



CountryOpinionSurveys

FY 2025 Pakistan

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

- 1. Overall Context:** How familiar are stakeholders with the WBG? How much do they trust the WBG?
- 2. Key Indicators:** What opinion do key stakeholders have of the WBG regarding its effectiveness, relevance, alignment with Pakistan's development priorities, and other key indicators? Are opinions improving or declining?
- 3. Development Priorities:** What areas of development are perceived to be the most important? Have the priorities changed over the past three years? How effective is the WBG perceived to be in these areas?
- 4. Engagement on the Ground:** How is the WBG perceived as a development partner in Pakistan? Are opinions improving or declining?
- 5. Financial Instruments and Knowledge Work:** What do key stakeholders value the most regarding the WBG's work in Pakistan? What opinion do key stakeholders have of WBG financial instruments and knowledge products? Are opinions improving or declining? What are stakeholders' suggestions for improving WBG's effectiveness?
- 6. Communication and Outreach:** What are the preferred communication channels? Are there differences among stakeholder groups in terms of preferred channels?
- 7. Message Recall:** What key topics do stakeholders recall when the WBG communicates? Is there a relationship between message recall and views of the WBG's work?



Methodology Overview

■ Fielded September – November 2024

- 800 potential participants were asked to complete a mostly quantitative survey
- Respondents completed the questionnaire online or on paper
- List of names provided by the WBG country team and supplemented by the field agency
- Data collection managed on the ground by the field agency

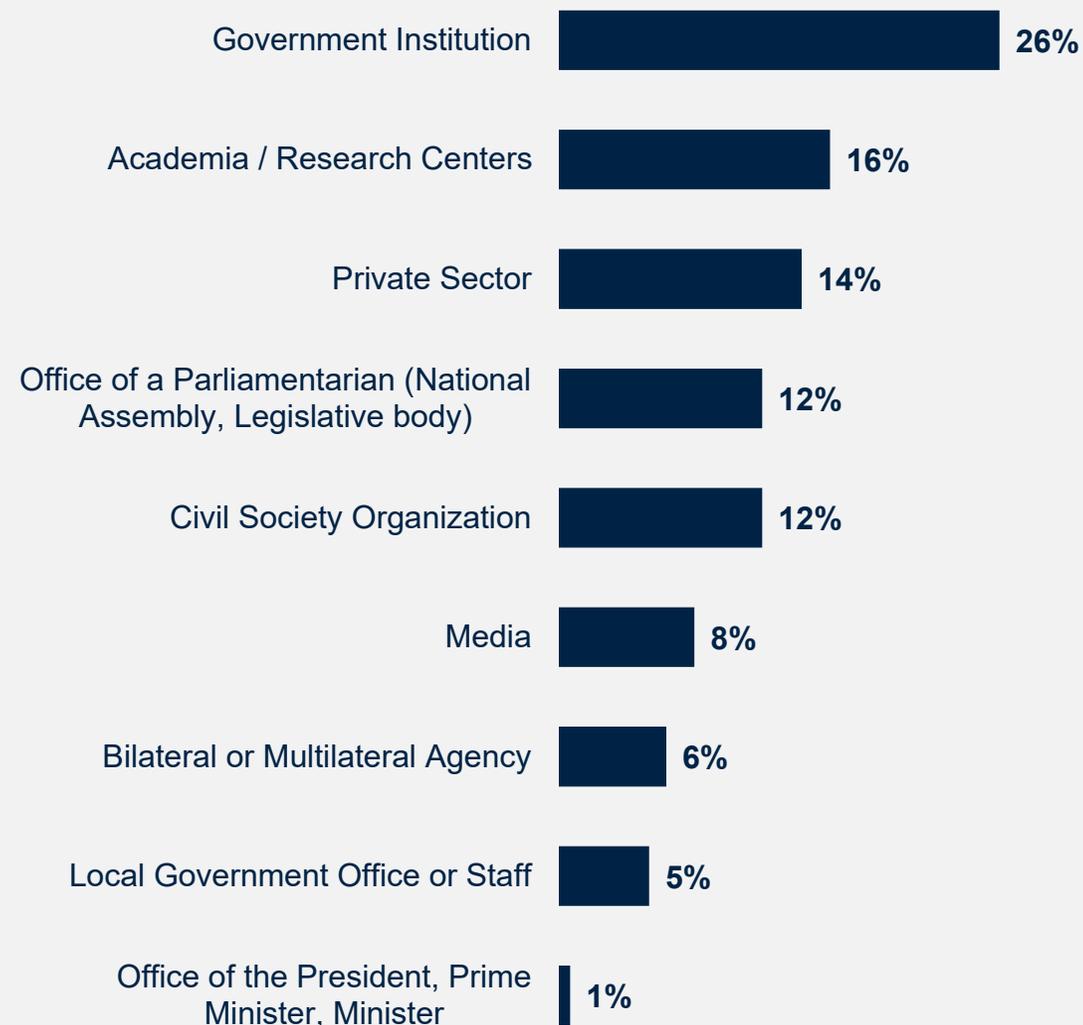
■ 307 participants (38% response rate)

- 52% currently collaborate with the WBG

■ Compared to FY21 Country Survey

- 238 participants (35% response rate)
- Respondents completed the questionnaire online or on paper
- 24% collaborated with the WBG

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

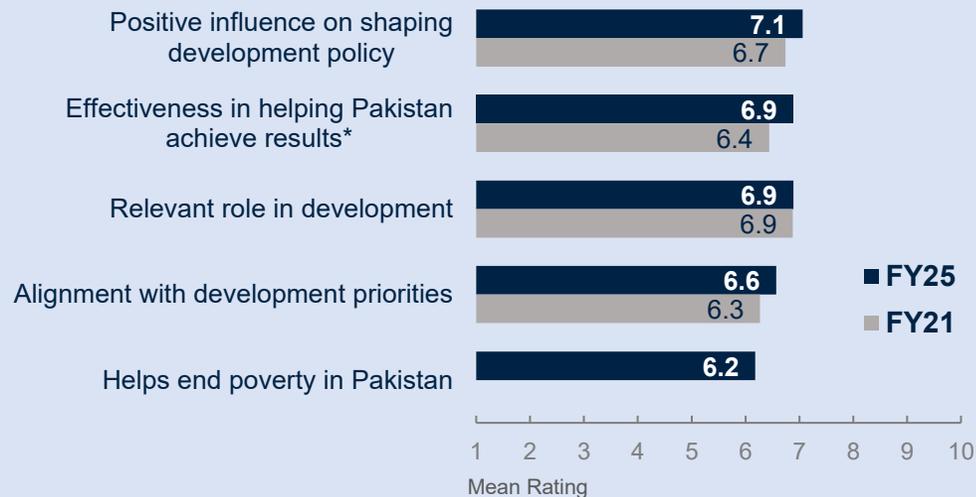


What is your primary professional affiliation? (Select only 1 response)
(Percentage of Respondents, N=302)

Executive Summary

1. Overall Context: This year, stakeholders reported **higher levels of familiarity** with the WBG (mean=7.5 on a 10-point scale) compared to the FY21 Country Survey. Respondents were most familiar with the WBG's and the United Nations' work among development institutions. In the trust-related question of the survey, the WBG emerged as one of the **most trusted** institutions in Pakistan, alongside the UN and the Asian Development Bank. Trust ratings in Pakistan were on par with those in other South Asian countries surveyed in FY24 and FY25.

2. Key Indicators: Perceptions of the WBG's **influence** on shaping development policy in Pakistan were positive (mean=7.1) and improved since FY21. Furthermore, perceptions of the WBG's **effectiveness** in helping Pakistan achieve development results improved notably this year, with a significantly higher mean rating of 6.9. However, ratings for the



WBG's relevance and effectiveness in Pakistan were somewhat lower than in the other South Asian countries in FY24-FY25.

3. Perceptions of the World Bank Group's Reform Process Over the Past Two Years: More than half of respondents felt that the WBG has **somewhat or significantly strengthened** its work in improving people's lives in Pakistan (52%) and in being easy to work with (51%). Additionally, just under half believed the Bank has somewhat or significantly improved the technical quality of WBG-supported projects and partnered with others to increase development finance (49% and 48%, respectively). Notably, the highest share of responses with 'significant improvement' ratings (17%) related to the ease of working relationships with the Bank.

Fewer respondents (42% and 41%, respectively) believed the WBG has somewhat or significantly enhanced its work in terms of improving the overall business environment or creating new investment opportunities in Pakistan.

Respondents expressed the most criticism and polarization regarding the speed of the WBG's project approval, with about 20% believing it had **worsened or significantly worsened** and 38% saying it had somewhat or significantly improved.

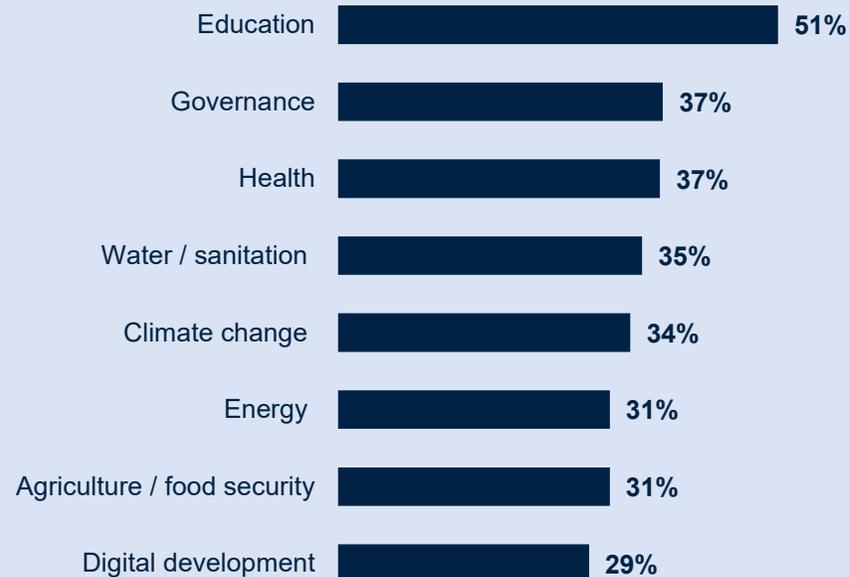
Only 31% of respondents believed the WBG has somewhat or significantly improved coordination across its institutions, with about one-third also reporting it stayed the same.



Executive Summary

4. Development Priorities: Education, governance, health, water/sanitation, and climate change were considered the top areas in FY25 where stakeholders would like the WBG to focus its resources. This year's survey respondents considered climate change and water/sanitation to be much greater priorities than in the FY21 survey.

Regarding the Bank's current support in sectoral areas, its work in **pandemic preparedness, gender equity, and disaster risk management/preparedness received the highest effectiveness ratings**. However, perceptions of the WBG's support in several sectors have declined notably since FY21, especially in governance, education, and water/sanitation—



areas that respondents identified as key development priorities.

5. Engagement on the Ground: In FY25, respondents' perceptions of the WBG as a **long-term partner** (mean=7.2) that **collaborates well with the national government** (mean=7.1) remained positive but declined significantly compared to the FY21 survey. Perceptions of the WBG's responsiveness to the country's needs (mean=6.3) and staff accessibility (mean=6.1) were moderate, with both scores falling below 7.0 on a 10-point scale.

In terms of its partnerships, the WBG was perceived moderately positively for the effectiveness of its collaboration with other **development partners** (mean=6.8). The ratings for the WBG's collaboration with **civil society**, while remaining moderate, have improved significantly (mean=6.1). In contrast, collaboration ratings with the **private sector** (mean=5.8), **academia** (mean=5.7), **local governments** (mean=5.6), and **parliament** (mean=5.4) remained relatively modest, all falling below 6.0. Respondents from local governments also tended to give WBG lower ratings across many survey questions.

In qualitative comments, respondents called for the WBG to deepen its **local engagement** in Pakistan, moving beyond federal-level interactions to more meaningful collaboration at the grassroots, provincial, and community levels to better understand local needs and ensure effective implementation.



Executive Summary (continued)

6. Financial Instruments and Knowledge Work: **Financial resources** were considered the WBG's greatest value to Pakistan (48%), followed by **knowledge and analytical products** (33%), **technical assistance** (32%), and **capacity development** (24%).

Regarding the WBG's **financial instruments**, perceptions of the **timeliness** of the WBG's financial support (mean=6.4) and its **meeting Pakistan's needs** (mean=6.2) remained at the same moderate level as in FY21. In the related question about changes in the Bank's operations over the past two years, one-third of respondents noted that WBG **project approval times** stayed the same, and about 20% suggested they became somewhat or significantly worse.

More than **6 in 10 respondents** (62%) indicated they had used the WBG's **knowledge work**. Respondents agreed that the WBG brings global expertise (mean=7.3, the highest in this set of questions), that its knowledge work contributes to development results in Pakistan (mean=7.1, a significant increase compared to the past survey), and that it helps increase the country's institutional capacity (mean=7.1). However, ratings were more moderate regarding the WBG's knowledge work being tailored to the country's context (mean=6.4). Additionally, many were unsure how to access this knowledge when needed (mean=6.2).

In qualitative comments, respondents called for WBG's knowledge work to be more visible, accessible, and user-friendly,

suggesting **wider dissemination** through events, media, and digital platforms, and encouraging locally relevant, context-driven research. They also stressed the importance of **tailoring interventions to regional contexts** through needs assessments and deeper **engagement with local stakeholders** to ensure relevance and effectiveness.

7. Communication and Outreach: Respondents reported that they prefer to receive communication from the WBG via **events/conferences/seminars/workshops** (66%) or **direct contact with WBG staff** (55%). Local government respondents also favored **social media**.

