



Country Opinion Surveys

FY 2026 **Palestinian Territories** Country Opinion Survey Report

Acknowledgements

The West Bank and Gaza Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the CER Analytics team, led by José De Buerba (Senior External Affairs Officer) and Svetlana Markova (Senior External Affairs Officer). Yulia Danilina, Jessica Cameron, Qi Xue, Sofya Gubaydullina, and Irina Popova oversaw the design, reporting, and analysis of the survey results. Noreen Wambui provided data support.

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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 the Palestinian territories 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 the Palestinian territories? 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 the Palestinian territories? How have these projects affected people in the Palestinian territories, and how could the WBG improve its effectiveness?
- 3. WBG Instruments:** What do key stakeholders value most about the WBG's work in the Palestinian territories? 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 Engagement and Collaboration:** How effective is the WBG in collaborating with different stakeholder groups in the Palestinian territories? 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 the Palestinian territories?
- 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 March 2026

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

253 participants (47% response rate)

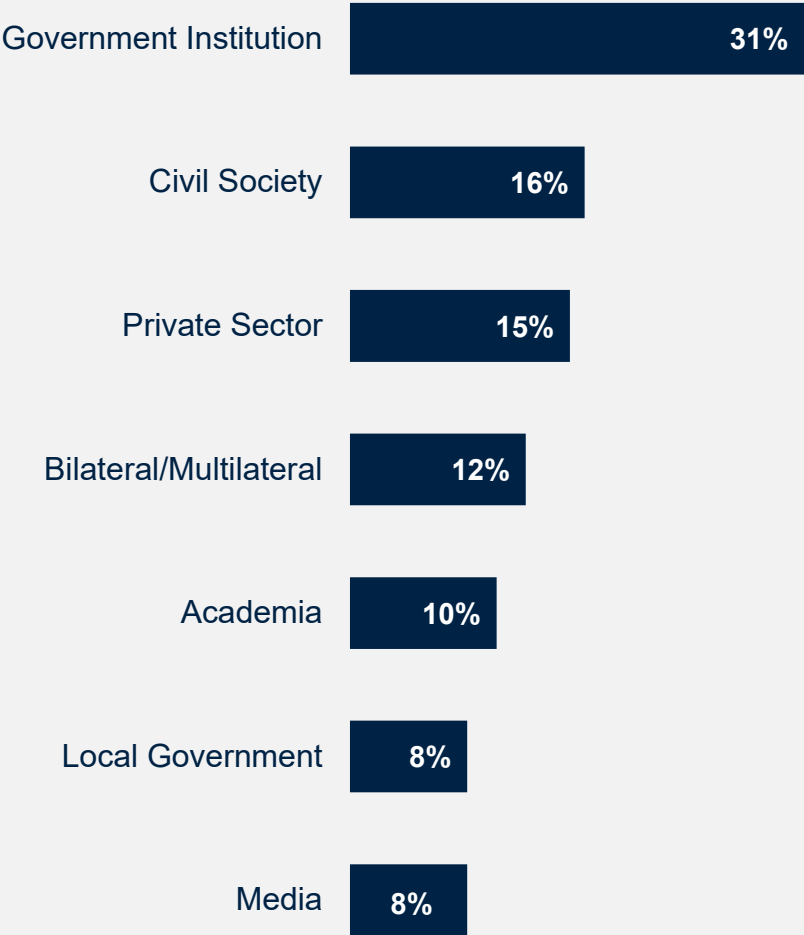
- 80% from the West Bank
- 56% have collaborated with the WBG within the past 3 years

Compared to the FY25 countries affected by fragility and conflict (FCS)

Selected questions were benchmarked against data from other FCS countries surveyed in FY25. See the Methodology section for the list of countries.

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

Stakeholders in FY26 COS Sample

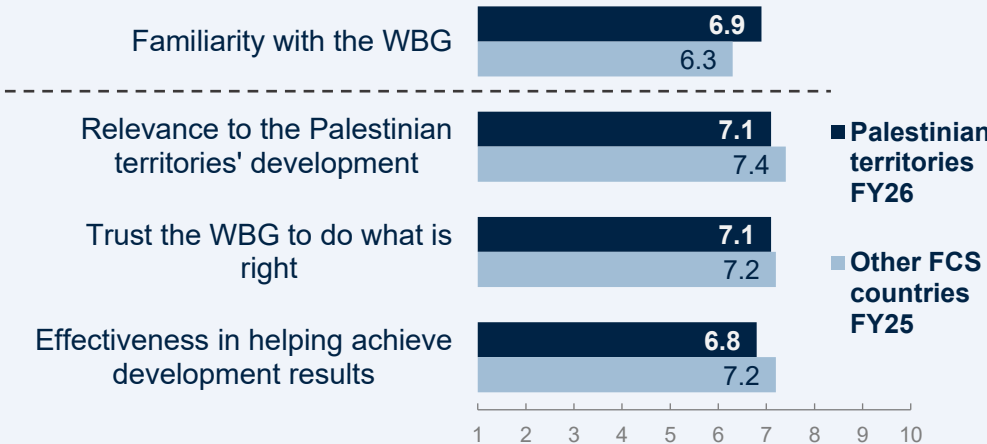


Executive Summary

1. Overall Views of the WBG:

The FY26 Country Opinion Survey in the Palestinian territories was conducted for the first time in many years, establishing a new baseline for future assessments (the previous survey was done in FY17). For context, results were compared with averages from other countries affected by fragility and conflict (FCS) surveyed in FY25.

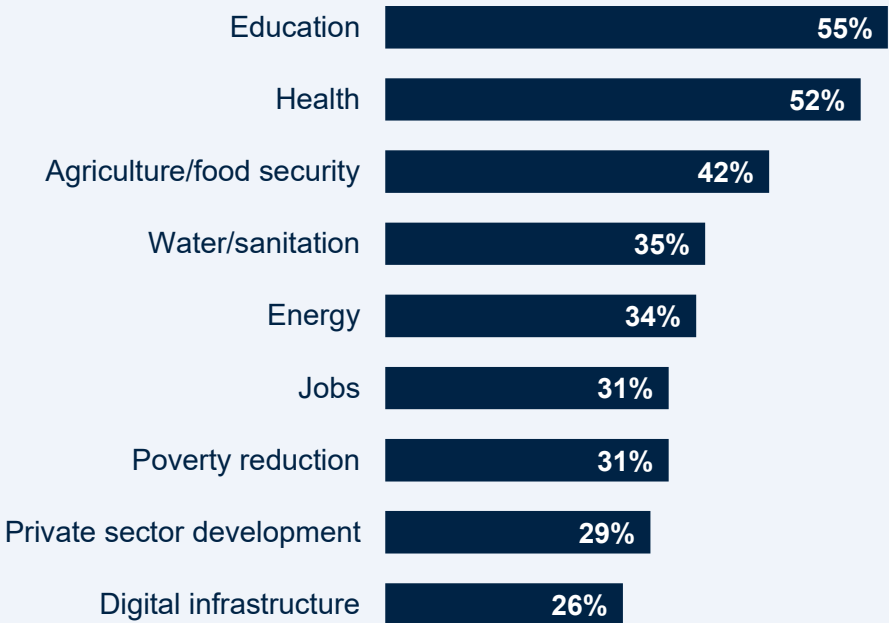
Stakeholders' familiarity with the WBG's work in the Palestinian territories (mean 6.9) was notably higher than the FCS average (6.3). Familiarity was significantly higher among respondents from government institutions (7.9) and those professionally collaborating with the WBG (7.7), compared to non-collaborators (5.8). Trust in the WBG (7.1) was on par with the FCS average, while ratings for relevance (7.1) and effectiveness (6.8) were slightly lower, indicating strong awareness of the WBG's presence but some scope to strengthen perceptions of its impact. Ratings of relevance and effectiveness varied significantly across stakeholder groups, with government respondents providing the highest scores and civil society and media respondents the lowest.



2. The WBG's Work on Development Priorities:

Education (55%), health (52%), agriculture/food security (42%), water/sanitation (35%), and energy (34%) are the top areas respondents believe the WBG should prioritize in the Palestinian territories. This reflects an acute humanitarian and development context, particularly given the ongoing crisis in Gaza, where reconstruction and basic services are paramount.

In open-ended comments, respondents identify sustained infrastructure investment, private sector and SME support, and vocational training as the most critical pathways to development. Respondents sharply distinguish between the West Bank, where institutional development is viable, and the Gaza Strip, where reconstruction and humanitarian-development linkages are the immediate priority.



Executive Summary (continued)

3. WBG's Operational Effectiveness:

Although respondents view the WBG as a long-term partner in the Palestinian territories (7.4), ratings for other aspects are more moderate, including responsiveness to needs (6.6), tailoring expertise to the country context (6.5), ease of working with the institution (6.3), and the speed of project approval (5.9). Respondents who collaborate with the WBG (56%, primarily from government and donor organizations), give significantly higher ratings (7.0 or above) across most categories compared to non-collaborators. The only area where collaborators provide a relatively moderate rating is the speed of project approval.

Among WBG collaborators in the Palestinian territories, perceptions of project effectiveness were notably positive: 72% rated WBG helpfulness in achieving project goals as 8-10 (high), and 48% rated WBG effectiveness at creating sustainable jobs highly. Respondents highlight that WBG's most visible impact is in infrastructure and service delivery, particularly energy (solar power, grid rehabilitation), water/sanitation, digital government, and social protection systems. The establishment of a national social registry and electronic payments infrastructure in Gaza was cited as a high-impact intervention. Sustainability and long-term project continuity remain key concerns.

In written comments, respondents consistently call for: (1) faster, simpler and more flexible WBG procedures, including accelerated approval, disbursement and adapted safeguard requirements, especially in Gaza; (2) stronger monitoring, learning and accountability, with clearer links between financing, performance and tangible results, and better use of lessons to avoid repetitive, piecemeal interventions; (3) more diversified and locally grounded implementation arrangements, including greater reliance on municipalities, local institutions, NGOs and

private sector actors rather than channeling almost all support through central government; (4) systematic capacity building for government, municipal and project staff to improve planning, procurement, implementation and oversight; (5) project designs that are better aligned with local needs and constraints, including differentiated approaches for the West Bank (long-term institutional and economic development) and Gaza (phased relief–recovery–reconstruction under severe access limits); and (6) improved targeting and delivery mechanisms to ensure that resources reach the most vulnerable people and viable local firms transparently and efficiently).

Political pressures (59%) and inadequate government capacity (35%) are seen as the top barriers to economic and social reform in the Palestinian territories. Political instability (88%), access to finance (51%), and infrastructure gaps (37%) are the biggest challenges facing private sector development – constraints that define the operating environment for all WBG programming.

4. WBG Instruments:

Financial resources are the most valued WBG instrument in the Palestinian territories (74%), followed by advisory services (46%) and convening power and data/research (31% each). Perceptions of financial support are moderately positive, with all three dimensions – whether instruments meet needs (7.0), terms are competitive (6.7), and standards are reasonable (6.7) – aligned with FCS benchmarks. In open-ended responses, stakeholders emphasize the need to scale up and adapt WBG financing, making it more flexible, better targeted to SMEs and vulnerable groups, and more effectively delivered to support recovery and job creation.

