



Country Opinion Surveys

FY 2026 Mongolia

Country Opinion Survey Report

Acknowledgements

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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 Mongolia perceive the WBG. The survey explored the following questions:

- 1. Overall Views of the WBG:** How familiar are stakeholders with the WBG? How much trust do stakeholders have in the WBG? What are their opinions on the WBG's effectiveness and relevance to development in Mongolia? Are these perceptions improving or declining?
- 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 effective have WBG-supported projects or initiatives been in creating sustainable, long-term jobs in Mongolia? How have these projects affected people in Mongolia, and how could the WBG improve its effectiveness?
- 3. WBG Instruments:** What do key stakeholders value most about the WBG's work in Mongolia? What are their views on the WBG's financial instruments and knowledge products? Has the WBG's advice influenced any new or existing policies in government or the private sector, particularly government policies related to employment and job creation?
- 4. The WBG's Partnership and Collaboration:** How effective is the WBG in collaborating with different stakeholder groups in Mongolia? Are these perceptions of the WBG's collaboration improving or declining? How effective has the WBG been in partnering with the government and the private sector to improve the business environment and support business development in Mongolia?
- 5. Communications:** What communication channels do stakeholders prefer for receiving information from the WBG, and do these preferences vary across stakeholder groups? To what extent do stakeholders recall WBG messaging? Which key topics communicated by the WBG are most recalled by stakeholders? What types of information are stakeholders seeking from the WBG?



Methodology Overview

Fielded in December 2025 – March 2026

- 551 potential participants were asked to complete the survey
- Respondents received the questionnaire link via email and completed it online
- A list of names was provided by the WBG country team
- Data collection managed on the ground by an independent field agency

267 Participants (48% response rate)

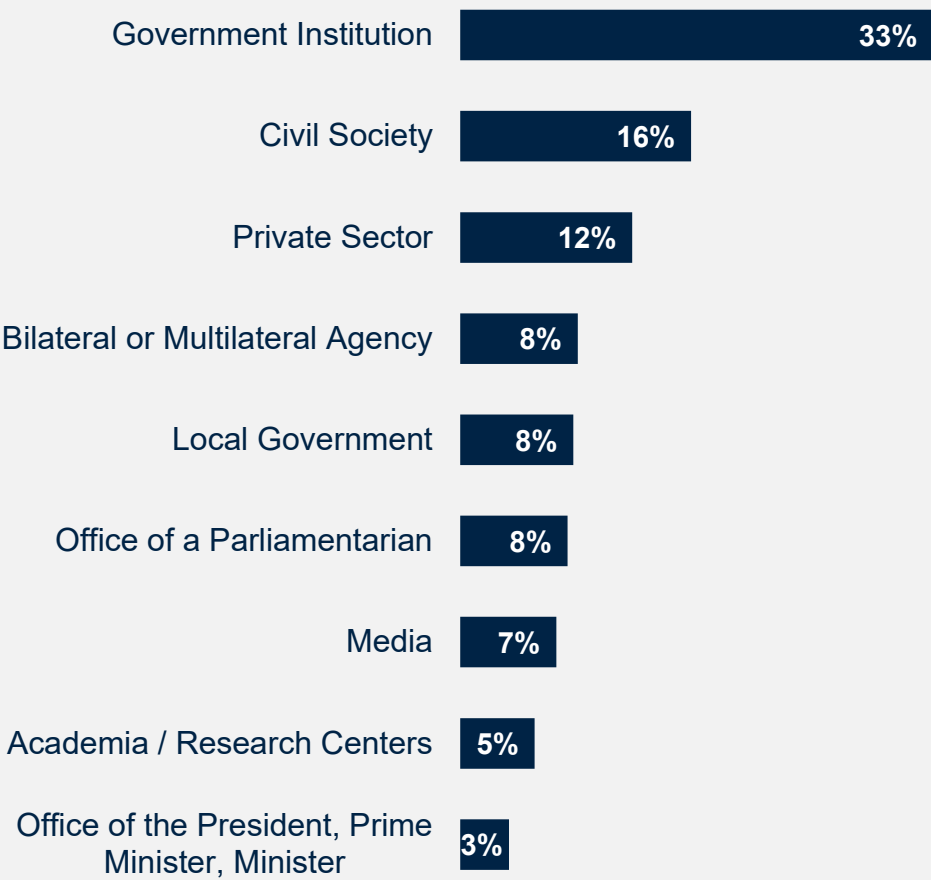
- 93% from Ulaanbaatar
- 59% collaborated with the WBG within the past 3 years

Compared to the FY23 Country Survey Results

- 307 participants (72% response rate)
- 95% from Ulaanbaatar
- 55% collaborated with the WBG

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

Stakeholders in FY26 COS Sample

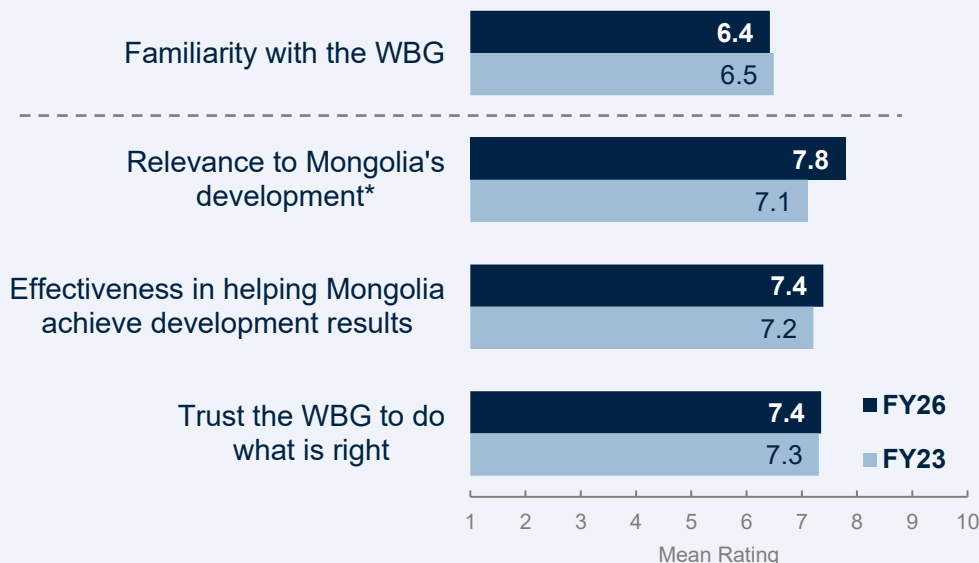


Executive Summary

1. Overall Views of the WBG:

In FY26, stakeholders reported similar levels of **familiarity** with the WBG's work as in the FY23 Country Survey. Respondents considered the Bank **among the most trusted institutions** in Mongolia, along with the ADB and UN. Stakeholder perceptions of the WBG's **relevance** to the country's development and **effectiveness** in helping Mongolia achieve results were higher compared to other multilateral institutions, including the ADB, UN, IMF, and EBRD. Moreover, perceptions of the WBG's relevance to Mongolia's development were significantly higher compared to the FY23 survey results.

In addition, ratings for the WBG's relevance, effectiveness, and trust among respondents in Mongolia were on par with those from respondents in other East Asia and Pacific countries and IBRD countries surveyed in FY25.

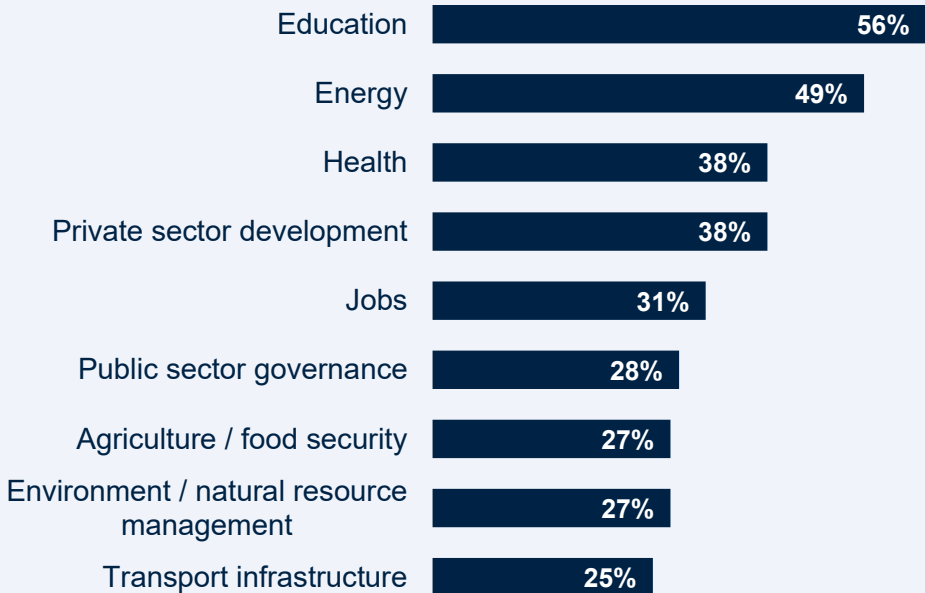


2. The WBG's Work on Development Priorities:

Education and **energy** were selected by stakeholders as the top priorities for the WBG's support, followed by **health**, **private sector development**, and **jobs**. Notably, **environment/natural resource management** and **energy** increased in perceived importance this year compared to the FY23 survey, rising into the top eight priority areas.

WBG clients were most often familiar with WBG projects that were energy-related (22%). Overall, **76% of WBG clients rated the WBG as "very helpful" in achieving project goals**, and 49% rated the project as "very effective" in creating sustainable, long-term jobs.

Slow or failed reform efforts were most often attributed to **corruption**, which was also identified as a key challenge to private sector development, along with political instability.



Executive Summary (continued)

2a. Creating Jobs:

Approximately 4 in 10 respondents felt that the WBG was “very effective” in helping to **create the conditions** for more and better jobs in Mongolia (39%) and “very effective” in **aligning its support** for job creation to Mongolia’s national priorities (44%). In addition, 44% of respondents felt that the WBG was “very influential” in terms of its impact on **the government’s policies** on job creation.

In their open-ended comments, respondents discussed agriculture, mining, IT/digital services, renewable energy, tourism, and support for SMEs as the sectors with the greatest promise to drive job creation.

2b. Improving WBG Operational Effectiveness:

In their written responses, stakeholders discussed improvements to the WBG’s operations to strengthen their efficiency and practicality. Respondents emphasized the need to **move beyond policy recommendations** and prioritize real, tangible outcomes. Rather than producing research reports, they wanted the WBG to build an “implementation ecosystem” to support delivery, and any analytical work should be grounded in Mongolia’s challenges rather than theory. Respondents discussed that a one-size-fits-all approach does not work, and that the WBG needed to do more to **adapt its operations to the local context**. They suggested creating more local ownership to ensure project sustainability and utilizing more local expertise to better understand the realities on the ground. To that end, respondents felt **more stakeholder engagement outside of the government** would help to build lasting capacity, and they hoped to see these stakeholders considered genuine partners throughout the project lifecycle.

3. WBG Instruments:

Two-thirds of respondents viewed the WBG’s **financial resources as its greatest value** to Mongolia. WBG clients had fairly high levels of agreement that the **WBG’s financial instruments meet the country’s needs**, were **timely** and **competitive**, with **reasonable requirements**. In their open-ended comments, respondents expressed a desire for the WBG to expand and diversify financial instruments, allowing for more flexibility. They also wanted to ensure that any financing was impactful, focused on creating jobs and improving people’s lives in Mongolia.

Nearly all stakeholders reported that they had utilized the WBG’s knowledge work in the past three years (93%), most often research and analytical reports. 60% of respondents felt that WBG knowledge made a “very significant impact” on development results, and 64% of those who used WBG knowledge work rated it as “very high quality”.

Most respondents believed that WBG policy advice had influenced government policy/action in Mongolia (81%) and provided examples reflecting key development priorities in the country. In addition, nearly 6 in 10 respondents felt that the WBG had influenced strategies/actions of private sector actors (59%).

In their open-ended comments, respondents discussed that WBG knowledge work could be **better tailored to local realities** in Mongolia and suggested more partnerships with local experts. In addition, respondents wanted to see WBG knowledge work made **more accessible** with broader dissemination. They also wanted WBG knowledge to shift from high-quality policy documents to helping **build the conditions for effective implementation**.



Executive Summary (continued)

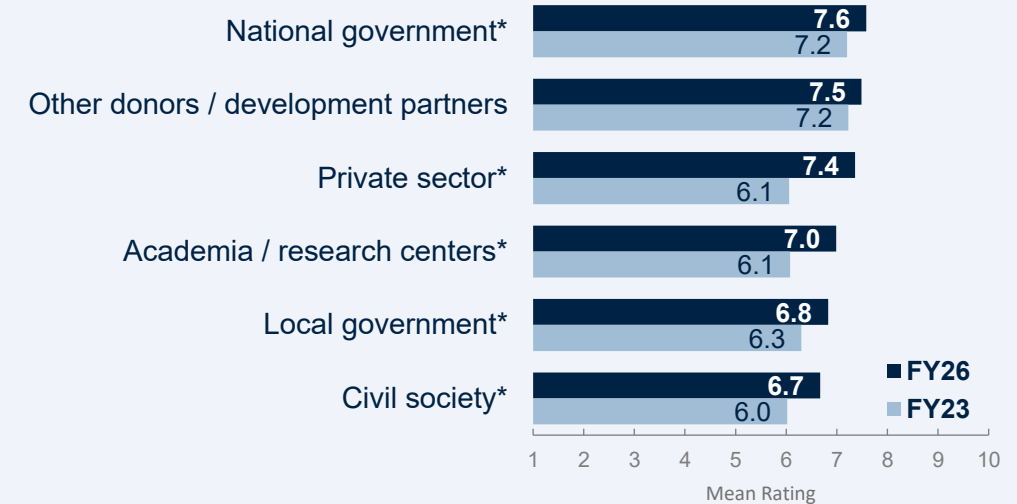
4. The WBG's Partnership and Collaboration:

Stakeholders in FY26 expressed positive views of the WBG as a **long-term development partner responsive to Mongolia's needs**, and their perceptions of the WBG's collaboration with most stakeholder groups improved significantly. However, ratings for WBG's collaboration with academia, civil society, and local governments remain more moderate. When asked about the effectiveness of the WBG's partnering to improve the business environment, nearly half of all respondents considered the WBG "very effective" at partnering with the government (46%) and with the private sector (49%).

In addition to its partnership with the national government, the majority of respondents would like the WBG to **collaborate more with the private sector** to have a greater impact in Mongolia in the future (51%). Expanded outreach to civil society and academia is additionally recommended, given their lower levels of familiarity with the WBG, having more critical views of the Bank and its work, and both stakeholder groups having increased trust among stakeholders.

