



CountryOpinionSurveys

FY 2025 Bangladesh 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 Bangladesh perceive the WBG. The survey explored the following questions:

- 1. Overall Views of the WBG:** How familiar are stakeholders with the WBG? How much do they trust the WBG? What opinions do stakeholders have of the WBG regarding its effectiveness and relevance to development in Bangladesh? Are these perceptions improving or declining? Do stakeholders feel the WBG has changed for the better or the worse in the last year?
- 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 did these projects impact the people of Bangladesh, and how could the WBG have been more helpful?
- 3. WBG Instruments:** What do key stakeholders value the most regarding the WBG's work in Bangladesh? What opinion do key stakeholders have of WBG financial instruments and knowledge products? How are stakeholders using WBG knowledge work, and has it influenced government policy in Bangladesh?
- 4. The WBG's Engagement and Collaboration:** How is the WBG perceived as a development partner in Bangladesh? Are opinions improving or declining? How effectively has the WBG facilitated the Government's engagement with civil society?
- 5. Communications:** What are the preferred communication channels, and do they differ between stakeholder groups? Do stakeholders recall any WBG messaging? What key topics does the WBG communicate that stakeholders recall? What information do stakeholders want from the WBG?



Methodology Overview

Fielded December 2024 – February 2025

- 620 potential participants were asked to complete the survey
- Respondents received the questionnaire via courier and returned it accordingly, completed the questionnaire online, or completed the questionnaire with a representative of the field agency
- 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

315 participants (51% response rate)

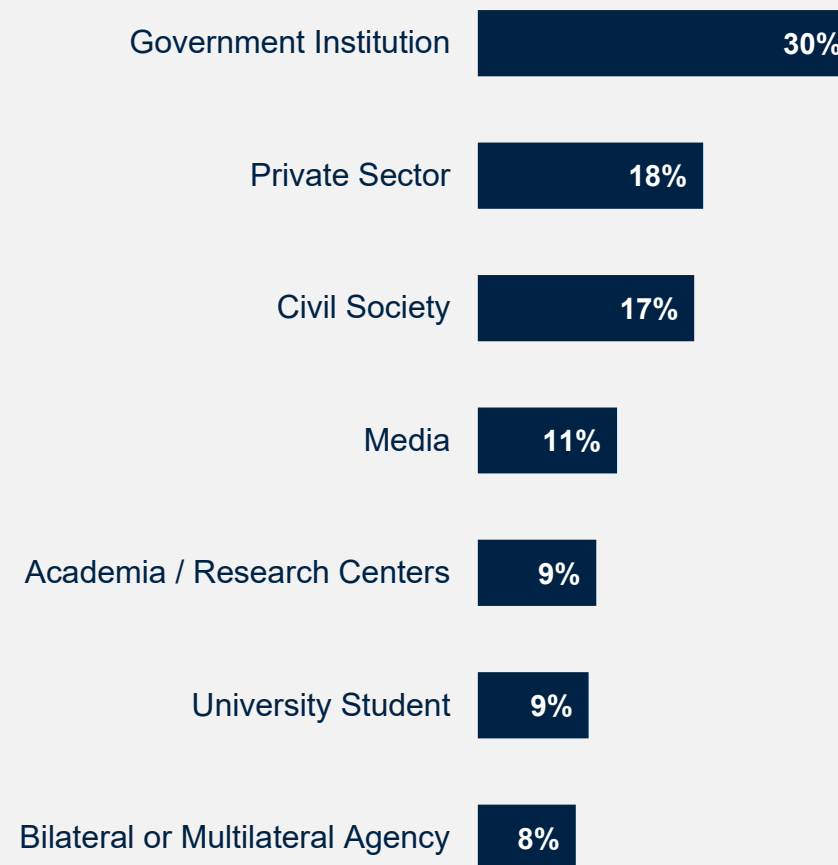
- 85% from Dhaka
- 39% have collaborated with the WBG within the past 3 years

Compared to the FY22 Country Survey Results

- 351 participants (42% response rate)
- 89% from Dhaka
- 38% collaborated with the WBG

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

Stakeholders in FY25 COS Sample



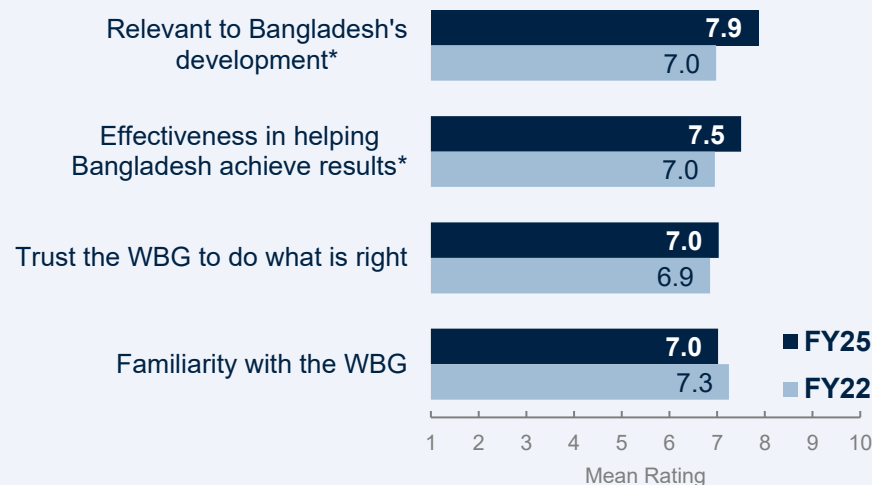
What is your primary professional affiliation? (Select only 1 response)
(Percentage of Respondents, N=317)

