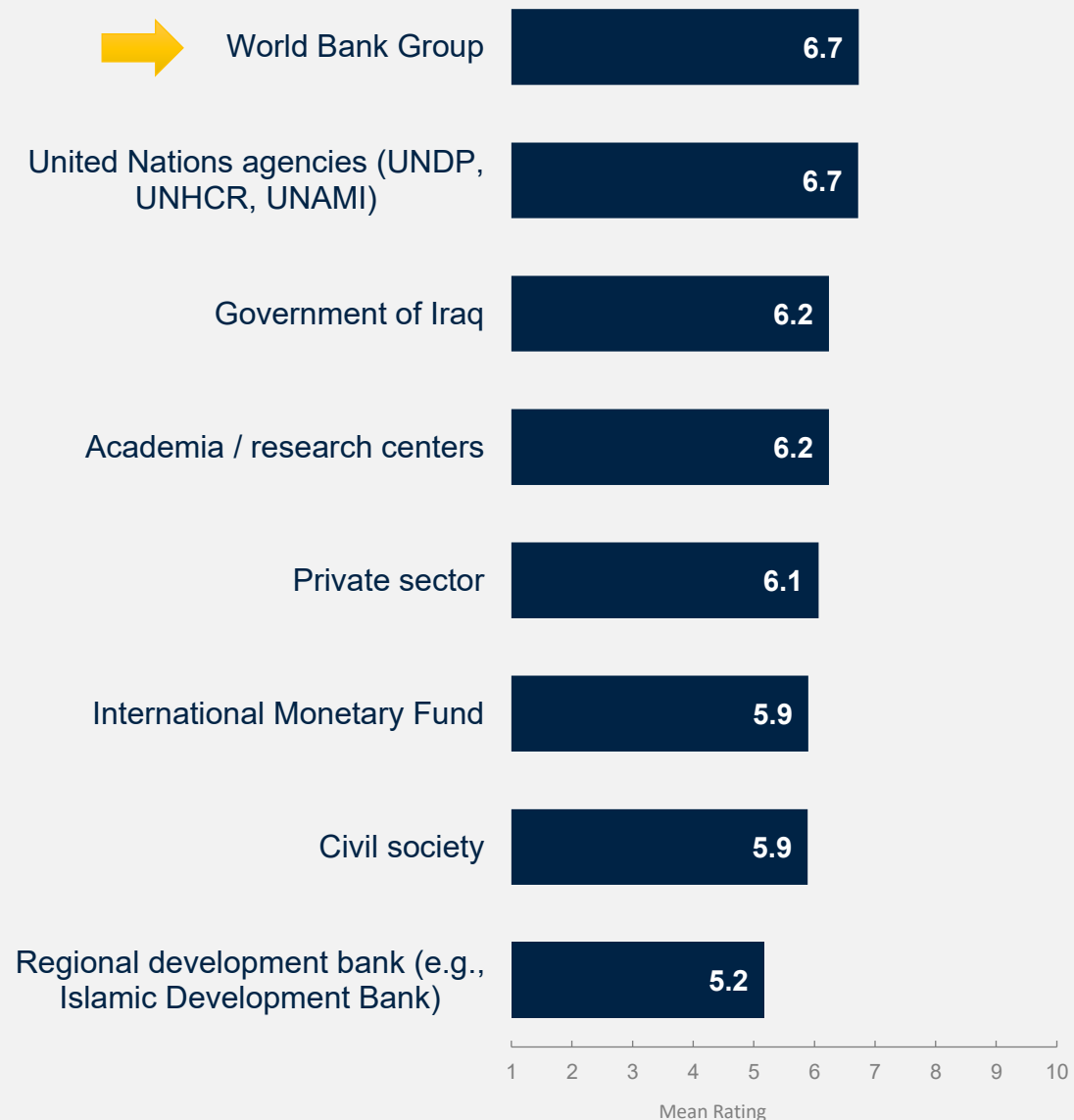
Mean familiarity: **Collaborate with WBG = 6.9**
Do not collaborate = 4.8

Stakeholder groups*

Respondents from government institutions and offices of Parliamentarians were most familiar with the WBG, whereas respondents from the private sector, academia, and civil society were significantly less familiar.



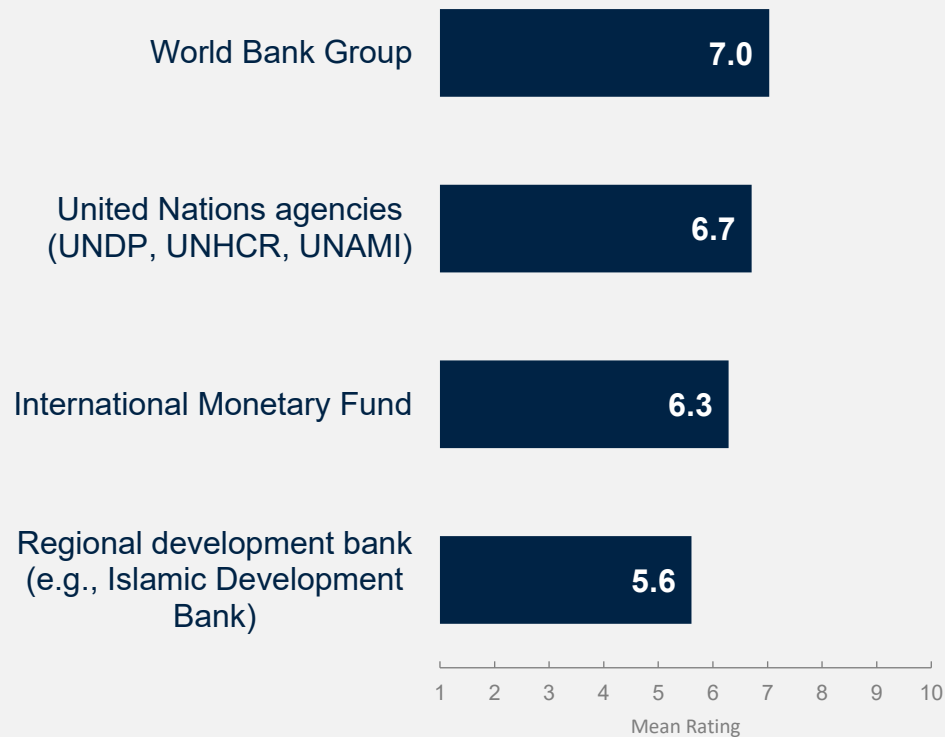
WBG and UN Were The Most Trusted Institutions in Iraq



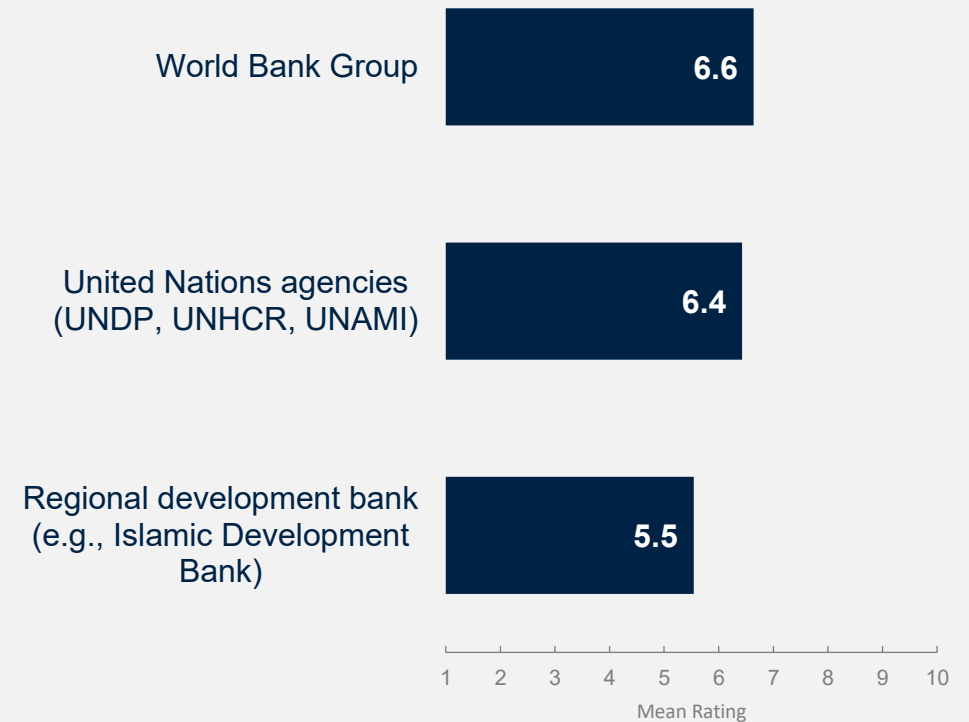
WBG Considered the Most Relevant to Iraq's Development and Most Effective in Helping Iraq Achieve Development Results

Perceptions of the WBG's relevance and effectiveness in Iraq were statistically similar to those of UN agencies but significantly higher than those of the IMF and the regional development bank.

RELEVANCE to Iraq's development



EFFECTIVENESS in helping Iraq achieving development results

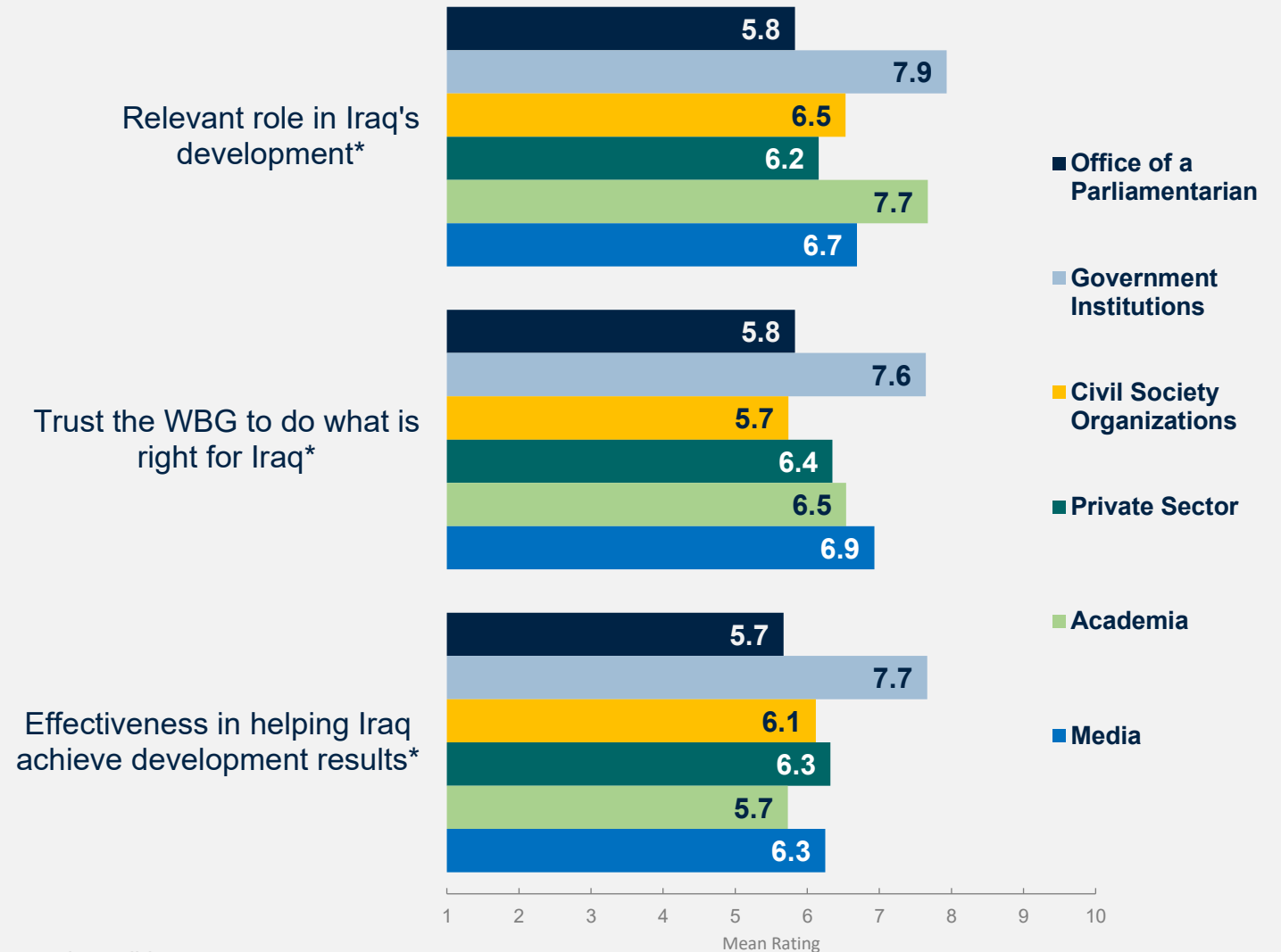


How relevant is the World Bank Group to Iraq's development? (Scale: 1=Not at all, 10=Very relevant)

