



CountryOpinionSurveys

FY 2025 Jordan

Country Opinion Survey Report

Acknowledgements

The Jordan 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.

BI acknowledges the significant contribution from the Jordan country team and the independent field agency, MMIS Management Consultants. In particular, BI is grateful for the support from Nabeel Darweesh (External Affairs Officer), who coordinated the survey-related activities from Amman, Jordan.



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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 Jordan 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 Jordan? Are these perceptions improving or declining? 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 Jordan, 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 Jordan? 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 Jordan?
- 4. The WBG's Engagement and Collaboration:** How is the WBG perceived as a development partner in Jordan? Are opinions improving or declining? 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

- 506 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

174 participants (34% response rate)

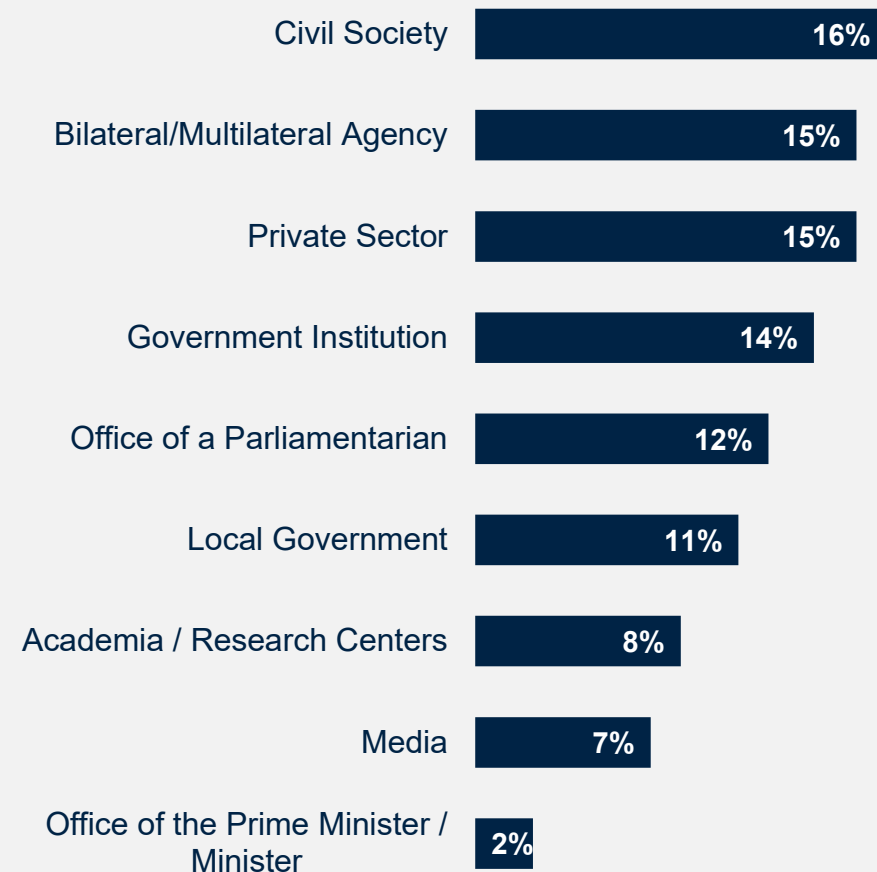
- 74% from Amman Governorate
- 40% have collaborated with the WBG within the past 3 years

Compared to the FY22 Country Survey Results

- 147 participants (38% response rate)
- 87% from Amman Governorate
- 63% collaborated with the WBG

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

Stakeholders in FY25 COS Sample



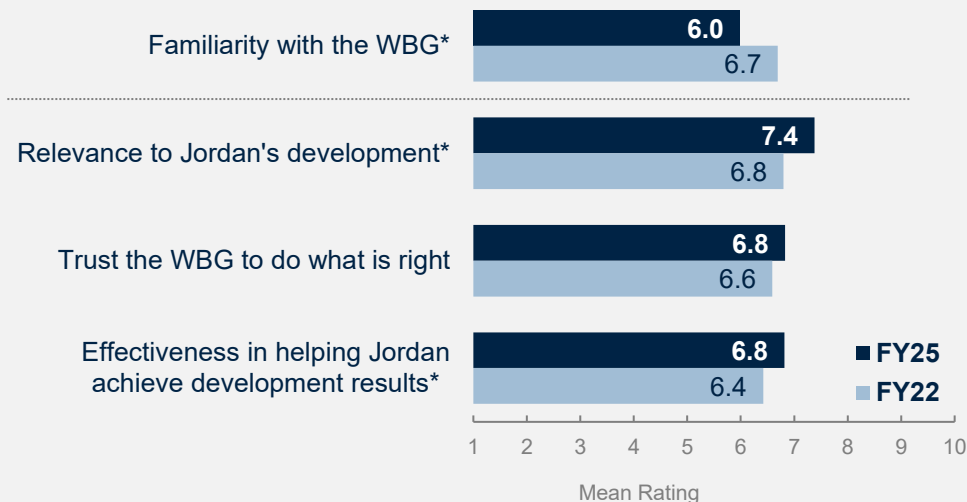
What is your primary professional affiliation? (Select only 1 response) (Percentage of Respondents, N=171)

Executive Summary

1. Overall Views of the WBG:

Stakeholders reported significantly lower levels of **familiarity** with the WBG’s work, but consistent levels of **trust** in the WBG compared to the FY22 Country Survey results. Ratings for the WBG’s **relevance** to Jordan’s development and its **effectiveness** in helping the country achieve results were improved compared to FY22, significantly so for the WBG’s relevance. It should be noted that the WBG dropped from being the most trusted to the fifth most trusted institution in Jordan, but this was due to improved ratings of trust among domestic institutions, including government organizations and non-government groups such as civil society and the private sector.

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

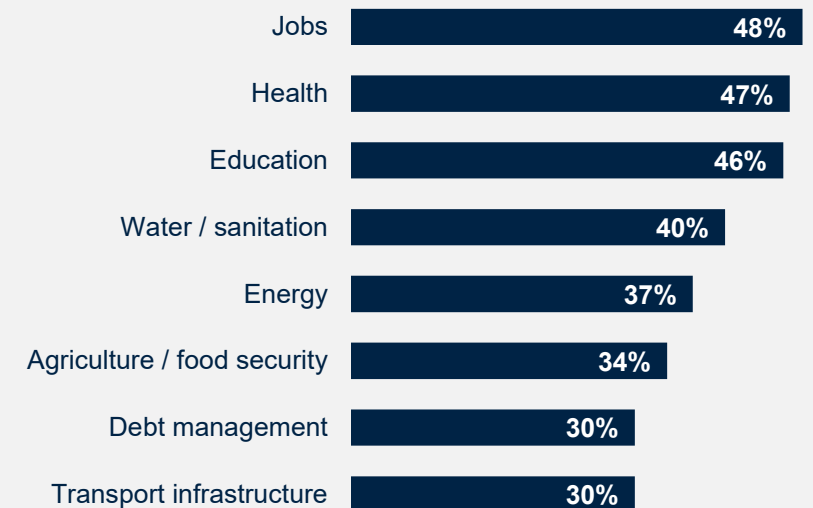


2. The WBG’s Work on Development Priorities:

Jobs, health, and education were indicated as the top priorities for the WBG’s support in FY25, followed by **water/sanitation, energy, and agriculture/food security**. Of note, stakeholders considered health a much higher priority in FY25 compared to FY22.

92% of respondents rated the WBG as helpful in achieving project goals, with **68% rating it as very helpful**.

In open-ended comments, respondents discussed that the WBG needed to prioritize projects that create jobs and expand opportunities for youth and women. They also discussed prioritizing solutions to water scarcity, electricity/energy, and climate adaptation. The need to strengthen education quality and alignment to labor market needs, support health care, and promote data-driven social protection for poor, refugee, and marginalized populations was also mentioned to increase the WBG’s effectiveness in Jordan.



Executive Summary (continued)

3. WBG's Operational Effectiveness:

When asked about the WBG reform efforts over the past two years, approximately 40% of stakeholders indicated that the WBG had become **somewhat or significantly better at fulfilling its core mission of improving people's lives** in Jordan and improving the **country's overall business environment**.

WBG clients and partners identified the most notable reform-related improvement in the **technical quality** of WBG-supported projects and in the WBG **being easy to work with**, with 49% and 46% of respondents, respectively, recognizing positive change in this area. Of note, approximately a third of respondents responded that they did not know about changes in the WBG working across its institution as one World Bank Group or the speed of WBG project approval (31% and 33%, respectively).

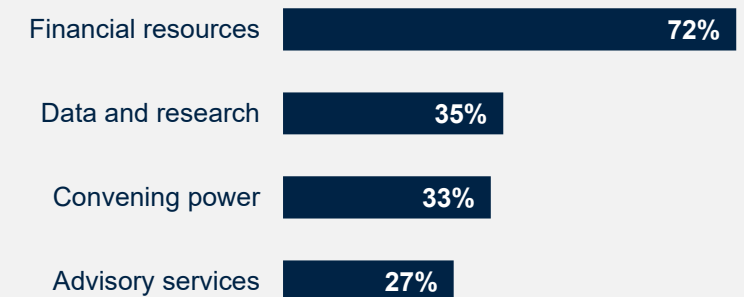
In their written responses regarding how to make the WBG more effective in Jordan, respondents emphasized that the WBG needs to strengthen implementation discipline and accountability, including translating analytical advice into monitorable implementation plans, strengthening monitoring, evaluation, and learning systems to track results, and improving transparency and performance reporting.

Stakeholders also discussed the need to improve its contextual relevance by ensuring programs are designed based on Jordan-specific realities. Relying more on local expertise and increasing WBG engagement with local actors can provide greater insight into these realities as well as strengthening institutional readiness, continuity during implementation, and project sustainability.

Finally, respondents urged the Bank to improve strategic targeting and operational efficiency of resources in Jordan by targeting interventions toward vulnerable and priority groups to ensure resources deliver equitable outcomes; using evidence-based prioritization to design high-impact projects, guide spending decisions, and improve operational efficiency; and systematically integrate digital tools to support monitoring, transparency, and real-time decision-making.

4. WBG Instruments:

The WBG's **financial resources** were considered its greatest value to Jordan in FY25. In addition, the WBG's financial resources were considered significantly better at meeting the country's needs compared to FY22. Respondents' suggestions regarding WBG financing emphasized the need for more strategic use of financing instruments to promote crowding-in investment. They also discussed improving the design and financing conditions to ensure accountability and measurable results. Respondents also noted that the WBG needed to better align its financial support with priority sectors and long-term sustainability.



Executive Summary (continued)

73% of respondents reported that they had used the WBG's knowledge work, most often research/analytical reports and data resources. Stakeholders held more positive views of the Bank's knowledge contributing to development results in Jordan compared to FY22. **75% reported that the WBG's policy advice helped shape government policies in Jordan.** In qualitative comments, respondents emphasized that the WBG should conduct more people-centered analyses to better understand how policies affect everyday life. Respondents suggested the WBG should increase its engagement with local stakeholders to ensure its knowledge work is tailored to Jordan's realities. Respondents also felt that simplifying the language used in WBG knowledge products and providing executive summaries in Arabic would help improve accessibility of the work.

5. The WBG's Engagement and Collaboration:

Stakeholders held fairly positive views of the WBG as a **long-term development partner**, **responsive** to the country's needs, with **accessible staff**, consistent with the FY22 COS results.

Respondents gave the highest ratings for the effectiveness of the Bank's **collaboration with the national government** of Jordan. Ratings for the Bank's collaboration with the national government, other development partners, the private sector, and civil society were all consistent with FY22 findings. In the future, stakeholders would like the WBG to collaborate more effectively with the private sector, civil society, and local governments to increase its development impact in the country. Expanded outreach to these stakeholder groups is additionally recommended, given their low levels of familiarity with the WBG but increased trust among stakeholders.

In open-ended comments, stakeholders highlighted that the WBG needed to strengthen its coordination and collaboration with development partners, deepen its engagement with local stakeholders and institutions, and expand partnerships with the private sector to make the WBG more effective in Jordan.



6. Communications:

50% of respondents recalled seeing or hearing something about the WBG recently, most often about WBG economic forecasts and the WBG's work on finance, competitiveness, and inclusion in Jordan. They most often recalled receiving this information from traditional media (TV, radio, newspapers). In contrast, respondents identified direct contact with WBG staff, its events, and e-newsletters as their preferred means of receiving information from the WBG.

Stakeholders reported that **impact assessments and evaluations** and **case studies of WBG projects** would be the most useful in helping them better understand the Bank's role in Jordan.



