



Country Opinion Surveys

FY 2026 Türkiye

Country Opinion Survey Report

Acknowledgements

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

- 1.Overall Views of the WBG:** How familiar are stakeholders with the WBG? What are their opinions on the WBG's effectiveness and relevance to development in Türkiye? 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? How could the WBG improve its effectiveness in Türkiye?
- 3.WBG Instruments:** What do key stakeholders value most about the WBG's work in Türkiye? What are their views on the WBG's financial instruments and knowledge products?
- 4.The WBG's Engagement and Collaboration:** How effective is the WBG in collaborating with different stakeholder groups in Türkiye? Are these perceptions of the WBG's collaboration improving or declining? How effective has the WBG's support been for the government's engagement with civil society in development policy dialogue and implementation?
- 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?



Methodology Overview

Fielded in January – March 2026

- 1,064 potential participants were asked to complete the survey
- Respondents received an email link to the questionnaire and completed it online
- A list of names was provided by the WBG country team
- Data collection managed on the ground by the independent fielding agency

243 participants (23% response rate)

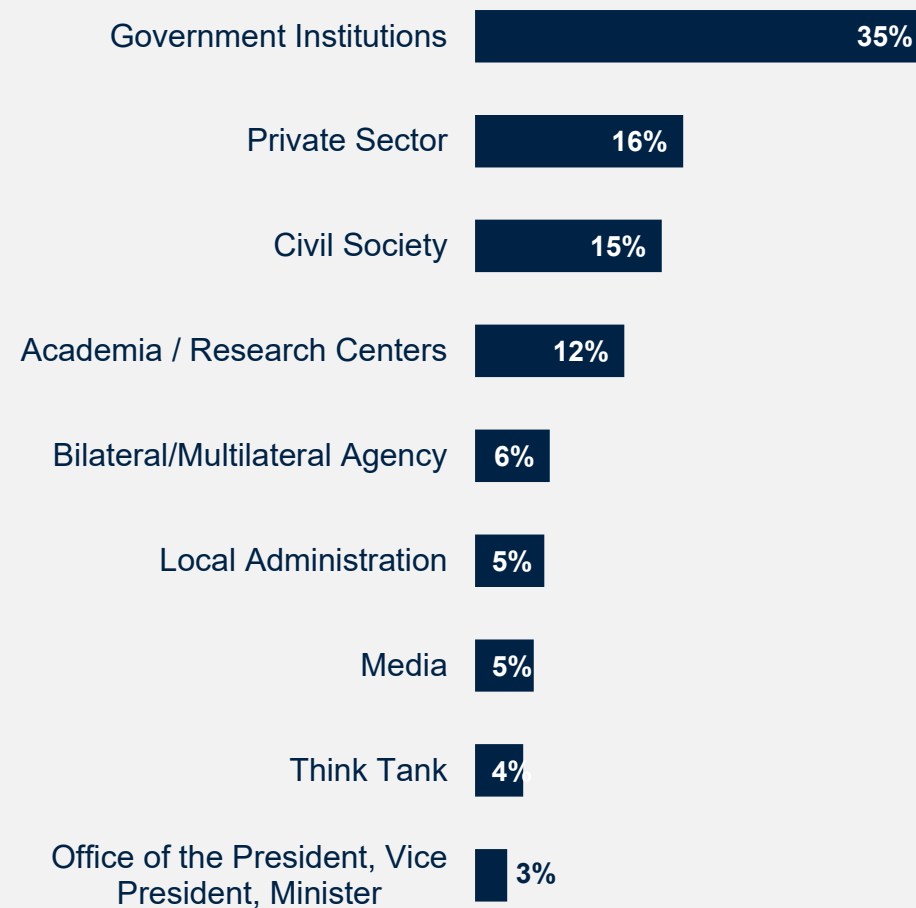
- 63% have collaborated with the WBG within the past 3 years

Compared to the FY23 Country Survey Results

- 167 participants (15% response rate)
- 79% collaborated with the WBG

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

Stakeholders in FY26 COS Sample



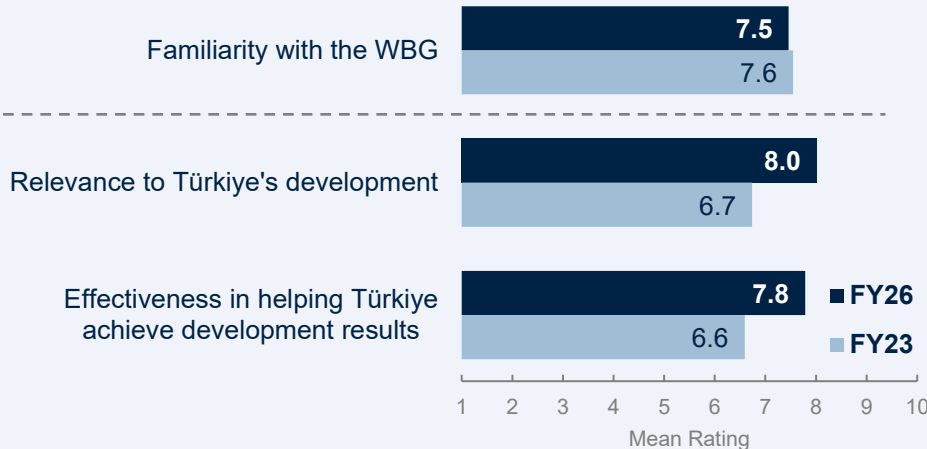
Executive Summary

1. Overall Views of the WBG:

In this year's Country Survey, respondents reported similar levels of **familiarity** with the WBG's work as in the FY23 COS. The WBG was considered the most relevant and most effective among multinational institutions, and ratings for the Bank's relevance and effectiveness in achieving development results in Türkiye were significantly improved compared to FY23.

Ratings for the WBG's relevance and effectiveness among respondents in Türkiye were on par with those of respondents in other Europe and Central Asia countries surveyed in FY25 and were higher than those of respondents in other IBRD countries surveyed in FY25.

More than a third of respondents felt that the WBG was "very effective" at helping to **create the conditions** for more and better jobs in Türkiye (37%) and in **aligning its support** for job creation to Türkiye's national priorities (35%).

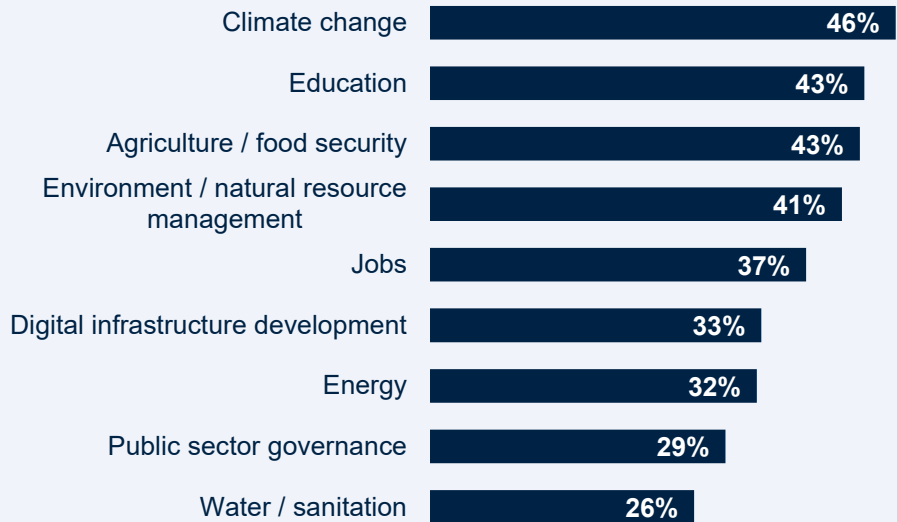


2. The WBG's Work on Development Priorities:

Climate change, education, agriculture, environment/natural resource management, and jobs were considered the top priorities for WBG's focus in Türkiye by stakeholders in this year's Country Survey.

These priorities were similar to those identified in FY23; however, respondents in FY26 were much more likely to identify **digital development** and **energy** as priority areas compared to FY23.

In their open-ended responses, stakeholders discussed similar priority areas; however, climate change was seen as a cross-cutting area across energy, infrastructure, and policy/prioritization. Local and national governance was considered foundational to sustainable reforms, and respondents felt the WBG should increase its capacity building, transparency, and anti-corruption efforts. Respondents also felt that WBG financing should be used as leverage for policy reforms, especially related to climate, human rights, and democracy.



Executive Summary (continued)

2a. Improving WBG Operational Effectiveness:

In their open-ended comments, stakeholders discussed improvements to the WBG's operations to strengthen their efficiency in Türkiye. Respondents emphasized the need to **reduce bureaucracy and streamline procedures**, calling for simplification and harmonization with local legislation to accelerate project lifecycles. Respondents also discussed decentralizing decision-making authority from Washington and advocated for a more flexible, risk-calibrated approach.

