



Country Opinion Surveys

FY 2026 **Malaysia**

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 Malaysia 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 relevance to development in Malaysia? 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? What challenges to effective reforms and private sector development do stakeholders perceive? How could the WBG improve its effectiveness?
- 3. WBG Instruments:** What are their views on the WBG's knowledge work and Reimbursable Advisory Services? Has the WBG's advice influenced any new or existing policies in government or the private sector?
- 4. The WBG's Engagement and Collaboration:** Which stakeholders should the WBG collaborate with more to have greater impact in Malaysia? What outcomes do stakeholders expect from the new unified WBG leadership in the Malaysia country office?
- 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 January – May 2026

- 1,047 potential participants were asked to complete the survey
- Respondents completed the questionnaire online or completed it via telephone with a representative of the field agency
- A list of names was provided by the WBG country team
- Data collection managed on the ground by the field agency

247 participants (24% response rate)

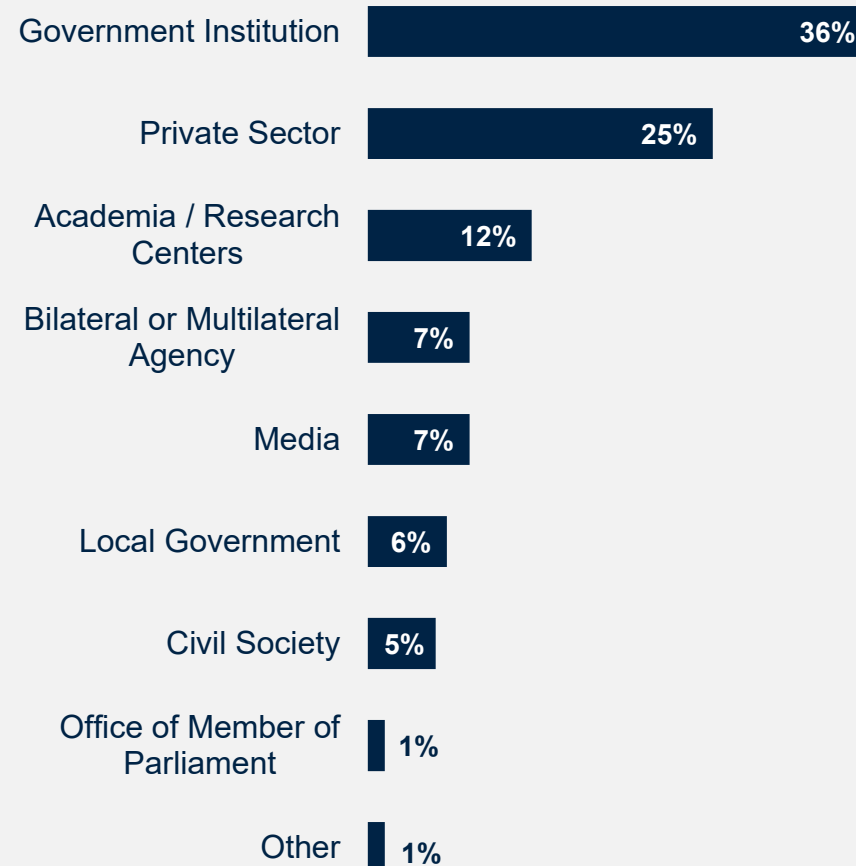
- 84% from Putrajaya and Kuala Lumpur / Klang Valley
- 63% have collaborated with the WBG within the past 3 years

Compared to the FY23 Country Survey Results

- 175 participants (5% response rate)
- 83% from Putrajaya and Kuala Lumpur / Klang Valley
- 33% collaborated with the WBG

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

Stakeholders in FY26 COS Sample

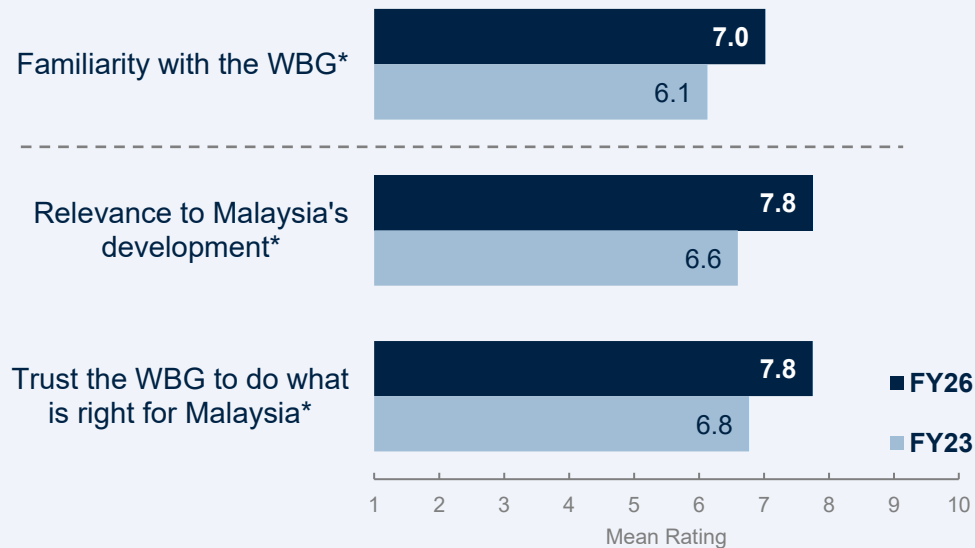


Executive Summary

1. Overall Views of the WBG:

In this year's survey, stakeholders reported significantly higher levels of **familiarity** with the WBG's work compared to the FY23 Country Survey results. Respondents also had significantly higher levels of **trust** in the Bank and more positive perceptions of the Bank's **relevance** to the country's priorities than in FY23. Indeed, stakeholders considered the WBG the **most trusted and most relevant multilateral institution** operating in Malaysia.

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

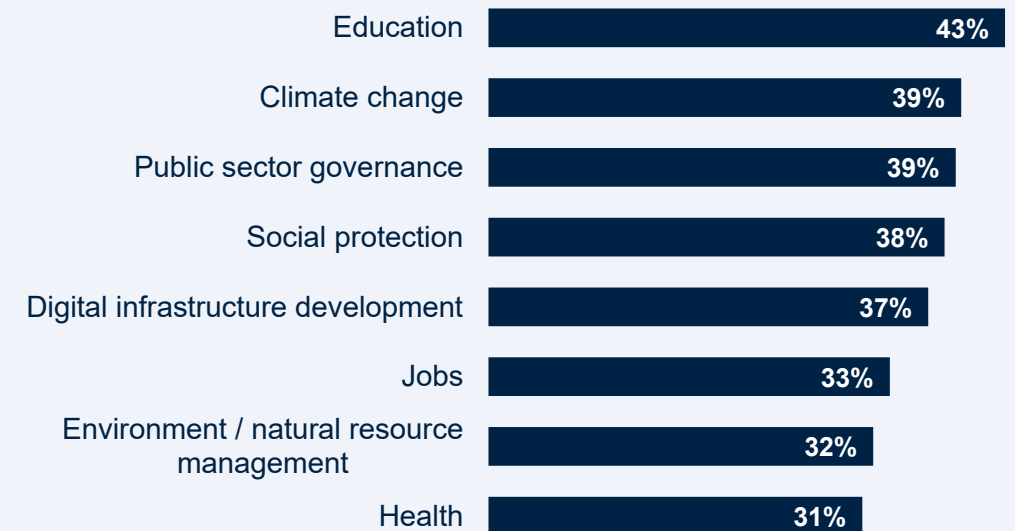


2. The WBG's Work on Development Priorities:

Stakeholders identified **education**, **climate change**, **governance**, **social protection**, and **digital infrastructure** as the top priorities for the WBG's focus in Malaysia. Digital infrastructure development was of much greater priority in FY26 than in FY23 (19%).

Inadequate alignment of policy and implementation on the ground (63%) and **political pressures and obstacles** (48%) were considered the main factors in slow or failed reform efforts. **Bureaucracy / red tape** (58%) was identified as the key challenge to private sector development.

In their open-ended comments, respondents discussed the digital and green transitions, human capital (especially reducing the skills-job mismatch), and implementation support for economic reform (moving beyond broad policy recommendations) as areas for the greatest opportunity for the WBG to expand its impact in Malaysia.



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 Malaysia (41%) and “very effective” in **aligning its support** for job creation to Malaysia’s national priorities (42%). In addition, nearly half of all respondents felt that the WBG was “very influential” in **influencing the government’s policies** on job creation (47%).

In their open-ended responses, stakeholders most frequently discussed the **digital economy** as having the greatest promise to **drive job creation**, both as a sector itself and as a cross-cutting catalyst in transforming other sectors. Respondents also discussed advanced manufacturing (particularly electronics and semiconductors), the green economy and energy transition, high-value services, and modernized agriculture as other key sectors with the potential to drive job growth.

2b. Improving WBG Operational Effectiveness:

In their open-ended comments, respondents discussed that the WBG should **shift from advisor to implementation partner** by helping stakeholders navigate administrative and political obstacles, providing real-time, hands-on technical expertise during reform rollouts, and running small-scale pilot projects before committing to full-scale implementation. Respondents also discussed that the WBG needs to **engage more at the local level** by working directly with state governments to design programs that reflect unique local conditions, do more to understand local nuance and hire more local talent to retain institutional context and build in-country expertise. Respondents raised concerns that the WBG needs to **broaden its stakeholder engagement** outside of the government. They suggested increasing

private sector engagement to support SMEs, boost productivity, and de-risk investment; collaborating more closely with local universities and civil society organizations to ground projects in community-level realities and improving coordination with other development partners to reduce duplication, pool resources, and amplify results.

3. WBG Instruments:

Nearly all respondents reported that they had utilized the WBG’s knowledge work in the past three years (82%), most often utilizing WBG research and analytical reports (68%). A majority of respondents felt that WBG knowledge work made a “very significant impact” on development results (51%). Among those who used WBG knowledge work, 79% rated it as “very high quality”. Nearly three-quarters of those who used WBG’s Reimbursable Advisory Services rated them as “very high quality” (74%) and a “very significant” value for the money (73%).

Most respondents believed that WBG policy advice had positively influenced government policy/action (81%), and a majority felt it influenced strategies/actions in the private sector (57%) in Malaysia.

In their open-ended comments, respondents discussed that the WBG needs to **make its knowledge products more actionable**, shifting from “Economic Monitors” to “Implementation Playbooks” that detail how reforms can be executed. Respondents also felt that the WBG should **better tailor its research to the local context**, with research that accounts for subnational differences, and suggested that the WBG partner more with local experts to garner these insights. Respondents also discussed that the WBG needs to **improve the accessibility and dissemination** of its research by publishing reports using plain language, visuals, and social media to make content more accessible while conducting more outreach with a wider range of stakeholders.