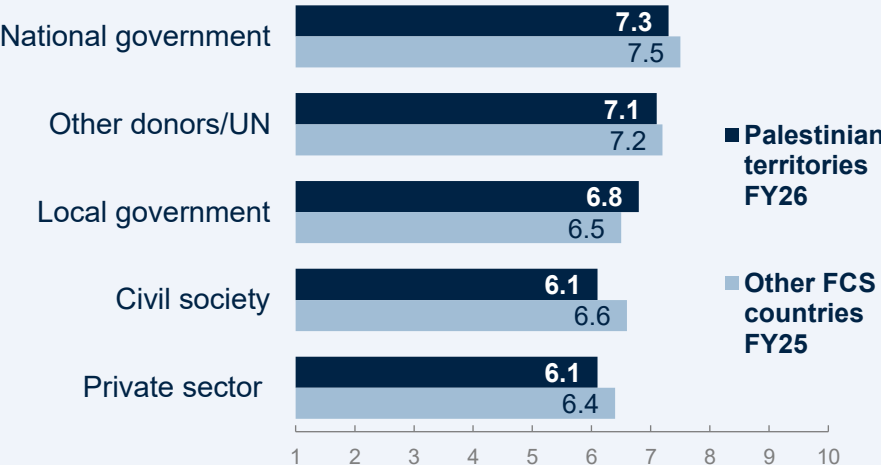


Executive Summary (continued)

80% of respondents used WBG knowledge work in the past three years, with research and analytical reports (51%) and workshops/training (38%) being the most widely used. Knowledge quality ratings were strong (7.5), though slightly lower for meeting knowledge needs (7.1). The WBG's perceived influence on policy is notable: 75% of respondents reported that it influenced government policy or action, while 64% indicated an influence on private sector strategies.

5. The WBG's Engagement and Collaboration:

In FY26, the WBG's collaboration with the national government (7.3) and other donors (7.1) received the highest effectiveness ratings. Collaboration with local government was also viewed more positively than in other FCS countries (6.8 vs. 6.5). In contrast, ratings for collaboration with civil society (6.1) and the private sector (6.1) were more moderate, indicating room for improvement, particularly given stakeholders' strong demand for greater engagement beyond core government counterparts.



In terms of deepened partnerships, respondents would like the WBG to expand collaboration beyond national government to civil society (40%), other donors/UN (37%), local government (36%), and the private sector (36%). Respondents call for genuine co-design, direct engagement with municipalities, and coordinated multi-donor approaches. They emphasize the need to strengthen coordination among donors to avoid duplication, unify efforts, and ensure sustainability, particularly in complex contexts like reconstruction and service delivery.

6. Communications:

Events/workshops (55%), direct contact with WBG staff (44%), and WBG websites (41%) were identified as the preferred channels for receiving information from the WBG in the Palestinian territories. These preferences are broadly consistent across stakeholder groups, though civil society and media respondents especially prefer direct messaging.

59% of respondents recalled seeing or hearing about the WBG recently, most commonly through direct contact (44%), websites (40%), and events (37%). The most frequently recalled WBG content relates to economic forecasts (46%), jobs (37%), and digital transformation (32%). Preferences for WBG information vary significantly across stakeholder groups: government respondents tend to favor impact assessments and sector-specific strategies, while private sector and civil society respondents are more interested in overviews of WBG financial products and guidance on how to work or collaborate with the WBG.

Overall, these findings highlight the importance of tailoring communication approaches to better meet the distinct needs of different stakeholder groups.



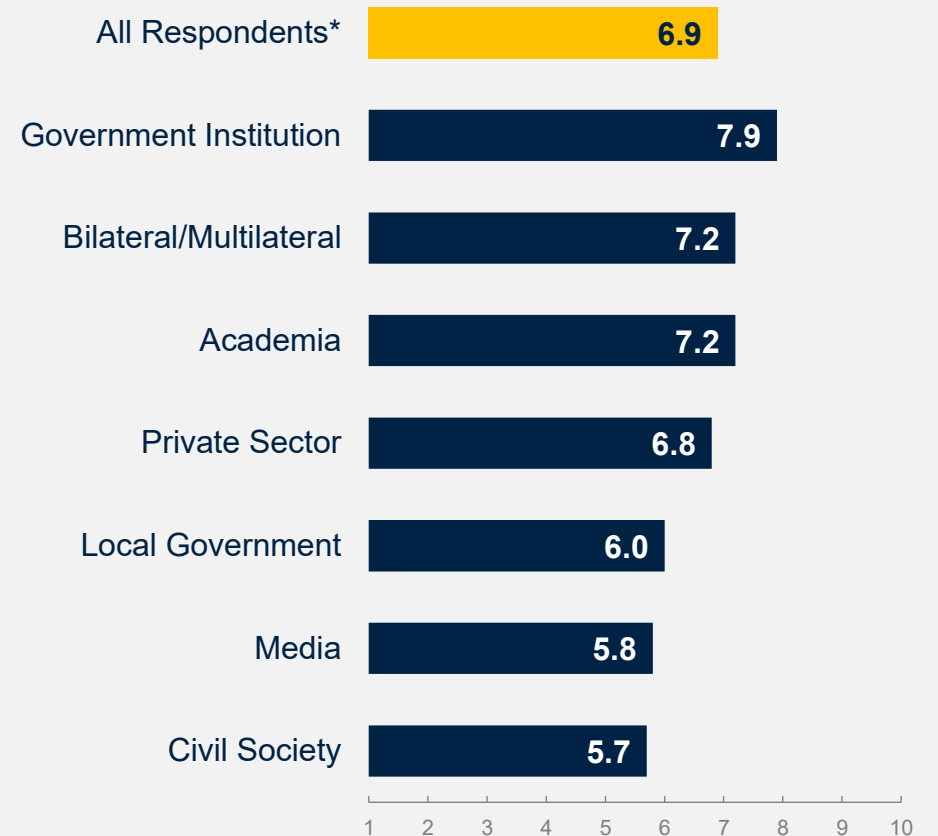
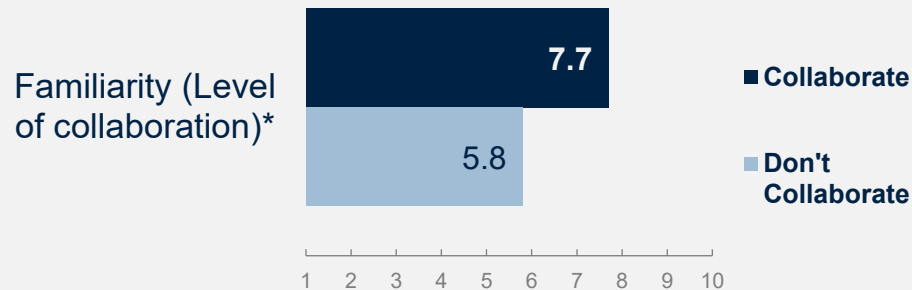
Overall Views of the World Bank Group



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Government and WBG-Collaborating Respondents Are Most Familiar with the Institution's Work, While Civil Society and Media Are Significantly Less Familiar

