



World Bank Group Country Survey FY 2025 – Iraq

The World Bank Group seeks your insights regarding our engagement and activities in Iraq. You have been identified as an integral partner, leader, or decision-maker in Iraq, so **your perspective is invaluable**. Your honest feedback will not only shape the future of our work in Iraq but also foster better development outcomes for the country.

To maintain the integrity and confidentiality of this process, we have engaged MMIS Management Consultants, a reputable local firm, to manage the survey logistics. **Your responses will remain anonymous**, and no feedback will be linked to any specific individual.

Please click the arrow below to begin the survey. By starting the survey, you indicate that you have read the purpose of the survey and voluntarily agree to participate.

Q1. What is your primary professional affiliation ? <i>(Select only 1 response)</i>	
1	Office of the President, Prime Minister, Minister
2	Office of a Parliamentarian (Council of Representatives)
3	Government Institution: Employee of a Ministry / Ministerial Department / Project Implementation Unit / Independent Government Institution (e.g., Central Bank, Regulatory or Oversight Agency) / Judiciary / State-Owned Enterprise
4	Local Government Office or Staff
5	Bilateral or Multilateral Agency (e.g., embassy, development organization, development bank, UN Agency)
6	Civil Society Organization: local and regional (NGO; Community-Based Organization; Private Foundation; Professional / Trade Association, Faith-Based Group, Youth Group)
7	Private Sector: Private Company / Financial Sector Organization / Private Bank
8	Academia / Research Centers
9	Media
10	Other (please specify): _____

Q2. How familiar are you with the World Bank Group's work in Iraq?									
1	2	3	4	5	6	7	8	9	10
Not familiar at all									Very familiar

Q3. In the past 3 years, have you worked or collaborated with the World Bank Group (WBG) in Iraq?	
1	Yes
2	No

[ASK IF Q3=1] Q4. Which of the following WBG agencies have you worked or collaborated with in Iraq? <i>(Select all that apply)</i>	
1	World Bank (IBRD)
2	International Finance Corporation (IFC)
3	Multilateral Investment Guarantee Agency (MIGA)

[ASK ALL]

A1. How much do you trust each of the following institutions to do what is right for Iraq?													
		Not at all										Very much	Don't know
1	Government of Iraq	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	United Nations agencies (UNDP, UNHCR, UNAMI)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Regional development bank (e.g., Islamic Development Bank)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Academia / research centers	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

A2. How relevant is each of the following organizations to Iraq's development?													
		Not at all										Very much	Don't know
1	World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Regional development bank (e.g., Islamic Development Bank)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	United Nations agencies (UNDP, UNHCR, UNAMI)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

A3. How effective is each of the following organizations in helping Iraq achieve development results?													
		Not at all										Very much	Don't know
1	World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Regional development bank (e.g., Islamic Development Bank)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	United Nations agencies (UNDP, UNHCR, UNAMI)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

A4. Based on your experience, in the past two years, how has the WBG changed in terms of...		Became significantly worse	Became somewhat worse	Stayed the same	Became somewhat better	Became significantly better	Don't know
1	[ASK ALL] Its work to improve people's lives in Iraq	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	[ASK ALL] Its work to improve the overall business environment in Iraq	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	[ASK GOVT Q1=1-4, BI/MULTI Q1=5, COLLAB ONLY FOR Q1 6-10, Q3=1] Being easy to work with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	[ASK GOVT Q1=1-4, BI/MULTI Q1=5, COLLAB ONLY FOR Q1 6-10, Q3=1] The speed of WBG project approval	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	[ASK GOVT Q1=1-4, BI/MULTI Q1=5, COLLAB ONLY FOR Q1 6-10, Q3=1] Partnering with others to increase development finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	[ASK GOVT & PS ONLY, Q1=1-4 OR 7] Creating new investment opportunities in Iraq	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	[ASK GOVT Q1=1-4, BI/MULTI Q1=5, COLLAB ONLY FOR Q1 6-10, Q3=1] Improving the technical quality of WBG-supported projects in Iraq	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[ASK WB COLLABORATORS, Q3=1]

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

B1. Please select the **development area that this WBG-supported project or initiative supported. (Select all that apply)**

1	Agriculture / food security	7	Health
2	Climate change / environmental sustainability	8	Private sector development
3	Digital infrastructure and services	9	Social protection
4	Education	10	Transport
5	Energy / electricity	11	Water / sanitation
6	Financial / micro-economic management	12	Other (please specify): _____

B2. If you recall, what was the name of this WBG-supported project or initiative?