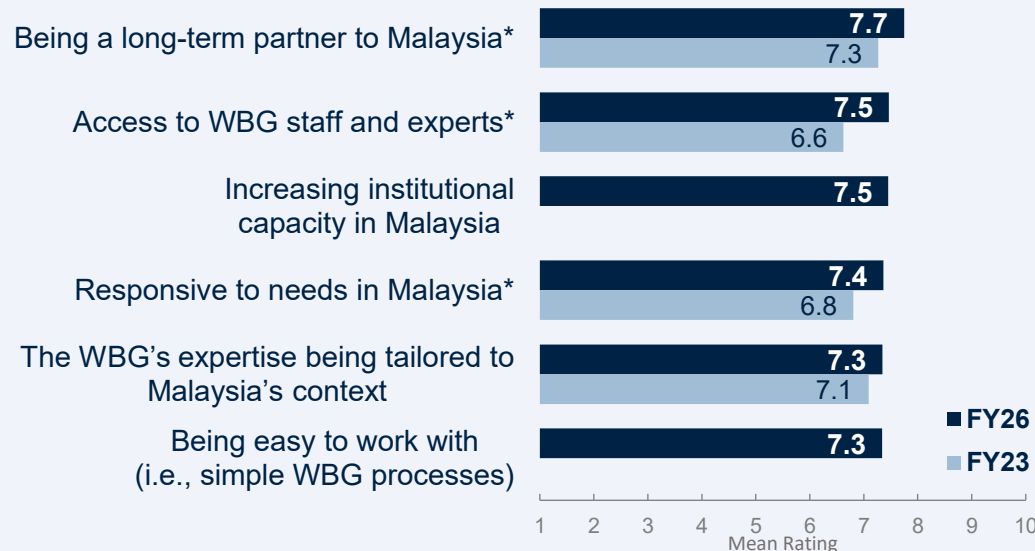


Executive Summary (continued)

5. The WBG's Engagement and Collaboration:

In FY26, stakeholders perceived the WBG as more effective as a **long-term development partner**, which is **accessible** and **responsive** to Malaysia, compared to FY23. In addition to its partnership with the national government, respondents wanted the WBG to **collaborate more with the private sector** (47%) and **local government** (37%) to have a greater impact. Expanded outreach to the private sector is additionally recommended, given that these respondents reported the lowest levels of familiarity with the WBG.

Just a third of respondents were aware that Malaysia is transitioning to **unified country representation – JCR** (33%). The majority of respondents felt that this unified leadership would create a one-stop shop for information and access to the WBG (57%), establish a single WBG focal point (52%), and would integrate public and private sector solutions to better meet Malaysia's needs (52%).



In their written responses, respondents called for the WBG to **broaden its stakeholder engagement beyond the national government**. Respondents wanted the WBG to increase its engagement with civil society, the private sector, local universities, and subnational governments to better tailor the design and delivery of its programs and knowledge work. Respondents also discussed the need to **strengthen WBG presence and outreach** to signal a genuine long-term commitment to Malaysia. They suggested the WBG restore a full-time, dedicated Country Manager, hire local talent in strategic roles, and use more social media, visuals, and simple language to communicate WBG work and results to build public awareness, trust, and accountability. Respondents also wanted the WBG to **shift from a transactional to long-term partnership** by embedding experts in government initiatives to assist throughout implementation, improve its coordination with other development partners to avoid duplication and amplify collective impact, and establish stakeholder feedback mechanisms to build trust and credibility over time.

6. Communications:

Respondents indicated that WBG's **events** in-person and online (59%), **publications** (48%), and **direct contact with WBG staff** (47%) were their preferred communication channels. Respondents wanted to receive more WBG research and knowledge work (54%) and information on the outcomes/results of WBG initiatives (50%) to better understand the WBG's role in Malaysia.

7 in 10 respondents reported recently seeing or hearing about the WBG (70%), most commonly at events (50%) and most frequently about WBG economic forecasts (48%).



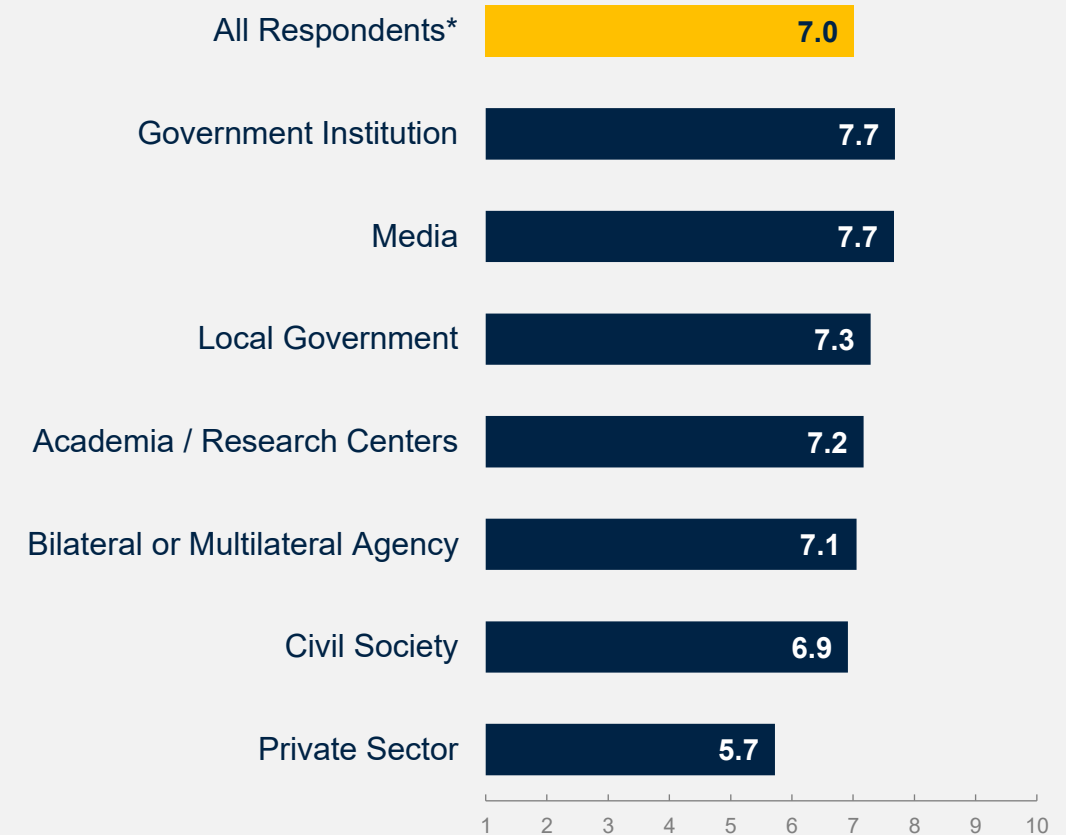
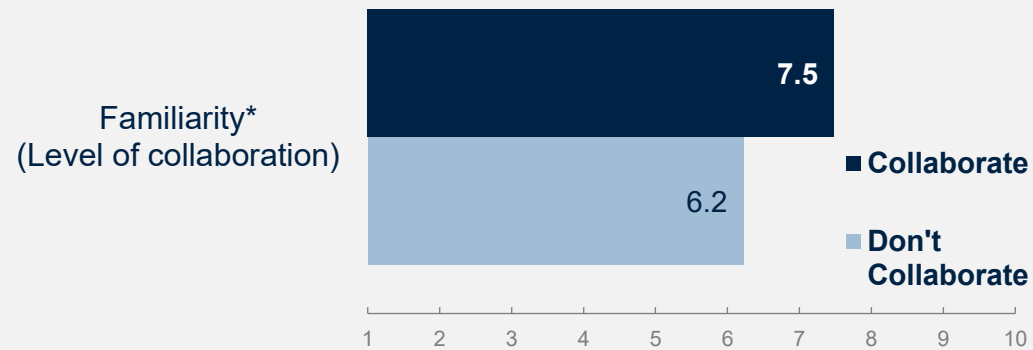
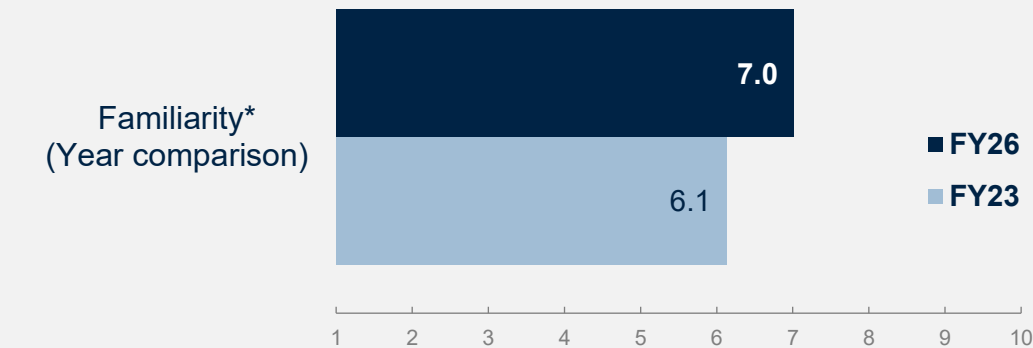
Overall Views of the World Bank Group



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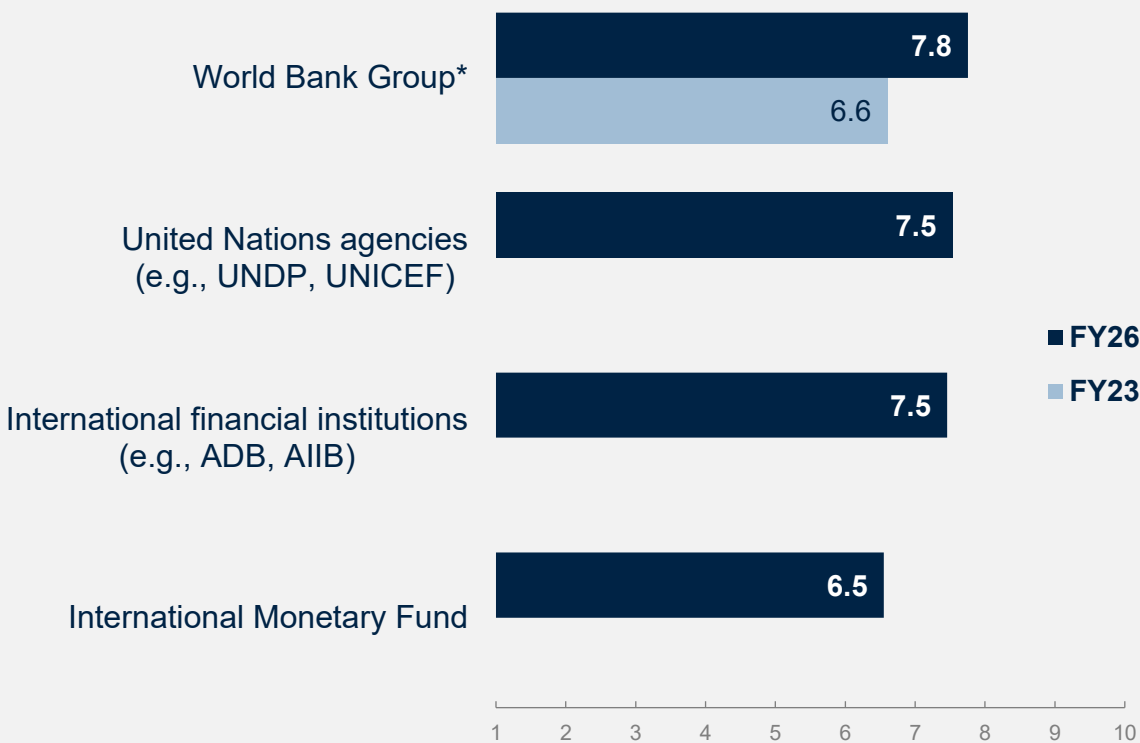
Familiarity with the WBG Has Increased, With Those who Collaborate Being Significantly More Familiar and Those in the Private Sector Being the Least Familiar

