



CountryOpinionSurveys

FY 2025 **The Philippines** Country Opinion Survey Report

Acknowledgements

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

BI acknowledges the significant contribution from the Philippines country team and the independent field agency, IPSOS Philippines. In particular, BI is grateful for the support from Mario Villamor (Senior External Affairs Officer), Lilanie Olarte Magdamo (Senior Operations Officer), and Stephanie Margallo (External Affairs Associate), who coordinated the survey-related activities from Manila, the Philippines.



Contents

Objectives

Methodology Overview

Executive Summary

Overall Views of the World Bank Group (WBG)

The WBG's Work on Development Priorities

The WBG's Instruments

The WBG's Operational Engagement and Collaboration

Communication and Outreach

Sample Demographics and Detailed Methodology



Objectives

This survey was designed to assist the World Bank Group (WBG) in gaining a better understanding of how stakeholders in the Philippines 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 the Philippines? Are these perceptions improving or declining? Do stakeholders feel that the WBG has changed for the better or the worse in the last two years?
- 2. The WBG's Work on Development Priorities:** What areas of development are perceived to be the most important? Has the WBG been effective in achieving the goals of its projects in these areas? How did these projects impact the people of the Philippines, and how could the WBG have been more helpful?
- 3. WBG Instruments:** What do key stakeholders value the most regarding the WBG's work in the Philippines? What opinion do key stakeholders have of the WBG's financial instruments and knowledge products? How are stakeholders using WBG knowledge work, and has it influenced government policy in the Philippines?
- 4. The WBG's Engagement and Collaboration:** How is the WBG perceived as a development partner in the Philippines? 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 April – June 2025

- 1,236 potential participants were asked to complete the survey
- Respondents completed the questionnaire online
- List of names provided by the WBG country team and supplemented by the field agency
- Data collection conducted by an independent field firm

287 participants (23% response rate)

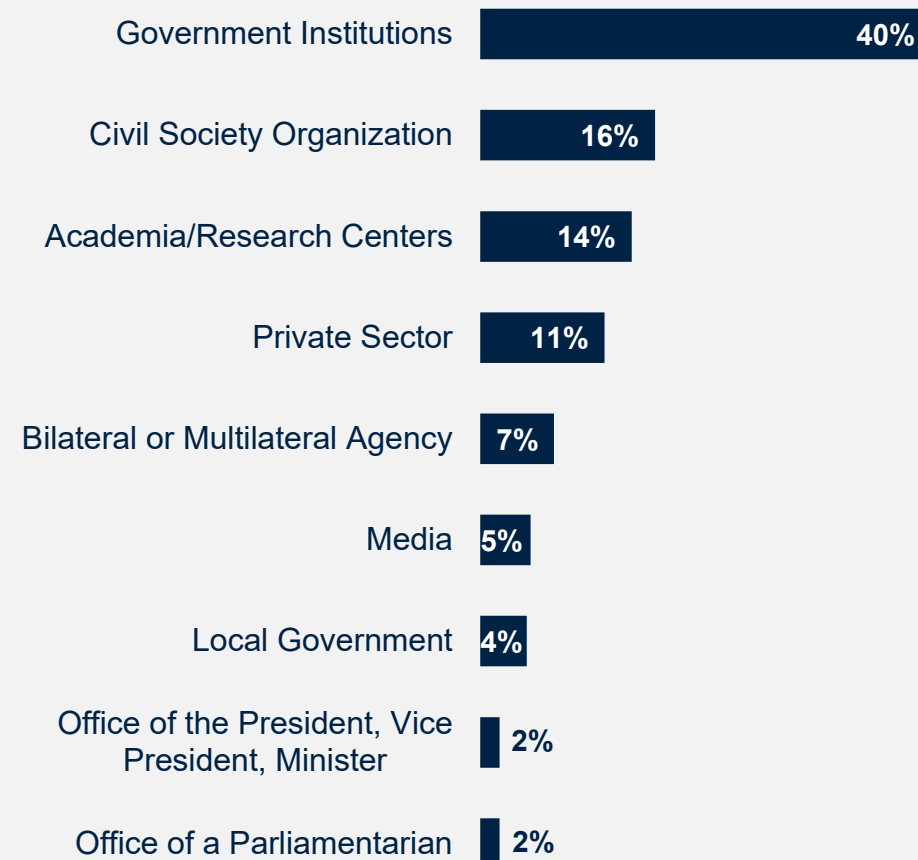
- 69% from National Capital Region/Metro Manila
- 56% have collaborated with the WBG within the past 3 years

Compared to the FY22 Country Survey Results

- 335 participants (30% response rate)
- 69% from National Capital Region/Metro Manila
- 57% collaborated with the WBG

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

Stakeholders in FY25 COS Sample



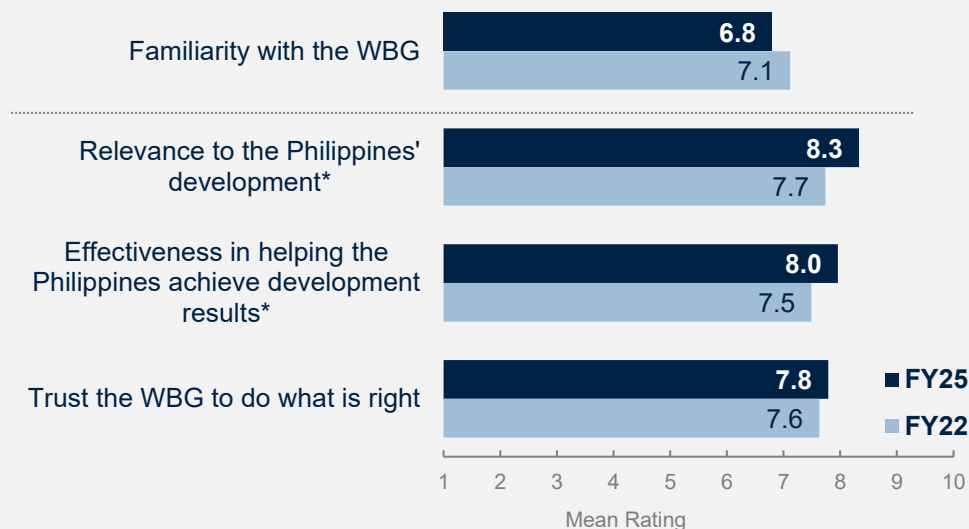
What is your primary professional affiliation? (Select only 1 response) (Percentage of Respondents, N=287)

Executive Summary

1. Overall Views of the WBG:

Stakeholders reported statistically similar levels of **familiarity** with and **trust** in the WBG as in the FY22 Country Survey. However, it should be noted that the WBG dropped from the first place in the ranking of the most **trusted institutions** in the Philippines to the middle of the list, which was due to increased levels of trust in other institutions, including UN agencies, regional development banks (ADB, AIIB), academia/research centers, and civil society. At the same time, respondents' ratings for the WBG's **relevance** to the Philippines' development and its **effectiveness** in helping the country achieve results were significantly improved compared to FY22.

Compared to other countries, stakeholder ratings for the WBG's relevance and effectiveness, and their trust in the WBG in the Philippines were higher than those of stakeholders in other East Asia and Pacific countries and other IBRD countries surveyed in FY25.

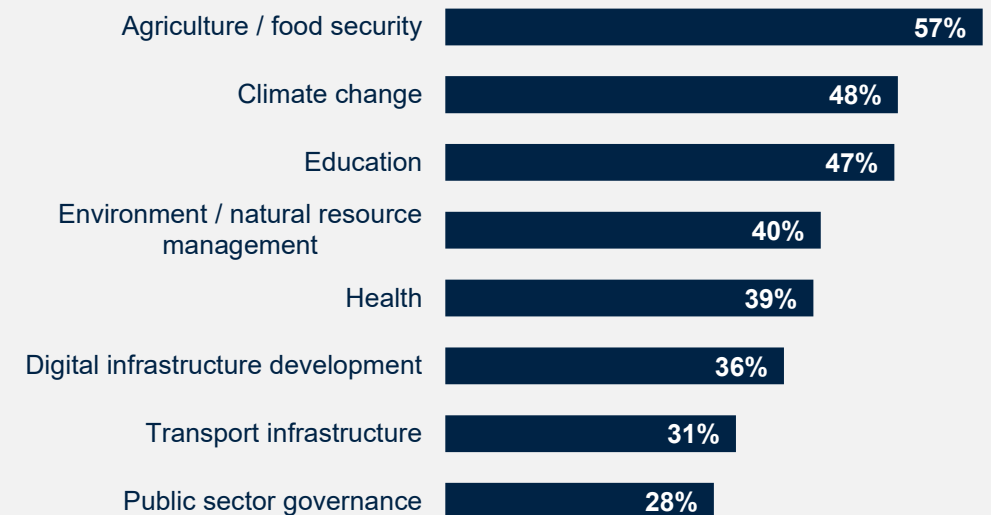


2. The WBG's Work on Development Priorities:

Agriculture/food security, climate change, and education were indicated as the top priorities for the WBG's support in FY25, followed by **environment/natural resource management, health, and digital infrastructure development** (considered much more of a priority in FY25 compared to FY22).

Nearly all respondents rated the WBG as helpful in achieving project goals, with **85% rating it as very helpful**.

In open-ended comments, respondents discussed that the WBG needed to strengthen governance and public sector effectiveness to improve service delivery. They also discussed building capacity within government institutions, improving monitoring and evaluation, and ensuring local ownership to sustain project results. Climate change, agriculture, infrastructure, and resilience featured prominently as key drivers of inclusive growth. Respondents suggested expanding the use of digital tools to enhance efficiency, decision-making, and access.



Executive Summary (continued)

3. WBG's Operational Effectiveness:

When asked about the WBG reform efforts over the past two years, approximately 60% of stakeholders indicated that the WBG had become **somewhat or significantly better at fulfilling its core mission of improving people's lives** in the Philippines and strengthening the **country's overall business environment**.

WBG clients and partners identified the most notable reform-related improvement in the WBG as **being easy to work with** and the technical quality of WBG-supported projects, with 76% and 75% of respondents, respectively, recognizing positive change in these areas.

In their written responses on how to make the WBG more effective in the Philippines, respondents emphasized that the WBG needs to deepen its inclusiveness and collaboration with local actors to better understand the local context, design more realistic projects, achieve smoother implementation, and deliver stronger results. Stakeholder consultations should be a genuine integration of diverse perspectives into decision-making and allow for continuous feedback. Such engagement will also build trust and co-ownership of project outcomes.

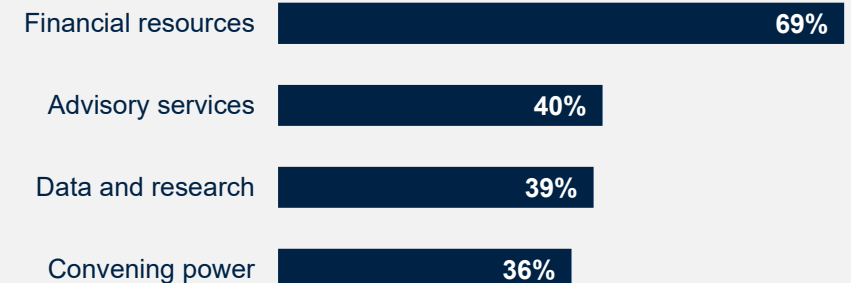
In their open-ended comments, stakeholders also discussed the need to **strengthen monitoring, evaluation, and accountability**. Suggestions included establishing independent monitoring and evaluation mechanisms; improving fund management and internal controls to ensure resources reach intended beneficiaries; using digital tools to track financial flows and publish regular progress reports in accessible formats to enhance transparency; and conducting independent audits to quickly detect and address corruption, misuse of funds, or delays.