When asked **what information would be most helpful in understanding the WBG's role in Pakistan**, responses varied across stakeholder groups. Government officials, bilateral and multilateral agencies, and especially academics expressed interest in accessing WBG's research and analytical work. Respondents from parliament, local government, and civil society would like to have information on how to engage or partner with the WBG. Those from academia and the private sector were particularly interested in case studies of past and ongoing WBG projects, while media professionals emphasized the need for regular updates, impact assessments, and evaluations. Sector-specific strategies were of particular interest to both parliamentarians and private-sector stakeholders.



Executive Summary (continued)

Summary of responses to an open-ended question: “In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Pakistan?”

About one-third of respondents suggested the **areas for the WBG focus**, including education and skills development, public sector governance, health, gender equity and women empowerment, climate change, digital infrastructure development, and private sector development, focusing on job creation and SME support.

Respondents repeatedly mentioned the need for **capacity building in government institutions**, the introduction of more transparent practices, and accountable public servants, highlighting the importance of the Bank’s support in civil service reform. Stakeholders also emphasized climate resilience and adaptation projects, accounting for water scarcity and highlighting the need for water resource management support.

Furthermore, respondents mentioned the need to **optimize the WBG procedures**. Specifically, they highlighted the need to reduce project approval time and simplify the procurement system. Also, respondents expressed the urgent need for increased scrutiny in project monitoring and evaluation. According to them, the projects may not get enough oversight during the time of implementation, and the outcomes may diverge from the initial project design.

Respondents urged the WBG to **engage more directly with groups outside the national government, including local governments, NGOs, and communities**, to ensure projects are relevant, context-specific, participatory, and outcome-focused. This would allow for accounting for various local and region-specific perspectives in the project preparation and help create ownership among the key stakeholders, contributing to better project implementation and external supervision. **Academia** and think tanks were seen as important collaborators for research, capacity building, and context-specific solutions. The **private sector** was seen as a key partner in innovation, service delivery, sustainability, and bridging the implementation gap in sectors such as climate, infrastructure, education, and renewable energy.

Strengthening local capacity was also seen as essential, with suggestions to reduce reliance on international consultants and equip local stakeholders with the skills necessary to effectively implement and sustain development initiatives.

Finally, respondents highlighted the need for the WBG to **improve its communication** in Pakistan. They recommended increasing public awareness through media engagement, short documentaries, workshops for journalists, and active use of social media. Several comments stressed the importance of regular updates on projects, **greater transparency**, and more accessible information to help civil society, academia, and the public better understand WBG’s work and impact in the country.



Overall Context

“1. Enhance social media presence. 2. Close collaboration with NGOs/CSOs. 3. More youth-specific programs. 4. Focus on climate change and environmental development. 5. Digitization of the agriculture sector. 6. Improve farm-to-market network.”

(Civil Society Respondent)



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In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Pakistan? (N=221)

Familiarity with the World Bank Group

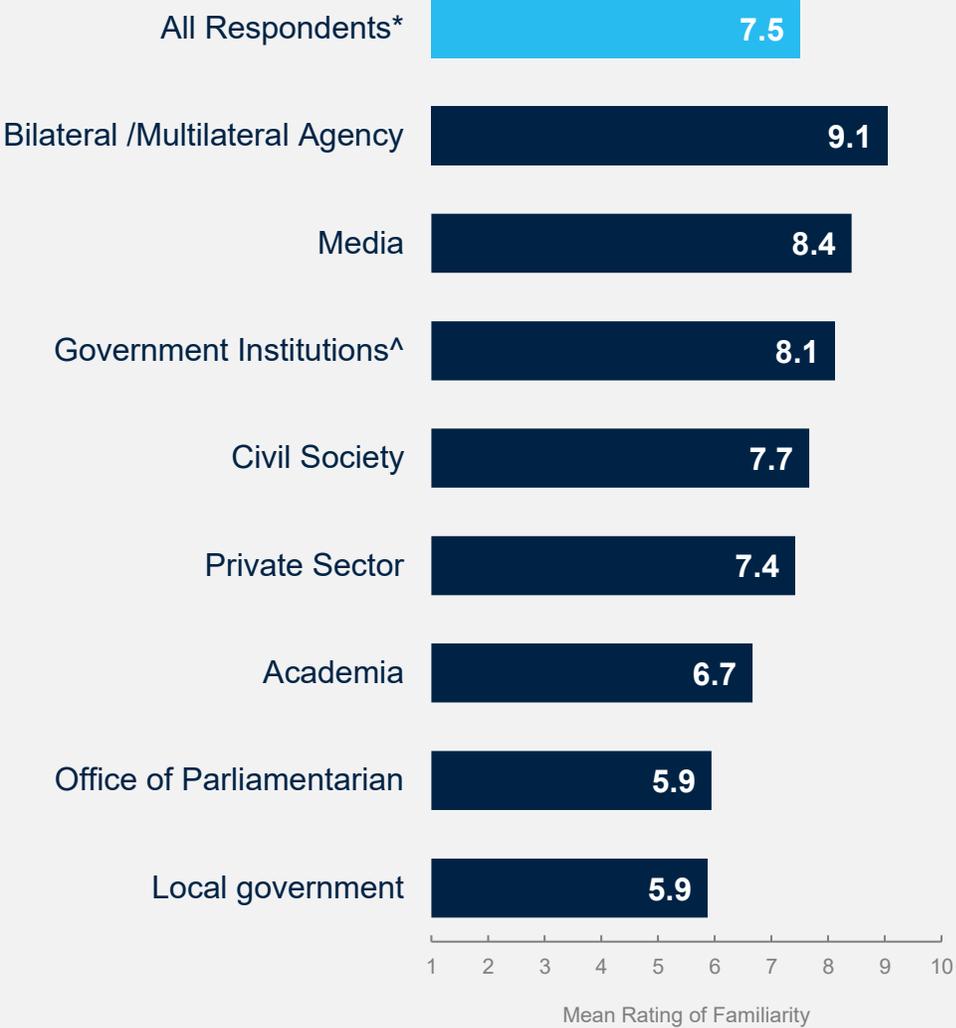
- Comparison of FY21 and FY25:** Respondents in this year’s Country Survey reported significantly higher levels of familiarity with the World Bank Group than the respondents in the FY21 Survey:

Mean familiarity: **FY25 = 7.5**
FY21 = 6.8

- Collaboration with the WBG:** Respondents who indicated that they collaborate with the WBG reported significantly higher levels of familiarity with the institution’s work:

Mean familiarity: **Collaborate with WBG = 8.4**
Do not collaborate = 6.5

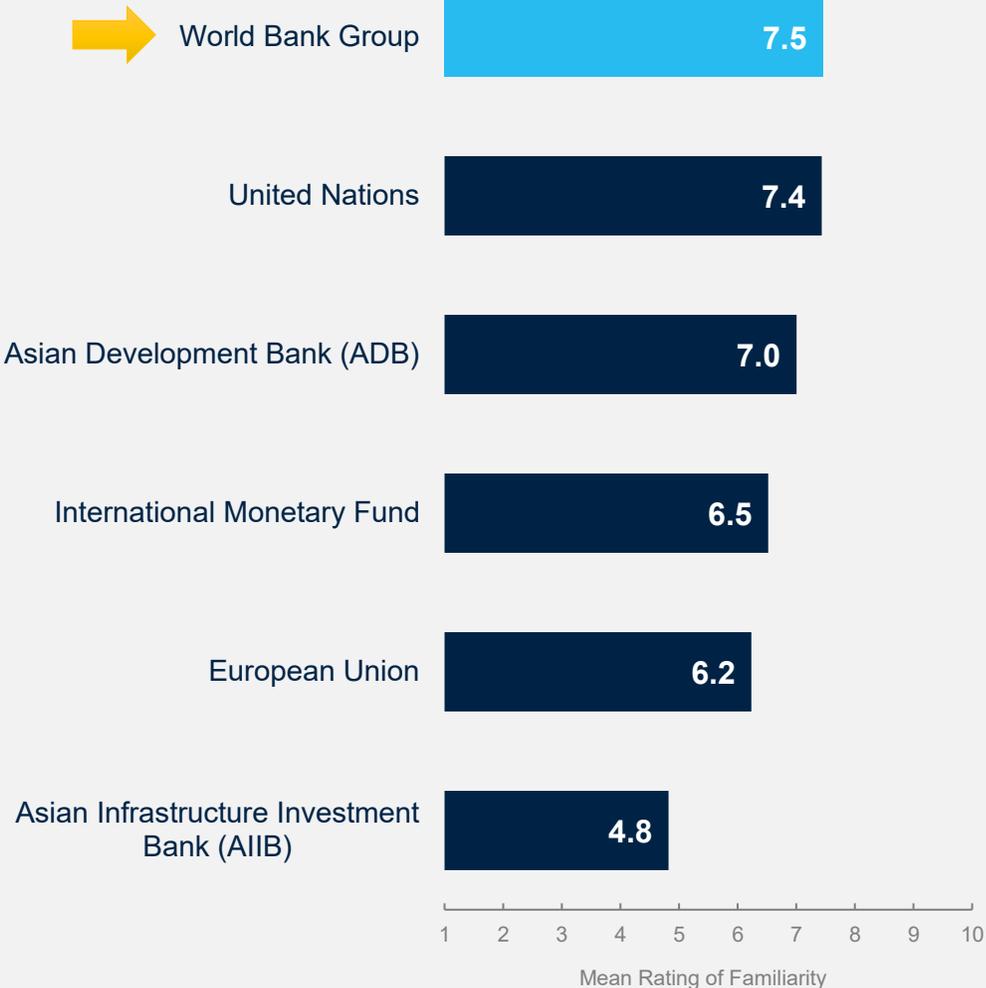
[^]**Government Institution** group includes responses from the Office of the President, Prime Minister, Minister, and Government Institutions



*Significant difference between stakeholder groups

Stakeholders Most Familiar with the WBG and the UN

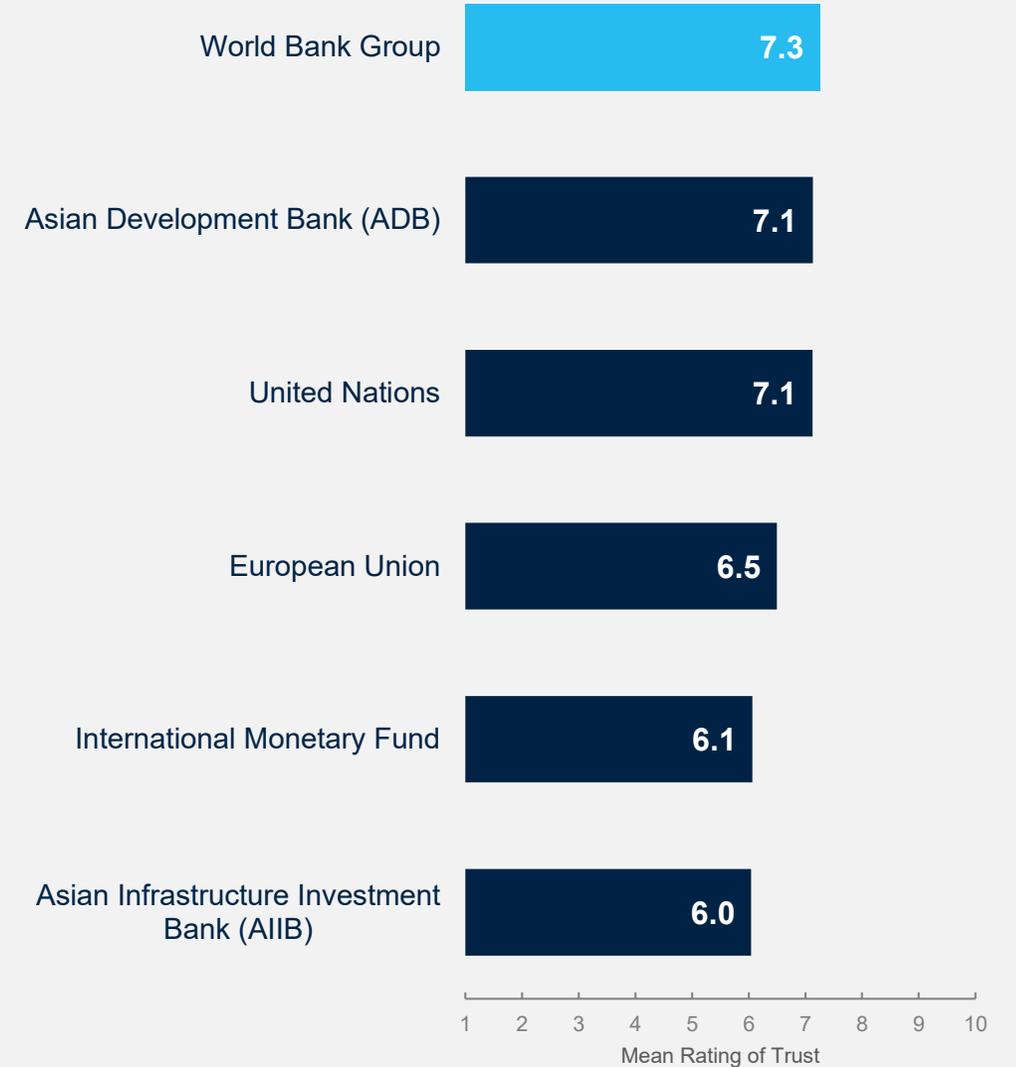
- Respondents in this year's Country Survey were asked to indicate their familiarity with the work of several international organizations in addition to the WBG. Of these organizations, respondents in Pakistan indicated the highest levels of familiarity with the WBG, followed by the United Nations and Asian Development Bank.