Overall Views of the World Bank Group



WORLD BANK GROUP

Familiarity with the WBG has decreased since FY22, with Bilateral/Multilateral Agencies Most Familiar

Comparison of FY22 and FY25*

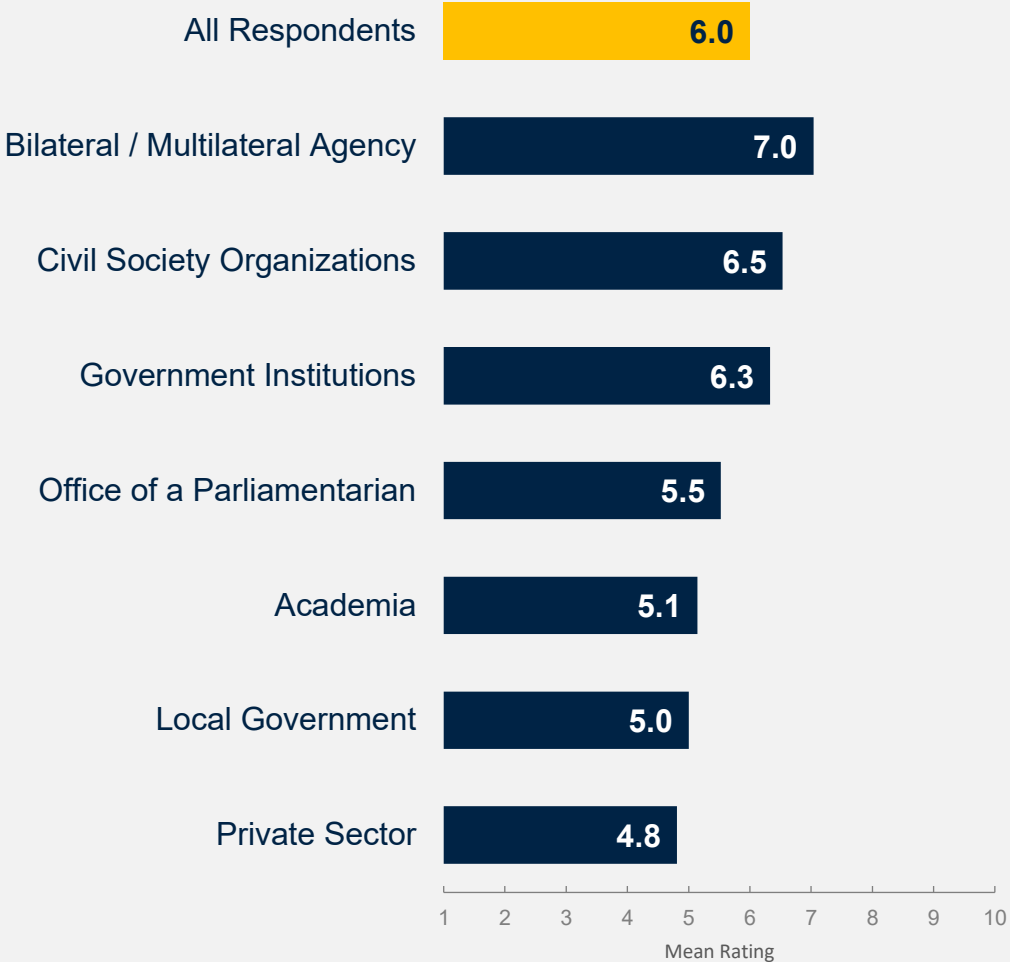
Mean familiarity: **FY25 = 6.0**
 FY22 = 6.7

Collaboration with the WBG*

Mean familiarity: **Collaborate with WBG = 7.5**
 Do not collaborate = 4.9

Stakeholder groups*

Respondents from bilateral and multilateral agencies were most familiar with the WBG, whereas respondents from academia, local government, and the private sector were significantly less familiar.



Trust in the WBG Remains Consistent with FY22 Survey Findings

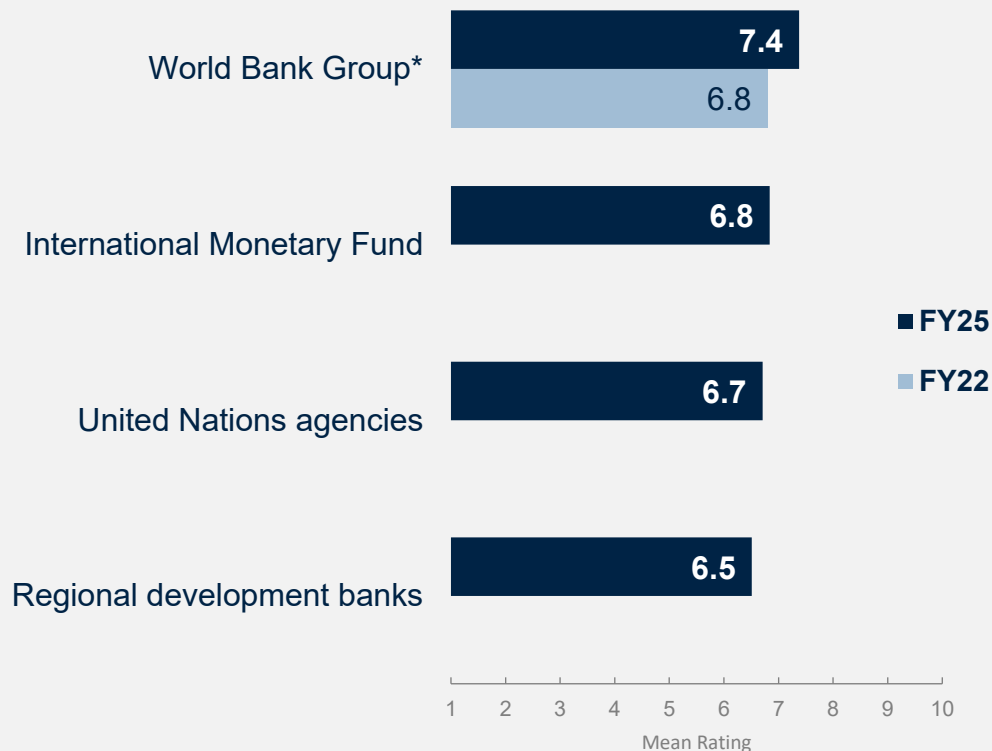
In FY25, stakeholders expressed significantly greater trust in the government of Jordan, civil society, and the private sector, making them all more trusted in Jordan than the WBG.



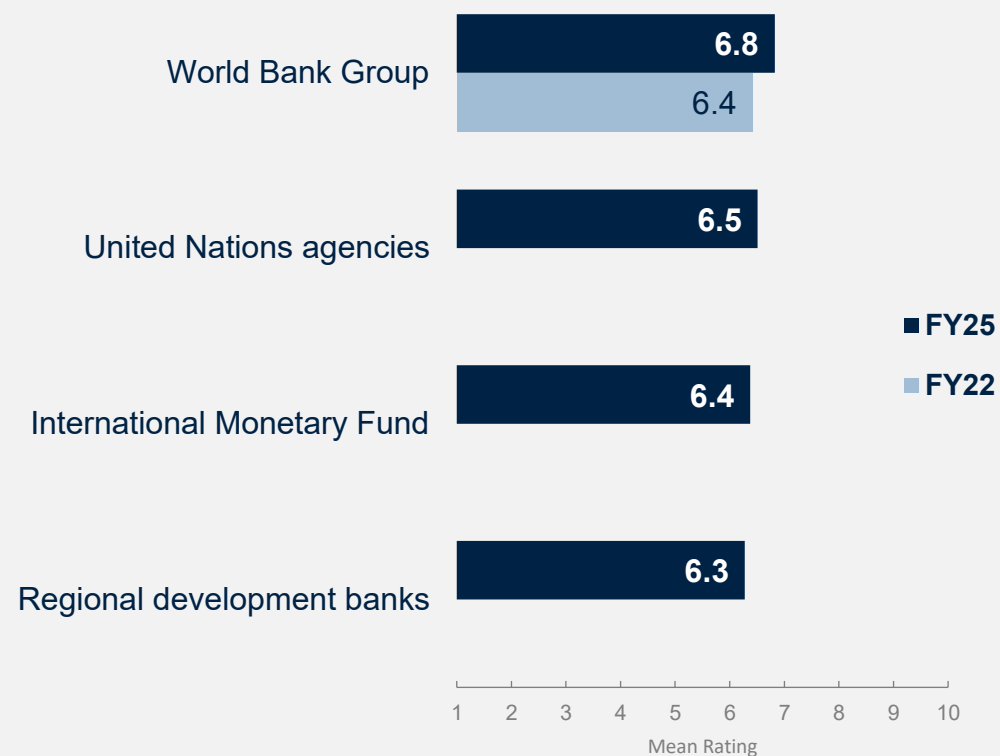
Perceptions of WBG Relevance Have Significantly Increased

While perceptions of the World Bank Group's effectiveness in helping Jordan achieve development results improved between FY22 and FY25, this change did not reach statistical significance.

RELEVANCE to Jordan's development



EFFECTIVENESS in helping Jordan achieve development results



How relevant is the World Bank Group to Jordan's development? (Scale: 1=Not at all, 10=Very relevant)
How effective is each of the following organizations in helping Jordan achieve development results?(Scale: 1=Not at all, 10=Very much)
*Denotes statistically significant difference between FY22 and FY25.

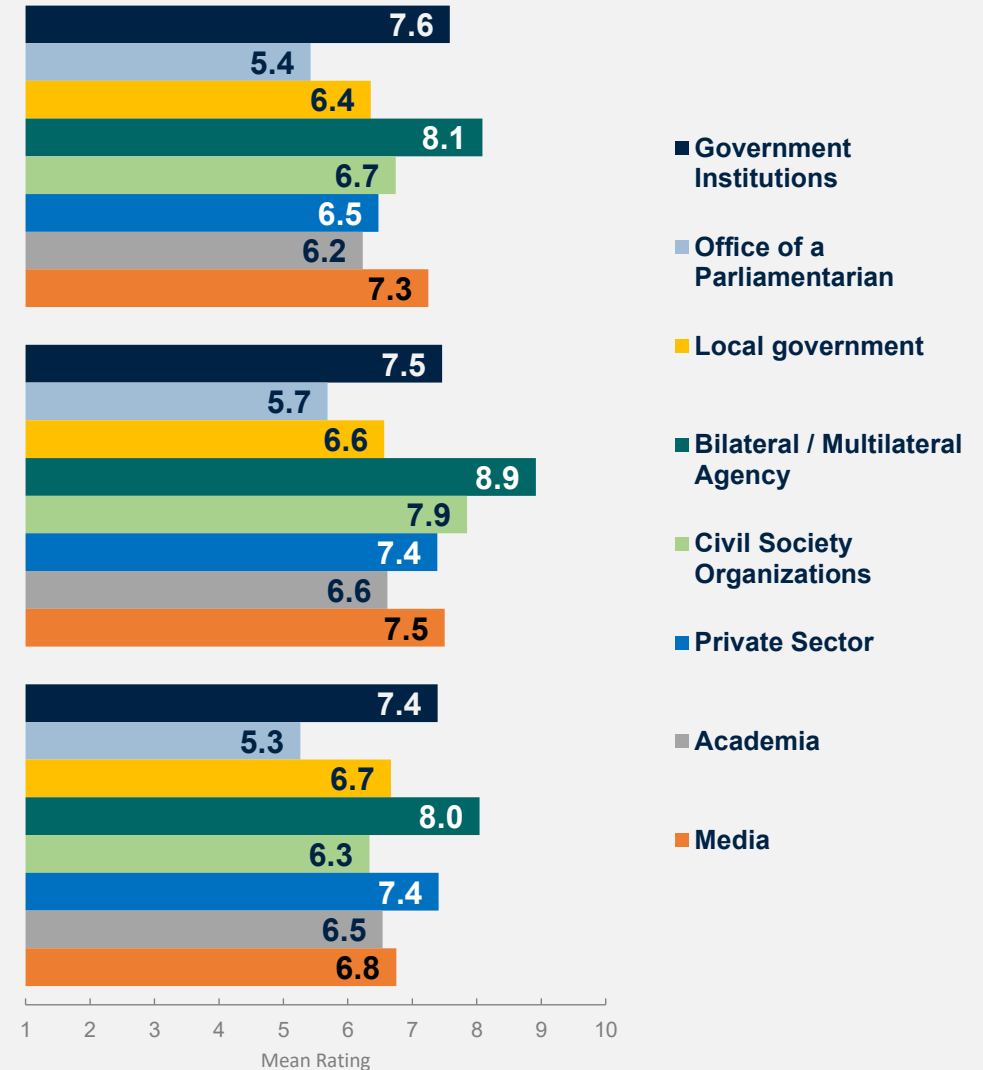
Stakeholders from Bilateral/Multilateral Agencies and Government Institutions Had The Most Positive Perceptions of the WBG

In contrast, respondents from the **Offices of Parliamentarians** had significantly more negative views of the WBG than all other stakeholders.