How effective is each of the following organizations in helping Iraq achieve development results?(Scale: 1=Not at all, 10=Very much)

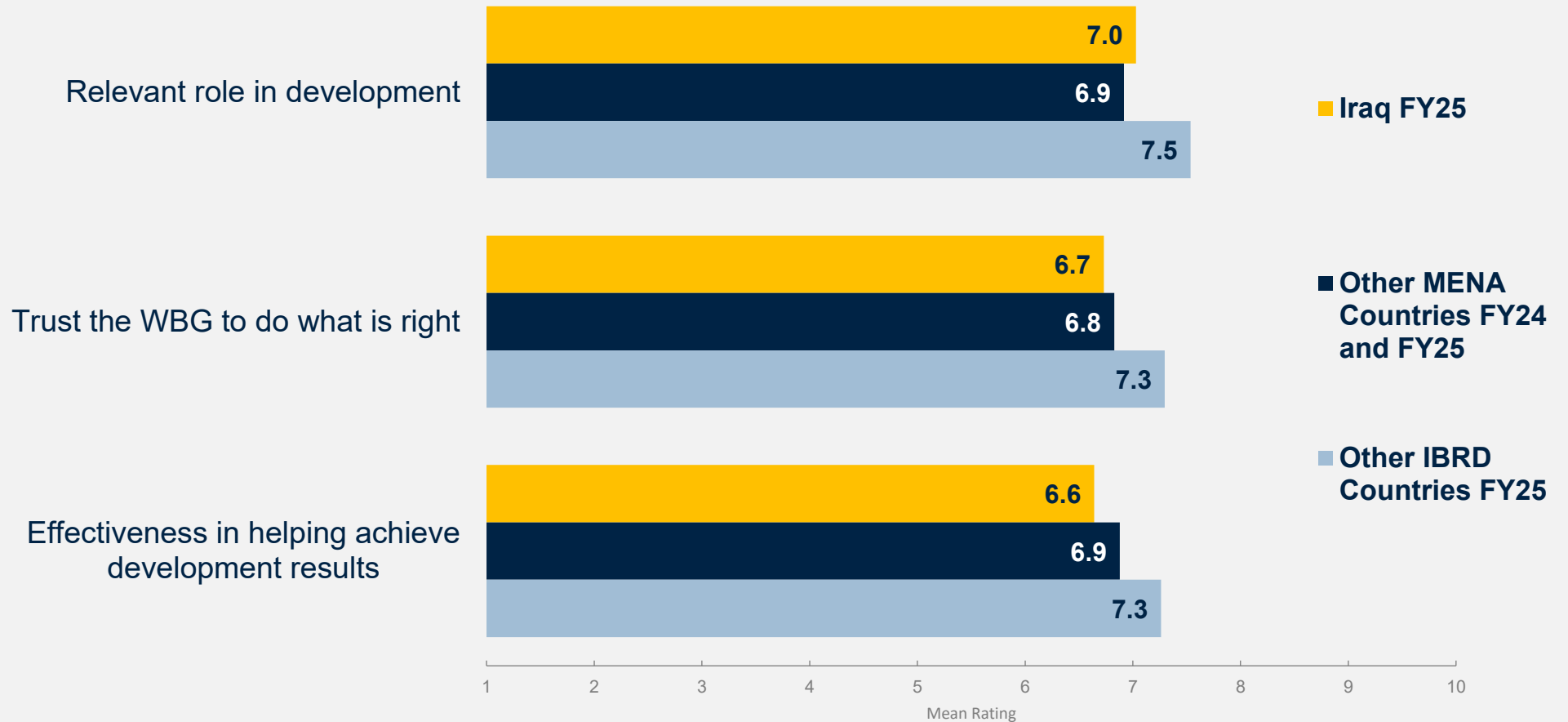
Perceptions of the WBG Were Most Positive Among Government Institutions

In contrast, respondents from the **offices of Parliamentarians** reported significantly lower ratings across relevance, trust, and effectiveness.



For question wording and scales, please see the previous slides.
 * Denotes statistically significant differences across stakeholder groups.

Stakeholders' Perceptions of Iraq's KPIs Were On Par with Other MENA Countries Surveyed in FY24-25 but Lower Than Other IBRD Countries Surveyed in FY25

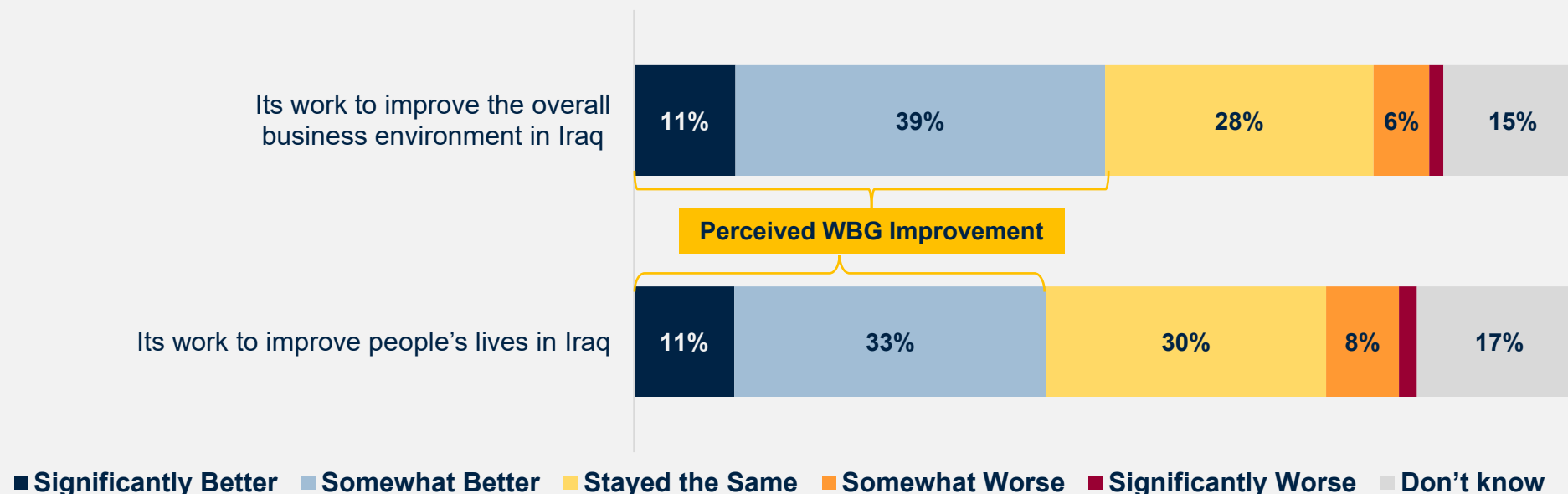


Other Middle East and North Africa (MENA) countries surveyed in FY24 and FY25: Jordan, Kuwait, Morocco, Saudi Arabia, Tunisia, and the United Arab Emirates
Other IBRD FY25 countries surveyed in FY25: Angola, Argentina, Bolivia, Botswana, China, Colombia, Ecuador, Gabon, Guatemala, India, Indonesia, Jordan, Kazakhstan, Mauritius, Mexico, Panama, Peru, the Philippines, and Thailand



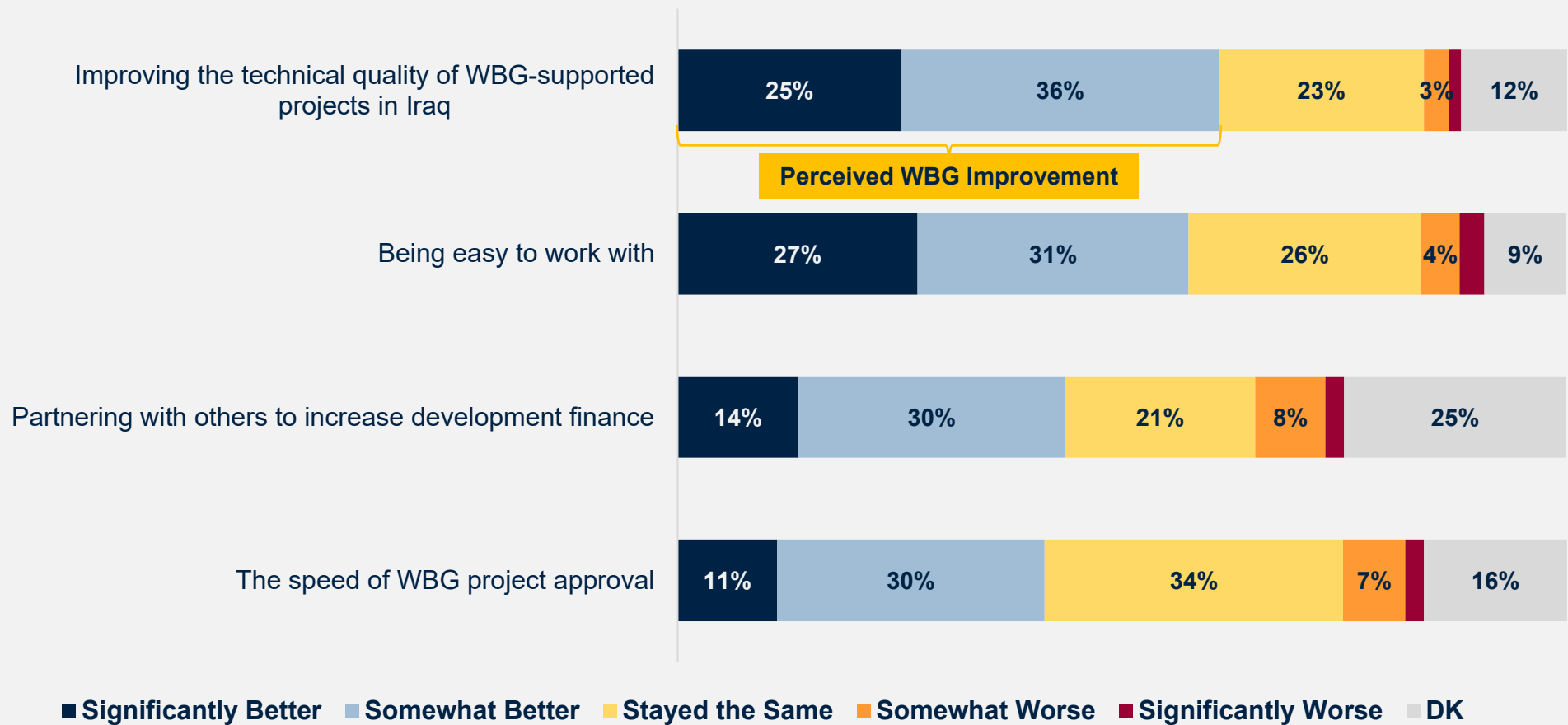
About One-Half of Stakeholders Perceived Positive Change in the WBG's Work on Improving the Business Environment and People's Lives in Iraq