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

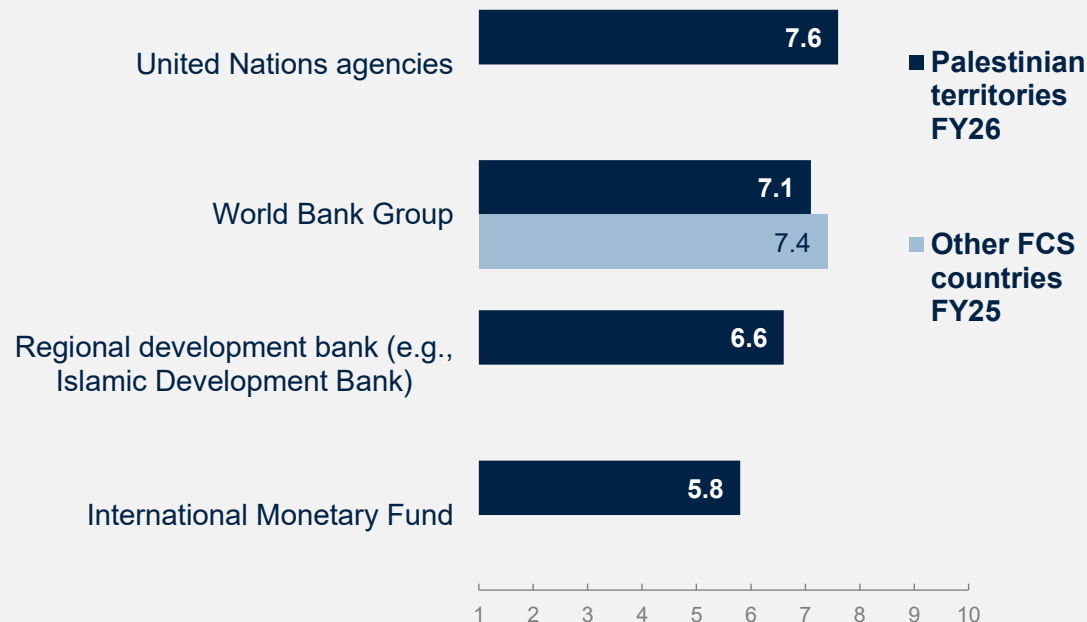


* Denotes significant differences between groups

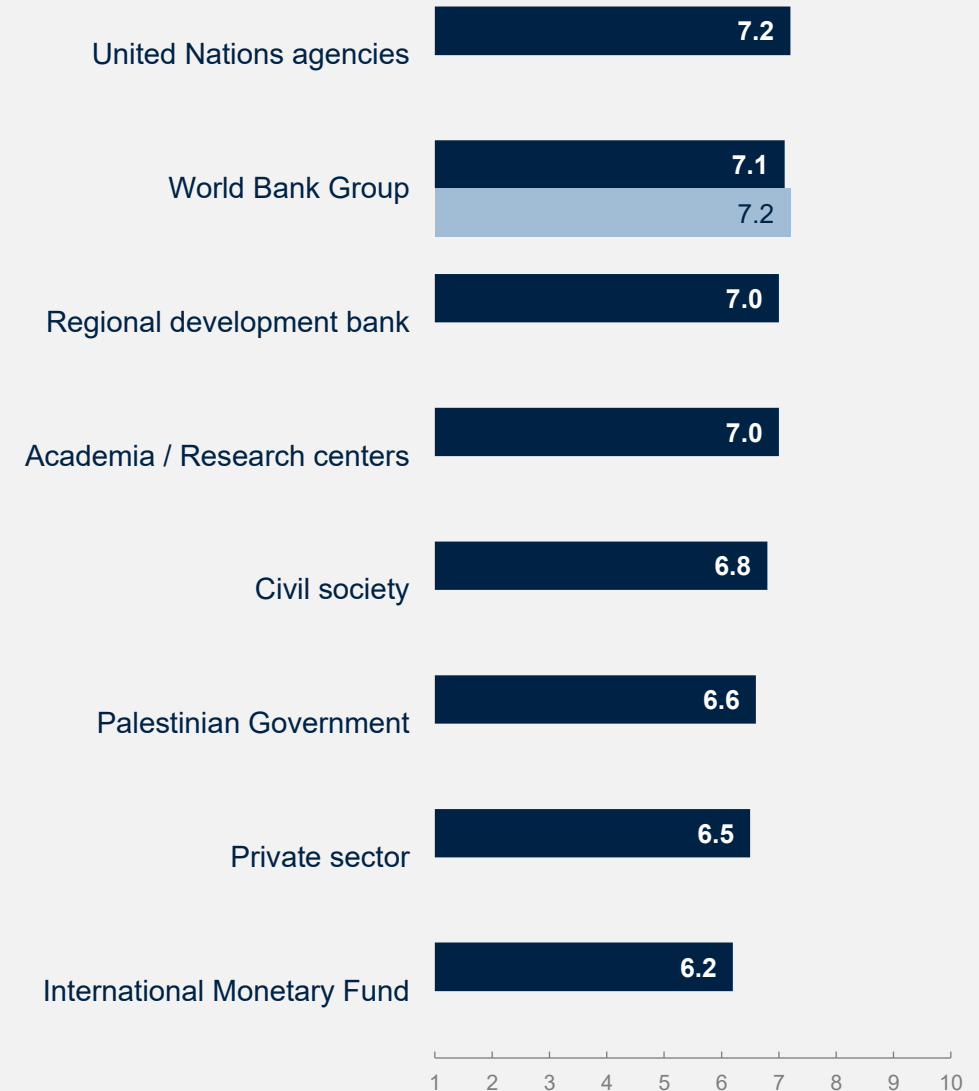


Trust and Relevance Are Positive, Ranking Second to the United Nations

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

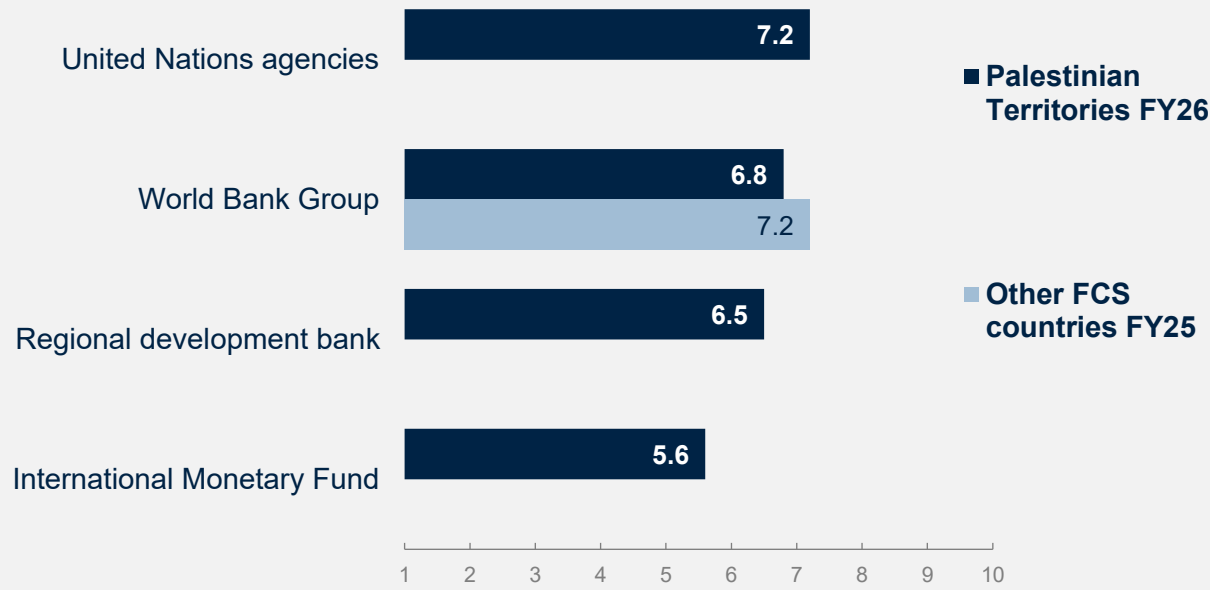


Q: How much do you *trust* each of the following institutions to do what is right for the Palestinian territories? 1=Not at all; 10=Very much (Mean is reported)



WBG Operational Effectiveness Ratings Are Slightly Lower Than in Other FCS Countries

Q: How *effective* is each of the following organizations in helping the Palestinian territories *achieve development results*? 1=Not at all; 10=Very much (Mean is reported)



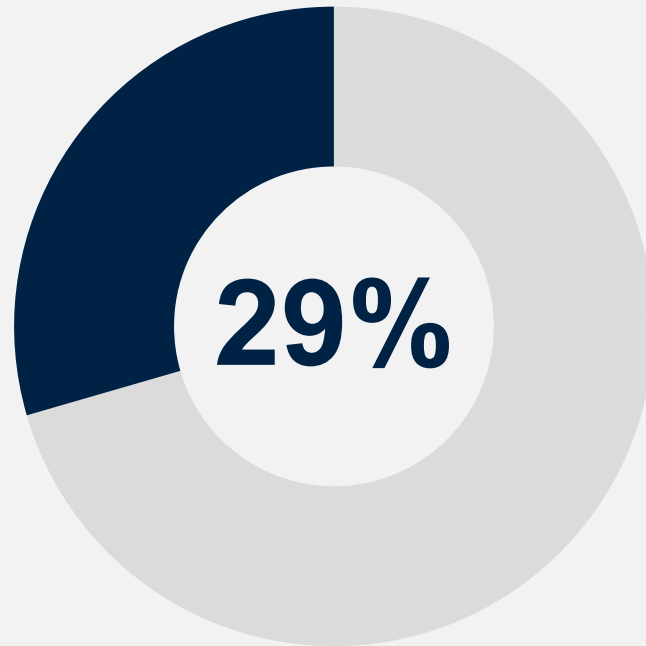
Q: How effective is the WBG in terms of the following? 1=Not effective at all; 10=Very effective (Mean is reported)



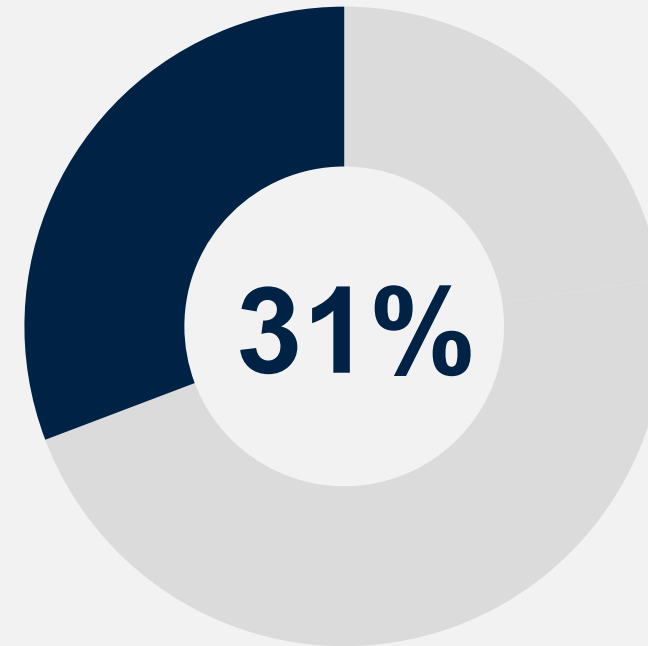
About Three in Ten Respondents Rate WBG as Effective at Supporting Job Creation

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 the Palestinian territories (% rating – 8-10 on a 10-point scale)



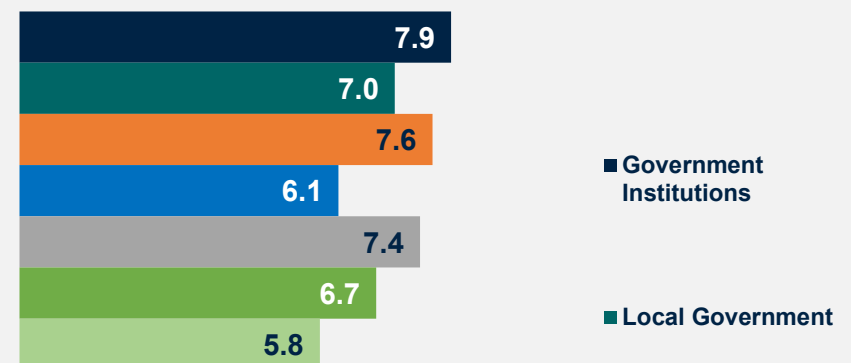
Aligning its support for job creation to the national priorities in the Palestinian territories (% rating – 8-10 on a 10-point scale)



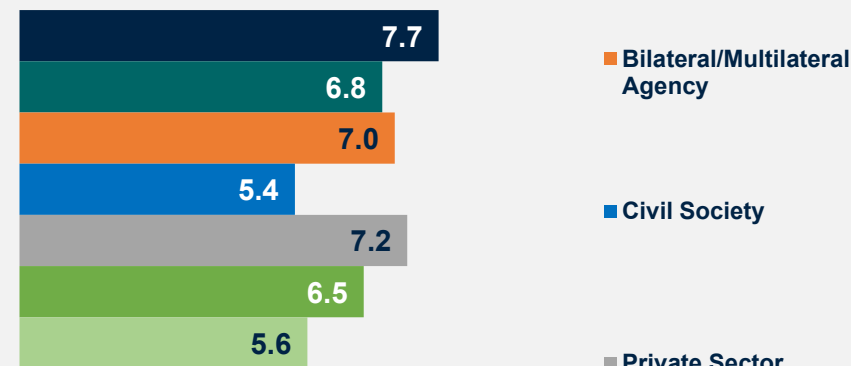
Government Institution Respondents Rate WBG Most Favorably; Relevance and Effectiveness Differ Significantly by Stakeholder Group

Comparisons of ratings for trust, relevance, and effectiveness across stakeholder groups indicate that respondents from **government institutions** provide the highest ratings on all three KPIs, while respondents from **civil society** and the **media** report significantly lower ratings.

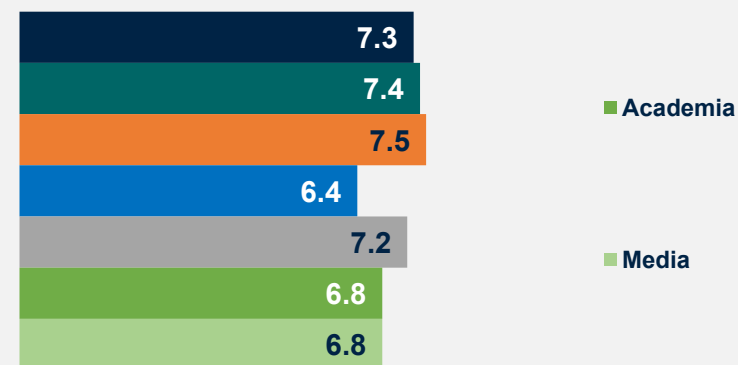
Relevant role in the Palestinian territories' development*



Effectiveness in helping the Palestinian territories achieve development results*



Trust the WBG to do what is right for the Palestinian territories



1 2 3 4 5 6 7 8 9 10

* Denotes significant differences between groups



The WBG's Work on Development Priorities



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WBG Focal Development Areas: Education, Health, and Agriculture

In open-ended comments, respondents identify several priority areas for the WBG focus:

West Bank: respondents urge a comprehensive strategy that combines economic stimulus and infrastructure development with human capital investment and governance improvements to build a resilient and sustainable economy.

A key priority is to stimulate the economy by providing robust support to the private sector, especially small and medium-sized enterprises (SMEs).

