



World Bank Group Country Survey FY 2026 – Mongolia

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

To maintain the integrity and confidentiality of this process, we have engaged Independent Research Institute of Mongolia (IRIM), a reputable local firm, to manage the survey logistics. **Your responses will remain anonymous**, and no feedback will be linked to any specific individual.

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

If you have any questions or concerns about this survey, please contact:
countriesurveys@worldbankgroup.org

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

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

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

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

SECTION A: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP [ASK ALL]

A1. How much do you **trust** each of the following institutions to do what is right for Mongolia?

		No trust at all										Trust very much										Don't know
1	Government of Mongolia	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
2	World Bank Group	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
3	International Monetary Fund	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
4	United Nations agencies (e.g., FAO, UNDP, UNICEF, UNFPA, WHO, ILO)	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
5	European Bank for Reconstruction and Development (EBRD)	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
6	Asian Development Bank (ADB)	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
7	Private sector	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
8	Civil society	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
9	Academia / research centers	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐

A2. How **relevant** is each of the following organizations to Mongolia's development?

		Not relevant at all										Very relevant										Don't know
1	World Bank Group	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
2	International Monetary Fund	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
3	European Bank for Reconstruction and Development (EBRD)	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
4	Asian Development Bank (ADB)	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
5	United Nations agencies (e.g., FAO, UNDP, UNICEF, UNFPA, WHO, ILO)	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐

A3. How **effective** is each of the following organizations in helping Mongolia achieve development results?

		Not effective at all										Very effective										Don't know
1	World Bank Group	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
2	International Monetary Fund	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
3	European Bank for Reconstruction and Development (EBRD)	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
4	Asian Development Bank (ADB)	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐
5	United Nations agencies (e.g., FAO, UNDP, UNICEF, UNFPA, WHO, ILO)	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	☐

A4. How **effective** is the WBG in terms of the following?

		Not effective at all										Very effective	Don't know
1	Being a long-term partner to Mongolia	1	2	3	4	5	6	7	8	9	10		☐
2	Being easy to work with (i.e., simple WBG processes)	1	2	3	4	5	6	7	8	9	10		☐
3	Increasing institutional capacity in Mongolia	1	2	3	4	5	6	7	8	9	10		☐
4	Responsiveness to needs in Mongolia	1	2	3	4	5	6	7	8	9	10		☐
5	Access to WBG staff and experts	1	2	3	4	5	6	7	8	9	10		☐
6	The speed of WBG project approval	1	2	3	4	5	6	7	8	9	10		☐
7	The WBG's expertise being tailored to Mongolia's context	1	2	3	4	5	6	7	8	9	10		☐

A5. Creating more and better jobs in client countries is a top priority for the WBG. How **effective** is the WBG at...

		Not effective at all										Very effective	Don't know
1	Helping create the conditions for more and better jobs in Mongolia	1	2	3	4	5	6	7	8	9	10		☐
2	Aligning its support for job creation to the national priorities in Mongolia	1	2	3	4	5	6	7	8	9	10		☐

SECTION B: THE WBG'S OPERATIONS [ASK WBG COLLABORATORS, Q3=1]

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

B1. If you recall, what was the **name** of this one WBG-supported project or initiative?

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B2. Please select the **development area** that was the primary focus of this WBG-supported project or initiative. (Select ONE only)

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

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

1	2	3	4	5	6	7	8	9	10	☐
Not helpful at all									Very helpful	Don't know

B4. In what way, if any, did this WBG-supported project or initiative **impact the people of Mongolia**? *(Please be specific)*

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B5. How **effective** has this WBG-supported project or initiative been at creating sustainable, long-term jobs in Mongolia?