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



About Half of WBG Clients and Partners Reported Improved Technical Quality of WBG-Supported Projects and Improved Ease of Working with the WBG

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



The WBG's Work on Development Priorities

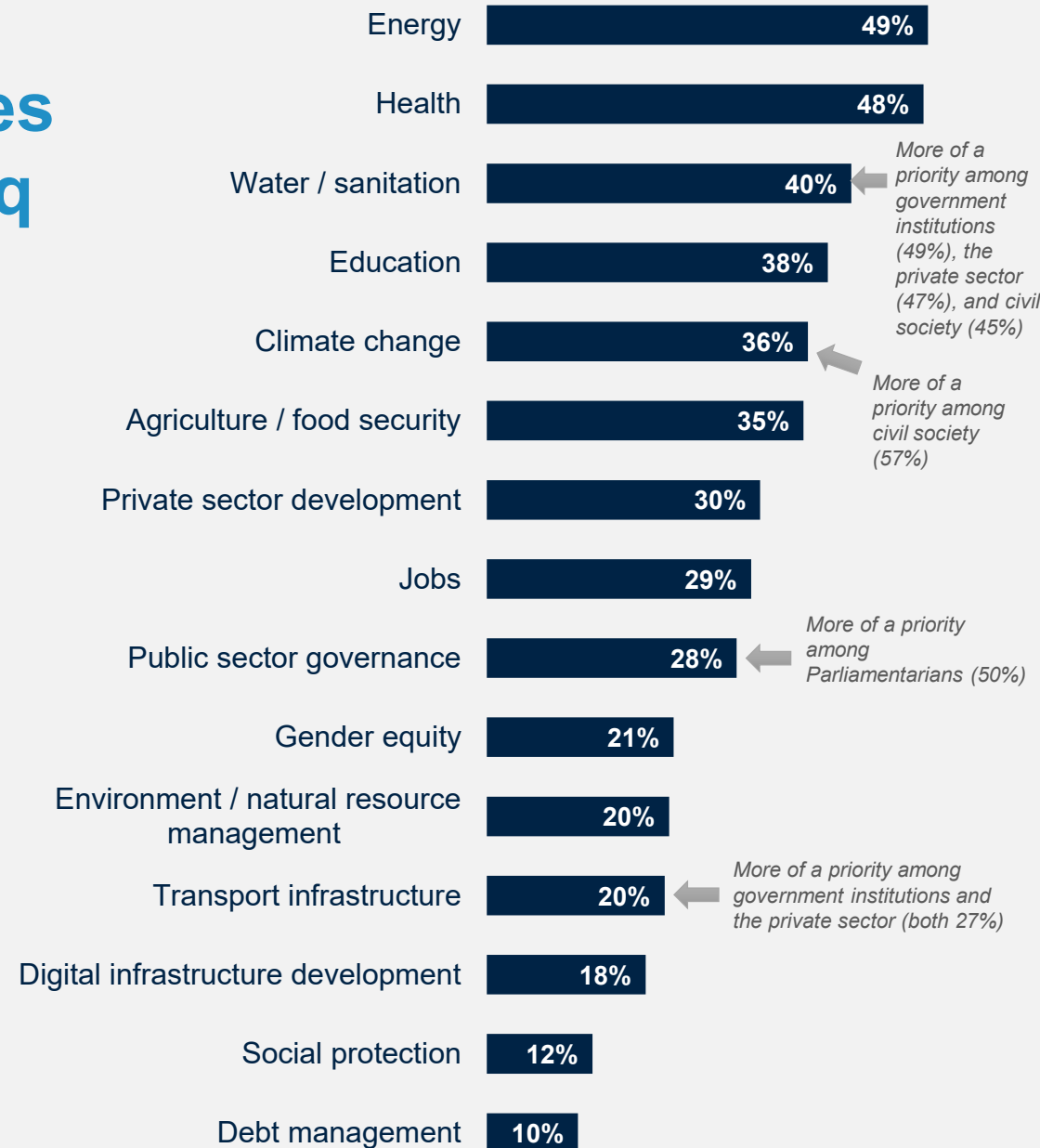


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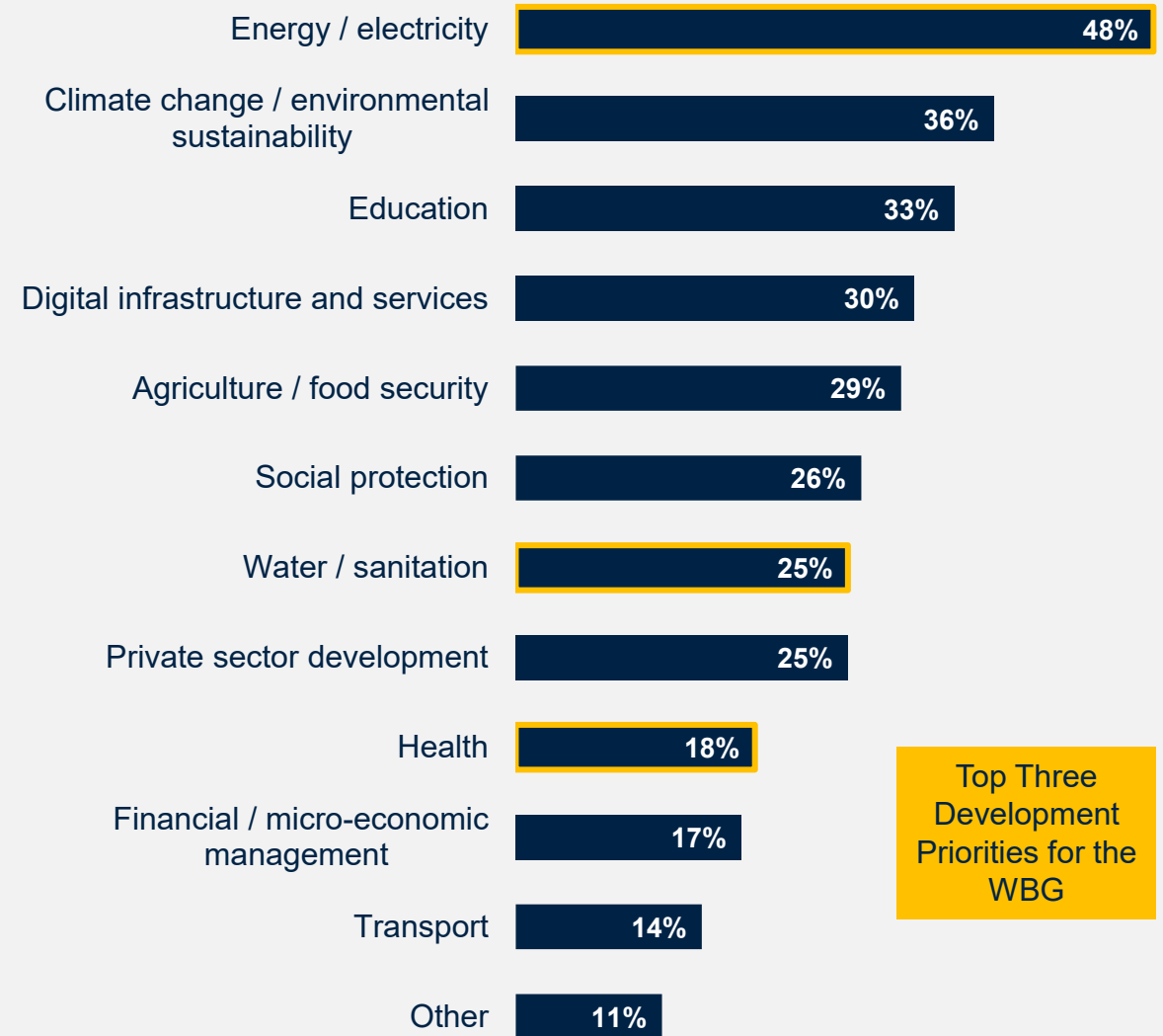
Energy and Health Identified as Top Development Priorities for the WBG's Support in Iraq

In open-ended responses on how the WBG could increase its effectiveness in Iraq, stakeholders suggested:

- Addressing **water, energy, and climate change**, including management of the Tigris and Euphrates water resources, investment in irrigation and water harvesting, electricity sector reform, renewable energy, and climate adaptation in drought and heat-affected governorates.
- Prioritizing **education, skills development, and job creation** by aligning education and vocational training with labor market needs, supporting youth and women's employment, encouraging girls' retention in school, and modernizing curricula to include digital skills, climate adaptation, and human rights.
- Strengthening **public sector governance** in Iraq, including transparency and accountability, anti-corruption measures, e-governance, decentralization, coordination between national and local authorities, and public debt management.
- Enhancing **social protection and inclusion**, through expanded social health insurance and social protection programs for vulnerable groups, including poor families, informal workers, pregnant women, and persons with disabilities, and support for interfaith dialogue.



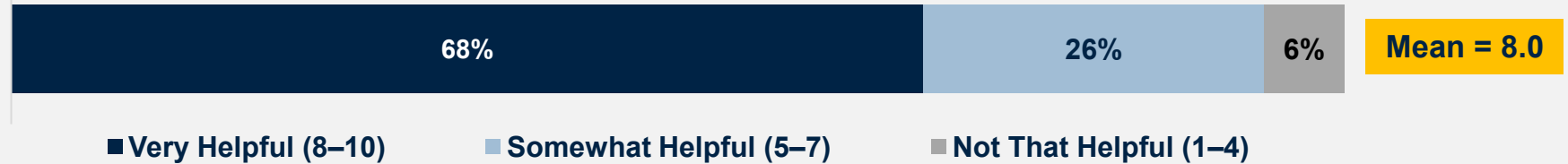
5 in 10 WBG Clients/Partners Were Most Familiar With a Project Involving Energy, the Top Priority Area



Please think about a specific WBG-supported project or initiative that you are most familiar with.
Please select the development area that this WBG-supported project or initiative supported. (Select all that apply)
^Asked only those who said that they collaborate with the WBG. (Percentage of Respondents, N = 100)

94% of WBG Clients Said the WBG Was Helpful in Achieving Project Goals, With 68% Rating It “Very Helpful”

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



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

“For the Electricity Project, there has been an increase of 400-600 MVA to the targeted areas, an increase of 10-14% in supply hours. For Youth projects, 4000 youth have been trained for soft skills, 1000 of them were trained for Micro-Entrepreneurship, and 700 started jobs.”