There is a strong demand for major investment in critical infrastructure, particularly in the water, energy, transportation, and digital sectors.

Addressing high unemployment is crucial, requiring direct support for job creation, vocational training, and aligning education with market needs.

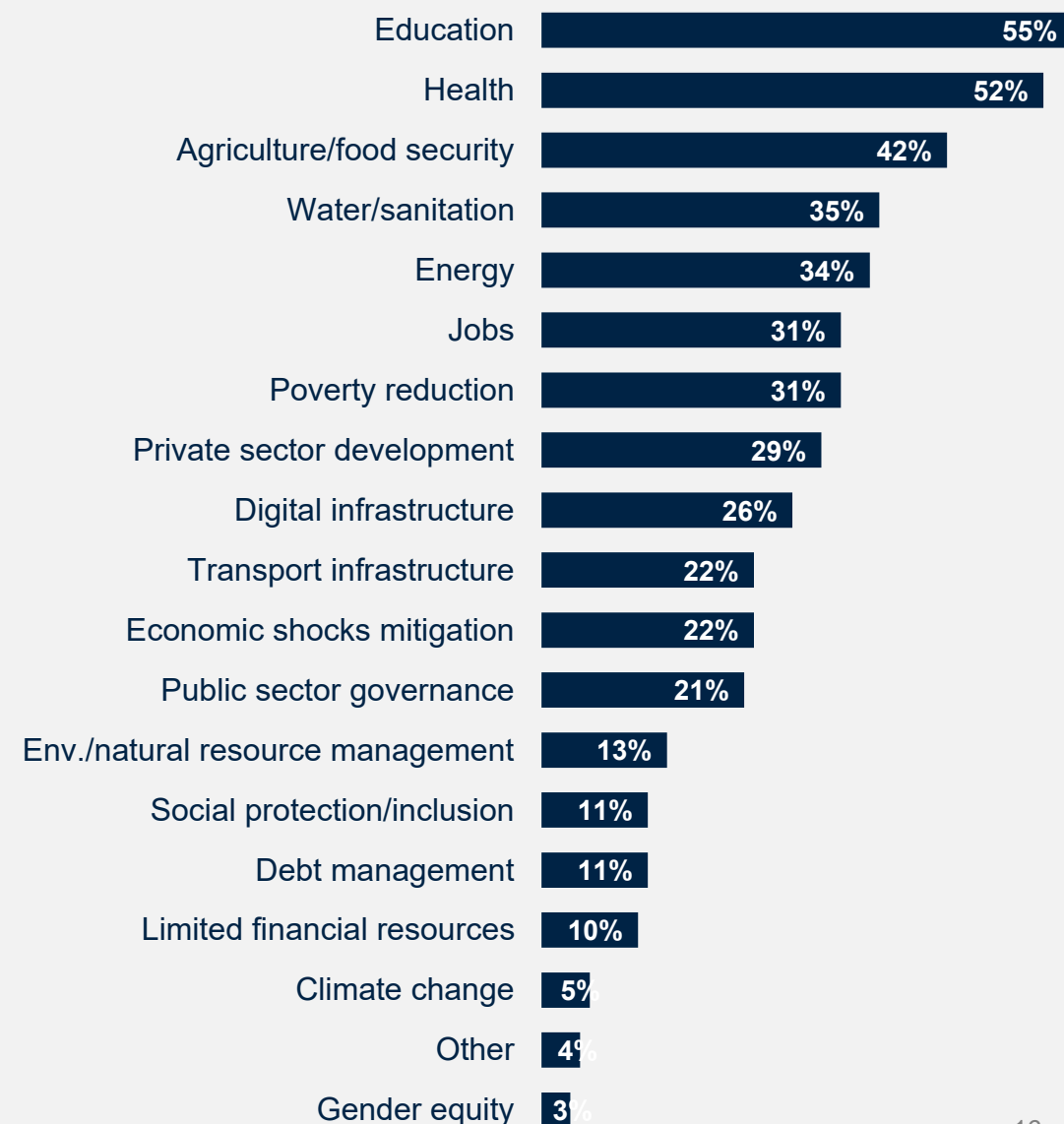
Gaza: Overall, respondents call for a phased approach in Gaza, starting with urgent humanitarian relief and the reconstruction of essential infrastructure, followed by long-term economic recovery programs to rebuild society and create sustainable development.

The most immediate and critical priority is the reconstruction of devastated infrastructure, with a focus on restoring basic services like water, electricity, sanitation, health, and education.

There is a strong emphasis on economic revival through direct support for the private sector, particularly SMEs, and creating immediate job opportunities via cash-for-work programs.

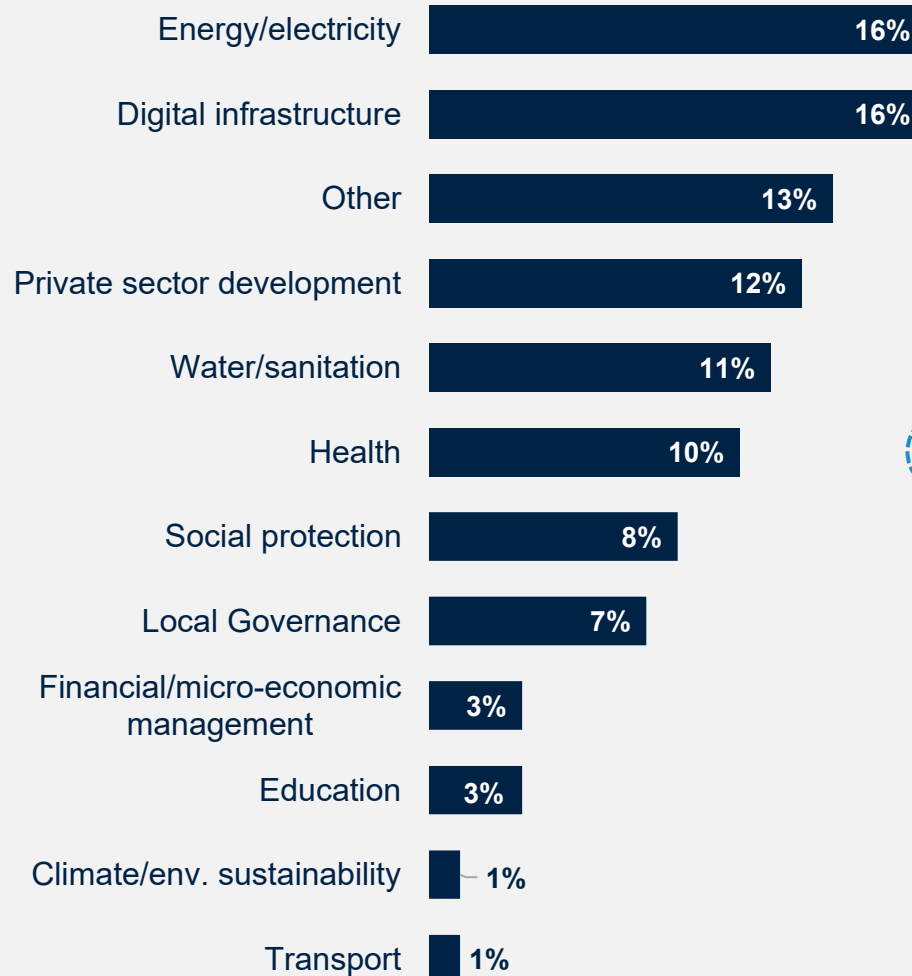
Respondents also highlight the need to support human capital by aligning education with labor market needs, providing vocational training, and offering psychosocial support to the affected population.

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



72% of WBG Collaborators in the Palestinian Territories Rate WBG as Highly Helpful in Achieving Project Goals

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

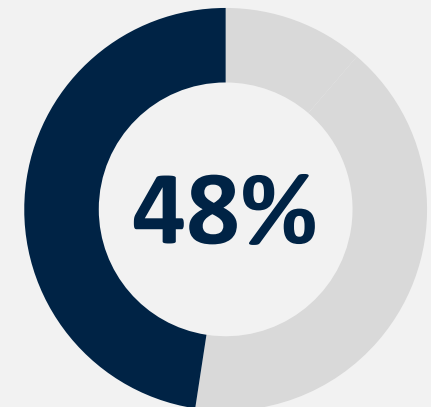
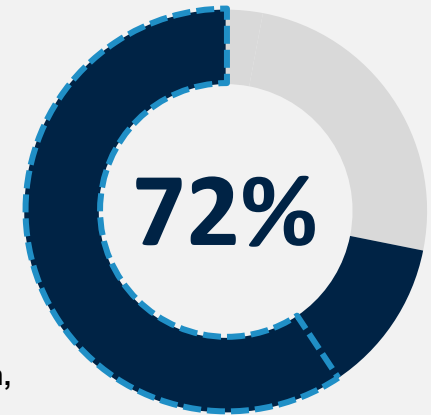


Q: How helpful was the WBG in achieving the goals of this one project or initiative?
1=Not helpful at all; 10=Very helpful (% rating – 8-10 on a 10-point scale)



59% in four FCS countries where this question was asked (Cameroon, DRC, Iraq, and Kosovo)

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



Perceptions of Impact of WBG-Supported Projects in the Palestinian territories

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

Energy Infrastructure and Electricity Access

“Numerous energy projects, including solar power systems and medium-voltage networks, have been implemented across various governorates. These projects reduce power outages for hospitals and government institutions and are advancing energy independence from external suppliers.” (Government Institution Respondent)

“The World Bank’s intervention served as a model through the quality of its design — particularly in renewable energy, financial and technical efficiency.” (Respondent from the Office of the President, Prime Minister, or Minister)

Job Creation and Economic Empowerment

“Developing tourism projects in 50 marginalized cities and villages — creating job opportunities, income, and training for more than 3,000 people, especially women and youth.” (Civil Society Respondent)

Governance, Digital Transformation, and Social Services

“Preparing the digital infrastructure — legal, regulatory, and technical — in the field of digital transformation and digital government, contributing to transparency and equal opportunity in services.” (Government Institution Respondent)

“This [project on establishing an electronic authentication unit] helps the Palestinian people in the digital transformation, thereby achieving transparency, fairness, and ease in daily transactions, and consequently increasing their standard of living.” (Government Institution Respondent)

Water, Sanitation, and Environmental Management

“The Integrated Solid Waste Management Project has made a tangible contribution to improving the environmental and living conditions of the Palestinian people, reducing pollution, protecting natural resources, and creating sustainable job opportunities.” (Civil Society Respondent)

Key Themes from Open-Ended Responses on WBG's Operational Effectiveness in West Bank and the Gaza Strip

Q: *Given the WBG's non-political mandate, and recognizing the distinct conditions in the West Bank and the Gaza Strip, how do you think the WBG could most effectively support development in each context?*

The West Bank

- **Streamline and accelerate project processes** by simplifying approval procedures, reducing administrative burden, and adopting more agile and flexible implementation approaches.
- **Decentralize project implementation and empower local actors** by increasing the role of municipalities, local institutions, and field teams in decision-making and execution.
- **Strengthen coordination across donors and projects** to reduce duplication, improve efficiency, and ensure better alignment of development interventions.
- **Ensure projects are demand-driven and context-specific** by systematically aligning design with local needs, realities, and constraints rather than applying standardized or “packaged” solutions.
- **Enhance transparency, accountability, and oversight mechanisms** to address concerns around governance, reduce risks of inefficiency or corruption, and improve trust in project implementation.