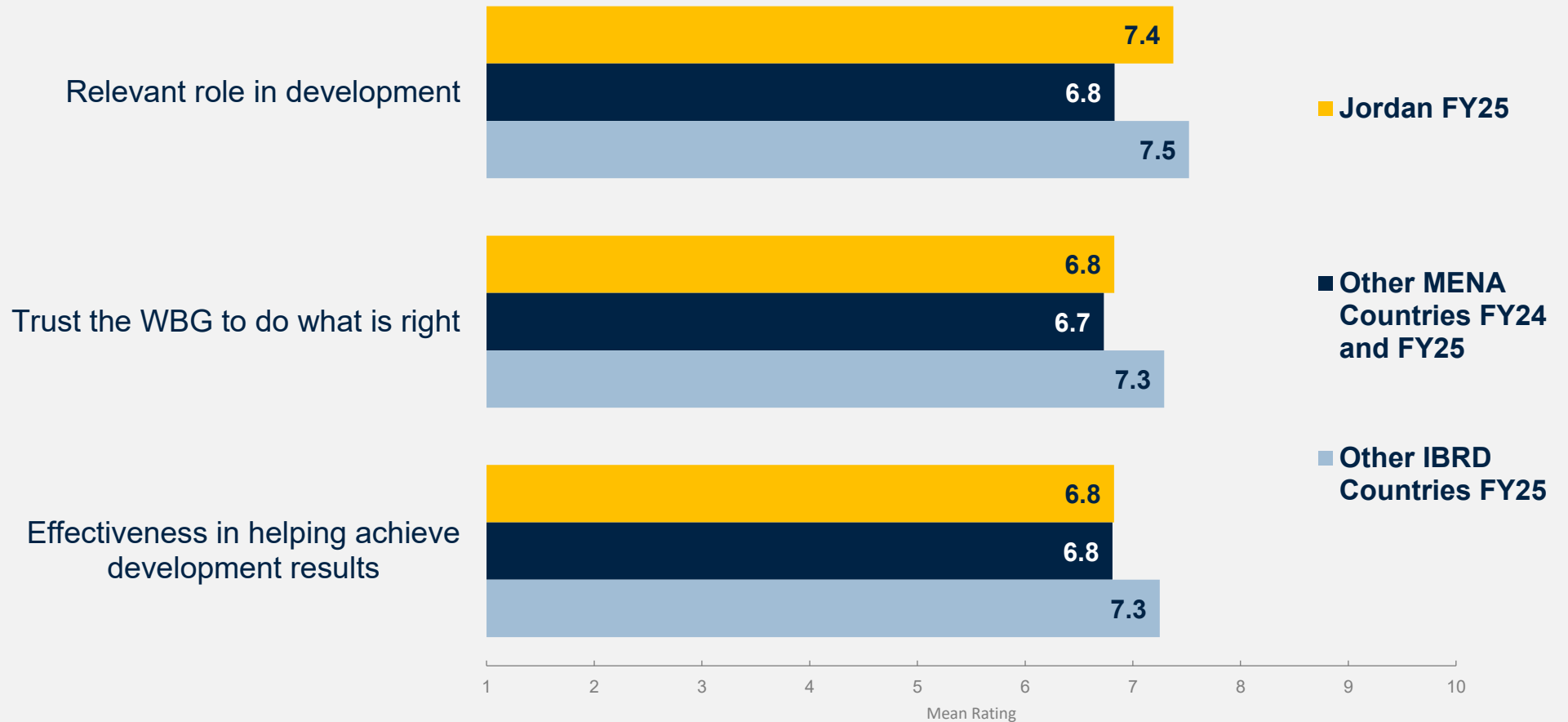
Effectiveness in helping Jordan achieve development results*

Relevant role in Jordan's development*

Trust the WBG to do what is right for Jordan*

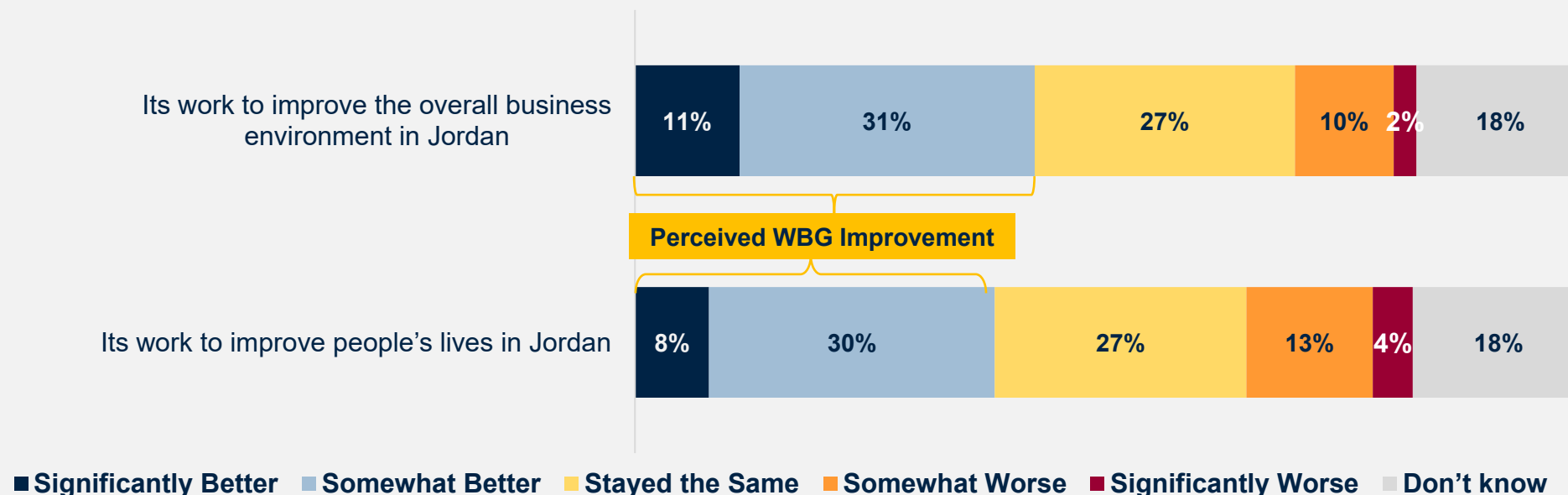


Stakeholders in Jordan Reported Similar Trust in and Perceptions of the WBG as FY24-FY25 MENA Countries, but Slightly Lower Than IBRD FY25 Countries



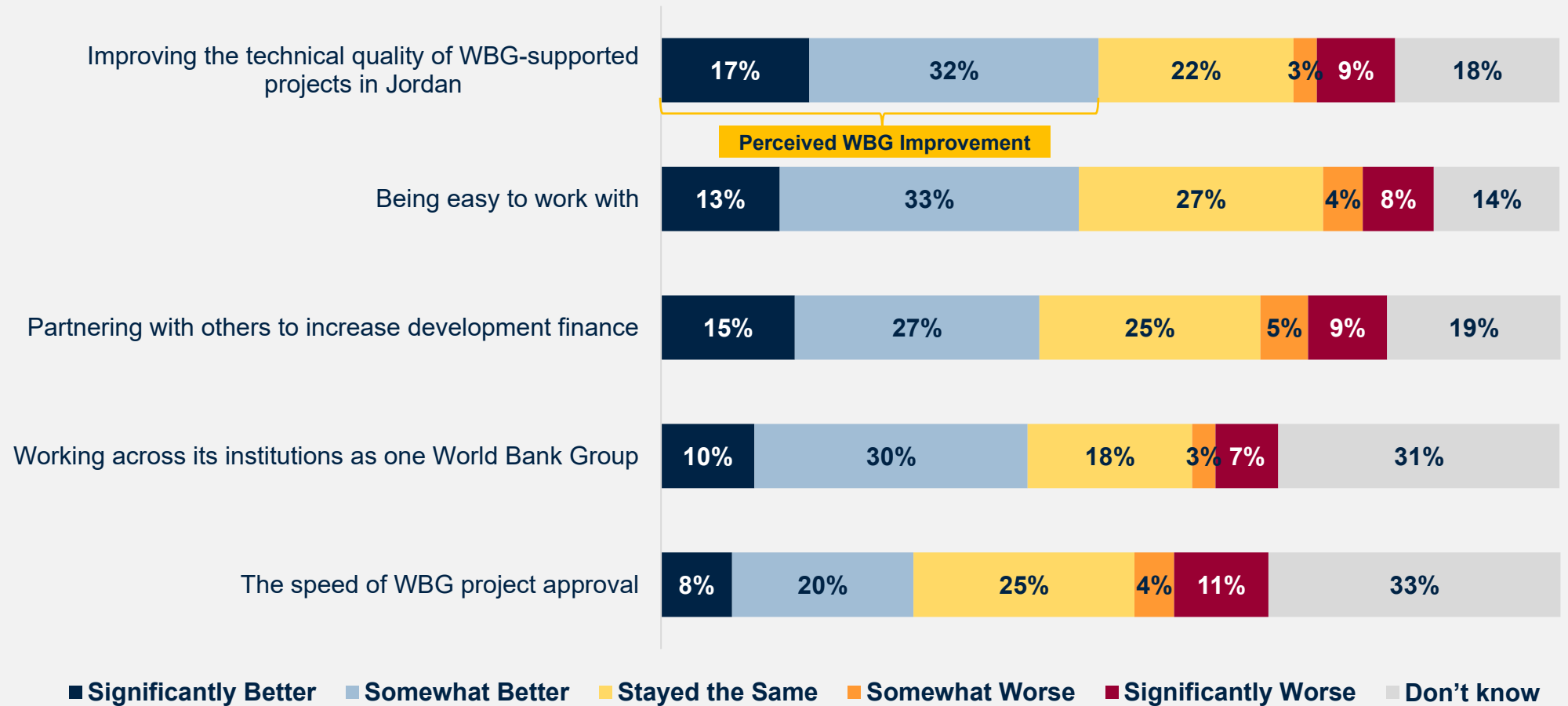
About 4 in 10 Stakeholders Perceived Positive Change in the WBG's Work on Improving the Business Environment Improving and People's Lives in Jordan

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



Nearly Half of WBG Clients/Partners Saw Improvement in the Technical Quality of WBG-Supported Projects

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



The WBG's Work on Development Priorities

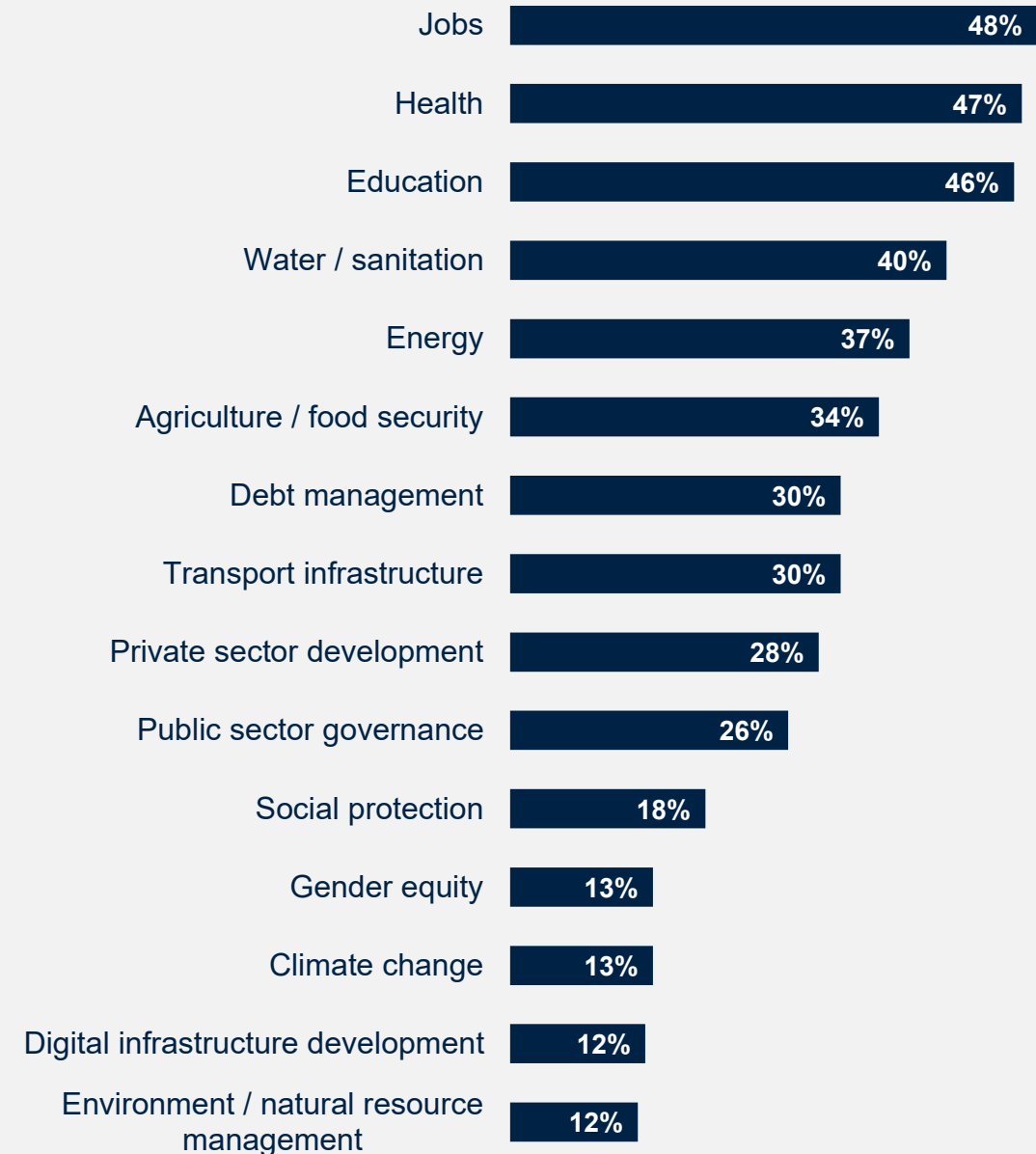


Stakeholders Want the WBG to Focus on Jobs, Health, and Education in Jordan

Jobs and **education** remained in the top three priorities as in FY22, highlighting ongoing demand for these fundamental human services. However, **health** rose sharply in priority, with nearly three times as many respondents selecting it in FY25 as in FY22, becoming the #2 priority among stakeholders.