In their written responses, respondents emphasized that the WBG needed to **broaden and diversify partnerships outside of the national government** and engage with these stakeholders as genuine partners in project design through delivery. They suggested more structured platforms for multi-stakeholder dialogue to encourage diverse perspectives, shared problem-solving, and to ensure project designs reflect the realities and needs of those most affected. Stakeholders also wanted the WBG to **engage in more outreach to increase awareness of its work**. They suggested disseminating project information and results more widely, in terms understandable to the general public, partnering with media outlets to generate

regular, accurate communications; and to communicate more clearly what the WBG does and how its work translates into impact, to build public trust and support for reform efforts.



5. Communications:

The WBG's **publications** (58%) and **events/workshops** (48%) were respondents' most preferred communication channels. To better understand the WBG's role in Mongolia, respondents wanted information on the outcomes/results of WBG-supported projects (57%), followed by information on how to partner with the WBG (43%) and WBG research/knowledge (40%).

A majority of respondents reported seeing or hearing about the WBG recently (57%), most commonly through WBG events (39%), social media (37%), or publications (36%). These respondents most frequently recalled WBG economic forecasts (42%), followed by messages about the WBG's work on climate (34%) and energy (27%).



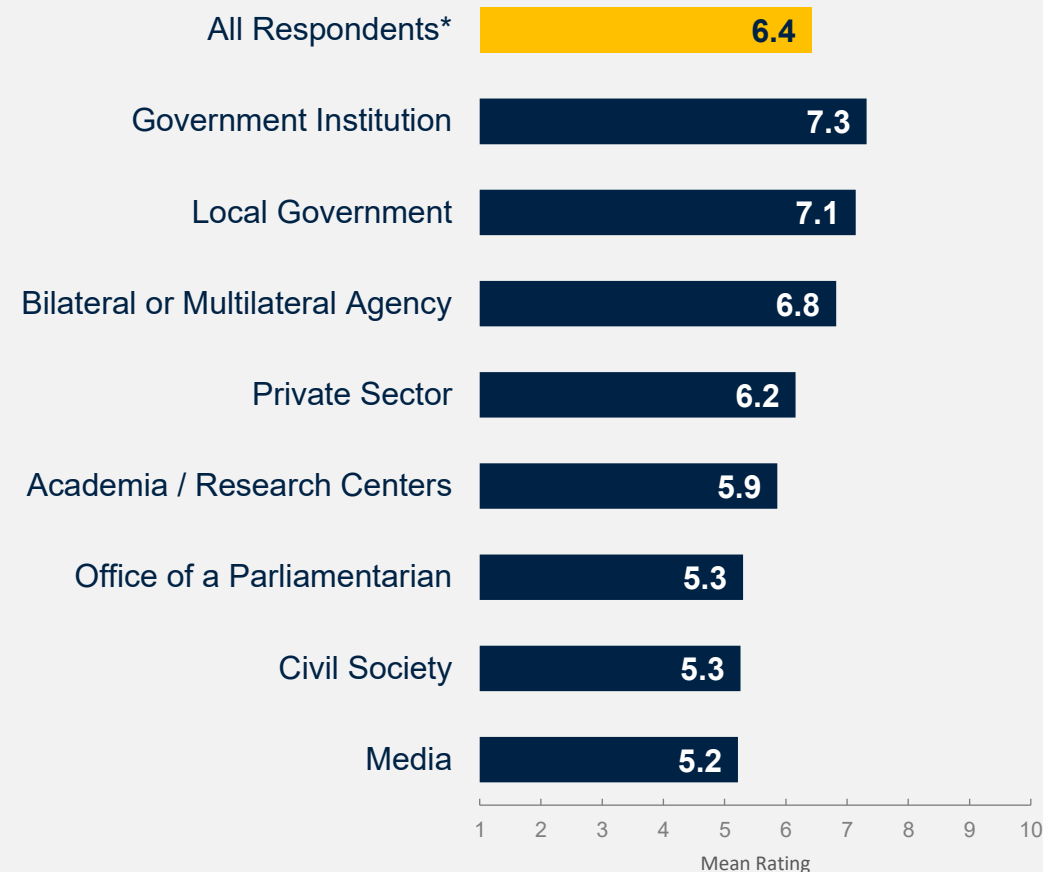
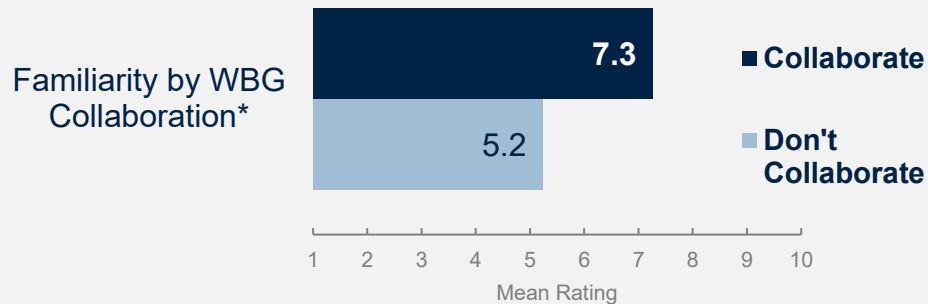
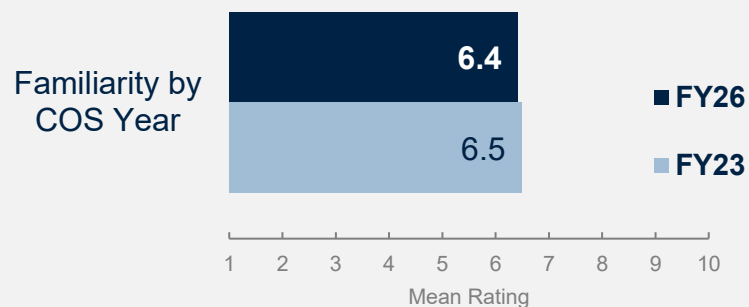
Overall Views of the World Bank Group



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Familiarity with the WBG Similar to FY23, With Those who Collaborate Being Significantly More Familiar

Q: How familiar are you with the World Bank Group's work in Mongolia?
 1=Not familiar at all; 10=Very familiar (Mean is reported)

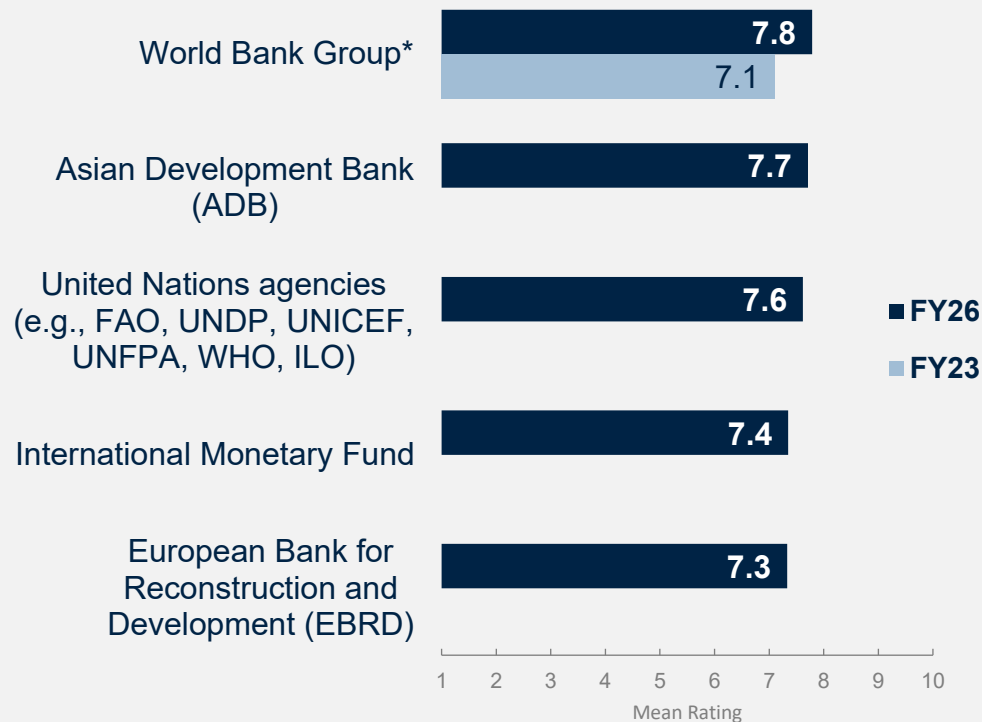


* Denotes significant differences between groups

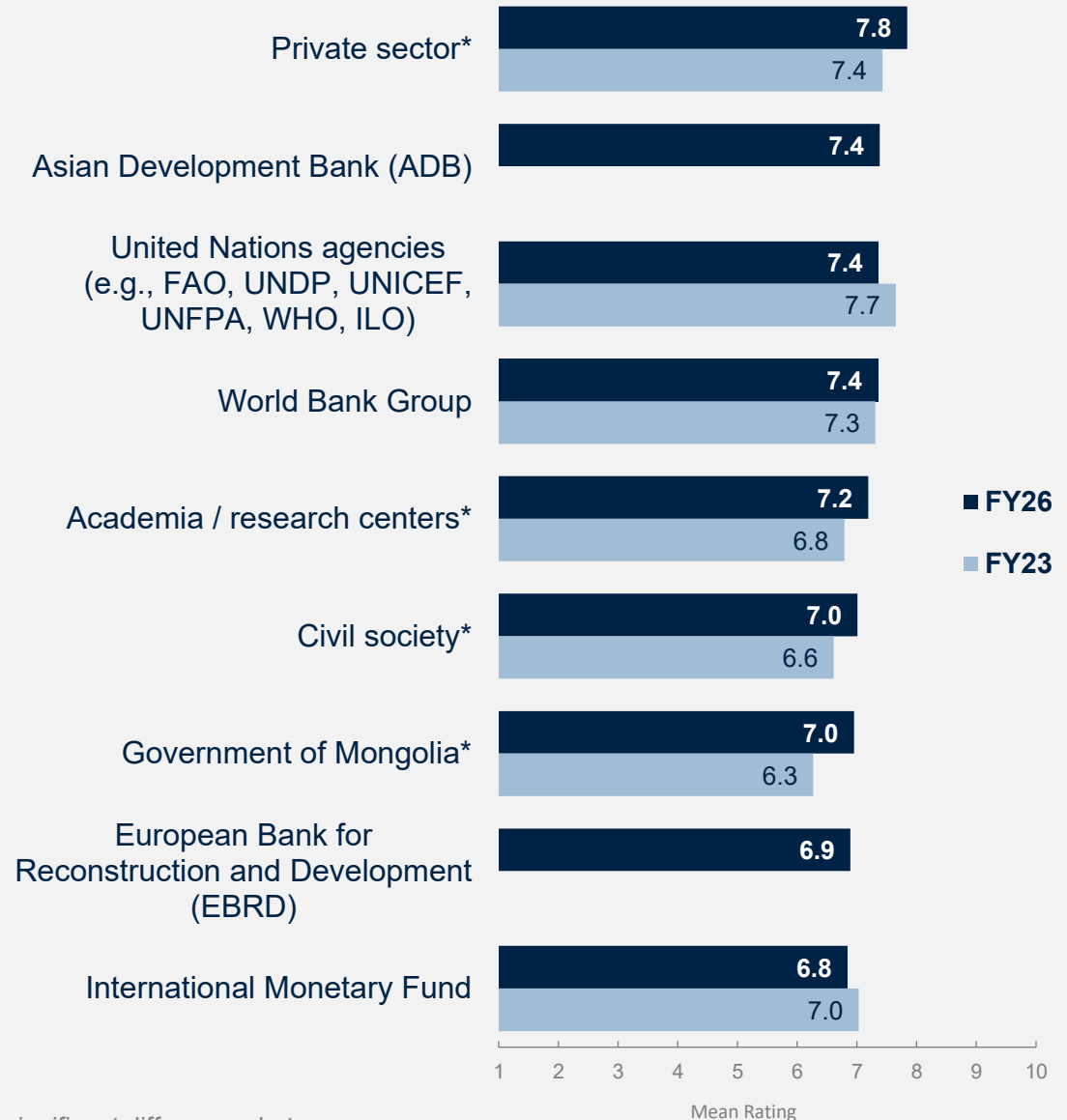


The WBG Was the Most Relevant (Rating Increased) and Among the Most Trusted Institutions in Mongolia

Q: How *relevant* is each of the following organizations to Mongolia's development?
1=Not at all; 10=Very much (Mean is reported)



Q: How much do you *trust* each of the following institutions to do what is right for Mongolia?
1=Not at all; 10=Very much (Mean is reported)