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

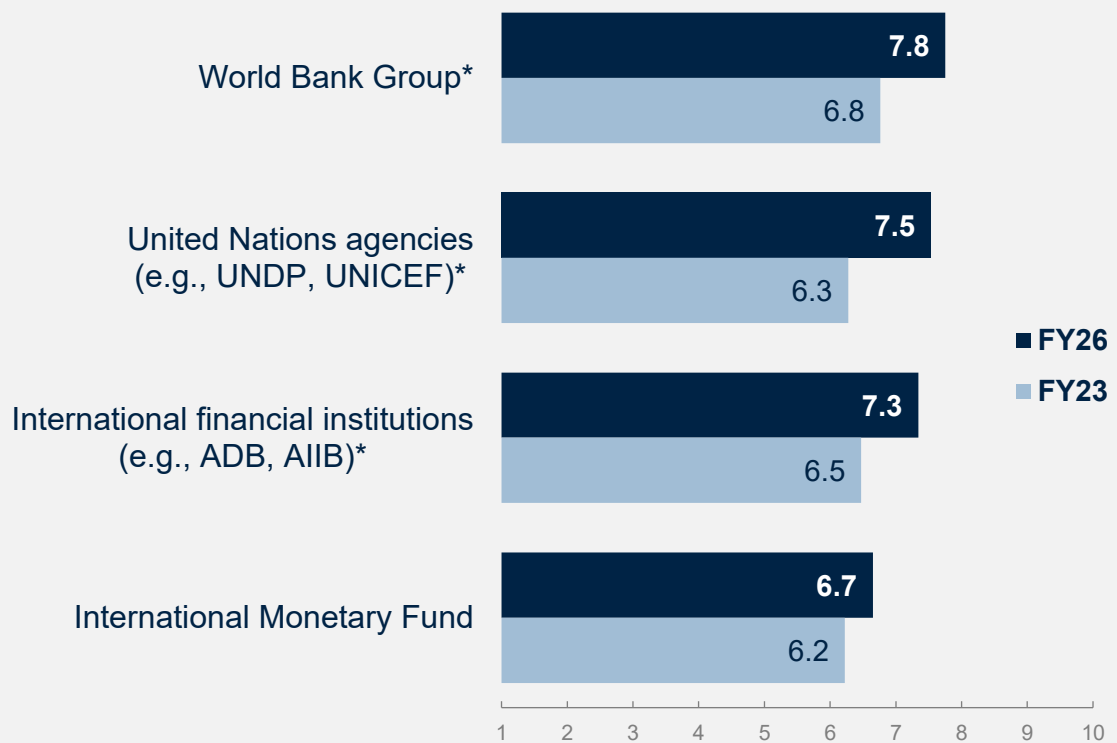


The WBG Is Considered the Most Relevant to Malaysia's Development and the Most Trusted Multinational Institution, With Ratings of Relevance and Trust Increasing Since FY23

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



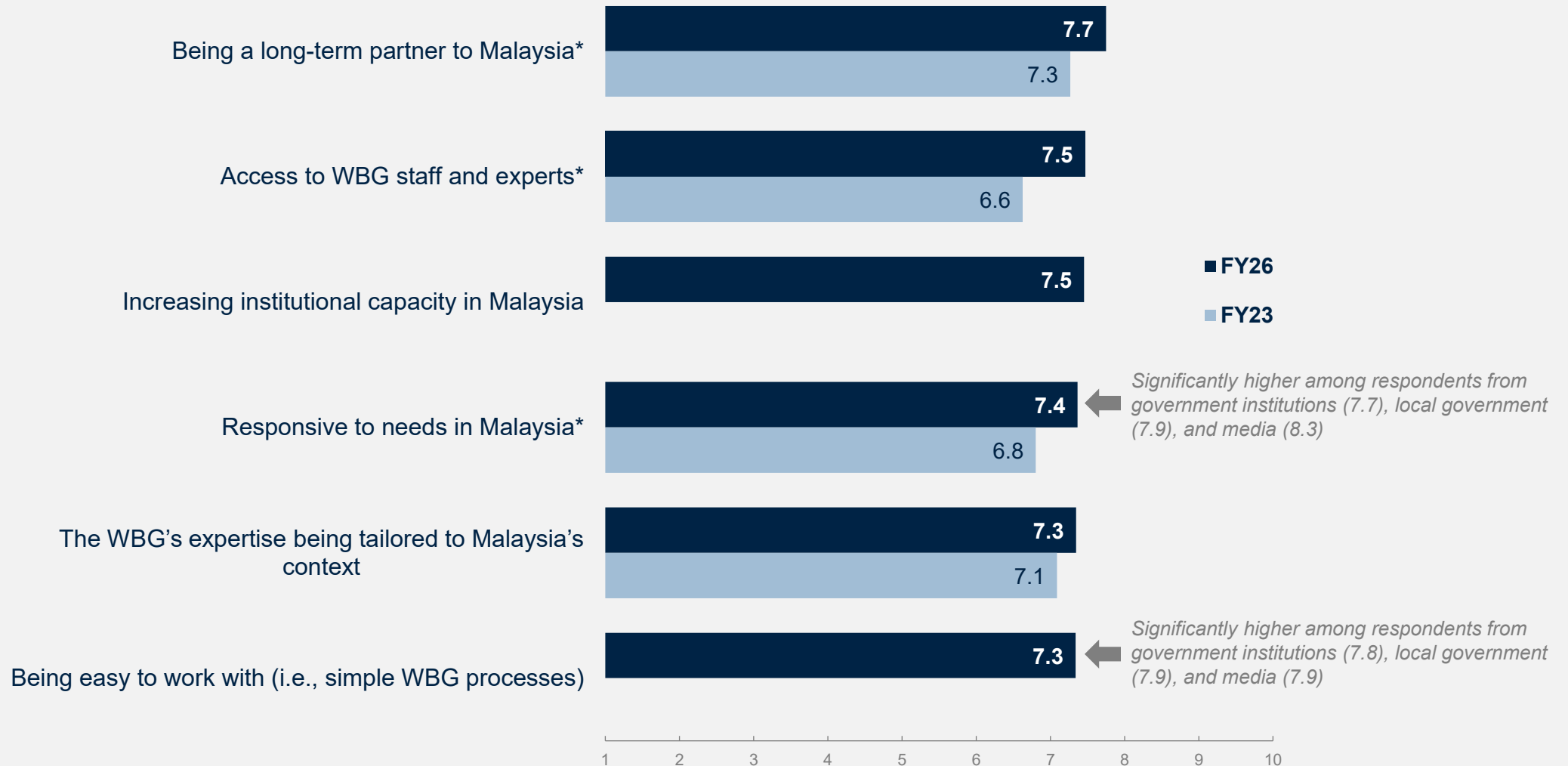
Q: How much do you *trust* each of the following institutions to do what is right for Malaysia? 1=Not at all; 10=Very much (Mean is reported)



*Denotes significant differences between years

The WBG Increasingly Seen as a Long-Term, Responsive, Accessible Partner to Malaysia

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



*Denotes significant differences between years

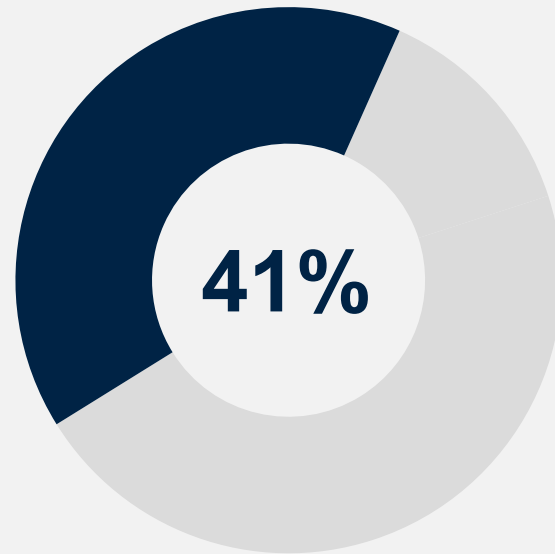


4 in 10 Respondents Considered the WBG “Very Effective” at Helping Create Better Jobs in Malaysia

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

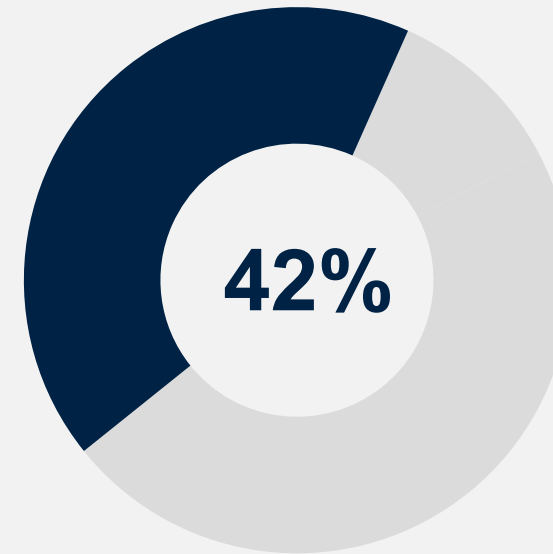
Creating the **conditions for more and better jobs** in Malaysia
(% rating – 8-10 on a 10-point scale)