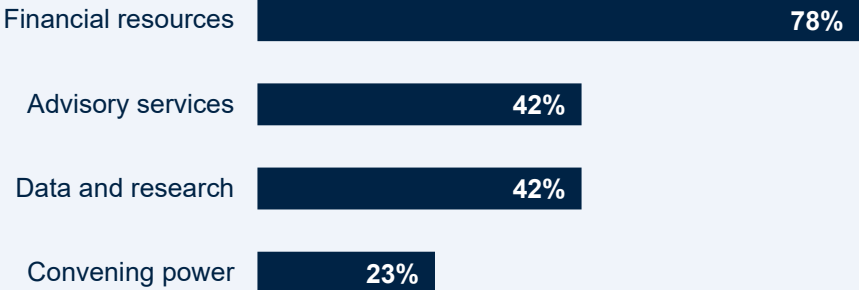
Stakeholders emphasized the need to **strengthen institutional and local capacity** by hiring more local experts who understand the unique context in Türkiye and hiring more experienced technical personnel for PMUs. More broadly, respondents felt the WBG should form long-term partnerships that genuinely build capacity among those involved.

Respondents felt that the WBG could be more effective if it **deepened its collaboration with stakeholders**, especially at the local level. They felt that civil society should be treated as implementing partners and that academia and the private sector should be more systematically brought into project design and execution. Respondents also discussed that policy dialogues should begin earlier and be more inclusive to ensure projects are locally owned and grounded.

3. WBG Instruments:

More than three-quarters of respondents viewed the WBG's **financial resources as its greatest value** to Türkiye (78%). Although perceptions of WBG financing meeting the needs of Türkiye were similar to FY23, perceptions of the timeliness of its financial support were lower this year. In open-ended comments, respondents wanted the Bank to diversify its financial support, calling for more grants, particularly for local administrations and grassroots organizations.

Respondents also wanted long-term, predictable financing mechanisms, and some suggested that the Bank implement staged, installment-based funding models tied to milestone completion.



Nearly all stakeholders reported that they had utilized the WBG's knowledge work in the past three years (87%), most often research and analytical reports (59%). Moreover, nearly half of all respondents felt that the Bank's knowledge work made a "very significant impact" on development results (46%, significantly improved since FY23).

In their open-ended comments, respondents discussed that the WBG could do more to **strengthen the applicability and access of its knowledge work**. Stakeholders wanted deeper, data-driven sector analyses and near-future global scenarios grounded in real evidence. Respondents suggested the WBG collaborate more with academia to combine global expertise with local knowledge. Several respondents also noted the need for more communication of knowledge products, using simpler visualizations and more accessible formats. A recurring concern was that **technical assistance should rely more on local experts** who understand the local context. Capacity building was seen as essential, and respondents felt that WBG technical assistance and policy advice should be more aligned with Türkiye's national goals.



Executive Summary (continued)

5. The WBG's Partnership and Collaboration:

Stakeholders in FY26 were more likely to see the WBG as a **long-term development partner** that is **responsive** to their needs than in FY23. Indeed, their ratings for the WBG's collaboration with the national government were also significantly improved. Notably, ratings for WBG collaboration with Parliament, civil society, academia, and the private sector were at least a point lower (on a 10-point scale) than ratings for collaboration with the national government.

In addition to its partnership with the national government, respondents would like the WBG to **collaborate more with local administrations** (45%), **civil society** (41%), the **private sector** (36%), and **academia** (31%) to have a greater impact in Türkiye. Expanded outreach to civil society and academia is additionally recommended, given their lower levels of familiarity with the WBG.

In their written responses, stakeholders emphasized that the WBG needed to **broaden its circle of partners** beyond government ministries by engaging more deeply with the private sector and academia as active partners in projects, treating civil society as implementing partners rather than consulted parties, and more directly engaging with local authorities. Respondents also discussed that the Bank should **increase its visibility** with a stronger communications strategy **and be more proactive** in its outreach. Increased transparency and translation were considered practical steps toward making the WBG more accessible and understandable to local actors. Respondents discussed that **deepened and decentralized dialogue**, by initiating policy dialogue earlier and more inclusively, would help ensure that Bank-supported projects reflect local ownership and are grounded in country realities from the outset.



6. Communications:

To obtain information from the Bank, stakeholders most preferred WBG **events/conferences/workshop** (67%) and **direct contact** with WBG staff (50%). **Nearly two-thirds of respondents reported recently seeing or hearing about the WBG recently** (63%), most commonly about the WBG's work on climate/environment initiatives (55%) and WBG economic forecasts (44%).



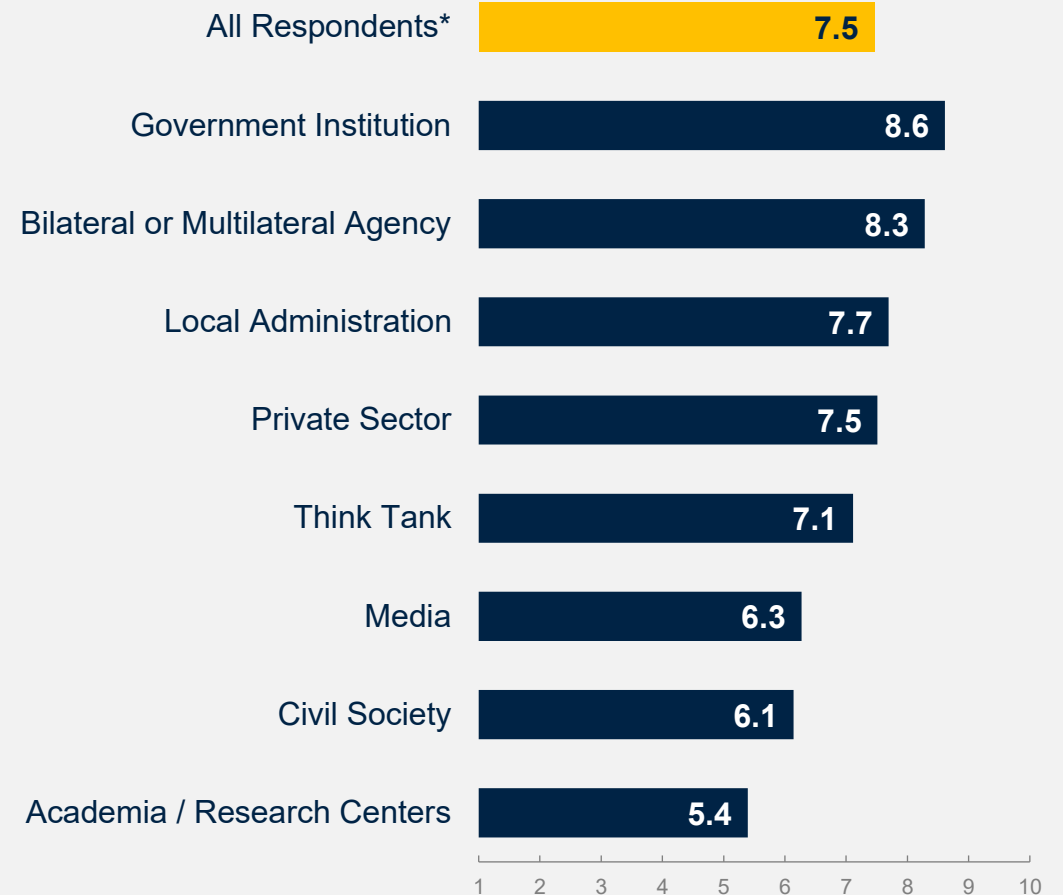
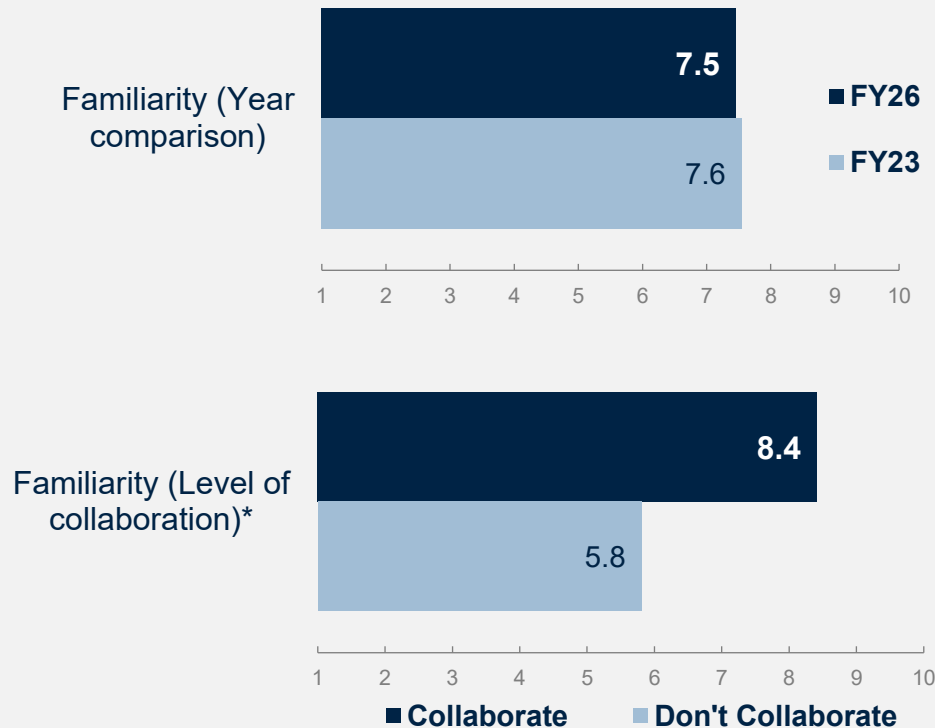
Overall Views of the World Bank Group