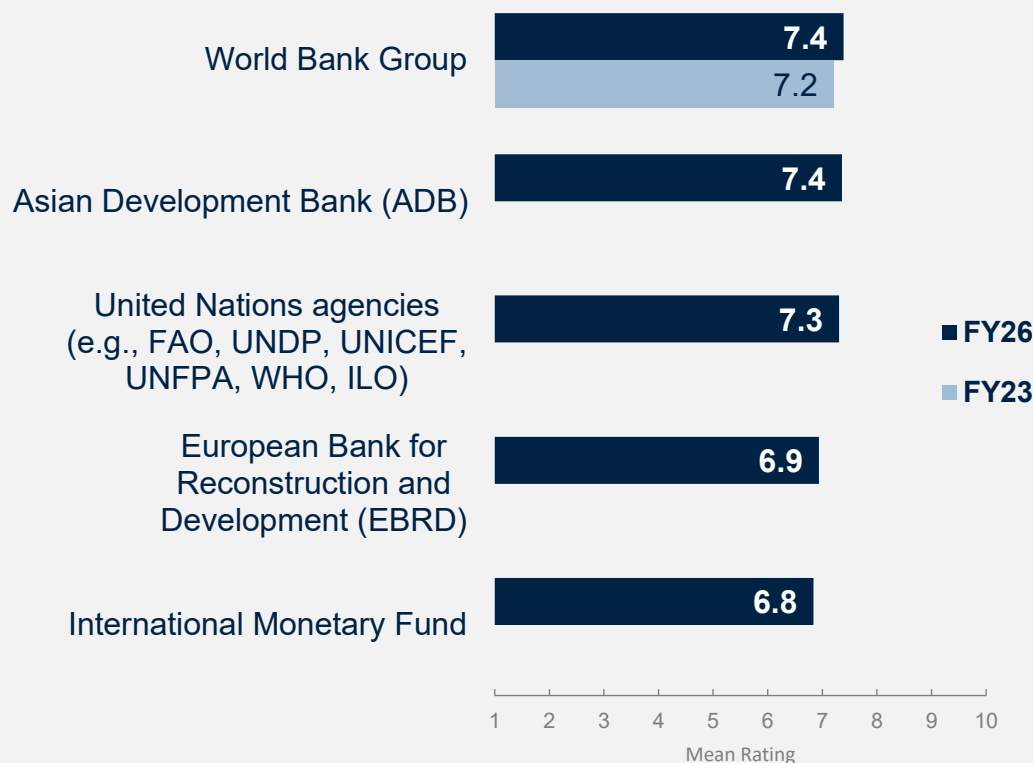


Perceptions of WBG

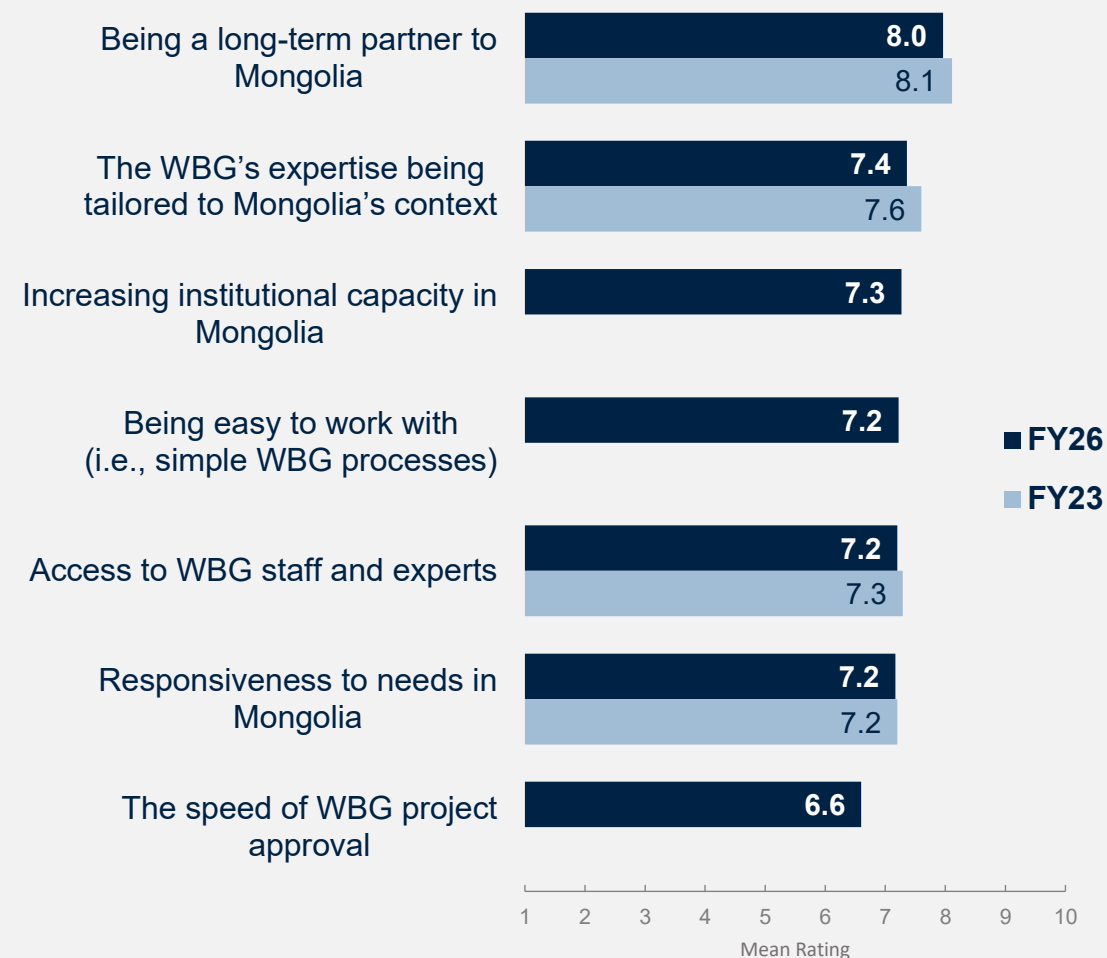
Effectiveness Remained Similar to FY23 COS Findings

Q: How *effective* is each of the following organizations in helping Mongolia *achieve development results*?

1=Not at all; 10=Very much (Mean is reported)



Q: How *effective* is the WBG in terms of the following?
1=Not effective at all; 10=Very effective (Mean is reported)



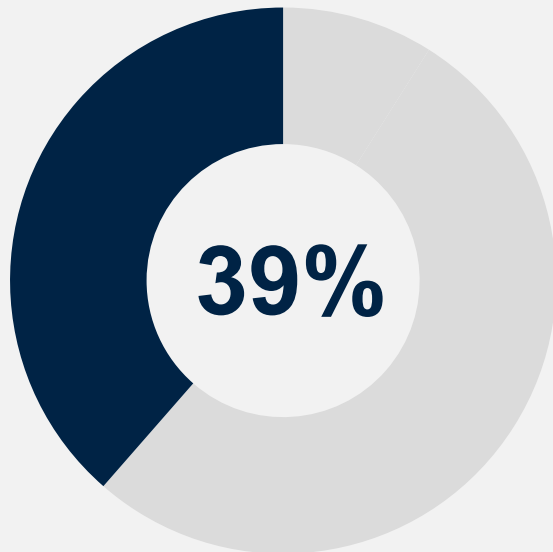
Respondents from **government institutions** and **local government** tended to give the highest ratings across these aspects, while respondents from **civil society** and **academia** tended to give the lowest.

Approximately 4 in 10 Respondents Rated the WBG's Help in Creating Jobs in Mongolia as Highly Effective

Q: *Creating more and better jobs in client countries is a top priority for the WBG. **How effective** is the WBG at...*
1=Not effective at all; 10=Very effective

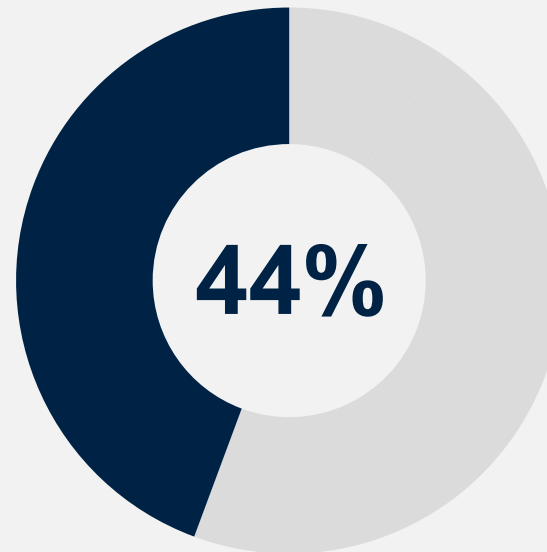
Helping create the **conditions for more and better jobs** in Mongolia
(% rating – 8-10 on a 10-point scale)

Mean = 7.0



Aligning its support for job creation to the national priorities in Mongolia
(% rating – 8-10 on a 10-point scale)

Mean = 7.0



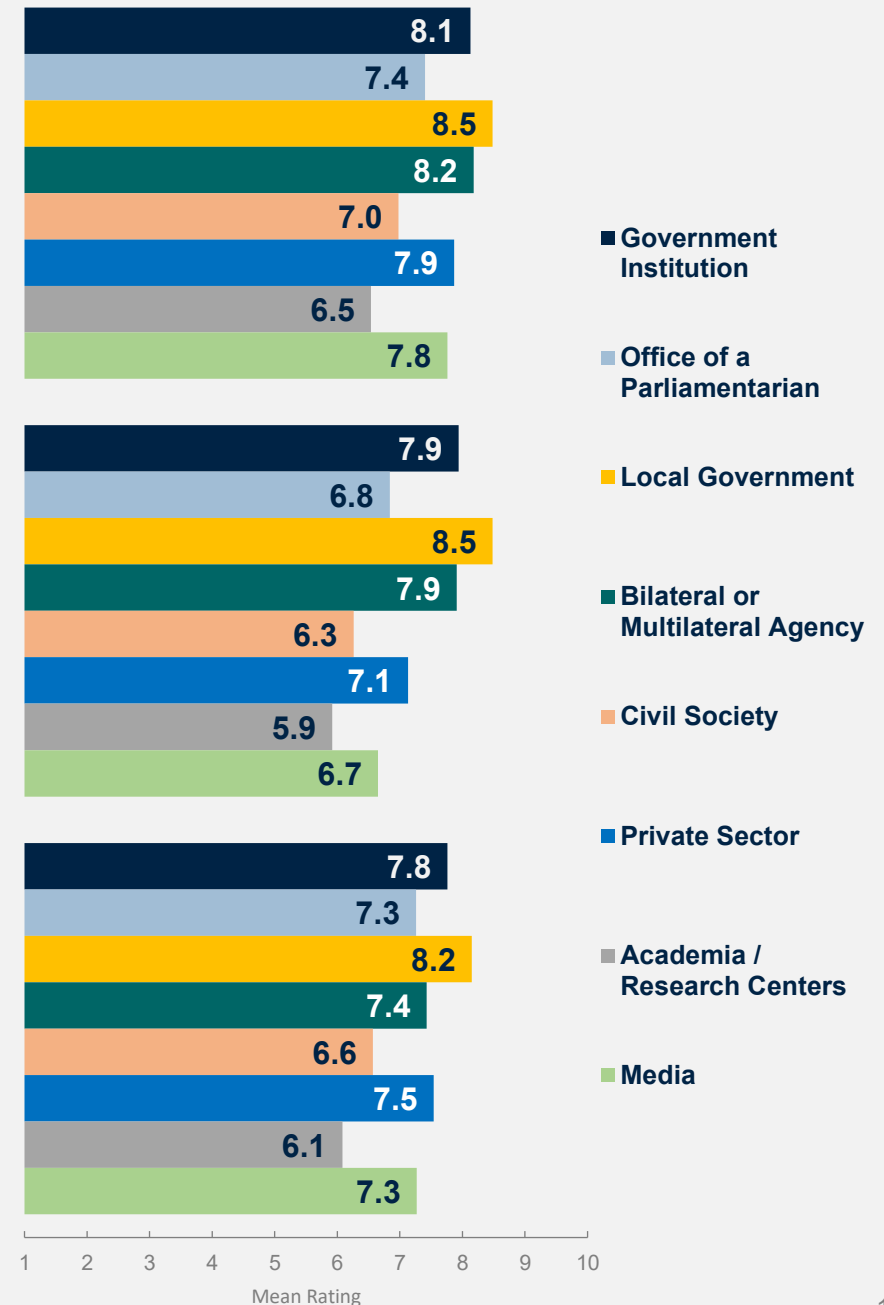
Stakeholder Perspectives on WBG KPIs Varied, with Government Respondents Giving the Highest Ratings

Comparing ratings for trust, relevance, and effectiveness between stakeholder groups revealed that respondents from **local government**, **government institutions**, and **bilateral/multilateral agencies** gave the highest ratings for these key indicators, while respondents from **civil society** and **academia** gave significantly lower ratings.

Relevant role in Mongolia's development*

Trust the WBG to do what is right for Mongolia*

Effectiveness in helping Mongolia achieve development results*

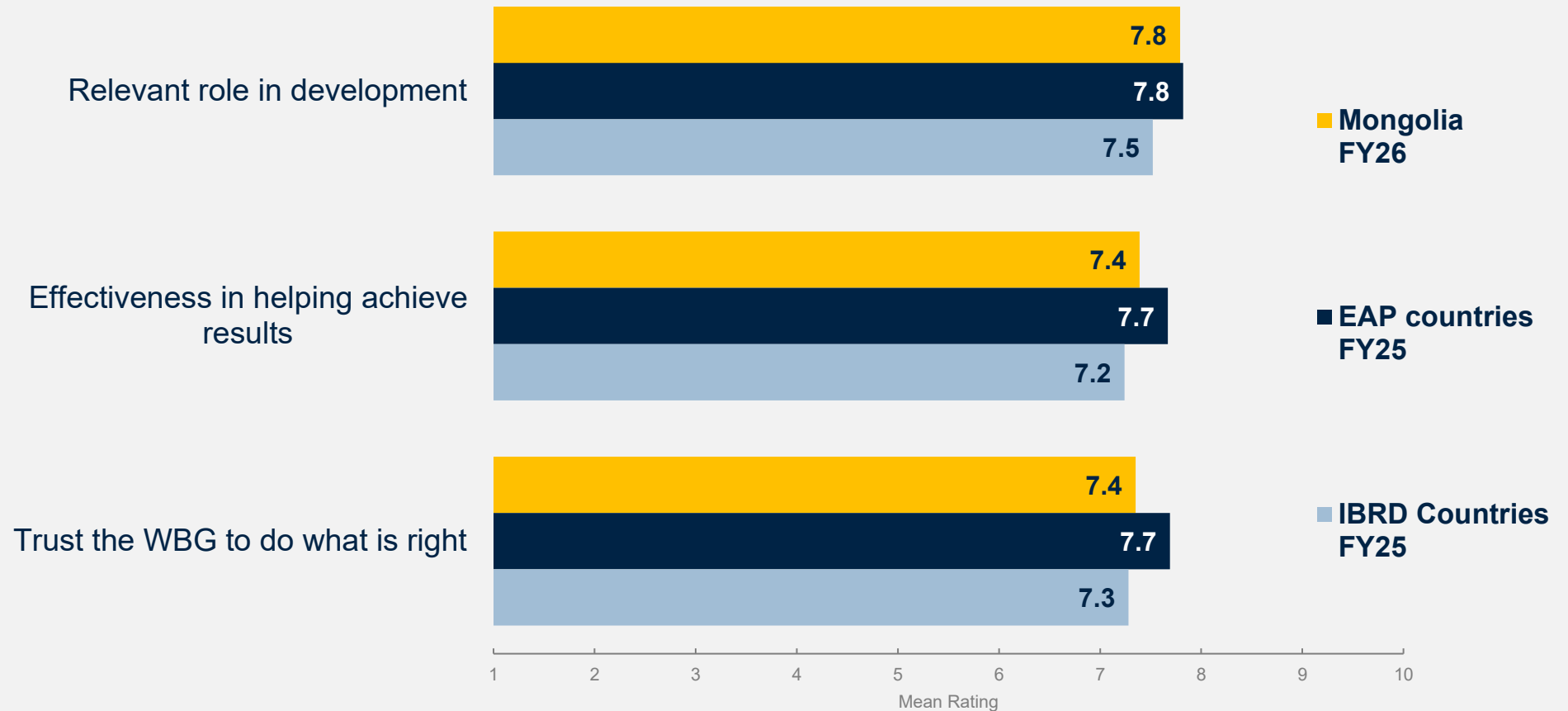


For question wording and scales, please see the previous slides.