Executive Summary

1. Overall Views of the WBG:

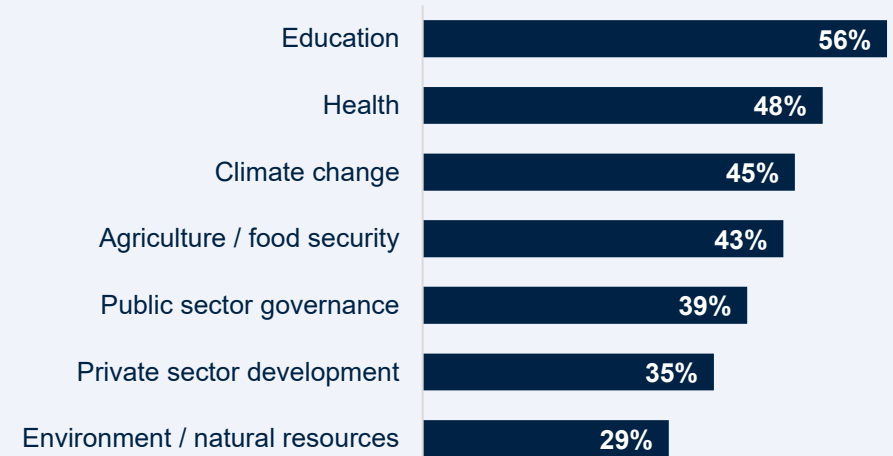
Respondents in FY25 gave similar ratings as those in the FY22 COS for their familiarity with and trust in the WBG. The WBG was the third most trusted institution in Bangladesh and rated similarly to the UN in trust, effectiveness, and relevance. Moreover, ratings for **the WBG's effectiveness and relevance in Bangladesh were significantly improved compared to FY22**. Indeed, compared to South Asian and IDA countries surveyed in FY24-FY25, respondents in Bangladesh perceived the WBG as more relevant and more effective.

In terms of the Bank's reform efforts, since August 2024, **respondents saw the most improvement in the Bank being easy to work with** (47% somewhat / significantly better), its work improving people's lives in Bangladesh (46%), and partnering with others to increase development finance (46%).



2. The WBG's Work on Development Priorities:

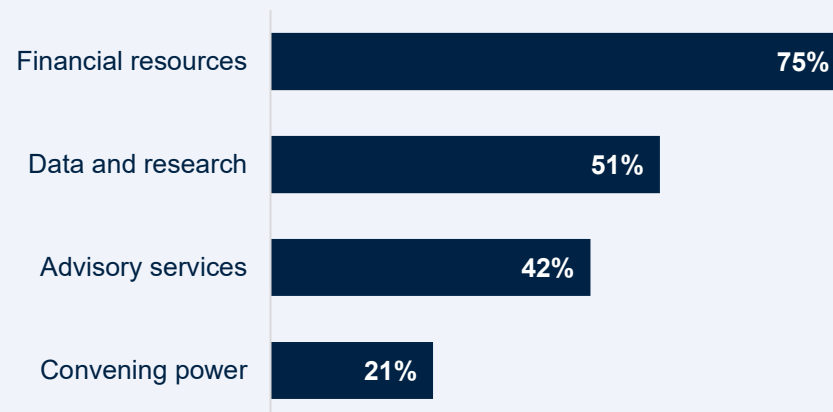
Education, health, climate change, and agriculture/food security were indicated as the top priorities for the WBG's support in FY25. Respondents considered **agriculture/food security** and **private sector** development much more of a priority, with nearly twice as many respondents selecting them in FY25 as in FY22. **When asked how helpful the WBG was in achieving project goals, 99% said the Bank was helpful**, with 66% of respondents saying, "Very Helpful". In their qualitative comments regarding how to make the WBG more effective in Bangladesh, nearly two-thirds of respondents discussed **key development areas** such as human development, climate change, agriculture, and governance. Respondents also discussed that the WBG needed to **align its financing and knowledge work** to better meet the needs in these areas, as well as **build local capacity** to ensure proper implementation and sustainability, and the need for **more transparency and government accountability** to make sure WBG support was appropriately focused on the ground.