The WBG is the Most Trusted Institution

Respondents in Pakistan rated the WBG, closely followed by the Asian Development Bank and the United Nations, as the most trustworthy institution.

Trust levels in the WBG were statistically similar across all stakeholder groups.



Overall Attitudes toward the World Bank Group

“WBG may focus on the core issues of the country, which may include governance, climate change adaptation, food security, business environment, fiscal and natural resources management, etc. Secondly, to increase their effectiveness, I think it's very important that they are easy to approach for the private sector, civil society, and researchers. Sessions with stakeholders in any project may also be beneficial.”

(Government Institution Respondent)



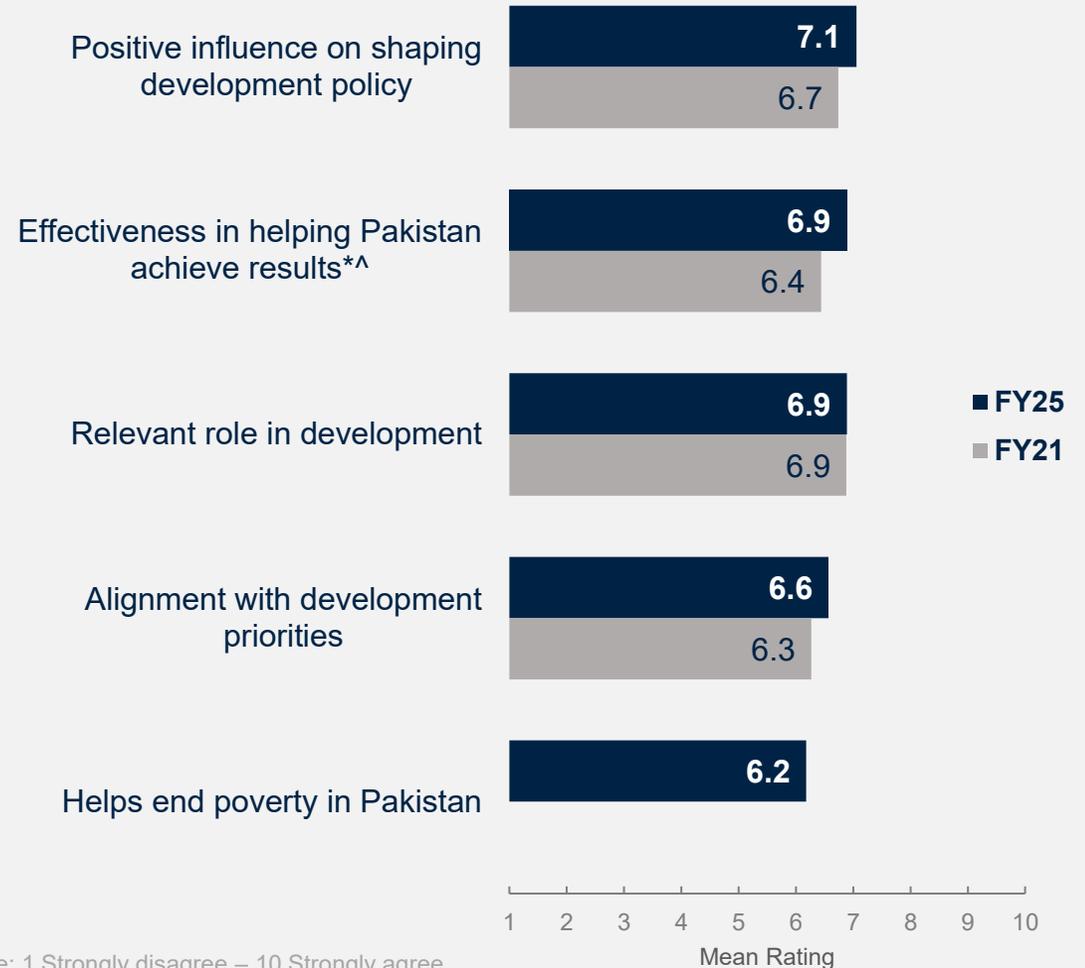
WORLD BANK GROUP



In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Pakistan? (N=221)

Ratings for Key Performance Indicators Improved

In FY25, respondents' ratings for key performance indicators remained largely consistent with FY21 findings, showing a slight but mostly statistically insignificant positive trend. The only rating that showed a significant improvement was the perception of the WBG's **effectiveness** in achieving development results in Pakistan.



The WBG has a positive influence on shaping the development policy in Pakistan. Scale: 1 Strongly disagree – 10 Strongly agree
 How effective is the WBG in helping Pakistan achieve development results? Scale: 1 Not effective at all – 10 Very effective
 The WBG currently plays a relevant role in development in Pakistan. Scale: 1 Strongly disagree – 10 Strongly agree
 The WBG's work is aligned with what I consider the development priorities for Pakistan. Scale: 1 Strongly disagree – 10 Strongly agree
 The WBG's work helps end poverty in Pakistan. Scale: 1 Strongly disagree – 10 Strongly agree

^Compared to a mean score of the two questions asked in FY21: "Overall, please rate your impression of the WBG's effectiveness in Pakistan. Scale: 1 Not effective at all – 10 Very effective. To what extent does the WBG's work help to achieve development results in Pakistan? Scale: 1 To no degree at all – 10 To a very significant degree"

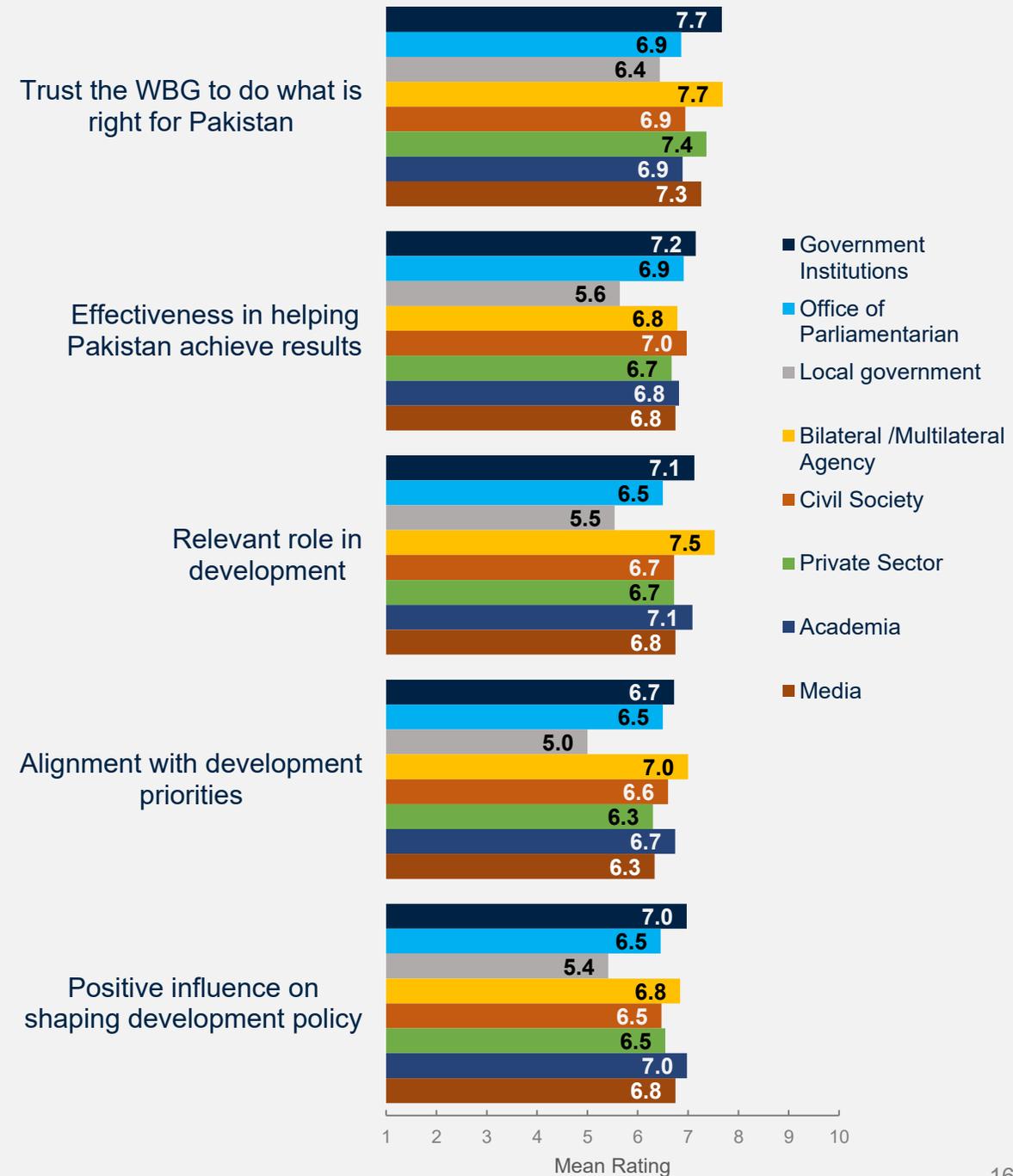
*Significant difference between years

Stakeholders from Government Institutions and Bilateral/Multilateral Agencies Have Most Positive Perceptions of the WBG

Comparisons of ratings for key performance indicators between stakeholder groups show that respondents from **bilateral/multilateral agencies** and **government institutions** have the highest ratings for the WBG's work across all KPIs. Respondents from **academia** are also very positive, closely followed by respondents from the **media**.

Respondents from **local government** organizations tended to be more critical of the WBG's work and reported the lowest level of familiarity with its activities.

However, differences in ratings among stakeholder groups did not reach statistical significance.

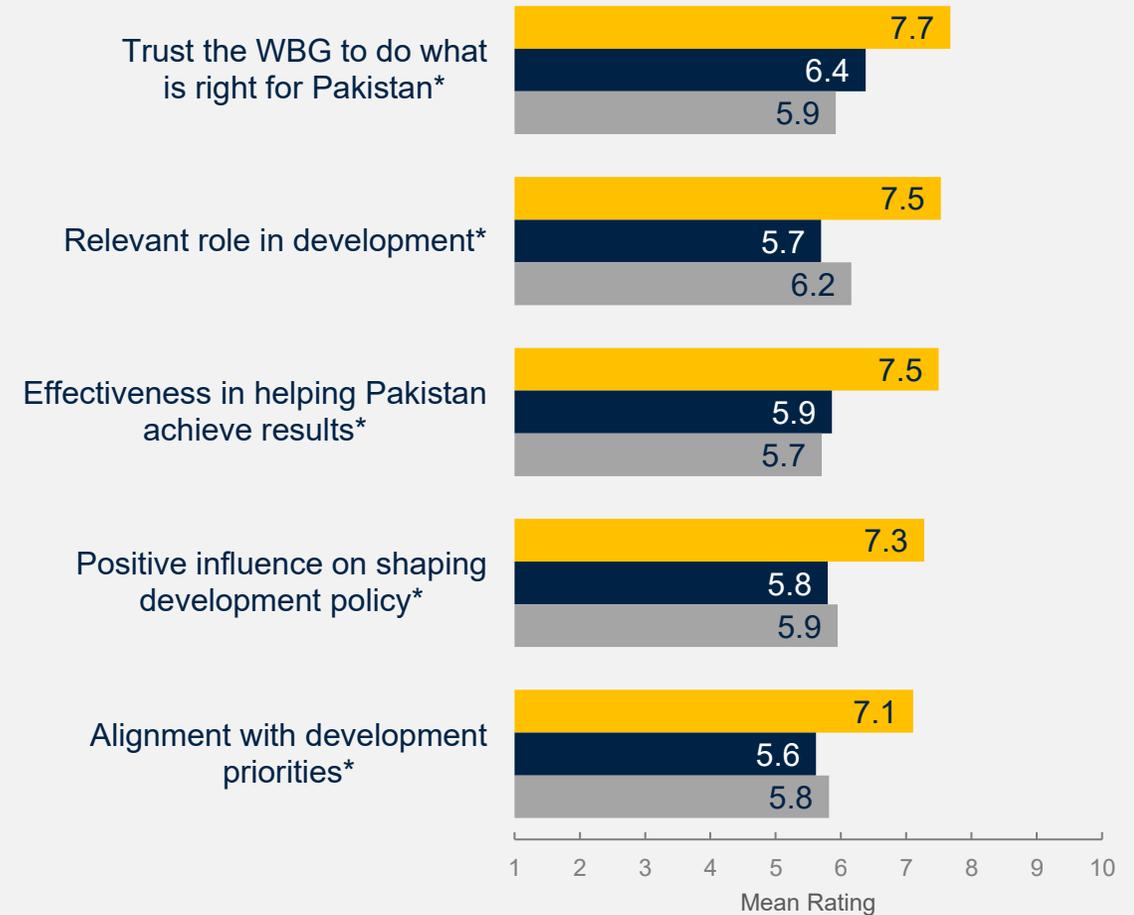


For question wording and scales, please see the previous slide.

Familiarity Leads to More Positive Perceptions

Comparing ratings of key performance indicators among respondents highly familiar with the WBG (ratings of 8-10 on a 10-point scale) and those with little familiarity with the WBG (ratings of 1-4 on a 10-point scale), one can see that the more familiar stakeholders are with the WBG, the more positive their perceptions of it and its work are.

Meaningful engagement and outreach can continue to increase positive perceptions.



How familiar are you with the work of the WBG in Pakistan?