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Familiarity with the WBG Remained Stable, With Those who Collaborate Being Significantly More Familiar

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

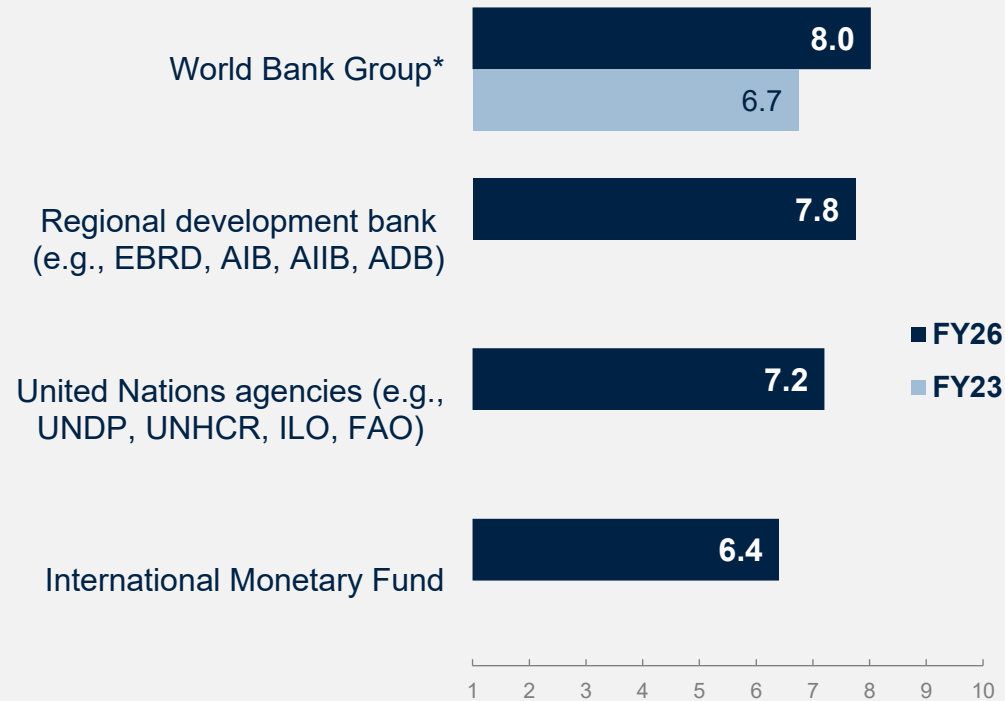


* Denotes significant differences between groups

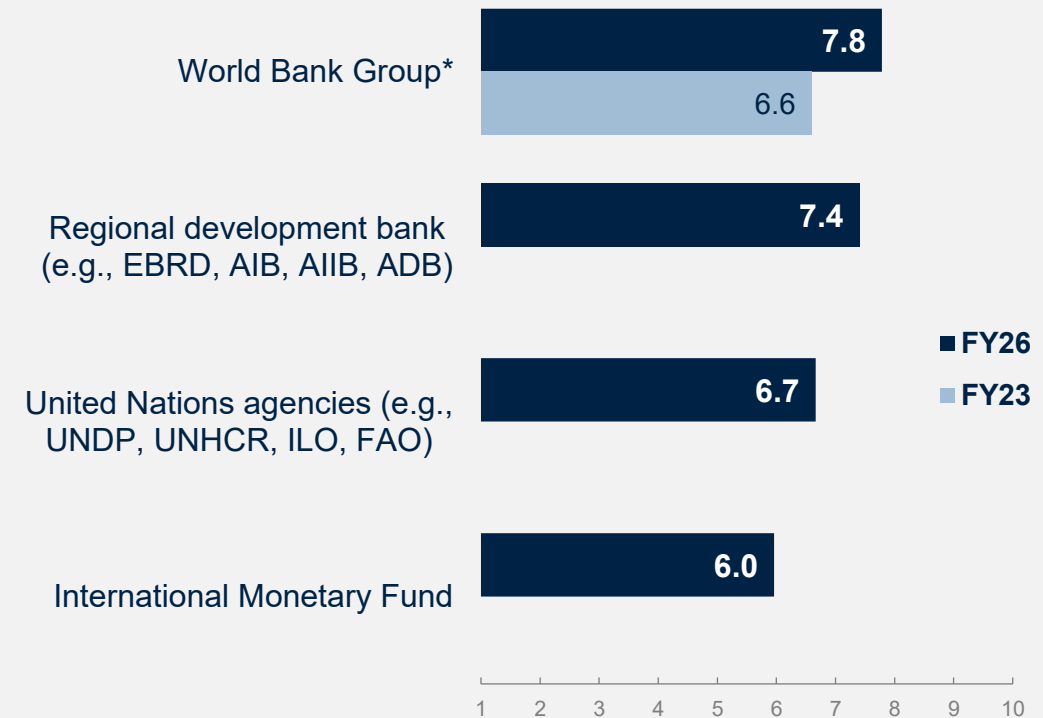


The WBG is Considered the Most Relevant and Effective Institution in Türkiye, with Perceptions of its Relevance and Effectiveness Significantly Improved Since FY23

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



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



Of note, respondents across all stakeholder groups gave statistically similar ratings for the WBG's relevance and effectiveness.

*Denotes significant differences between years

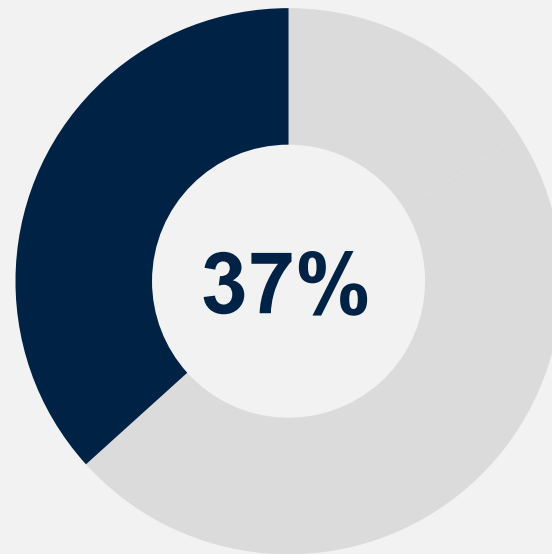


More Than a Third of Respondents Rated the WBG as “Very Effective” in Helping to Create Jobs in Türkiye

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

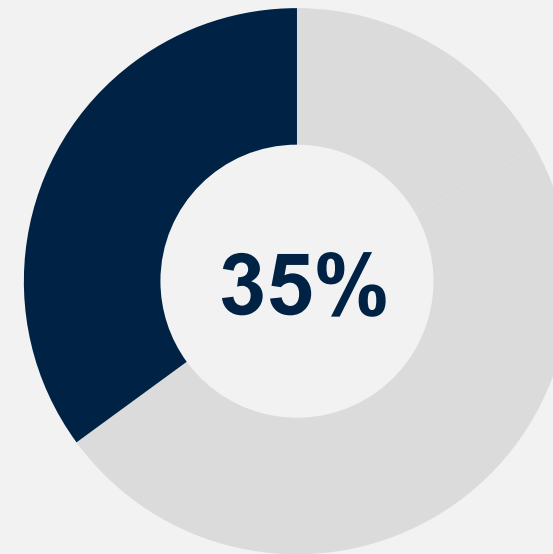
Creating the **conditions for more and better jobs** in Türkiye
(% rating – 8-10 on a 10-point scale)