Executive Summary (continued)

3. WBG Instruments:

Stakeholders considered the WBG's **financial resources** to be its greatest value to Bangladesh. When asked about the WBG's financial instruments, respondents had the highest levels of agreement that the WBG provides **timely financial support** (mean=7.2), that the WBG's **financial instruments meet Bangladesh's needs** (mean=7.2, significantly improved compared to FY22), and that the conditions on WBG financing are **competitive compared to markets** (mean=7.2). In their qualitative comments regarding how to make the WBG more effective in Bangladesh, approximately 1 in 5 respondents discussed that **the WBG should increase its financial support to Bangladesh while maximizing its impact** by incorporating knowledge work, appropriate transparency, monitoring, and accountability, and ensuring sustainability in its projects and initiatives.



Stakeholders in Bangladesh also highly valued the WBG's data and research and advisory services. When asked about their use of the WBG's knowledge work, **respondents most often reported using the WBG's research and analytical reports** (48%) **and data resources** (44%) in the past three years; just 31% of respondents said that they had not used the WBG's knowledge work. Respondents considered the WBG's knowledge work to be a **reliable information source** to inform their professional research, to build capacity personally and institutionally, and to provide insights for their organizations. Moreover, 76% of respondents said that **WBG policy advice had influenced government policy** in Bangladesh. Respondents had quite positive perceptions of the WBG's knowledge work; specifically, that **working with the WBG increases Bangladesh's institutional capacity** (mean=7.6), that they are **satisfied with the quality** of the WBG's knowledge work (mean=7.4), and that the WBG's knowledge work makes a **significant contribution to development results** in Bangladesh (mean=7.4, significantly improved compared to FY22).

In their qualitative comments regarding how to make the WBG more effective in Bangladesh, approximately a quarter of respondents discussed that **the WBG should consult with a broader range of stakeholders, increase the dissemination of its knowledge work, and expand the range of its knowledge work topics.**



Executive Summary (continued)

4. The WBG's Engagement and Collaboration:

In FY25, respondents had significantly more positive perceptions of the WBG as a development partner, compared to the FY22 survey, especially in being a **long-term partner**, its **staff being well prepared** to help Bangladesh solve its most complicated development challenges, and its **responsiveness** to the needs of the people.

The WBG received the highest ratings for the effectiveness of its **collaborations with the national government** (mean=7.4) and **other donors and development partners** (mean=7.2), and improved ratings for the WBG's collaborations with **civil society** (mean=6.8) and the **private sector** (mean=6.6, significantly improved compared to FY22).

In addition to its partnership with the national government, respondents wanted the WBG to **collaborate more with academia** (47%), **local government** (41%), and the **private sector** (39%).



Respondents felt the WBG was fairly effective at **facilitating civil society participation in policy dialogue and implementation** in Bangladesh (mean=6.6). While respondents gave many examples of the WBG's effective facilitation with civil society, some respondents suggested that the WBG could be more effective by promoting civil society dialogue at all levels of government, being more accessible and doing more to support CSOs, expanding the range of CSOs in the WBG's engagement, and creating a bridge between government and civil society in policy and implementation as well as dialogue.

In terms of the WBG **working with the private sector**, nearly half of all respondents (46%) felt the WBG was at least somewhat better at creating investment opportunities in Bangladesh. The main challenges to private sector development identified by respondents were corruption (72%) and political instability (58%). To make the WBG more effective in its work with the private sector, respondents discussed youth development programs, public-private partnerships, investment-friendly policies, infrastructure and road development, good governance, digital infrastructure, and capacity-building.

5. Communications:

WBG **events/workshops** (53%), **website** (47%), and **publications** (46%) were the most preferred WBG channels, and information about the WBG's **knowledge work** (55%) and regular **updates on its activities** (54%) were the preferred information sought by stakeholders.

Over half of all respondents recalled seeing or hearing about the WBG recently (52%), most often in the media (55%), and most often regarding the WBG's work on climate change (65%) and economic forecasts (53%).



Overall Views of the World Bank Group

- The WBG was the third most trusted institution in Bangladesh.
- Stakeholders reported stronger perceptions of the Bank's effectiveness and relevance since FY22.
- Since August 2024, reform efforts have improved views of the Bank's ease of collaboration, impact on lives, and partnerships for development finance.



Familiarity With the WBG is Similar to FY22, Highest Among Government Institutions, Media, and Academia