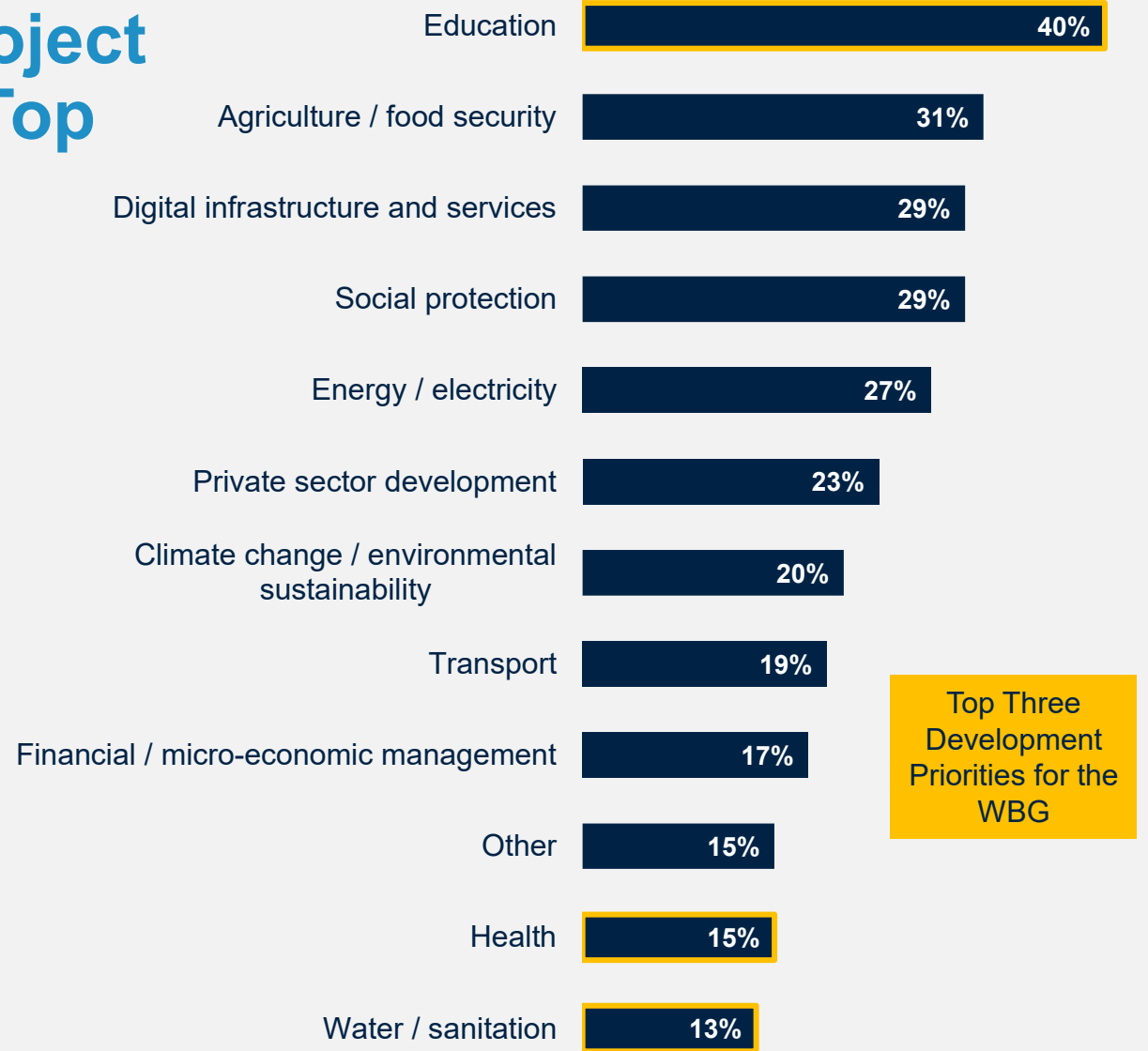
In open-ended responses on how the WBG could increase its effectiveness in Jordan, stakeholders suggested:

- Creating projects that **generate employment**, rather than stand-alone policy or advisory work, expanding opportunities for youth and women.
- Prioritizing solutions to **water scarcity**, **affordable electricity**, **renewable energy** (including storage and regional interconnection), and **climate adaptation**, especially for drought-affected and vulnerable communities.
- Strengthening **education quality** through teacher training, school infrastructure, early childhood and technical education, **digital learning**, and tighter alignment between education outcomes and **labor market needs**.
- Supporting **primary health care**, **health insurance expansion**, and **data-driven social protection** for poor, refugee, and marginalized populations.



4 in 10 WBG Clients Were Most Familiar With a Project Involving Education, a Top Priority Area

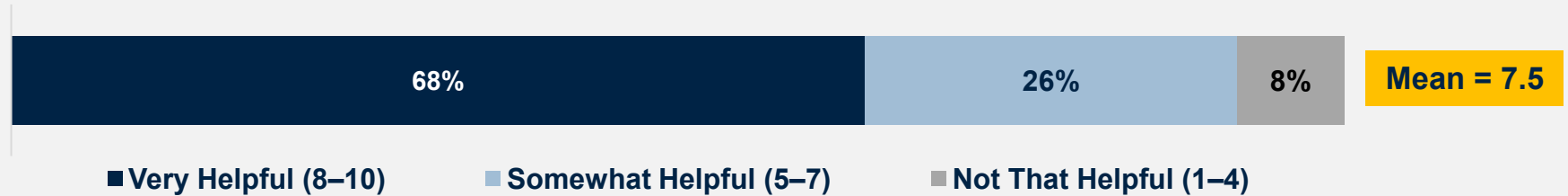
Even though **health** and **water/sanitation** ranked among the top development priorities, they were the least recalled development areas that WBG projects supported.



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 = 75)

92% 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 Projects on the People of Jordan

“The project contributed to strengthening the institutional capacity of the Ministry of Youth and associations through twinning and partnerships between the Ministry of Youth centers and associations. It also contributed to enhancing the provision of employment opportunities for youth and adolescents by building their capacities in various fields.”

(Civil Society Respondent discussing
Jordan Integrated Social Services for Vulnerable Youth Project)

“Direct financial savings for citizens... Time savings and improved quality of life... This will facilitate access to education, hospitals, and the job market for citizens, even if they live in suburban or remote areas. It will also narrow the gap between central and peripheral populations.”

(Media Respondent discussing
Amman Bus Rapid Transit (BRT) and Light Rail Transit (LRT) Projects)

“The Jordan Growth MDTF is a valuable mechanism to broadly support the Government of Jordan in its economic reform agenda. Particularly useful to bring together donor funding around shared objectives, avoid fragmentation and duplication, and engage with the Government of Jordan in a structured way. The MDTF supported reforms to improve the business environment, supported SMEs to grow and create jobs, effectively allocated resources to the emergency cash transfer program to mitigate the impacts of Covid-19, and supported efficiency in key sectors (transportation, energy, water, agriculture, tourism).”

(Bilateral/Multilateral Agency Respondent discussing
Jordan Growth MDTF Project)

“The project contributed to improving the quality of educational services with the aim of increasing employment opportunities and strengthening government institutional capacities.”

(Government Institution Respondent discussing
Jordan Education Reform Support and Masar Programs)



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=31)

Key Actions to Enhance the WBG's Operational Effectiveness in Jordan: Strengthen Implementation Discipline, Contextual Relevance, and Strategic Targeting of Resources

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

Strengthen Implementation Discipline and Accountability

- Translate analytical advice into clear, monitorable implementation plans with timelines, performance indicators, and accountability mechanisms, rather than stand-alone strategies or reports.
- Strengthen monitoring, evaluation, and learning (MEL) systems and embed them within government frameworks to track results on the ground and allow course correction.
- Improve transparency and performance reporting, including disclosure of risks (e.g., debt liabilities), program outcomes, and resource use, using digital tools where possible.

Improve Contextual Relevance and Implementation Readiness

- Ensure programs are designed based on Jordan-specific social, institutional, and political realities, using local researchers and evidence so interventions are realistic, practical, and not imported or generic.
- Strengthen institutional readiness and continuity during implementation by relying more on local expertise and sustained WBG engagement, reducing over-dependence on short-term consultants and externally driven designs.

Improve Strategic Targeting and Operational Efficiency of Resources

- Improve targeting of interventions toward vulnerable and priority groups (e.g., refugees, women, persons with disabilities, low-income households) to ensure resources translate into equitable service delivery outcomes.
- Use data, digital infrastructure, and evidence-based prioritization at the design stage to select high-impact projects, guide spending decisions, and improve operational efficiency across sectors.
- Systematically integrate digital tools and information systems into project design and implementation to support monitoring, transparency, and real-time decision-making.

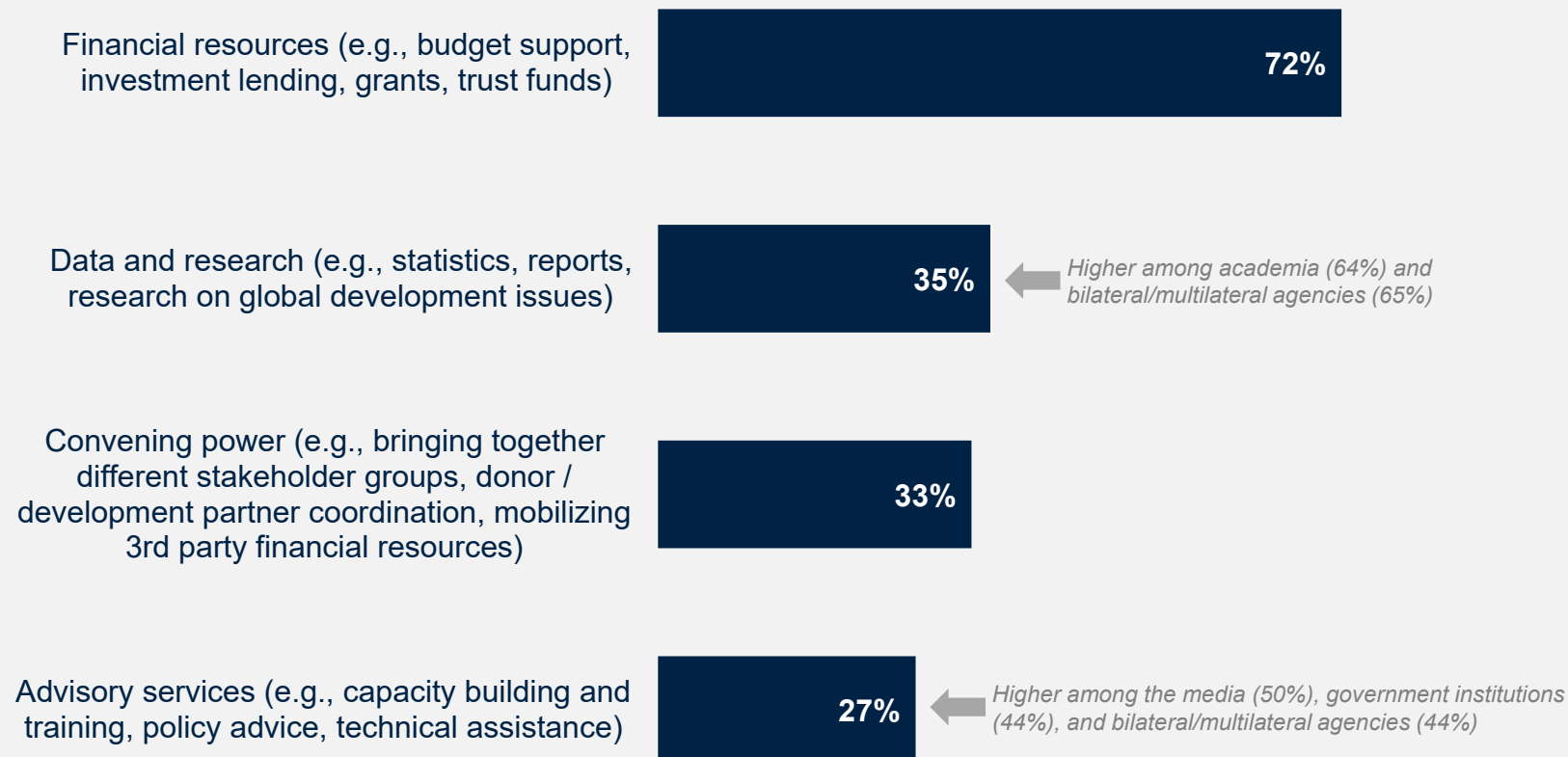


What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Jordan? (Please be specific) (N=68)