1	2	3	4	5	6	7	8	9	10	☐
Not effective at all									Very effective	Don't know

SECTION C: THE WBG'S COLLABORATION AND PARTNERSHIPS [ASK ALL]

C1. How effective is the WBG at collaborating with the following groups in Mongolia?													
		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	National government											☐	
2	Local government											☐	
3	Parliament / legislative branch											☐	
4	Private sector											☐	
5	Civil society (e.g., NGOs, CBOs)											☐	
6	Other donors and development partners (e.g., EBRD, ADB, JICA)											☐	
7	Academia / research centers											☐	

C2. How effective is the WBG at partnering in terms of the following...													
		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Partnering with the government to improve the business environment in Mongolia											☐	
2	Partnering with the private sector in Mongolia to support business development and investment											☐	

C3. In addition to its partnership with the national government, which of the following should the WBG collaborate with more to have greater impact in Mongolia? (Select up to 2)			
1	Local government	5	Other donors and development partners
2	Parliament / legislative branch	6	Academia / research centers
3	Private sector	7	Media
4	Civil society (e.g., NGOs, CBOs)	8	Other (please specify) _____

The WBG supports the Government of Mongolia’s **engagement with civil society** (including citizens, community-based organizations, and CSOs) in development policy dialogue and implementation (including the design, preparation, implementation, and oversight of WBG-supported operations).

C4. How **effective** is the WBG in facilitating civil society participation in development policy dialogue and implementation in Mongolia?

If you are not familiar with this area of the WBG’s work, please select “Don’t know”.

1	2	3	4	5	6	7	8	9	10	☐	
Not effective at all										Very effective	Don't know

C5. Please share examples, if any, of the WBG’s **facilitation of civil society participation** in development policy dialogue and implementation. In what ways could the WBG be **more effective** in facilitating civil society participation? *(Please be specific)*

SECTION D: THE WBG'S INSTRUMENTS

[ASK ALL] D1. Which WBG instruments do you **value the most** in Mongolia?

(Select up to 2)

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

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

D2. To what extent do you agree with the following statements about the WBG's **financial support** to Mongolia?

(If you have NO exposure to, or experience with the WBG's financing, please respond "Don't know")

		Strongly disagree										Strongly agree	Don't know
1	The WBG's financial instruments (i.e., budget support, loans, grants, trust funds) meet the needs of Mongolia	1	2	3	4	5	6	7	8	9	10		☐
2	The terms of the WBG's financing are competitive compared to other available options (e.g., other development banks, private financial institutions/ investment banks, etc.)	1	2	3	4	5	6	7	8	9	10		☐
3	The standards and requirements for the WBG's financing are reasonable	1	2	3	4	5	6	7	8	9	10		☐
4	The WBG provides financial support in a timely manner	1	2	3	4	5	6	7	8	9	10		☐

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

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

1	2	3	4	5	6	7	8	9	10	☐
Not significant at all									Very significant	Don't know

[ASK ALL] D4. In the past 3 years, what WBG knowledge work **have you used?**

(Select all that apply)

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

[ASK IF, D4=1-7] D5. How would you rate the **quality** of the WBG's knowledge work *(including data, research, training, policy notes, and advisory services)* in Mongolia?

1	2	3	4	5	6	7	8	9	10	☐
Very low quality					Very high quality					Don't know

[ASK IF D4=1-7] D6. In your opinion, has the WBG influenced a new or existing **government policy/action** in Mongolia?

1	Yes
2	No

[ASK IF D4=1-7] D7. In your opinion, has the WBG influenced strategies or actions of **private sector** actors in Mongolia?

1	Yes
2	No

[ASK IF D6=1 OR D7=1] D8. **What** policy, strategy, or action by the government and/or private sector did the WBG influence, and **in what way?** *(Please be specific)*

[ASK IF D6=1] D9. To what extent has the WBG influenced the government's **policies or strategies on employment and job creation** in Mongolia?

1	2	3	4	5	6	7	8	9	10	☐
Not influential at all					Very influential					Don't know

SECTION E: LOOKING FORWARD [ASK ALL]

E1. What is the **most important thing** the WBG could do **to increase its effectiveness** in Mongolia? *(Please be specific)*

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E2. **Which areas should the WBG prioritize** to have the most impact on development results in Mongolia? *(Select up to 5)*

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

The WBG is proposing to transition to a unified WBG country representation for the International Bank for Reconstruction and Development (IBRD), the International Development Association (IDA), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA). The introduction of joint country offices is part of building a stronger WBG.