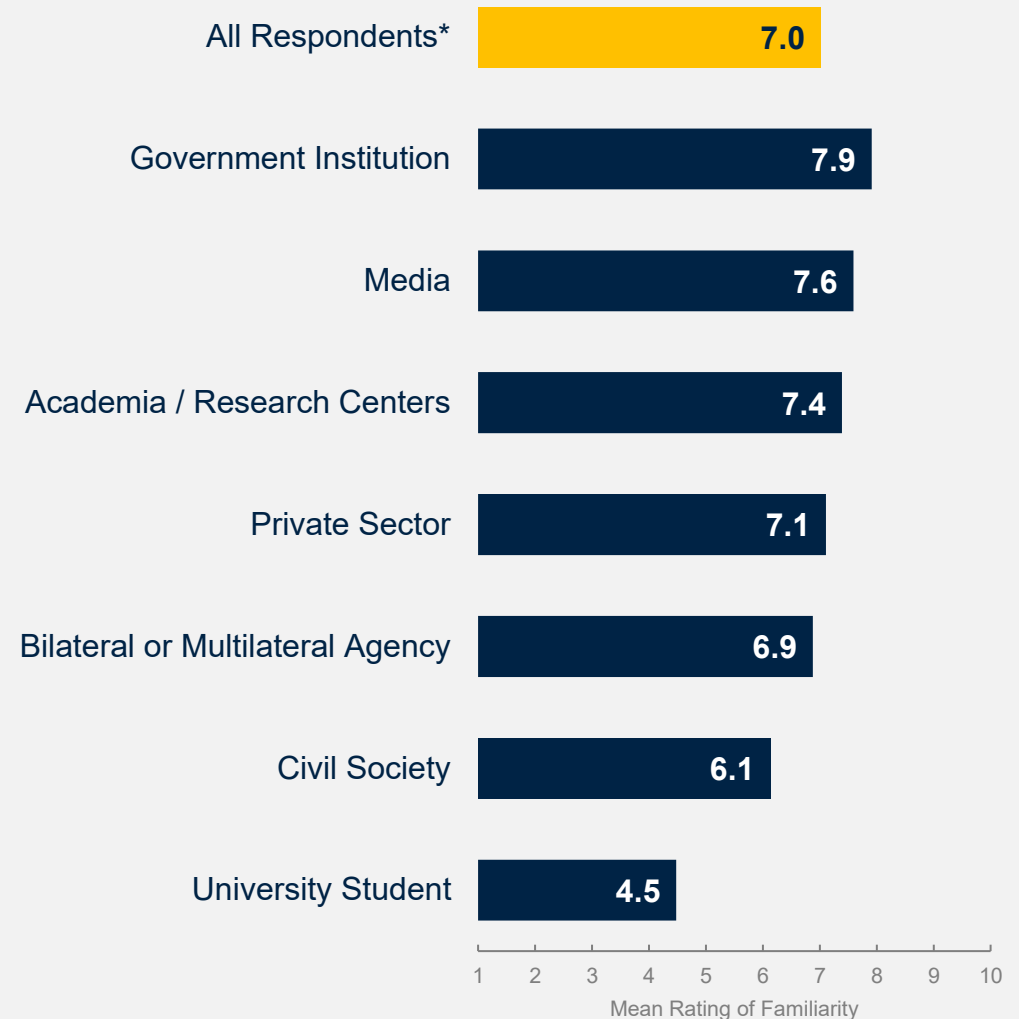
- Comparison of FY22 and FY25:** Respondents in this year's Country Survey reported statistically similar levels of familiarity with the World Bank Group compared to respondents in the FY22 Survey:

Mean familiarity: **FY25 = 7.0**
 FY22 = 7.3

- 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 = 8.3**
 Do not collaborate = 6.2

- Stakeholder groups:** Respondents from government institutions and the media had the highest levels of familiarity with the WBG whereas university students had significantly lower levels of familiarity.