Mean=6.8

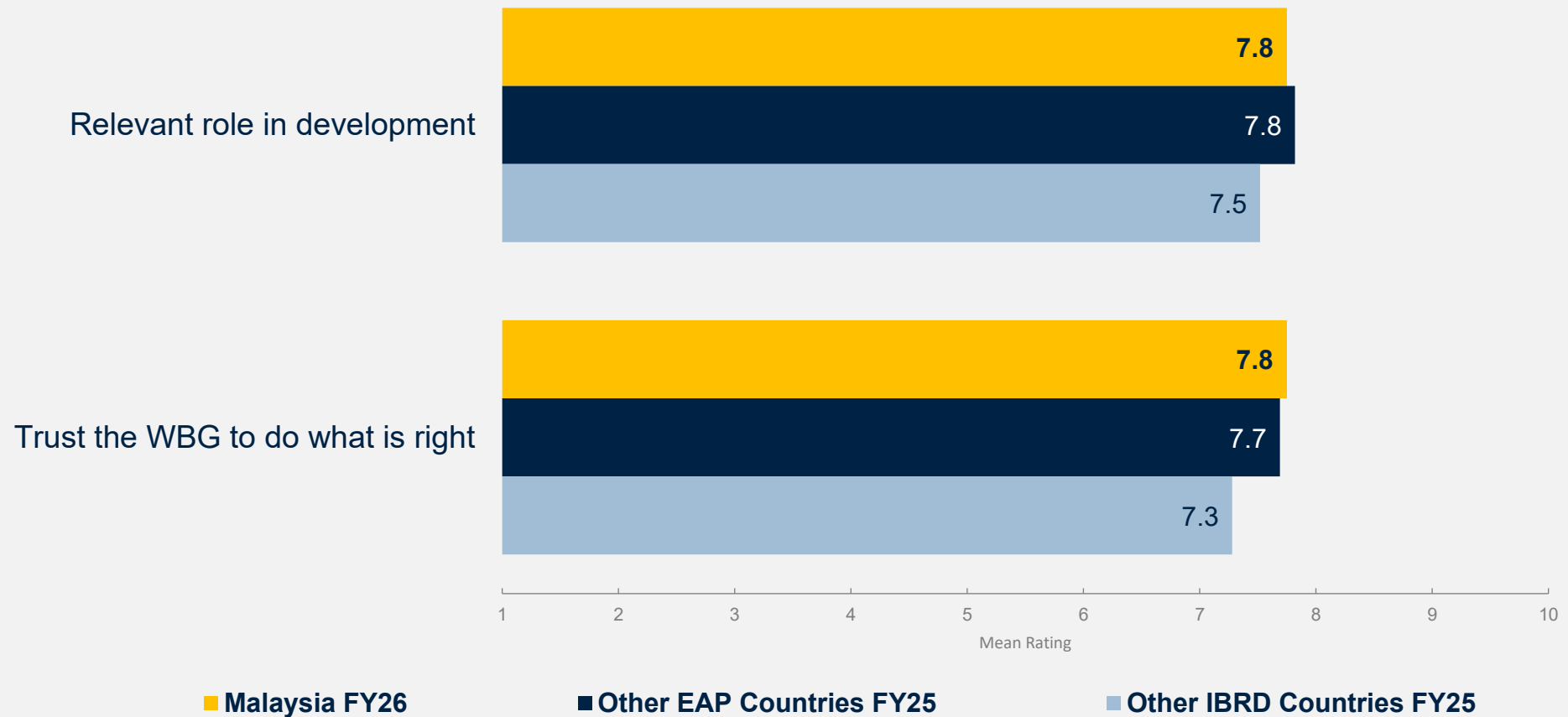


Aligning its support for job creation to the national priorities in Malaysia
(% rating – 8-10 on a 10-point scale)

Mean=6.9



Ratings for WBG Trust and Relevance in Malaysia Were Similar to Those of Other EAP Countries, and Slightly Higher Than Other IBRD Countries Surveyed in FY25



The WBG's Work on Development Priorities



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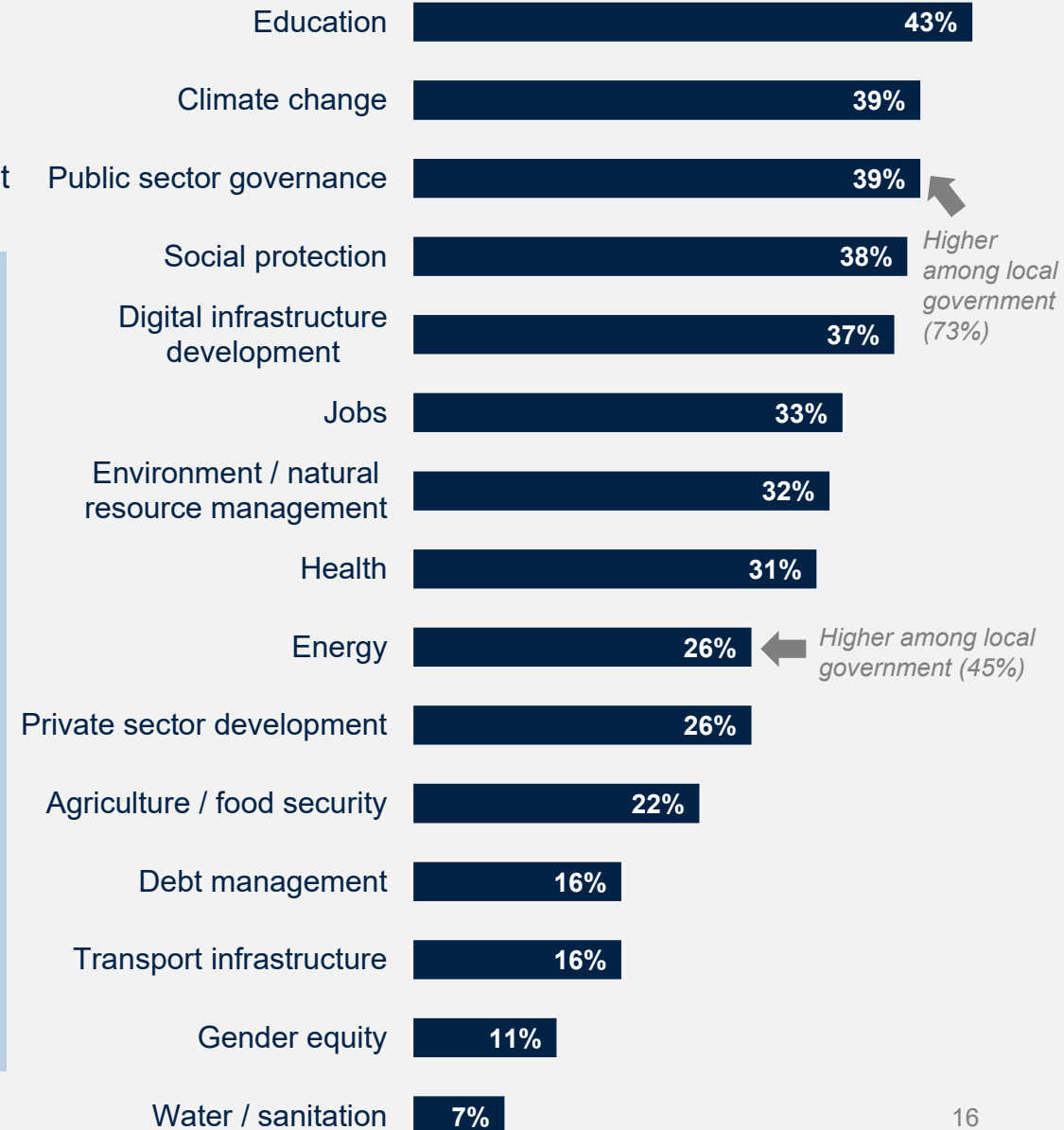
WBG: Focal Development Areas

Respondents indicated that **education, climate change, governance, social protection, and digital infrastructure development** were the top development priority areas for the WBG's focus in FY26. Of note, digital infrastructure development was of much greater priority in FY26 than in FY23 (19%).

In open-ended comments, respondents identified several priority sectors for job creation in Malaysia and discussed the need to align education and TVET curricula with these high-growth sectors:

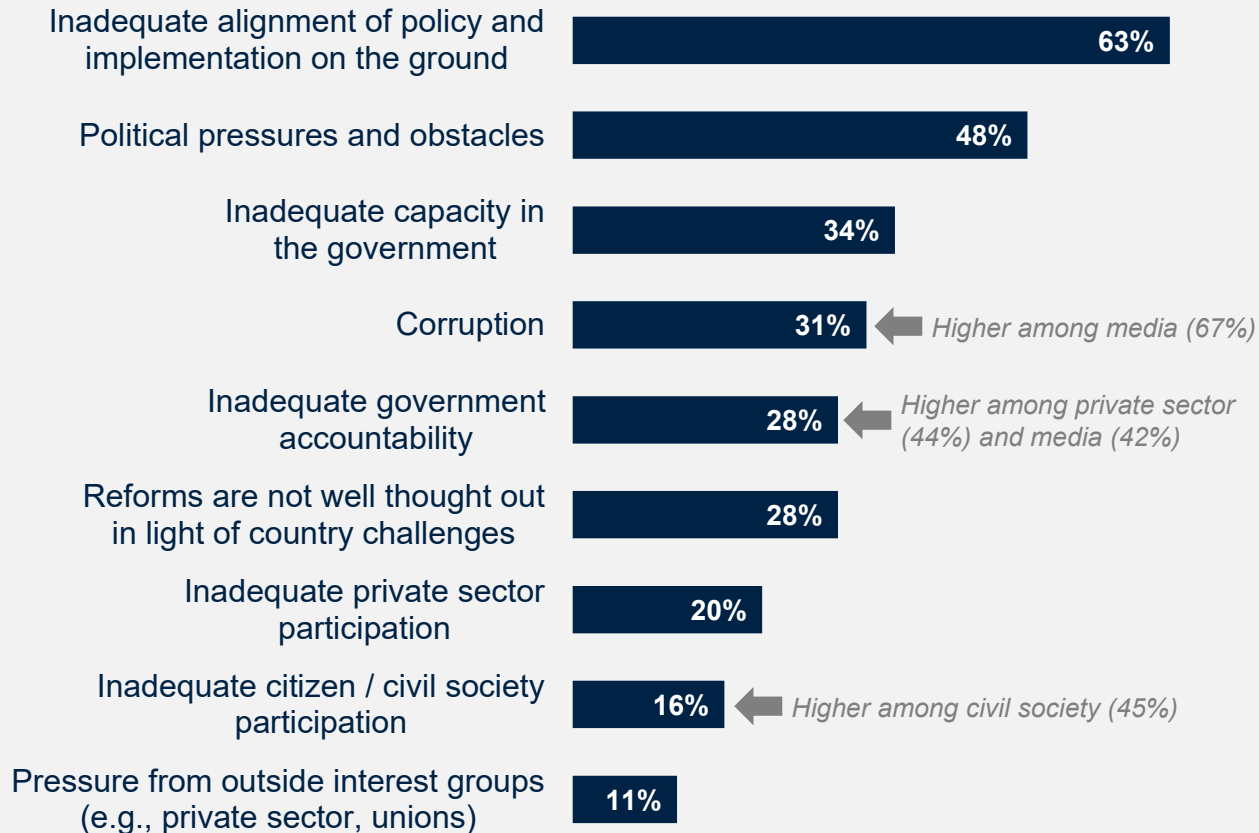
- **Digital Economy** was by far the most consistently mentioned sector. Many respondents viewed digitalization as a sector in itself as well as a cross-cutting catalyst that can accelerate transformation across other industries.
- **Advanced Manufacturing** (particularly electronics and semiconductors) was frequently mentioned, with respondents emphasizing a shift from low-value assembly toward higher-end activities. The National Semiconductor Strategy and NIMP 2030 were cited as key policy drivers for this area.
- Respondents discussed the **Green Economy and Energy Transition**, highlighting growth in solar, EVs, and hydrogen development. NETR was considered a key framework shaping opportunities in this space.
- **High-Value Services** encompassed a broad range of areas, including healthcare, Islamic finance (cited as a potential niche for growing and sustaining high-quality jobs), global business services, and tourism.
- **Modernized Agriculture and Agri-tech** were mentioned less frequently, but were areas that respondents discussed as capable of improving rural productivity and generating higher-value rural employment.