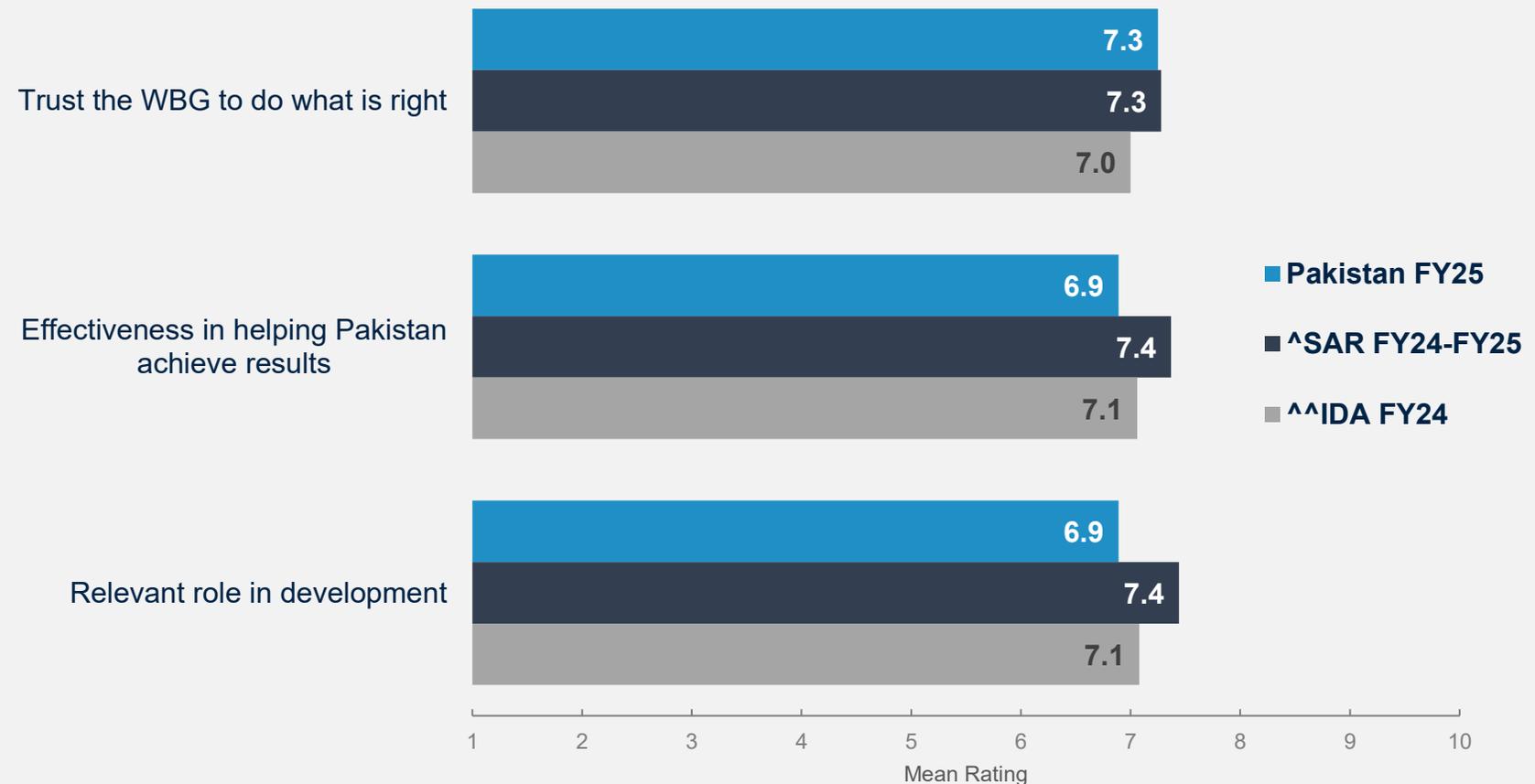
■ High Familiarity (8-10) ■ Some Familiarity (5-7) ■ Low Familiarity (1-4)



How much do you trust the WBG to do what is right for Pakistan? Scale: 1 Not at all – 10 Very much
 How effective is the WBG in helping Pakistan achieve development results? Scale: 1 Not effective at all – 10 Very effective
 The WBG currently plays a relevant role in development in Pakistan. Scale: 1 Strongly disagree – 10 Strongly agree
 The WBG has a positive influence on shaping the development policy in Pakistan. Scale: 1 Strongly disagree – 10 Strongly agree
 The WBG's work is aligned with what I consider the development priorities for Pakistan. Scale: 1 Strongly disagree – 10 Strongly agree

*Significant difference between levels of familiarity

Pakistan's Key Performance Indicators, Except for Trust, are Somewhat Lower than those of other South Asia Countries and IDA Countries Surveyed in FY24-25



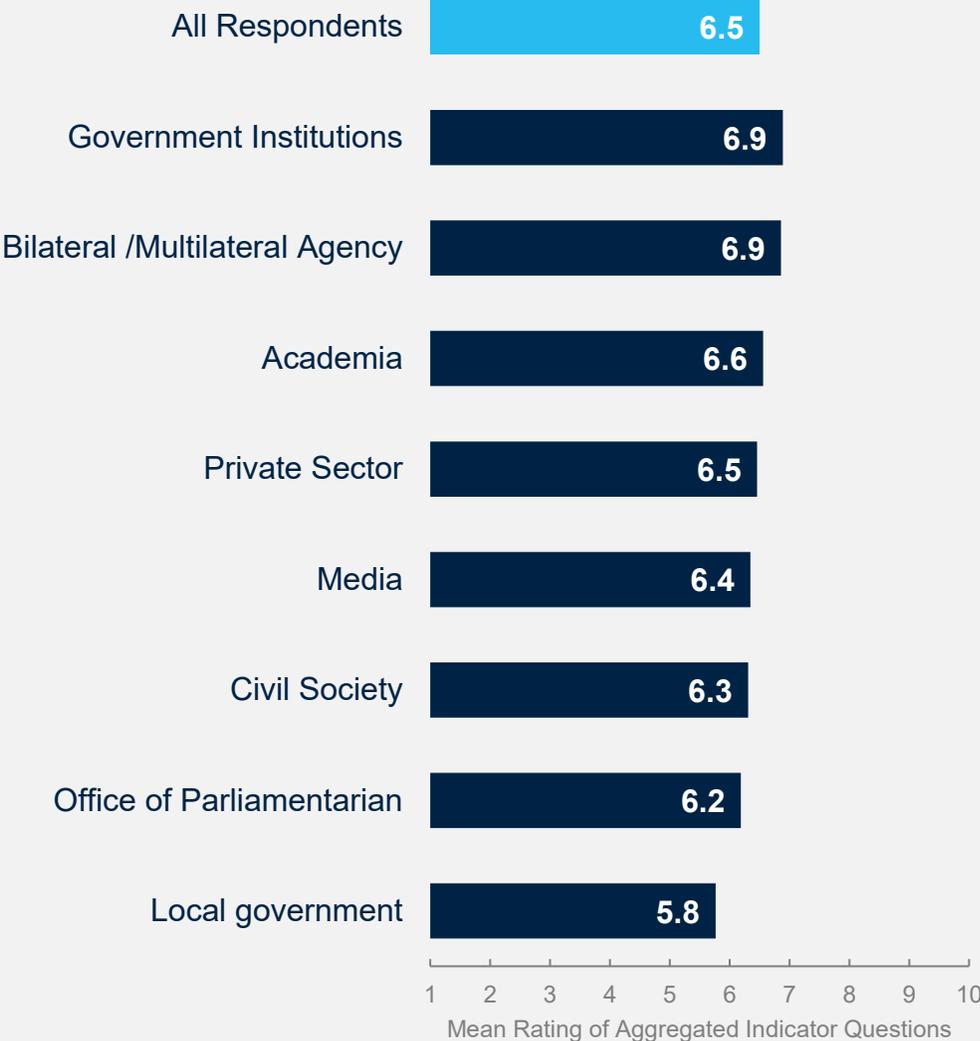
^SAR FY24-FY25 countries included: Bangladesh, Bhutan, India, Maldives, and Sri Lanka

^^IDA FY24 countries included: Benin, Bhutan, Burundi, Burkina Faso, Cambodia, Chad, Comoros, Guinea-Bissau, Lao PDR, Lesotho, Maldives, Mauritania, Senegal, Solomon Islands, South Sudan, Somalia, Sri Lanka, Togo, and Zambia



Stakeholder Trends Across Performance Indicators

Respondents from government institutions and bilateral/multilateral agencies had the highest mean rating across the aggregated responses to the eighteen COS indicator questions. In contrast, respondents from local had significantly lower ratings.

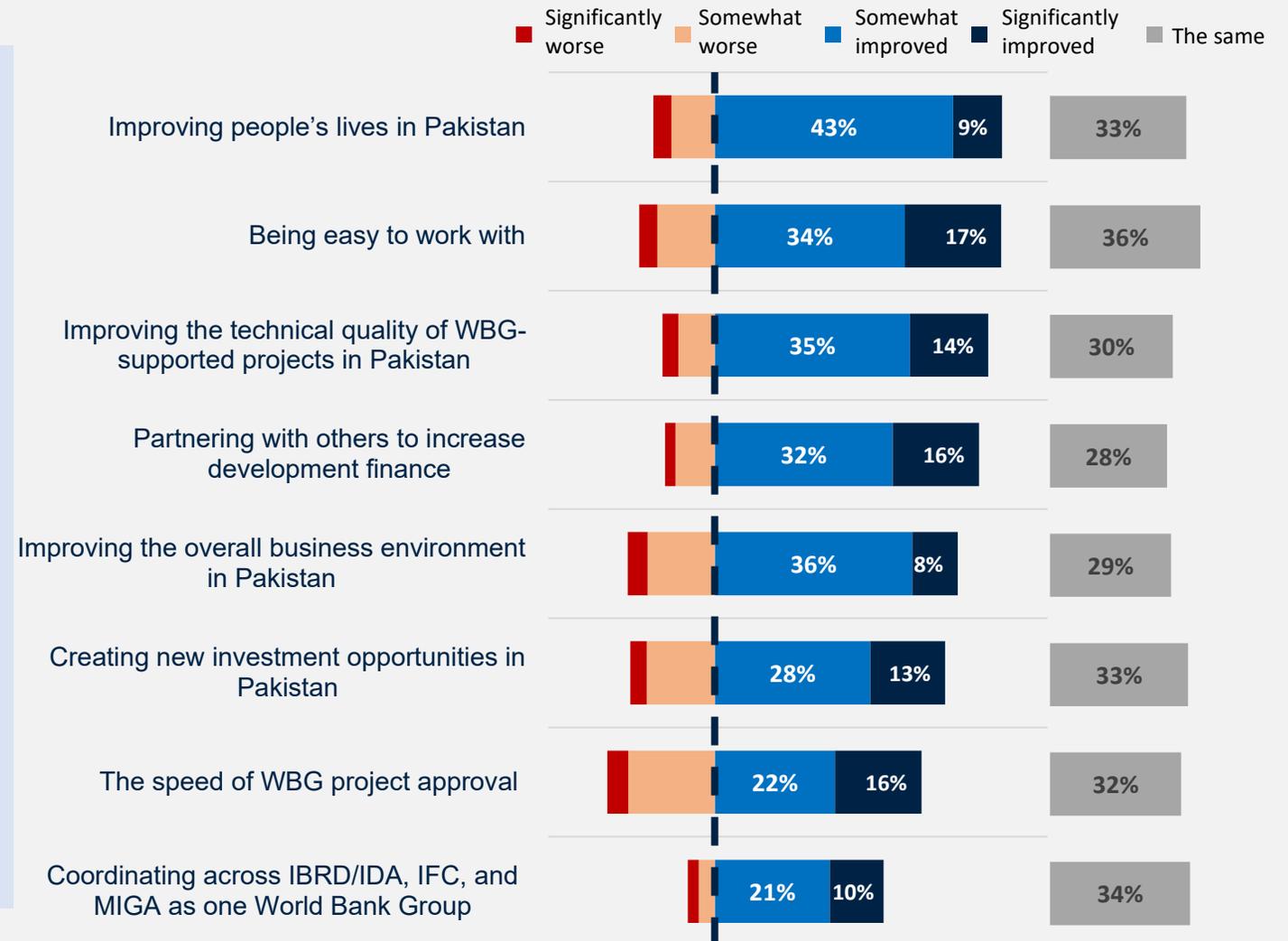


Over Half of Respondents Think the WBG is Easy to Work With and Improves People's Lives; Perceptions of the Speed of Project Approval are Lagging

In FY25, stakeholders were asked how the WBG had changed in the past two years.

More than half of respondents believed the WBG has somewhat or significantly improved its work in improving people's lives in Pakistan, and it was easy to work with. Perceptions of the technical quality of the WBG's projects and its partnering with others to increase development finance were also positive.

Fewer stakeholders believed WBG improved the speed of project approval and coordination between the institutions as one WBG. Notably, one-third of the respondents did not know if the WBG's work had changed in terms of coordinating across its agencies.



Based on your experience, in the past two years, how has the WBG changed in terms of...? (Percentage of Respondents, N≈230)

World Bank Group's Support for Development Areas

- “1. Collaborate with universities to research and develop local solutions to blend global learning for the benefit of resolving governance issues.*
- 2. Play its role more assertively to i) enhance regional trade and connectivity in South Asia, and ii) enable regional cooperation and knowledge exchange for shared natural resources (e.g., transboundary water) and ecological issues (e.g., air quality).*
- 3. Conduct a review of WBG-supported public-private-partnership projects across the world and apply the learning in Pakistan's context.”*

(Private Sector Respondent)



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In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Pakistan? (N=221)

Areas for the WBG's Focus

In FY25, stakeholders wanted the WBG to focus its resources on **education, governance, health, water/sanitation, and climate change**.

Climate change and **water/sanitation** have become higher priorities, with support increasing from 5% and 9% in FY21 to 34% and 35% in FY25, respectively.