The Gaza Strip

- **Strengthen implementation through local and non-traditional delivery channels** by partnering with local NGOs, municipalities, private sector actors, and community networks to ensure access and continuity of operations.
- **Plan and operationalize a phased approach (relief → recovery → reconstruction)** with clear transition mechanisms and scalable programs that can evolve as conditions change.
- **Design context-adapted delivery mechanisms for constrained environments** by using cash-based assistance, digital payments, decentralized solutions, and low-infrastructure delivery models to overcome access and liquidity challenges.

Top Expected Outcomes from Unified WBG Country Representation

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

37%

are Aware of the WBG's
County Office in the Palestinian
territories has unified leadership

Integrated public and private sector solutions

56%

One-stop shop for information about and
access to IBRD, IFC, and MIGA products
and services

54%

Improved speed/efficiency

53%

Single focal point

46%

I do not understand what a unified WBG
country representation is about

13%

I do not expect any changes

6%



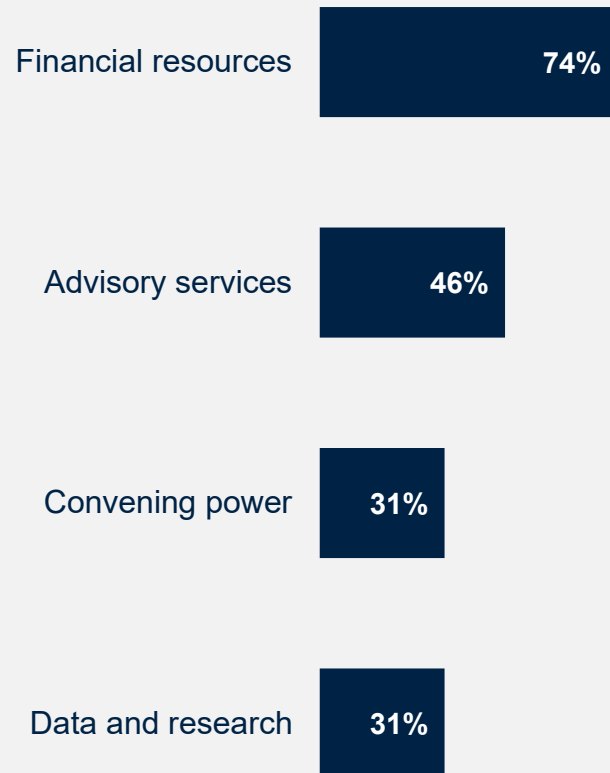
The WBG's Instruments



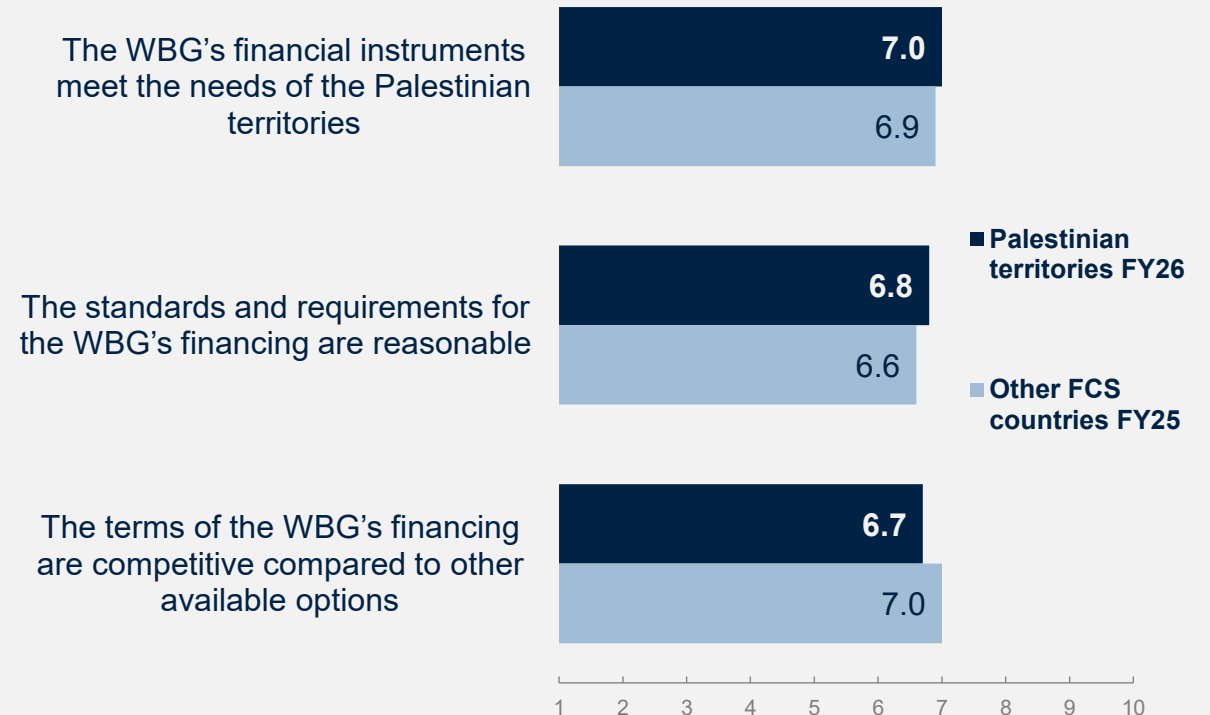
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Financial Resources Considered the WBG's Greatest Value to the Palestinian territories, Perceptions of Financial Instruments are Moderately Positive

Q: Which WBG instruments do you value the most in the Palestinian territories? Select up to 2 (%)



Q: To what extent do you agree with the following statements about the WBG's financial support to the Palestinian territories? 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)



Summary of Comments on WBG's Financial Instruments

Q: What is the most important thing the WBG could do to increase its effectiveness in these priority areas in West Bank and the Gaza Strip?

Increase and Adapt Financial Support Volumes and Instruments

- Increase overall WBG financing, including more grants, budget support, and projects, to match fiscal and infrastructure needs and sustain essential services.
- Expand and tailor financial instruments for SMEs and productive sectors, including soft/interest-free loans, guarantees, and direct financing for municipalities.
- Provide more flexible, crisis-responsive financing (emergency, early recovery, cash-for-work, social protection) to support rapid recovery and job creation.

Improve Financial Delivery Mechanisms, Terms, and Governance

- Speed up project approval and disbursement, cut bureaucracy, and use more agile, context-sensitive implementation, especially in Gaza.
- Diversify financing channels beyond the central government and link funding to transparency, accountability, and demonstrable results.
- Strengthen public finance management, institutional capacity, and spending efficiency, and realign financing policies with local priorities and beneficiary accountability.

Target Financing to the Right Groups and Sectors for Inclusive Impact

- Direct more financing to SMEs, micro enterprises, and productive sectors to reduce external dependence and create local jobs, especially for youth and women.
- Prioritize marginalized groups and areas through targeted programs, small grants, and inclusive access-to-finance schemes.
- Channel more funding to municipalities, universities, and local institutions, ensuring resources reach communities directly and equitably, including via digital financial inclusion tools.



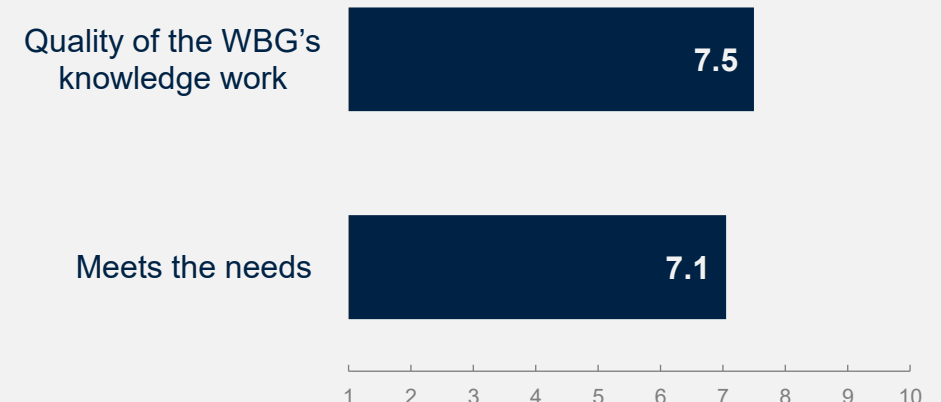
Most Respondents (80%) Used WBG Knowledge Work in the Past Three Years; Those Who Did Reported Moderately High Quality

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



Q: How would you rate the quality of the WBG's knowledge work (including data, research, training, policy notes, and advisory services) in the Palestinian territories? 1=Very low quality; 10=Very high quality

Q: To what extent do you believe the WBG meets the needs of the Palestinian territories for knowledge services, particularly is analytical work (e.g. Palestinian Economic Updates, Gaza & West Bank Interim Rapid Damage and Needs Assessment)? 1=To no degree at all; 10=To a very significant degree



Summary of Comments on WBG's Knowledge

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

Strengthen Capacity Building and Skills Development

- Expand vocational and TVET programs aligned with labor market needs, including digital and green skills.
- Build institutional capacity in ministries, municipalities, and local authorities for planning, implementation, and financial management.
- Support universities and research centers with training, labs, and partnerships in areas like AI, health, and energy.

Deepen Analytical, Advisory, and Policy Support

- Provide stronger economic, fiscal, and structural reform analysis to guide realistic policies.
- Offer more advisory support on governance, public finance, and sector strategies (energy, water, digital, social protection, municipalities).
- Lead diagnostic studies and damage assessments to prioritize and sequence reconstruction and resilience interventions, especially in Gaza.

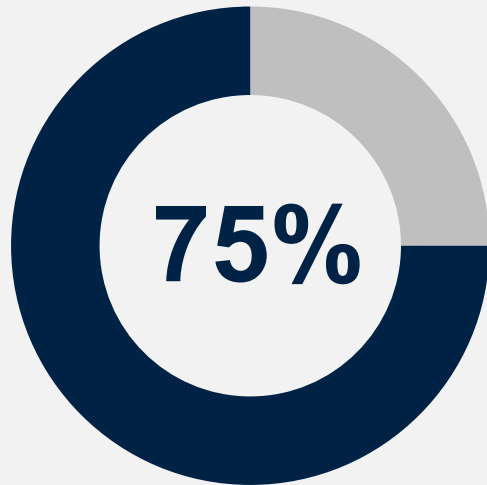
Enhance Knowledge Sharing, Data, and Learning Practices

- Improve access to and use of WBG data, reports, and analytics by governments and the private sector.
- Systematize learning across projects and donors to avoid repeating design mistakes, especially in job programs.
- Increase ongoing knowledge-based engagement and communication with municipalities, civil society, the private sector, and communities.