4. WBG Instruments:

The WBG's **financial resources** were considered its greatest value to the Philippines in FY25. In addition, the WBG's financial instruments were considered significantly better at **meeting the country's needs**, having reasonable requirements, and being **timely** compared to FY22. Respondents' suggestions regarding WBG financing emphasized the need for **increased and sustained financial support**, particularly for high-impact, high-priority development areas. They highlighted the importance of WBG financing for large, long-term investments, especially where private financing may be limited. Respondents noted the value of making WBG financing more accessible and flexible to country needs, including a stronger mix of grants and concessional financing.

78% of respondents reported using 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 and increasing institutional capacity compared to the FY22 survey results.

83% of stakeholders reported that the WBG's policy advice helped shape government policies in the Philippines.



Executive Summary (continued)

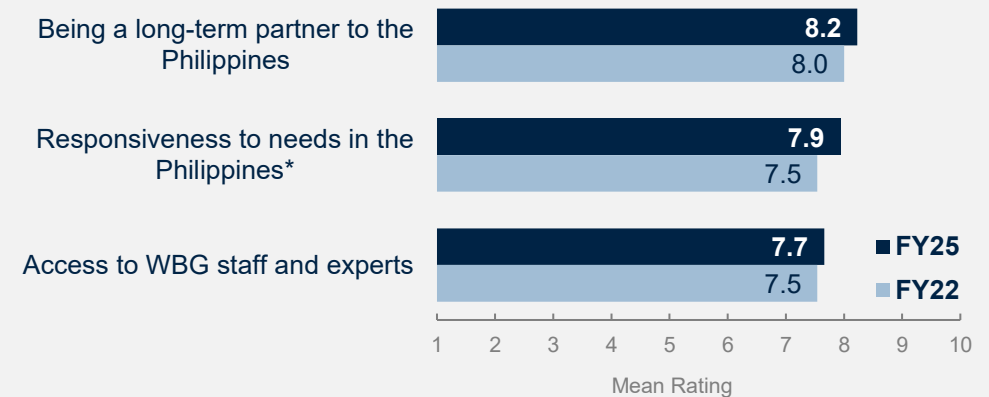
In qualitative comments, respondents emphasized that the WBG should strengthen **knowledge sharing and technical assistance**, such as facilitating technology transfer and dissemination of global best practices, as well as supporting applied research and platforms for sharing innovations across sectors. Respondents also discussed that the WBG needs to **build institutional and human capacity** with training and skills development programs. Respondents suggested that the WBG should **enhance partnerships with local actors**, such as indigenous communities, universities, think tanks, and civil society organizations, to ensure inclusiveness, embracing local knowledge in project design, and reflecting diverse needs and contexts.

5. The WBG's Engagement and Collaboration:

Stakeholders held positive views of the WBG as a **long-term development partner**, with **accessible staff** that is **responsive** to the country's needs (significantly improved since the FY22 survey).

Respondents gave the highest ratings to the effectiveness of the Bank's **collaboration with the Philippine national government**. 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. Looking forward, half of the respondents across stakeholder groups would like the Bank to **collaborate more effectively with local authorities** to increase its development impact in the country. **Expanded outreach to the private sector and civil society** is additionally recommended, given their lower levels of familiarity with the WBG's work and more critical views of the Bank, as well as both stakeholder groups having increased trust among stakeholders.

In open-ended comments, stakeholders highlighted that the WBG needed to **engage a wider range of stakeholders early and throughout the project cycle**, form closer partnerships with national and local government counterparts, and expand its collaborations with the private sector, civil society, and other partners to leverage complementary expertise, avoid duplication, and scale impact.



6. Communications:

56% of respondents recalled seeing or hearing something about the WBG recently, most often about the WBG's work on food security and human capital or WBG economic forecasts. They most often recalled this information from **events** (in person or online) or **direct contact with WBG staff**, which respondents also identified as their preferred means of receiving communication from the WBG.

Stakeholders reported that WBG's **impact assessments and evaluations** would be the most useful resources in helping them better understand the Bank's role in the Philippines, followed by **WBG research and knowledge** and **sector-specific strategies**.



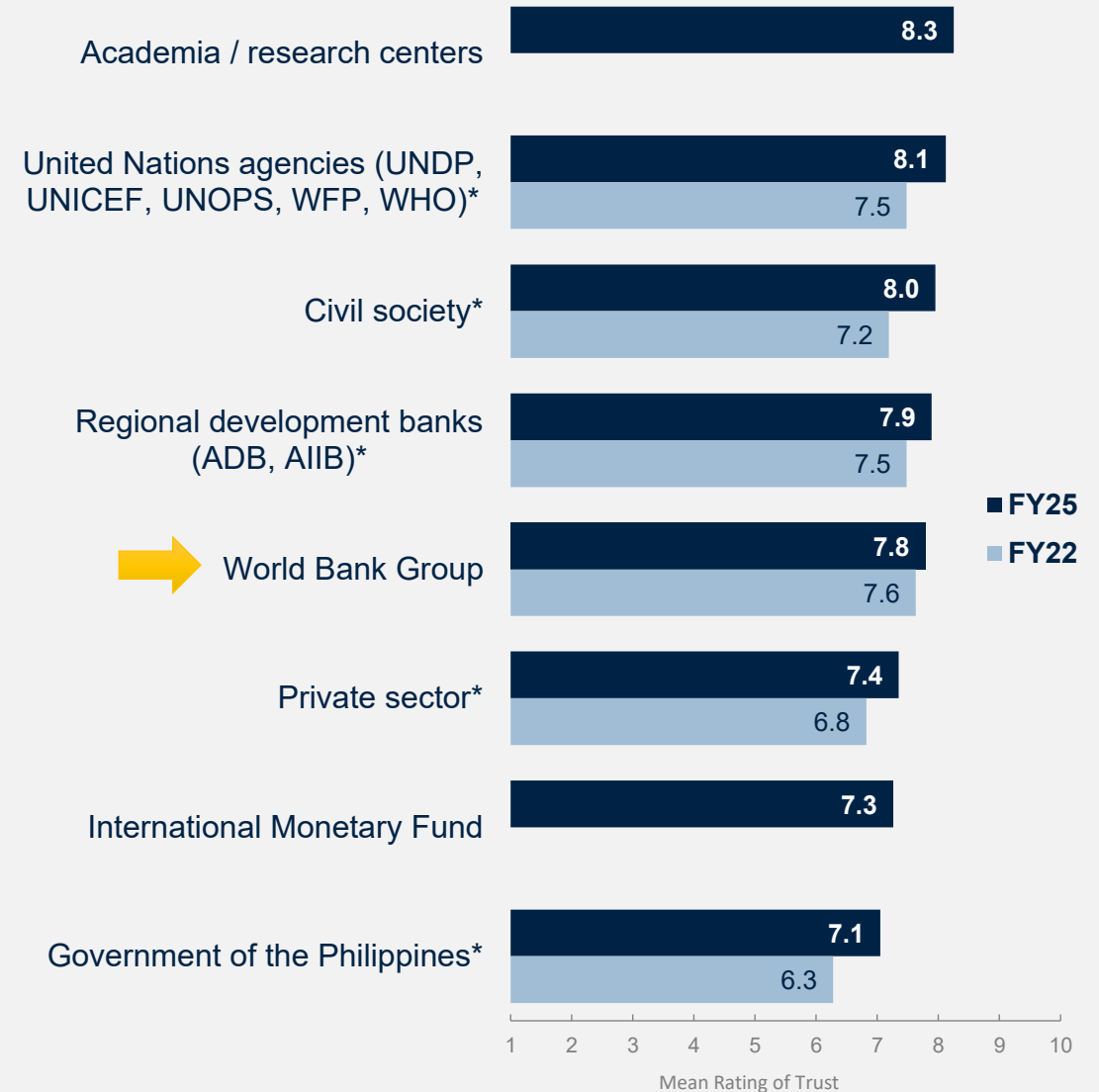
Overall Views of the World Bank Group



WORLD BANK GROUP

Trust in the WBG Consistent with FY22 COS

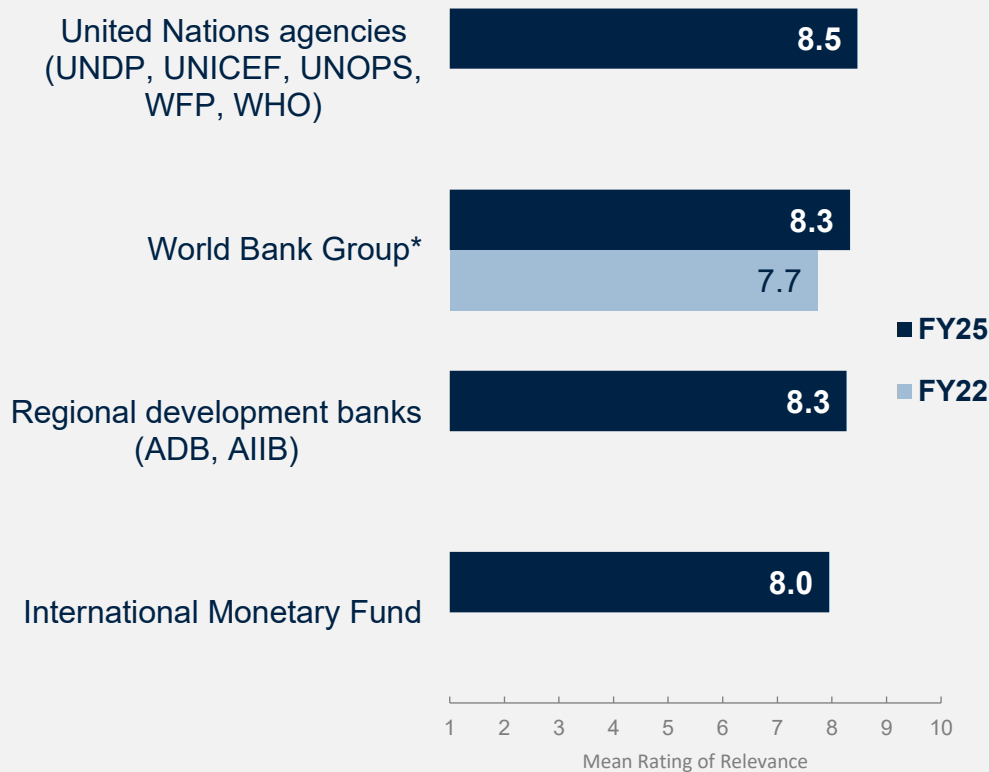
Since the last survey effort in FY22, stakeholders reported significantly higher levels of trust in UN agencies, civil society organizations, regional development banks, the private sector, and the government. Although the WBG was the most trusted institution in FY22, it dropped to the 5th most trusted in FY25 due to increased trust in other institutions.