*Denotes significant differences between stakeholder groups.



KPI Ratings in Mongolia Were On Par With Other East Asia and Pacific Countries and IBRD Countries Surveyed in FY25



The WBG's Work on Development Priorities



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WBG: Focal Development Areas

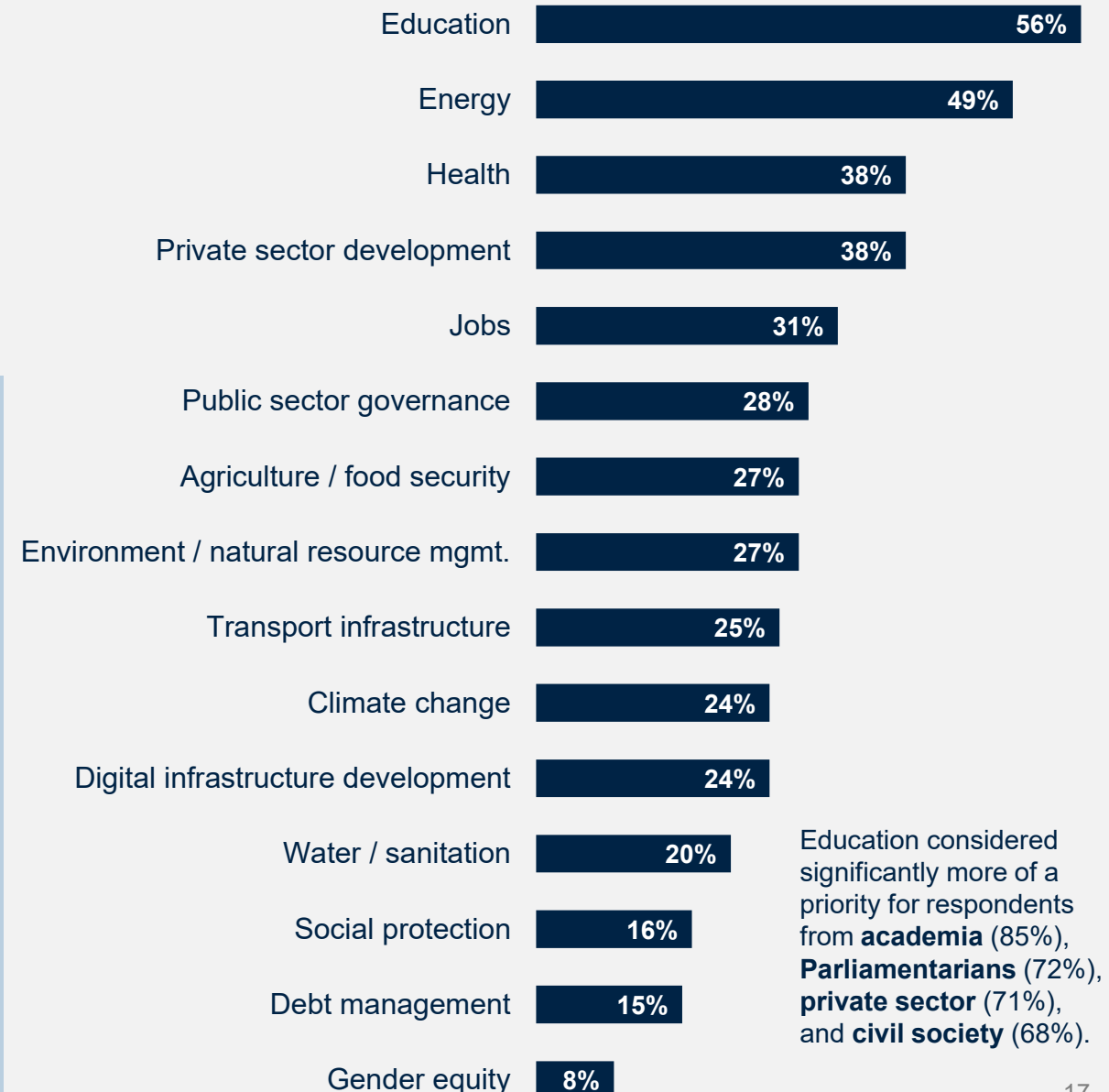
As in FY23, **education** remains the top priority for respondents in terms of where WBG resources should be focused.

In FY26, **energy** rose to the 2nd priority, up from 5th place in FY23 (29%). Similarly, **environment/natural resource management** saw a notable increase in priority compared to FY23 (16%).

In open-ended comments, respondents discussed **priority sectors** for Mongolia that closely aligned with those they selected:

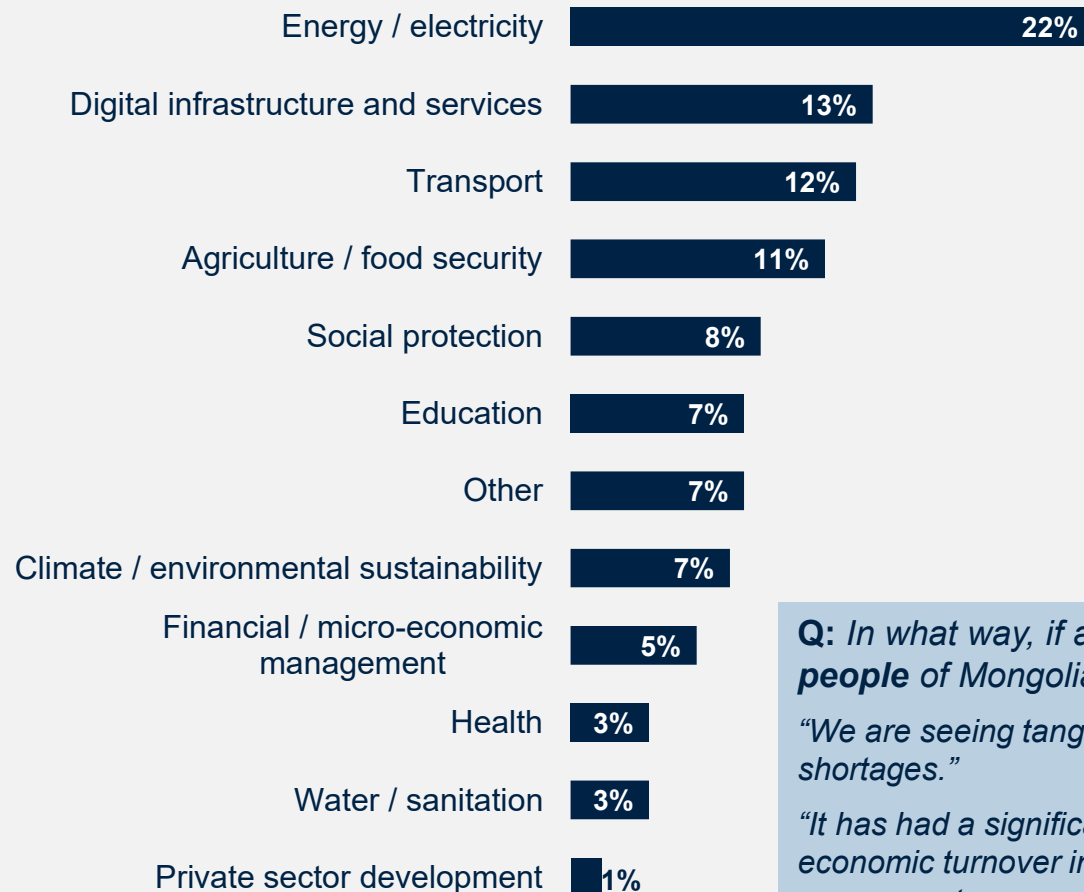
- **Human capital**, including improving social protection systems, expanding access to health and education services, and strengthening higher education institutions. Youth employment was highlighted along with calls for projects that produce tangible outcomes for individuals.
- The **energy** sector was seen as a critical area needing reform, including tariff restructuring and liberalization, along with physical infrastructure, ensuring that reforms are politically and economically realistic rather than abstract.
- **Private sector development**, including creating jobs and reducing state intervention, while supporting SMEs and domestic manufacturing through concessional financing.
- **Public sector governance**, including building evidence-based policymaking capacity, strengthening public financial management, improving budget controls, and advancing anti-corruption and transparency standards.

Q: Which areas should the WBG prioritize to have the most impact on development results in Mongolia? Select up to 5 (% of Respondents)



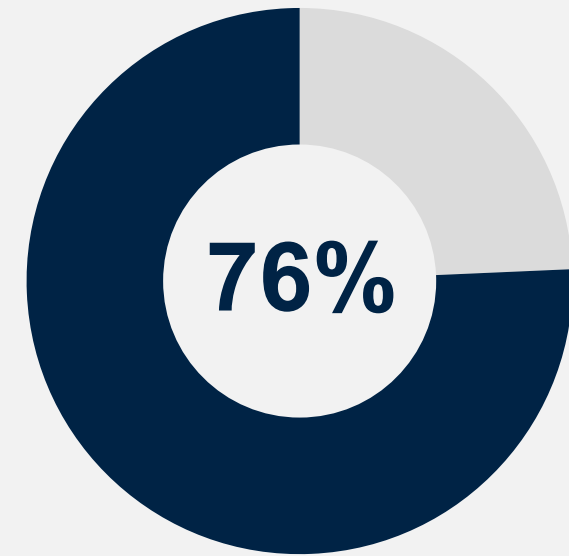
WBG Clients Were Most Often Familiar with Energy-Related WBG Projects, and 76% Rated the WBG as “Very Helpful” in Achieving Project Goals

Q: Please think about ONE WBG-supported project or initiative that you are most familiar with. Select the **development area** that was the primary focus of this WBG-supported project or initiative? Select ONE only (% of Respondents who collaborated with the WBG)



Q: How **helpful** was the WBG in achieving the goals of this one project or initiative? 1=Not helpful at all; 10=Very helpful (% rating – 8-10 on a 10-point scale)

Mean = 8.5



Q: In what way, if any, did this WBG-supported project or initiative **impact the people** of Mongolia?

“We are seeing tangible results in improving energy access and overcoming power shortages.”
(Government Institution Respondent)

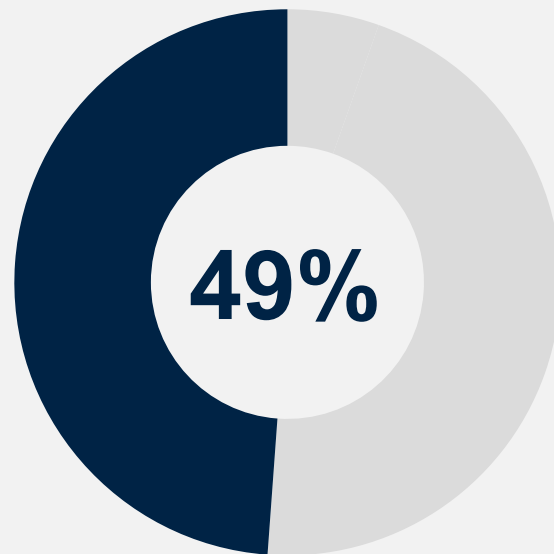
“It has had a significant impact on improving livestock health, productivity, increasing economic turnover in the value chain, and implementing rapid and effective responses to emergencies and disasters.”
(Government Institution Respondent)



Nearly Half of WBG Clients Rated These WBG Projects as “Very Effective” in Creating Sustainable, Long-Term Jobs

Q: How effective has this WBG-supported project or initiative been at **creating sustainable, long-term jobs** in Mongolia? 1=Not effective at all; 10=Very effective (% rating – 8-10 on a 10-point scale)

Mean = 7.4



Q: In what way, if any, did this WBG-supported project or initiative **impact the people** of Mongolia?

“To provide vocational skills and jobs to able-bodied youth in UB city and the surrounding areas.”
(Bilateral/Multilateral Agency Respondent)

“It is contributing to improving the efficiency of government e-services provided to citizens and businesses, increasing citizens’ digital skills, and increasing jobs with digital technology.”
(Government Institution Respondent)

“The initiative helped create better economic opportunities, particularly for vulnerable and rural populations, by supporting job creation, improving infrastructure, and enhancing service delivery.”
(Local Government Respondent)

“Financial inclusion has been supported. ...AND Global’s AI-based fintech solutions are an important step in supporting the next stage of development in the market introduction of new products and services aimed at micro, small, and medium enterprises in the Southeast Asian region.”
(Private Sector Respondent)

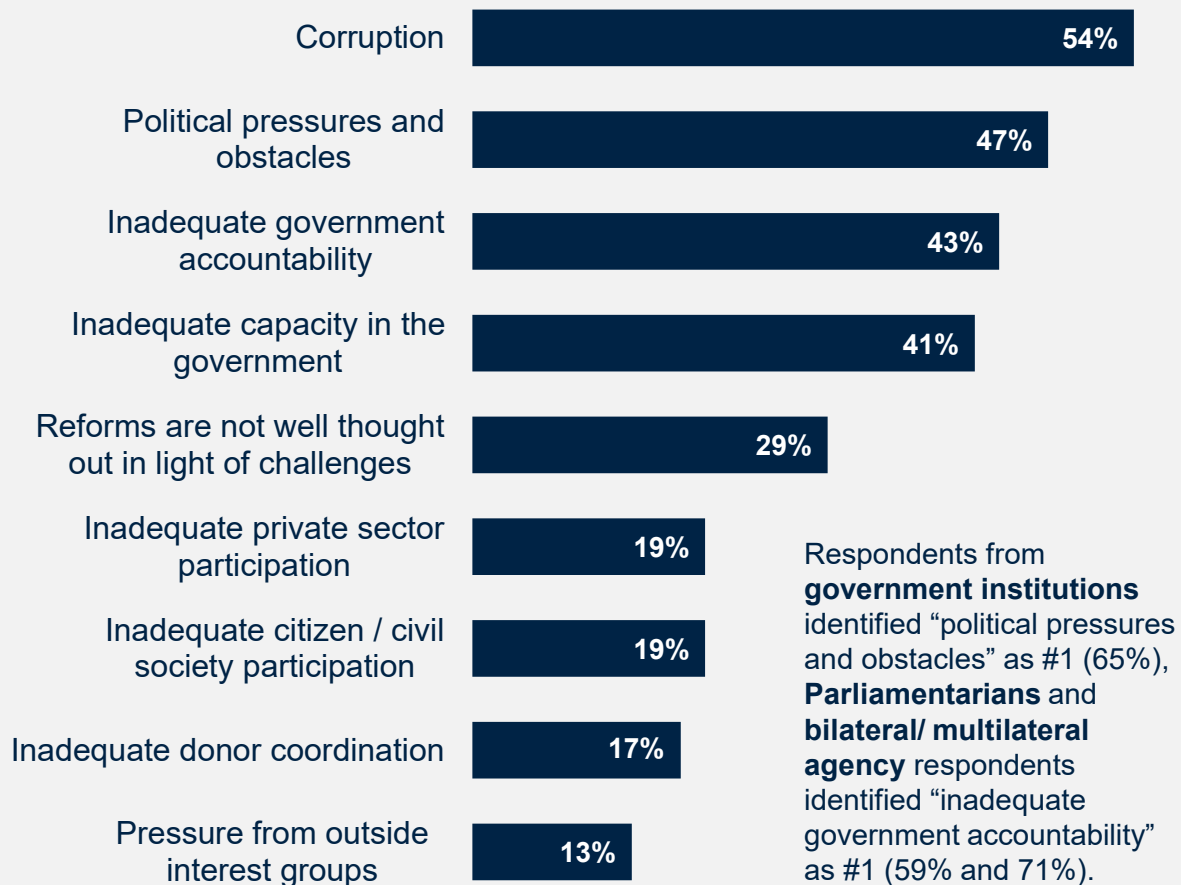
Q: Which sectors hold the greatest promise to **drive job creation** in Mongolia? (Open-ended responses summarized)

- **Agriculture** and livestock were most frequently mentioned, as well as value-added processing of animal-based raw materials.
- **Mining**, but less extraction itself and more moving into mining-related services, supply chains, and downstream manufacturing.
- **IT and digital services** were mentioned throughout as a strategic growth area, particularly for youth employment.
- **Renewable energy** was cited as a promising sector for sustainable jobs, particularly in supporting small-scale industries and rural communities.
- **Tourism** was noted as a strong potential to create jobs for young people and women, and an area where Mongolia has a competitive advantage.
- Support for **SMEs** through concessional financing and improved access to credit was seen as one of the most direct levers for job growth.