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

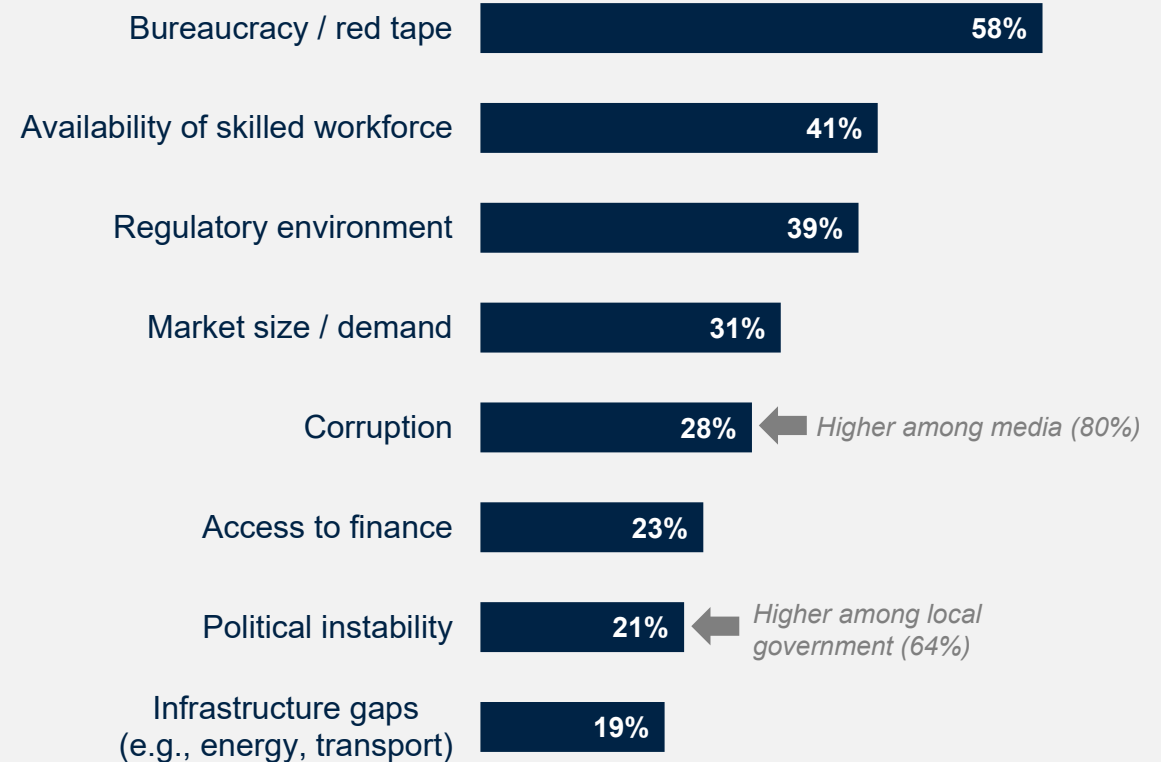


Inadequate Policy-Implementation Alignment and Political Pressures Seen as Slowing Reforms; Bureaucracy Seen as Challenging Private Sector Development

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



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



Key Themes from Open-Ended Responses Regarding the WBG's Operational Effectiveness in Malaysia

Q: What is the most important thing the WBG could do to increase its effectiveness in Malaysia?

Shift from Advisor to Implementation Partner

- Develop practical "Implementation Playbooks" and reform roadmaps that help stakeholders navigate administrative and political obstacles.
- Provide real-time, hands-on technical expertise during reform rollouts in areas such as fiscal reform, subsidy rationalization, and social protection.
- Run small-scale pilot projects to test recommendations before committing to full-scale implementation.

Deepen Subnational and Local Engagement

- Work directly with state governments to design programs that reflect unique local conditions rather than applying a one-size-fits-all approach.
- Invest more time understanding on-the-ground realities and local nuance.
- Hire more local talent into strategic and analytical roles to retain institutional context and build in-country expertise.

Broaden Stakeholder Collaboration

- Increase private sector engagement to support SMEs, boost productivity, and de-risk investment in strategic sectors like renewable energy and digital infrastructure.
- Collaborate more closely with local universities, research institutions, and civil society organizations to ground findings in empirical, community-level realities.
- Improve coordination with other development partners to reduce duplication, pool resources, and amplify collective advocacy.

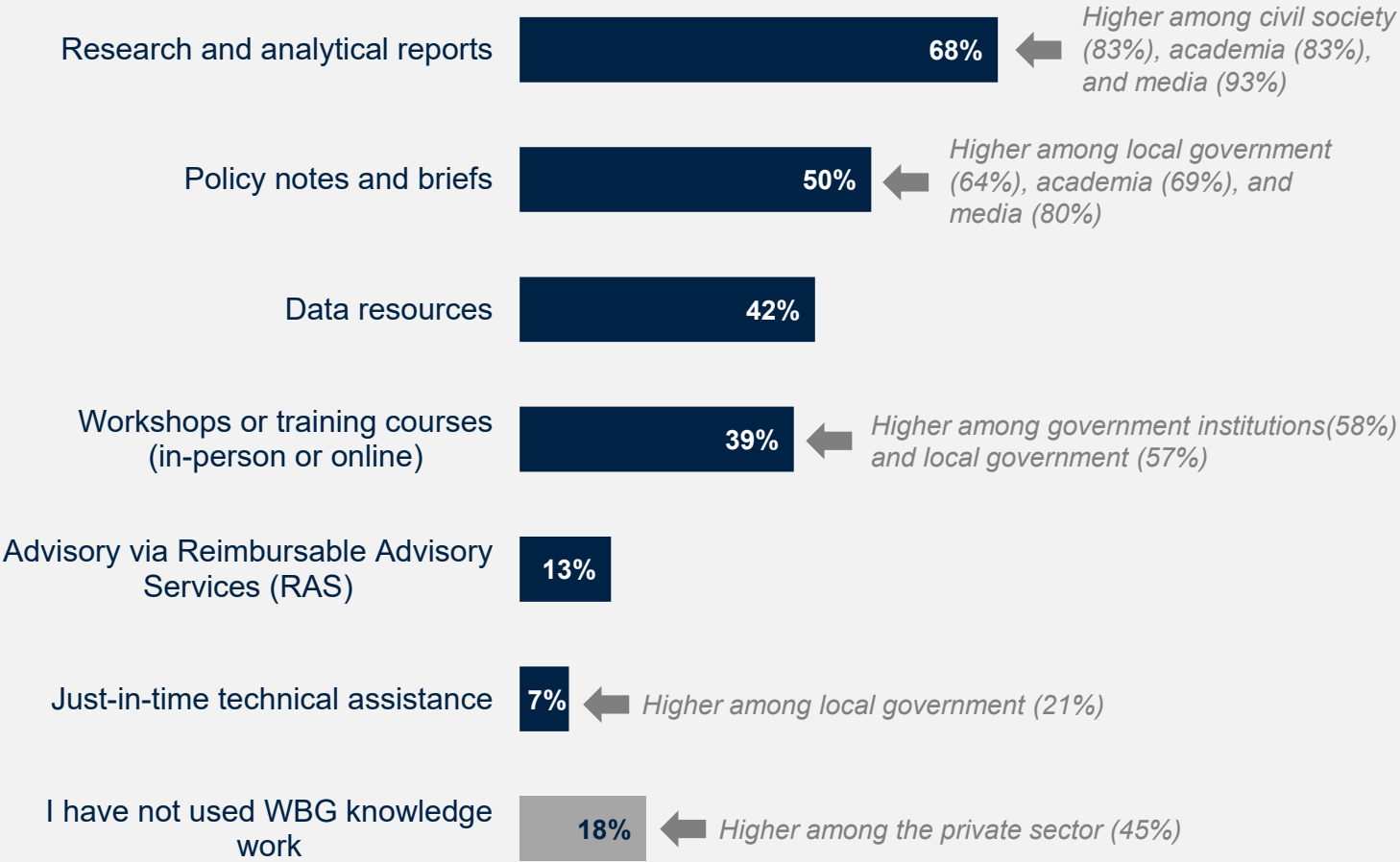
The WBG's Instruments



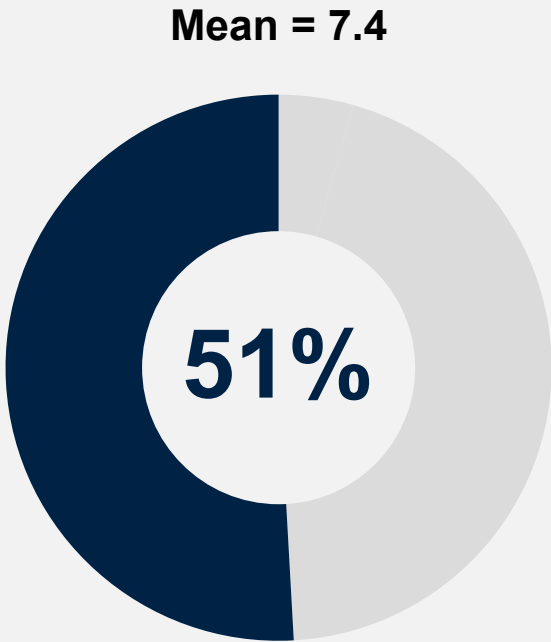
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Nearly All Respondents Used Knowledge Work in the Past 3 Years; The Majority Felt It Made a “Very Significant” Contribution to Results

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



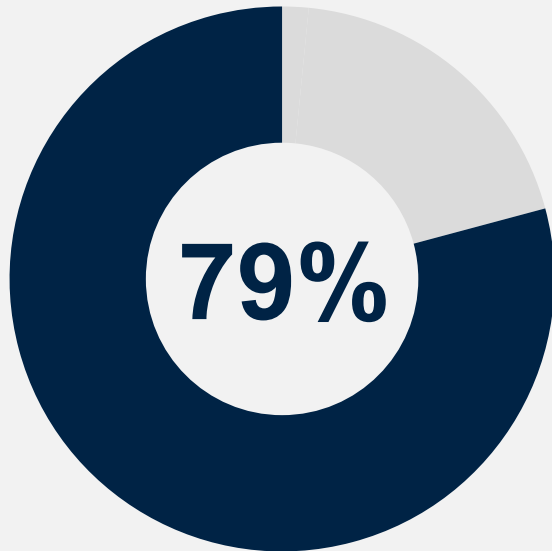
Q: How significant a contribution do you believe the WBG’s knowledge work makes to development results in Malaysia? 1=Not significant at all; 10=Very significant (% rating – 8-10 on a 10-point scale)