(Government Institution Respondent discussing **Emergency Operation for Development (EODP) and MOSUL** Projects)

“Improving Mobility and Reducing Travel Time:

- *The project includes upgrading more than 1,047 kilometers of railway lines between Umm Qasr Port and Mosul, passing through Baghdad.*
- *This means reducing travel time between governorates and providing citizens with safer and less expensive transportation, especially in areas with weak infrastructure.”*

(Academia Respondent discussing **The Iraq Railway Expansion and Modernization** Project)

“The World Bank’s Emergency Social Stabilization and Resilience Project (ESSRP) in liberated areas has had a tangible impact on Iraqi citizens, particularly in governorates affected by conflict after 2014. Through reconstruction projects, it enabled families to generate temporary income after losing their livelihoods due to displacement. The project also provided economic empowerment programs for women, widows, and unemployed youth, including vocational training and financial assistance to establish small businesses. Most importantly, this project paved the way for citizens’ transition from aid dependency to economic empowerment.”

(Media Respondent discussing **ESSRP** Project)

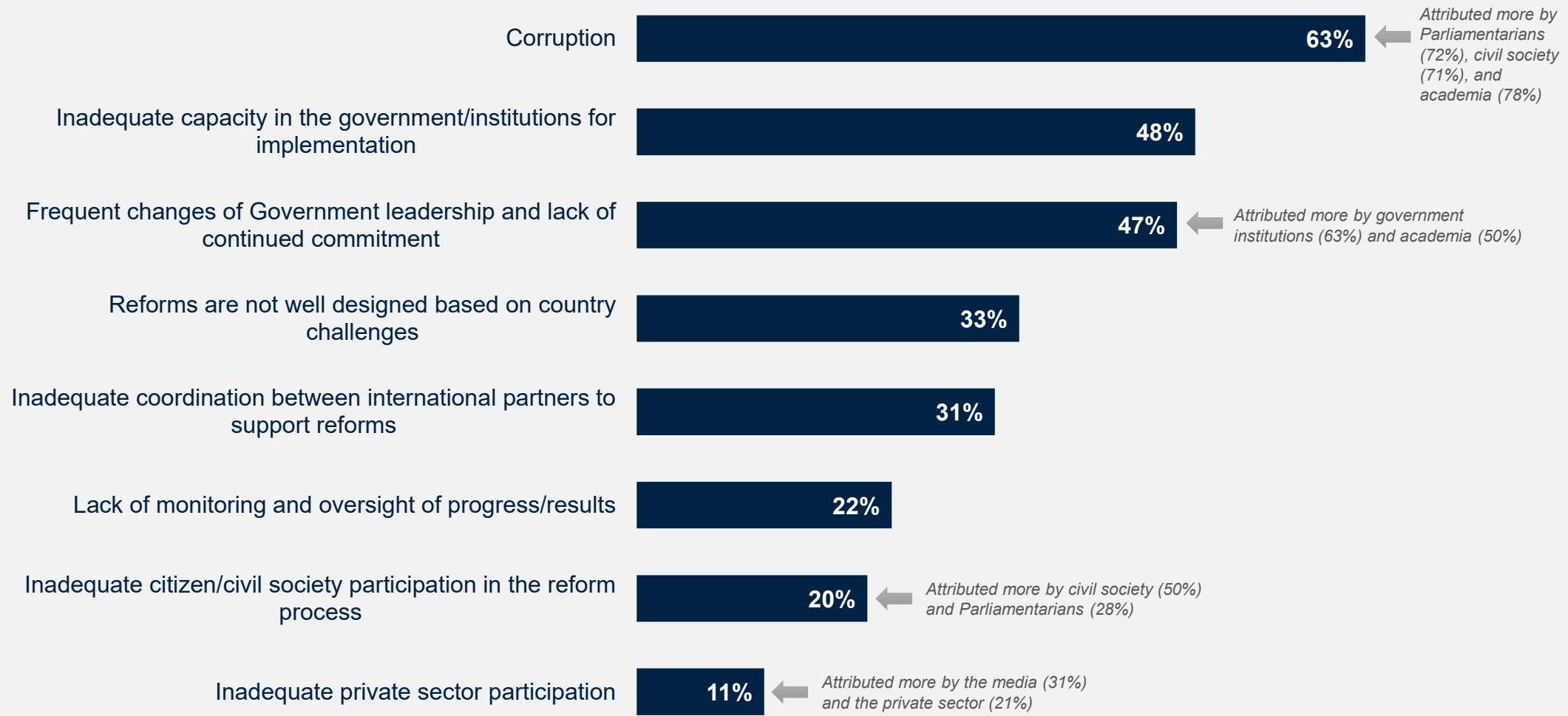
“Empower women to practice agriculture in greenhouses to withstand extreme climatic conditions.”

(Civil Society Respondent discussing **Rural Women’s Agricultural Empowerment** Project)



How helpful was the WBG in achieving the goals of this project or initiative? Scale: 1 Not helpful at all – 10 Very helpful (Asked only those who said that they collaborate with the WBG, Percentage of Respondents) [If helpful rating > 4]
How did this project impact the people? [open-ended] (N = 65)

When Reform Efforts Were Slow or Failed to Take Place, a Majority of Respondents Felt Corruption Was to Blame



Key Actions to Enhance the WBG's Operational Effectiveness in Iraq: Increase Presence on the Ground, Reduce Complexity, and Improve Project Supervision

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

Increase on the ground presence and field-based support in Iraq

- Have more staff fully based in Iraq, with people working on the ground for extended periods and not working remotely.
- Shift from periodic visits to resident technical teams working alongside Iraqi counterparts.
- Delegate authority to local offices in Baghdad and Erbil to make project-related decisions quickly rather than waiting for lengthy approvals.

Reduce complexity and speed up administrative, financial, and decision processes

- Reduce administrative requirements, abandon complex and lengthy administrative methods, and avoid complexity.
- Ease administrative and financial procedures, facilitate financing and disbursement procedures, and increase cash flow for projects.
- Speed up completion and focus on implementation and timely delivery.

Improving project supervision and delivery mechanisms

- Strengthen management of workflow, with closer follow-up on project implementation and monitoring of government institutional performance.
- Improve clarity of procedures and agreements to avoid implementation issues linked to past arrangements.
- Address implementation bottlenecks related to coordination with government entities, including issues linked to tax, customs, and administrative approvals.

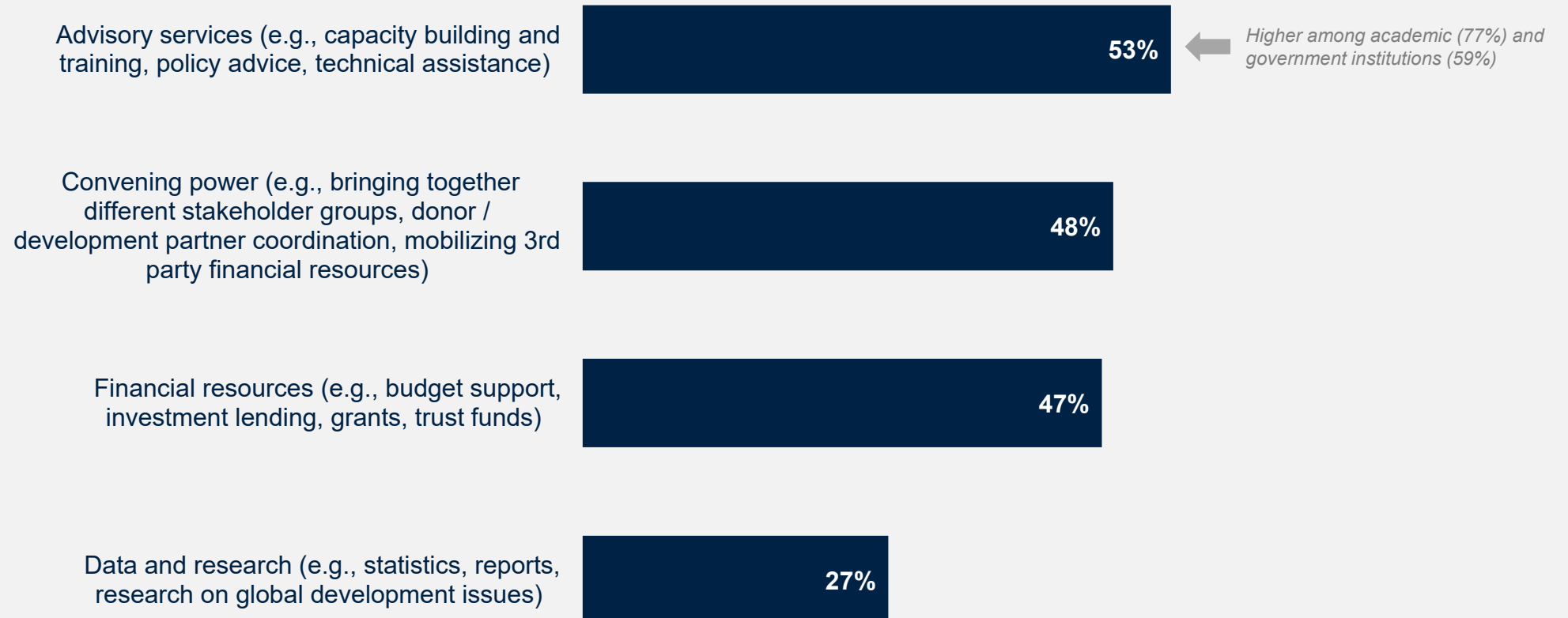


What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Iraq? (Please be specific) (N= 121)

The WBG's Instruments



Advisory Services Were Considered the WBG's Greatest Value to Iraq, Closely Followed by the WBG's Convening Power and Financial Resources



Clients Perceived WBG Financial Instruments Moderately Positively

Respondents from the offices of Parliamentarians had significantly lower levels of agreement that the WBG financial instruments meet Iraq's needs (mean = 5.0), that the WBG provides financial support in a timely manner (mean = 4.8), and that the WBG's standards and requirements for financing are reasonable (mean = 4.4).

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

7.0

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

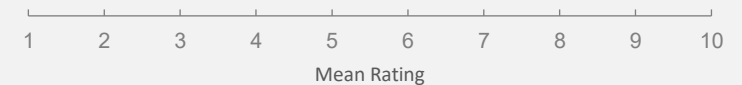
6.7

The WBG provides financial support in a timely manner

6.5

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

6.4



Key Messages on WBG Financing: Summary of Comments

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

Increase the volume and range of WBG financing instruments

- Increase financing for development projects, including infrastructure, basic services, and rehabilitation across sectors.
- Redouble financial support to the private and banking sectors to stimulate investment and job creation.
- Provide dedicated financing windows for SMEs, startups, women-led businesses, and private sector initiatives through soft loans and blended finance instruments.

Improve financing access, disbursement, and cash flow

- Facilitate financing and disbursement procedures, ease administrative and financial requirements, and reduce delays in funds release.
- Increase cash flow to enable the timely implementation of infrastructure and development projects.
- Address financing bottlenecks related to tax, customs, and administrative approvals that delay project execution.