The WBG's Instruments

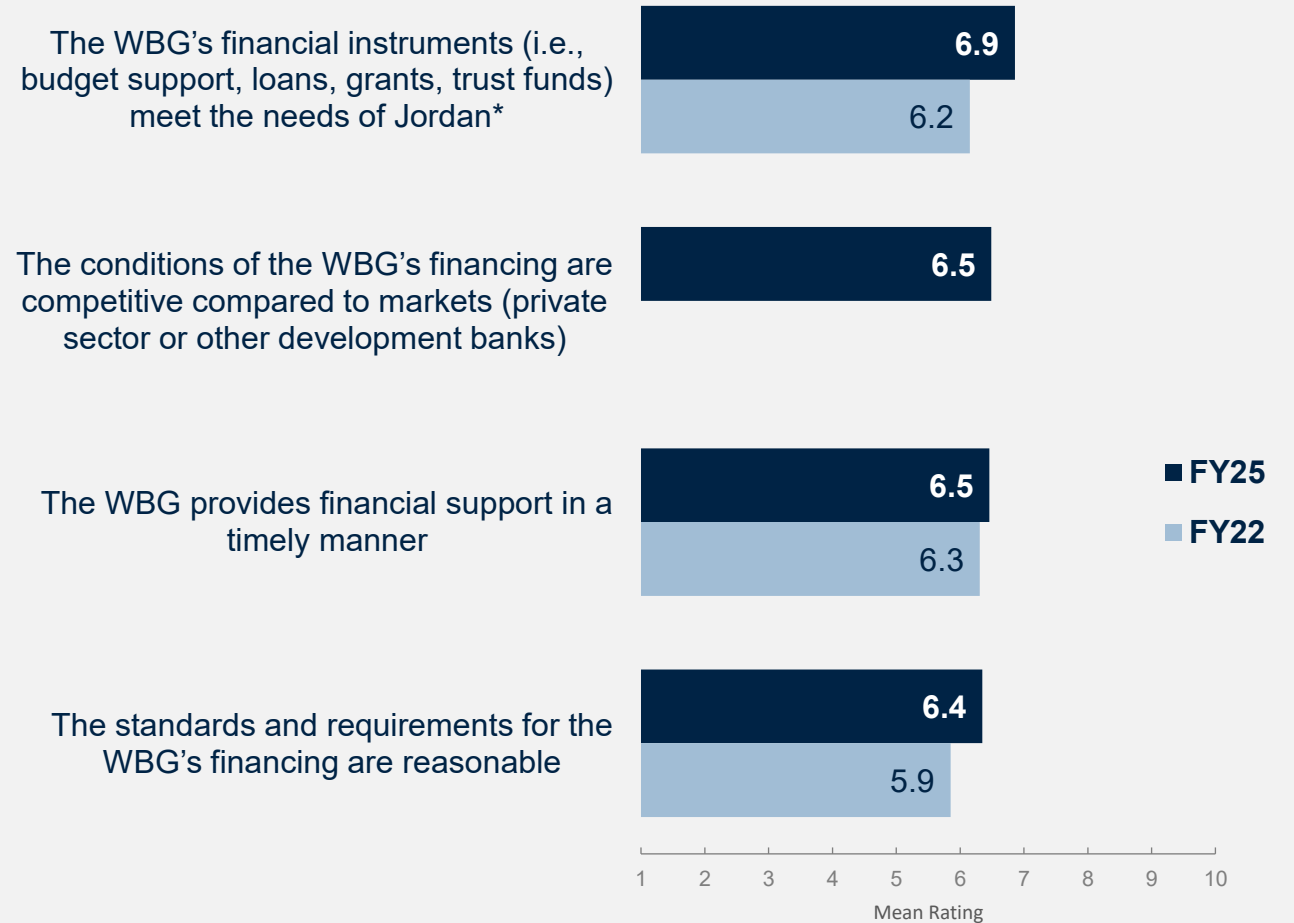


Financial Resources Considered the WBG's Greatest Value to Jordan



Stakeholder Perceptions of WBG Financial Instruments Meeting Jordan's Needs Have Improved Significantly

It should be noted that respondents from offices of Parliamentarians and local government had significantly lower ratings across all four aspects of the WBG's financial instruments than respondents from government institutions, bilateral/multilateral agencies, and civil society.



To what extent do you agree with the following statements about the WBG's financial support to Jordan?
 Scale: 1 = Not at all, 10 = Very much. ^ Asked only of those in government institutions or who said that they collaborate with the WBG.
 *Denotes statistically significant difference between FY22 and FY25.

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 Jordan?

Strategic Use of Financing Instruments to Crowd-In Investment

- Expand the use of credit facilities, guarantees, and co-financing instruments to support private sector investment and job creation.
- Provide financing and risk-sharing mechanisms that reduce investor exposure in priority sectors (e.g., energy, industry), helping crowd-in private investment without overburdening public finances.
- Support private sector access to finance through targeted lending and advisory-linked financial instruments in priority productive sectors.

Improve the Design and Conditions of Financing

- Apply clear financing criteria and conditionality to ensure alignment with national priorities, fiscal sustainability, and measurable results.
- Strengthen transparency and accountability in financing, including disclosure of fiscal risks and debt-related commitments.
- Provide financing on appropriate terms, including loans and support instruments that reflect sector realities and implementation capacity.

Align Financing with Strategic Sectors and Long-Term Sustainability

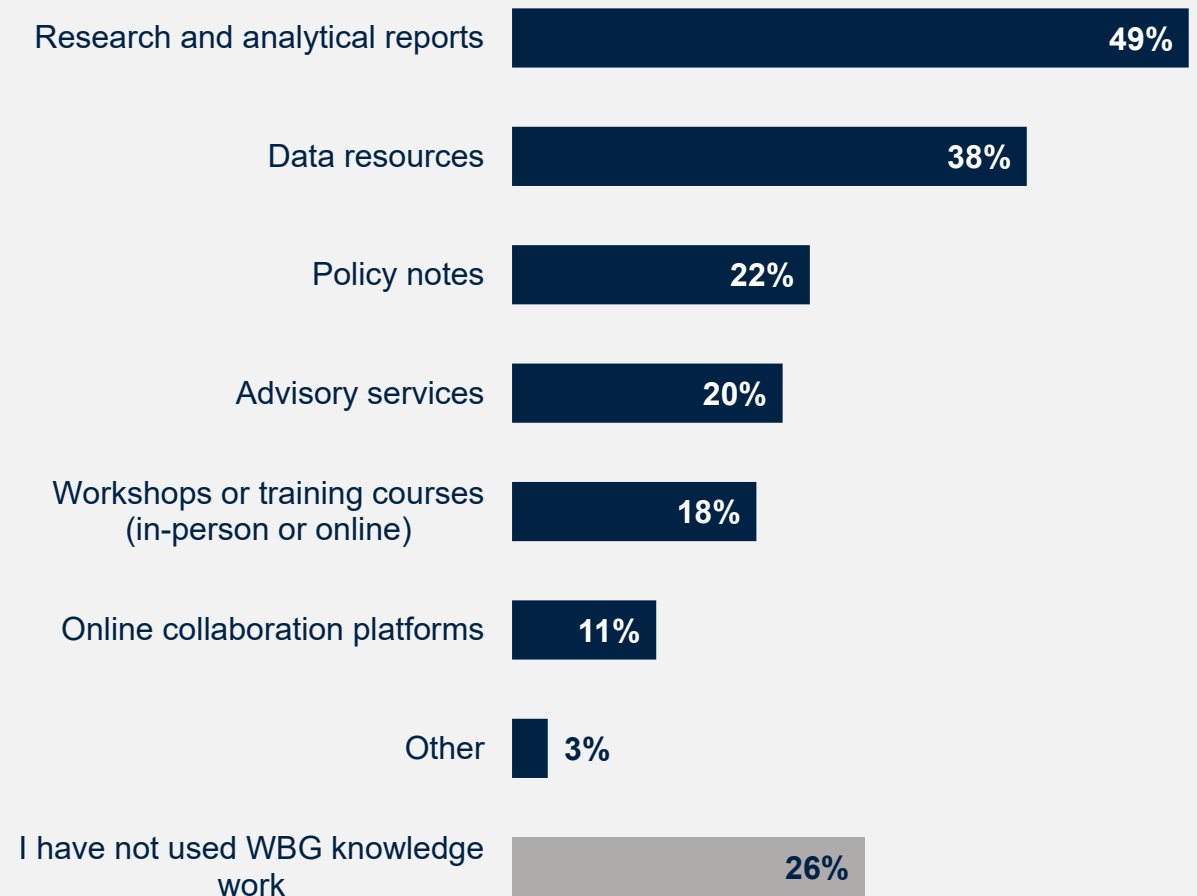
- Scale up financing for major strategic investments critical to Jordan's long-term resilience, including water security, renewable energy, digital infrastructure, and transport networks outside Amman.
- Ensure financing decisions are guided by evidence, impact assessments, and national development objectives at the project and sector levels.
- Provide early warning tools to assess and manage macro-level, medium-term public debt risks.



Nearly Three-Quarters of Respondents Used WBG Knowledge Work in the Past Three Years, Primarily Research / Analytical Reports and Data Resources

Different stakeholder groups used different types of WBG knowledge work:

- **Data resources** and **research and analytic reports** were most likely to be utilized by bilateral/multilateral agencies (65%/83%), civil society (57%/65%), and the media (67%/75%).
- **Policy notes** were most likely to be utilized by bilateral/multilateral agencies (61%).
- **Advisory services** were most likely to be utilized by government institutions (48%).
- Respondents from the local government and private sector were the most likely to indicate that they had **not used WBG knowledge work** (both 53%).



Stakeholders Used WBG Knowledge Work for a Variety of Purposes, Including Research and Policy Shaping

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

Evidence for Research, Diagnostics, and Public Reporting

- Used WBG data, indicators, and analytical reports as core inputs for economic and social studies, policy papers, academic research, and journalistic reporting.
- Applied WBG databases to analyze macroeconomic trends (inflation, unemployment, public debt, poverty) and sectoral issues (energy, solid waste, taxation).
- Relied on WBG knowledge as background evidence for growth diagnostics, refugee context analysis, and internal analytical reporting.

Shaping Policies, Programs, and Decision-Making

- Informed policy design and reform discussions, including labor market policies, refugee employment frameworks, and national strategies such as the Economic Modernization Vision.
- Used findings to guide decision-making processes, assess existing interventions, and integrate evidence into policy briefings and media discourse.

Enabling Collaboration, Capacity, and Resource Mobilization

- Helped identify funding gaps, priorities, and best practices to support project design and grant proposal development.
- Served as a basis for collaboration with the World Bank, including joint research, analytical work, and affiliation with upcoming projects.
- Strengthened capacity building and transparency, enabling stakeholders, civil society, and decision-makers to monitor development outcomes using publicly available data.



75% of Respondents Reported That WBG Policy Advice Shaped Government Policy and Influenced Key Development Areas

Jobs

“The strategic partnership supports green expansion and enhances job opportunities. The reform matrix that focused on trade, unemployment, agriculture, and tourism.” (Government Institution Respondent)

“To ensure its sustainability, the World Bank recommended raising the retirement age and reducing early retirement incentives. It also recommended implementing policies to encourage early retirees to return to work, expanding the wage base for calculating retirement benefits to include the entire career, and reducing incentives for early retirement based on actuarially fair factors, while incorporating inflation-indexed retirement benefits .” (Media Respondent)

Education

“Public sector development and the public sector modernization map in the education sector and digital transformation in general.” (Civil Society Respondent)

“Continued integration of refugees into public services, particularly education and health.” (Bilateral/Multilateral Agency Respondent)

Health

“Through assessment reports and technical support provided by the World Bank Group to the Jordanian government, the Ministry of Health’s drive to adopt a comprehensive health insurance system that caters to marginalized groups, including refugees, was strengthened as part of the implementation plan of the National Health Strategy. Technical advice also supported the approach to contracting with the private sector to improve access to specialized health services, which in turn eased pressure on government centers.” (Civil Society Respondent)

Water and Sanitation

“Water Harvesting Governance at the Farm and Desert Levels Procedure: Issuing a decision guiding procedures for implementing water harvesting activities at the desert and farm levels.” (Government Institution Respondent)

“Income tax and value-added tax and the investment policies and the prices of the goods and the electricity and the water, which negatively affected the lower income of the lower- and middle-class families, also negatively affected the quality of all services.” (Civil Society Respondent)



In your opinion, has the WBG’s policy advice influenced a new or previous government policy in Jordan? (Percentage of Respondents, N=100)

What government policy or action did the WBG’s advice influence and in what way? (N=44) Select comments corresponding to the top development priorities for the WBG’s focus, as identified by respondents, are shown here.

Stakeholders Are Significantly More Positive About the Contribution of WBG Knowledge Work to Development Results in Jordan

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

- Deepen qualitative, **people-centered analysis** to better understand how policies affect everyday life, living standards, and middle-class households, particularly in the context of fiscal reforms, taxes, and fees.
- Enhancing **engagement with local stakeholders**, including civil society, the private sector, and universities, to ensure the realism of recommendations.
- **Simplifying the language** of knowledge products and providing **executive summaries in Arabic** to improve accessibility.

Working with the WBG increases Jordan's institutional capacity[^]

7.4

7.3

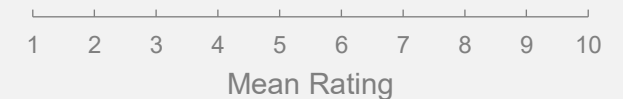
I am satisfied with the quality of the WBG's knowledge work in Jordan[^]

7.3

WBG's knowledge work makes a significant contribution to development results^{*}

7.3

6.4



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

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

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

^{*}Denotes statistically significant difference between FY22 and FY25.