E3. What outcomes do you expect from unified leadership representing the World Bank (IBRD/IDA), IFC, and MIGA in Mongolia? <i>(Select all that apply)</i>	
1	One-stop shop for information about and access to IDA/IBRD, IFC, and MIGA products and services
2	Having a single focal point, rather than multiple, at the World Bank Group
3	Integrated public and private sector solutions to better meet Mongolia's unique needs
4	Improved speed and efficiency of WBG operations while maintaining necessary safeguards in Mongolia
5	I do not understand what a unified WBG country representation is about [Exclusive – other options can't be selected]
6	I do not expect any changes [Exclusive – other options can't be selected]
7	I expect other outcomes (please specify): _____

SECTION F: WBG COMMUNICATIONS

[ASK ALL] F1. How would you prefer to obtain information from the WBG? *(Select up to 3)*

1	WBG e-Newsletters	6	WBG websites (including blogs)
2	Direct contact with WBG staff (e.g., in person, virtually, phone, email)	7	WBG podcasts
3	WBG social media channels (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	8	WBG publications
4	WBG direct messaging (e.g., WhatsApp)	9	Other (please specify): _____
5	WBG event / conference / workshop (in person or online)		

[ASK ALL] F2. Do you recall **seeing or hearing anything about the WBG recently?**

1	Yes
2	No

[ASK IF F2=1] F3. **Where do you recall** seeing or hearing this information? *(Select all that apply)*

1	Media (television, radio, newspapers)	6	Podcast
2	Event / conference / workshop (in person or online)	7	Direct messaging (e.g., WhatsApp)
3	WBG websites (including blogs)	8	e-Newsletter
4	Social media	9	WBG publications
5	Direct contact with WBG staff	10	Other (please specify): _____

[ASK IF F2=1] F4. **What do you recall** seeing or hearing about the WBG? *(Select all that apply)*

1	WBG economic forecasts	7	Agribusiness and food security
2	WBG reforms to become a better Bank	8	Women empowerment
3	WBG mission to end poverty on a livable planet	9	Health
4	Climate / environment	10	Energy
5	Job creation / employment	11	Other (please specify): _____
6	Education / skills development		

[ASK ALL] F5. What information would be most helpful to you in **understanding the WBG's role** in Mongolia? *(Select up to 3)*

1	Outcomes / results of WBG-supported projects or initiatives	5	Information on how to work / partner with WBG
2	Impact assessments and evaluations of WBG-supported projects	6	Regular updates on WBG activities
3	WBG sector-specific strategies	7	WBG research and knowledge
4	Overview of WBG financial products and services	8	Other (please specify): _____

SECTION G: COUNTRY CONTEXT [ASK ALL]

The next three questions ask about challenges to development in Mongolia.

G1. 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? <i>(Select up to 3)</i>			
1	Inadequate government accountability	6	Inadequate private sector participation
2	Inadequate donor coordination	7	Reforms are not well thought out in light of country challenges
3	Inadequate capacity in the government	8	Inadequate citizen/civil society participation
4	Political pressures and obstacles	9	Pressure from outside interest groups (e.g., private sector, unions)
5	Corruption	10	Other (please specify): _____

G2. What are the biggest challenges facing private sector development in Mongolia? <i>(Select up to 3)</i>			
1	Access to finance	5	Political instability
2	Regulatory environment	6	Corruption
3	Infrastructure gaps (e.g., energy, transport)	7	Market size / demand
4	Availability of skilled workforce	8	Other (please specify): _____

G3. Which sectors hold the greatest promise to drive job creation in Mongolia? <i>(Please be specific)</i>			

SECTION H: ADDITIONAL INFORMATION [ASK ALL]

H1. What is your gender ?	
1	Female
2	Male
3	Other
4	Prefer not to specify

H2. What is your age ?	
1	25 or younger
2	26-35
3	36-45
4	46-55
5	56 and above
6	Prefer not to specify

H3. Within your organization , would you describe yourself as...	
1	Junior level
2	Mid-level staff
3	Mid-level decision-maker / manager
4	Senior level
5	Prefer not to specify

H4. Which best represents your geographic location ?	
1	Ulaanbaatar
2	Aimag
3	Other: _____

Thank you for completing this survey!