Enhance financing flexibility and alignment with implementation needs

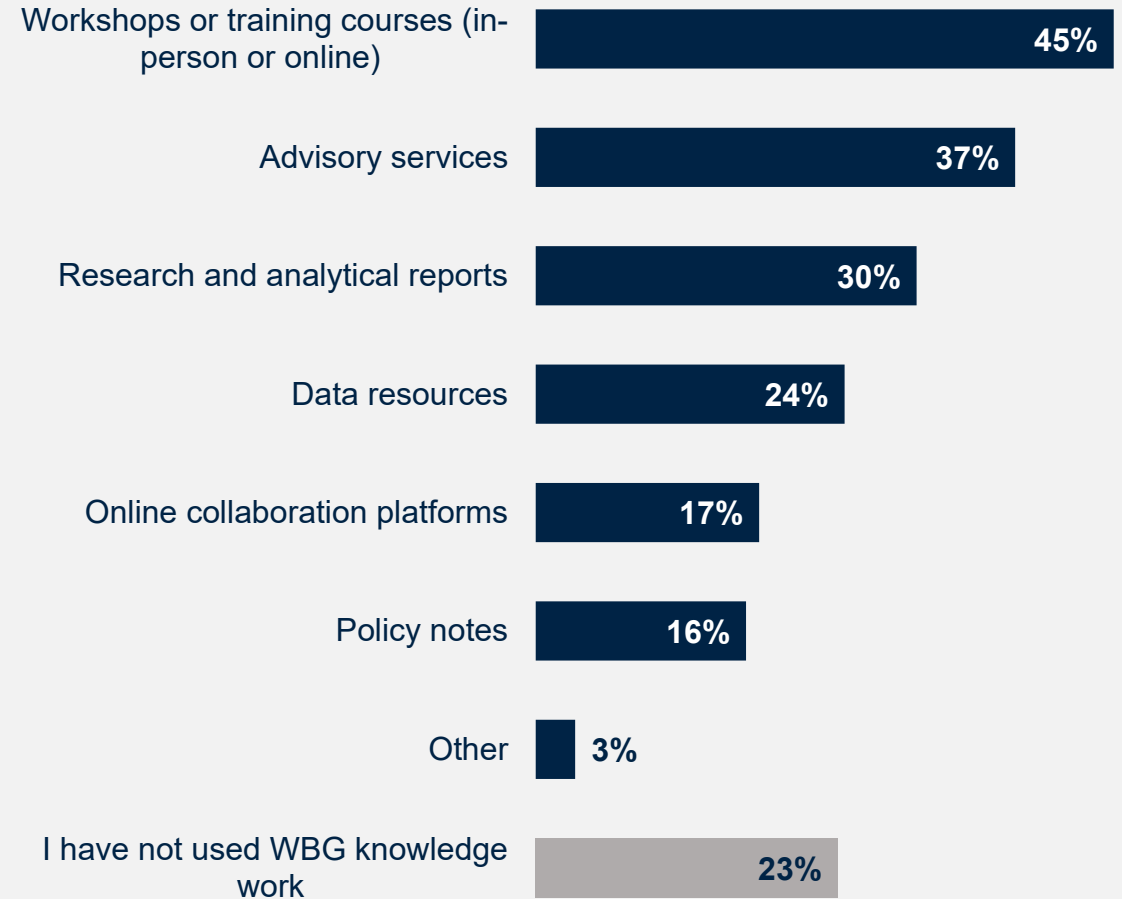
- Offer flexible financing modalities that allow rapid reallocation or scaling of funds in response to crises, climate shocks, or changing development needs.
- Align financing with implementation readiness, including support for feasibility studies and preparation of project proposals.
- Combine grants, concessional loans, and investment financing to better match project risk profiles and ensure long-term financial sustainability.



Nearly 8 in 10 Respondents Used WBG Knowledge Work in the Past Three Years, Primarily Workshops and Training Courses or Advisory Services

Government institutions were significantly more likely to report using **workshops or training courses** (70%) and **advisory services** (62%).

Respondents from the private sector and civil society were significantly more likely to report **not having used WBG knowledge work** in the past three years (42% and 36%, respectively) .



Stakeholders Used WBG Knowledge Work for a Variety of Purposes, Including Policy Design and Implementation

For what purpose did you use this WBG knowledge activity/analytical work?

Inform Policy Design and Strategic Decision-Making

- Used comparative international analysis to benchmark Iraqi policies and adapt global best practices to local contexts.
- Applied analytical work to develop, revise, and prioritize sector strategies, policies, and reform plans.
- Leveraged research, diagnostics, and studies to assess needs, identify gaps, and guide evidence-based planning.

Build Institutional, Human, and Local Capacity

- Used knowledge activities for training, workshops, and skills development of government officials, local cadres, and young professionals.
- Applied technical guidance to strengthen institutional organization, public sector performance, and regulatory frameworks.
- Supported capacity building for civil society, local governments, and sector stakeholders to improve implementation and oversight.

Support Implementation, Coordination, and On-the-Ground Action

- Used WBG analytical work to support project implementation, supervision, monitoring, and problem-solving in priority sectors.
- Applied knowledge products to facilitate stakeholder coordination among government, private sector, civil society, and communities.
- Used field-based expertise and practical tools to translate plans into action and accelerate delivery of results.



59% of Respondents Reported That WBG Policy Advice Shaped Government Policy and Influenced Key Development Areas

Energy

“Preparing and updating the Ministry's plan for the coming years, guided by forecasts for Iraqi economic growth and its relationship to the government's approach to energy transformation in Iraq, developing financial and economic models for proposed renewable energy projects, and establishing a basis for selecting among them.” (Government Institution Respondent)

“Policies to support the economy, reduce expenditures, and government support for fuel and energy.” (Civil Society Respondent)

Private Sector Development

“Central Bank of Iraq Sustainable Finance Policy (2023–2029). Direct Impact of the World Bank Group:

- In September 2024, the International Finance Corporation (IFC), part of the World Bank Group, signed a cooperation agreement with the Central Bank of Iraq to develop a seven-year sustainable finance roadmap.*
- An Environmental, Social, and Governance (ESG) Practices Guide was developed, aiming to improve Iraqi banks' risk management performance and enhance transparency.”* (Academia Respondent)

Water / Sanitation

“Policy or Action: Reforming Iraq's social protection system and improving water resource management. Impact: The World Bank Group provided technical advice and institutional support that helped adopt more accurate targeting mechanisms for the poor, develop a national beneficiary database, and improve registration and verification procedures, [thereby] increasing the efficiency of subsidy allocation and reducing waste. The World Bank's recommendations also supported water management policies by promoting integrated water resources planning, improving water use efficiency, and developing coordination mechanisms across different levels of governance to ensure resource sustainability.” (Civil Society Respondent)

Education

“The World Bank Group's advice has had a clear impact in supporting the preparation of the National Education Strategy in Iraq, by providing technical expertise and international standards in designing education policies. This advice has helped guide policies toward improving the quality of education, expanding access, and enhancing accountability in the education sector, in line with the Sustainable Development Goals.” (Respondent from Office of the President, Prime Minister)

“Review of the National Strategy for Education and Higher Education 2022/2031.” (Government Institution Respondent)



In your opinion, has the WBG's policy advice influenced a new or previous government policy in Iraq? (Percentage of Respondents, N=138)
What government policy or action did the WBG's advice influence and in what way? (N=50) Select comments corresponding to the top development priorities for the WBG's focus, as identified by respondents, are shown here.

WBG Knowledge Work Viewed Positively in Terms of Building Capacity, Satisfactory Quality, and Contributing to Development Impact

Respondents from government institutions reported significantly higher ratings for the contribution of the WBG's knowledge work on development results (mean = 7.7) compared to respondents from other stakeholder groups. In addition, respondents from government institutions and the private sector reported significantly higher satisfaction with the quality of the knowledge work they used (means = 8.1 and 8.4, respectively) compared to respondents from other stakeholder groups.

To improve the quality of knowledge work, stakeholders felt that the WBG should^^:

- Work with Iraqi universities, research centers, civil society, the private sector, and youth to **co-produce up-to-date local studies, policies, and research** that reflect local economic and social realities.
- Generate research in **clear language** (Arabic/Kurdish), provide executive summaries, **make data and open databases usable**, and focus on workable solutions and sustainable development programs rather than solely theoretical or international models.
- **Support national statistical offices, improve government procedures**, enhance transparency and follow-up, and provide technical assistance to enable effective knowledge use and decision-making.

Working with the WBG increases Iraq's institutional capacity^

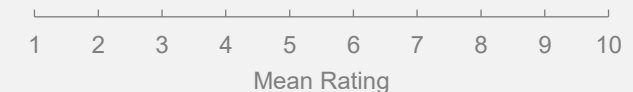
7.8

I am satisfied with the quality of the WBG's knowledge work in Iraq^

7.2

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

7.0



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.

How significant a contribution do you believe the WBG's knowledge work makes to development results in Iraq? Scale: 1 = Not at all, 10 = Very much.

^^ [If satisfaction rating < 5] How could the WBG improve the quality of its knowledge work in Iraq? (Please be specific)



The WBG's Engagement and Collaboration



Perceptions of the WBG as a Development Partner to Iraq Were Moderately Positive

Respondents from government institutions reported significantly higher ratings across all three dimensions of the WBG as a development partner, while respondents from the offices of Parliamentarians and civil society reported significantly lower ratings.

Being a long-term partner to Iraq

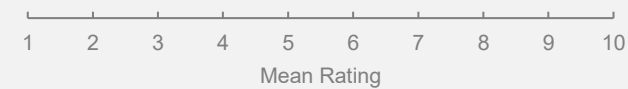
6.9

Responsiveness to needs in Iraq

6.4

Access to WBG staff and experts

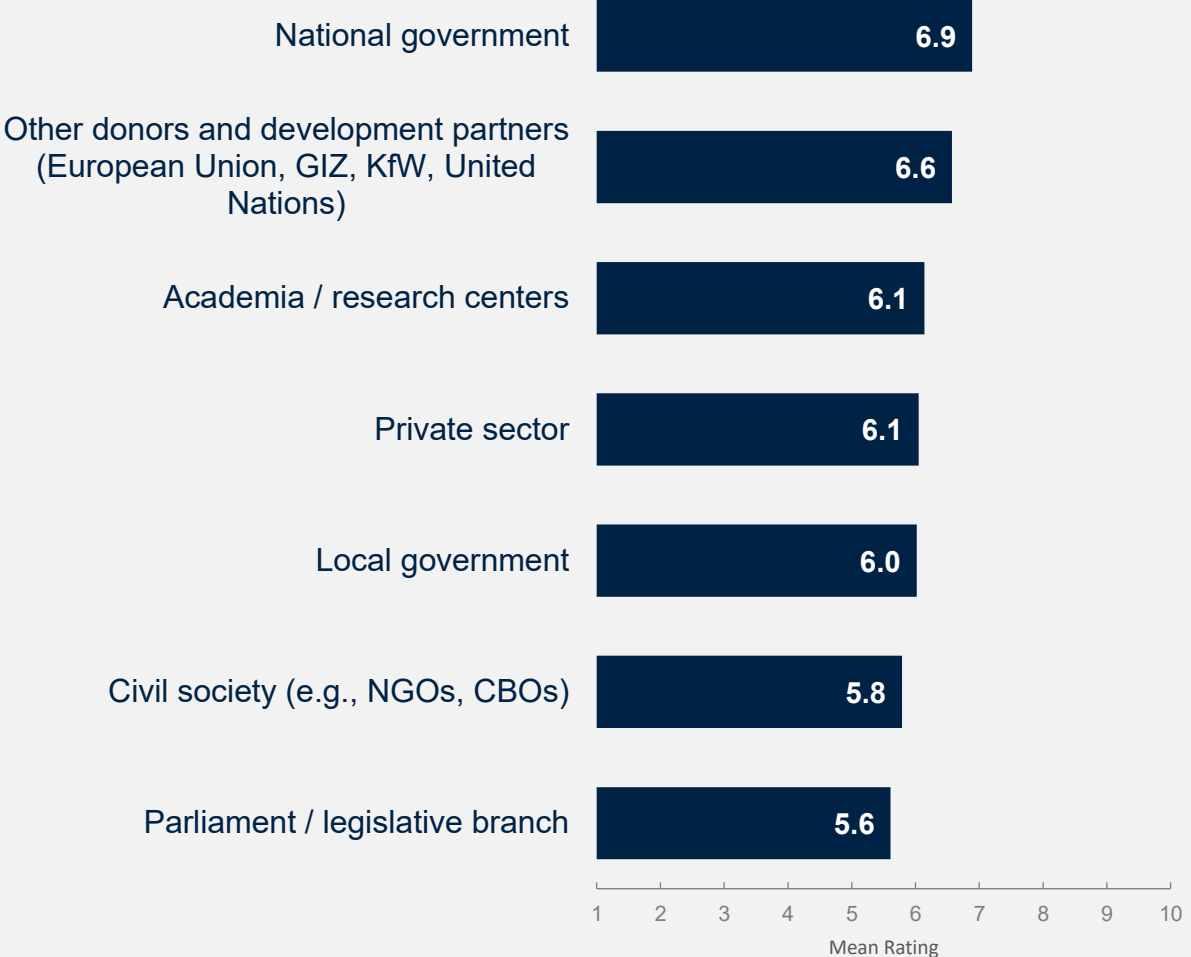
6.2



WBG Collaboration Rated Most Effective with National Government and Other Donors/Development Partners

Perceptions of WBG collaboration with the national government were significantly higher among respondents from **government institutions** (mean = 7.8).