Mean = 6.6

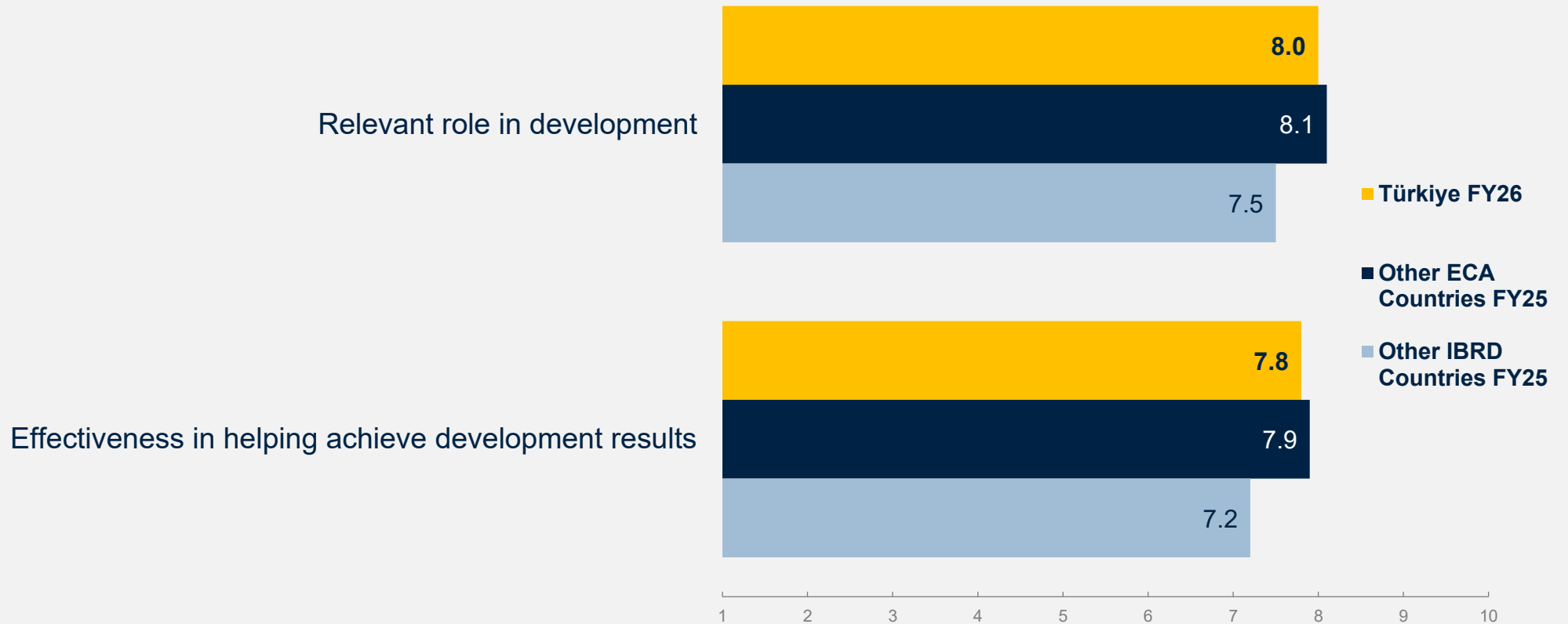


Aligning its support for job creation to the national priorities in Türkiye
(% rating – 8-10 on a 10-point scale)

Mean = 6.6



Stakeholder Ratings for the WBG's Relevance and Effectiveness in Türkiye Were On Par with Other Europe and Central Asia Countries and Higher Than Other IBRD Countries Surveyed in FY25



FY25 ECA countries included: Kazakhstan, Kosovo, Tajikistan

FY25 IDA/IBRD countries included: Angola, Argentina, Bolivia, Botswana, China, Colombia, Ecuador, Gabon, Guatemala, India, Indonesia, Iraq, Jordan, Kazakhstan, Mauritius, Mexico, Panama, Peru, Philippines, Thailand



The WBG's Work on Development Priorities



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Climate Change, Agriculture, Education, Environment, and Jobs Considered Top Areas for WBG Focus

These priorities were similar to those identified in the FY23 country survey; however, respondents in FY25 were much more likely to identify **digital development** and **energy** as priority areas compared to FY23 (13% and 15%, respectively).

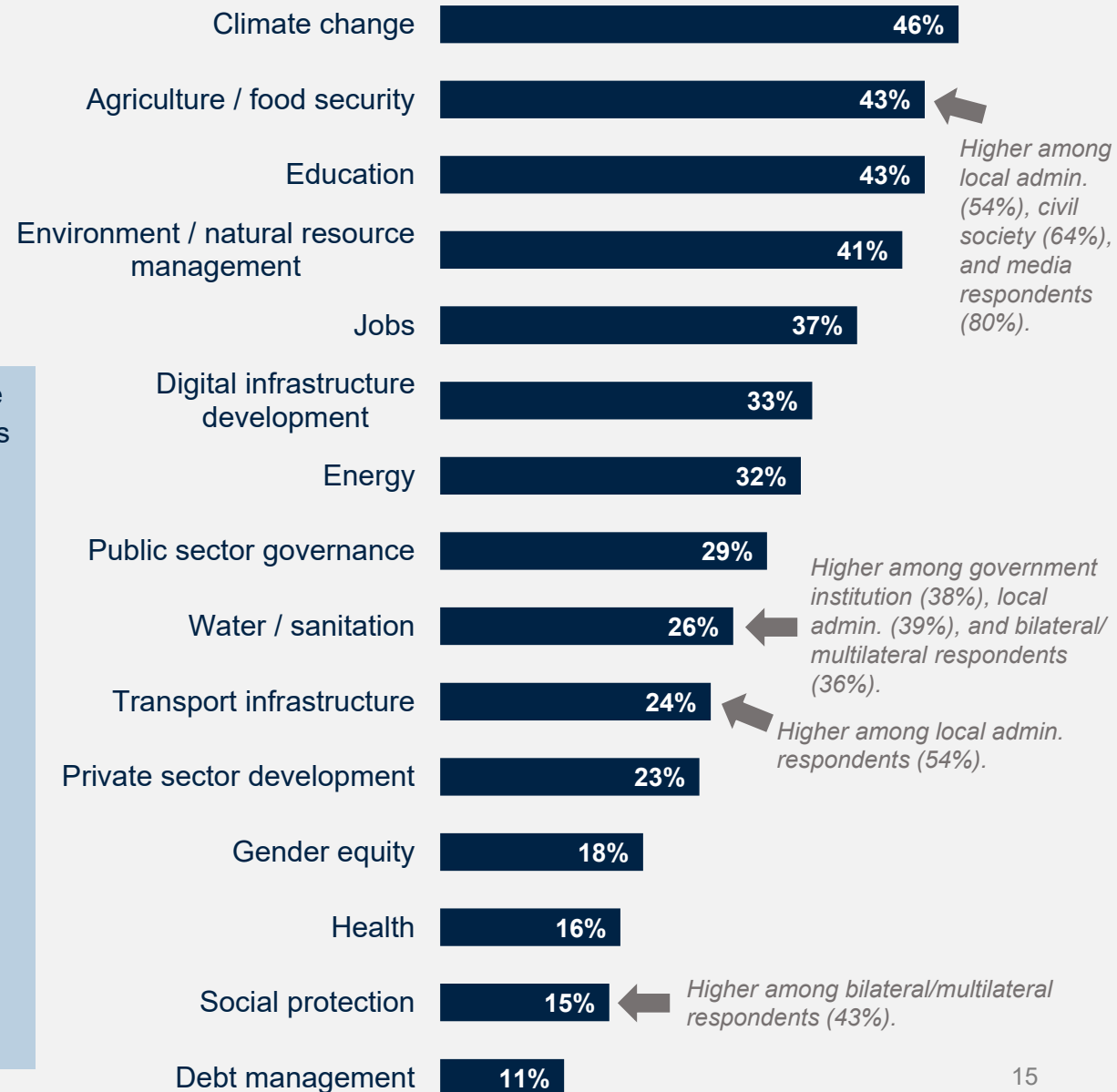
In their open-ended responses to the question of how the WBG can be more effective in Türkiye, respondents discussed a broad view of areas in which the WBG should further its engagement across both **traditional development sectors** (energy, agriculture, infrastructure) and **more structural or enabling areas** (governance, capacity building).

Climate change was a cross-cutting area and was discussed regarding transitioning to renewable energy sources, improving electricity grid infrastructure, and assisting the government in developing its climate policy and prioritization.

Governance, at the local and national levels, was often mentioned as foundational to sustainable reforms. Respondents mentioned capacity building, transparency, and anti-corruption efforts.