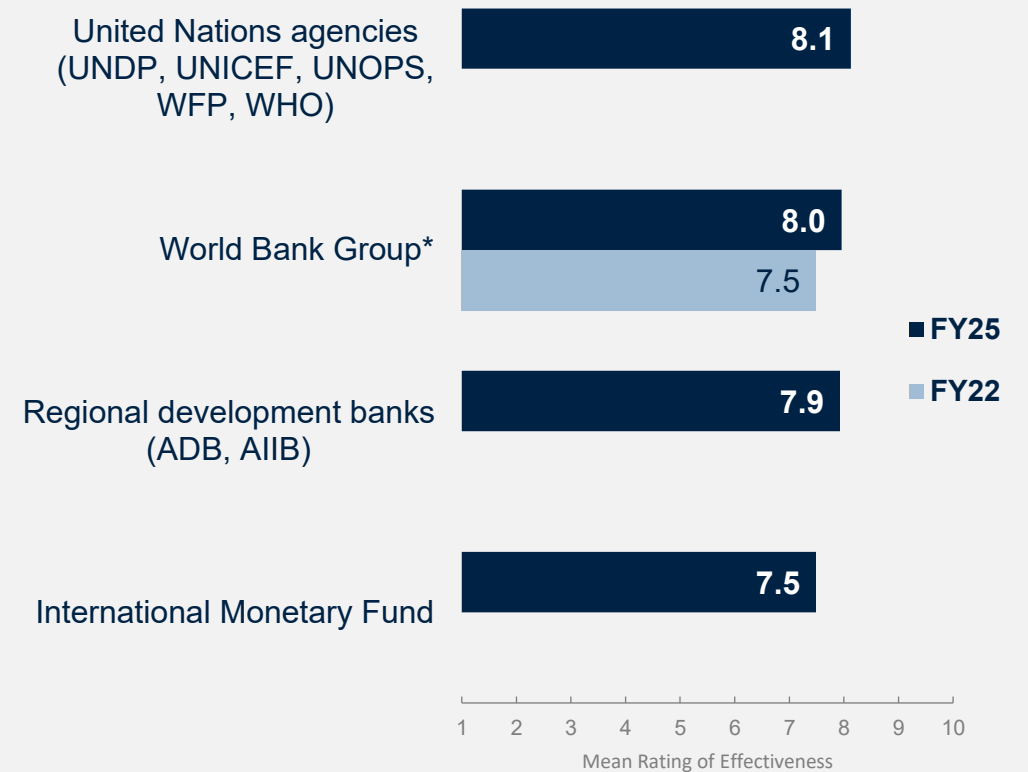
Perceptions of WBG Relevance and Effectiveness Significantly More Positive Since FY22

Although perceptions of the World Bank Group's relevance and effectiveness improved between FY22 and FY25, ratings for the WBG in FY25 were significantly lower than for UN agencies.

RELEVANCE to the Philippines' development



EFFECTIVENESS in achieving development results



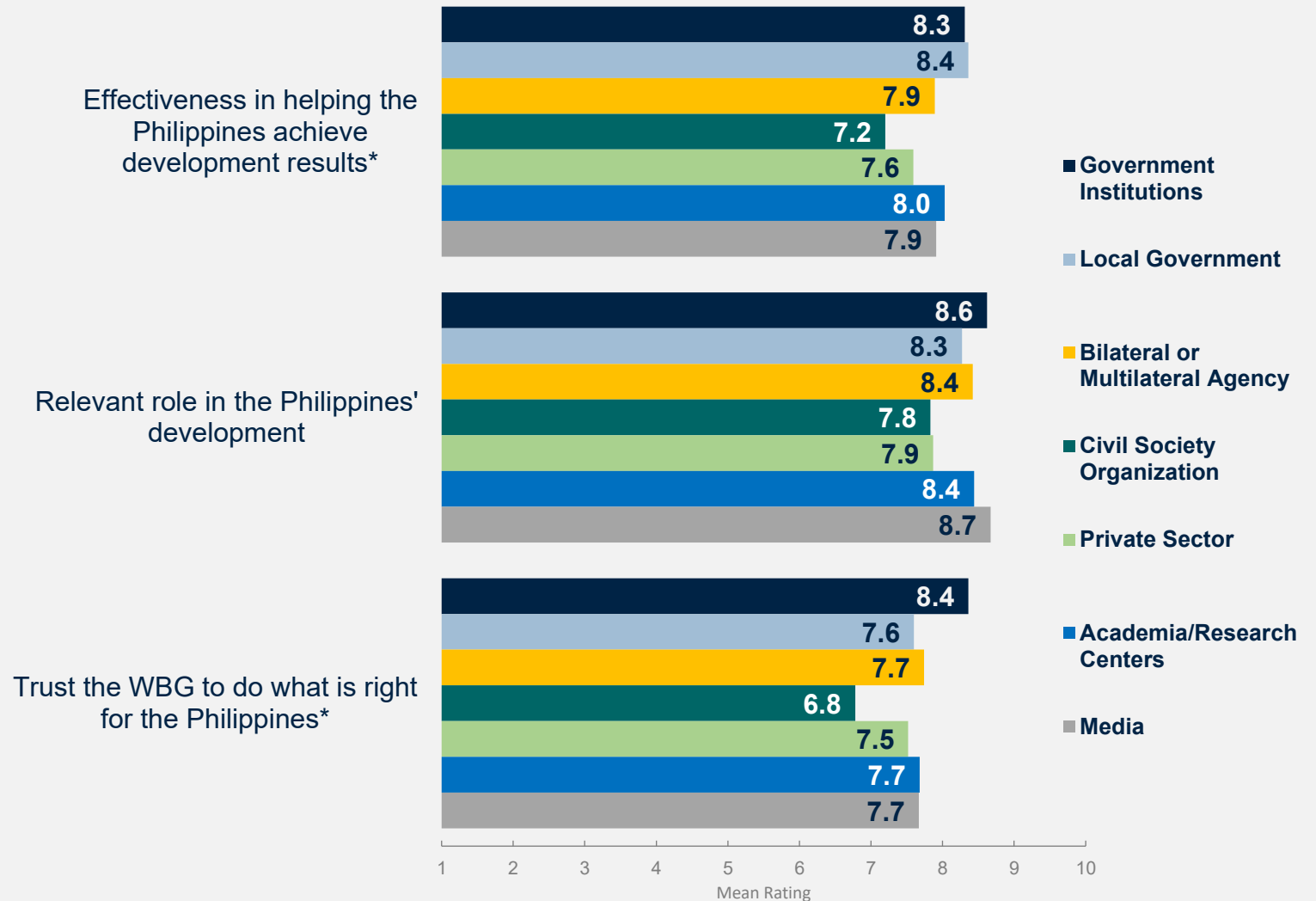
How relevant is each of the following organizations to the Philippines' development?

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

*Denotes statistically significant difference between FY22 and FY25.

Stakeholders from Government Institutions and Local Government Had Most Positive Perceptions of the WBG

In contrast, respondents from **civil society** and the **private sector** held significantly more negative views of the WBG than all other stakeholders. These stakeholder groups also reported the lowest levels of familiarity with the WBG.



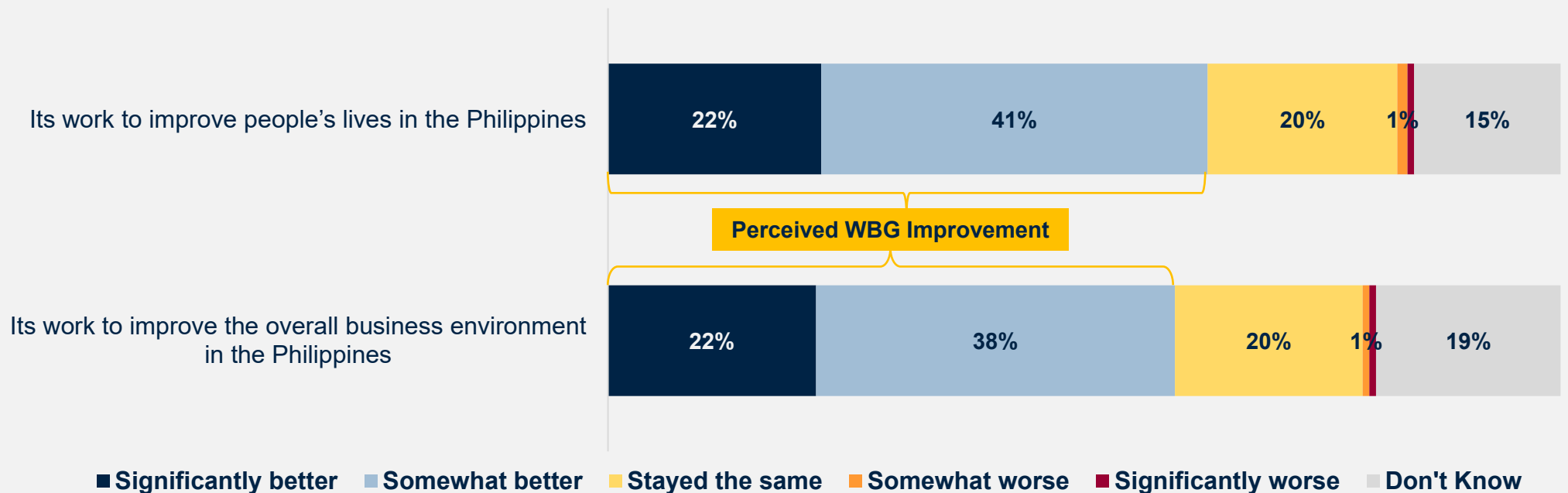
KPI Ratings in The Philippines Were Higher Than Other East Asia and Pacific and IBRD Countries Surveyed in FY25



Other East Asia and Pacific FY25 countries included: China, Indonesia, Kiribati, Samoa, Thailand, Timor-Leste, and Tonga.
Other IBRD FY25 countries included: Angola, Argentina, Bolivia, Botswana, China, Colombia, Ecuador, Gabon, Guatemala, India, Indonesia, Iraq, Jordan, Kazakhstan, Mauritius, Mexico, Panama, Peru, and Thailand.

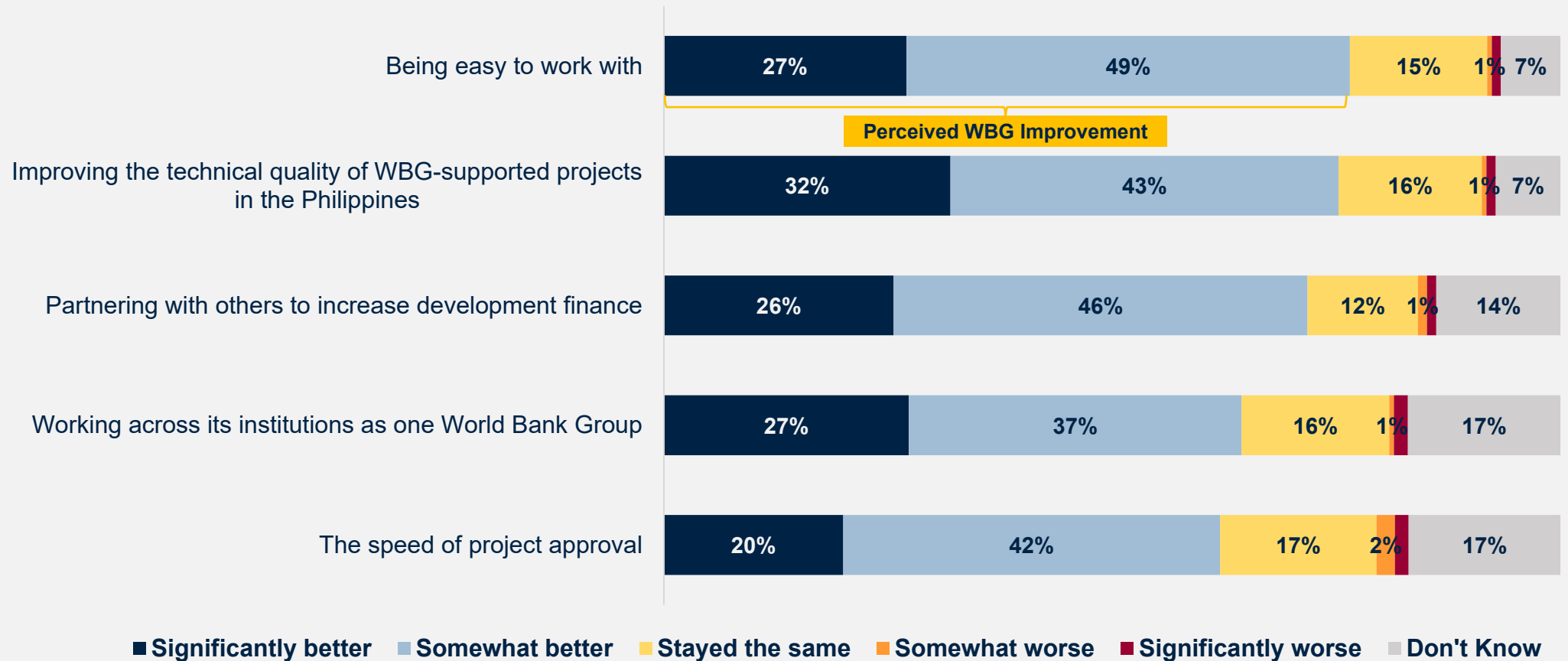
Approximately 60% of Stakeholders Said That Over the Past Two Years, the WBG Is Better at Enhancing Lives and the Business Environment in The Philippines

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



Approximately 75% of WBG Clients/Partners Said the WBG Has Improved at Being Easy to Work With, the Technical Quality of Projects, and in Partnering With Others

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



Based on your experience, in the past two years, how has the WBG changed in terms of... (Percentage of Respondents, N≈195)

^Asked only to respondents in Government Institutions, Bilateral/Multilateral Agencies, and those who indicated that they have collaborated with the WBG in the past 3 years.