In contrast, respondents from **offices of Parliamentarians** reported significantly lower ratings for collaboration with several stakeholder groups, including national government (mean = 5.8), local government (mean = 4.9), civil society (mean = 4.5), and academia/research centers (mean = 4.4).

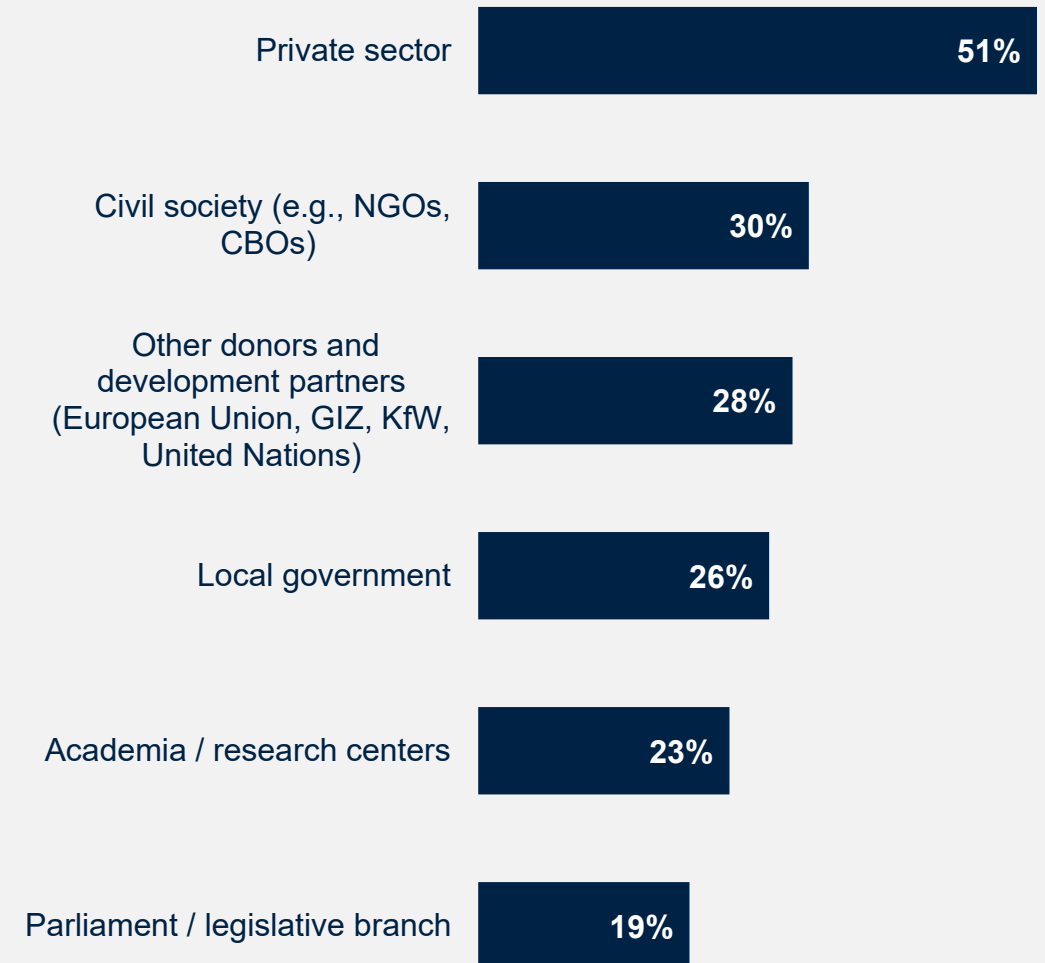


The Majority of Stakeholders Want the Bank to Collaborate More With the Private Sector

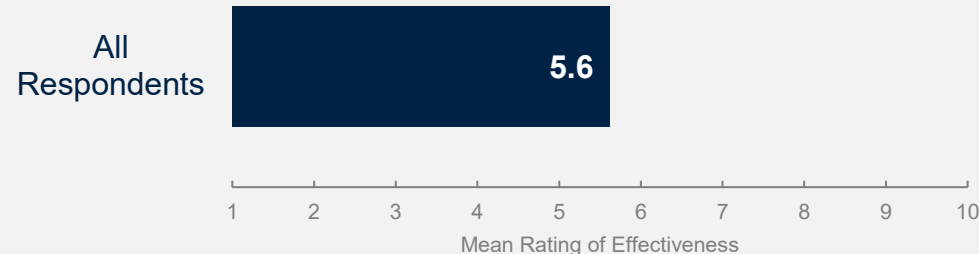
Expanded outreach to the private sector (as well as to civil society) is recommended, as these stakeholders reported lower familiarity with the WBG's work and lower levels of trust in the WBG than other stakeholder groups.

In qualitative comments,[^] respondents discussed the need for the WBG to increase engagement and collaboration with stakeholders. Respondents suggested the WBG could do the following:

- **Strengthen partnerships and collaboration:** Work more closely with Iraqi national and local governments, civil society, private sector, and international organizations, including multi-stakeholder consultations and joint implementation efforts.
- **Engage directly with communities and stakeholders:** Open channels with beneficiaries, civil society organizations, research centers, and NGOs to identify priorities, involve them in planning, and ensure participation in project design, monitoring, and evaluation.
- **Enhance communication and transparency:** Use programs, social media, and tools like community scorecards to share information, track progress, and coordinate with academic and decision-making bodies on priority areas.



WBG Effectiveness in Facilitating Civil Society Participation



Respondents from government institutions reported the highest ratings of the WBG's effectiveness (mean = 6.9), while respondents from civil society reported much lower ratings (mean = 4.5). 37% of respondents rated the WBG's effectiveness below average (1-4). These respondents suggested the following could help to make the WBG more effective:

- Create open dialogue channels with civil society from the earliest stages of policy design, ensuring participation in planning, implementation, and monitoring of projects.
- Provide technical, financial, and training support to NGOs and local organizations to build their skills, independence, and ability to contribute meaningfully to policy formulation and project execution.
- Select civil society partners using clear criteria for geographic and sectoral diversity, for better representation of marginalized groups.

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

“Social Fund for Development projects involve a community participation process, where the local poor community in the village is mobilized. A committee of 12 members is elected, consisting of 6 men and the rest women. Then, projects are selected based on requests from the village residents and remote areas. Priority for implementation is given to the project that receives the highest number of votes, after which the implementation process begins.” (Government Institution Respondent)

“In the field of the Iraq Transparency Initiative:

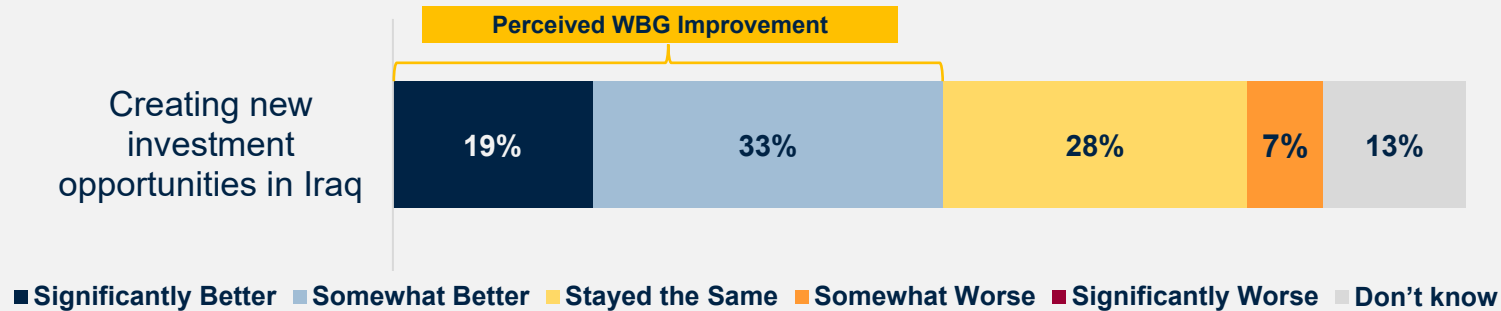
- 1. The World Bank contributed to holding specialized workshops to prepare the Board of Trustees for the third verification process in Iraq.*
- 2. The Bank contributed by bringing in international experts to clarify a set of basic concepts in the initiative's work, such as the beneficial owners' registry.*
- 3. Supporting the process of electing civil society representatives to the Board of Trustees of the Transparency Commission.”*

(Civil Society Respondent)



The WBG Working With the Private Sector

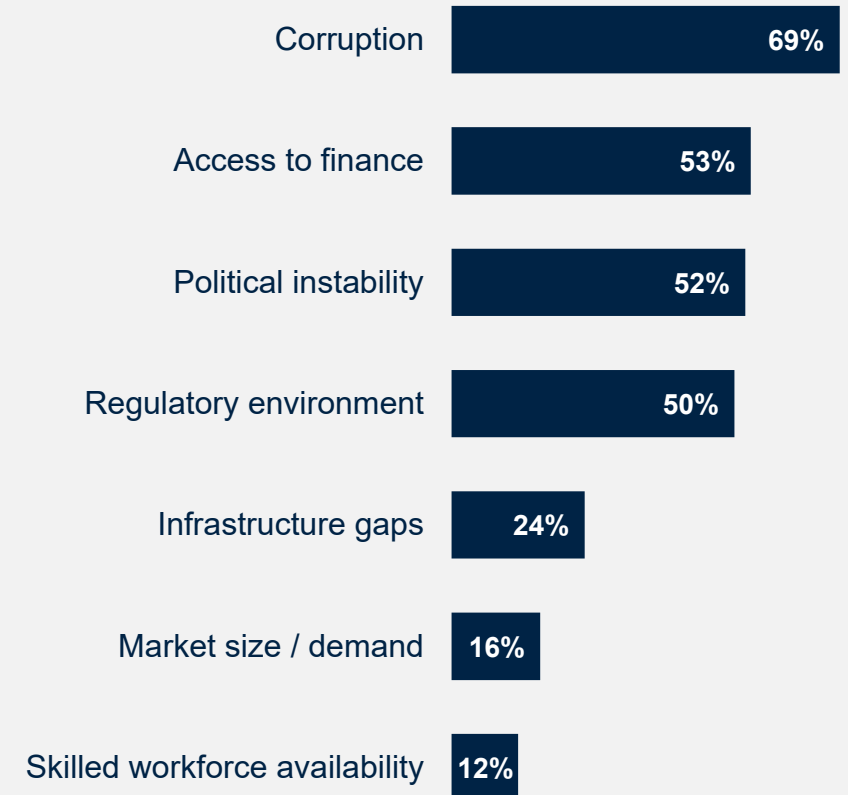
Based on your experience, *in the past two years*, how has the WBG changed in terms of...