In your opinion, what is the most important thing the WBG could do to help increase its effectiveness in Pakistan?

"In my opinion, by strengthening Pakistan's institutional framework and ensuring it has the skills and systems to effectively manage resources and implement policies, the WBG can maximize its impact across sectors like energy, infrastructure, education, and poverty reduction."

(Academia Respondent)

"Pakistan is highly vulnerable to climate change, particularly in terms of water scarcity and natural disasters like floods. WBG projects that focus on sustainable water resource management, flood control, and adaptation strategies can mitigate these risks, ensuring long-term development gains."

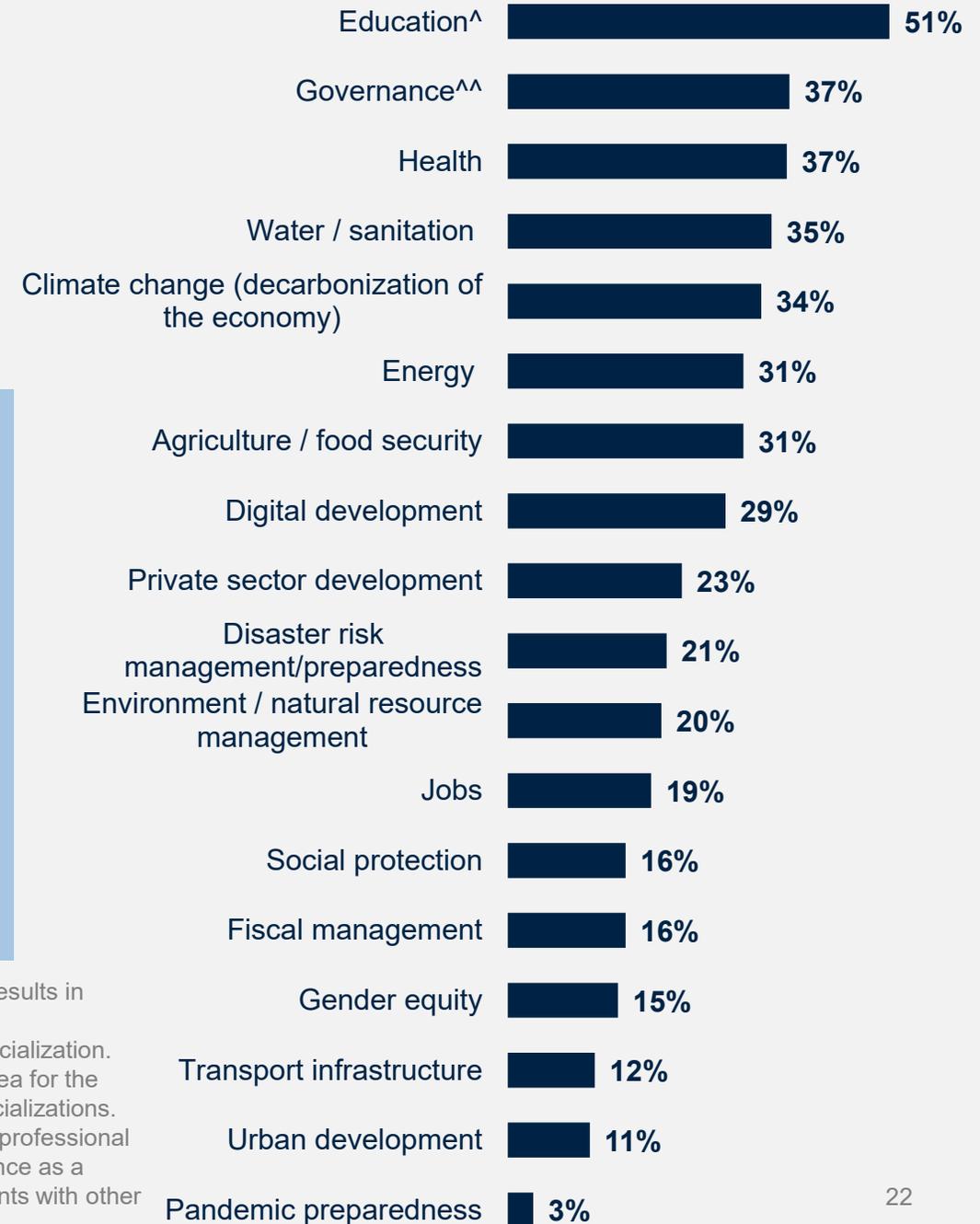
(Academia Respondent)



Which areas should the WBG prioritize to have the most impact on development results in Pakistan? (Select up to 5) (Percentage of Respondents, N=294)

^ Approximately 13% of respondents identified education as their professional specialization. These respondents were significantly more likely to select education as a focus area for the WBG, with 80% choosing it, compared to only 47% of respondents with other specializations.

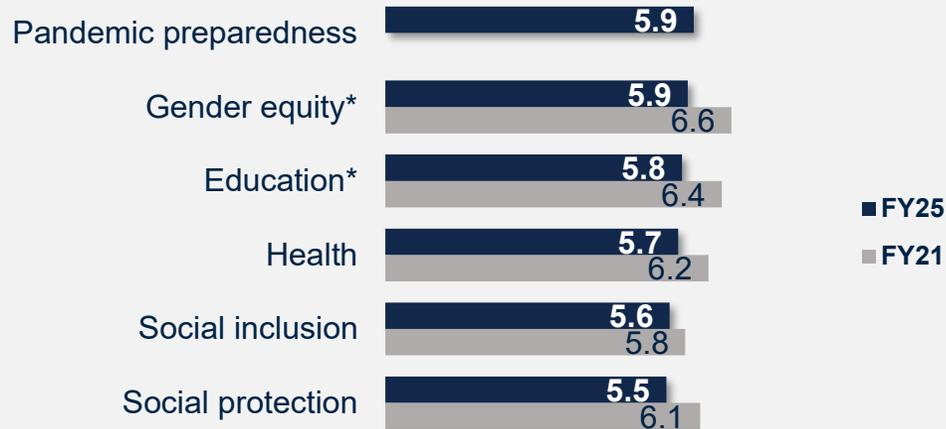
^^ Approximately 12% of respondents identified public sector governance as their professional specialization. These respondents were significantly more likely to select governance as a focus area for the WBG, with 61% choosing it, compared to only 34% of respondents with other specializations.



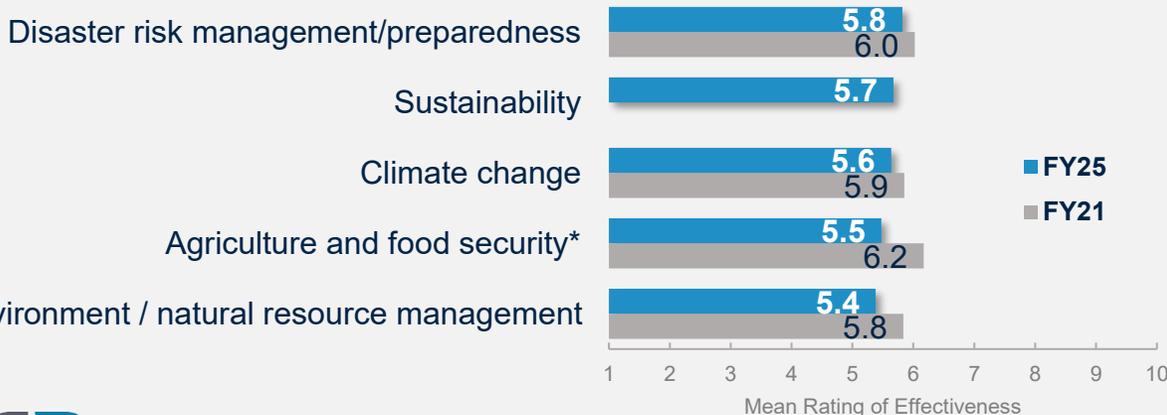
Effectiveness of the WBG's Sectoral Support

The WBG's work in **pandemic preparedness, gender equity, and disaster risk management/preparedness** received the highest effectiveness ratings. However, the overall perception of WBG support in many sectoral areas has decreased significantly since FY21, especially for governance, education, and water and sanitation.

Human Development



Environmental Sustainability



Finance / Institutions / Economic Growth



Infrastructure



How **effective** has the WBG been at achieving development results in each of these areas in Pakistan? Scale: 1 Not effective at all – 10 Very effective
(If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")

Mean Rating of Effectiveness
*Significant difference between years

World Bank Group's Engagement on the Ground in Pakistan

“Capacity building of the local stakeholders and impact assessment of the projects should be necessary in the project design.”

(Government Institution Respondent)

“Develop people-to-people contact. Engage civil society along with the government for better results of project implementation. Parliament & local bodies members must be taken in decision & implementation of projects.”

(Office of a Parliamentarian)



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In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Pakistan? (N=221)

The WBG is Seen as a Long-Term Partner, but Perceptions Have Declined

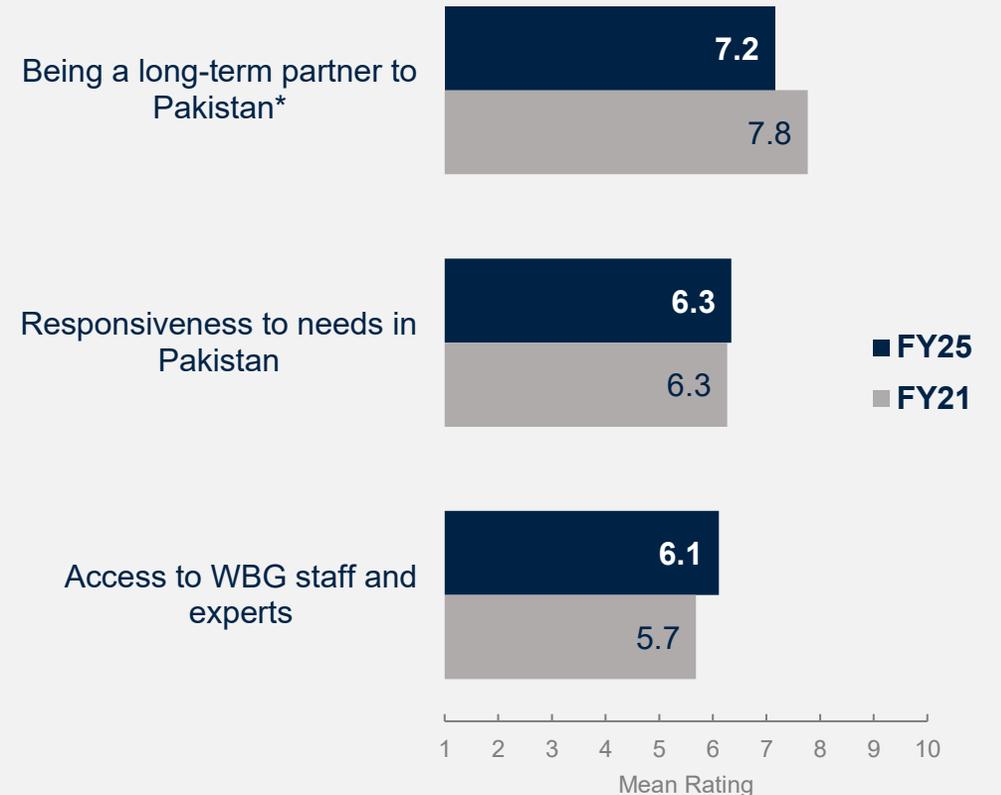
Respondents continued to perceive the WBG as a **long-term partner but with significantly lower ratings** in FY25 compared to FY21.

There were significant differences in perceptions of WBG's staff accessibility among stakeholder groups: respondents from bilateral/multilateral agencies (mean=6.9) and government institutions (mean=6.8) were significantly more positive than respondents from the office of a parliamentarian (mean=4.7), civil society (mean=5.2), and academia (mean=5.3).

In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Pakistan?

"[The WBG] needs to be more accessible to government and private institutions. WBG should do things to gain the trust of the people of Pakistan. WBG does a lot, but unfortunately, the perception is not there."

(Office of a Parliamentarian Respondent)



*Significant difference between years

The WBG Collaborates Effectively with the Government, but Ratings Have Declined

This year, respondents gave the highest ratings for the WBG's collaboration with the national government. However, this perception has decreased significantly since FY21.

At the same time, perceptions of the effectiveness of WBG's collaboration with civil society have improved significantly.

WBG's collaboration with the parliament and local government received relatively lower ratings, with stakeholders from the office of a parliamentarian giving some of the lowest ratings (mean=4.6 and 5.2).