The WBG's Work on Development Priorities

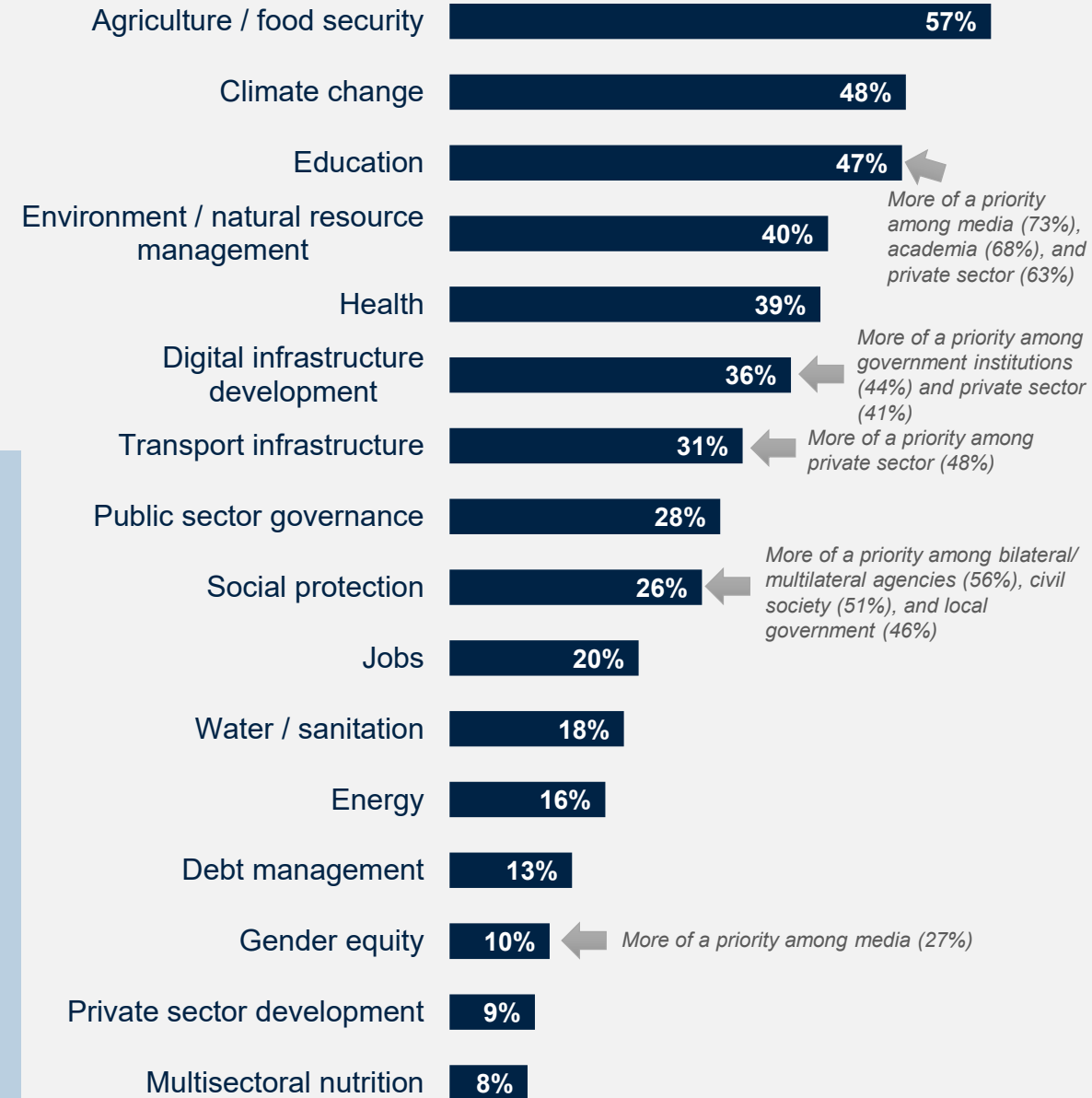


Agriculture/Food Security, Climate Change, and Education Are Top Areas for WBG Focus

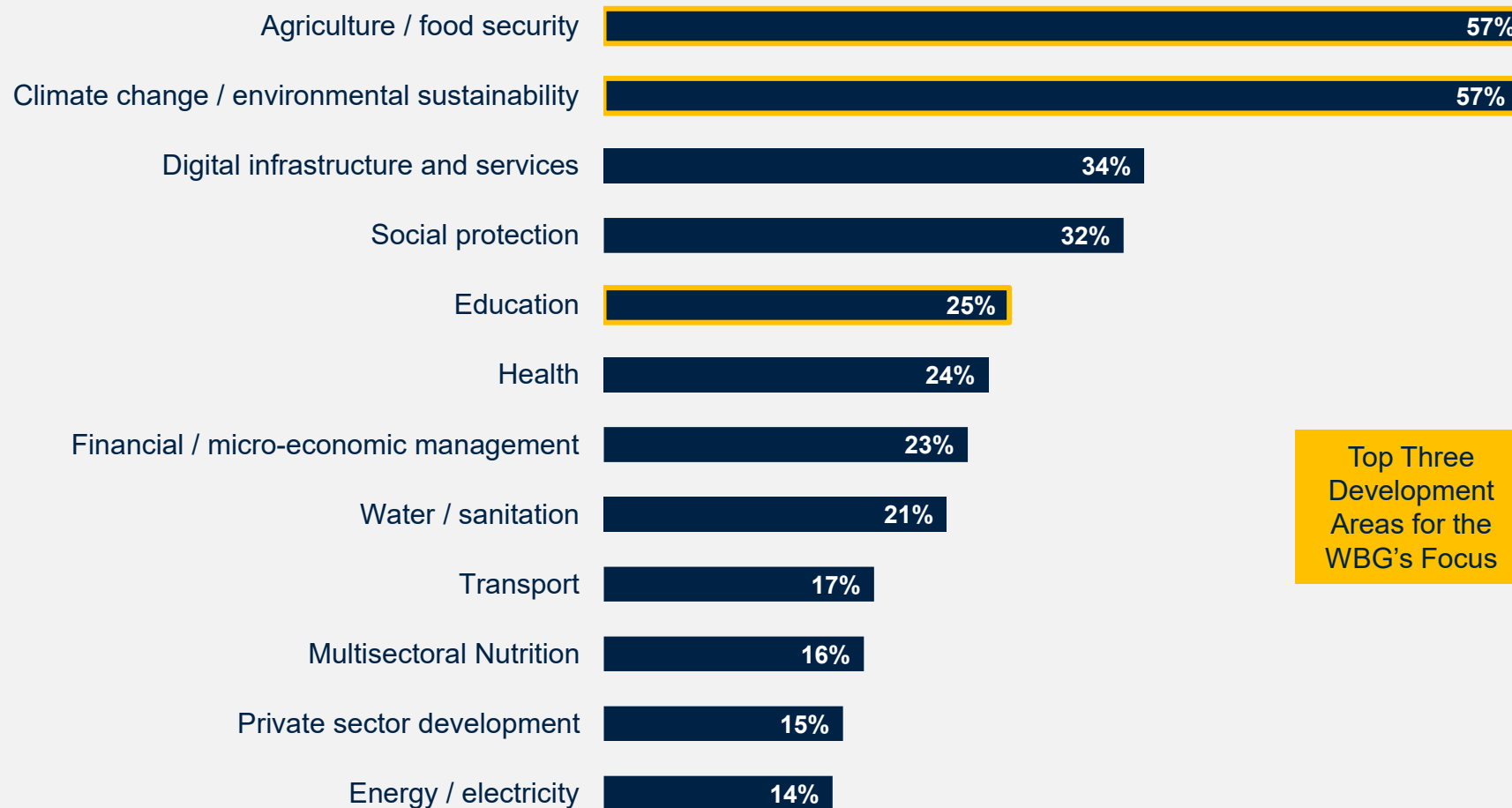
This year, respondents considered **digital infrastructure development** a much higher priority, with three times as many selecting it in FY25 as in FY22.

When asked how the WBG can be more effective[^], respondents discussed key development areas for the WBG's focus:

- Many highlighted the need for **better governance and public sector effectiveness**, including policy coherence, regulatory quality, transparency, accountability, and more effective coordination across agencies to improve service delivery.
- Climate change**, agriculture, infrastructure, and resilience featured prominently. Respondents called for stronger climate adaptation and mitigation efforts, resilient infrastructure, and support for agriculture and rural development as key drivers of inclusive growth.
- Increase the use of **digital tools** and improve information systems to enhance efficiency, decision-making, and access to services.
- Respondents emphasized **building capacity** within national and local government institutions, institutionalizing reforms, improving monitoring and evaluation, and ensuring stronger local ownership to sustain results beyond project lifecycles.



The Majority of WBG Clients/Partners Indicated That They Were Most Familiar With a Project Involving Agriculture/Food Security or Climate Change



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) (Percentage of Respondents, N=155)

^Asked only of those who said that they collaborate with the WBG.

Nearly All WBG Clients Said the WBG Was Helpful in Achieving Project Goals, With 85% Saying “Very Helpful”

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



■ Very Helpful (8–10) ■ Somewhat Helpful (5–7) ■ Not That Helpful (1–4)

In Open-Ended Comments, Clients Discussed the Impact the WBG-Supported Project Had on the People of the Philippines[^]

“Farmers and fisherfolk were impacted through increased rural incomes and enhanced farm and fishery productivity in targeted areas. ... was able to achieved 36% increase in real household incomes of farmer and fisherfolk beneficiaries ... achieved 51% increase in the value of marketed output ... and 248,151 farmers reached with agriculture assets and services.”

(Government Institution respondent discussing the **PRDP Scale-Up**)

“The Project ensures participatory resource protection, conservation, and improvement alongside achieving food and nutrition security. Filipinos are becoming more aware of the shared role they take in development.”

(Government Institution respondent discussing the **FishCoRe Project**)

“Reduce risk to school children and healthcare recipients due to seismic and other hazards.”

(Academia respondent discussing the **PSRRRP and ISRS Projects**)

“Improved the socio-economic situation in the six main camps of the Moro Islamic Liberation Front (MILF), thereby reinforcing the peace process, particularly normalization, and establishing ties between affected populations and the government at various levels. It also contributed to disaster risk reduction and climate action by integrating a landscape planning approach to community-driven development.”

(Civil Society respondent discussing **Bangsamoro Camps Transformation Project**)

“Provided finance to invest in infrastructure, early childhood development, capacity development of teachers – all critical for human capital development and socioeconomic development in the long-term.”