*Significant difference in familiarity ratings between stakeholder groups

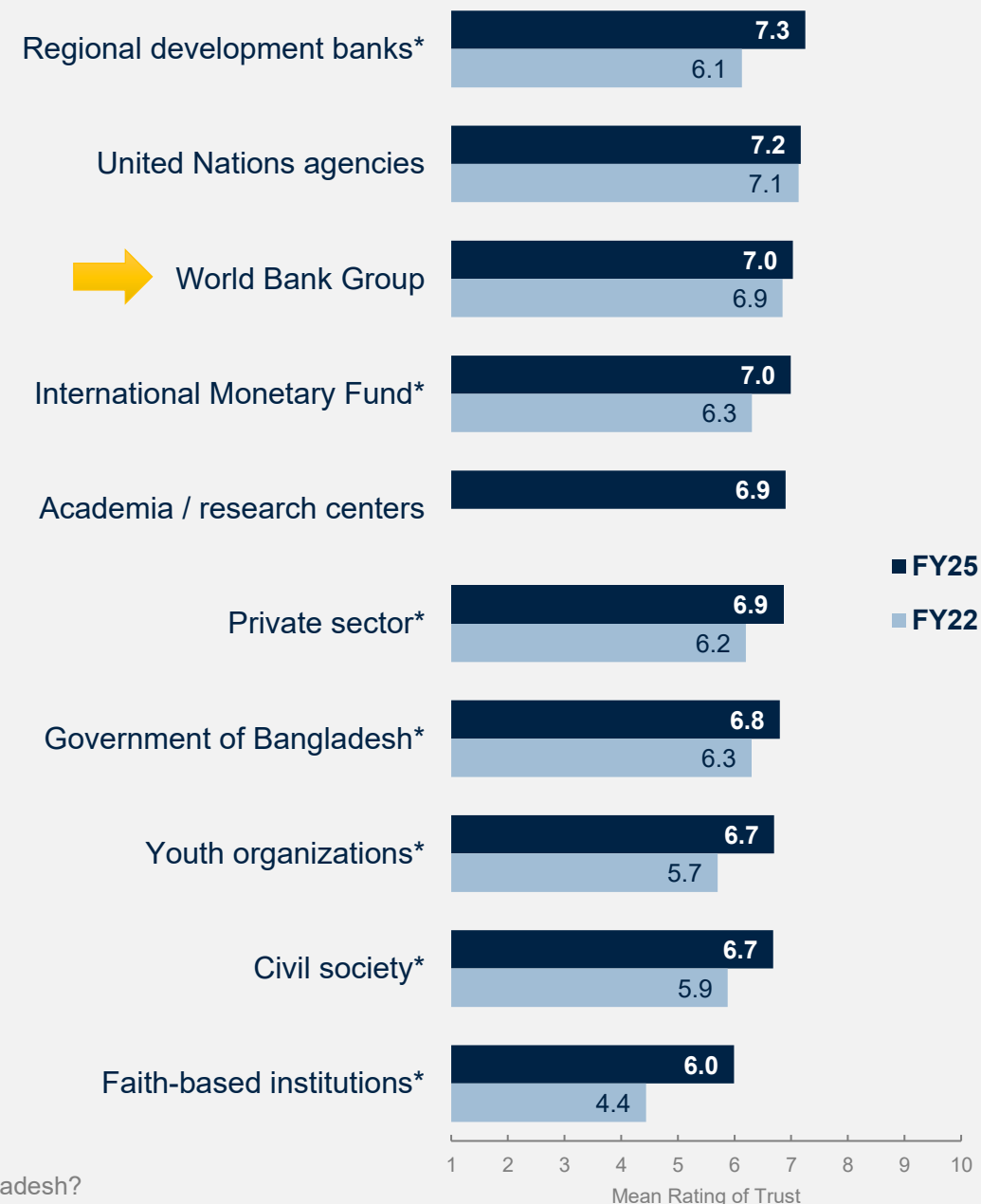


Consistent Trust in the WBG Among Stakeholders

Respondents rated **regional development banks, UN agencies, the WBG, and the IMF** as the most trustworthy institutions in Bangladesh.

Many institutions received significantly **higher ratings of trust in FY25 compared to FY22**, especially faith-based institutions, regional development banks, and youth organizations.

- It should be noted that respondents from **government institutions gave the highest ratings of trust for the government, WBG, IMF, and UN**, whereas university students and respondents from the media gave significantly lower ratings.
- In addition, respondents from **civil society gave the highest ratings of trust for civil society** and faith-based institutions, whereas university students and respondents in the media gave significantly lower ratings.



How much do you trust each of the following institutions to do what is right for Bangladesh?

Scale: 1 Not at all – 10 Very much

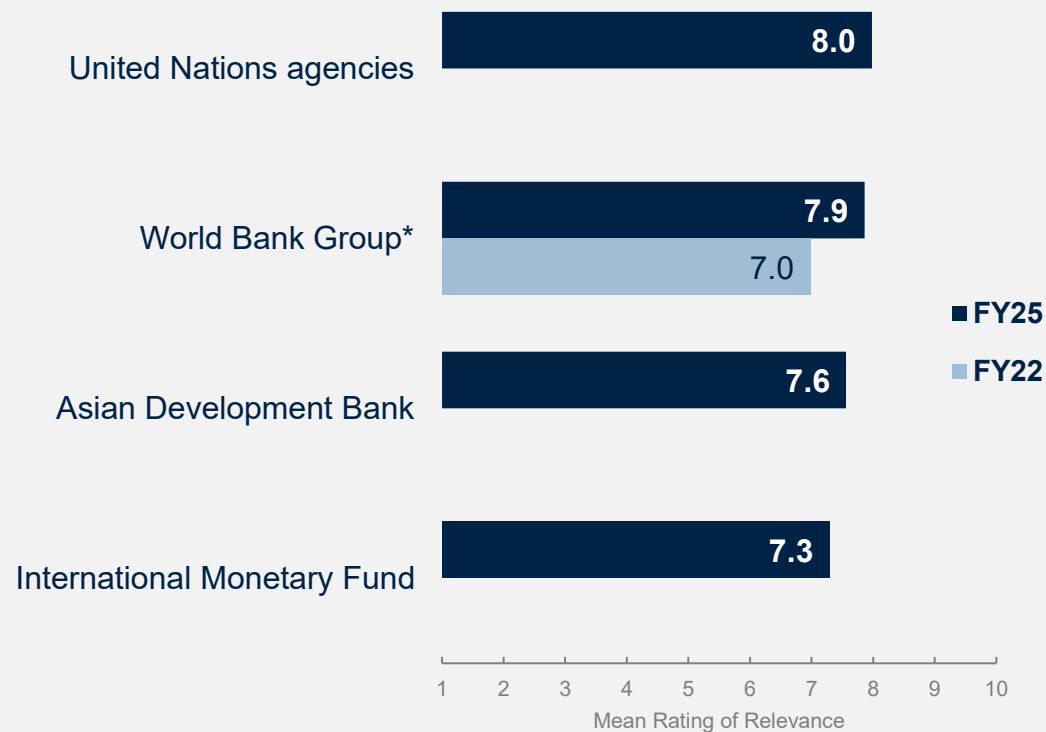
The WBG was rated significantly lower than regional development banks, but statistically similar to the UN and IMF.