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

- **Boost private sector investment and jobs** through targeted grants, soft loans, and support for SMEs, startups, and youth-led projects.
- **Strengthen regulatory and institutional frameworks** via capacity building, advisory support, and digital governance reforms.
- **Accelerate project delivery on the ground** with resident WBG teams supervising implementation and coordinating with government and regional authorities.

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



Private sector respondents were significantly more likely to identify **access to finance** (82%), while Parliamentarian and government institution respondents were more likely to identify **political instability** (67% and 56%, respectively)

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

(Asked only of respondents in government institutions or the private sector. Percentage of Respondents, N=113)

What are the biggest challenges facing private sector development in Iraq? (Select up to 3) (Percentage of government or private sector respondents, N = 101)

[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Iraq? (Please be specific) (N = 121)



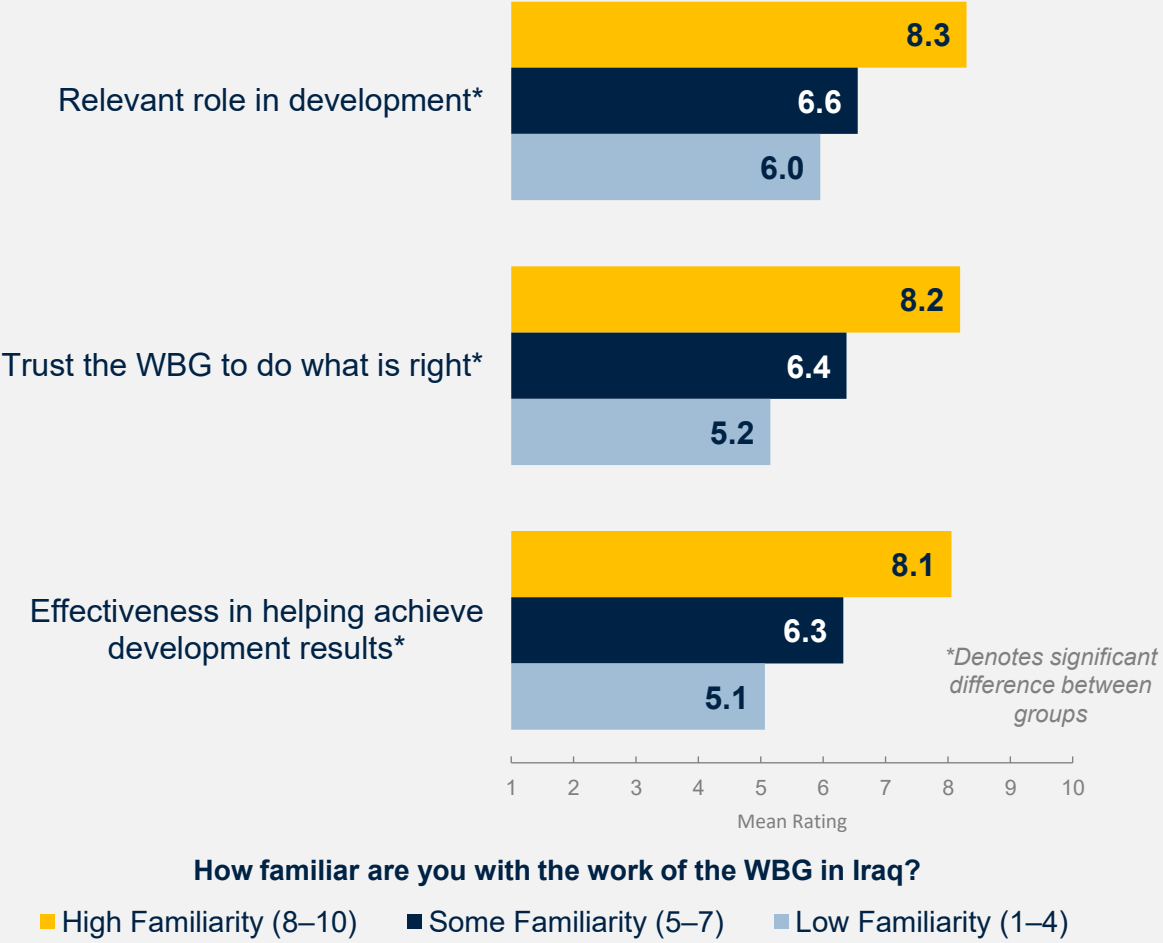
Communication and Outreach



Greater Familiarity Through Engagement Builds More Positive Perceptions

Strengthening engagement with the WBG not only addresses stakeholders' strong demand for closer collaboration but also helps build trust, deepen understanding of the WBG's role, and enhance perceptions of its relevance and impact.

Survey results show that stakeholders who are **highly familiar** with the WBG (ratings of 8–10) consistently rate its trustworthiness, relevance, and effectiveness substantially higher than those with **low familiarity** (ratings of 1–4), underscoring the positive link between engagement and perception.



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

WBG Events and Direct Contact Were Stakeholders' Top Channels for Receiving Information

Stakeholder preferences vary and should guide targeted outreach. While most respondents preferred WBG events or direct contact, respondents from the private sector and media expressed a stronger preference for social media channels.

	Top Two Preferred WBG Channels						
	All Respondents	Office of a Parliamentarian	Government Institutions	Civil Society	Private Sector	Academia	Media
WBG event / conference / workshop* (in person or online)	64%	67%	75%	76%	31%	65%	6%
Direct contact with WBG staff* (e.g., in person, virtually, phone, email)	61%	39%	78%	57%	38%	71%	31%
WBG e-Newsletters	33%	22%	34%	38%	44%	18%	31%
WBG direct messaging (e.g., WhatsApp)	33%	44%	35%	31%	25%	41%	31%
WBG social media channels* (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	32%	28%	16%	45%	63%	18%	38%
WBG website (including blogs)	19%	6%	19%	19%	19%	29%	19%
WBG publications	18%	39%	19%	7%	25%	18%	19%
WBG podcasts	7%	11%	7%	5%	13%	6%	6%



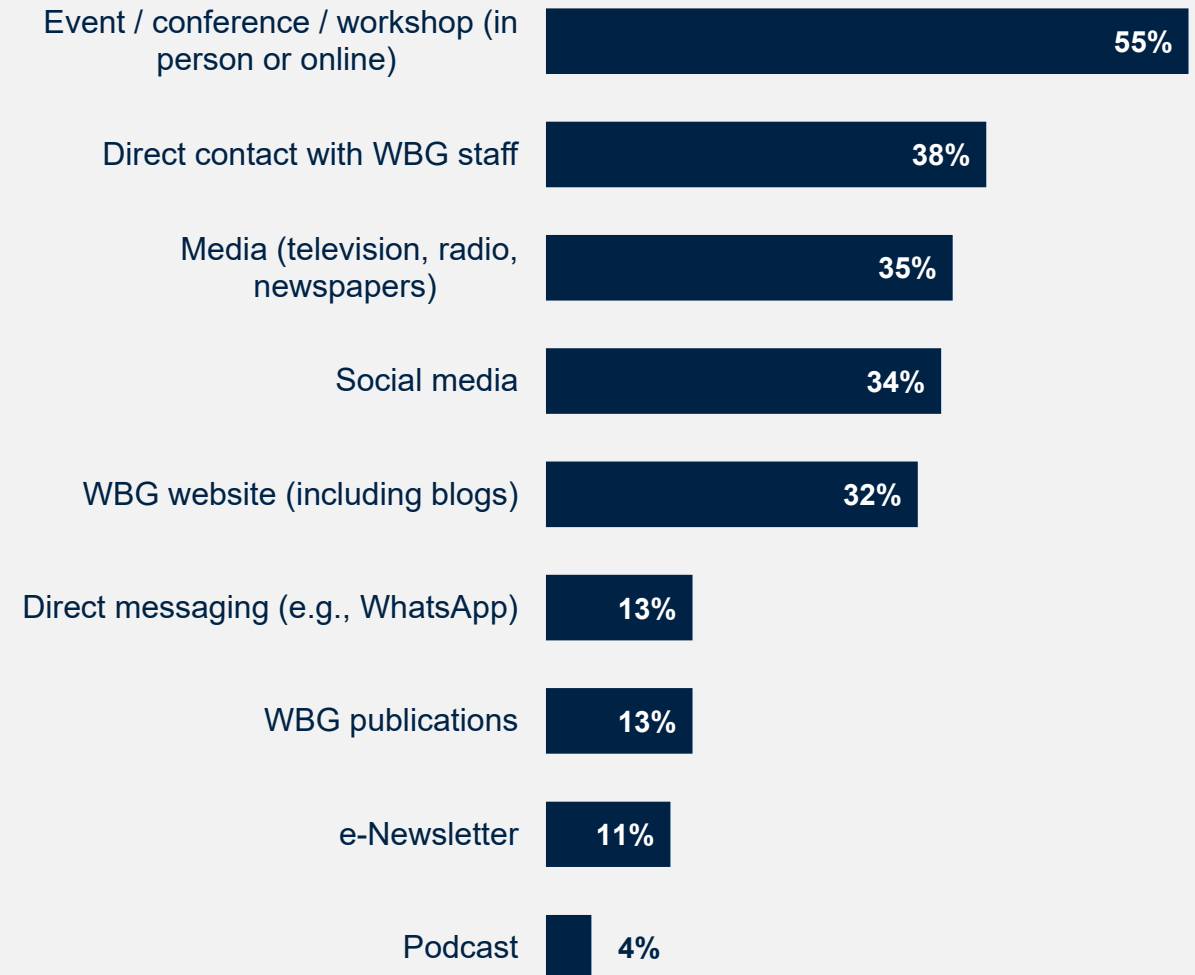
How would you prefer to obtain information from the WBG? (Select up to 3) (Percentage of Respondents, N=187)