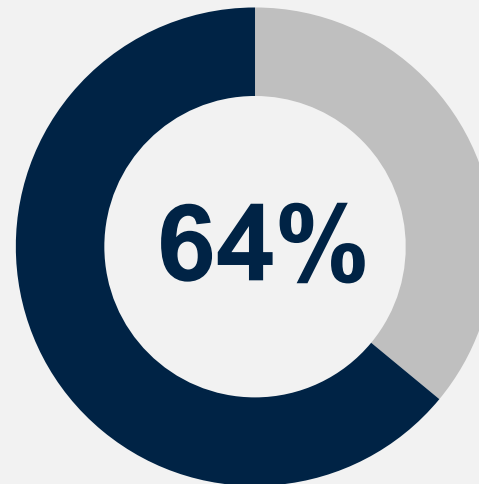
Influence of WBG Knowledge on Policy, Including Employment Policy

**Influence on
government policy
(% Yes)**



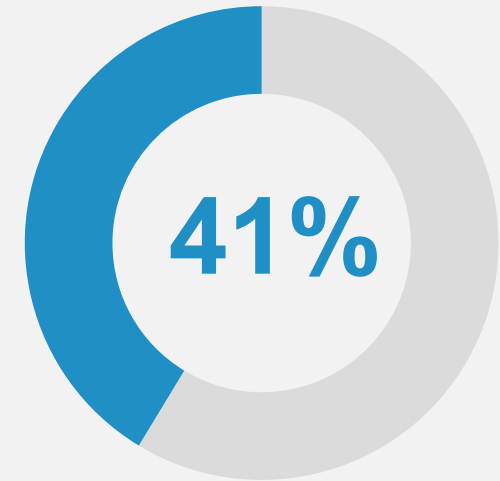
Q: *In your opinion, has the WBG influenced a new or existing government policy/action in the Palestinian territories?*

**Influence on
private sector
(% Yes)**



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

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



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



Examples of Strategies, Policies and Reforms Influenced by WBG

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

Digital Economy and Private Sector Development

- *“Electronic Payments Law and Financial Inclusion and Digital Transformation projects — the WBG supported these frameworks, helping citizens access their funds and facilitating delivery of humanitarian aid during the crisis in Gaza.”* (Private Sector Respondent)
- *“Reforming the water sector, including long-term sustainability interventions — national water company, regional water facilities, and good governance — and supporting key strategic projects to improve water security across the Palestinian territories.”* (Government Institution Respondent)
- *“The WBG supported the renewal of the company's law — of great importance to both the PA and the private sector — alongside pushing the PPP law for local government and the decentralization reform.”* (Bilateral/Multilateral Respondent)

Infrastructure

- *“Reforming the water sector, including long-term sustainability interventions (financial sustainability, national water company, regional water facilities, and good governance).”* (Government Institution Respondent)

Public Finance and Governance Reform

- *“The World Bank Group influenced public procurement policies in Palestine and supported the public procurement law and system that was adopted, leading to competitiveness and transparency, which ultimately resulted in the preservation of public funds.”* (Government Institution Respondent)
- *“The World Bank Group influenced the reform of the social protection system through financing, technical support, and poverty measurement tools, leading to a shift from providing aid to a comprehensive, targeted social protection system that reaches the most vulnerable families.”* (Government Institution Respondent)
- *“Perhaps the most notable achievement was the implementation of a recovery program in light of the difficult economic situation in the Palestinian territories and the high rates of unemployment and poverty. Employment and support for local authorities in their operational expenses contributed to stimulating the local economy and accelerating recovery.”* (Local Government respondent)

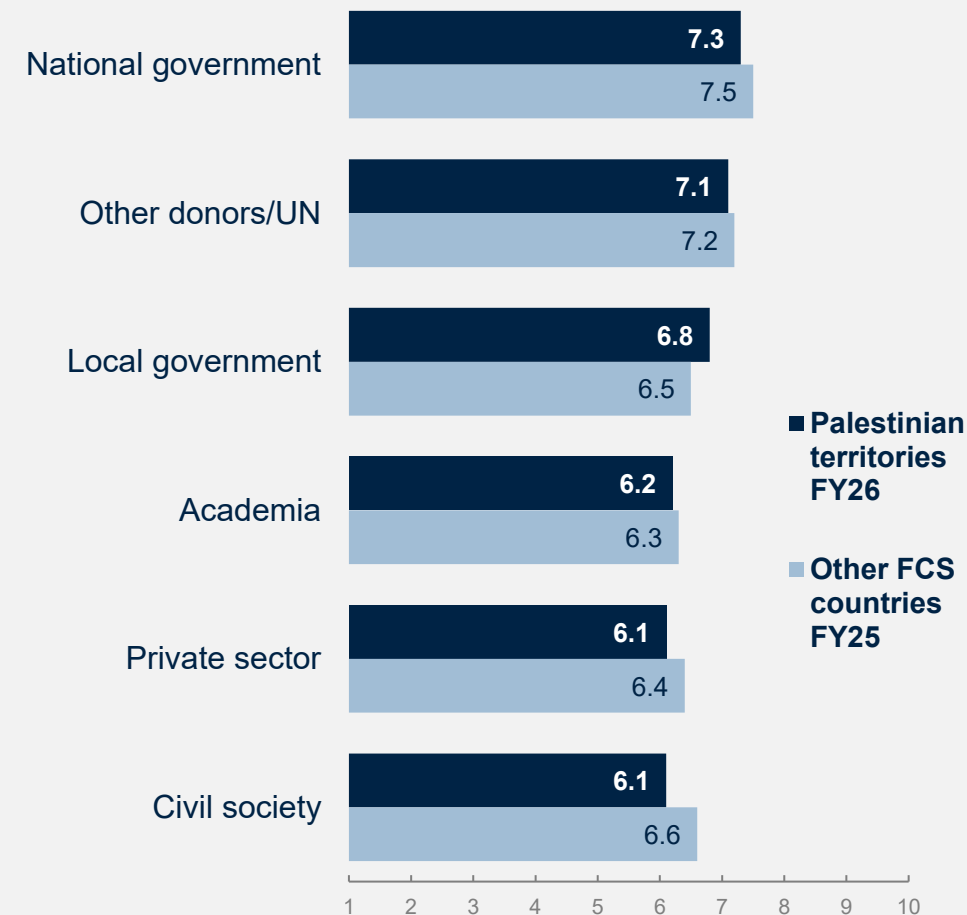
The WBG's Engagement and Collaboration



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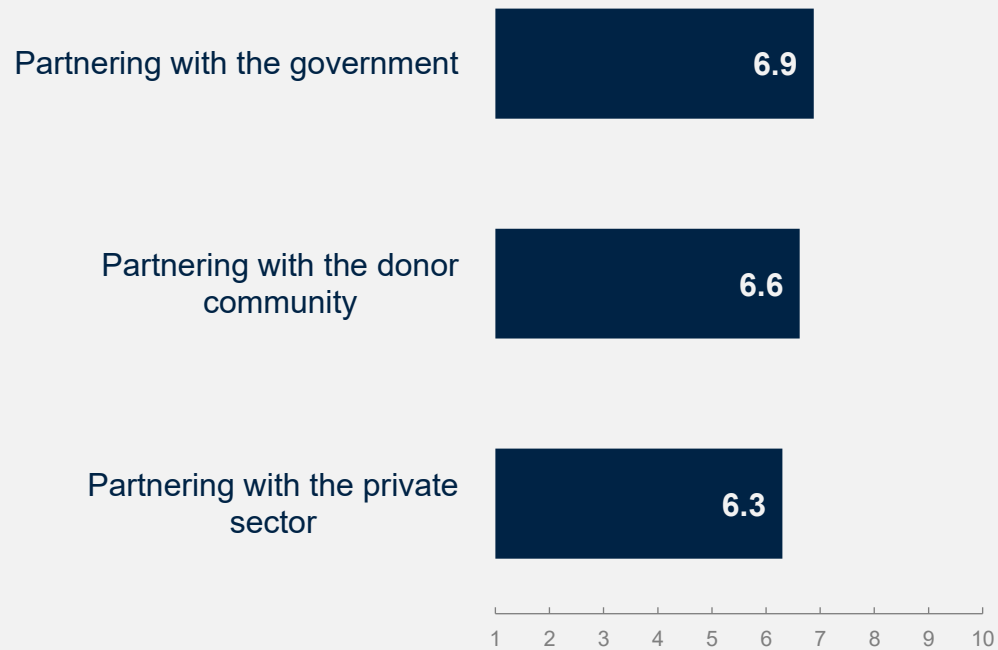
WBG Most Effective at Collaborating with National Government and Other Donors/UN; Partnership ratings are More Moderate

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



Q: How effective is the WBG at **partnering** in terms of the following...

- 1. Partnering with the **government** to improve the business environment in the Palestinian territories?
- 2. Partnering with the **private sector** in the Palestinian territories to support business development and investment
- 3. Partnering with the **donor community** to maximize investment through dedicated trust funds. 1=Not effective at all; 10=Very effective



Stakeholders Prioritize Private Sector Collaboration and Call for More Genuine, Locally Driven Partnerships

In the qualitative comments, respondents highlighted the following aspects of WBG's work and how the WBG could enhance its effectiveness:

Broaden and rebalance partnerships beyond the central government

- Engage systematically with municipalities, local councils, civil society, unions, and community groups, not only central ministries.
- Treat the private sector, universities, research centers, and training institutions as co-designers of programs, not just beneficiaries.
- Diversify implementation channels and financing to reduce over-reliance on central government systems where governance is weak.

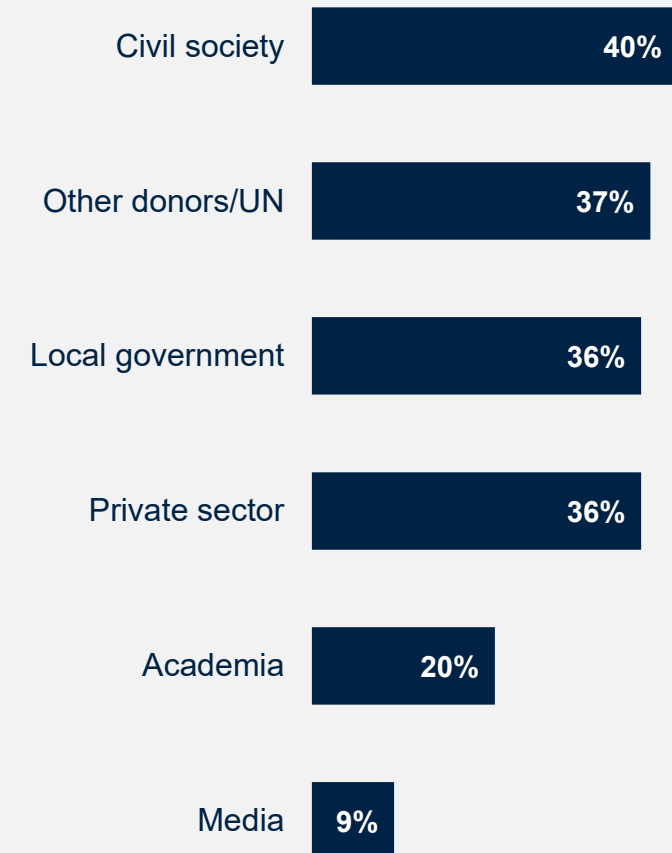
Make engagement more participatory, transparent, and accountable to beneficiaries

- Ground projects in locally identified needs through structured consultations with communities, youth, women, and marginalized areas.
- Improve direct communication and outreach, so citizens understand WBG objectives, opportunities, and results.
- Link support more clearly to transparency, responsiveness, and demonstrated impact, with stronger accountability to beneficiaries.