*Significant difference between years

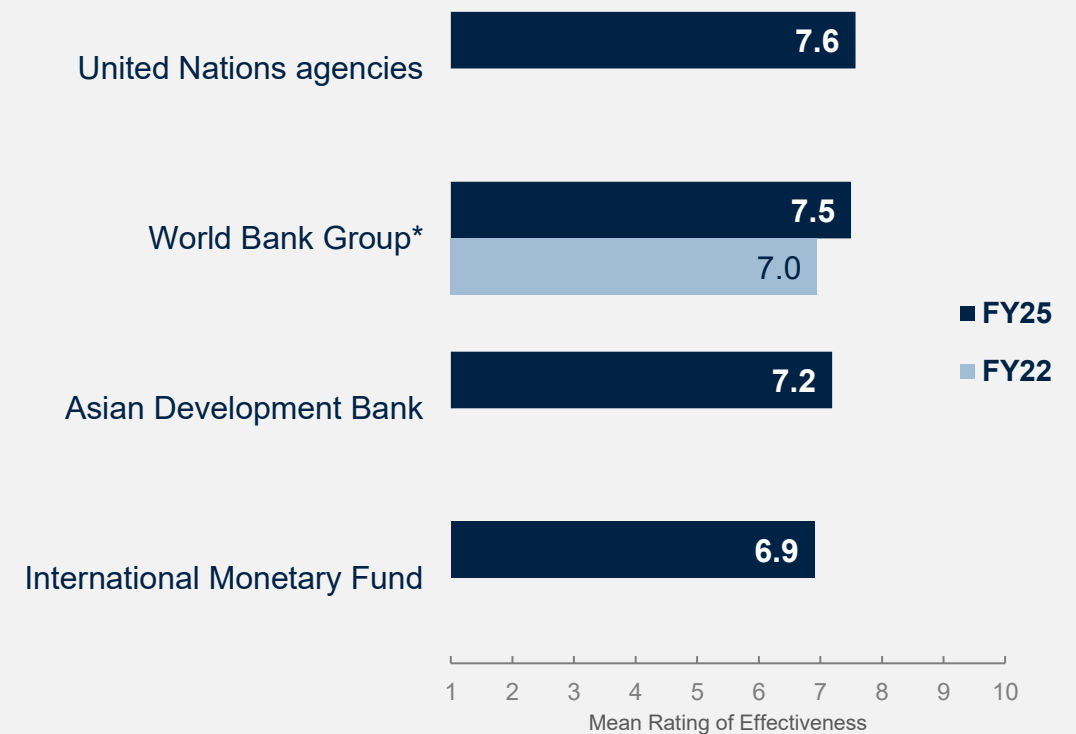
WBG Effectiveness and Relevance in Comparative Context

Respondents rated UN agencies and the WBG similarly **relevant** to development in Bangladesh and **effective** in helping Bangladesh achieve development results, both receiving quite positive mean ratings. Compared to the FY22 COS, respondents this year rated the WBG significantly more positively in terms of its relevance and effectiveness in achieving results.