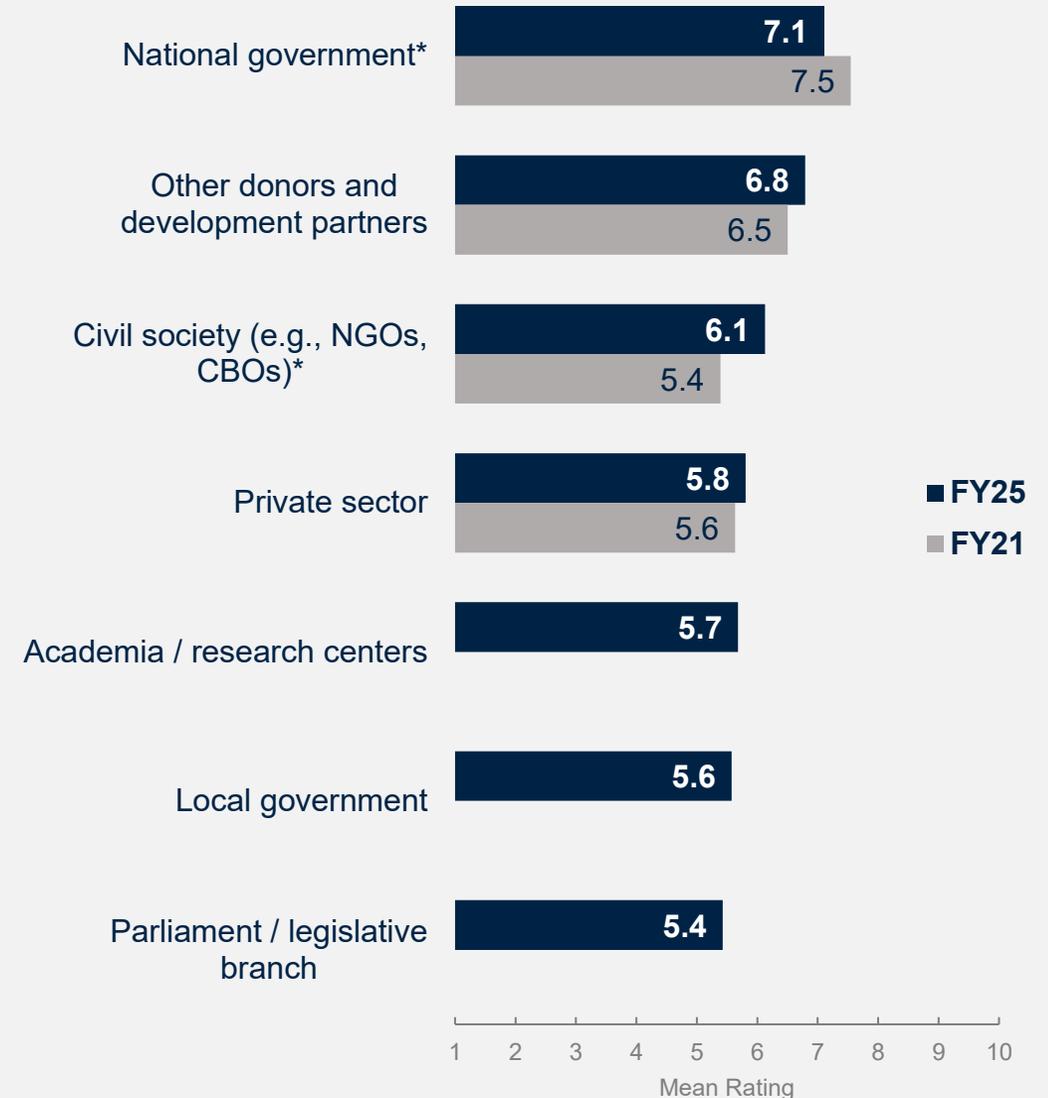
In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Pakistan?

“The main thing that WBG can do is to be more hands-on with the private sector, and with the other bodies apart from the national government, and also maintain a more efficient approach, be more interactive when dealing with stakeholders...”

(Respondent from the Office of a Parliamentarian)

“Expand the horizon and be more proactive. Reach out to opinion makers, parliamentarians, officials, and NGO's ”

(Respondent from the Office of a Parliamentarian)



To what extent is the WBG an effective development partner in Pakistan, in terms of collaborating with the following groups? Scale: 1 To no degree at all – 10 To a very significant degree *Significant differences between years

Stakeholders Want the Bank to Collaborate More with Local Governments and the Private Sector

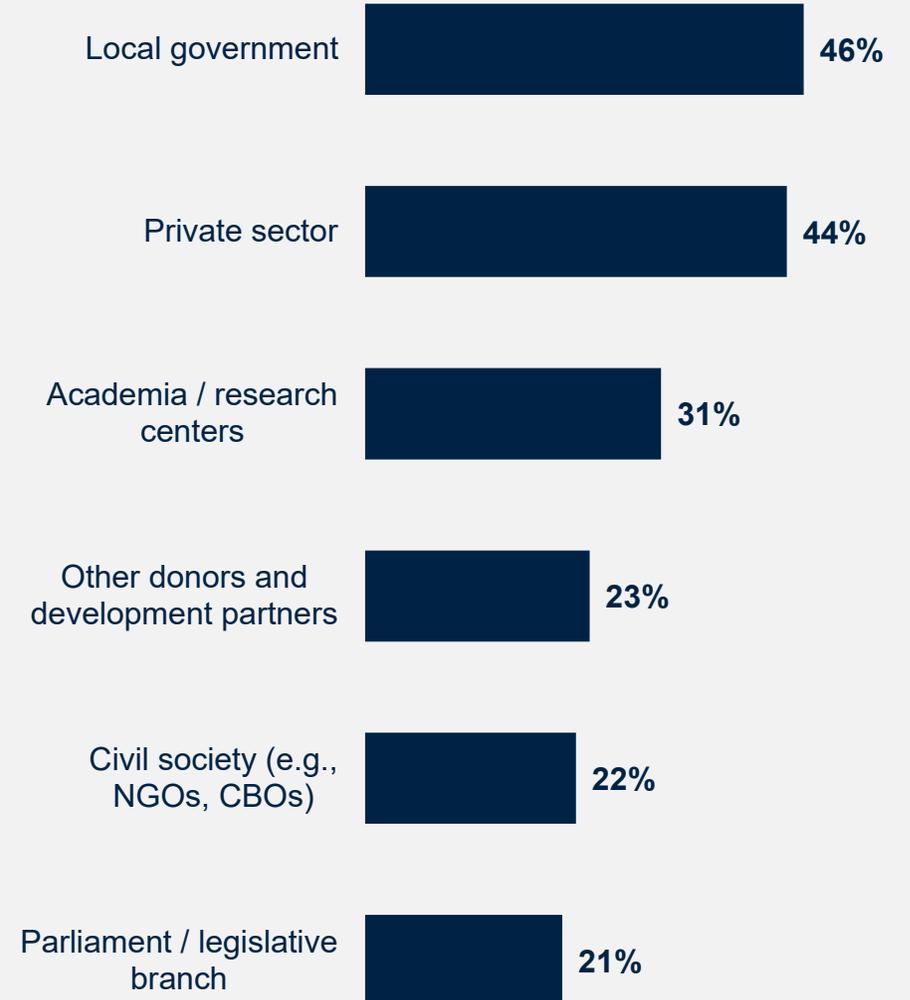
Respondents in this year's survey indicated that the WBG should collaborate more with **local governments** and **the private sector**, in addition to its partnership with the national government.

Notably, only 19% of local government respondents indicated that they have collaborated with the WBG recently.

In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Pakistan?

"The World Bank Group could focus on empowering local stakeholders. This can involve working closely with local communities to ensure that programs are tailored to the specific needs and challenges of the region. Strengthening capacity building in local schools and also help achieve long-term benefits and improve governance." (Media Respondent)

"Facilitate more work through private sector. Increase funds to be spent on technical assistance and trainings." (Private Sector Respondents)



In addition to its partnership with the national government, which of the following should the WBG collaborate with more to have greater impact in Pakistan? (Select up to 2) (Percentage of Respondents, N=281)



World Bank Group's Financial Instruments and Knowledge Work

“The WBG needs to strengthen local partnerships and capacity-building and expand skills through training programs. [The WBG] also should focus on adaptive, context-specific interventions and regional customization. Flexible project design is imperative, as the selection of projects that benefit people directly by enhancing opportunities for investment and job creation through inclusive economic growth. Tourism and agriculture are two such areas with immense opportunities.”

(Respondent from the Office of a Parliamentarian)



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In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Pakistan? (N=221)

Financial Resources Considered the Bank's Greatest Value

Almost half of the respondents identified **financial resources** as the WBG's greatest value in Pakistan. Additionally, one-third of respondents recognized the WBG's knowledge and analytical products, technical assistance, and capacity development as valuable activities.

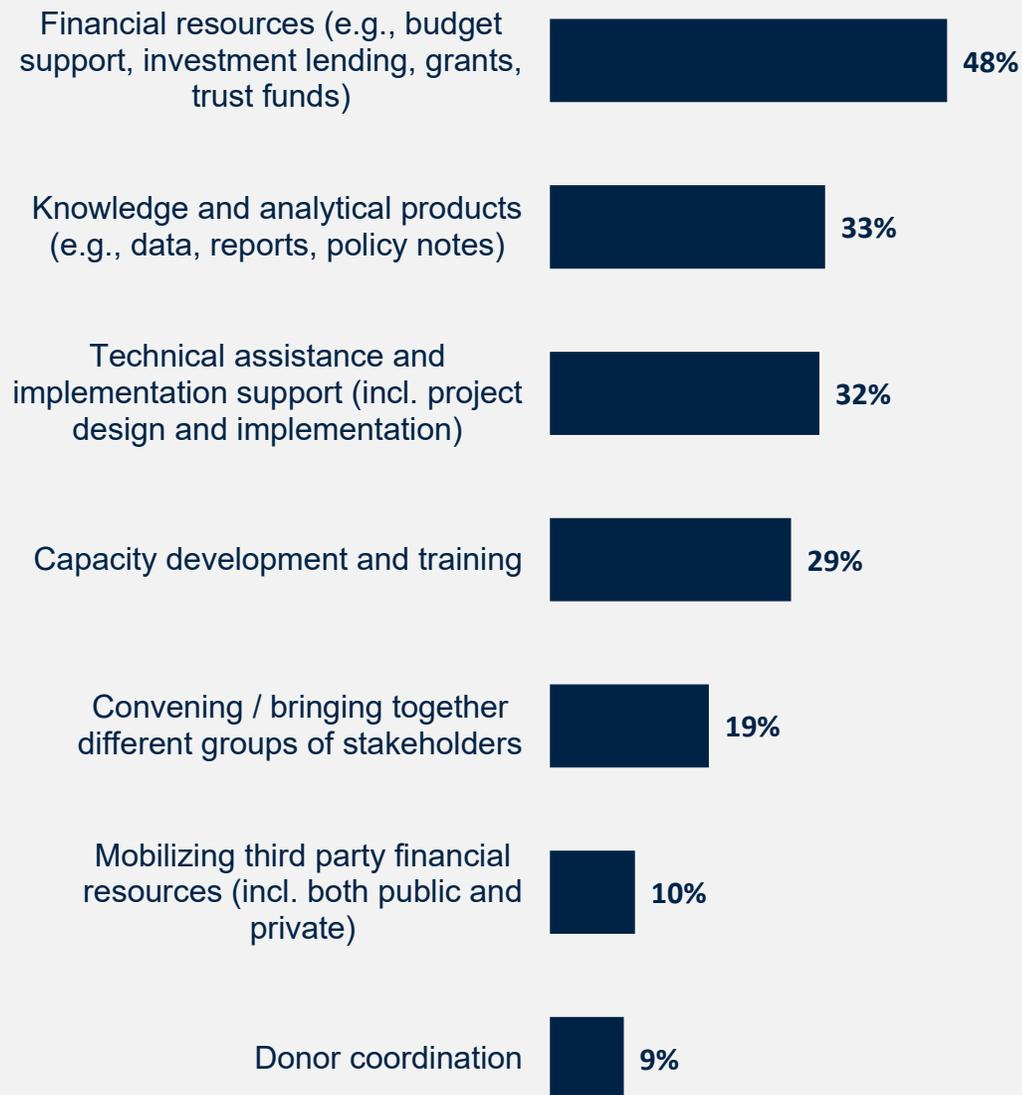
In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Pakistan?

"Public sector reform is crucial to improving service delivery across sectors like education, health, and infrastructure. The WBG should focus on building capacity within provincial and district governments to improve public financial management, transparency, and accountability, which are critical for effective implementation of projects."

(Private Sector Respondent)

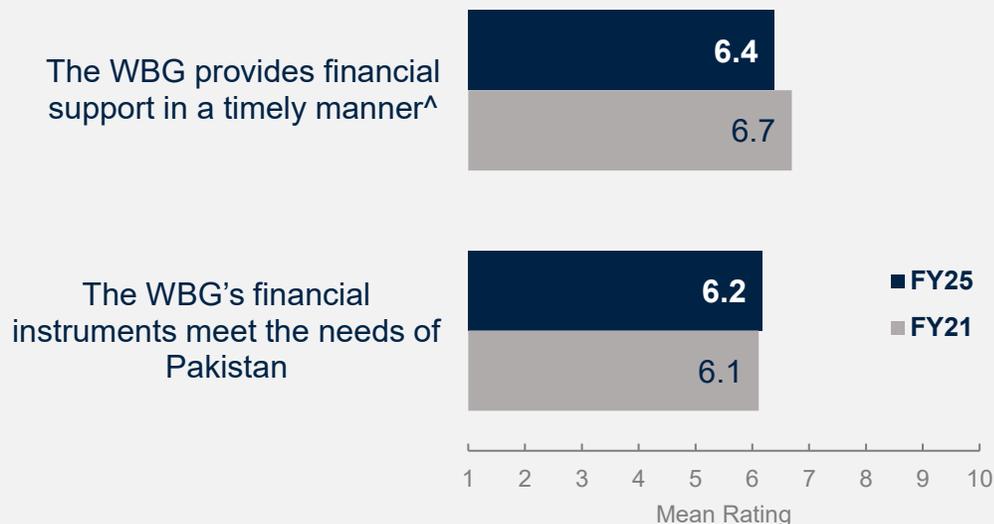
"Expedite the approval processes. More concessional financing"

(Government Institution Respondent)



The WBG Should Provide More Timely Financial Support

Respondents' ratings of the WBG's financial instruments remained similar to the FY21 findings and relatively moderate. Relatedly, [in the earlier question](#) on the Bank's operations over the past two years, one-third of respondents noted that WBG project approval times stayed the same, and about 20% suggested they became somewhat or significantly worse.