Another cross-cutting theme discussed was using WBG financing as leverage for meaningful **policy reform**, especially as it relates to climate, human rights, and democracy.

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



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

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

Reduce Bureaucracy and Streamline Procedures

- Many respondents described WBG procurement regulations as “long and tedious,” calling for **simplification and harmonization** with local legislation to accelerate project cycles.
- **Decentralizing decision-making** authority, particularly on procurement and legal matters, from Washington to the Ankara office was seen as key to speeding up field activities.
- Respondents also advocated for a **more flexible, risk-calibrated approach** for institutions with a proven track record, allowing lower-risk processes to move faster.

Strengthen Institutional and Local Capacity

- Respondents emphasized **hiring local experts** who understand the cultural and legal context, rather than relying primarily on foreign consultants.
- Project Management Units should be staffed with **experienced technical personnel**, and the burden on Task Team Leaders reduced to allow for quicker feedback and stronger project oversight.
- More broadly, the WBG should move beyond simply providing financing toward **long-term partnerships** that genuinely strengthen the implementation and performance monitoring capabilities of public institutions.

Deepen Collaboration and Engagement

- Civil society organizations and NGOs should be treated as **implementing partners**, not merely consulted, and academia and the private sector should be more systematically brought into project design and execution.
- Development policy **dialogues should begin earlier and more inclusively** to ensure projects are locally owned and grounded in country realities.
- **Greater direct engagement with municipalities and local governments**, including simpler access to financing, was frequently cited as a gap that limits the WBG's impact on the ground.

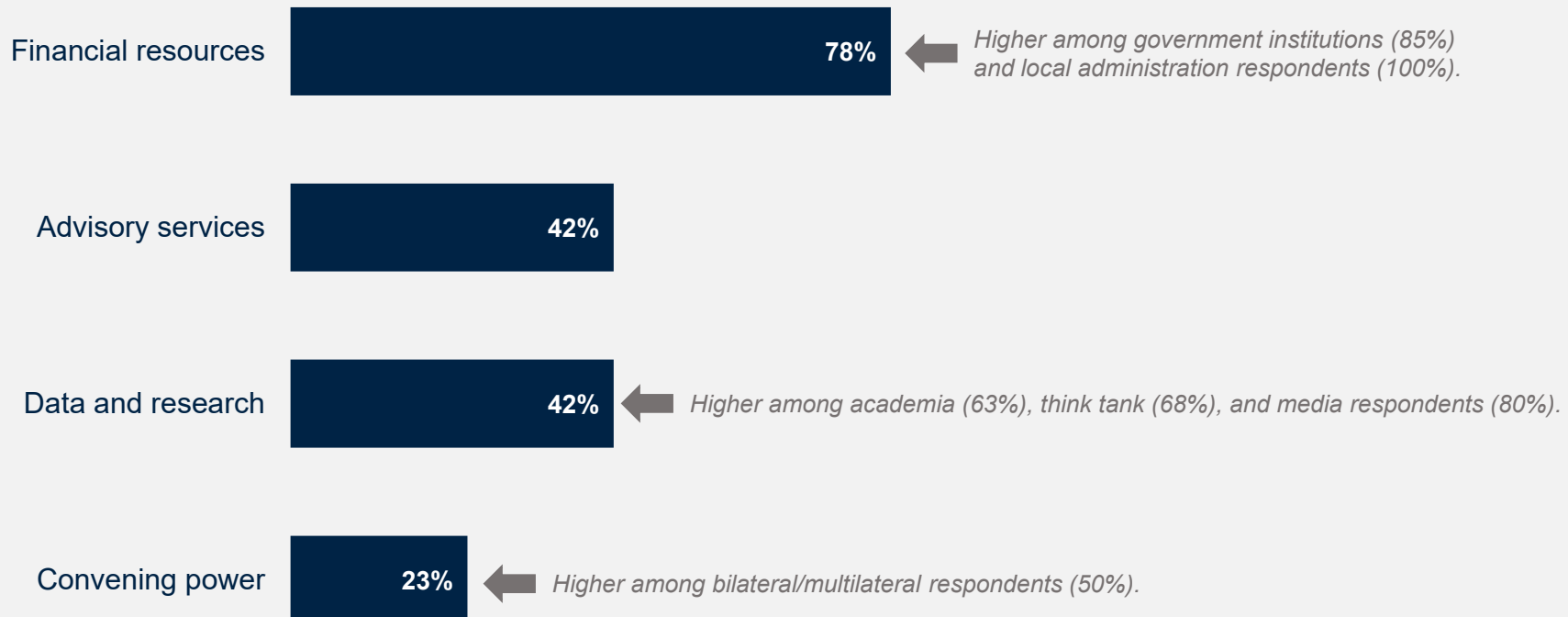
The WBG's Instruments



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Financial Resources Were Overwhelmingly Considered the WBG's Greatest Value to Türkiye

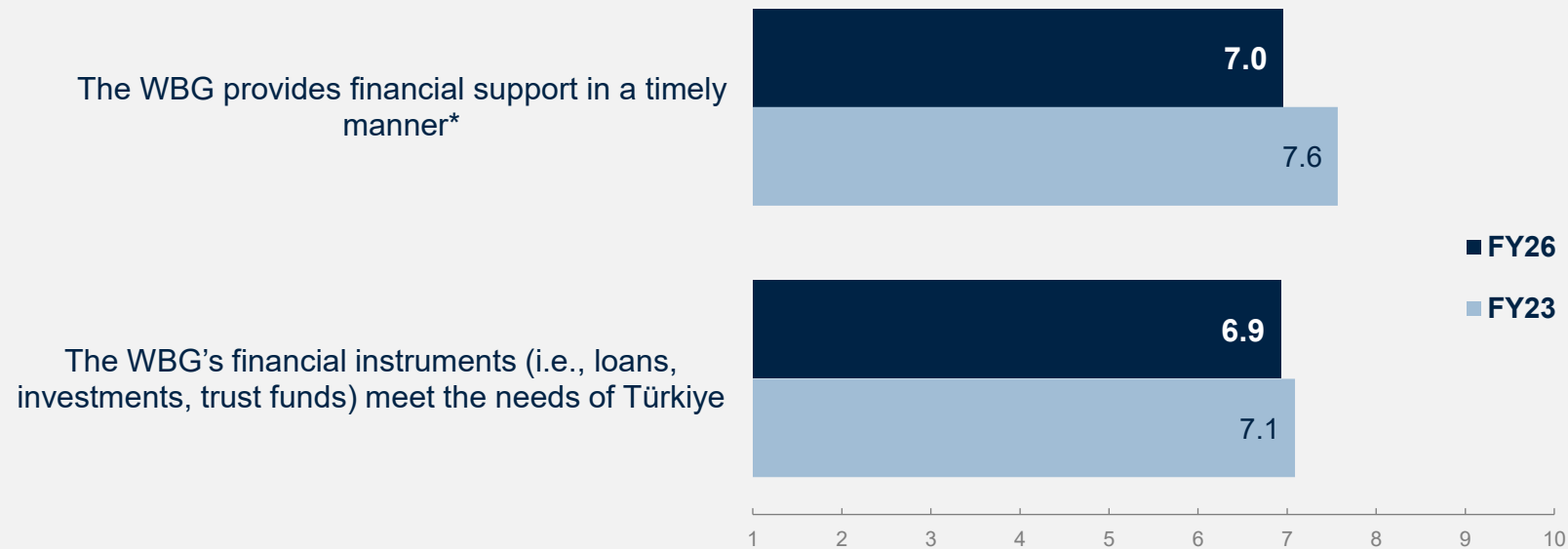
Q: Which WBG instruments do you VALUE the most in Türkiye? Select up to 2 (%)



Declining Perceptions of WBG Financing Being Timely, but Still Considered to Meet the Needs of Türkiye