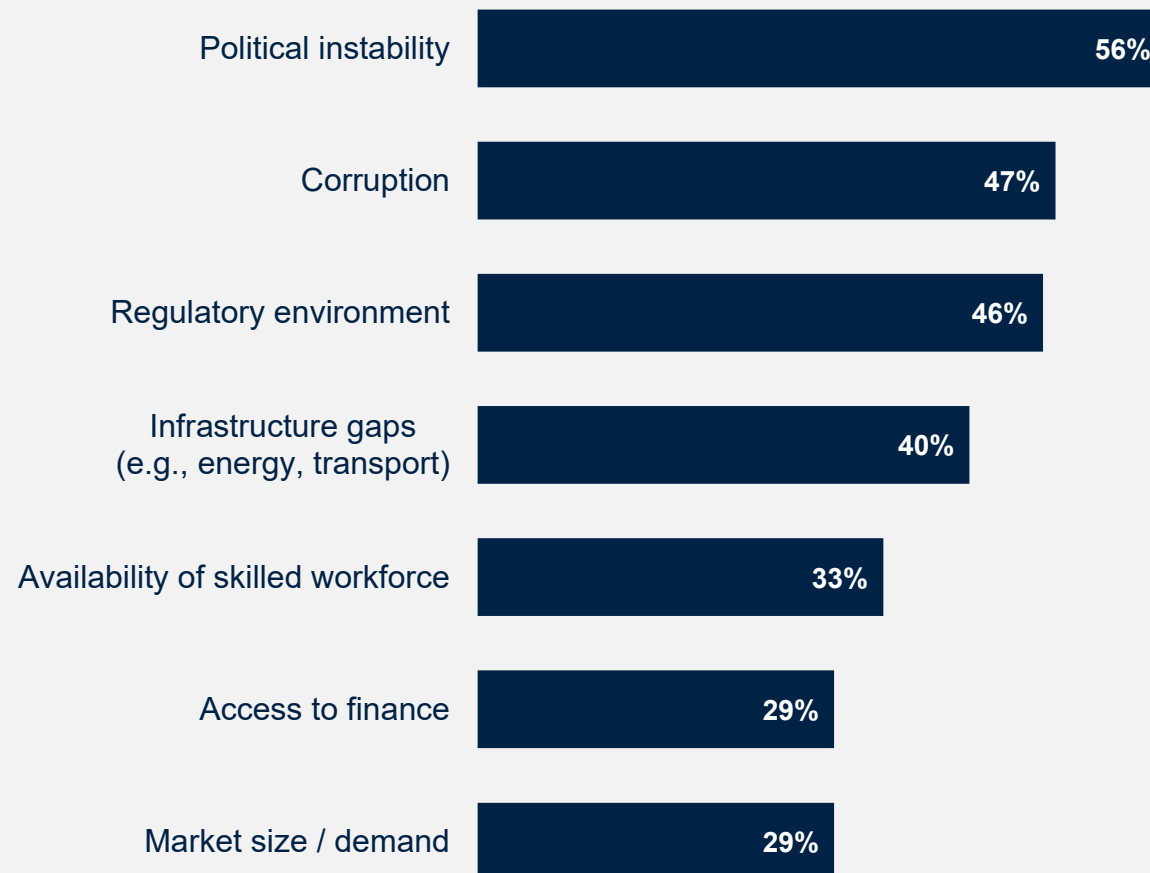


Stakeholders Identified Corruption as the Top Factor in Slowing Reform Efforts and the 2nd Biggest Challenge for Private Sector Development (Following Political Instability)

Q: When **economic and/or social reform efforts** fail or are slow to take place in Mongolia, which of the following would you attribute this to? Select up to 3 (% of Respondents)



Q: What are the biggest challenges facing **private sector development** in Mongolia? Select up to 3 (% of Respondents)



Key Themes from Open-Ended Responses Regarding The WBG's Operational Effectiveness in Mongolia

Q: *What is the most important thing the WBG could do to **increase its effectiveness** in these priority areas in Mongolia?*

Reduce the gap between policy recommendations and on-the-ground results

- Prioritize real, tangible outcomes — job creation, improved livelihoods, and thriving businesses — rather than spending volumes and reporting outputs.
- Build an “implementation ecosystem” that supports delivery, rather than focusing primarily on drafting documents or producing research.
- Ensure analytical work is grounded in the actual nature of problems rather than theory, avoiding superficial or generic assessments.

No one-size-fits all; localize and adapt to the Mongolian context

- Adapt international best practices to Mongolia's specific capacity and conditions rather than transplanting them wholesale from other country contexts.
- Build in local ownership mechanisms so that project impacts endure after WBG financing and technical support have ended.
- Draw more on domestic experts, universities, and local consultants instead of relying predominantly on expensive international consultants who may lack contextual knowledge.

Broaden stakeholder engagement beyond the government to build lasting capacity

- Engage more systematically with the private sector, NGOs, civil society organizations, and research institutions as genuine partners in project design and delivery.
- Involve local communities, including herders and rural populations, meaningfully in project development so their needs are accurately reflected.
- Retain and build on the institutional knowledge of project staff across project cycles, and provide sustained, hands-on technical support rather than short-term interventions.

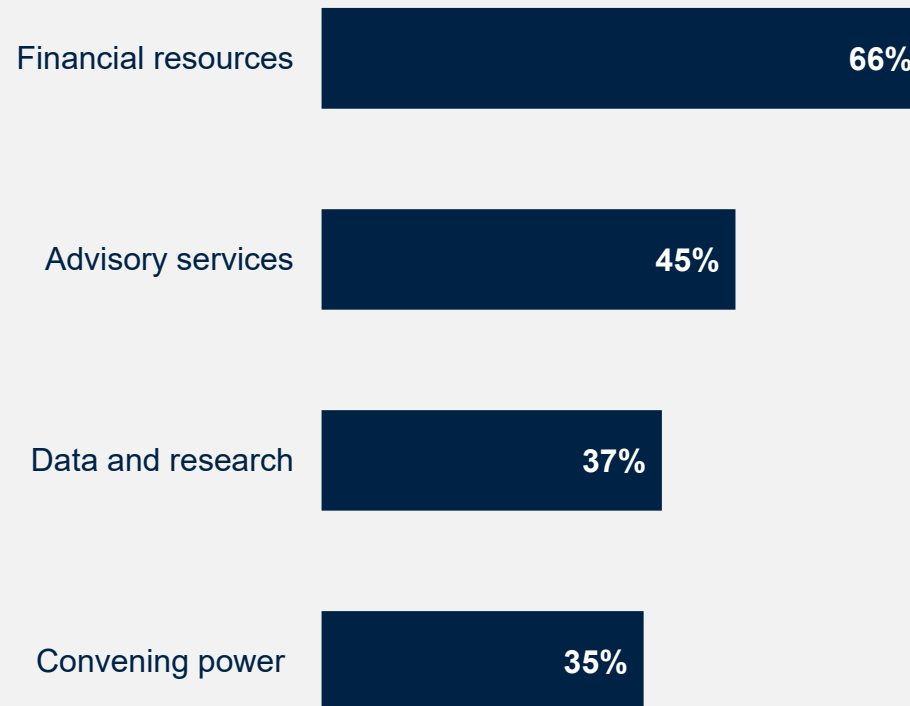
The WBG's Instruments



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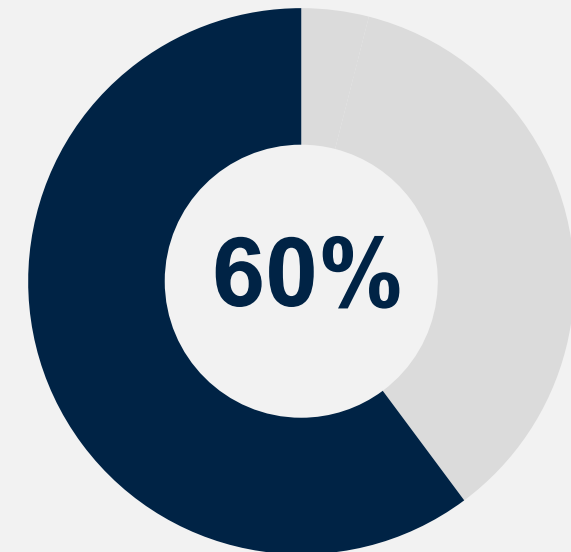
Financial Resources Viewed as the WBG's Greatest Value to Mongolia, with Knowledge Highly Valued for Its Contribution to Development Results

Q: Which WBG instruments do you **VALUE** the most in Mongolia? Select up to 2 (% of Respondents)



Q: How significant a contribution do you believe the **WBG's knowledge work** makes to development results in Mongolia? 1=Not significant at all; 10=Very significant (% rating – 8-10 on a 10-point scale)

Mean = 7.8

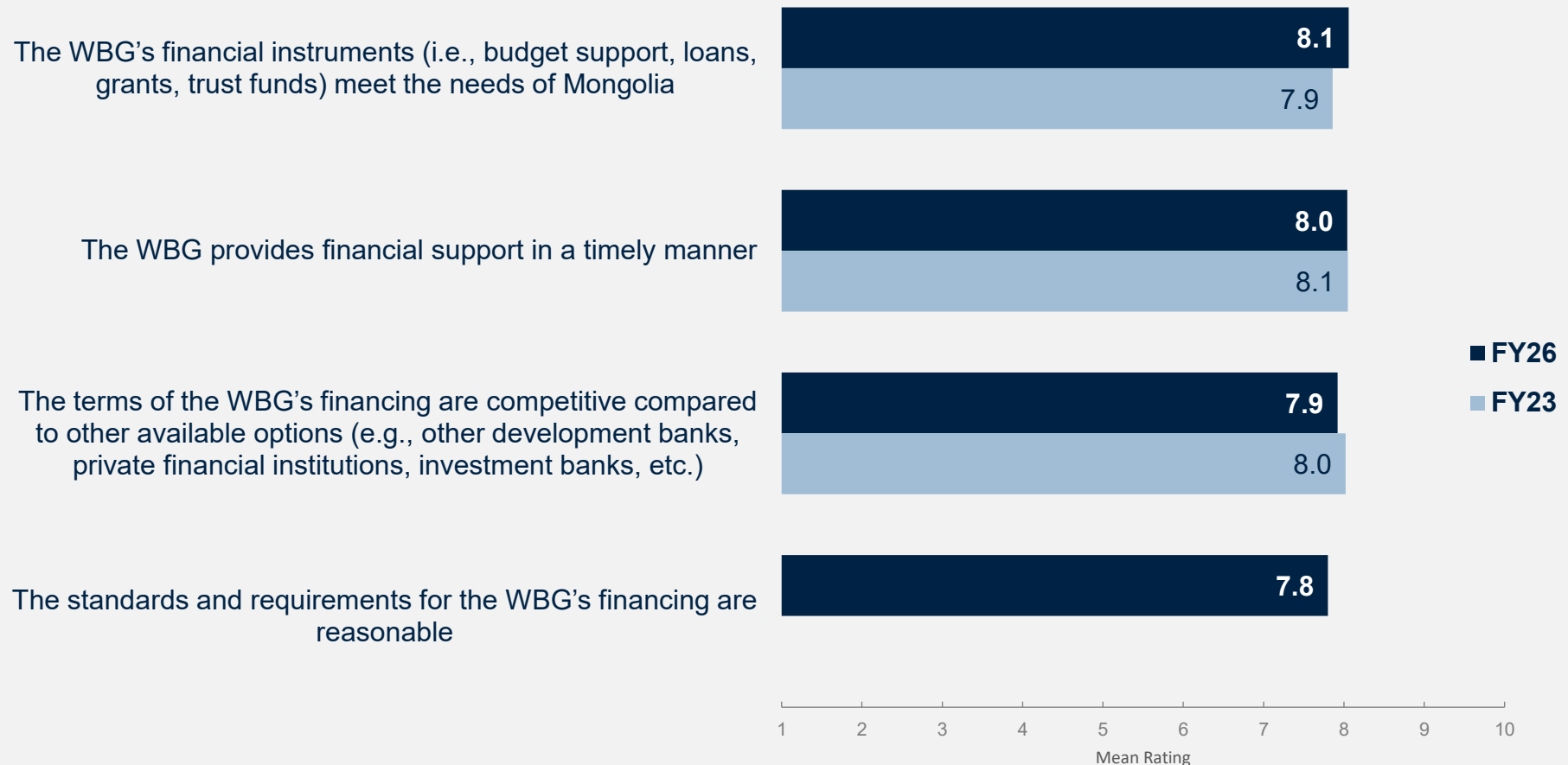


Financial resources were considered significantly more valuable for respondents from **government institutions** (74%), **local government** (86%), **private sector** (74%), and **media** (82%)