In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Pakistan?

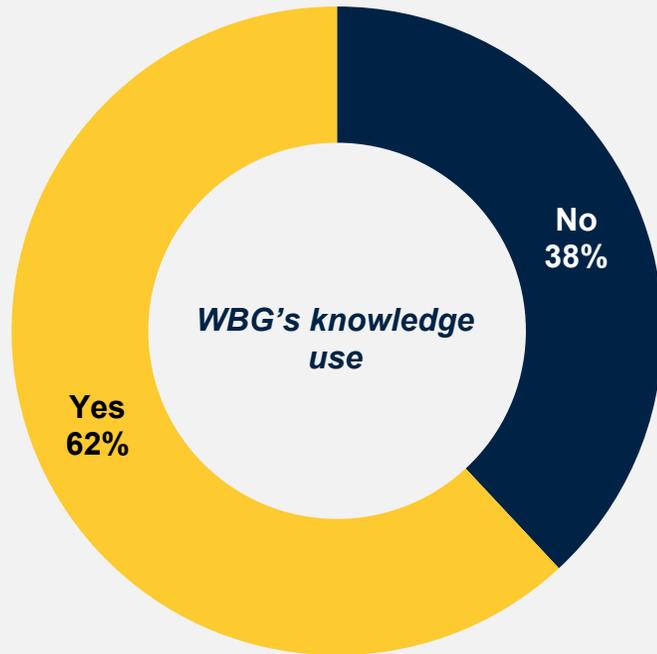
"It is crucial that the World Bank Group (WBG) adapts its guidelines to better align with the specific needs of Pakistan, particularly in the case of emergency projects. The rigid bureaucratic processes of the WBG often do not allow for the flexibility needed to expedite procedures that would improve project outcomes."

"While WBG's support is indispensable for Pakistan, I believe there should be a clear distinction in the execution frameworks between regular and emergency projects. In the current structure, the emphasis within WBG projects seems to be heavily skewed toward procurement processes rather than programmatic execution. I would recommend that, moving forward, there is a stronger focus on program implementation as a core priority, as this would ensure that the ultimate objectives of the projects are met efficiently and effectively."

(Bilateral/Multilateral Agency Respondent)



62% of Respondents Used WBG Knowledge Work; Perceptions of its Contribution to Development Results Improved



Have you ever used the WBG's knowledge work, including participating in workshops or training programs? (Percentage of Respondents, N=210)

To what extent do you agree with the following statements?

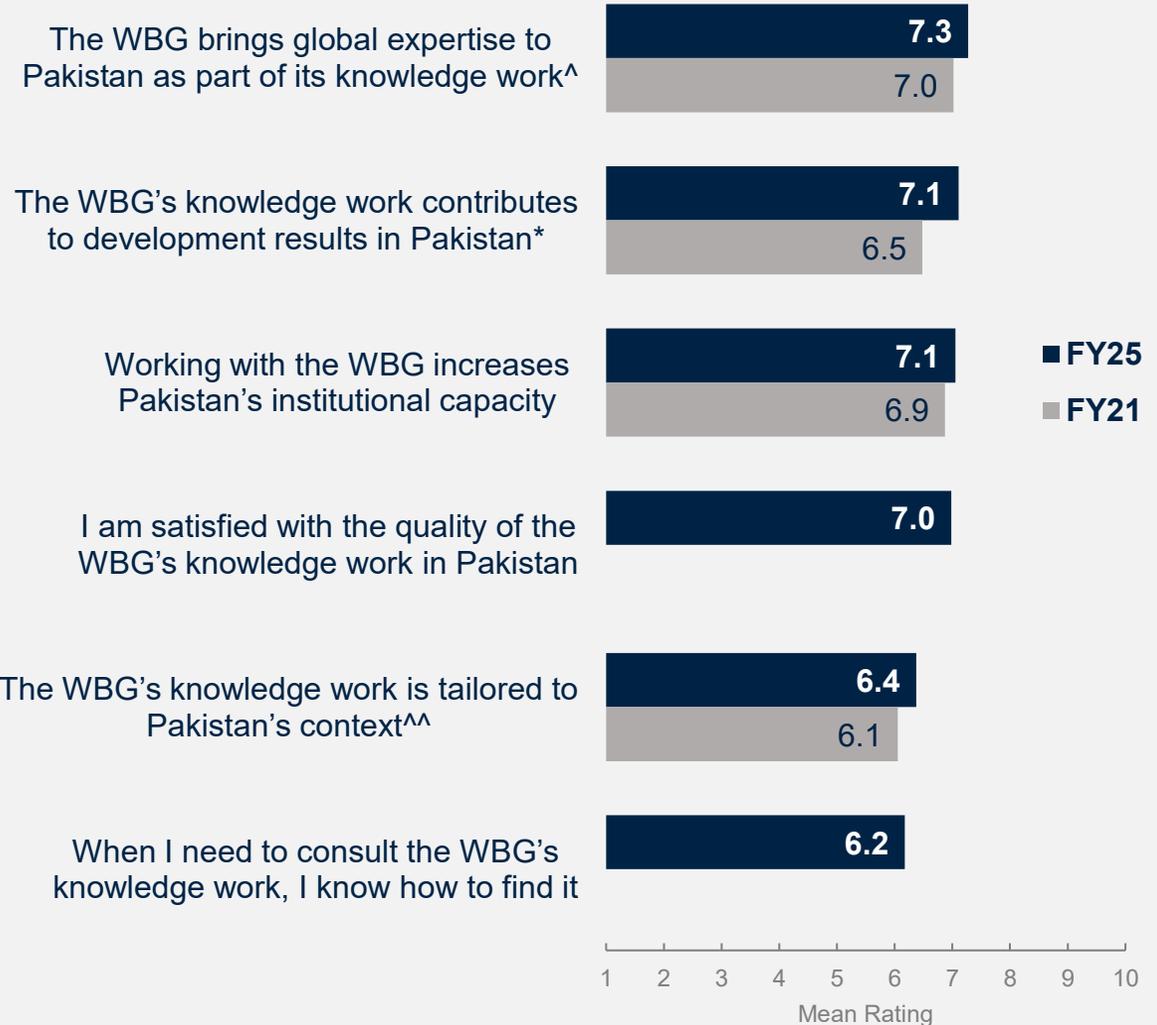
Scale: 1 Strongly disagree – 10 Strongly agree

How significant a contribution do you believe the WBG's knowledge work makes to development results in Pakistan?

Scale: 1 Not significant at all – 10 Very significant

[^]Compared to "In Pakistan, to what extent do you believe that the World Bank Group's knowledge work and activities are a source of relevant information on global good practices," asked in FY21.

^{^^}Compared to "In Pakistan, to what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Pakistan's specific development challenges and country circumstances," asked in FY21



*Significant differences between years 31



The Future Role of the World Bank Group in Pakistan

“More training, workshops with key stakeholders, such as CSO, business, and political parties.”

(Civil Society Respondent)

“WBG should share/disseminate data-driven but contextually relevant knowledge with civil servants, academia, and industry through user-friendly platforms.”

(Government Institution Respondent)



WORLD BANK GROUP



In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Pakistan? (N=221)

How Can the WBG Increase its Effectiveness? Open Ended Responses

Actively engage with various stakeholders, adapt projects to local context, and greater dissemination of work.



Focus Area
30%*

- Education, health, agriculture and food security, and climate change adaptation
- Public sector governance reform
- Gender equity and women's empowerment

Engagement
25%

- Active collaboration with civil society, the private sector, academia, youth groups, and the media
- Engagement with local governments

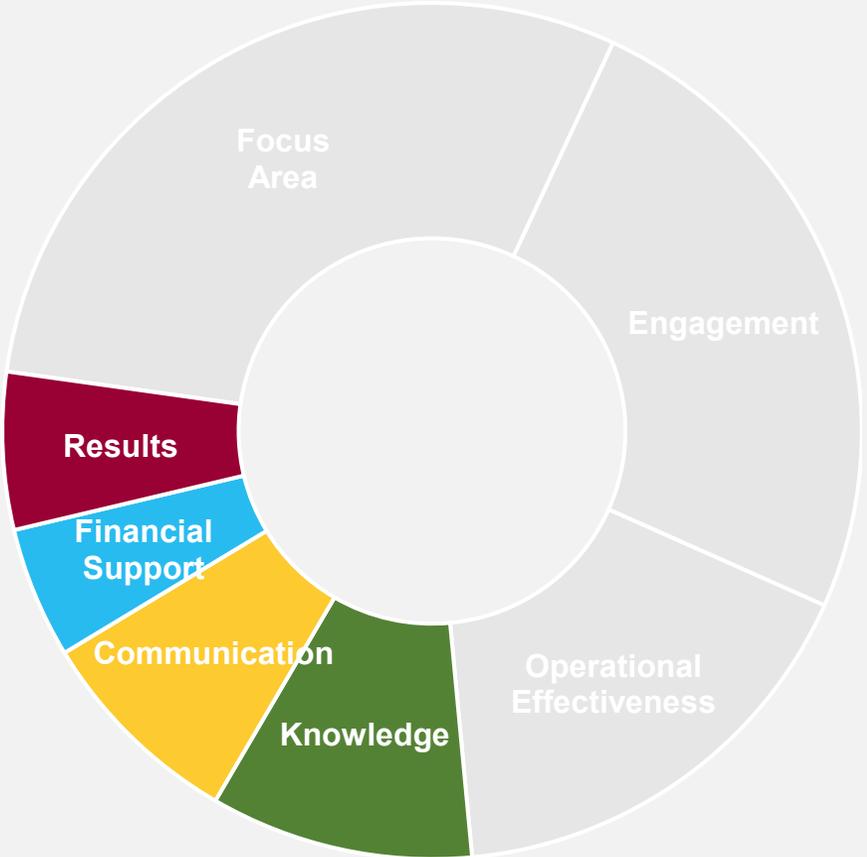
Operational Effectiveness
17%

- Adapt projects to Pakistan's needs
- Simplify procurement procedures
- Better understanding of the processes and challenges in the country

 In your opinion, what is the most important thing the World Bank Group could do to increase its effectiveness in Pakistan? (N=221)
*All percentages are counted based on the total number of topics mentioned by the respondents; individual comments could be counted multiple times depending on the number of topics they cover.

How Can the WBG Increase Its Effectiveness? Open-Ended Responses

Actively engage with various stakeholders, adapt projects to local context, and greater dissemination of work.



Knowledge
10%

- Technical assistance
- Rely more on local expertise
- Training and workshops to build and enhance capacity at the local level

Communication
8%

- Engage with the media to promote WBG's project support
- Increase the Bank's visibility in Pakistan
- More channels of communication

Financial support
5%

- Continuing financial support to the focus areas of high importance
- Financial support on favorable and competitive terms

Results
6%

- Active supervision of project/policy implementation and M&E

Communication and Outreach

“Data analytics reports could be workable to understand the world development trends. The communications department of WBG must be more effective in terms of easy access for knowledge sharing. There is a dire need of media collaboration as an effective partner for social and economical development works in suppressed segments of multicultural environmental countries.”

(Media Respondent)

“[The WBG] needs to be more accessible to the govt and private institutions. WBG should do things to gain the trust of the people of Pakistan. WBG does a lot, but unfortunately, they’re perception is not there.”

(Office of a Parliamentarian)



WORLD BANK GROUP



In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Pakistan? (N=221)

Events and Direct Contact with Staff were the Most Preferred Ways for Receiving WBG Communication

Respondents most preferred to receive the WBG's communications through **events / conferences / seminars / workshops** (in person or online) and **direct contact** with staff. Notably, local government stakeholders selected social media as their second most preferred channel, while respondents from the office of a parliamentarian selected direct messaging as a preferred channel.

	Preferred WBG Channel								
	All Respondents	Office of Parliamentarian	Government Institutions	Local government	Bilateral /Multilateral Agency	Civil Society	Private Sector	Academia	Media
Event / conference / seminar / workshop (in person or online)	65.7%	58.8%	72.7%	62.5%	61.1%	80.0%	59.5%	61.9%	52.4%
Direct contact with staff (e.g., in person, virtually, phone, email)*	55.0%	44.1%	68.8%	37.5%	72.2%	63.3%	43.2%	40.5%	52.4%
Direct messaging (e.g., WhatsApp, Telegram, Viber)*	29.6%	61.8%	23.4%	25.0%	0.0%	16.7%	32.4%	26.2%	52.4%
e-Newsletters*	18.9%	11.8%	18.2%	0.0%	16.7%	16.7%	24.3%	38.1%	9.5%
Social media (e.g., Facebook, Twitter)*	14.6%	2.9%	6.5%	56.3%	22.2%	13.3%	16.2%	19.0%	14.3%



How would you prefer to receive communication from the WBG? (Select up to 2)
(Percentage of Respondents, N=280) *Significantly different between stakeholder groups

Helpful Information to Understand the WBG's Role in Pakistan

A majority of respondents preferred **WBG research and knowledge** to understand WBG's role in Pakistan. However, preferences for specific types of information varied significantly across stakeholder groups. Respondents from the private sector and academia favored case studies on WBG projects, whereas parliamentarians, local governments, and civil society prioritized information on engaging with the WBG.