WBG Knowledge Work and RAS Were Considered “Very High” Quality, and Malaysia Received “Very Significant” Value for Money

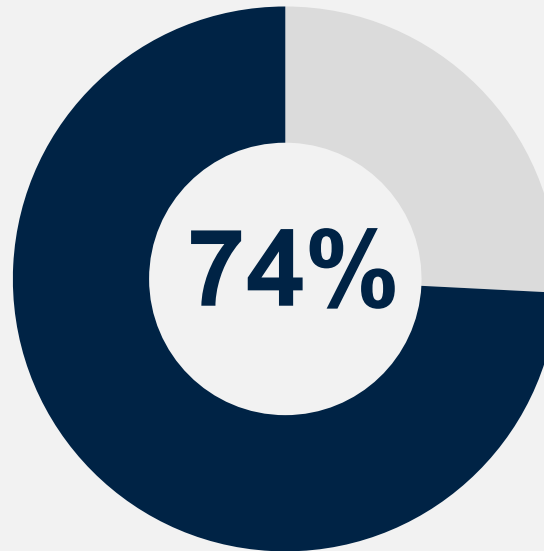
Q: How would you rate the **quality** of the WBG’s knowledge work (including data, research, training, policy notes, and advisory services) in Malaysia? 1=Very low quality; 10=Very high quality (% rating – 8-10 on a 10-point scale) (Only asked to those who said they used it)

Mean=8.2



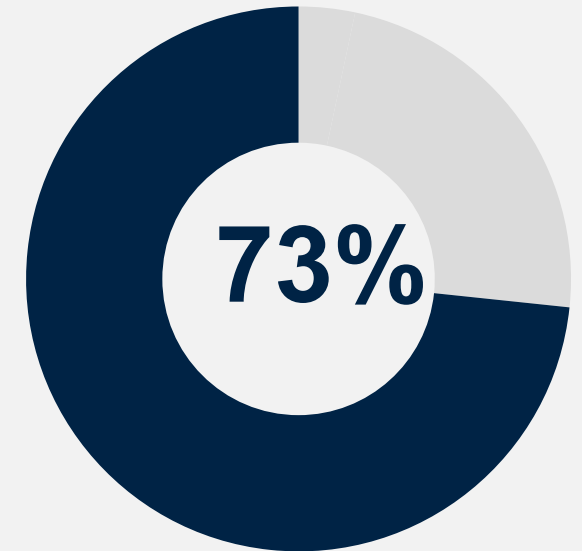
Q: How would you rate the **quality** of the WBG’s Reimbursable Advisory Services (RAS) in Malaysia? 1=Not significant at all; 10=Very significant (% rating – 8-10 on a 10-point scale) (Only asked to those who said they used RAS, n=31)

Mean=8.4



Q: To what extent do you believe that Malaysia received **value for money** from the WBG’s RAS? 1=Not significant at all; 10=Very significant (% rating – 8-10 on a 10-point scale) (Only asked to those who said they used RAS, n=31)

Mean=8.2



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

Q: What is the most important thing the WBG could do to increase its effectiveness in Malaysia?

Make Knowledge

Products More Actionable

- A recurring concern was that WBG reports are seen as high-quality but too broad and difficult to translate into practice.
- Respondents want a shift from descriptive “Economic Monitors” toward “Implementation Playbooks” that spell out how reforms can be executed, not just what should be done.
- Analytical outputs should be translated into concrete policy actions, bankable projects, and measurable outcomes rather than remaining at the level of general recommendations.

Localize and

Contextualize Research

- Produce Malaysia-specific research that accounts for subnational differences, particularly the distinct socioeconomic and geographic conditions in Sabah and Sarawak.
- Partner more closely with local universities, research institutions, and practitioners who bring on-the-ground experience and behavioral insights that external analysts may miss.
- Incorporate local nuance into policy advisory rather than applying frameworks developed in other contexts.

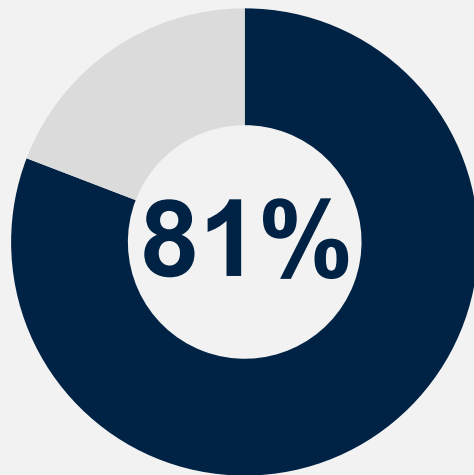
Improve Accessibility

and Dissemination

- Respondents were concerned that WBG knowledge work does not reach broader audiences.
- Increase access to datasets and publish results dashboards so that researchers, civil society, and the public can engage with WBG findings directly.
- Communicate reports using plain language, visuals, and social media to make content accessible beyond technical and government audiences.
- Conduct more in-person workshops and outreach with a wider range of stakeholders, including at subnational and community levels.

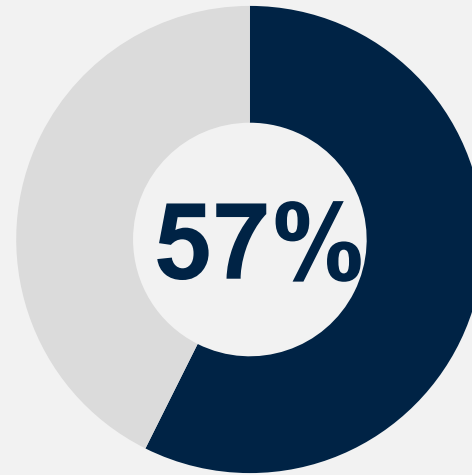
Nearly All Respondents Felt That WBG Knowledge Influenced Government Policy, Nearly Half Felt It Influenced Policy on Jobs, and More Than Half Felt It Influenced Private Sector Actions

Influence on government policy
(% Yes)



Q: In your opinion, has the WBG influenced a new or existing government policy/action in Malaysia?

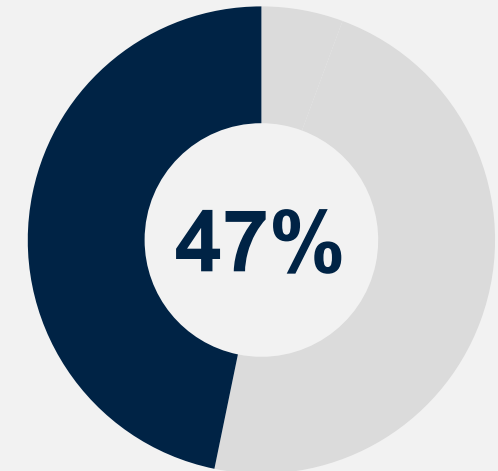
Influence on private sector
(% Yes)



Q: In your opinion, has the WBG influenced strategies or actions of private sector actors in Malaysia?

WBG support of policies on employment
and job creation (% selected 8-10)

Mean=7.2



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

Examples of Strategies, Policies and Reforms Influenced by the WBG

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

Education

- *“In terms of education strategy, WBG findings on the lack of teachers’ training have been picked up as the basis to introduce one of the key education reforms in the 13th Malaysia Plan.”* (Government Institution Respondent)
- *“The World Bank played a central and long-term strategic role in helping Malaysia develop the Critical Occupations List (COL)—a national policy tool to identify skills shortages and guide workforce planning. ...The strategy is to use rigorous, transparent, and data-driven methods to assess skills shortages...The COL has become a cross-ministry policy coordination tool, used for higher education curriculum planning, TVET reforms, scholarship targeting, immigration & expatriate talent policies, upskilling and reskilling initiatives.”* (Government Institution Respondent)

Public Sector Governance

- *“Ease of doing business and governance reforms in Malaysia have been advanced through a combination of streamlined regulatory environments, reduced red tape, and efforts to improve the overall business climate and governance transparency. The WBG influenced these changes primarily through diagnostic studies and reform roadmaps that identified bottlenecks and priority actions, complemented by targeted investment projects and capacity-building initiatives for government agencies responsible for business registration, licensing, and procurement.”* (Local Government Respondent)

Energy, Climate, and Green Economy Transition

- *“The World Bank’s research and knowledge have been cited in government policies, including the 13th Malaysia Plan and National Climate Change Policy 2.0, as reference points. The WBG’s financial support for the Asean Power Grid, with the Asian Development Bank, is also expected to catalyze investment and interest for the region’s energy sector.”* (Media Respondent)
- *“The WBG has influenced Sarawak’s approach to carbon pricing and market mechanisms, particularly through technical assistance on carbon assessment and the development of a cap-and-levy framework. It has also shaped our thinking on MRV systems, just transition planning, and subnational climate policy design, helping strengthen institutional capacity, regulatory clarity, and alignment with international best practices.”* (Local Government Respondent)

Digital Infrastructure Development

- *“The World Bank Group influenced government policy and strategy through advisory support and analytical reports such as the Malaysia GovTech Flagship Report. This contributed to improvements in digital government, data sharing, interoperability, and digital public service delivery, while also encouraging collaboration between the public sector and digital economy stakeholders.”* (Government Institution Respondent)