(Bilateral/Multilateral respondent discussing **Teacher Effectiveness and Competencies Enhancement 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, N = 148)

[If helpful rating > 4] How did this WBG-supported project or initiative impact the people of the Philippines? (Please be specific) (N = 114)

Key Actions to Enhance the WBG's Operational Effectiveness in the Philippines: Summary of Comments

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

Deepening Collaboration and Inclusiveness

- Involve Parliamentarians, local governments, civil society, and private sector actors for a **deeper understanding of local contexts** and more realistic project design to ensure smoother implementation and stronger results.
- Move consultations from box-ticking exercises to **genuine integration of diverse perspectives** into decision-making.
- Establish transparent channels for **continuous feedback between WBG and stakeholders** throughout project cycles.
- Foster partnerships with academia and research institutions to **strengthen evidence-based policies**.
- Build trust through openness, clear communication of goals, and **co-ownership of project outcomes**.

Strengthening Monitoring, Evaluation, and Accountability

- Establish **independent monitoring and evaluation** mechanisms for all WBG-funded projects.
- Improve fund management and **internal controls** to ensure resources reach intended beneficiaries.
- Use digital tools to **track financial flows** and make spending information publicly accessible.
- Publish **regular progress reports** in accessible formats to enhance transparency.
- Conduct **independent audits** to quickly detect and address corruption, misuse of funds, or project delays.



What is the most important thing the WBG could do to increase its effectiveness in these priority areas in the Philippines? (Please be specific) (N=206)

The WBG's Instruments



Financial Resources Considered the WBG's Greatest Value to the Philippines

Of note, **advisory services** were considered of significantly greater value for respondents from government institutions (55%), local government (42%), and bilateral and multilateral agencies (44%) compared to other stakeholder groups.

In addition, respondents from media (67%), academia (58%), and bilateral/multilateral agencies (56%) considered the WBG's **data and research** work of significantly higher value than other stakeholder groups.

Financial resources (e.g., budget support, investment lending, grants, trust funds)

69%

Advisory services (e.g., capacity building and training, policy advice, technical assistance)

40%

Data and research (e.g., statistics, reports, research on global development issues)

38%

Convening power (e.g., bringing together different stakeholder groups, donor / development partner coordination, mobilizing 3rd party financial resources)

36%



Client Perceptions Have Improved Significantly for WBG Financial Instruments Meeting Needs, Having Reasonable Requirements and Being Timely

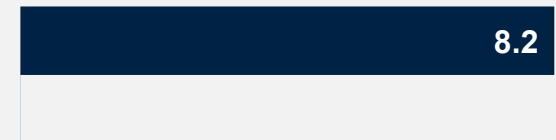
When asked how the WBG can be more effective,[^] respondents discussed key improvements for the WBG's financial support:

- Respondents emphasized the need for **increased and sustained financial support**, particularly for high-impact, high priority development areas.
- Some respondents highlighted the importance of WBG **financing for large, long-term investments**, especially infrastructure and other capital-intensive sectors where private financing may be limited.
- Respondents noted the value of making WBG financing **more accessible and flexible**, including a stronger mix of grants and concessional financing, and greater flexibility to respond to country needs.

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



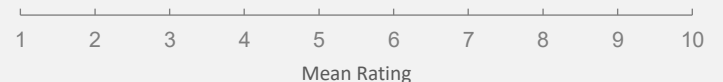
The conditions of the WBG's financing are competitive compared to markets (private sector or other development banks)



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



The WBG provides financial support in a timely manner*



■ FY25
■ FY22

To what extent do you agree with the following statements about the WBG's financial support to the Philippines? (Asked only to those in government institutions or who said that they collaborate with the WBG) Scale: 1 = Not at all, 10 = Very much.

*Denotes statistically significant difference between FY22 and FY25.

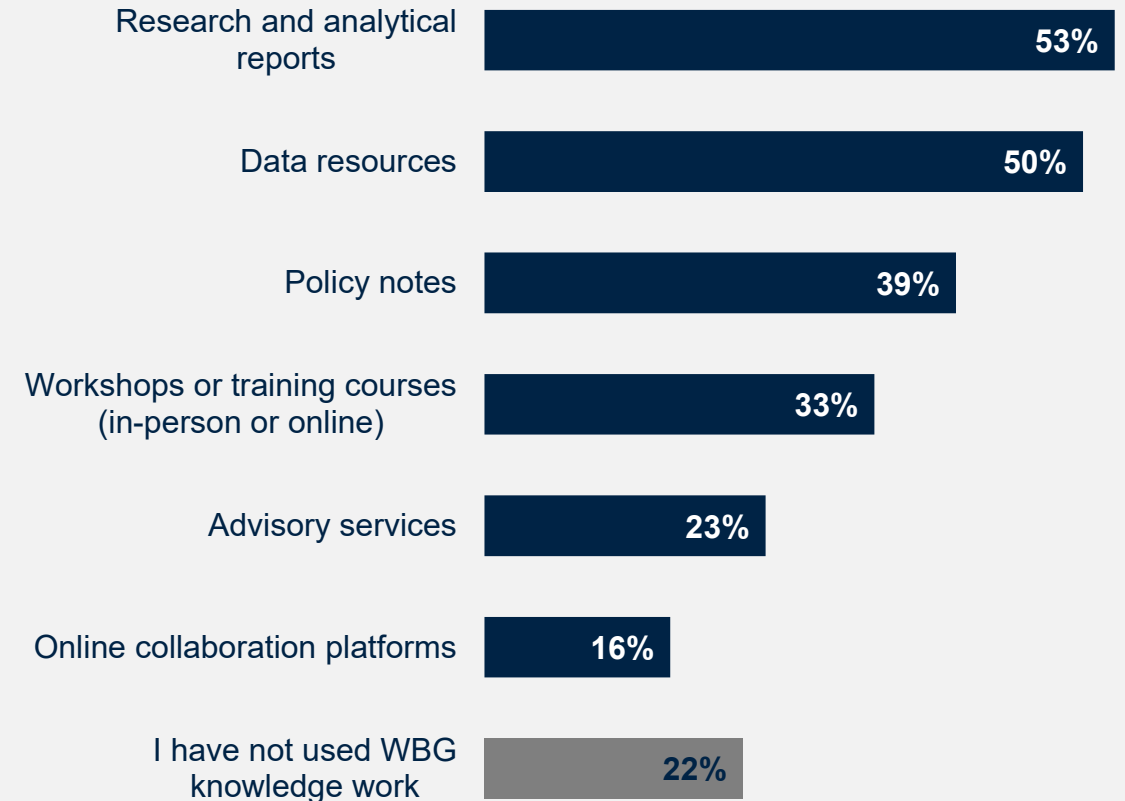
[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in the Philippines? (Please be specific) (N=206)



78% of Respondents Used WBG Knowledge Work in the Past 3 Years, Primarily Research/Analytical Reports and Data Resources

Different stakeholder groups used different types of WBG knowledge work:

- **Research and analytical reports** were most frequently utilized by respondents from bilateral/multilateral agencies (75%), media (73%), and academia (68%).
- **Data resources** were primarily used by bilateral/multilateral agencies (75%), media (73%), local government (67%), and academia (61%).
- **Policy notes** and **workshops/training courses** were primarily used by local government (both 75%).
- **Advisory services** were primarily used by government institutions (36%) and local government (33%).



Stakeholders Used WBG Knowledge Work for a Variety of Purposes

For what purpose did you use this WBG knowledge work?

Policy Development, Planning, and Decision Support

- Guided national and sectoral policy formulation
- Served as analytical evidence to identify priority programs and budget allocations
- Provided models and frameworks for reform, e.g., land administration, health systems, and climate resilience governance
- Supported policy briefs and advocacy papers to align local and national efforts with international best practices
- Used for benchmarking and comparative analysis with regional and global peers

Research, Analysis, and Academic Work

- Served as primary data sources for academic studies, graduate theses, and institutional research
- Informed economic and social policy analysis, often cited in policy papers and journal publications
- Used in teaching and training, especially in economics

Project Implementation and Capacity Building

- Used as guidance for project design, procurement, and monitoring
- Informed training and institutional development programs for government agencies and local governments
- Helped mainstream global standards within local implementation



Stakeholders Were More Positive About The Impact of WBG's Knowledge Work on Development Results and Institutional Capacity Compared to FY22

Of note, respondents from civil society and the private sector gave significantly lower ratings for the WBG's knowledge work's contribution to development results (both means = 7.8) than respondents from other stakeholder groups. In addition, respondents from civil society gave significantly lower ratings for the WBG's knowledge work increasing institutional capacity (mean = 7.5) and for being satisfied with the quality of the WBG's knowledge work (mean = 7.3).

In qualitative comments, respondents pointed out that the WBG could **improve communication and accessibility** by:

- Simplify and localize WBG knowledge through concise, bilingual briefs and a single, accessible online platform.
- Strengthen two-way engagement by co-developing materials and hosting regular interactive learning exchanges.
- Align knowledge sharing with national planning cycles and highlight Philippine-based examples for local relevance.

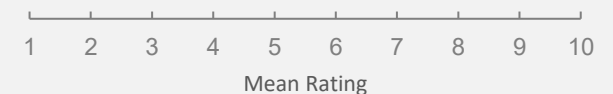
How significant a contribution do you believe the WBG's knowledge work makes to development results in the Philippines?*



Working with the WBG increases the Philippines's institutional capacity^*



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



■ FY25
■ FY22

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



83% of Respondents Reported That WBG Policy Advice Shaped Government Policy in Key Development Areas

Agriculture and Rural Development

- *“The Philippine Rural Development Project (PRDP) influences government policy by serving as a model for evidence-based, participatory, and climate-resilient rural development. ...PRDP demonstrates best practices in value chain development, infrastructure planning, and multi-stakeholder engagement, which inform national policies such as the Philippine Development Plan (PDP) and the Department of Agriculture’s (DA) programs.”* (Government Institution Respondent)
- *“Identification of priority subprojects (prioritization) and mainstreaming of PRDP tools to the regular program of the government.”* (Civil Society Respondent)

Economic and Financial Policy Reform

- *“WBG advice led to a BSP–IFC Memorandum of Understanding (March 17, 2024) promoting Movable Asset Finance to boost credit access for micro, small, and medium enterprises (MSMEs) and agriculture. ... The government’s reform to operationalize the national credit registry under the Bangko Sentral ng Pilipinas is anchored in WBG advice.”* (Government Institution Respondent)
- *“Tax reform. ... World Bank’s reports included reducing corporate taxes to improve competitiveness and to look at the responsiveness of the tax system in the country. This has been adopted by the Philippine government through the Comprehensive Tax Reform Program, famously led by the passage of the TRAIN Law.”* (Media Respondent)

Governance, Transparency, and Institutional Reform

- *“The WBG’s knowledge work helped shape [the] PH-EITI’s strategy in working more closely with local governments and Indigenous Peoples representatives by emphasizing inclusive data use and multi-stakeholder collaboration. ... These efforts have led to stronger partnerships with the Department of the Interior and Local Government (DILG), the National Commission on Indigenous Peoples (NCIP), and civil society organizations.”* (Government Institution Respondent)

Climate and Environment

- *“The World Bank Group’s advice, particularly through the Blue Economy Development Framework and related technical assistance, influenced the Philippine Development Plan (PDP) 2023–2028 and the PFDA’s Fish Port Network Modernization Program. The WBG’s recommendations helped shape policy directions promoting climate-resilient and environmentally sustainable infrastructure in the fisheries sector.”* (Government Institution Respondent)
- *“The WBG Philippines Country Climate and Development Report has been used as a seminal report on national climate governance, providing useful assessments on opportunities for improved institutional capacities in public sector agencies with a mandate to promote climate change mitigation and adaptation and plastics circularity.”* (Bilateral or Multilateral Agency Respondent)



In your opinion, has the WBG’s policy advice influenced a new or previous government policy in the Philippines? (Percentage of Respondents, N=202)

What government policy or action did the WBG’s advice influence and in what way? (N=160)

Select comments corresponding to the top 4 development priorities for the WBG’s focus as identified by respondents are shown here.