RELEVANCE to Bangladesh's development



EFFECTIVENESS in achieving development results



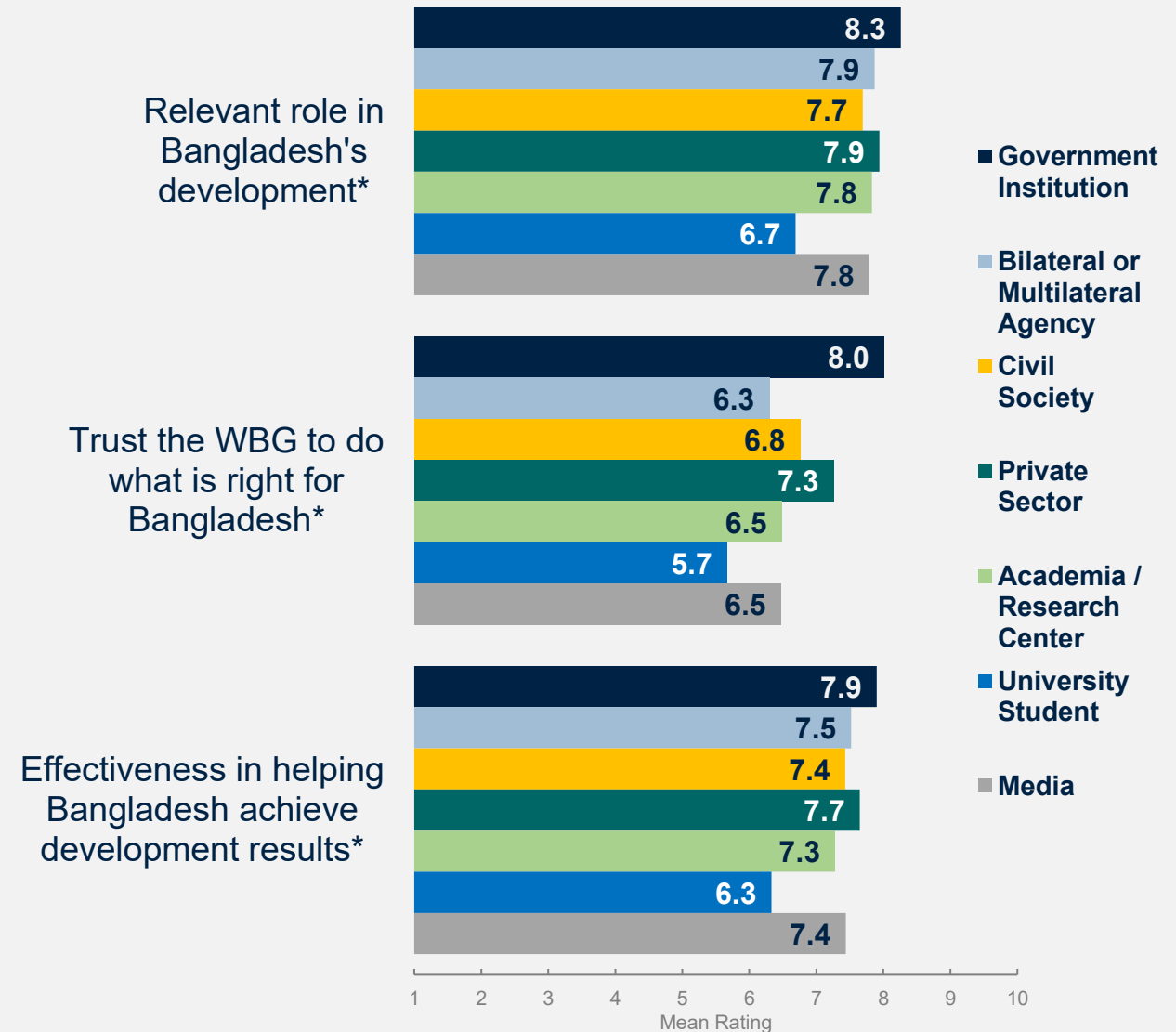
*Significant difference between years



How relevant is each of the following organizations to Bangladesh's development? Scale: 1 Not at all – 10 Very much
How effective is each of the following organizations in helping Bangladesh achieve development results? Scale: 1 Not at all – 10 Very much
The WBG was rated significantly higher than ADP and statistically similar to the UN for both relevance and effectiveness.

Stakeholders from Government Institutions had More Positive Perceptions of the WBG

Comparisons of ratings for trust, relevance, and effectiveness between stakeholder groups show that respondents from **government institutions** and the **private sector** gave the highest ratings for these key indicators, while **university students** were more critical of the WBG. It should be noted that university students also indicated the lowest levels of familiarity with the WBG.