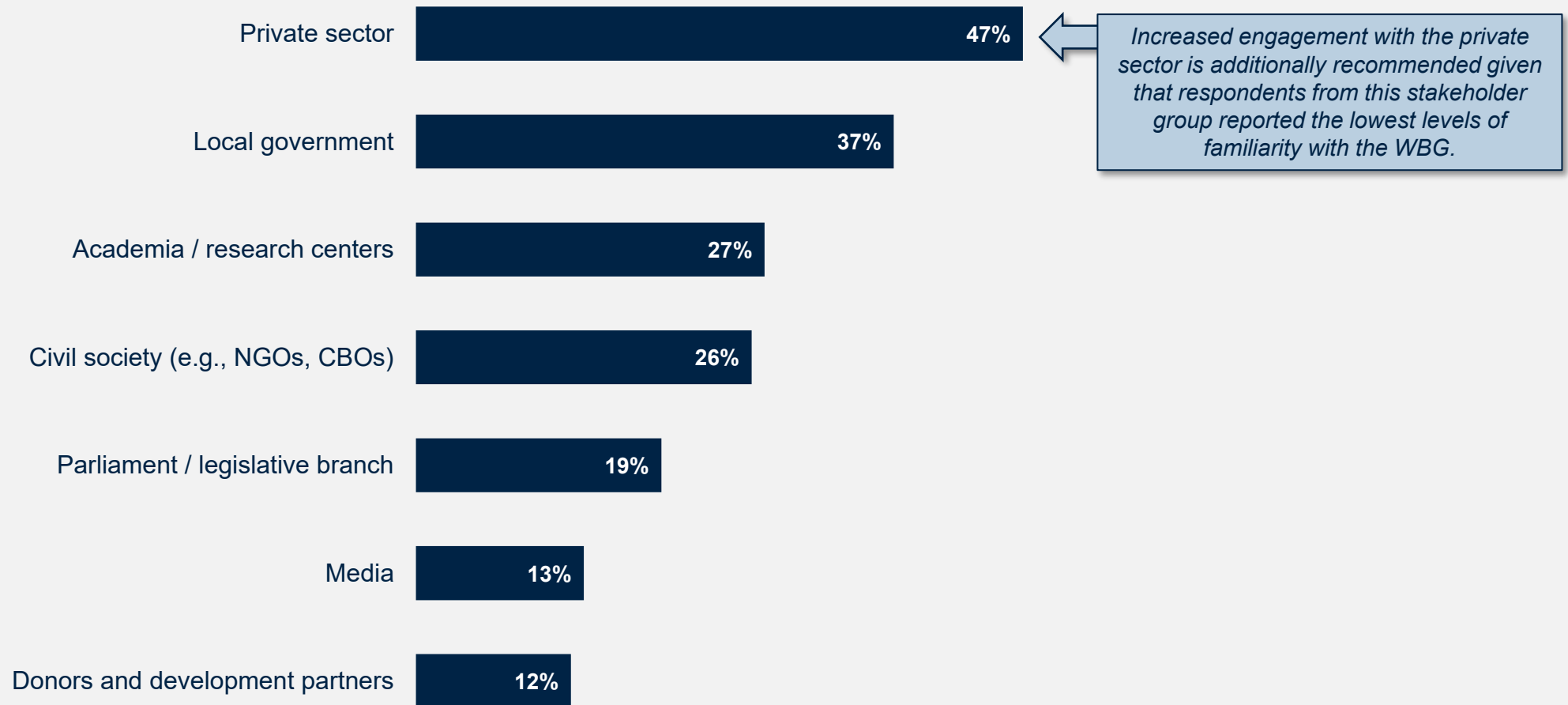
The WBG's Engagement and Collaboration



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Stakeholders Want the Bank to Collaborate More With the Private Sector, Followed by Local Government

Q: 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 Malaysia? Select up to 2 (%)



Key Themes from Open-Ended Responses Regarding the WBG's Outreach and Engagement

Q: What is the most important thing the WBG could do to increase its effectiveness in Malaysia?

Broaden Engagement Beyond Government

- Respondents expressed concern that WBG engagement concentrated at the federal government level is limiting its overall reach and impact.
- Increase direct engagement with civil society, NGOs, grassroots organizations, and the general public to ensure WBG work has a visible and tangible community-level presence.
- Actively involve the private sector and local universities in the design and delivery of programs and knowledge work.
- Deepen subnational engagement, particularly in Sabah and Sarawak, by placing advisory teams or holding workshops at the state government level rather than relying solely on federal channels.

Strengthen In-Country Presence and Communication

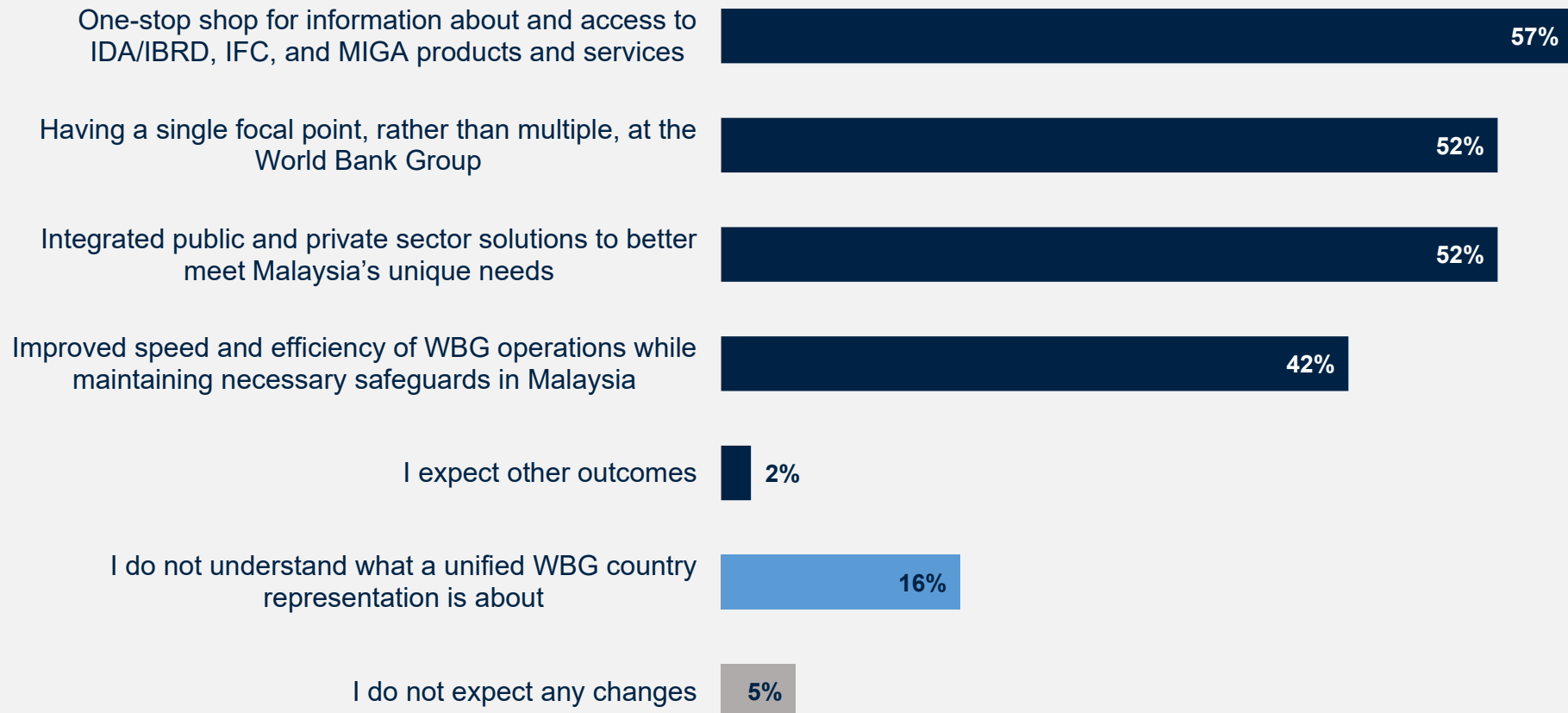
- Restore a full-time, dedicated Country Manager for Malaysia and hire more local talent in strategic roles to signal a genuine long-term commitment to the country. Highlight these local experts and "local faces" to strengthen the sense of connection and trust with Malaysian stakeholders.
- Use social media, visuals, and plain language to communicate WBG work to broader audiences, and "megaphone" the WBG's results more proactively to build public awareness and accountability.

Shift from Transactional to Long-Term Partnership

- Position the WBG as a long-term delivery partner rather than an external consultant, embedding experts in key government initiatives to work through implementation bottlenecks alongside ministries.
- Improve coordination with other development partners, including the UN Country Team, to pool resources, avoid duplication, and amplify collective impact.
- Establish two-way feedback mechanisms that demonstrate how stakeholder input actually shapes project design and policy advice, building trust and credibility over time.

A Third of Respondents (33%) Were Aware of WBG Joint Country Representation in Malaysia; the Majority Felt It Would Create a One-Stop Shop, With A Single Focal Point, Better Suited to Meet Malaysia's Needs

Q: What outcomes do you expect from unified leadership representing the World Bank (IBRD), IFC, and MIGA in Malaysia?
(Select all that apply)



Communication and Outreach



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WBG Events, Publications, and Direct Contact 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, respondents from the private sector preferred direct contact just as much as events. Similarly, respondents from government institutions, academia, and media preferred WBG publications nearly as much as events.

Top Two Preferred WBG Channels

	All Respondents	Government Institution	Local Government	Bilateral / Multilateral Agency	Civil Society	Private Sector	Academia	Media
WBG event / conference / workshop (in person or online)	59%	57%	73%	72%	82%	60%	52%	53%
WBG publications	48%	57%	36%	50%	36%	35%	56%	53%
Direct contact with WBG staff (e.g., in person, virtually, phone, email)	47%	46%	36%	56%	36%	60%	33%	47%
WBG websites (including blogs)	32%	32%	45%	22%	27%	21%	44%	47%
WBG e-Newsletters	23%	22%	18%	22%	27%	21%	37%	20%
WBG social media channels (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	23%	23%	18%	17%	27%	25%	19%	33%
WBG direct messaging (e.g., WhatsApp)	14%	9%	18%	17%	0%	21%	15%	20%
WBG podcasts	5%	1%	0%	6%	9%	8%	7%	7%



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



WORLD BANK GROUP

70% of Respondents Recalled Seeing/Hearing About WBG Recently, Most Often at Events, and About WBG Economic Forecasts

Q: Where do you recall seeing or hearing this information?

Select all that apply (%)



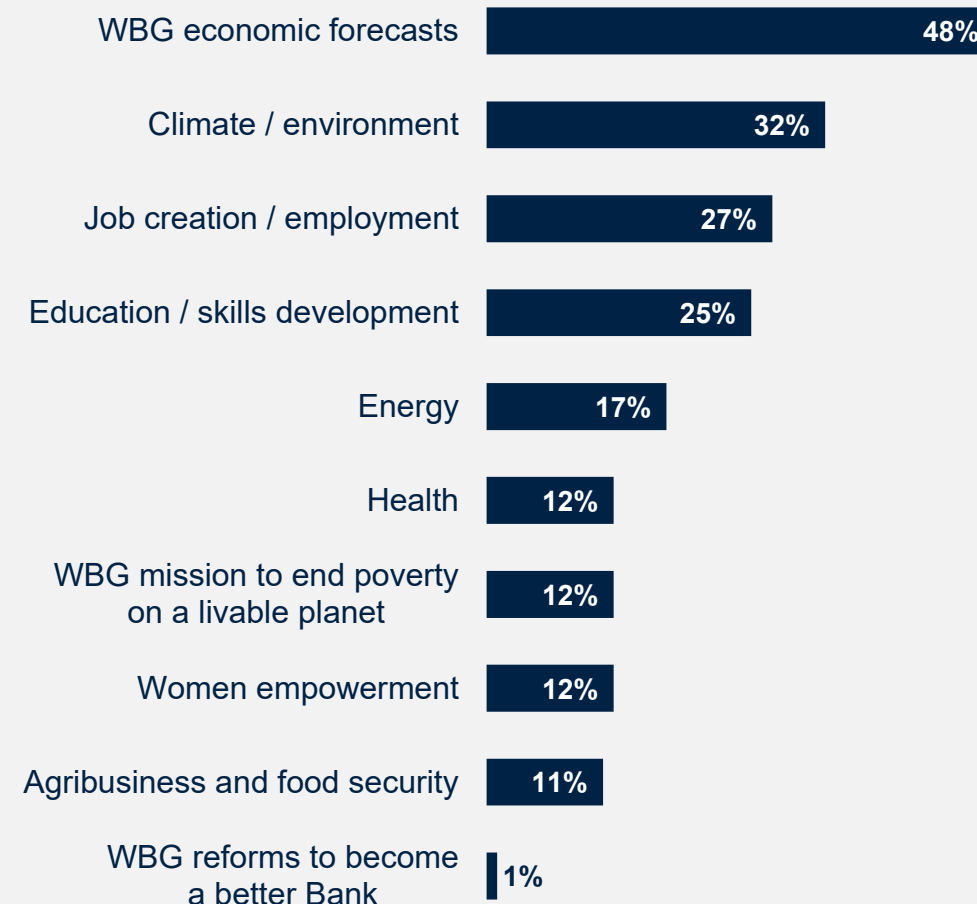
← Higher among academia (62%)

← Higher among media (67%)

Respondents from government institutions (80%), bilateral/multilateral agencies (83%), and academia (81%) were the most likely to recall seeing/hearing about the WBG while respondents from local government (55%) and private sector (51%) were significantly less likely. This further suggests, additional outreach is needed for local governments and the private sector

Q: What do you recall seeing or hearing about the WBG?