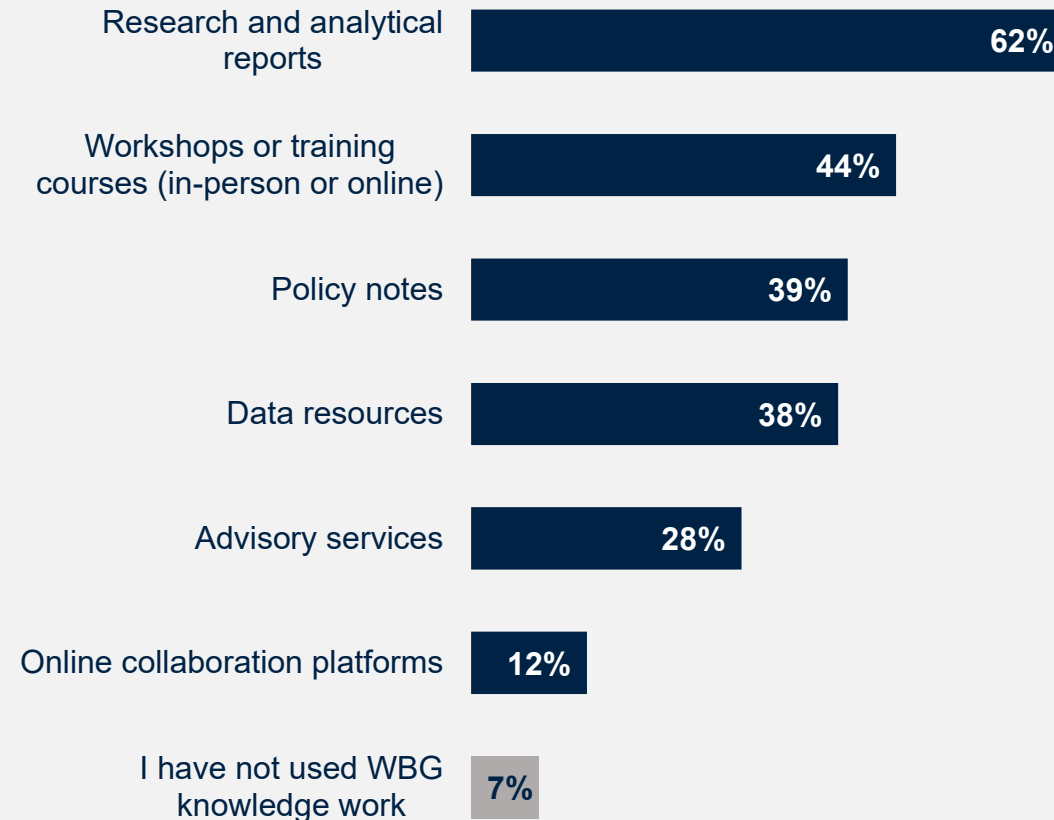
WBG Financing Seen as Meeting Mongolia's Needs in a Timely Manner, Similar to the FY23 COS Results

Q: To what extent do you agree with the following statements about the **WBG's financial support** to Mongolia?
1=Strongly disagree; 10=Strongly agree (Only asked of respondents in government institutions or those who indicated that they collaborate with the WBG. Mean is reported)



Nearly All Respondents Used WBG Knowledge Work and 64% of Users Rated the Knowledge Work Very High Quality

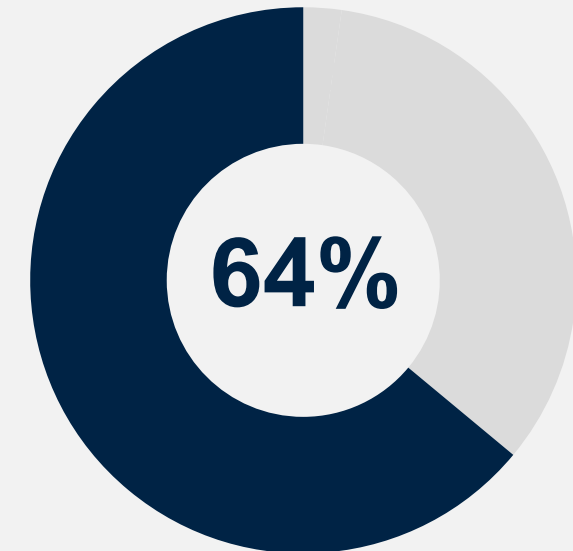
Q: In the past 3 years, what **WBG knowledge work** have you used? Select all that apply (% of Respondents)



Research reports were more often used by respondents from bilateral/multilateral agencies (90%), civil society (83%), and academia (85%). **Advisory services** were more often used by respondents from government institutions (51%). **Workshops** were more often used by respondents from government institutions (71%) and local government (67%).

Q: How would you rate the **quality** of the WBG's knowledge work (including data, research, training, policy notes, and advisory services) in Mongolia? 1=Very low quality; 10=Very high quality (% rating – 8-10 on a 10-point scale)

Mean = 7.9



(Only asked of respondents who indicated that they used WBG knowledge work in the past 3 years)



Key Themes from Open-Ended Responses Regarding the WBG's Financial Instruments and Knowledge Work

*Q: What is the most important thing the WBG could do to **increase its effectiveness** in these priority areas in Mongolia?*

Expand and diversify financial instruments, allowing for more flexibility

- Increase the availability of concessional, longer-term financing for social sectors such as health, education, and social protection, and expand access to concessional loans and grants for SMEs.
- Grow the use of blended finance — combining IBRD lending with trust funds or grants — and scale up investment in private sector projects to drive job creation.
- Ensure financing is focused and impactful rather than simply increasing loan volumes; the emphasis should be on human capacity development and measurable improvements in citizens' lives.

Better tailor knowledge work to local realities in Mongolia

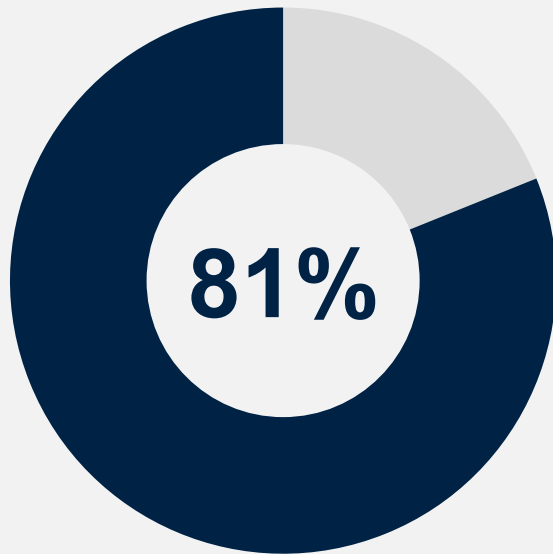
- Move away from transplanting “international best practices” and instead adapt policy recommendations to Mongolia's institutional capacity, culture, and socioeconomic conditions.
- Prioritize partnerships with domestic researchers, universities, and local institutions rather than relying predominantly on expensive external consultants whose work can be too theoretical or superficial.
- Invest in evidence-based tools such as integrated data systems, policy simulation models, and big data platforms to strengthen the quality of policy advice and decision-making.

Make knowledge work more accessible and implementation-oriented

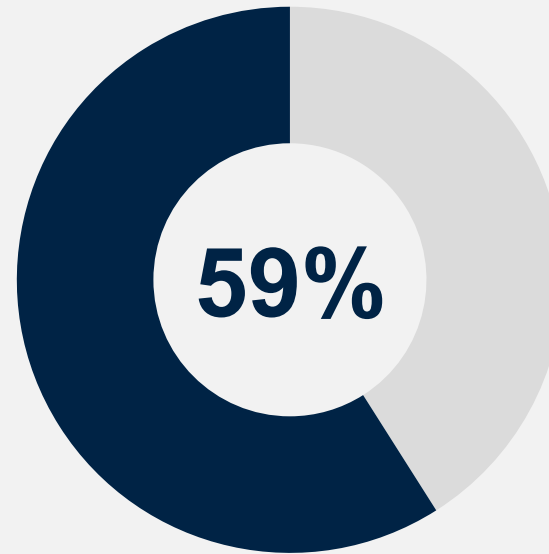
- Shift from producing high-quality policy documents to building the conditions for effective implementation — creating, as one respondent put it, a “good implementation ecosystem” backed by hands-on technical support.
- Disseminate research findings publicly through media channels, training seminars, and accessible formats so that both decision-makers and citizens can act on them.
- Provide rigorous fiscal analyses, such as “cost of inaction” assessments, to support Ministries of Finance and other counterparts in making better-informed budget and investment decisions.

Most who Used WBG Knowledge Felt it Influenced Government Policy and a Majority Felt it Influenced Private Sector Strategies; More Than 4 in 10 Felt the WBG Was Very Influential in Mongolia's Policy on Jobs

Q: In your opinion, has the WBG influenced a **new or existing government policy/action** in Mongolia?
(% – Yes)

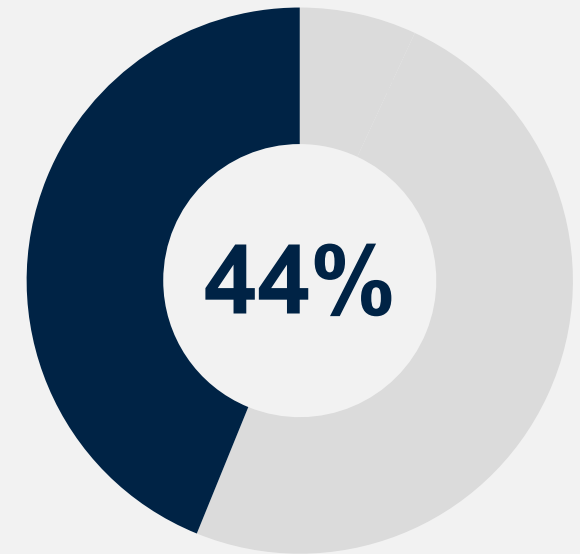


Q: In your opinion, has the WBG influenced **strategies or actions of private sector actors** in Mongolia?
(% – Yes)



Q: To what extent has the WBG influenced the government's **policies or strategies on employment and job creation** in Mongolia?
1=Not influential at all; 10=Very influential
(% rating – 8-10 on a 10-point scale)

Mean = 7.2



Examples of Strategies, Policies, and Reforms Supported by WBG

Q: What **policy, strategy, or reform** by the government and/or private sector did the WBG support, and in what way?

Education

- *“It has had a significant impact on identifying education needs until 2030 and making 2026 the Year of Education Support.”*
(Government Institution Respondent)
- *“Accessible educational technology for learners with disabilities.”*
(Private Sector Respondent)

Energy

- *“The government’s support for road transport and energy projects, both in terms of funding and methodology and expertise, is having a huge impact.”*
(Government Institution Respondent)
- *“The heating supply network of Ulaanbaatar has been renovated under a World Bank project.”*
(Private Sector Respondent)
- *“In Mongolia, gray water activities are intensifying, and industrial water is being reused to heat the Amgalan power plant, which is having a positive impact on households in the eastern region of Ulaanbaatar.”*
(Media Respondent)
- *“Energy tariff policy. Renewable energy support. Demanded cost-based tariffs for financing energy projects. Provided technical advice on tariff reform and loss reduction. As a result, tariffs have become closer to real costs and the foundation for reducing financial losses in the sector has been laid.”*
(Office of the President, Prime Minister, Minister Respondent)

Private Sector Development and Jobs

- *“Measures aimed at increasing jobs, developing infrastructure, and improving credit products by supporting the private sector.”*
(Academia Respondent)
- *“Directly and indirectly affected the business environment through legal framework, financing, and implemented projects...”*
(Academia Respondent)

Public Sector Governance

- *“It has had a positive impact on the governance capacity of the state, infrastructure investment, and public-private partnership.”*
(Civil Sector Respondent)

Agriculture and Food Security

- *“The World Bank’s research and recommendations ...[are] seen to have a positive impact on the private sector, especially on agriculture, through projects and measures implemented in the sector.”*
(Private Sector Respondent)

Digital Infrastructure Development

- *“The World Bank has provided soft loan support, and the Mongolian Government has successfully implemented the “Smart Government” project to accelerate the digital transition, ... [improving] the transparency and speed of public services.”*
(Government Institution Respondent)

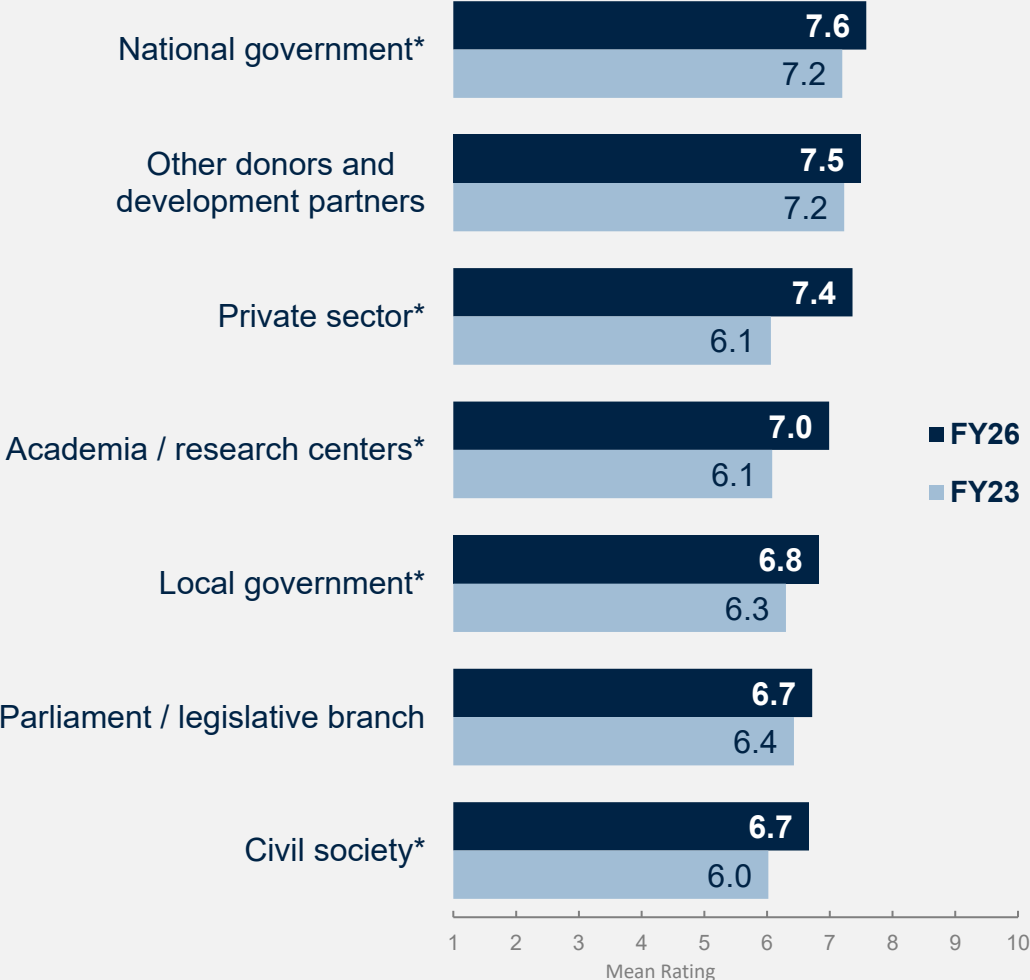
The WBG's Engagement and Collaboration



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Perceptions of WBG Collaboration Have Improved