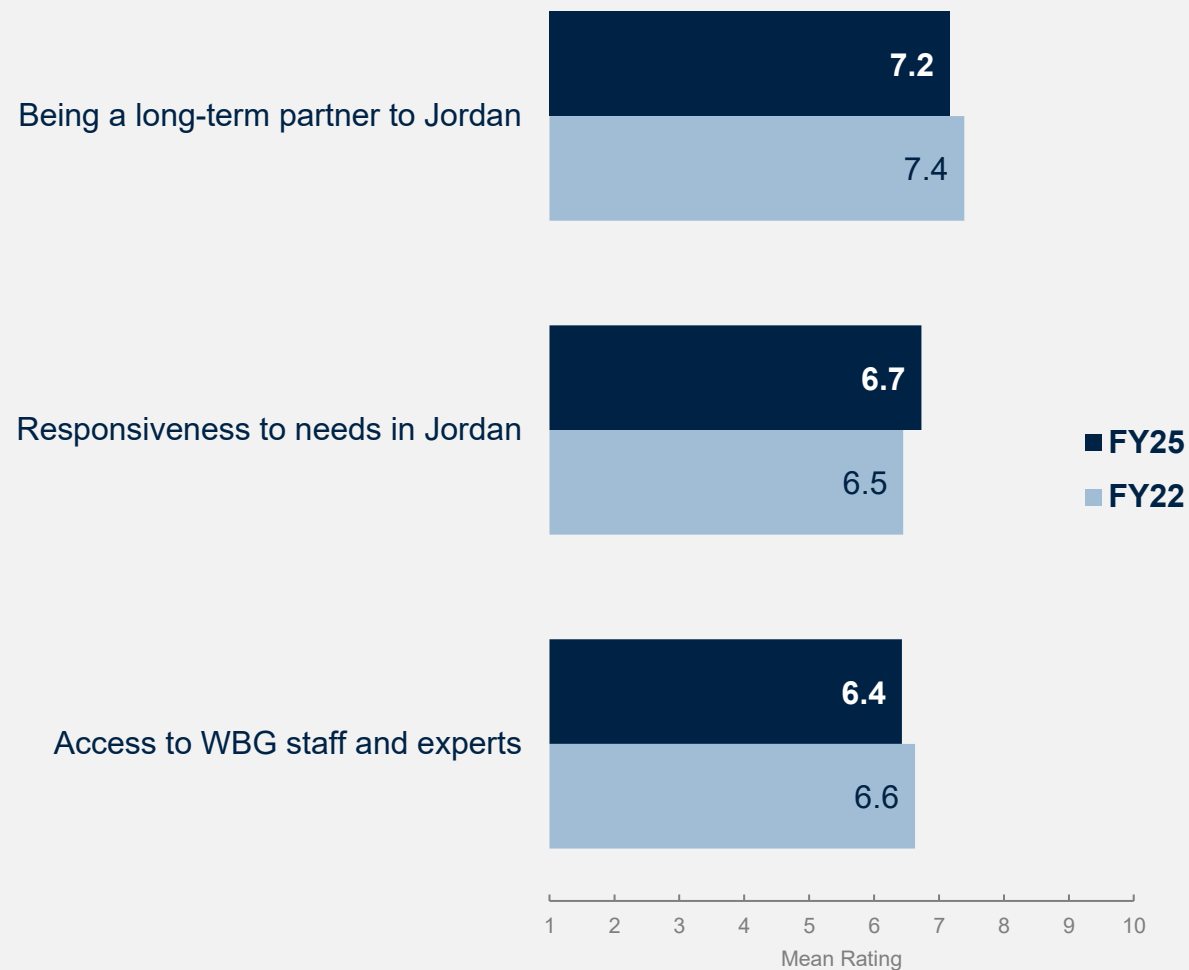


The WBG's Engagement and Collaboration



Perceptions of the WBG as a Development Partner to Jordan Consistent With the FY22 Survey Findings

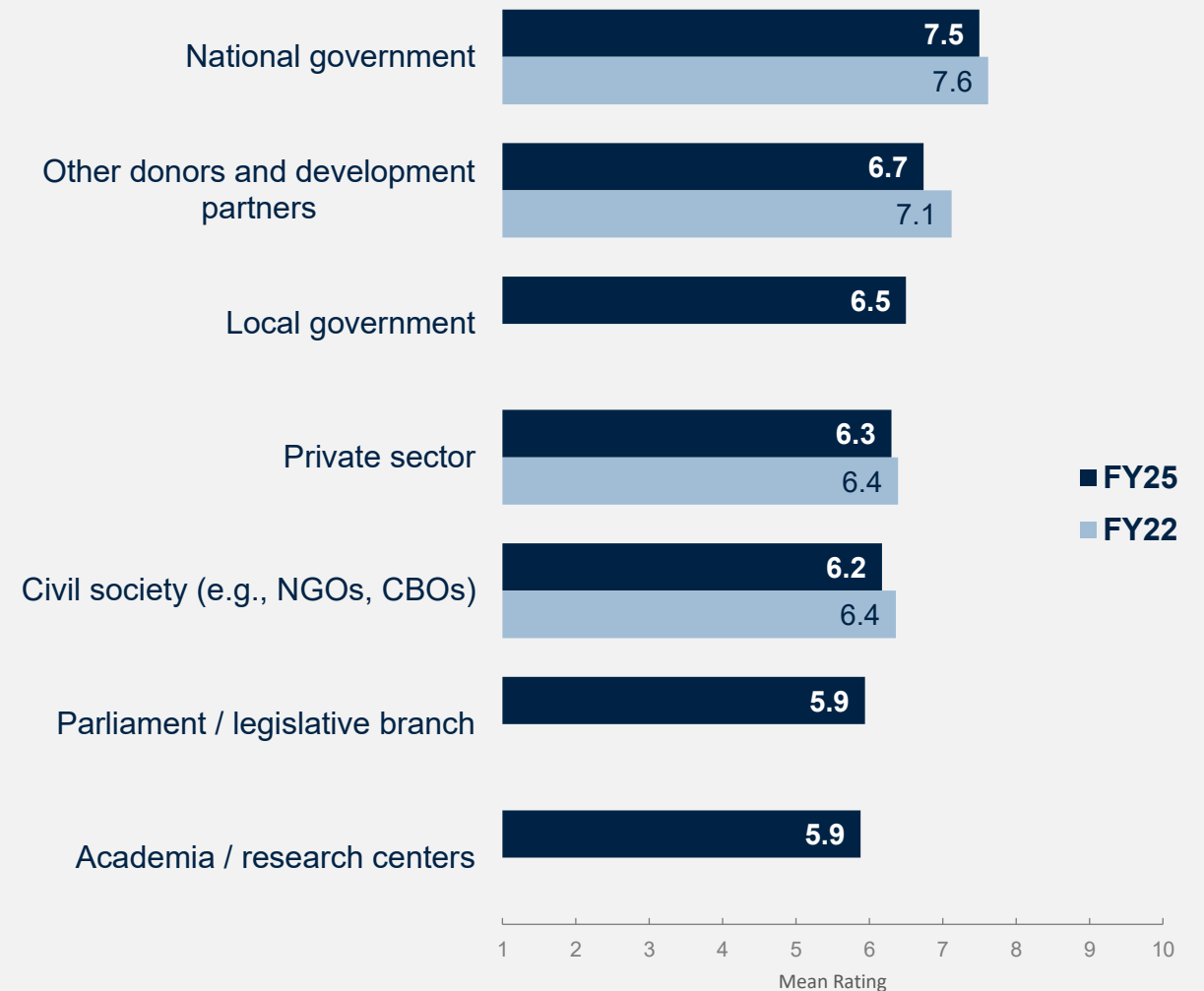
Stakeholders from bilateral and multilateral agencies and government institutions reported significantly higher ratings for these three aspects of the WBG as a development partner compared to respondents from other stakeholder groups.



WBG Collaboration with National Government, Other Donors/Partners, Private Sector, and Civil Society Seen as Consistent to the FY22 Survey Findings

Perceptions of WBG collaboration with the **national government** were the most positive among respondents of government institutions and bilateral/multilateral agencies (mean = 8.1 and 9.0, respectively).

Respondents from bilateral/multilateral agencies also reported the highest ratings for collaboration with **other donors and development partners** (mean = 7.8).

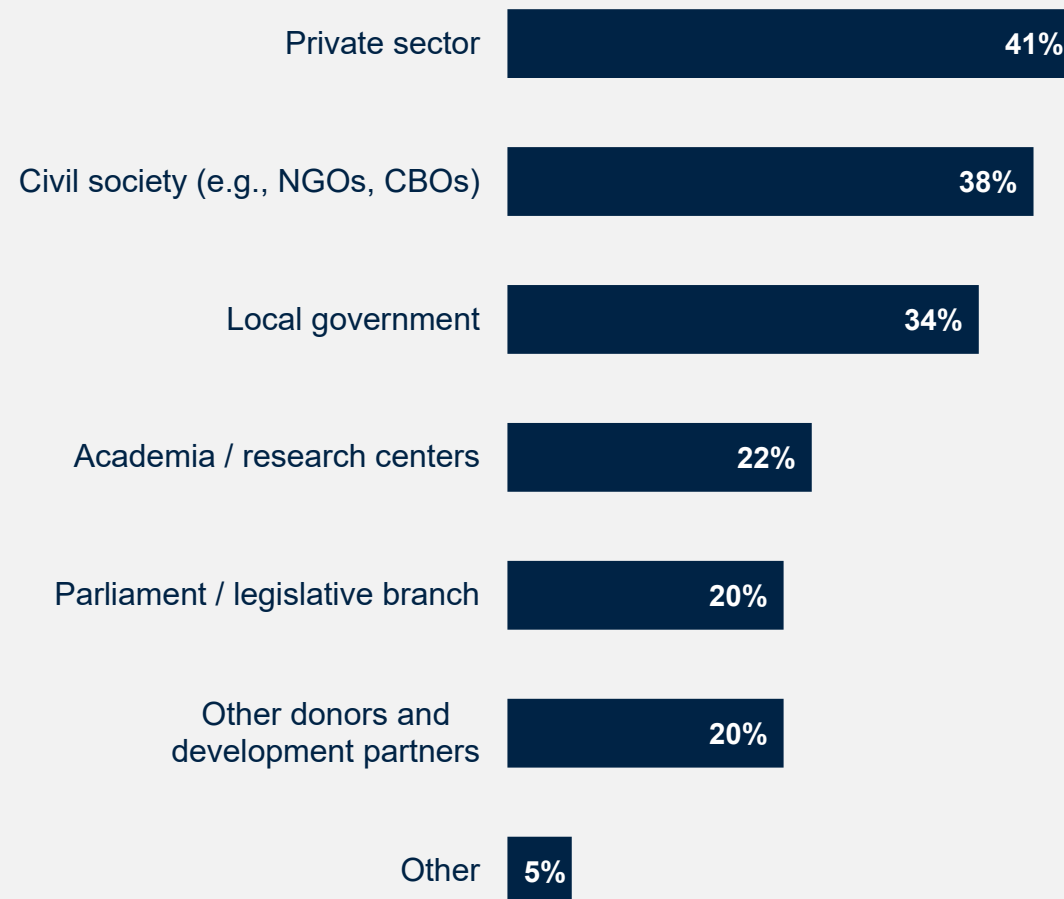



Stakeholders Want the Bank to Collaborate More With the Private Sector, Civil Society, and Local Government

Expanded outreach to the private sector, civil society, and local governments is additionally recommended because they had low levels of familiarity with the WBG, and these institutions had increased trust among stakeholders.

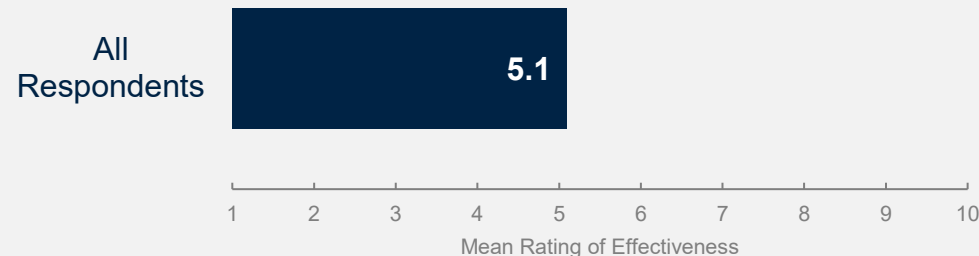
In qualitative comments,[^] respondents discussed the need for the WBG to increase engagement and collaboration with stakeholders. Respondents suggested the WBG could do the following:

- Strengthen coordination and collaboration with **development partners**, including IFIs, the UN system, and donors, by sharing responsibilities, clarifying value propositions, and leveraging convening power to maximize impact amid constrained resources.
- Deepen engagement with **local stakeholders and institutions**, including local governments, civil society, academia, and communities outside the capital, to ensure recommendations are realistic, culturally sensitive, and aligned with local needs and national contexts.
- Expand partnerships with the **private sector**, including through public-private partnerships, advisory services, and financing mechanisms, to improve service delivery, stimulate innovation, and support sector development.



 In addition to its partnership with the national government, which of the following should the WBG collaborate with more to have a greater impact in Jordan? (Select up to 2) (Percentage of Respondents, N = 152)
[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Jordan? (Please be specific) (N = 68)

WBG Effectiveness in Facilitating Civil Society Participation



Respondents from government institutions gave the highest ratings for the WBG's effectiveness (mean = 7.2) while respondents from civil society gave one of the lowest ratings (mean = 4.5). 42% of respondents rated the WBG's effectiveness below average (1-4). These respondents suggested the following could help to make the WBG more effective:

- Provide direct, transparent funding to local CSOs, simplify access to grants, and reduce reliance on intermediaries to better leverage local knowledge and reach communities.
- Move beyond "box-ticking" consultations by establishing regular, structured dialogue with CSOs.
- Support CSOs' understanding of WBG tools and frameworks, encourage government non-interference, and foster inclusive partnerships.