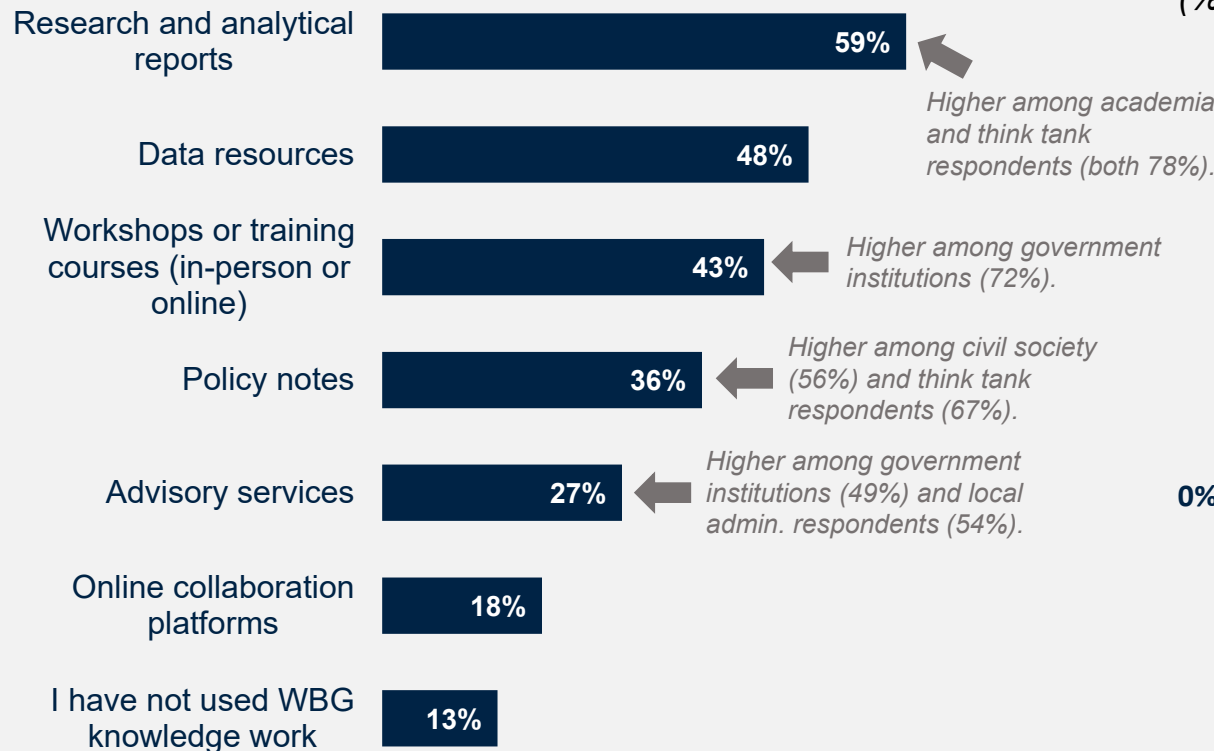
Respondents from **government institutions** had the highest levels of agreement that WBG financial instruments meet the country's needs and that the WBG provides financial support in a timely manner (both means = 7.5) whereas respondents from **civil society** (means = 5.9 and 5.8, respectively) and the **media** (means = 5.4 and 6.0, respectively) had significantly lower levels of agreement for both.

Q: *To what extent do you agree with the following statements about the WBG's financial support to Türkiye?*
1=Strongly disagree; 10=Strongly agree (Mean is reported)

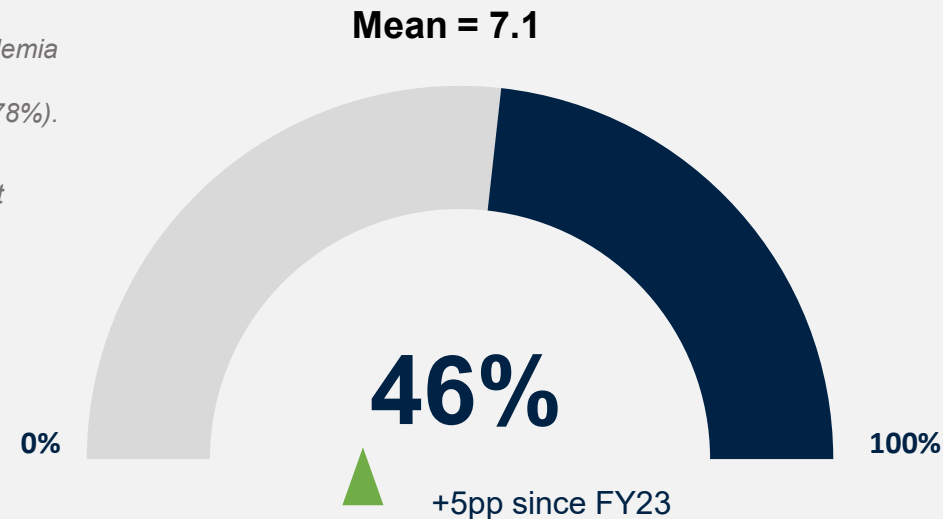


Nearly All Respondents Used Knowledge Work in the Past Three Years; Perceptions of the Contribution of WBG Knowledge Work to Development Results Have Improved

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 Türkiye? 1=Not significant at all; 10=Very significant (% rating – 8-10 on a 10-point scale)**



FY23 In FY23, 41% of stakeholders selected 8-10, answering this question



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

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

Diversify and Modernize Financial Support

- Respondents called for **more grants**, not just loans, particularly for local governments and grassroots organizations, viewing smaller grant programs as an effective first step for needs assessment before scaling up to larger financing.
- There was strong support for **long-term, predictable financing mechanisms** tailored to strategic priorities such as the green transition, energy efficiency, and climate finance.
- Some respondents suggested a **staged, installment-based funding** model tied to milestone completion to improve accountability and ensure efficient use of resources.

Strengthen the Applicability and Access of Knowledge Products

- Respondents want the WBG to produce **deeper, data-driven sector analyses and near-future global scenarios** that are grounded in real evidence and can inform Türkiye's development decisions.
- There was a clear call for greater collaboration with universities and research centers to **combine global expertise with local academic knowledge**.
- Several respondents also noted the need for **clearer communication of knowledge products**, using simpler visualizations and more accessible formats to make WBG research usable by a wider audience.

Make Technical Assistance More Locally Grounded

- A recurring concern was that **technical assistance should rely more heavily on local experts** who understand the legal and cultural context, with several respondents describing the use of foreign consultants as a poor use of resources.
- **Capacity building** — through periodic training, workshops, and institutional support — was seen as essential to ensuring that WBG-funded projects are effectively implemented on the ground.
- Technical assistance and policy advice should be **more explicitly aligned with Türkiye's national targets** (such as its net-zero 2053 commitment) and should help resolve conflicts between WBG requirements and local regulations.

The WBG's Engagement and Collaboration



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Perceptions of the WBG as a Responsive, Long-Term Partner to Türkiye Have Improved