Key Actions to Enhance the WBG's Effectiveness in the Philippines through Knowledge, Capacity, and Technical Support: Summary of Comments

Strengthen Knowledge Sharing and Technical Assistance

- Provide targeted advisory services and policy guidance aligned with Philippine development priorities.
- Facilitate technology transfer and dissemination of global best practices in education, infrastructure, and governance.
- Support applied research and create platforms for sharing innovations across sectors.

Build Institutional and Human Capacity

- Deliver training and skills development programs to improve the performance of national and local institutions.
- Hire credible professionals with proven expertise, avoiding reliance on the same limited pool of consultants.
- Strengthen capacity within implementing agencies to ensure projects are sustainable and responsive.

Enhance Partnerships for Local Relevance

- Establish stronger networks with indigenous communities, particularly those holding CADT or CALT, to ensure inclusiveness and respect for local rights.
- Broaden partnerships with universities, think tanks, and local organizations to embed local knowledge in project design.
- Work closely with regional and community-level actors to reflect diverse needs and contexts.



If you rated the quality of the WBG's knowledge work between 1-4, how could the WBG improve the quality of its knowledge work in the Philippines?
(Please be specific) (N=2)

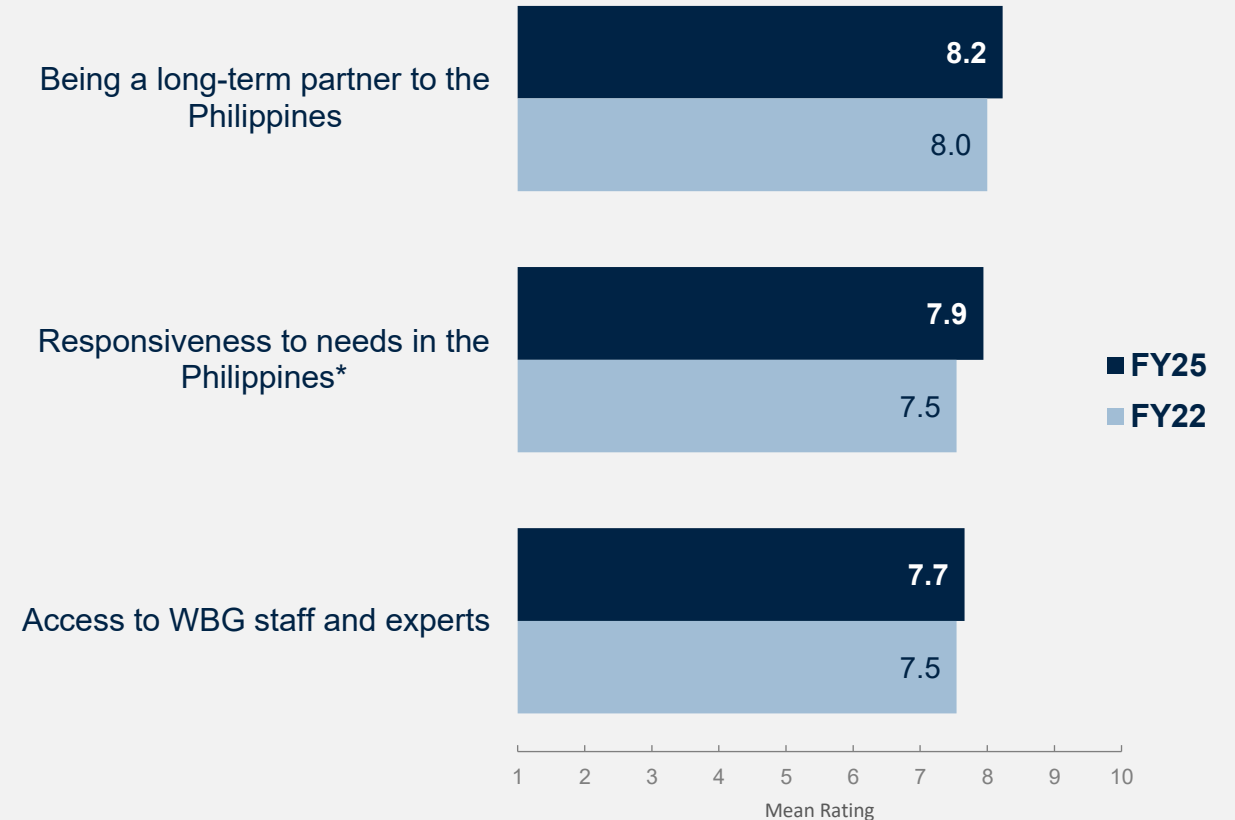
What is the most important thing the WBG could do to increase its effectiveness in these priority areas in the Philippines? (Please be specific) (N=206)

The WBG's Engagement and Collaboration



Perceptions of the WBG's Responsiveness Have Significantly Improved in the Philippines

Of note, respondents from the **private sector** and **civil society** gave significantly lower ratings for the WBG's staff accessibility (means = 6.8/6.3), responsiveness (means = 7.1/6.9), and being a long-term partner (means = 7.3/7.6) compared to other stakeholder groups.

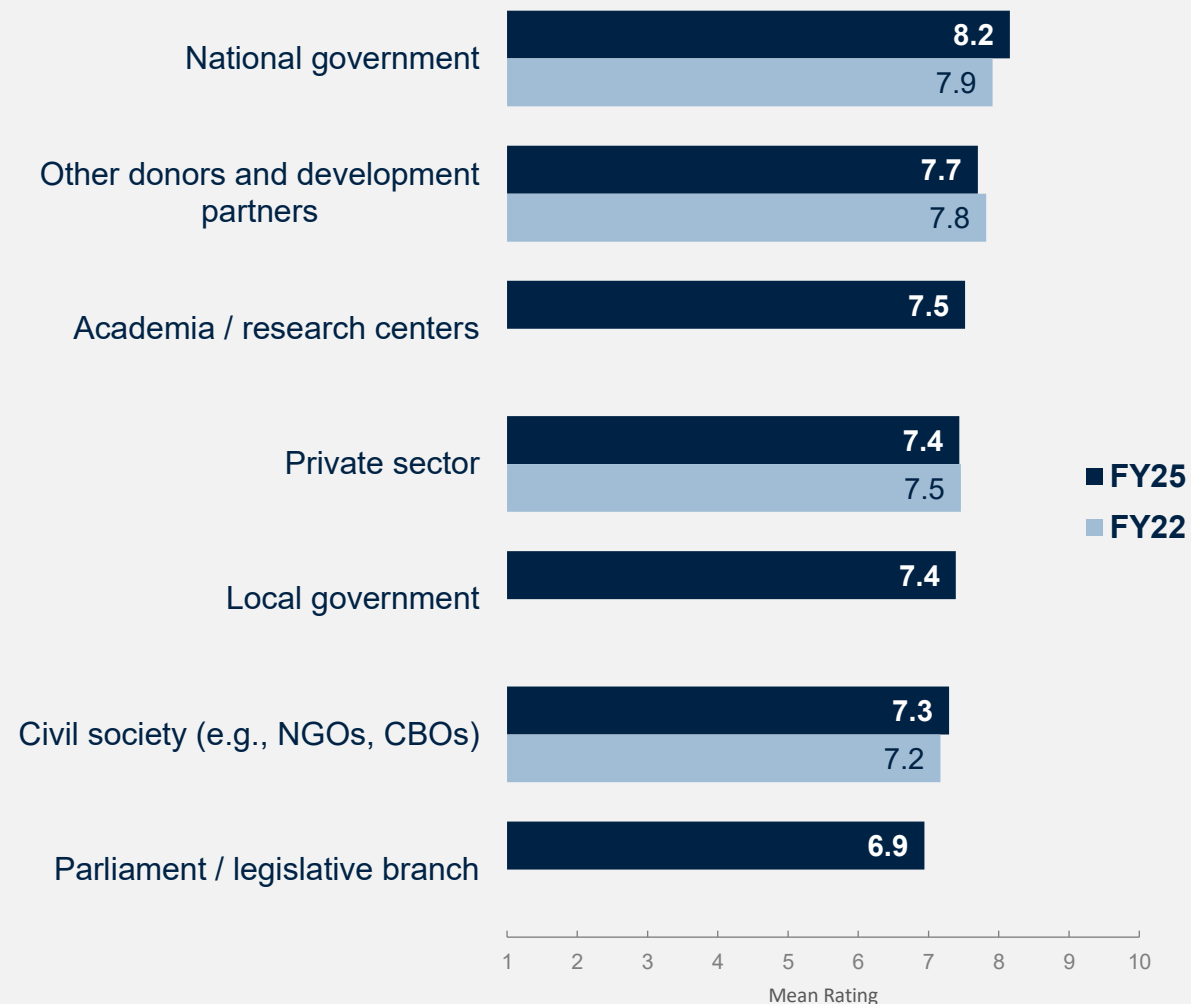


WBG's Collaborations Rated Similarly to FY22, With National Government Rated Most Effective

Perceptions of WBG collaboration with the **national government** were the most positive among respondents of government institutions (mean = 8.7).

Respondents from bilateral/multilateral agencies reported one of the highest ratings for collaboration with **other donors and development partners** (mean = 7.9).

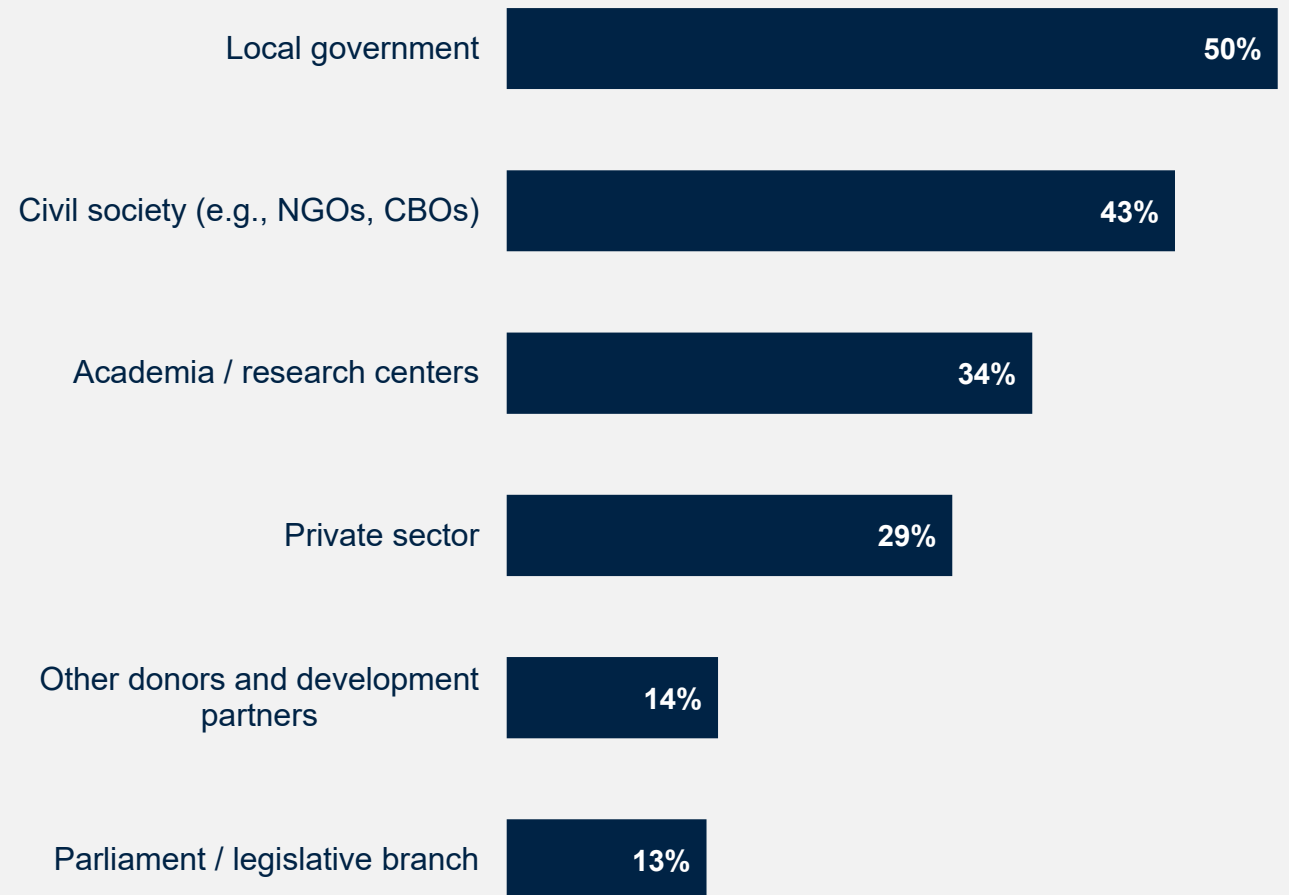
In contrast, respondents from academia reported one of the lowest ratings for collaboration with **academia** (mean = 7.3), respondents from civil society gave one of the lowest ratings for collaboration with **civil society** (mean = 6.6), and respondents from local government gave one of the lowest ratings for collaboration with **local government** (mean = 6.5).