Select all that apply (%)



Stakeholders Wanted WBG Research/Knowledge and Results of WBG Projects to Better Understand the Bank's Role in Malaysia

Key differences across stakeholder groups should be considered when designing targeted outreach. For example, although most respondents sought out WBG research and knowledge, respondents from the private sector were more focused on understanding the Bank's results and regular updates on its activities.

Top Two Types of Preferred Information About the WBG

	All Respondents	Government Institution	Local Government	Bilateral / Multilateral Agency	Civil Society	Private Sector	Academia	Media
WBG research and knowledge*	54%	54%	64%	72%	55%	33%	84%	53%
Outcomes / results of WBG-supported projects or initiatives	50%	49%	55%	39%	55%	52%	60%	47%
Impact assessments and evaluations of WBG-supported projects	40%	43%	55%	22%	45%	31%	56%	33%
Regular updates on WBG activities*	32%	28%	0%	44%	18%	40%	24%	60%
WBG sector-specific strategies*	31%	37%	45%	39%	9%	37%	4%	27%
Information on how to work / partner with WBG	31%	32%	27%	33%	55%	35%	24%	13%
Overview of WBG financial products and services	17%	14%	27%	11%	0%	25%	8%	33%



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

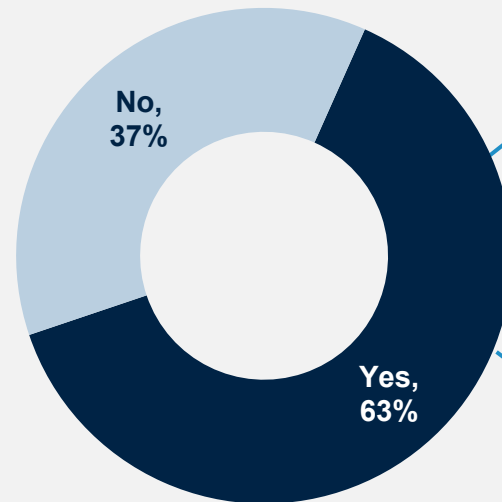
*Denotes significant differences between stakeholder groups

Sample Demographics and Detailed Methodology

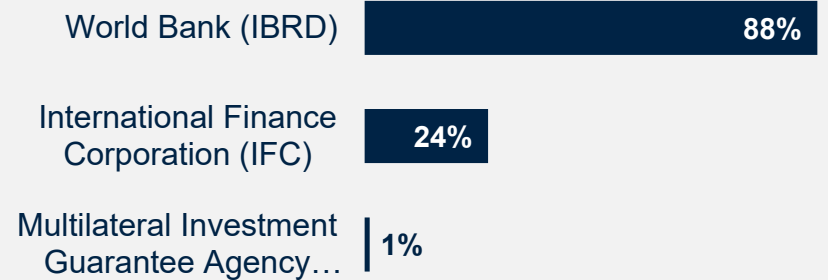


Sample Demographics

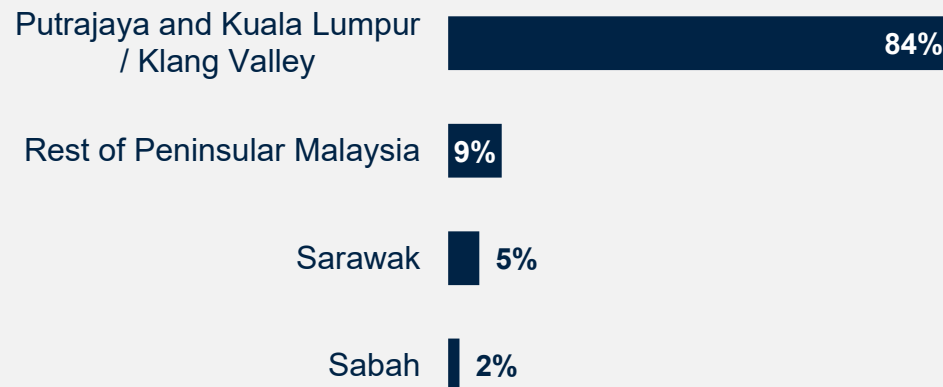
Q: In the past 3 years, have you worked or collaborated with the WBG in Malaysia?
(N=247)



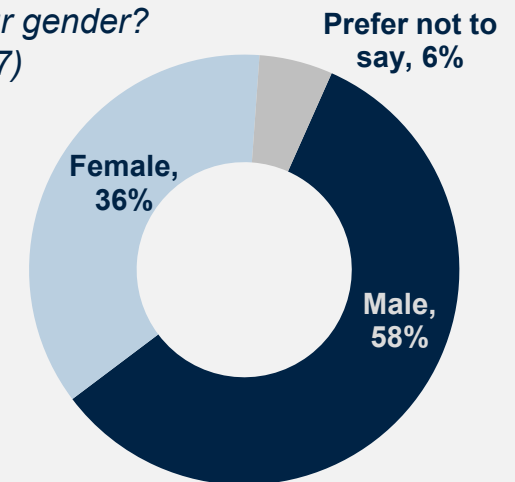
Q: Which of the following WBG agencies have you worked or collaborated with in Malaysia?
(N=156)



Q: Which best represents your geographic location? (N=215)

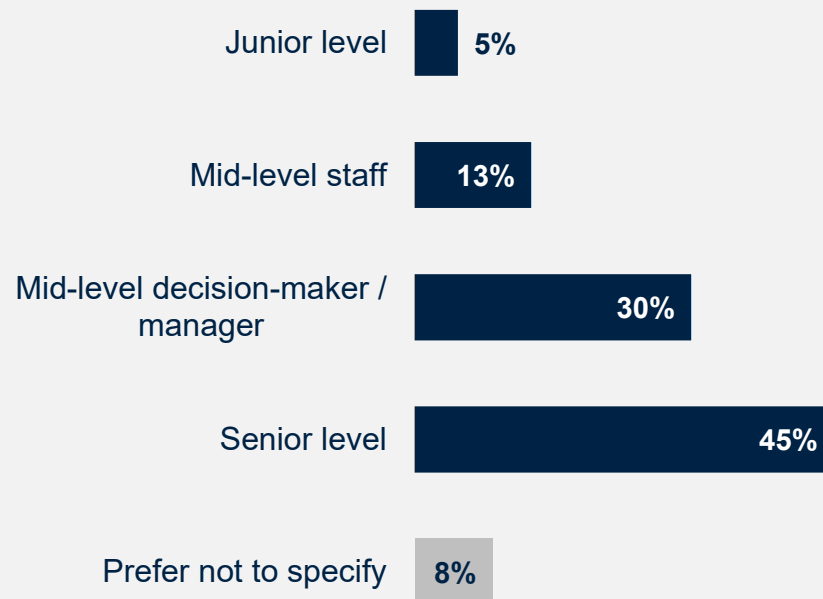


Q: What is your gender?
(N=217)

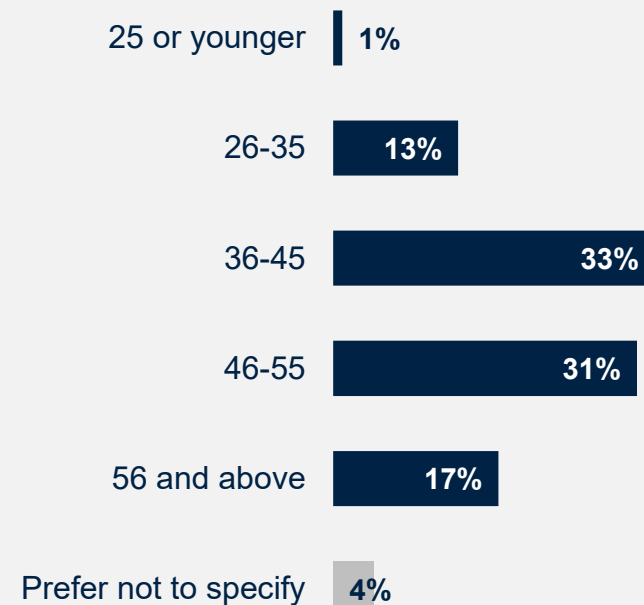


Sample Demographics (continued)

**Q: Within your organization,
would you describe yourself as...**
(N=216)



Q: What's your age?
(N= 216)



Detailed Methodology

From **January to May 2026**, a total of **1,047** stakeholders in Malaysia 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 independent field agency. Participants were drawn from government institutions, bilateral or multilateral agencies, civil society organizations, the private sector, academia and research centers, and the media. Of these stakeholders, **247 participated in the survey (24% response rate)**. Respondents completed the questionnaire online or completed it via telephone with a representative of the field agency.

This year’s survey results were compared to the FY23 Country Opinion Survey, which had a response rate of 5% (N=175). 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. In FY26, there was a larger percentage of respondents from the private sector, but a smaller percentage from government principals and academia, who responded to the survey compared to the FY23 survey effort. These 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. **Breakdowns for individual questions by stakeholder group and by year** can be found in the “Malaysia COS FY26 Appendices.xlsx” file published in the WBG Microdata Library, along with the survey microdata 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.

Percentage of Respondents	FY 2023	FY 2026
Government Principals: Office of the President, Prime Minister, Minister, Parliamentarian	10%	1%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	34%	36%
Local Government	7%	6%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	5%	7%
Civil Society Organization: Local and regional NGO, Community-Based Organization, Private Foundation, Philanthropy, Professional/Trade Association, Faith-Based Group, Youth Group	9%	5%
Private Sector: Private Company, Financial Sector Organization, Private Bank	9%	25%
Academia / Research Center	19%	12%
Media	7%	7%
Total Number of Respondents	175	247



Country Opinion Surveys

Thank you

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

countrysurveys@worldbankgroup.org