Q: How effective is the WBG at *collaborating* with the following groups in Mongolia?
1=Not effective at all; 10=Very effective (Mean is reported)

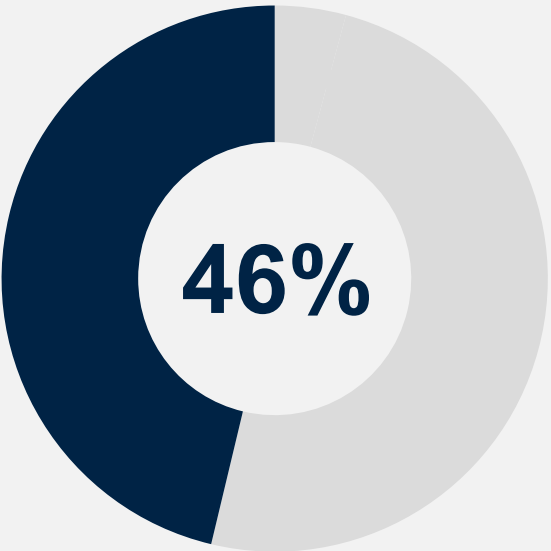


*Denotes significant differences between years

Q: How effective is the WBG at *partnering with the government* to improve the business environment in Mongolia?
1=Not effective at all; 10=Very effective
(% rating – 8-10 on a 10-point scale)

Mean = 7.2

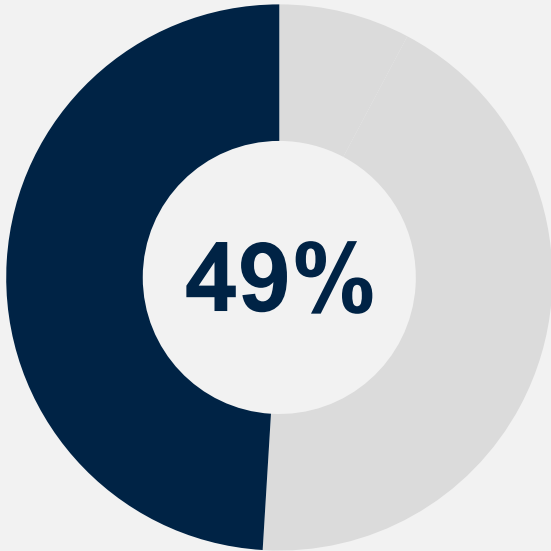
Respondents from **government institutions** (mean = 7.6) and **local government** (mean = 8.1) gave significantly higher ratings than other stakeholders.



Q: How effective is the WBG at *partnering with the private sector* in Mongolia to support business development and investment?
1=Not effective at all; 10=Very effective
(% rating – 8-10 on a 10-point scale)

Mean = 7.4

Respondents from **government institutions** (mean = 7.7), **local government** (mean = 7.9), and **private sector** (mean = 7.7) gave significantly higher ratings than other stakeholders.



Stakeholders Want the Bank to Collaborate More With the Private Sector, Followed by Civil Society

In written responses, stakeholders discussed **improved collaboration** as one of the areas for WBG improvement:

Broaden and diversify partnerships outside of government

- Collaborate more actively with the private sector, civil society, and research institutions as genuine partners in project design and delivery.
- Engage local and sub-national government authorities directly, rather than routing all engagement through central ministries.
- Coordinate more systematically with other donors and development partners to reduce duplication and improve overall development effectiveness.

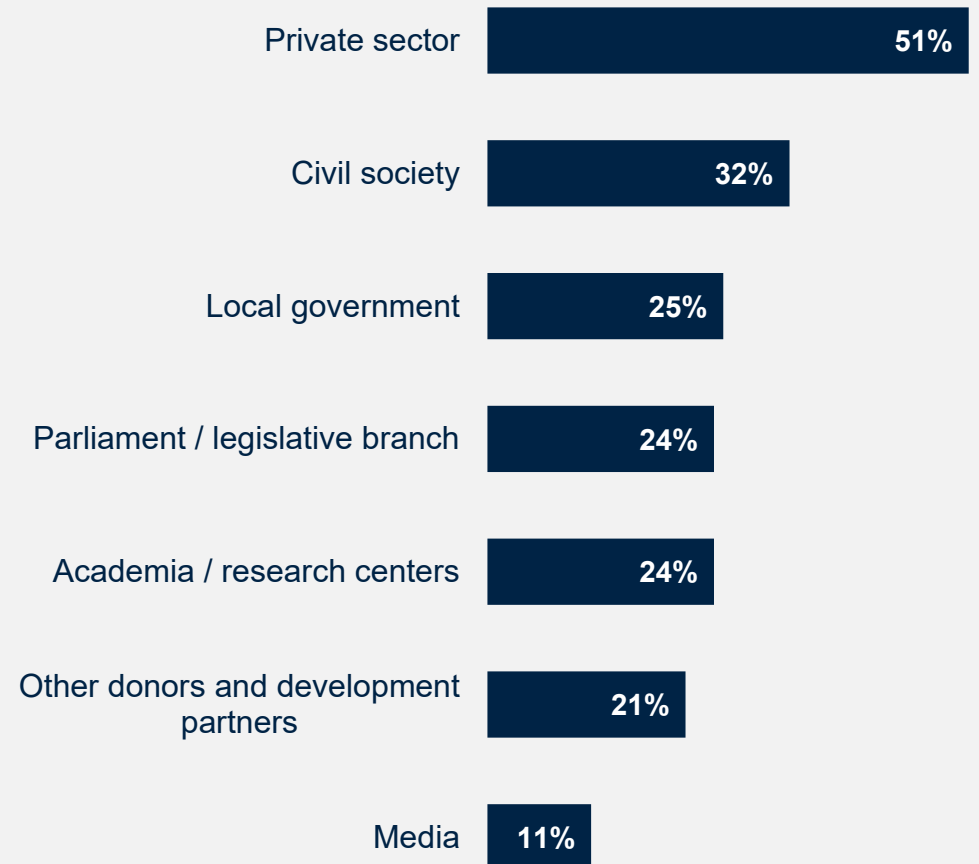
Engagements that are more meaningful, earlier, and more sustained

- Involve stakeholders, including local governments, CSOs, and beneficiaries, at the design stage of projects rather than after key decisions are made.
- Create structured platforms for multi-stakeholder dialogue that encourage diverse perspectives and shared problem-solving.
- Reach grassroots communities, including herders and rural populations, to ensure project design reflects the realities and needs of those most affected.

Proactive and accessible outreach to increase awareness of WBG work

- Disseminate project information, results, and reports more widely, presenting findings in formats that are understandable to the general public, not just technical or government audiences.
- Work more with media organizations as key stakeholders to ensure that project activities and outcomes are communicated regularly and accurately.
- Communicate more clearly what the WBG does and how its work translates into impact, helping to build public trust and support for reform efforts.

Q: In addition to its partnership with the national government, which of the following should the WBG **collaborate with more** to have greater impact in Mongolia? Select up to 2 (% of Respondents)

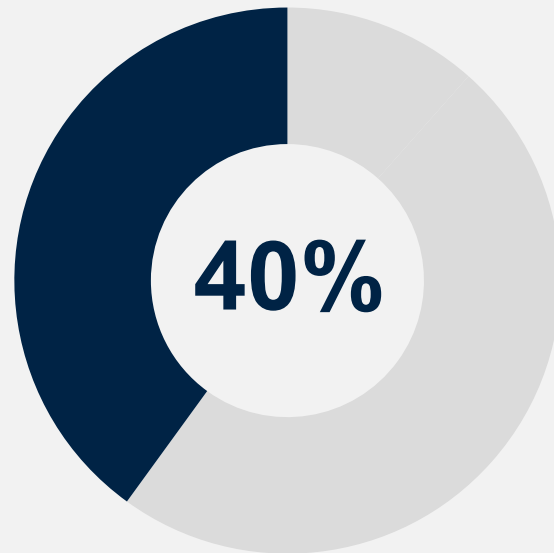


Perceptions of WBG Effectiveness at Facilitating Civil Society Participation Were Moderate, and Lower Among Those in Civil Society

Q: How effective is the WBG in **facilitating civil society participation** in development policy dialogue and implementation in Mongolia?

1=Not effective at all; 10=Very effective
(% rating – 8-10 on a 10-point scale)

Mean = 6.8



Respondents from **government institutions** and **local government** (means = 7.4 and 7.1, respectively) gave significantly higher ratings for the WBG's effectiveness than respondents from **civil society** (mean = 5.8).

Q: Please **share examples**, if any, of the WBG's facilitation of civil society participation in development policy dialogue and implementation.

“...Soum citizens and civil society organizations (CSOs) participated in the Soum Development Fund, public service quality, and cost-effectiveness assessment. A participatory “Service Delivery Scorecard” was implemented, allowing citizens to assess the quality of services in sectors such as health, education, water, and roads, and use it to make decisions.” (Government Institution Respondent)

“In terms of impact, the TAME and MASAM projects of the GPSA program of the World Bank implemented by the Globe International Center are good examples. ...” (Civil Society Respondent)

Q: In what ways could the WBG **be more effective** in facilitating civil society participation?

Institutionalize Early and Systematic Engagement: Respondents were clear that CSOs should be considered long-term partners, and their involvement should be structural and proactive, not ad hoc or limited to implementation phases.

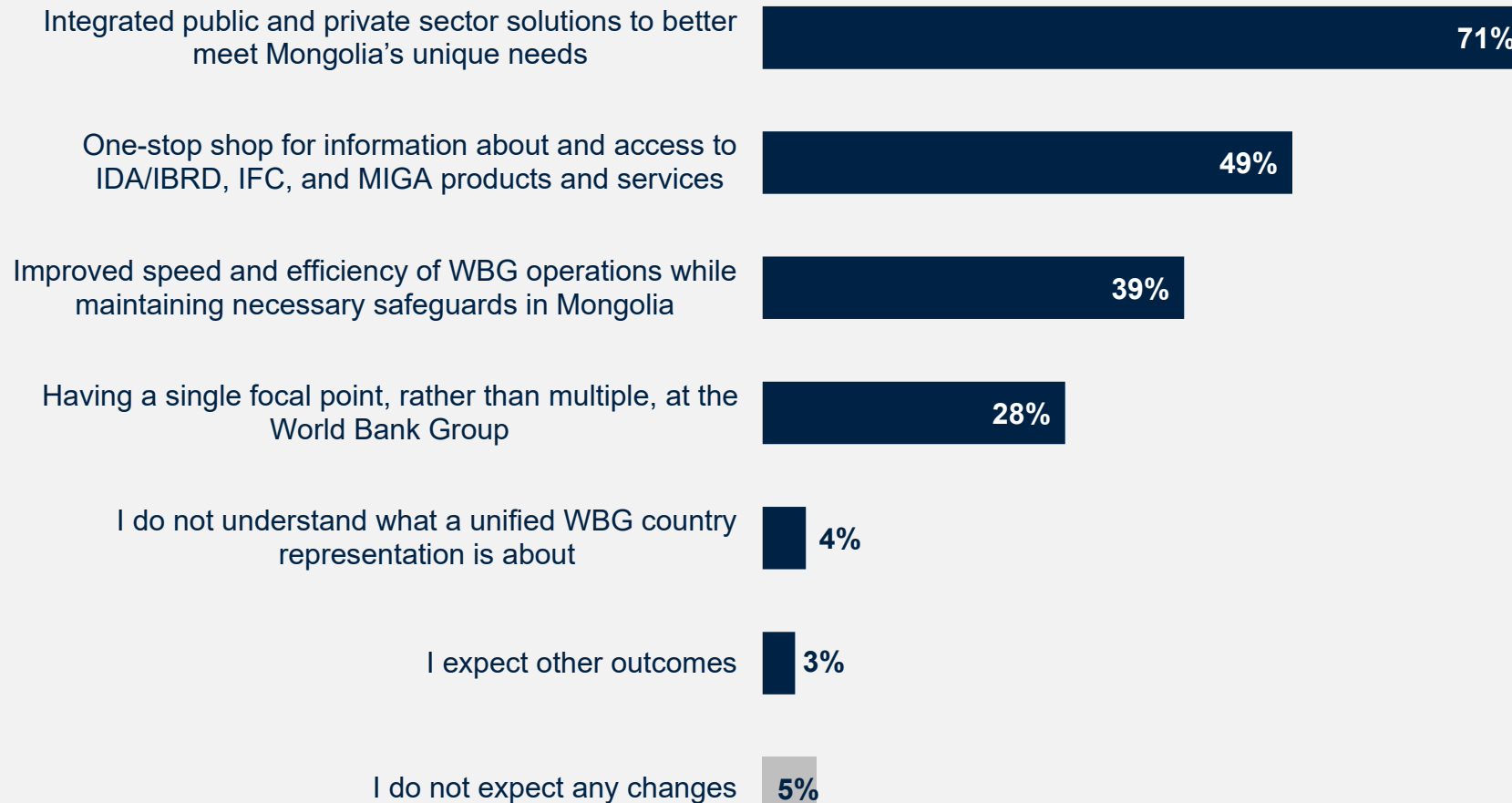
Build Capacity and Provide Financial Support: Respondents noted that CSOs face organizational and resource constraints that limit their effectiveness, and the WBG should take a role in addressing these, including those outside Ulaanbaatar.

Strengthen Transparency, Accountability, and Information Flow: Respondents emphasized that participation is only meaningful when CSOs have access to information, can see how their input has been incorporated, and have a meaningful role in government oversight.