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

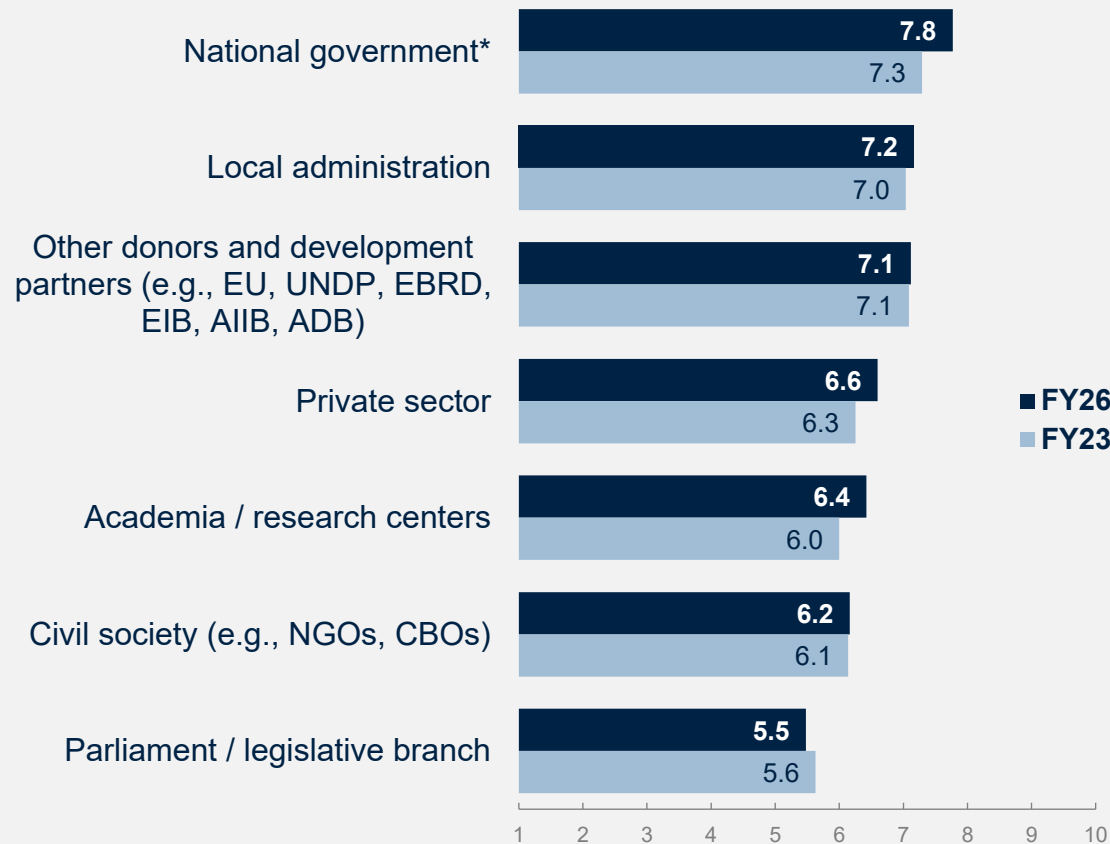


*Denotes significant differences between years

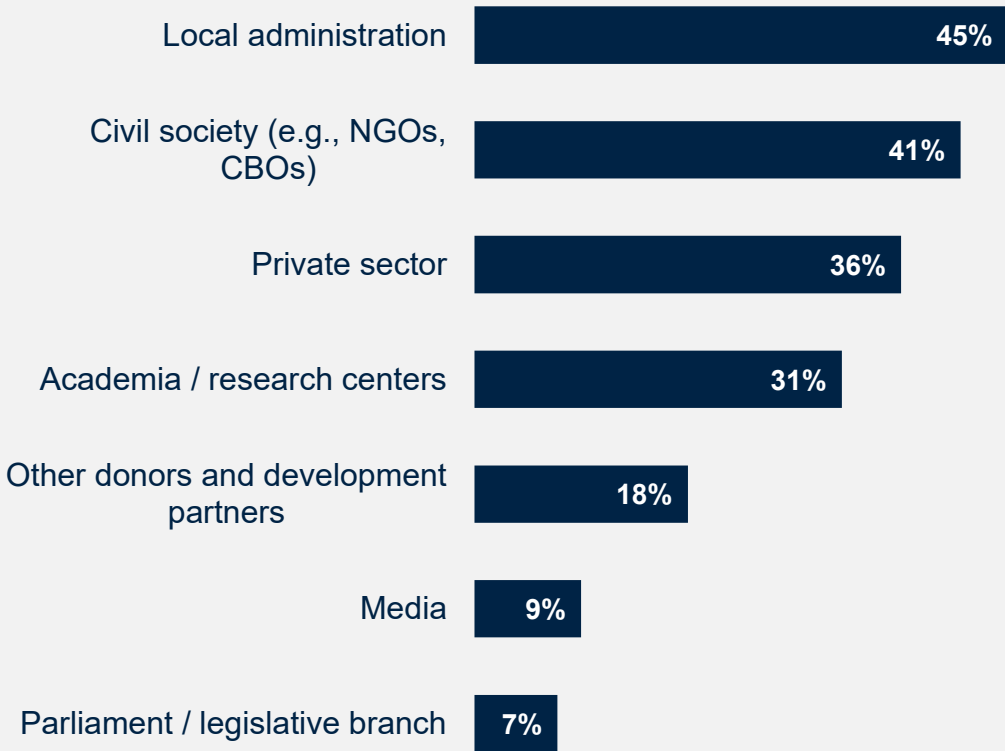


Perceptions of WBG Collaboration with National Government Have Improved Since FY23; Respondents Called for More Collaboration with Local Administrations and Civil Society in the Future

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



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 Türkiye? Select up to 2 (%)

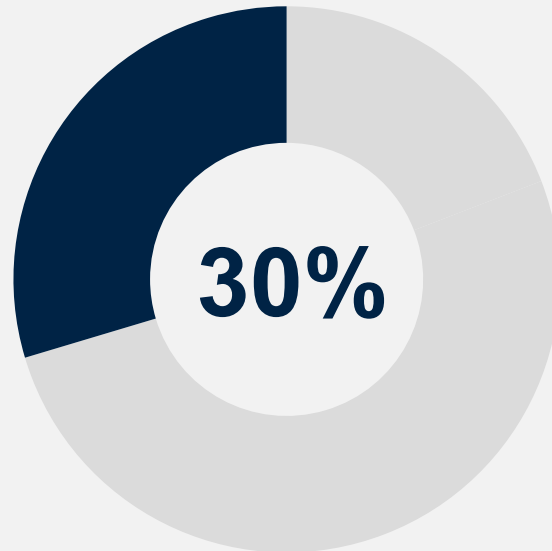


*Denotes significant differences between years

3 in 10 Respondents Considered the WBG's Facilitation of Civil Society Participation as "Very Effective"

Q: How effective is the WBG in *facilitating civil society participation* in development policy dialogue and implementation in Türkiye?
1=Not effective at all; 10=Very effective
(% rating – 8-10 on a 10-point scale)

Mean = 6.3



Respondents from **government institutions** gave significantly higher ratings for the WBG's effectiveness in facilitating civil society participation in development policy dialogue and implementation in Türkiye (mean = 6.8) than respondents from **civil society** (mean = 5.3).

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

"...Particularly in critical operations such as the Türkiye Earthquake Recovery and Reconstruction Project (TERRP), launched after the 2023 earthquakes, through "Stakeholder Engagement Plans." Within this framework, local communities and NGOs affected by the project have the opportunity to directly monitor reconstruction processes thanks to established grievance and feedback mechanisms."

(Government Institution Respondent)

"One of the strongest examples of WBG–civil society engagement in Türkiye has been in the refugee response, particularly under World Bank–supported operations complementing the Emergency Social Safety Net (ESSN) and municipal resilience projects."

(Bilateral/Multilateral Agency Respondent)

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

Involve Civil Society Earlier and More Inclusively: Respondents consistently called for civil society to be engaged at the early stages of project design and priority-setting. The WBG should broaden outreach beyond traditional government-approved channels to include a diverse range of voices.

Shift Civil Society from Consulted Party to Implementing Partner: Respondents want CSOs seen as active implementing partners rather than passive consultants and suggested replicating successful models (such as the stakeholder engagement plans from the TERRP) as a way to scale proven approaches.

Build Capacity, Transparency, and Access: Respondents urged the WBG to provide capacity-building grants, training, and technical support to help smaller CSOs prepare, implement, and monitor projects. A transparent feedback mechanism showing how civil society input is reflected in final project designs was seen as key to building trust.



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 Türkiye?

Broaden the Circle of WBG Partners

- Respondents strongly urged the WBG to **move beyond central government ministries** and engage more deeply with the private sector, academia, and think tanks as active partners in project design and implementation.
- **Civil society organizations**, particularly local NGOs, should be treated as implementing partners rather than consulted parties, with less reliance on large international NGOs or UN agencies.
- Direct engagement with **municipalities and local governments** was frequently cited, with suggestions to explore diversified funding channels and dedicated meetings to identify opportunities at the subnational level.

Increase Visibility and Be More Proactive

- Rather than waiting for stakeholders to initiate contact, respondents encouraged the WBG to **take a more active stance** — organizing meetings, events, and interactive forums to present its work and explore partnerships.
- A **stronger media and communications strategy**, including greater use of social media and regular analytical commentary, was seen as essential to raising the WBG's profile in Türkiye.
- Increased **transparency and translation** were considered a practical step toward making the WBG more accessible and understandable to local actors.

Deepen and Decentralize Dialogue

- A recurring recommendation was to **initiate policy dialogue earlier and more inclusively**, ensuring that projects reflect local ownership and are grounded in country realities from the outset.
- Several respondents proposed opening field offices in cities beyond Ankara to **strengthen on-the-ground presence**, improve stakeholder contact, and enhance project monitoring.
- **Engaging universities and youth more systematically**, including through dedicated grant windows for young academics and community groups, was seen as a way to broaden the WBG's reach and cultivate long-term relationships.

Communication and Outreach



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WBG Events/Workshops and Direct Contact with Staff 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 bilateral/multilateral agencies preferred direct contact with WBG staff. In contrast, respondents from the media preferred WBG social media channels and events.