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

"Promoting Employment Opportunities for Jordanians and Syrian Refugees (PforR) Project: This project is one of the World Bank's most prominent programs to enhance employment and social protection in Jordan. It was designed and implemented in partnership with civil society organizations and local authorities."
(Media Respondent)

"When there is any funding or project from the World Bank, the local community is fully involved by identifying this need and its form, and continuing the monitoring process during implementation and evaluation after implementation."
(Local Government Respondent)

"During the preparation of any project, the WB teams conduct consultation sessions with the Civil Society organization as part of preparing the Stakeholder Engagement Plan, among other documents that require consultation with the project beneficiaries, including NGOs/CSOs."
(Government Institution Respondent)

"Civil society participation is embedded in the WB CPF, CSOs are key partners for EMV reform implementation, and CSOs play a role in partnership platforms. CSOs are also brought into high-level dialogue during the WBG annual meetings, including through policy forums that provide a mechanism to have their voices heard to influence policy priorities."
(Bilateral/Multilateral Agency Respondent)

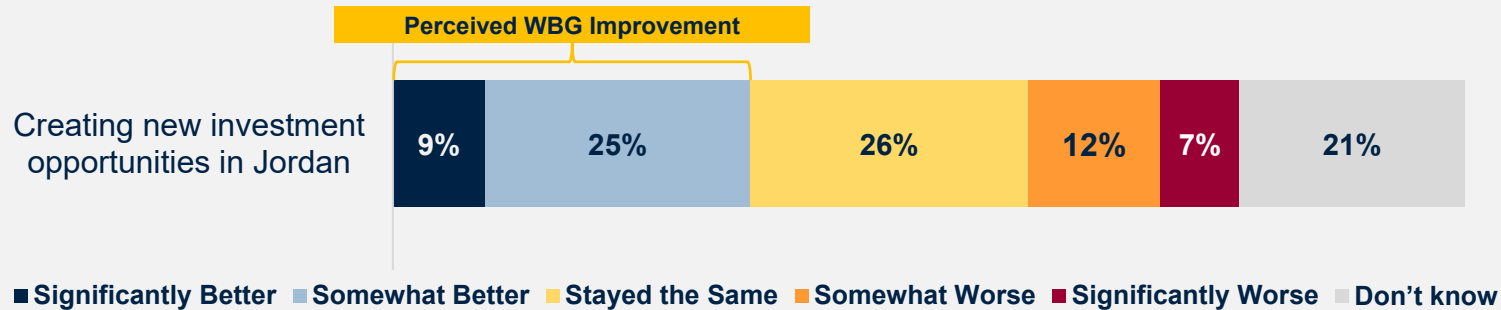


How effective is the WBG in facilitating civil society participation in development policy dialogue and implementation in Jordan? Scale: 1 Not effective at all – 10 Very effective

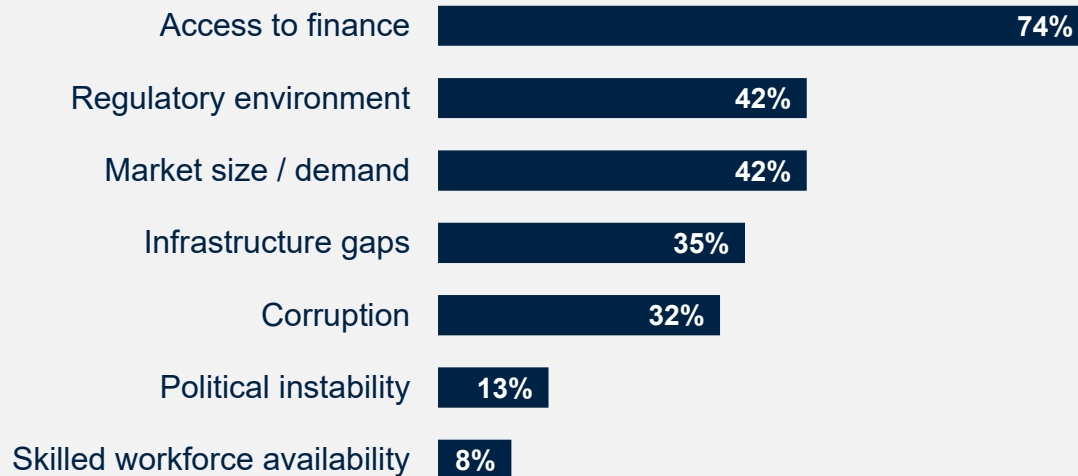
[If effectiveness rating < 5] How could the WBG be more effective in facilitating civil society participation in development policy dialogue and implementation? (N=18) [If effectiveness rating > 4] Please share examples of the WBG's effective facilitation of civil society participation in development policy dialogue and implementation. (Please be specific) (N = 17)

The WBG Working With the Private Sector

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



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



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

- Improving the environment for private sector growth by **reducing risks** through affordable energy, transparent regulation, and stronger financing frameworks.
- Expanding private sector **financial and advisory support** to drive investment and job creation.
- Strengthening PPPs** to deliver large-scale infrastructure and climate projects while limiting fiscal burdens.



What are the biggest challenges facing private sector development in Jordan? (Select up to 3) (Percentage of Government or Private Sector Respondents, N = 72)

[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Jordan? (Please be specific) (N = 68)

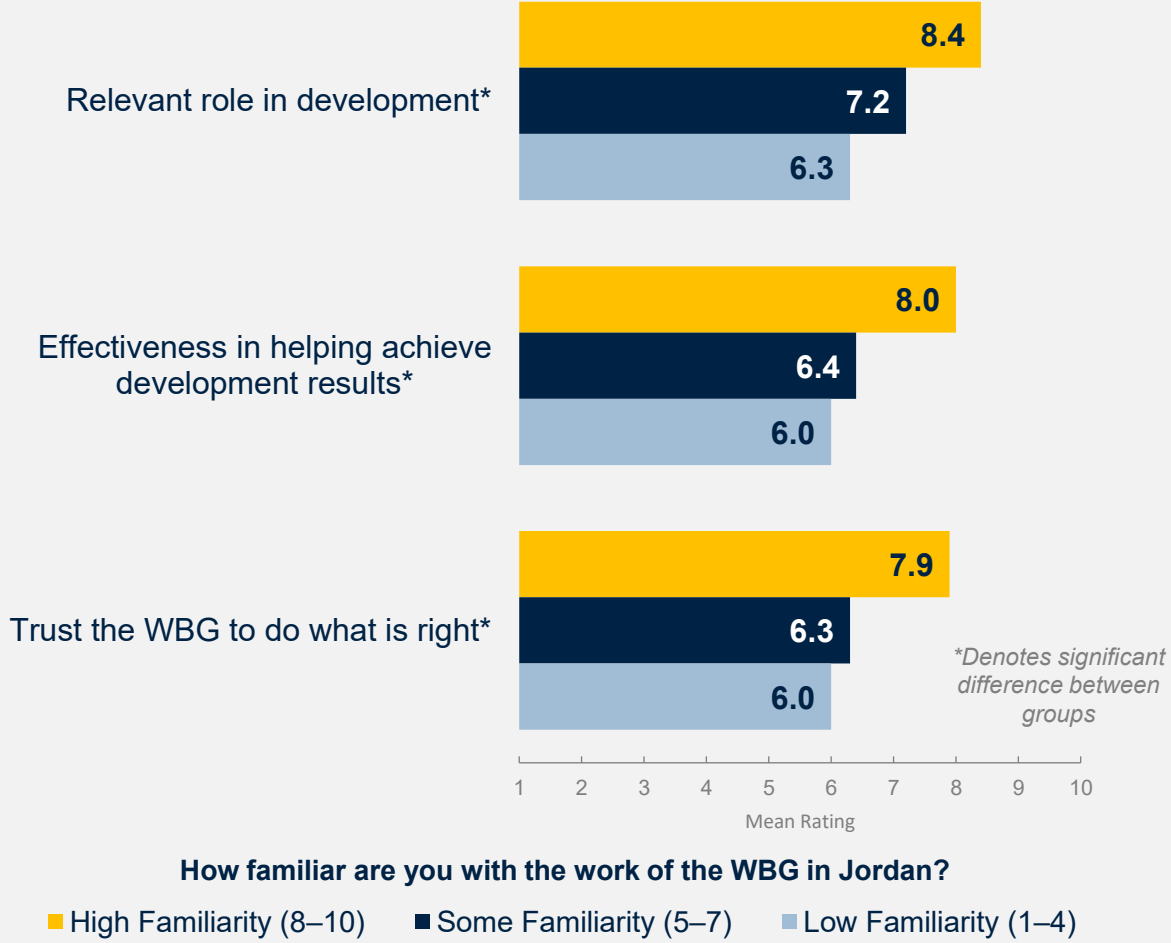
Communication and Outreach



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 Jordan? Scale: 1 Not familiar at all – 10 Very familiar
 Relevant role in development Scale: 1 Not familiar at all – 10 Very familiar
 Effectiveness in helping achieve development results Scale: 1 Not familiar at all – 10 Very familiar
 Trust the WBG to do what is right. Scale: 1 Not familiar at all – 10 Very familiar

Direct Contact and Events Were Stakeholders' Top Choices for Receiving Information from the WBG

Stakeholder preferences differ and should guide targeted outreach. Although most respondents favored direct contact and events, stakeholders from the media expressed a stronger preference for direct messaging, and respondents from bilateral/multilateral agencies were the most likely to prefer WBG publications.

	Top Two Preferred WBG Channels								
	All Respondents	Government Institutions	Office of a Parliamentarian	Local Government	Bilateral/Multilateral Agency	Civil Society	Private Sector	Academia	Media
Direct contact with WBG staff (e.g., in person, virtually, phone, email)	57%	59%	65%	60%	86%	52%	50%	43%	33%
WBG event / conference / workshop (in person or online)	44%	50%	41%	53%	33%	62%	33%	36%	33%
WBG e-Newsletters	36%	32%	35%	40%	29%	43%	28%	36%	50%
WBG social media channels (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	32%	36%	35%	33%	24%	10%	50%	43%	33%
WBG direct messaging* (e.g., WhatsApp)	27%	45%	12%	40%	5%	19%	28%	14%	67%
WBG website (including blogs)	27%	36%	18%	7%	38%	24%	22%	43%	17%
WBG publications*	24%	5%	12%	13%	57%	29%	11%	36%	25%
WBG podcasts	8%	0%	18%	7%	0%	14%	6%	14%	8%



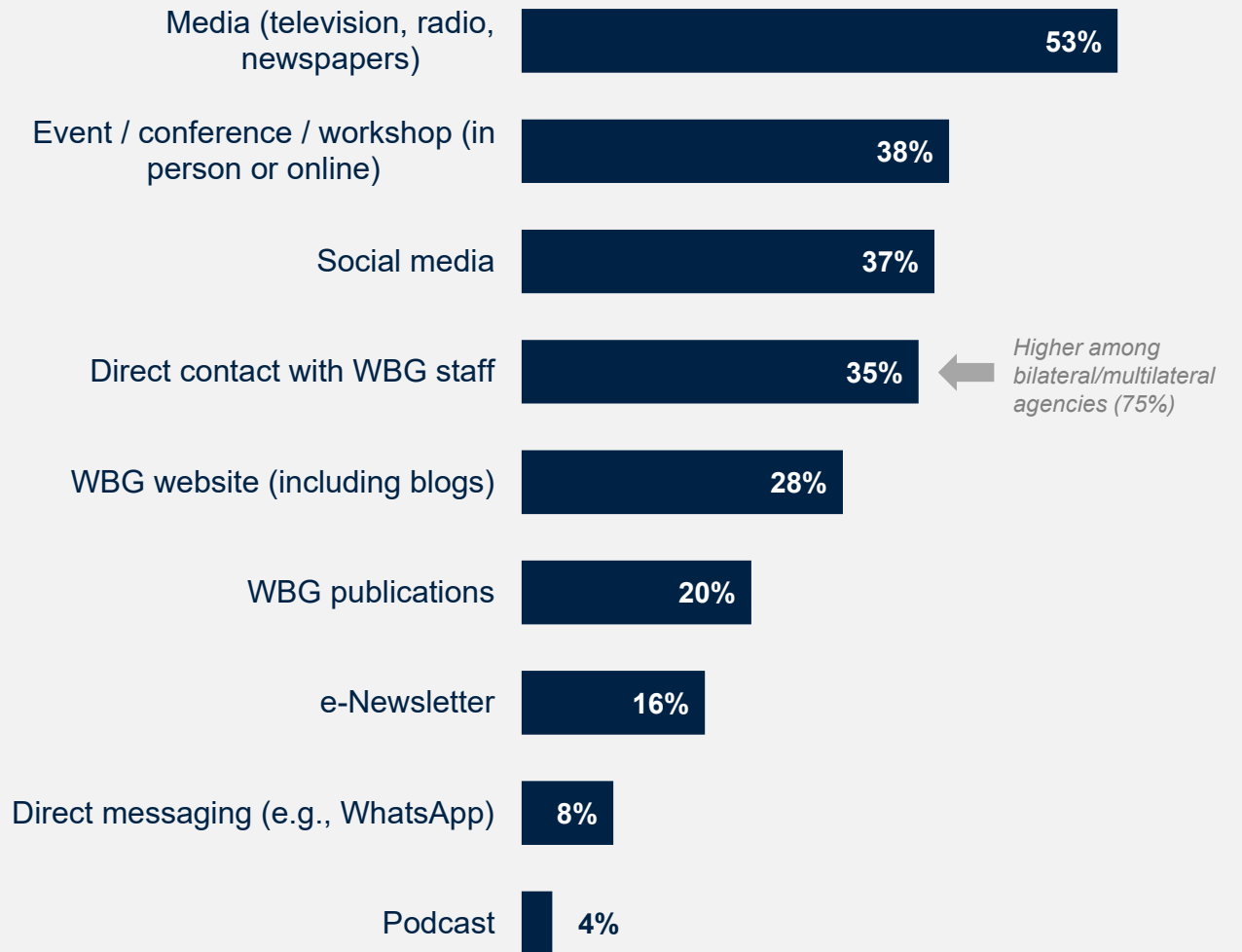
How would you prefer to obtain information from the WBG? (Select up to 3) (Percentage of Respondents, N=143)