B3. How **helpful was the WBG in achieving the goals of this project or initiative?**

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

[ASK IF B3=1-4] B4a. How could the WBG have been **more helpful on this project or initiative? (Please be specific)**

[ASK IF B3=5-10] B4b. How did this WBG-supported project or initiative **impact the people of Iraq? (Please be specific)**

[ASK ALL]

C1. To what extent is the WBG an effective development partner in terms of the following?

		To no degree at all										To a very significant degree										Don't know
		1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	
1	Responsiveness to needs in Iraq																					<input type="checkbox"/>
2	Access to WBG staff and experts																					<input type="checkbox"/>
3	Being a long-term partner to Iraq																					<input type="checkbox"/>

C2. To what extent is the WBG an effective development partner in Iraq, in terms of collaborating with the following groups?

		To no degree at all										To a very significant degree										Don't know
		1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	
1	National government																					<input type="checkbox"/>
2	Local government																					<input type="checkbox"/>
3	Parliament / legislative branch																					<input type="checkbox"/>
4	Private sector																					<input type="checkbox"/>
5	Civil society (e.g., NGOs, CBOs)																					<input type="checkbox"/>
6	Other donors and development partners (European Union, GIZ, KfW, United Nations)																					<input type="checkbox"/>
7	Academia / research centers																					<input type="checkbox"/>

C3. In addition to its partnership with the national government, which of the following should the WBG collaborate with more to have greater impact in Iraq? (Select up to 2)

1	Local government	5	Other donors and development partners (European Union, GIZ, KfW, United Nations)
2	Parliament / legislative branch	6	Academia / research centers
3	Private sector	7	Other (please specify): _____
4	Civil society (e.g., NGOs, CBOs)		

The WBG supports the Government of Iraq's **engagement with civil society** (including citizens, CBOs, and CSOs) in development policy dialogue and implementation (including the design, preparation, implementation, and oversight of WBG-supported operations).

[ASK ALL]

C4. How effective is the WBG in facilitating civil society participation in development policy dialogue and implementation in Iraq?										
<i>If you are not familiar with this area of the WBG's work, please select "Don't know"</i>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not effective at all									Very effective	Don't know

[ASK IF C4=1-4] C4a. How could the WBG be **more effective** in facilitating civil society participation in development policy dialogue and implementation? *(Please be specific)*

[ASK IF C4=5-10] C4b. Please share examples of the WBG's **effective facilitation of civil society participation** in development policy dialogue and implementation. *(Please be specific)*

[ASK ALL] D1. Which WBG instruments do you **value the most** in Iraq?
(Select up to 2)

1	Convening power (e.g., bringing together different stakeholder groups, donor / development partner coordination, mobilizing 3 rd party financial resources)
2	Advisory services (e.g., capacity building and training, policy advice, technical assistance)
3	Financial resources (e.g., budget support, investment lending, grants, trust funds)
4	Data and research (e.g., statistics, reports, research on global development issues)
5	Other (please specify): _____

[ASK GOVT Q1=1-4, COLLAB ONLY FOR Q1 5-10, Q3=1]

D2. To what extent do you agree with the following statements about the WBG's **financial support** to Iraq?
(If you have NO exposure to, or experience with the WBG's financing, please respond "Don't know")

		Strongly disagree										Strongly agree	Don't know
1	The WBG's financial instruments (i.e., budget support, loans, grants, trust funds) meet the needs of Iraq	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	The conditions of the WBG's financing are competitive compared to markets (private sector or other development banks)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	The standards and requirements for the WBG's financing are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	The WBG provides financial support in a timely manner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

The following questions ask about the WBG's **knowledge work, including data, research, training, and advisory services**, in Iraq.

[ASK ALL] D3. How significant a **contribution** do you believe the WBG's knowledge work makes to development results in Iraq?

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

[ASK ALL] D4. In the past 3 years, what WBG knowledge work **have you used?**
(Select all that apply)

1	Data resources	5	Online collaboration platforms
2	Research and analytical reports	6	Workshops or training courses (in-person or online)
3	Policy notes	7	Other (please specify) _____
4	Advisory services	8	I have not used WBG knowledge work

[ASK D5 & D6 IF USED KNOWLEDGE, D4=1-7]

Please think about a **specific WBG knowledge work** that you most recently utilized.