Adapt WBG processes and roles to the context to increase effectiveness and responsiveness

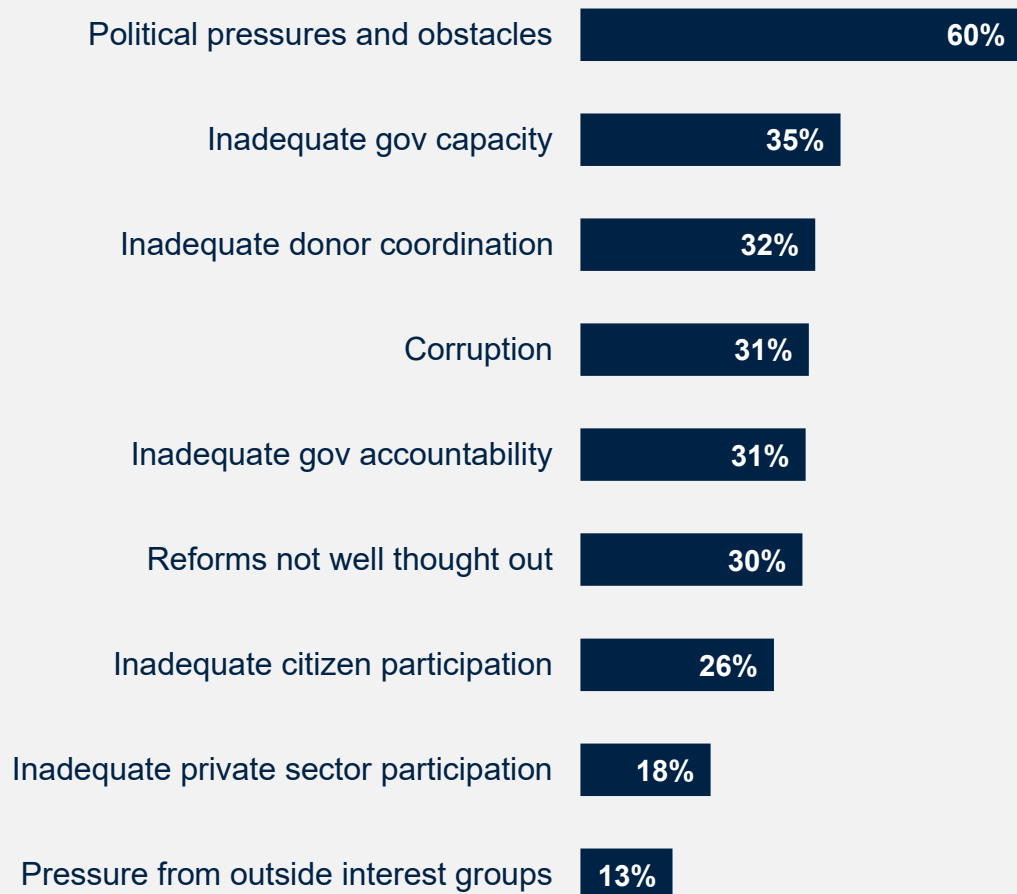
- Simplify and accelerate procedures, adapt safeguards to local realities, and use more agile, decentralized project management.
- Use analytical and convening roles to address structural constraints within the non-political mandate, including stronger donor coordination and policy dialogue.
- Design flexible, phased interventions—relief, early recovery, and long-term development—through multiple partners with robust monitoring and learning.

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 the Palestinian territories? Select up to 2 (%)*

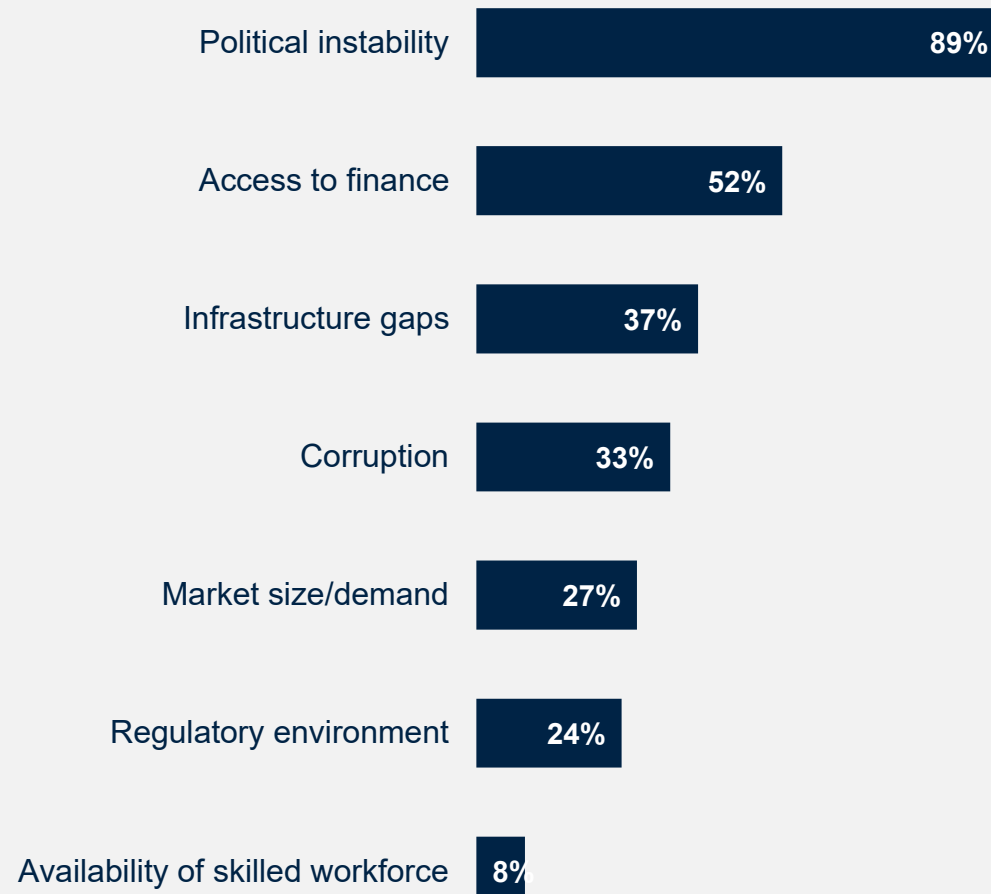


Political Instability and Political Pressures Are Key Barriers to Reforms and Private Sector Development in the Palestinian Territories

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



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



Communication and Outreach



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WBG Events, Direct Contact, and Social Media are the Most Preferred Channels to Obtain Information From the Bank

Top Two Preferred WBG Channels								
	All Respondents	Government Institutions	Local Government	Bilateral / Multilateral Agency	Civil Society	Private Sector	Academia	Media
WBG event / conference / workshop (in person or online)	55%	62%	85%	55%	24%	41%	42%	60%
Direct contact with WBG staff (e.g., in person, virtually, phone, email)*	45%	47%	60%	71%	27%	30%	19%	35%
WBG websites (including blogs)	41%	39%	40%	10%	29%	54%	65%	30%
WBG direct messaging (e.g., WhatsApp)*	35%	37%	35%	13%	44%	24%	27%	45%
WBG e-Newsletters*	29%	27%	20%	32%	34%	27%	27%	15%
WBG social media channels (e.g., Facebook, LinkedIn, Instagram, Twitter/X)*	29%	24%	25%	13%	34%	30%	39%	25%
WBG publications	20%	19%	0%	36%	15%	16%	27%	15%
WBG podcasts	8%	8%	10%	0%	5%	16%	8%	10%



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

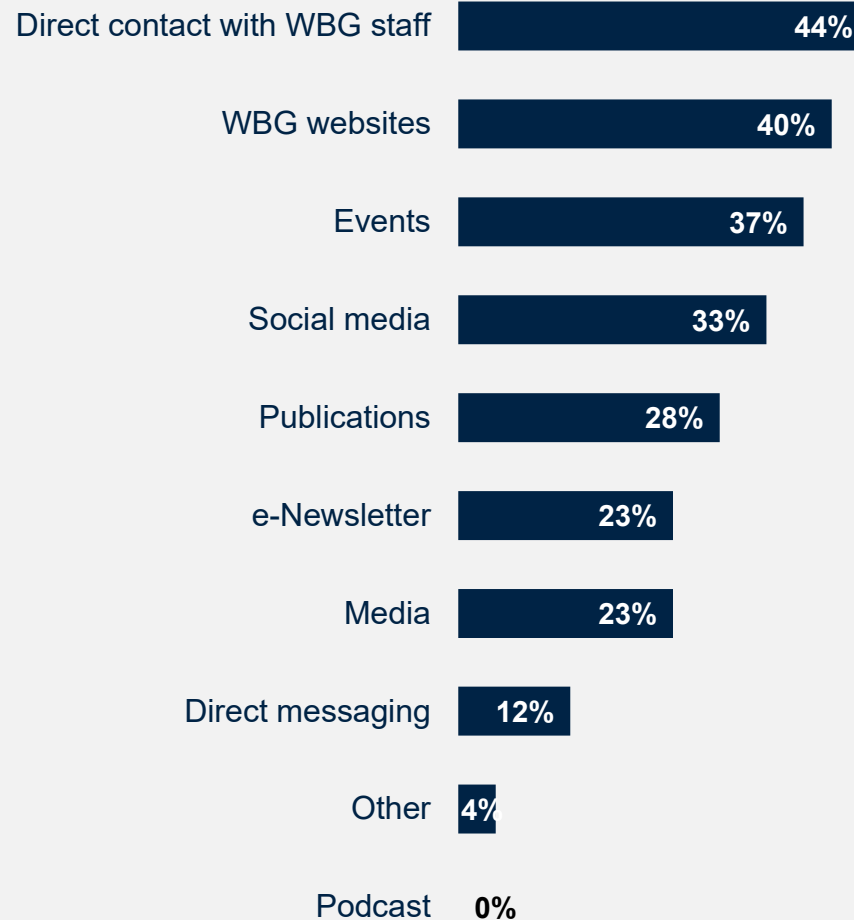
*Denotes significant differences between stakeholder groups