*Significant difference between stakeholder groups

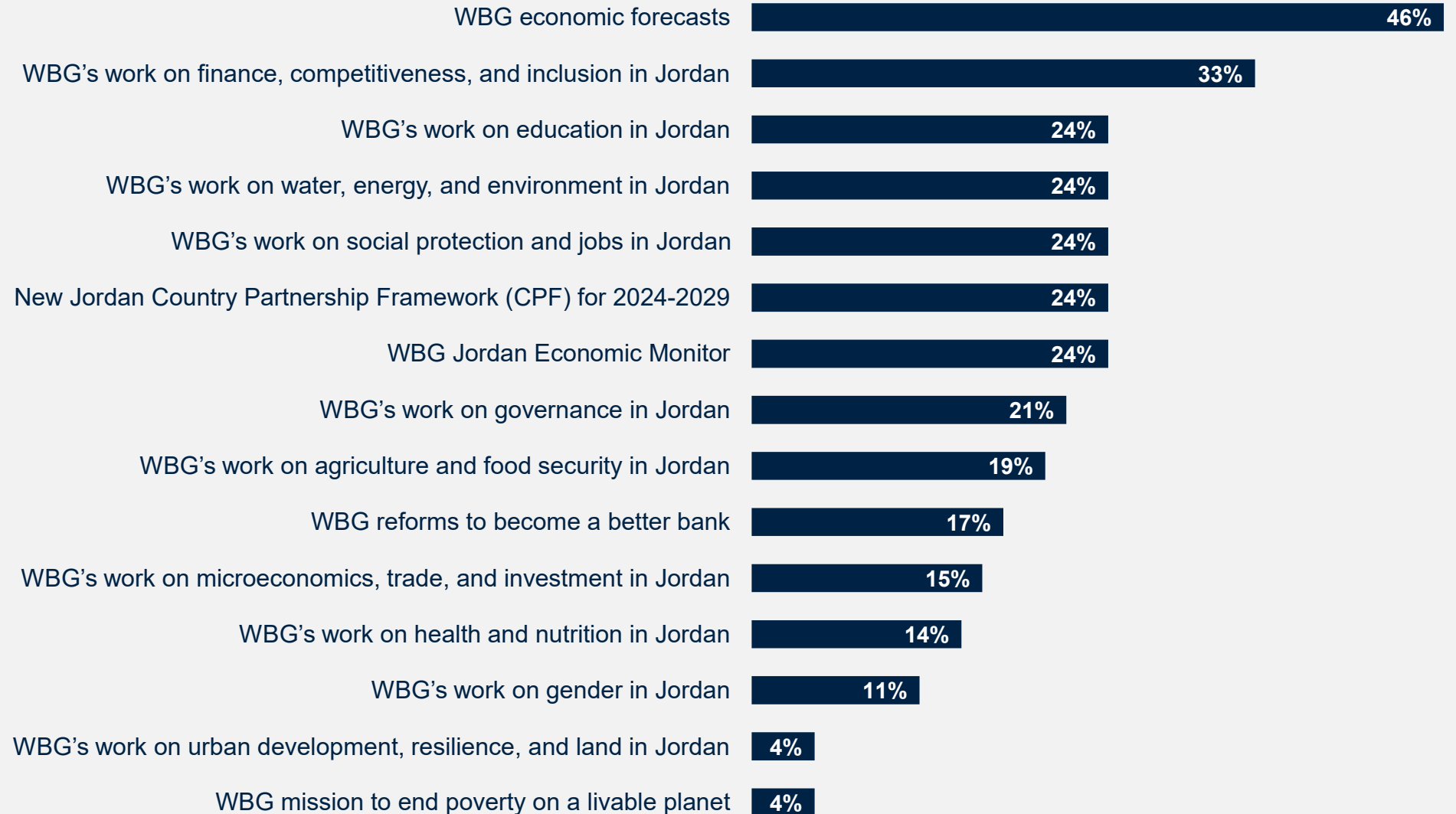
Half of All Respondents Recalled Seeing or Hearing About the WBG Recently, Most Often via Media

Respondents from the offices of Parliamentarians and the private sector were significantly less likely to indicate that they recalled seeing or hearing something about the WBG recently (26% and 21%, respectively) compared to other stakeholders.

Of note, **e-Newsletters** were the 3rd most preferred source to obtain information from the WBG, but were near the bottom of the recall sources identified.



WBG Economic Forecasts and Finance-Related Work Were the Most Recalled WBG Topics



Stakeholders Indicated That Impact Assessments and Case Studies Would Be Most Useful To Understand the WBG's Role in Jordan

Top Two Types of Preferred Information About the WBG

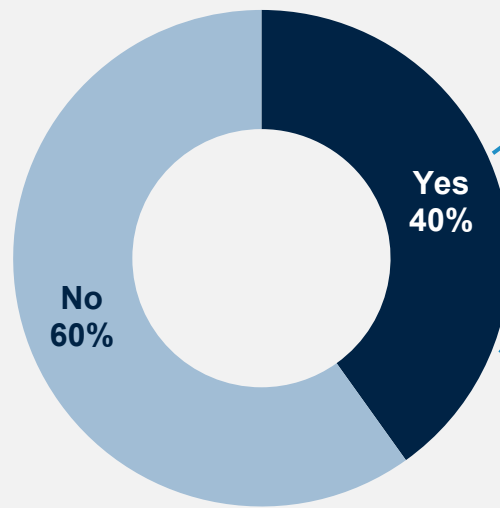
	All Respondents	Government Institutions	Office of a Parliamentarian	Local Government	Bilateral/ Multilateral Agency	Civil Society	Private Sector	Academia	Media
Impact assessments and evaluations	51%	59%	26%	50%	50%	67%	44%	64%	50%
Case studies of WBG projects	43%	68%	47%	50%	36%	38%	44%	29%	25%
Information on how to work / partner with WBG	37%	27%	32%	36%	27%	33%	56%	50%	42%
Regular updates on WBG activities	36%	32%	37%	21%	50%	38%	39%	29%	42%
Sector-specific strategies	32%	32%	37%	21%	32%	38%	33%	29%	42%
Overview of WBG financial products and services	30%	27%	26%	29%	41%	24%	44%	21%	17%
WBG research and knowledge*	19%	14%	5%	14%	27%	29%	0%	43%	33%

Sample Demographics and Detailed Methodology

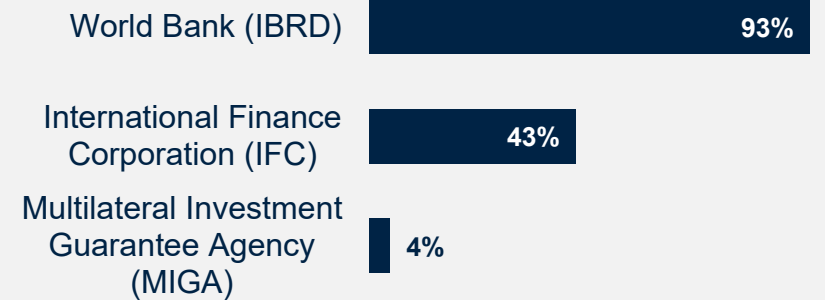


Sample Demographics

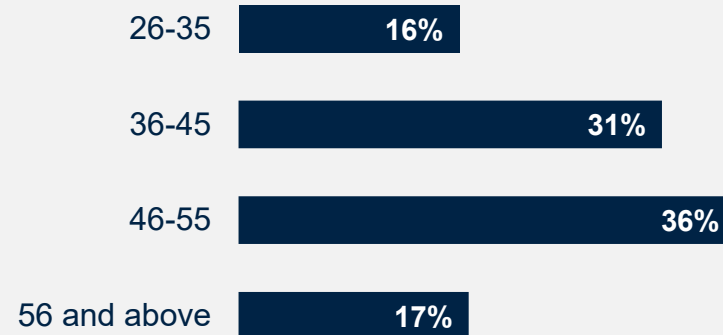
In the past 3 years, have you worked or collaborated with the WBG in Jordan?
(N=172)



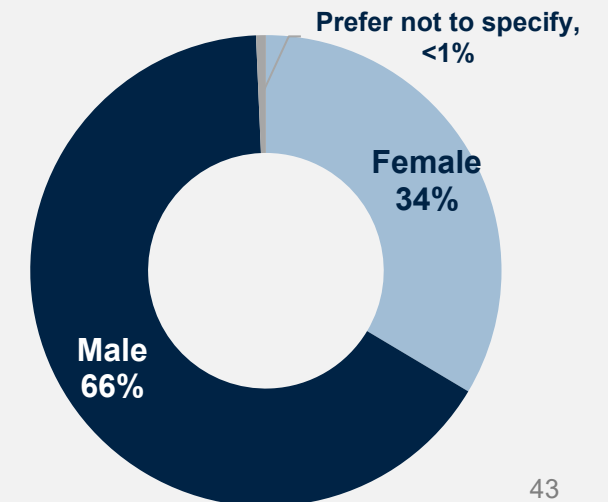
Which of the following WBG agencies have you worked or collaborated with in Jordan?
(N=69)



What's your age?
(N=149)

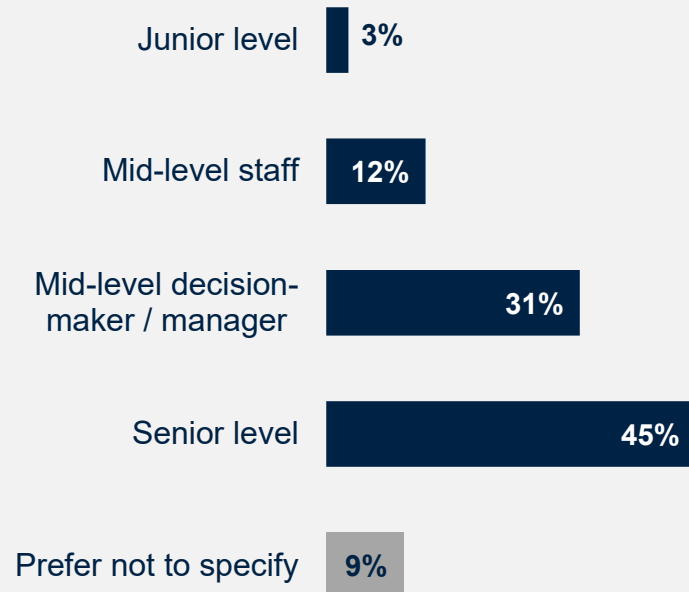


What is your gender?
(N=149)

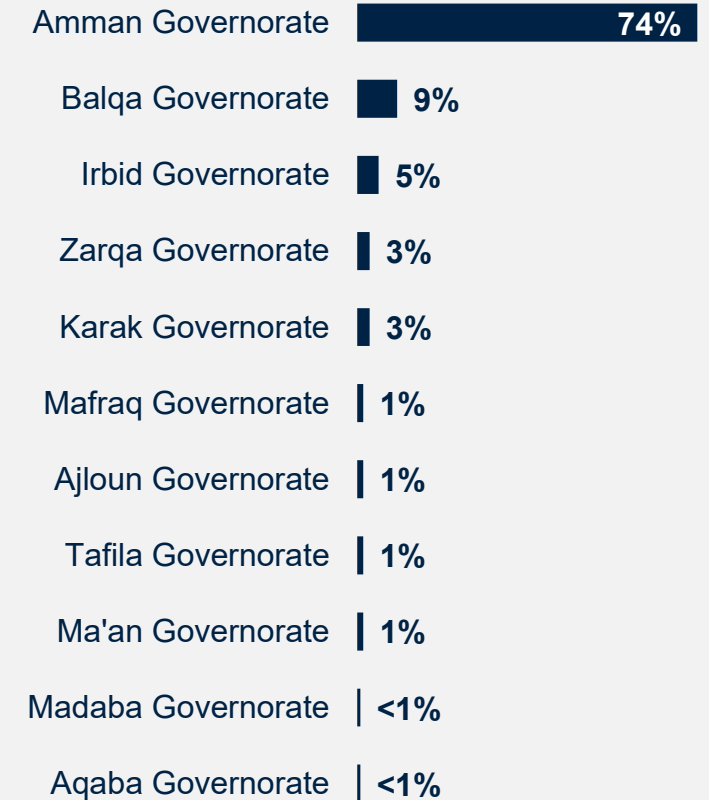


Sample Demographics (continued)

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



Which best represents your geographic location?
(N=149)



Detailed Methodology

From **June to September 2025**, a total of 506 stakeholders in Jordan 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 Royal Hashemite Court, offices of the Prime Minister, Ministers, and 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, **174 participated in the survey (34% response rate)**. Respondents either completed the questionnaire online or received it by courier, completed it on paper, and returned it to the field agency.

This year’s survey results were compared to the FY22 Country Opinion Survey, which had a response rate of 38% (N = 147).

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, stakeholder compositions across both survey years should be taken into account when interpreting these comparisons.

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

	FY 2022	FY 2025
Government Principals: Royal Hashemite Court, Prime Minister, Minister, Parliamentarian	3%	14%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	21%	13%
Local Government	5%	11%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	18%	15%
Civil Society Organization: Local and regional NGO, Community-Based Organization, Private Foundation, Philanthropy, Professional/Trade Association, Faith-Based Group, Youth Group	22%	16%
Private Sector: Private Company, Financial Sector Organization, Private Bank	11%	15%
Academia / Research Center	5%	8%
Media	15%	7%
Total Number of Respondents*	147	171



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 “Jordan COS FY25 Appendices.xlsx” file published in the WBG Microdata Library, along with the survey microdata and this report.

Please note that not all questions were asked of every respondent in FY25. Some questions—particularly those requiring more in-depth knowledge of WBG projects and operations—were only presented to a subset of stakeholders. Consequently, for year-over-year comparisons, some FY22 means shown in this report are based only on the subset of respondents who received the same questions in FY25, rather than the full FY22 sample. As a result, these means may differ from those published in the original FY22 report. Please refer to the questionnaire for details on question routing. The questionnaire is published in the WBG Microdata Library, along with the survey microdata, appendices, and this report.

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



CountryOpinionSurveys

Thank you

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

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