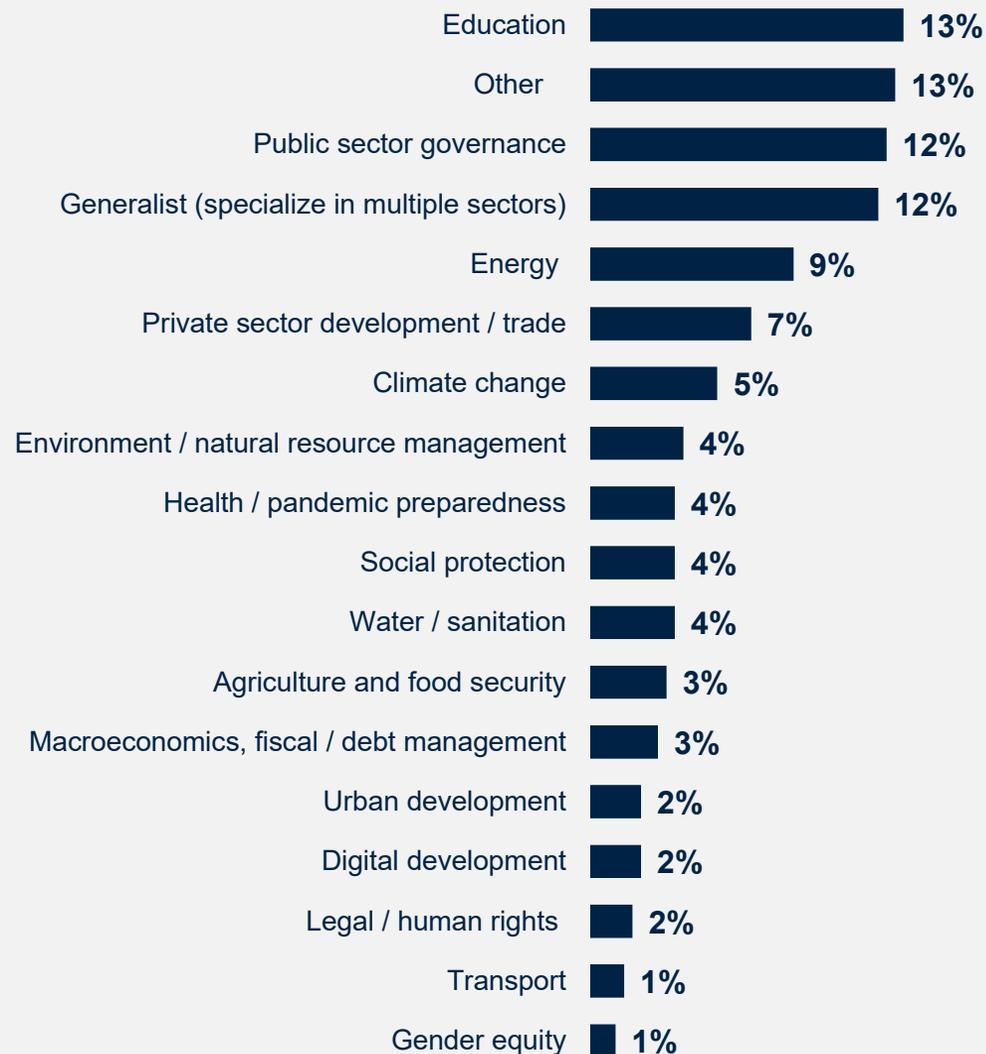
	All respondents	Office of Parliamentarian	Government Institutions	Local government	Bilateral /Multilateral Agency	Civil Society	Private Sector	Preferred information about the WBG	
								Academia	Media
WBG research and knowledge	46.6%	32.4%	48.0%	25.0%	55.6%	43.8%	39.5%	65.9%	45.0%
Information on how to work / partner with WBG*	44.8%	55.9%	33.3%	81.3%	22.2%	62.5%	39.5%	50.0%	35.0%
Regular updates on WBG activities	43.4%	55.9%	38.7%	56.3%	38.9%	50.0%	31.6%	38.6%	65.0%
Case studies of WBG projects*	42.3%	23.5%	44.0%	25.0%	50.0%	31.3%	50.0%	61.4%	30.0%
Sector-specific strategies	40.6%	47.1%	40.0%	31.3%	50.0%	43.8%	47.4%	27.3%	35.0%
Impact assessments and evaluations*	35.6%	23.5%	49.3%	12.5%	38.9%	50.0%	31.6%	38.6%	65.0%
Overview of WBG financial products and services	21.0%	29.4%	25.3%	18.8%	11.1%	15.6%	28.9%	6.8%	30.0%

Sample Demographics and Detailed Methodology

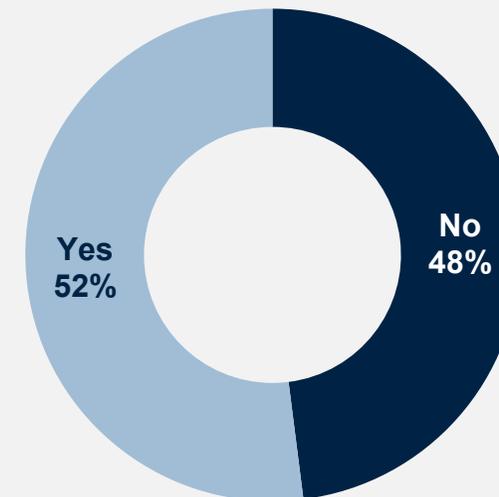


Sample Demographics

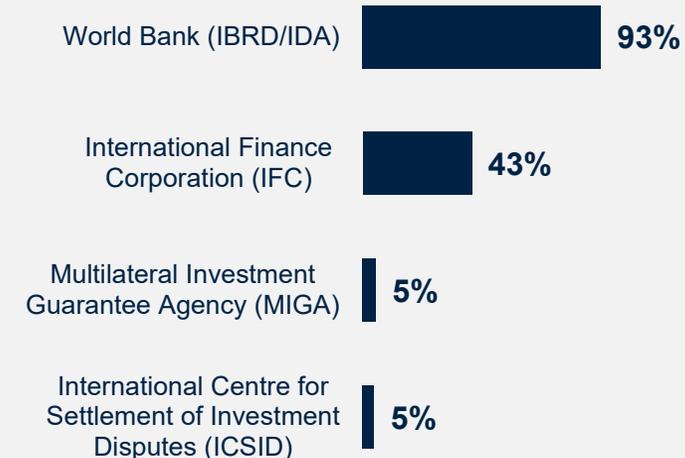
What is the primary specialization of your work? (N=282)



Do you collaborate/work with the World Bank Group (WBG) in Pakistan? (N=303)

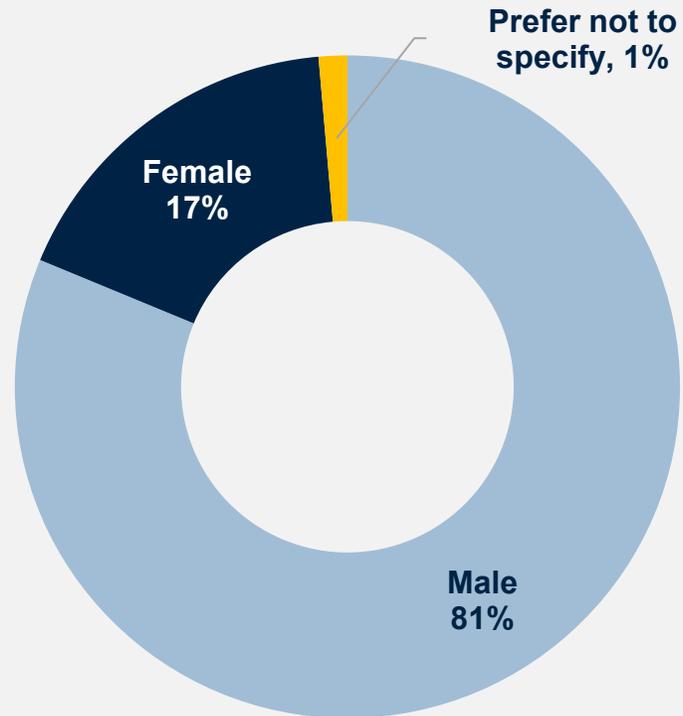


Which of the following WBG agencies do you collaborate/work with in Pakistan? (N=155)

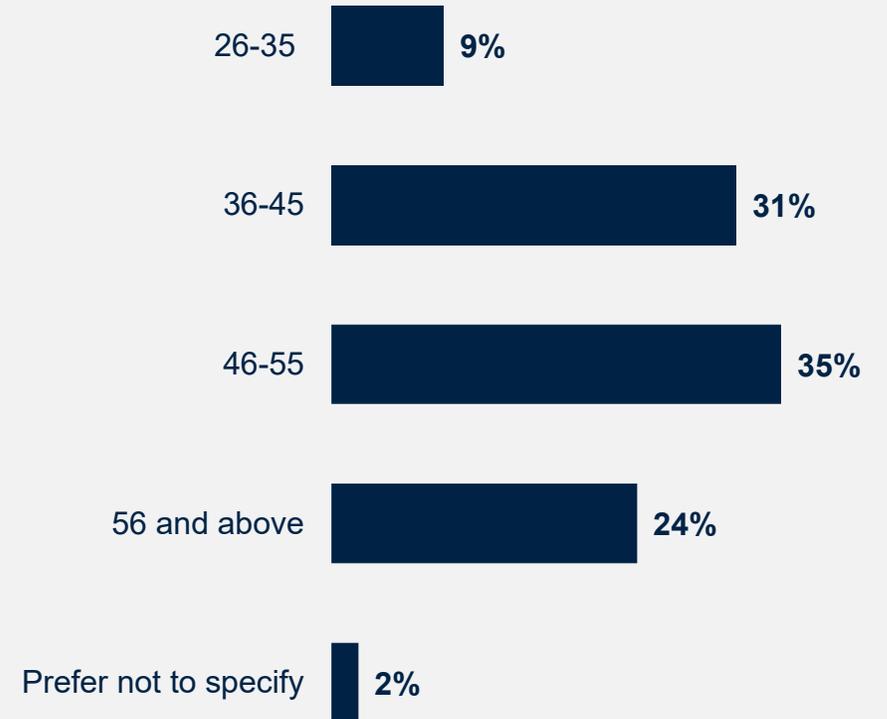


Sample Demographics (continued)

What is your gender?
(N=288)



What's your age? (N=289)



Detailed Methodology

From **September to November 2024**, a total of 800 stakeholders in Pakistan were invited to provide their opinions on the WBG’s work by participating in a Country Opinion Survey (COS). A list of potential participants was compiled by the WBG country team and the field agency. Participants were drawn from the Offices of the President, Prime Minister, Minister, and Parliament, government institutions, local governments, bilateral or multilateral agencies, the private sector, civil society, academia, and the media.

Of these stakeholders, **307 participated in the survey (38% response rate)**. Respondents completed the questionnaire via an online platform or on paper.

This year’s survey results were compared to the FY21 Survey, which had a response rate of 35% (N=238).

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. This year’s survey saw a greater outreach to and/or response from government principals and the private sector, but fewer responses from bilateral/multilateral agencies and academia. These differences in stakeholder composition between the two years should be considered when interpreting the results of the past-year comparison analyses.

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

Breakdowns for individual questions by stakeholder group can be found in the “Pakistan COS FY25 Appendices with data breakdowns.xlsx” file published in the WBG Microdata Library, along with the survey microdata and this report.

Percentage of Respondents	FY 2021	FY 2025
Government Principals: Office of the President, Minister, Parliamentarian	4%	13%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	35%	26%
Local Government	2%	5%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	13%	6%
Civil Society Organization: Local and regional NGOs, Community-Based Organization, Private Foundation, Professional/Trade Association, Faith-Based Group, Youth Group	12%	12%
Private Sector: Private Company, Financial Sector Organization, Private Bank	9%	14%
Academia / Research Center	17%	6%
Media	6%	8%
Other	2%	0%
Total Number of Respondents*	235	307



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

*Not all respondents provided information about their professional affiliation. Therefore, the total number of respondents listed in the table is lower than the N reported in the methodology.

Indicator Questions

Every country that engages in the Country Opinion Survey (COS) must include specific indicator questions, several of which are aggregated for the World Bank Group's annual Corporate Scorecard and are highlighted in red below.

A1_1. How much do you trust the World Bank Group to do what is right for Pakistan? Scale: 1 Not at all – 10 Very much

A2. How effective is the World Bank Group in helping Pakistan achieve development results? Scale: 1 Not effective at all – 10 Very effective

A3. How significant a contribution do you believe the WBG's knowledge work makes to development results in Pakistan?
Scale: 1 Not significant at all – 10 Very significant

To what extent do you agree with the following statements? Scale: 1 Strongly disagree – 10 Strongly agree

A4. The WBG currently plays a relevant role in development in Pakistan.

A5. The WBG's work is aligned with what I consider the development priorities for Pakistan.

A6. The WBG has a positive influence on shaping development policy in Pakistan.

A7. The WBG's work helps end poverty in Pakistan

To what extent is the WBG an effective development partner in terms of each of the following? Scale: 1 To no degree at all – 10 To a very significant degree

C1_1. Responsiveness to needs in Pakistan

C1_2. Access to WBG staff and experts

C1_3. Being a long-term partner to Pakistan

To what extent is the WBG an effective development partner in Pakistan, in terms of collaborating with the following groups?

Scale: 1 To no degree at all – 10 To a very significant degree

C2_1. National Government

C2_4. Private sector

C2_5. Civil society

C2_6. Other donors and development partners

To what extent do you agree with the following statements? Scale: 1 Strongly disagree – 10 Strongly agree

C4_1. The WBG's financial instruments (i.e., budget support, loans, grants, trust funds, equity, trade finance, and political risk insurance) meet the needs of Pakistan

C4_2. The WBG provides financial support in a timely manner

C6_1. I am satisfied with the quality of the WBG's knowledge work in Pakistan.

C6_4. The WBG's knowledge work is tailored to Pakistan's context.





CountryOpinionSurveys

Thank you

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

countrysurveys@worldbankgroup.org