*Significant difference between stakeholder groups

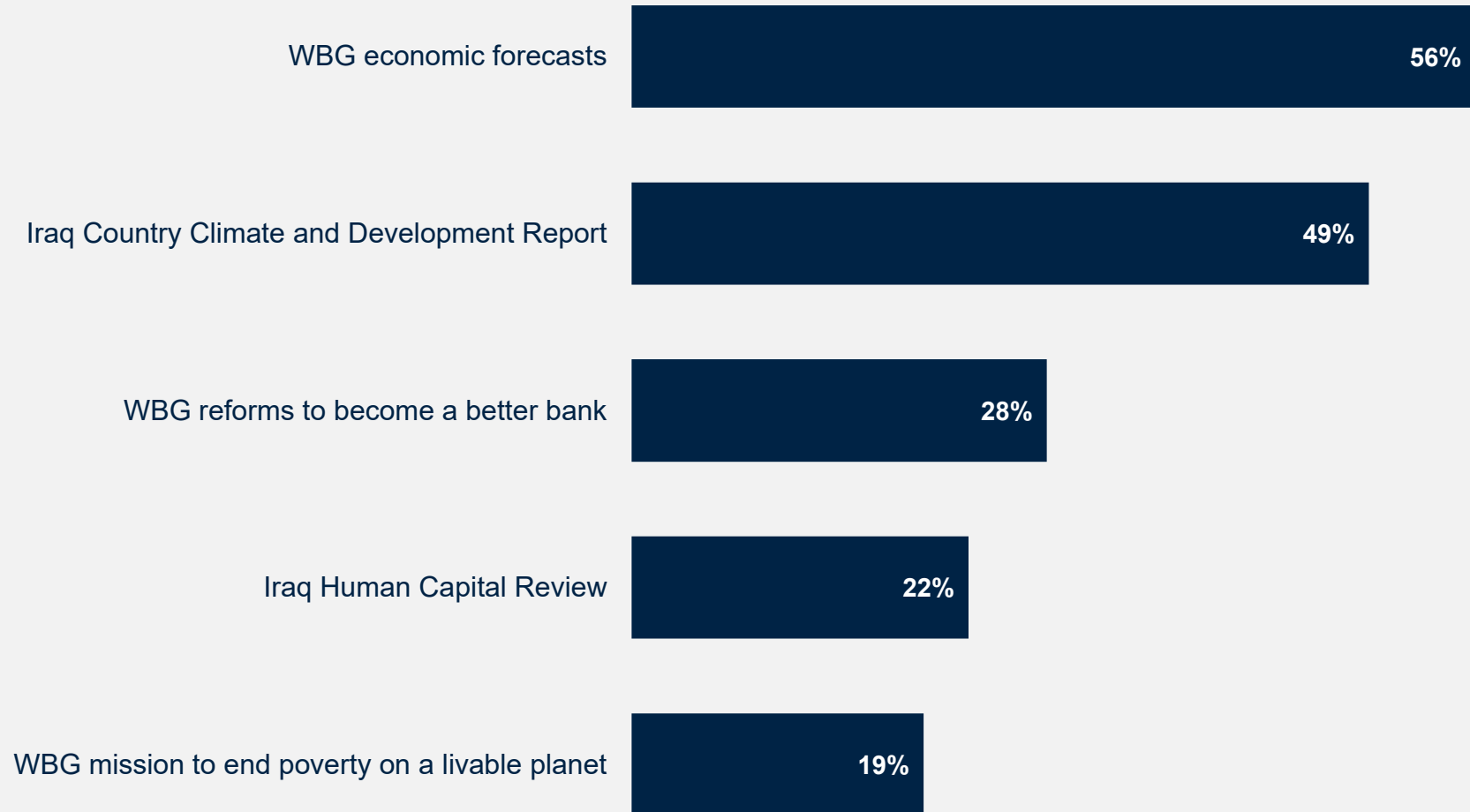
Over Half of Respondents Recalled Seeing or Hearing About the WBG Recently, Most Often via Events

Overall, 54% recalled seeing or hearing about the WBG recently. Respondents from government institutions were significantly more likely to report recall from **direct contact** with WBG staff (61%) than civil society respondents (17%).

Notably, **e-Newsletters** were the 3rd most preferred information channel but were rarely recalled.



WBG Economic Forecasts and Iraq's CCDR Were Topics Most Often Recalled About the WBG



Stakeholders Wanted Case Studies, Partnership Guidance, and Impact Assessments to Understand WBG's Role in Iraq

Stakeholder preferences vary and should guide targeted outreach. While most respondents preferred case studies, information on how to partner, or impact assessments, Parliamentarian respondents preferred to receive an overview of the WBG's financial products and services or sector-specific strategies.

Top Two Types of Preferred Information About the WBG

	All Respondents	Office of a Parliamentarian	Government Institutions	Civil Society	Private Sector	Academia	Media
Case studies of WBG projects*	49%	33%	68%	36%	33%	53%	44%
Information on how to work / partner with WBG	48%	39%	52%	55%	56%	41%	38%
Impact assessments and evaluations	47%	17%	46%	60%	39%	53%	38%
Regular updates on WBG activities	31%	17%	31%	43%	28%	29%	13%
Overview of WBG financial products and services	31%	50%	26%	33%	28%	41%	6%
Sector-specific strategies	27%	44%	35%	19%	28%	18%	19%
WBG research and knowledge	20%	33%	11%	26%	22%	35%	19%

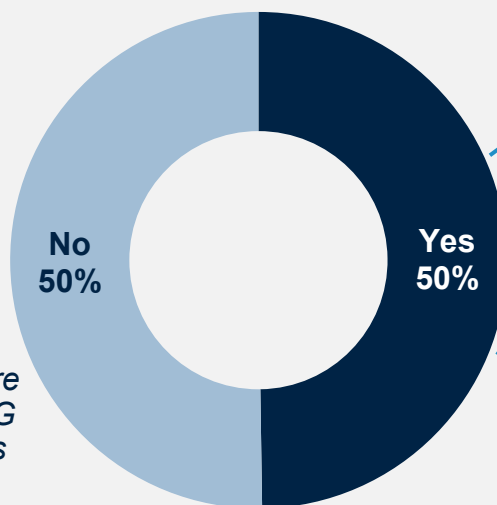
Sample Demographics and Detailed Methodology



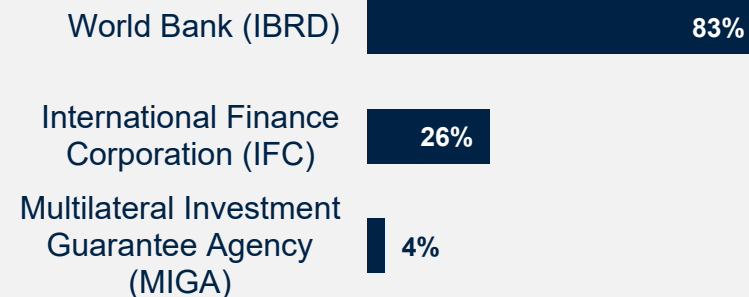
Sample Demographics

In the past 3 years, have you worked or collaborated with the WBG in Iraq?
(N=211)

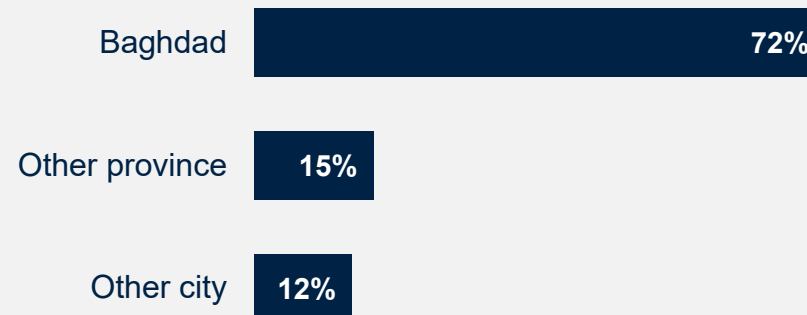
Respondents from government institutions were significantly more likely to collaborate with the WBG (73%) compared to respondents from other stakeholder groups.



Which of the following WBG agencies have you worked or collaborated with in Iraq?
(N=105)

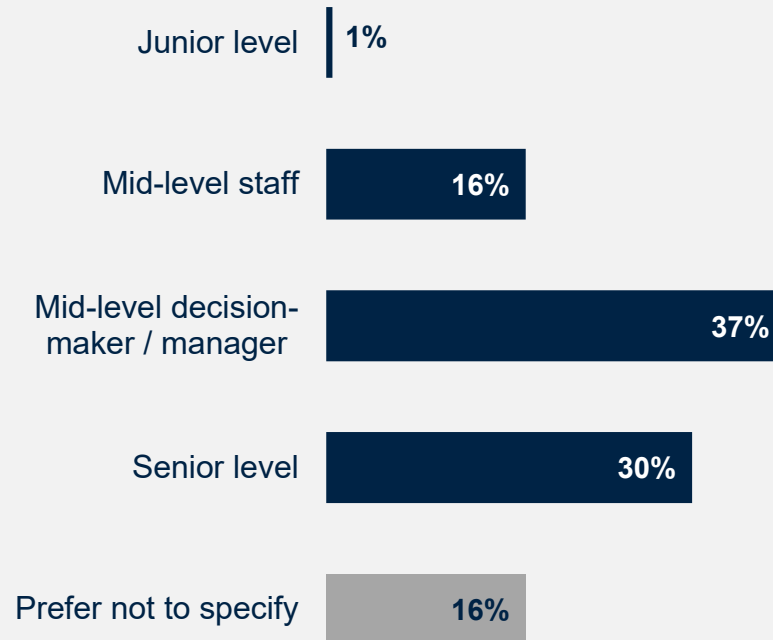


Which best represents your geographic location?
(N=185)

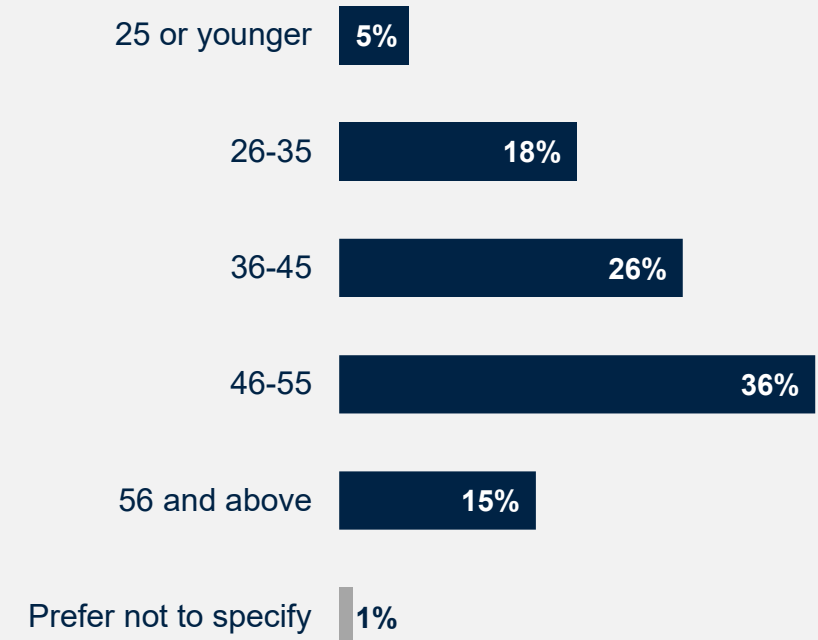


Sample Demographics (continued)

*Within your organization,
would you describe yourself as...*
(N=185)



What's your age?
(N=191)



Detailed Methodology

From **June to September 2025**, a total of 458 stakeholders in Iraq were invited to provide their opinions on the WBG's work by participating in a Country Opinion Survey (COS). A list of potential participants was compiled by the WBG country team and the field agency. Participants were drawn from the offices of the President, Prime Minister, and Ministers; Parliamentarians; government institutions; local government; bilateral and multilateral agencies; civil society organizations; the private sector; academia or research centers; and the media.

Of these stakeholders, **211 participated in the survey (46% response rate)**. Respondents either completed the questionnaire online or received it by courier, completed it on paper, and returned it to the field agency.

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

	FY 2025
Government Principals: Office of the President, Prime Minister, Minister, Minister, Parliamentarian	11%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	33%
Local Government	3%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	4%
Civil Society Organization: Local and regional NGO, Community-Based Organization, Private Foundation, Philanthropy, Professional/Trade Association, Faith-Based Group, Youth Group	21%
Private Sector: Private Company, Financial Sector Organization, Private Bank	10%
Academia / Research Center	9%
Media	8%
Other	1%
Total Number of Respondents	211



What is your primary professional affiliation? (Select only 1 response) (N=211)

Detailed Methodology (continued)

Breakdowns for individual questions by stakeholder group and by year can be found in the “Iraq 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. 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