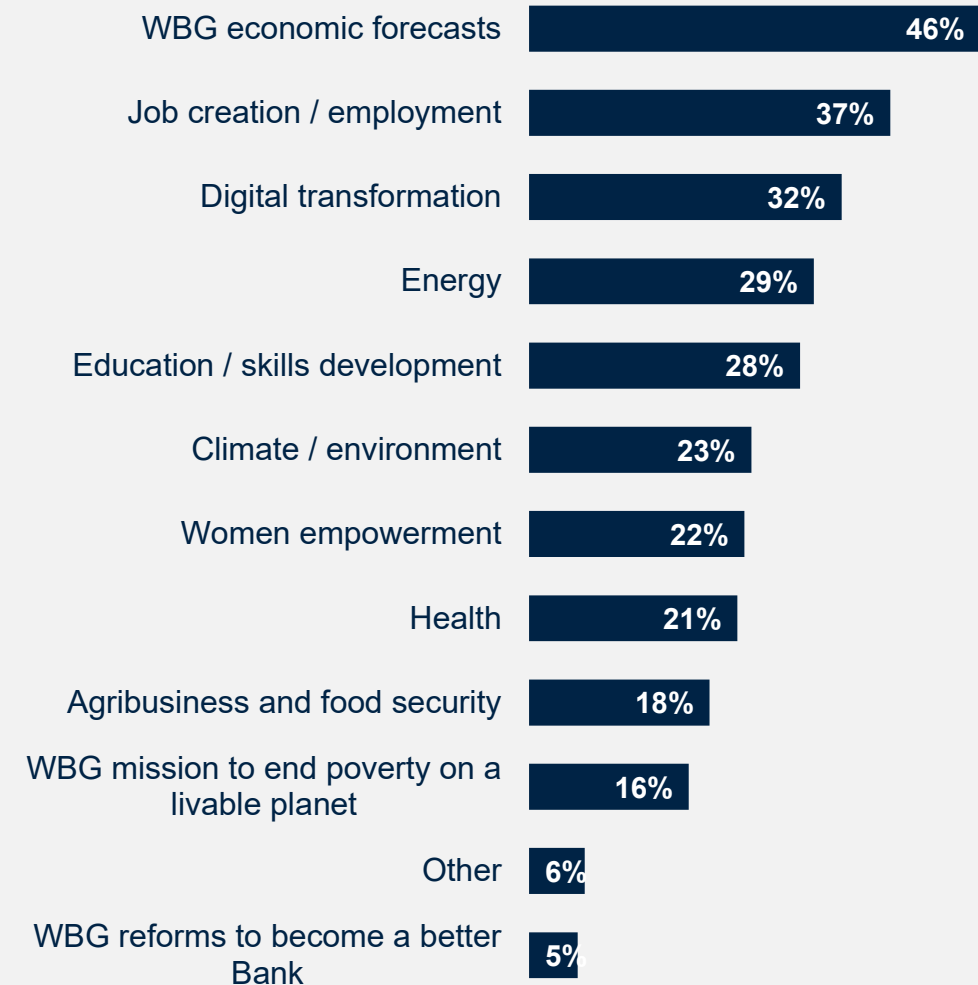
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59% of Respondents Recalled Seeing or Hearing About the WBG, Recently, Most Often through Direct Contact with WBG Staff

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



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



Stakeholders Wanted Information About WBG Research & Knowledge, Regular Updates on Activities, and Information on How to Partner

Top Two Types of Preferred Information About the WBG

	All Respondents	Government Institutions	Local Government	Bilateral / Multilateral Agency	Civil Society	Private Sector	Academia	Media
Outcomes / results of WBG-supported projects or initiatives	44%	42%	60%	52%	34%	27%	46%	25%
Impact assessments and evaluations of WBG-supported projects	42%	50%	35%	42%	34%	22%	27%	45%
WBG sector-specific strategies*	39%	45%	30%	39%	20%	16%	27%	10%
Overview of WBG financial products and services*	39%	27%	35%	23%	39%	70%	35%	30%
Information on how to work / partner with WBG	37%	31%	60%	23%	37%	41%	35%	45%
Regular updates on WBG activities	33%	33%	45%	42%	24%	24%	31%	60%
WBG research and knowledge	29%	23%	10%	26%	29%	24%	50%	30%



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

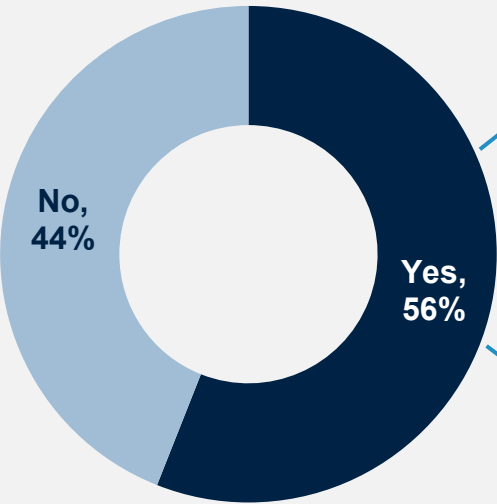
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Sample Demographics and Detailed Methodology

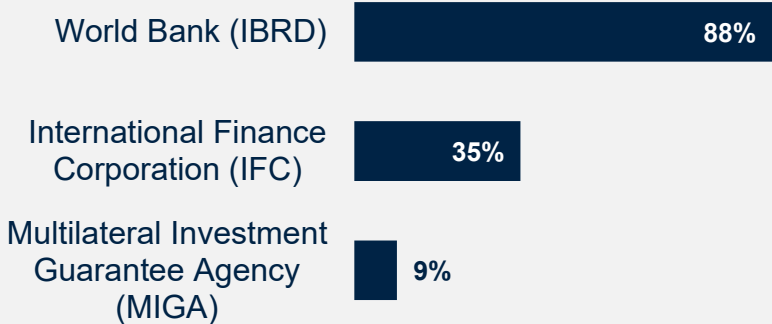


Sample Demographics

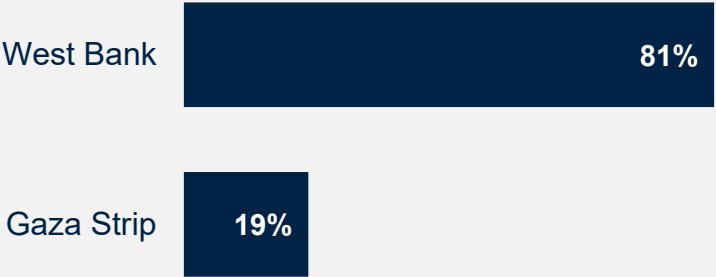
Q: *In the past 3 years, have you worked or collaborated with the WBG in the Palestinian territories?*
(N=253)



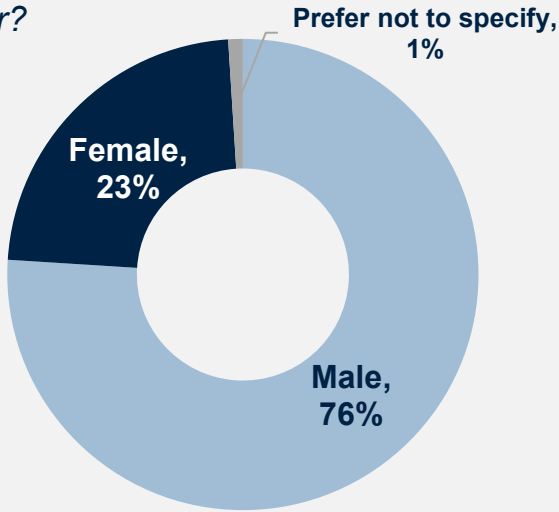
Q: *Which of the following WBG agencies have you worked or collaborated with in the Palestinian territories?*
(N=141)



Q: *Which best represents your geographic location?* (N=237)

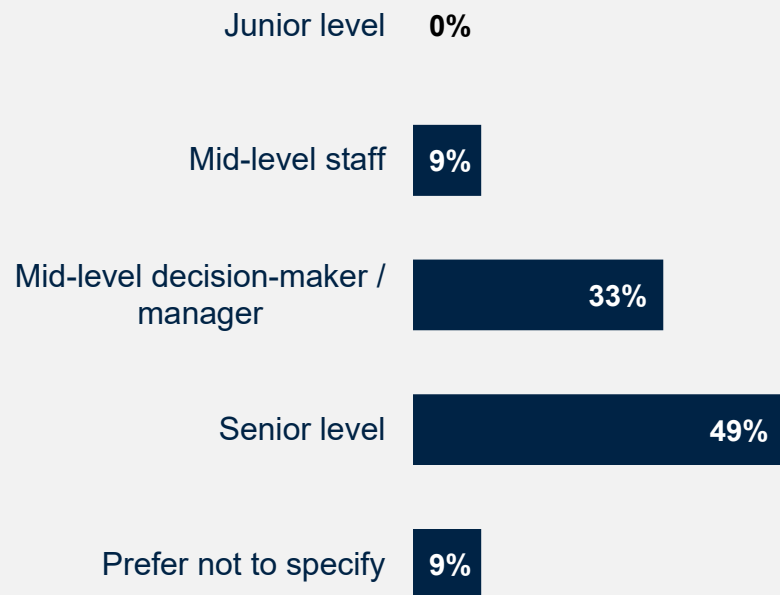


Q: *What is your gender?*
(N=237)

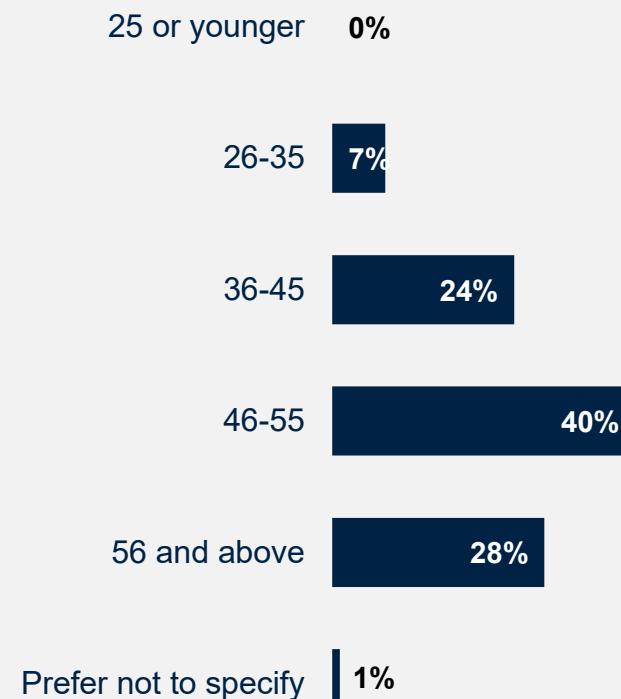


Sample Demographics (continued)

**Q: Within your organization,
would you describe yourself as...**
(N=235)



Q: What's your age?
(N= 234)



Detailed Methodology

In **March 2026**, a total of **539** stakeholders in the Palestinian territories 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 government institutions, bilateral or multilateral agencies, civil society organizations, the private sector, academia and research centers, and the media.

Of these stakeholders, **253 participated in the survey (47% response rate)**. Respondents completed the questionnaire online.

Since the previous survey in the West Bank and Gaza was conducted in FY17, this year’s results are compared with the FY25 averages for other countries affected by fragility and conflict,[^] including Cameroon, the Democratic Republic of Congo, Ethiopia, Iraq, Kosovo, and Timor-Leste. Significance testing was not conducted for these comparisons due to substantial differences in sample sizes; therefore, the reported means are provided for reference only. Where statistical testing was conducted, statistically significant findings (at the standard threshold of $p < .05$) are highlighted throughout the report.

Breakdowns for individual questions by stakeholder group can be found in the “West Bank and Gaza 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	
Q: <i>What is your primary professional affiliation? (Select only 1 response)</i>	
	FY 2026
Government Principals: Office of the President, Prime Minister, Minister	2%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	33%
Local Government	7%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	6%
Civil Society Organization: Local and regional NGOs, Community-Based Organization, Private Foundation, Professional/Trade Association, Faith-Based Group, Youth Group	13%
Private Sector: Private Company, Financial Sector Organization, Private Bank, Small, Micro & Medium Enterprise	12%
Academia/Research Institute/Think Tank	8%
Media	8%
Total Number of Respondents	253

[^] Classification of Fragile and Conflict-Affected Situations can be found here:
<https://www.worldbank.org/en/topic/fragilityconflictviolence/brief/classification-of-fragile-and-conflict-affected-situations>



Country Opinion Surveys

Thank you

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

countrysurveys@worldbankgroup.org