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

When asked how the WBG can be more effective[^], respondents discussed enhancing the WBG's engagement and collaborations in the country:

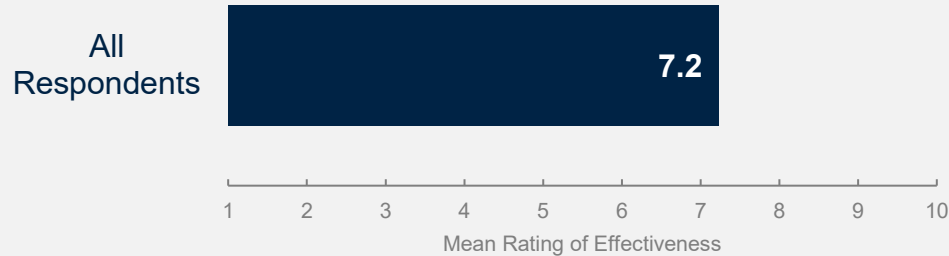
- Respondents emphasized **engaging a wider range of stakeholders** early and throughout the project cycle to improve relevance, buy-in, and sustainability.
- Many responses highlighted the importance of **closer partnerships with both national and local government** counterparts, including better coordination across agencies and better alignment with government priorities and processes.
- Respondents noted the need for the WBG to expand its **collaborations with the private sector, civil society, and development partners** to leverage complementary expertise, avoid duplication, and scale impact.



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 the Philippines? (Select up to 2) (Percentage of Respondents, N = 269)

[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in the Philippines? (Please be specific) (N = 206)

WBG Effectiveness in Facilitating Civil Society Participation



Respondents from **civil society** gave significantly lower ratings (mean = 6.4) for the WBG’s effectiveness at facilitating civil society participation compared to respondents from government institutions (mean = 7.9). Approximately 9% of respondents rated the WBG’s effectiveness below average (1-4). These respondents suggested the following could help to make the WBG more effective:

- Engage CSOs as equal partners with real decision-making power.
- Expand participation to regional and grassroots organizations.
- Ensure transparent, continuous dialogue with clear feedback loops.

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

“The World Bank Group’s advice significantly influenced the institutionalization of the Philippines’ National Community-Driven Development Program under the Department of Social Welfare and Development. ... [It] strengthened participatory planning by engaging local communities and civil society groups in the identification and implementation of local infrastructure and social services projects.”
(Civil Society Respondent)

“The WBG facilitated open discussions with universities and research institutions in developing studies on education, climate, and governance. These collaborations enhanced evidence-based advocacy and strengthened the role of academia in policy formulation.”
(Academia / Research Centers Respondent)

“Through WBG-supported platforms, local governments were able to coordinate with civil society organizations to jointly monitor project implementation and ensure that development programs addressed community priorities.”
(Local Government Respondent)

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

Scale: 1 Not effective at all – 10 Very effective

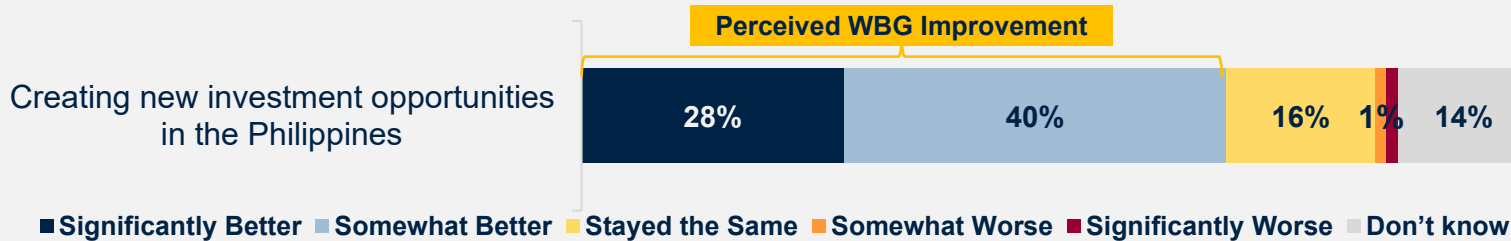
[If effectiveness rating < 5] How could the WBG be more effective in facilitating civil society participation in development policy dialogue and implementation? (N=15)

[If effectiveness rating > 4] Please share examples of the WBG’s effective facilitation of civil society participation in development policy dialogue and implementation. (N=120)

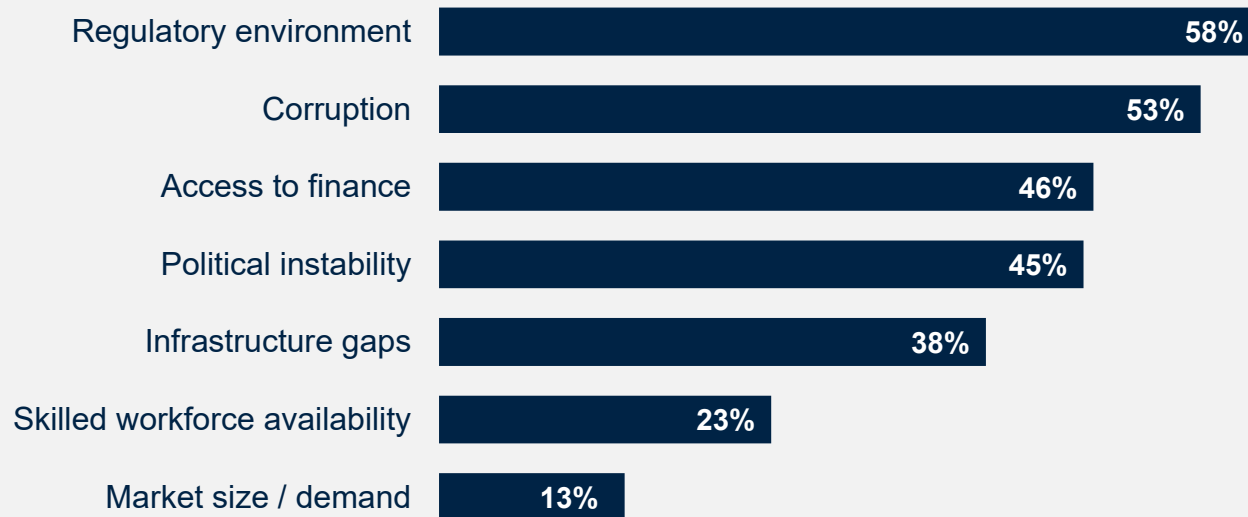


Regulatory Environment and Corruption Considered the Biggest Challenges to Private Sector Development in the Philippines

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



What are the biggest challenges facing private sector development?



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

- Improving **access to finance** through support for SMEs, simplified lending processes, and tailored microfinance solutions
- Creating a more supportive business environment by **addressing regulatory bottlenecks** and strengthening governance
- Investing in entrepreneurship and skills by **aligning vocational training with private sector needs** and promoting youth- and women-led enterprises
- Enhancing competitiveness and market integration by **helping firms meet international standards**, access regional/global trade platforms, and strengthen value chains

Based on your experience, in the past two years, how has the WBG changed in terms of... (Percentage of Government and Private Sector Respondents, N=166)

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

(Percentage of Government & Private Sector Respondents, N=146)

What is the most important thing the WBG could do to increase its effectiveness in these priority areas in the Philippines? (Please be specific) (N=206)



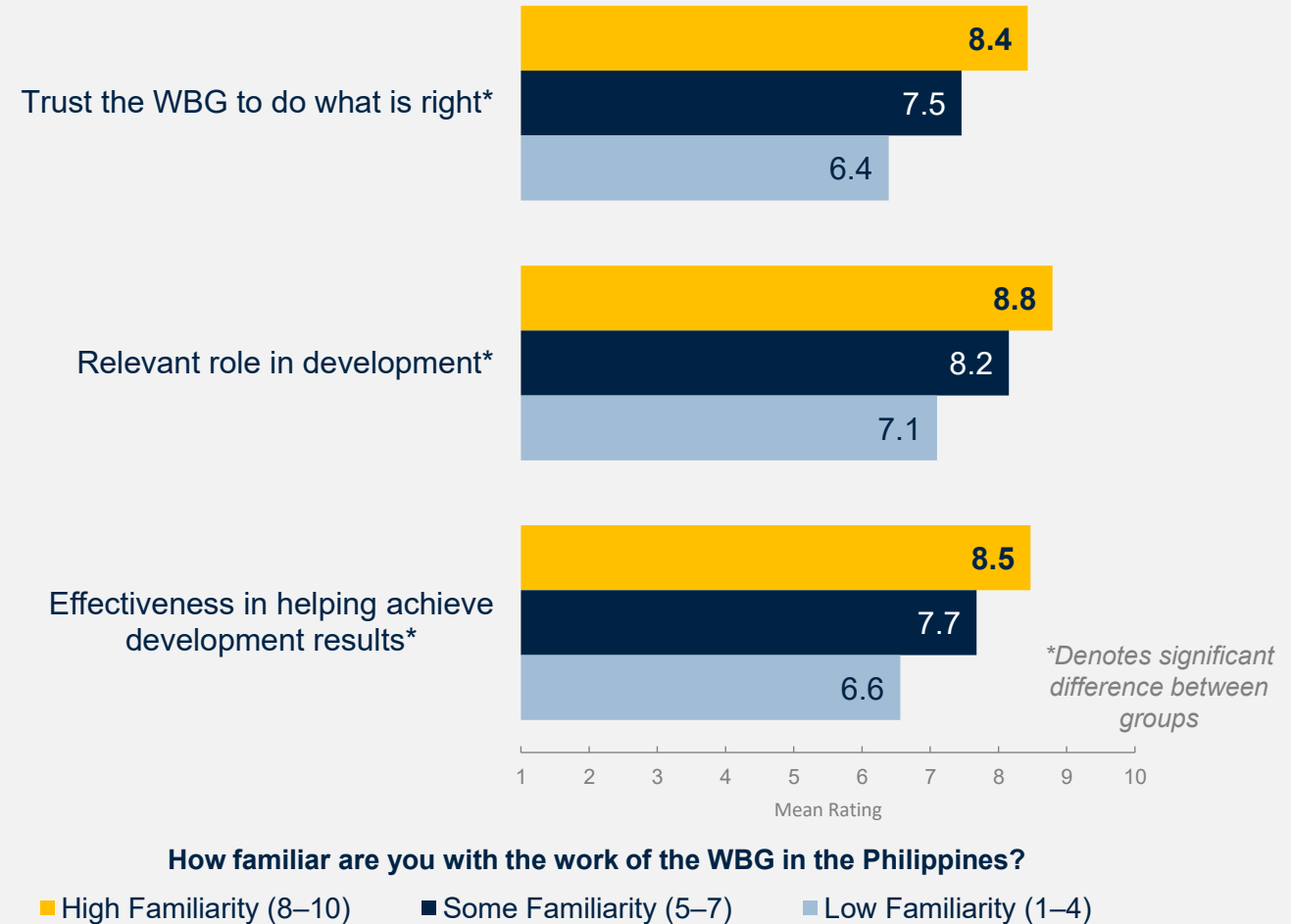
Communication and Outreach



WORLD BANK GROUP

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

Greater engagement with the WBG not only meets stakeholder demand but also fosters more positive perceptions. Stakeholders highly familiar with the WBG (ratings of 8–10) consistently rate its trust, relevance, and effectiveness higher than those with low familiarity (ratings of 1–4).