	Top Two Preferred WBG Channels								
	All Respondents	Government Institution	Local Administration	Bilateral or Multilateral Agency	Civil Society	Private Sector	Think Tank	Academia	Media
WBG event / conference / workshop (in person or online)	67%	71%	62%	43%	64%	65%	78%	67%	60%
Direct contact with WBG staff* (e.g., in person, virtually, phone, email)	50%	64%	46%	50%	55%	35%	33%	41%	20%
WBG websites (including blogs)	35%	29%	46%	29%	39%	29%	67%	41%	30%
WBG publications*	29%	22%	8%	21%	33%	38%	56%	41%	0%
WBG direct messaging (e.g., WhatsApp)	27%	30%	38%	29%	21%	18%	22%	26%	30%
WBG e-Newsletters	26%	16%	46%	43%	36%	35%	22%	19%	30%
WBG social media channels* (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	22%	13%	31%	21%	27%	21%	0%	33%	60%
WBG podcasts*	7%	4%	0%	0%	3%	12%	11%	11%	30%



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

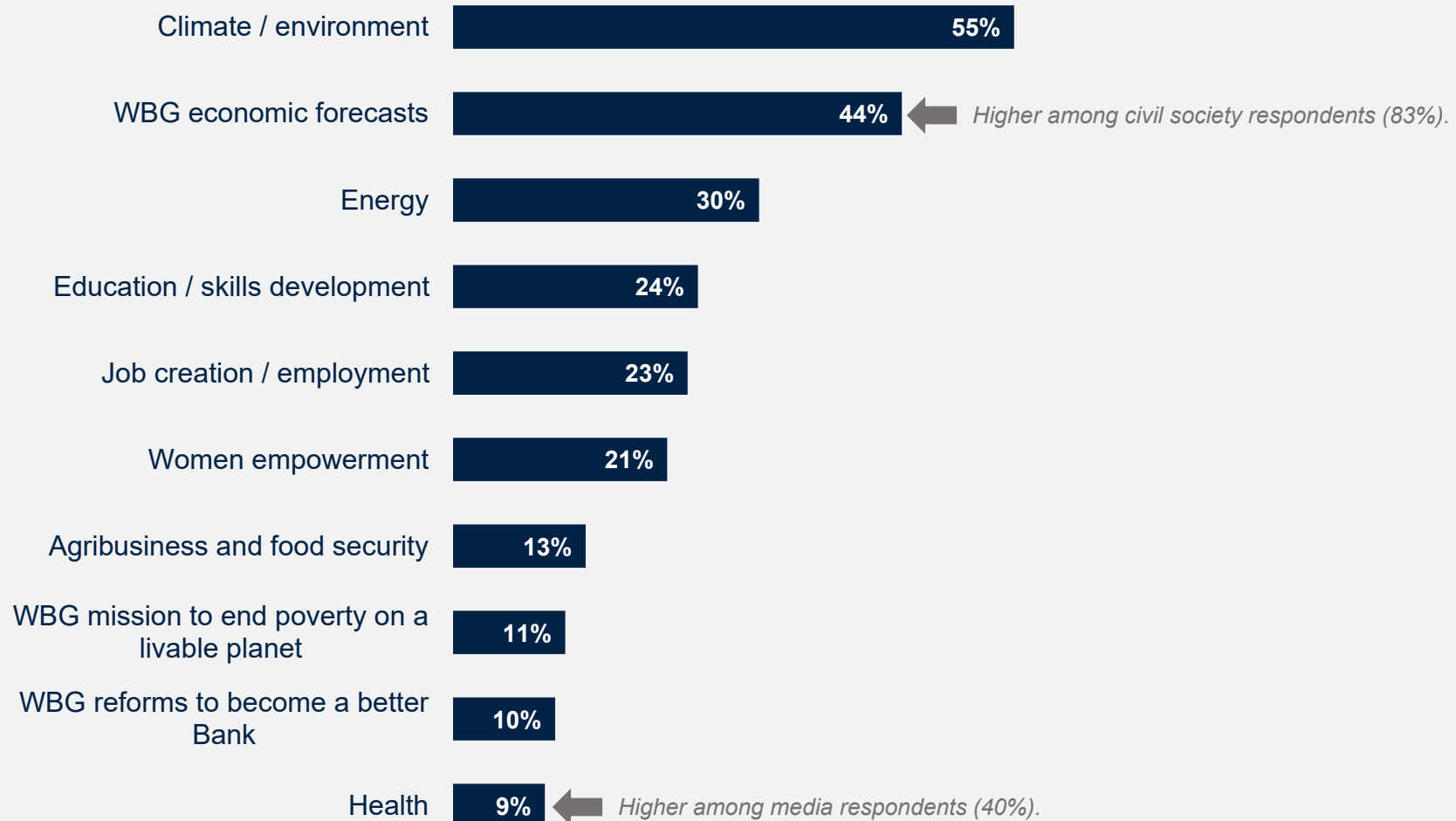
*Denotes significant differences between stakeholder groups



WORLD BANK GROUP

63% of Respondents Recalled Seeing or Hearing About the WBG Recently, Most Often About WBG Work in Climate and Economic Forecasts

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

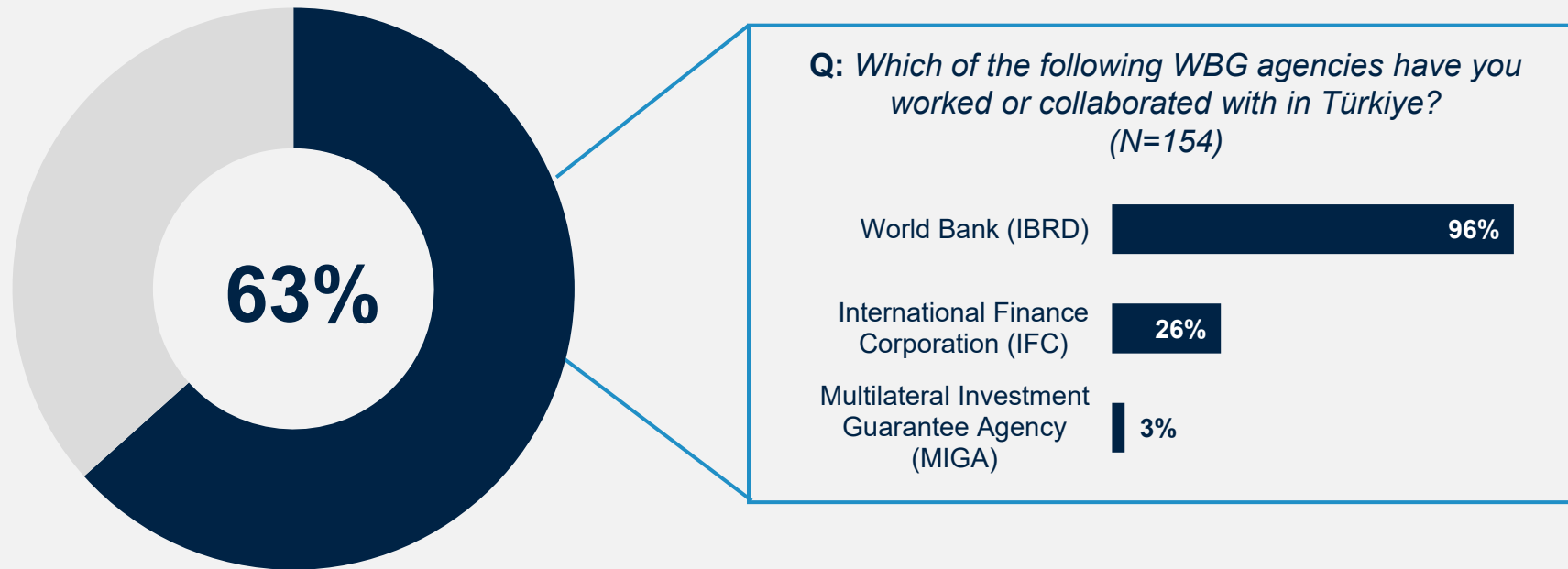


Sample Demographics and Detailed Methodology



Sample Demographics

Q: *In the past 3 years, have you worked or collaborated with the WBG in Türkiye?* (N=243)



Detailed Methodology

From **January to March 2026**, a total of **1,064** stakeholders in Türkiye 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 fielding agency. Participants were drawn from government institutions, bilateral or multilateral agencies, civil society, the private sector, think tanks, academia, and the media. Of these stakeholders, **243 participated in the survey (23% response rate)**. Respondents received an email with the questionnaire link and completed it online.

This year's survey results were compared to the FY23 Country Opinion Survey, which had a response rate of 15% (N= 167). 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. Comparing the stakeholder composition across both surveys, there were more respondents from civil society and academia in FY26 compared to FY23, but fewer respondents from government institutions and bilateral/multilateral agencies. These differences in stakeholder composition across the two survey years should be considered when interpreting year-to-year 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 "Türkiye 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	0%	2%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	54%	35%
Local Government/Administration	1%	5%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	16%	6%
Civil Society Organization: Local and regional NGO, Community-Based Organization, Private Foundation, Philanthropy, Professional/Trade Association, Faith-Based Group, Youth Group	8%	14%
Private Sector: Private Company, Financial Sector Organization, Private Bank	13%	16%
Academia / Research Center (including Think Tanks)	6%	15%
Media	2%	5%
Total Number of Respondents	167	240*

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

*The three respondents who selected "Other" not presented here.



Country Opinion Surveys

Thank you

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

countrysurveys@worldbankgroup.org