More than 7 in 10 Respondents Think WBG Joint Country Representation Would Generate Public-Private Solutions That Would Better Meet Mongolia's Needs

Q: *What outcomes do you expect from unified leadership representing the World Bank (IBRD/IDA), IFC, and MIGA in Mongolia? Select all that apply (% of Respondents)*



Communication and Outreach



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WBG Publications, Events, Direct Contact, and Website Were the Most Preferred Channels to Obtain Information From the Bank

Key differences across stakeholder groups should be considered when designing targeted outreach. For example, while most respondents preferred publications, respondents from government institutions and local government preferred direct contact with staff.

Top Two Preferred WBG Channels

	All Respondents	Government Institution	Office of a Parliamentarian	Local Government	Bilateral or Multilateral Agency	Civil Society	Private Sector	Academia	Media
WBG publications*	58%	49%	65%	33%	76%	73%	58%	54%	65%
WBG event / conference / workshop	48%	59%	41%	52%	38%	40%	45%	38%	35%
Direct contact with WBG staff*	42%	66%	24%	62%	38%	25%	29%	15%	12%
WBG websites* (including blogs)	40%	33%	59%	14%	43%	65%	29%	77%	24%
WBG social media channels (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	31%	27%	35%	33%	24%	35%	26%	23%	53%
WBG e-Newsletters*	17%	12%	12%	19%	43%	13%	26%	15%	12%
WBG podcasts	4%	6%	0%	5%	5%	2%	3%	8%	6%
WBG direct messaging* (e.g., WhatsApp)	3%	4%	0%	14%	0%	0%	0%	8%	0%



How would you prefer to obtain information from the WBG? (Select up to 3)

*Denotes significant differences between stakeholder groups



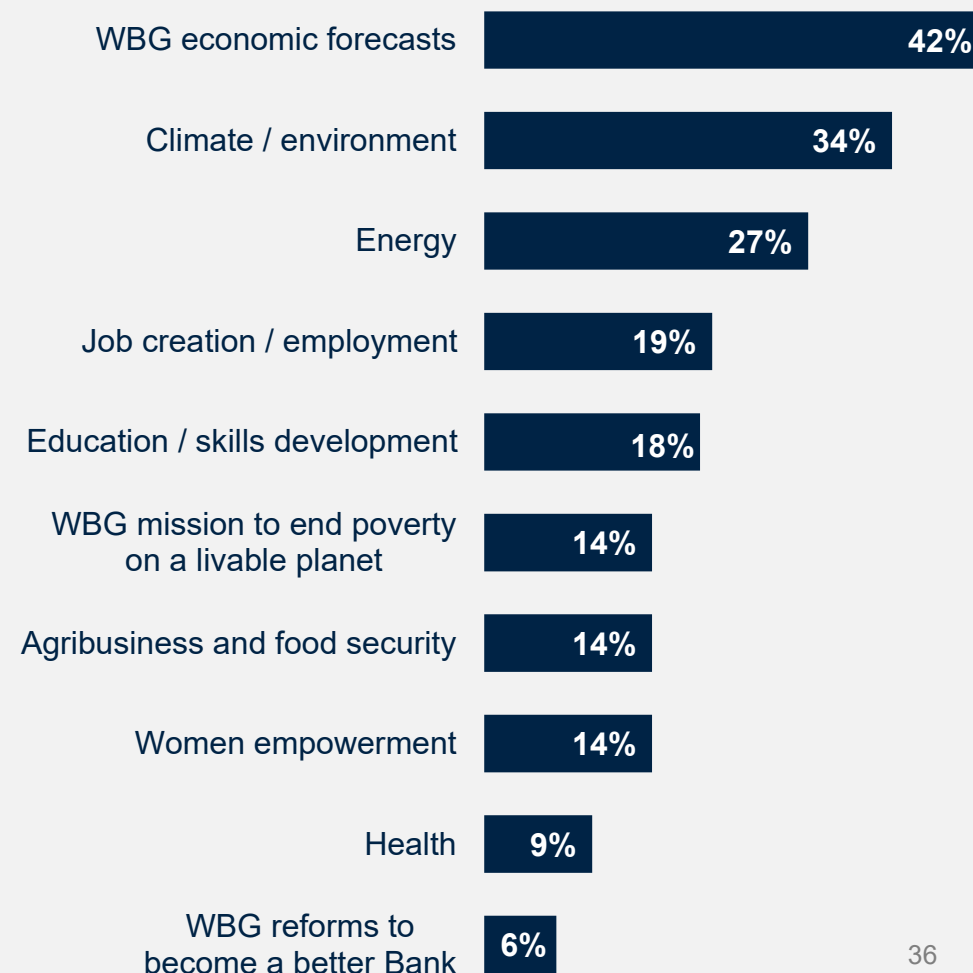
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57% of Respondents Recalled Seeing/Hearing About the WBG Recently, Most Often via Events, Social Media, and Publications, Most Often About WBG Economic Forecasts

Q: *Where* do you recall seeing or hearing this information? Select all that apply (% of Respondents)



Q: *What* do you recall seeing or hearing about the WBG? Select all that apply (% of Respondents)



A Majority of Stakeholders Wanted Information About Outcomes/ Results of WBG Initiatives to Better Understand its Role in Mongolia

Key differences across stakeholder groups should be considered when designing targeted outreach. For example, while most respondents wanted to know about WBG results, respondents from private sector and academia wanted WBG research and knowledge.

Top Two Types of Preferred Information About the WBG

	All Respondents	Government Institution	Office of a Parliamentarian	Local Government	Bilateral or Multilateral Agency	Civil Society	Private Sector	Academia	Media
Outcomes / results of WBG-supported projects or initiatives	57%	64%	72%	48%	48%	61%	48%	46%	44%
Information on how to work / partner with WBG	43%	39%	61%	38%	24%	59%	35%	31%	56%
WBG research and knowledge	40%	38%	39%	19%	33%	51%	52%	62%	25%
Impact assessments and evaluations of WBG-supported projects	35%	34%	28%	29%	48%	41%	35%	46%	19%
WBG sector-specific strategies	35%	40%	17%	33%	29%	37%	45%	38%	13%
Regular updates on WBG activities	29%	26%	44%	24%	52%	17%	19%	23%	63%
Overview of WBG financial products and services	24%	22%	22%	48%	24%	17%	29%	15%	19%



What information would be most helpful to you in understanding the WBG's role in Mongolia? (Select up to 3)



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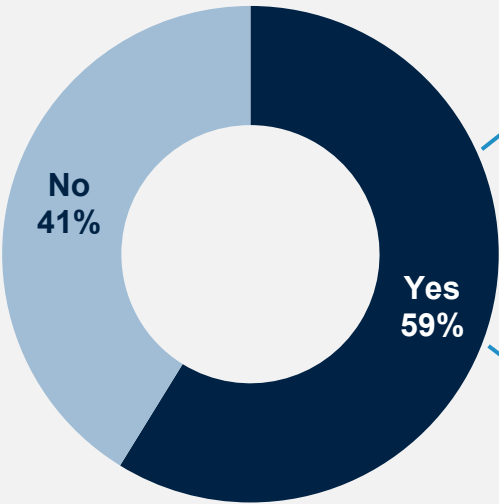
Sample Demographics and Detailed Methodology



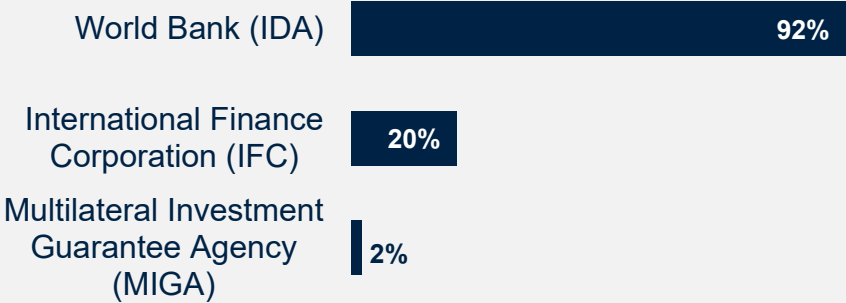
Sample Demographics

Q: In the past 3 years, have you worked or *collaborated* with the WBG in Mongolia?
(N=267)

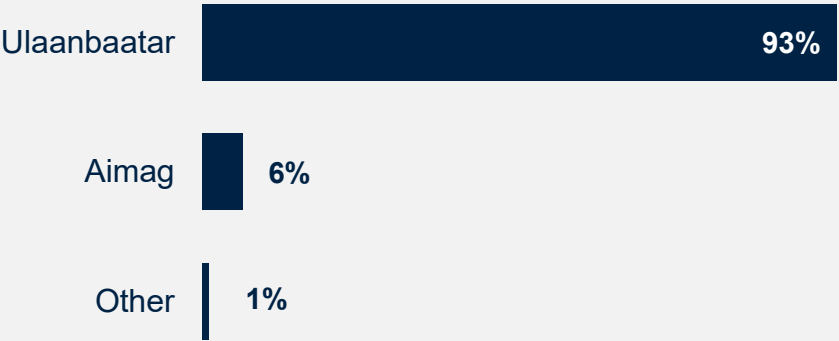
Respondents from government institutions, local government, and bilateral/multilateral agencies were significantly more likely to collaborate with the WBG (93%, 76%, and 68%, respectively).



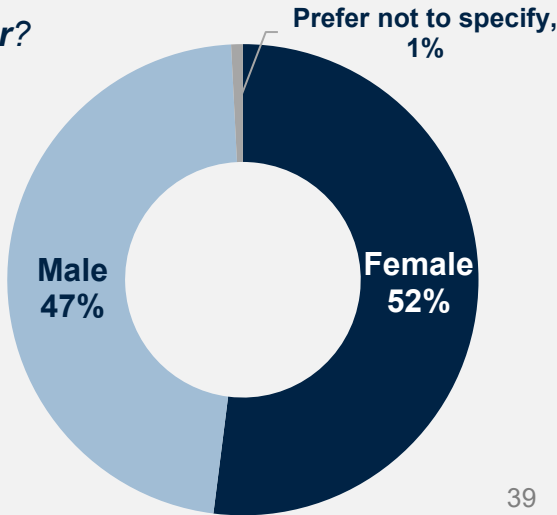
Q: Which of the following *WBG agencies* have you worked or collaborated with in Mongolia?
(N=157)



Q: Which best represents your geographic *location*? (N=246)

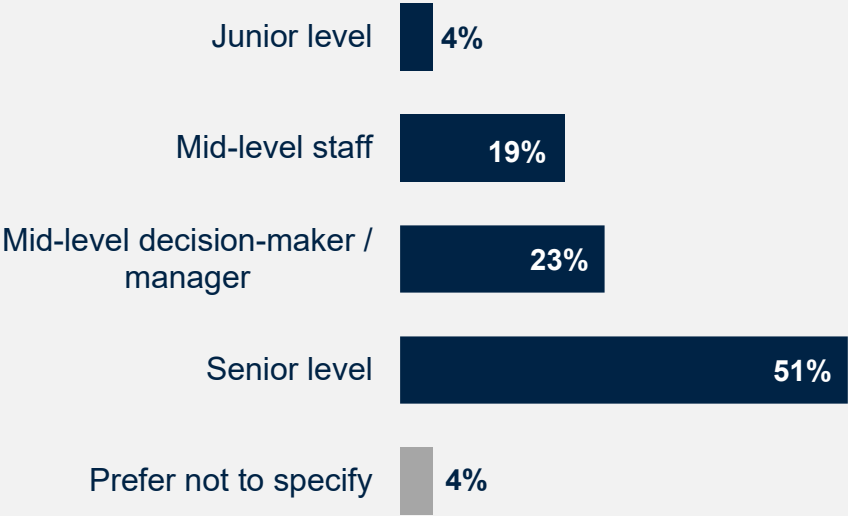


Q: What is your *gender*?
(N=246)

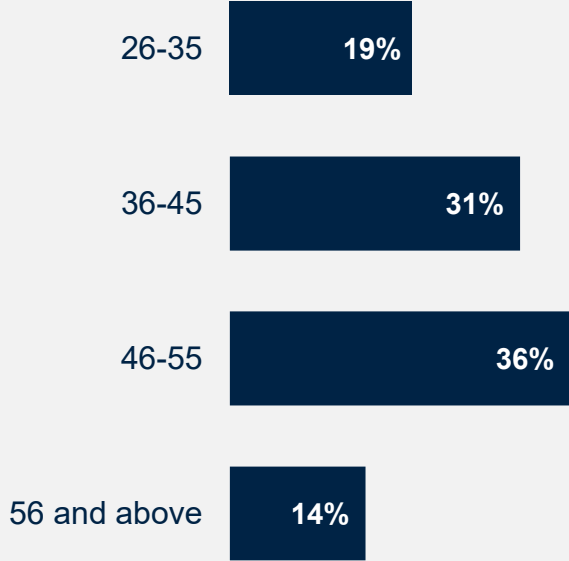


Sample Demographics (continued)

**Q: Within your *organization*,
would you describe yourself as...**
(N=246)



Q: What's your *age*?
(N=245)



Detailed Methodology

From **December 2025 to March 2026**, a total of 551 stakeholders in Mongolia were invited to provide their opinions on the WBG’s work by participating in a Country Opinion Survey (COS). A list of potential participants was compiled by the WBG country team and the field agency. Participants were drawn from the offices of the President, Prime Minister, Ministers, and Parliamentarians, government institutions, bilateral or multilateral agencies, civil society organizations, the private sector, academia and research centers, and the media.

Of these stakeholders, **267 participated in the survey (48% response rate)**. Respondents received an email with the questionnaire link they completed it online.

This year’s survey results were compared to the FY23 Country Opinion Survey, which had a response rate of 72% (N=302).

Comparing responses across Country 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. Although both survey years had fairly similar stakeholder compositions, any differences in composition across the two survey years should be considered when interpreting these comparisons.

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

Percentage of Respondents	FY 2023	FY 2026
Government Principals: Office of the President, Prime Minister, Minister, Parliamentarian	10%	11%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	33%	33%
Local Government	10%	8%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	9%	8%
Civil Society Organization: Local and regional NGO, Community-Based Organization, Private Foundation, Philanthropy, Professional/Trade Association, Faith-Based Group, Youth Group	14%	16%
Private Sector: Private Company, Financial Sector Organization, Private Bank	12%	12%
Academia / Research Center	5%	5%
Media	7%	7%
Total Number of Respondents	302	267

Detailed Methodology (continued)

Breakdowns for individual questions by stakeholder group and by year can be found in the “Mongolia COS FY26 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 FY26. 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 FY23 means shown in this report are based only on the subset of respondents who received the same questions in FY26, rather than the full FY23 sample. As a result, these means may differ from those published in the original FY23 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 mAI, the World Bank Group’s AI-powered, secure tool, and reviewed by the Bank staff for accuracy.



Country Opinion Surveys

Thank you

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

countriesurveys@worldbankgroup.org