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



WBG Events Were Stakeholders' Top Choice for Receiving Information, Followed by Direct Contact and Publications

Stakeholder preferences vary and should inform targeted outreach. For instance, while the majority prefer the WBG events, stakeholders from local government and the media favored direct contact with WBG staff.

	Top Two Preferred WBG Channels							
	All Respondents	Government Institutions	Local Government	Bilateral/ Multilateral Agency	Civil Society	Private Sector	Academia	Media
WBG event / conference / workshop (in person or online)	59%	63%	64%	63%	60%	56%	58%	18%
Direct contact with WBG staff* (e.g., in person, virtually, phone, email)	44%	42%	73%	63%	58%	15%	32%	55%
WBG publications*	43%	54%	36%	50%	25%	26%	42%	55%
WBG social media channels (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	39%	36%	18%	38%	50%	41%	42%	36%
WBG e-Newsletters	34%	31%	18%	56%	38%	37%	34%	46%
WBG website* (including blogs)	33%	38%	18%	6%	15%	52%	37%	36%
WBG direct messaging (e.g., WhatsApp)	13%	9%	36%	0%	15%	15%	21%	9%
WBG podcasts	7%	6%	9%	13%	10%	4%	8%	9%



How would you prefer to obtain information from the WBG? (Select up to 3) (Percentage of Respondents, N=257)

*Denotes significant difference between stakeholder groups.

56% of Respondents Recalled Seeing or Hearing About the WBG Recently, Most Often From Events and Direct Contact, and Most Often About WBG Work on Food Security and Human Capital

Where do you recall seeing or hearing this information?



What do you recall seeing or hearing about the WBG?



Do you recall seeing or hearing anything about the WBG recently? (N=257)

Only asked respondents who indicated that they recalled seeing/hearing about the WBG recently:

Where do you recall seeing or hearing this information? (Select all that apply) (Percentage of Respondents, N=144)

What do you recall seeing or hearing about the WBG? (Select all that apply) (N=142)



To Better Understand the WBG's Role in the Philippines, Stakeholders Want Impact Assessments and Evaluations

Key differences between stakeholder groups should be considered for targeted engagement. For example, civil society and local government respondents want information on how to partner with the WBG, whereas private sector respondents want sector-specific strategies and case studies.

Top Two Types of Preferred Information About the WBG

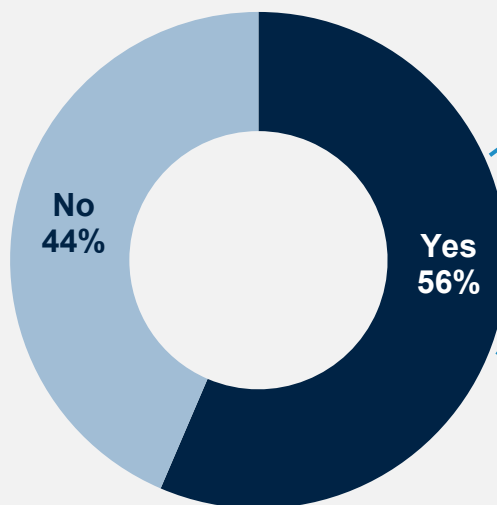
	All Respondents	Government Institutions	Local Government	Bilateral/ Multilateral Agency	Civil Society	Private Sector	Academia	Media
Impact assessments and evaluations*	60%	72%	50%	38%	59%	33%	53%	64%
WBG research and knowledge	47%	41%	40%	50%	49%	37%	66%	55%
Sector-specific strategies*	45%	51%	60%	63%	34%	52%	34%	9%
Case studies of WBG projects	39%	35%	30%	25%	46%	52%	37%	46%
Information on how to work / partner with WBG	39%	33%	50%	31%	56%	48%	40%	18%
Regular updates on WBG activities*	31%	28%	30%	44%	17%	19%	58%	46%
Overview of WBG financial products and services	22%	23%	40%	25%	17%	33%	11%	27%

Sample Demographics and Detailed Methodology

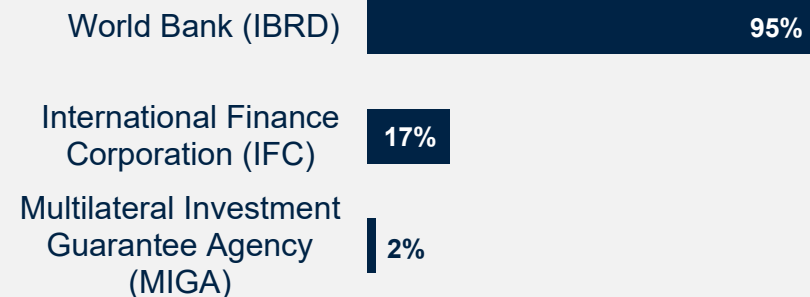


Sample Demographics

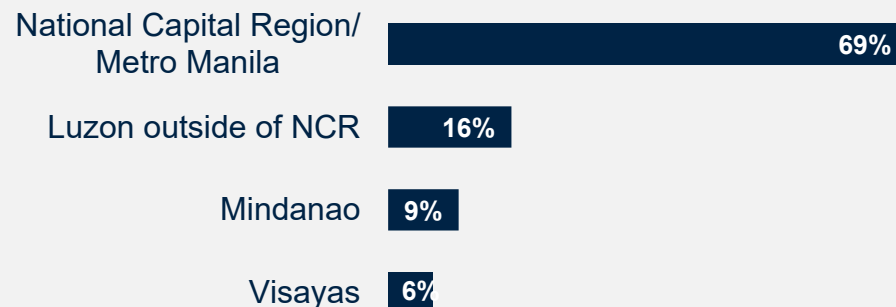
In the past 3 years, have you worked or collaborated with the WBG in the Philippines?
(N=287)



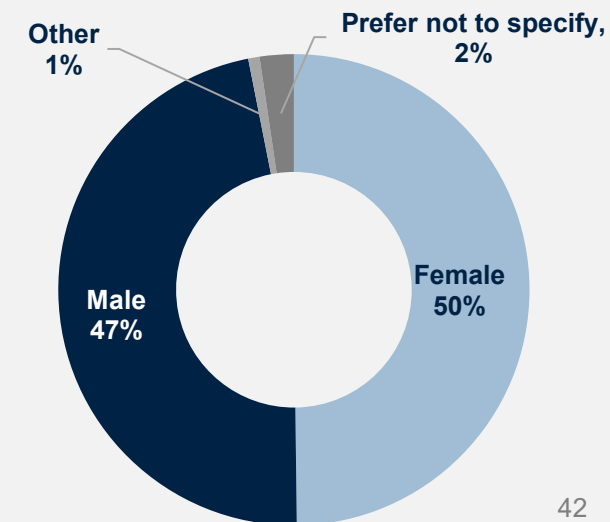
Which of the following WBG agencies have you worked or collaborated with in the Philippines?
(N=162)



Which best represents your geographic location?
(N=258)

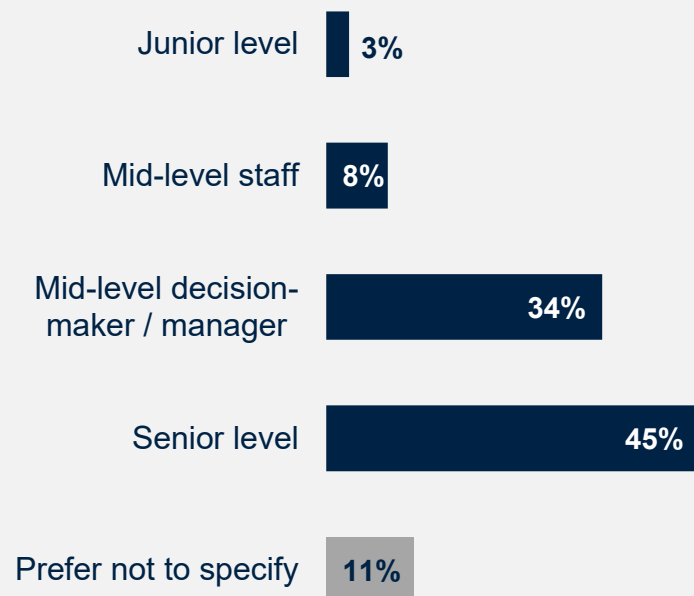


What is your gender?
(N=257)

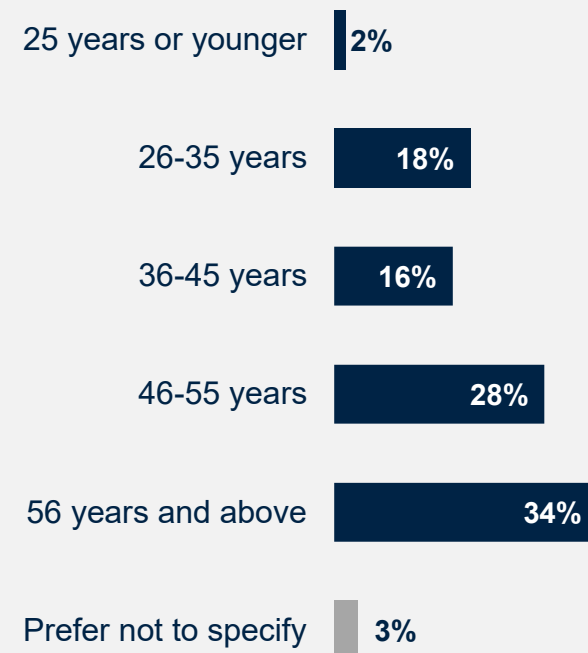


Sample Demographics (continued)

*Within your organization,
would you describe yourself as...*
(N=253)



What's your age?
(N=258)



Detailed Methodology

From **April to June 2025**, a total of 1,236 stakeholders in the Philippines 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, Vice President, 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, **287 participated in the survey (23% response rate)**.

Respondents received the questionnaire and completed it online.

This year’s survey results were compared to the FY22 Country Opinion Survey, which had a response rate of 30% (N=335).

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.

Percentage of Respondents	FY 2022	FY 2025
Government Principals: Office of the President, Prime Minister, Minister, Parliamentarian	11%	4%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	37%	40%
Local Government	6%	4%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	7%	7%
Civil Society Organization: Local and regional NGO, Community-Based Organization, Private Foundation, Philanthropy, Professional/Trade Association, Faith-Based Group, Youth Group	11%	16%
Private Sector: Private Company, Financial Sector Organization, Private Bank	10%	11%
Academia / Research Center	10%	14%
Media	7%	5%
Other	1%	0%
Total Number of Respondents*	335	287



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

Detailed Methodology (continued)

Breakdowns for individual questions by stakeholder group and by year can be found in the “The Philippines 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:*

countrysurveys@worldbankgroup.org