D5. If you recall, what was the name of this WBG knowledge work?

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D6. For what **purpose** did you use this WBG knowledge work?

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[ASK D7 IF USED POLICY ADVICE, D4=1-7]

D7. In your opinion, has the WBG's policy advice **influenced** a new or existing government policy in Iraq?

1	Yes
2	No

[ASK IF D7=1] D8. **What government policy or action** did the WBG's advice influence and **in what way?** *(Please be specific)*

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D9. To what extent do you agree with the following statements?												
		Strongly disagree								Strongly agree		Don't know
1	Working with the WBG increases Iraq's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	I am satisfied with the quality of the WBG's knowledge work in Iraq	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

[ASK IF NOT SATISFIED WITH QUALITY, D9_2=1-4] D10. How could the WBG **improve the quality** of its knowledge work in Iraq? *(Please be specific)*

[ASK ALL]

E1. Which areas should the WBG prioritize to have the most impact on development results in Iraq? (Select up to 5)

1	Gender equity	9	Climate change
2	Water / sanitation	10	Digital infrastructure development
3	Health	11	Private sector development
4	Transport infrastructure	12	Environment / natural resource management
5	Energy	13	Social protection
6	Public sector governance	14	Jobs
7	Agriculture / food security	15	Debt management
8	Education	16	Other (please specify): _____

E2. What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Iraq? (Please be specific)

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E3. When economic and/or social reform efforts fail or are slow to take place in Iraq, which of the following would you attribute this to? (Select up to 3)

1	Inadequate coordination between international partners to support reforms	6	Inadequate private sector participation
2	Reforms are not well designed based on country challenges	7	Inadequate citizen/civil society participation in the reform process
3	Inadequate capacity in the government/institutions for implementation	8	Lack of monitoring and oversight of progress/results
4	Frequent changes of Government leadership and lack of continued commitment	9	Other (please specify): _____
5	Corruption		

[ASK GOVT & PRIVATE SECTOR, Q1=1-4, 7]

E4. What are the biggest challenges facing private sector development in Iraq? (Select up to 3)

1	Access to finance	5	Political instability
2	Regulatory environment	6	Corruption
3	Infrastructure gaps	7	Market size / demand
4	Skilled workforce availability	8	Other (please specify): _____

[ASK ALL] F1. How would you prefer to obtain information from the WBG? (Select up to 3)			
1	WBG e-Newsletters	6	WBG website (including blogs)
2	Direct contact with WBG staff (e.g., in person, virtually, phone, email)	7	WBG podcasts
3	WBG social media channels (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	8	WBG publications
4	WBG direct messaging (e.g., WhatsApp)	9	Other (please specify): _____
5	WBG event / conference / workshop (in person or online)		

[ASK ALL] F2. Do you recall seeing or hearing anything about the WBG recently?	
1	Yes
2	No

[ASK IF RECALL, F2=1] F3. If you answered Yes above, where do you recall seeing or hearing this information? (Select all that apply)			
1	Media (television, radio, newspapers)	6	Podcast
2	Event / conference / workshop (in person or online)	7	Direct messaging (e.g., WhatsApp)
3	WBG website (including blogs)	8	e-Newsletter
4	Social media	9	WBG publications
5	Direct contact with WBG staff	10	Other (please specify): _____

[ASK IF F2=1] F4. What do you recall seeing or hearing about the WBG? (Select all that apply)			
1	WBG economic forecasts	4	Iraq Human Capital Review
2	WBG reforms to become a better bank	5	Iraq Country Climate and Development Report
3	WBG mission to end poverty on a livable planet	6	Other (please specify): _____

[ASK ALL] F5. What information would be most helpful to you in understanding the WBG's role in Iraq? (Select up to 3)			
1	Case studies of WBG projects	5	Information on how to work / partner with WBG
2	Impact assessments and evaluations	6	Regular updates on WBG activities
3	Sector-specific strategies	7	WBG research and knowledge
4	Overview of WBG financial products and services	8	Other (please specify): _____

G1. What is your age?	
1	25 or younger
2	26-35
3	36-45
4	46-55
5	56 and above
6	Prefer not to specify

G2. Within your organization, would you describe yourself as...	
1	Junior level
2	Mid-level staff
3	Mid-level decision-maker / manager
4	Senior level
5	Prefer not to specify

G3. Which best represents your geographic location?	
1	Baghdad
2	Other city (please specify): _____
3	Other province (please specify): _____

Thank you for completing this survey!