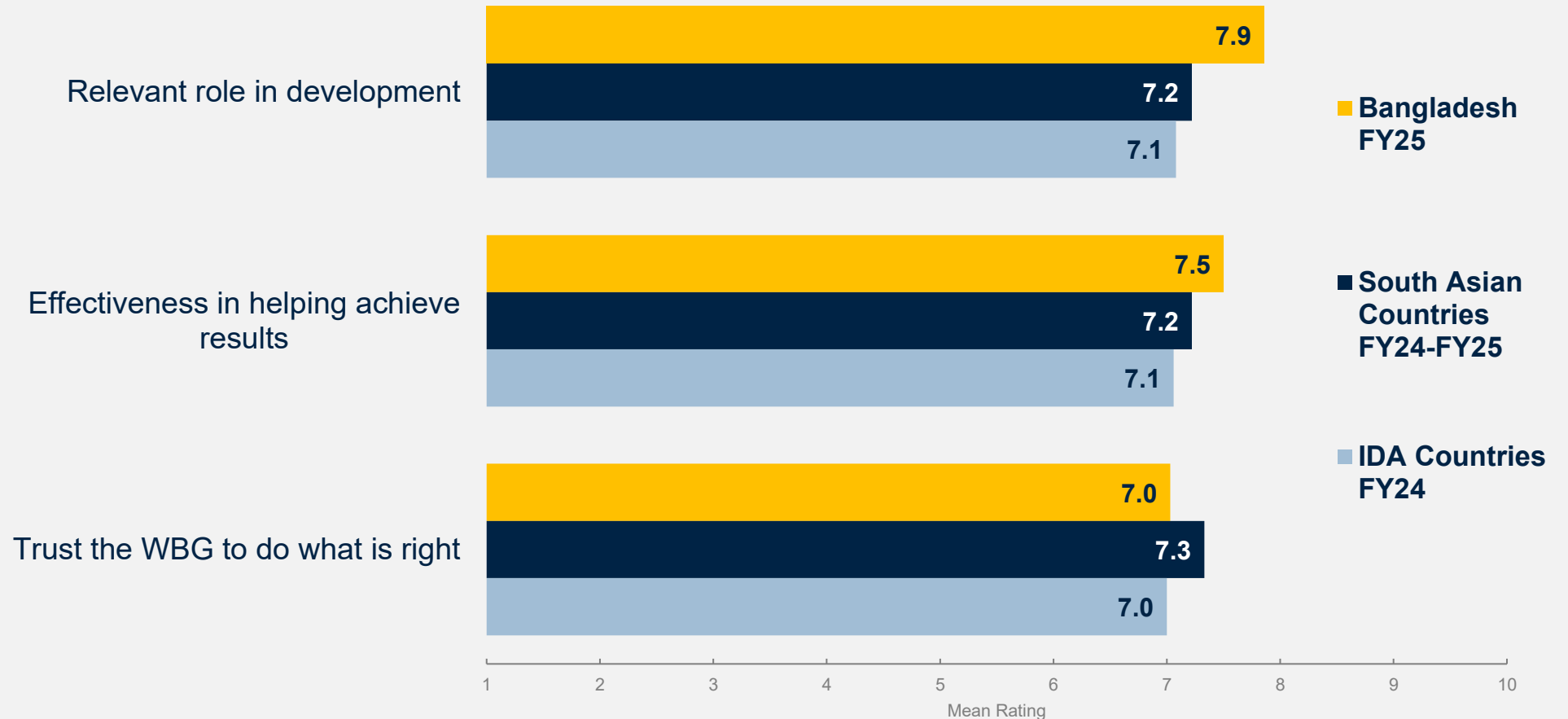


*Significant difference between stakeholder groups.



Stakeholders in Bangladesh Rated the WBG's Relevance and Effectiveness Higher, but Had Lower Trust in the WBG Than in Other FY24-FY25 South Asian Countries

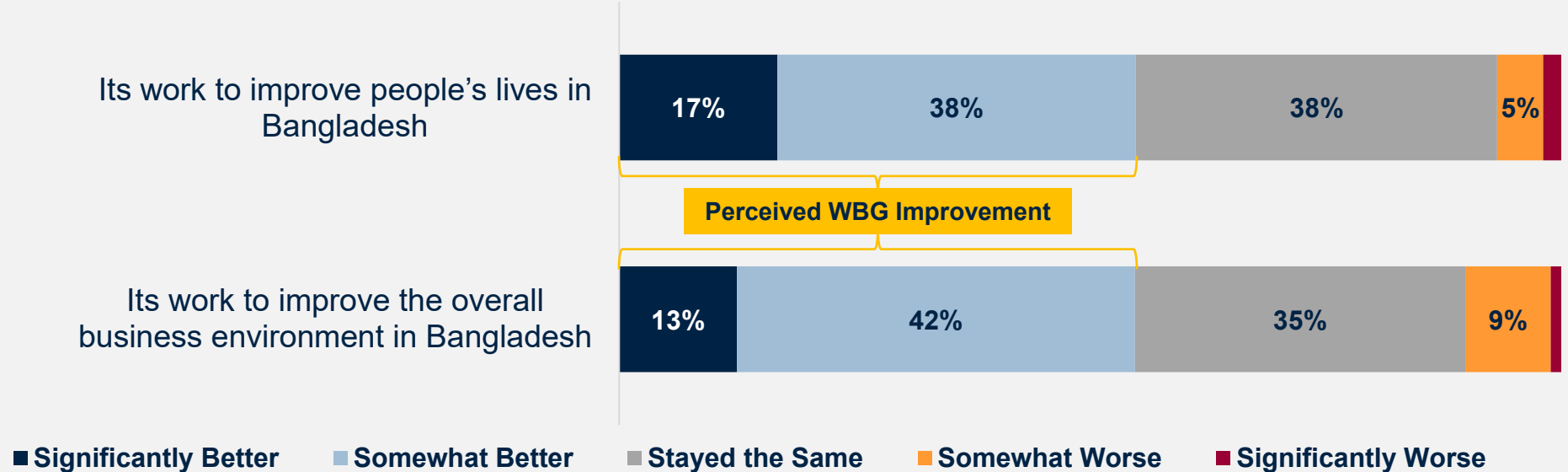
Respondents in Bangladesh also rated the WBG's **relevance** and **effectiveness** higher than respondents in FY24 IDA countries while their ratings of **trust** were similar.



A Majority of Stakeholders Said the Bank Was Better at Improving People’s Lives and the Business Environment in Bangladesh Since August 2024

Nearly one in five respondents said the WBG’s **work to improve people’s lives** had gotten **significantly better** since August 2024 due to the WBG reform efforts while 13% of respondents said that the WBG’s **work to improve the business environment** in Bangladesh had gotten **significantly better**.

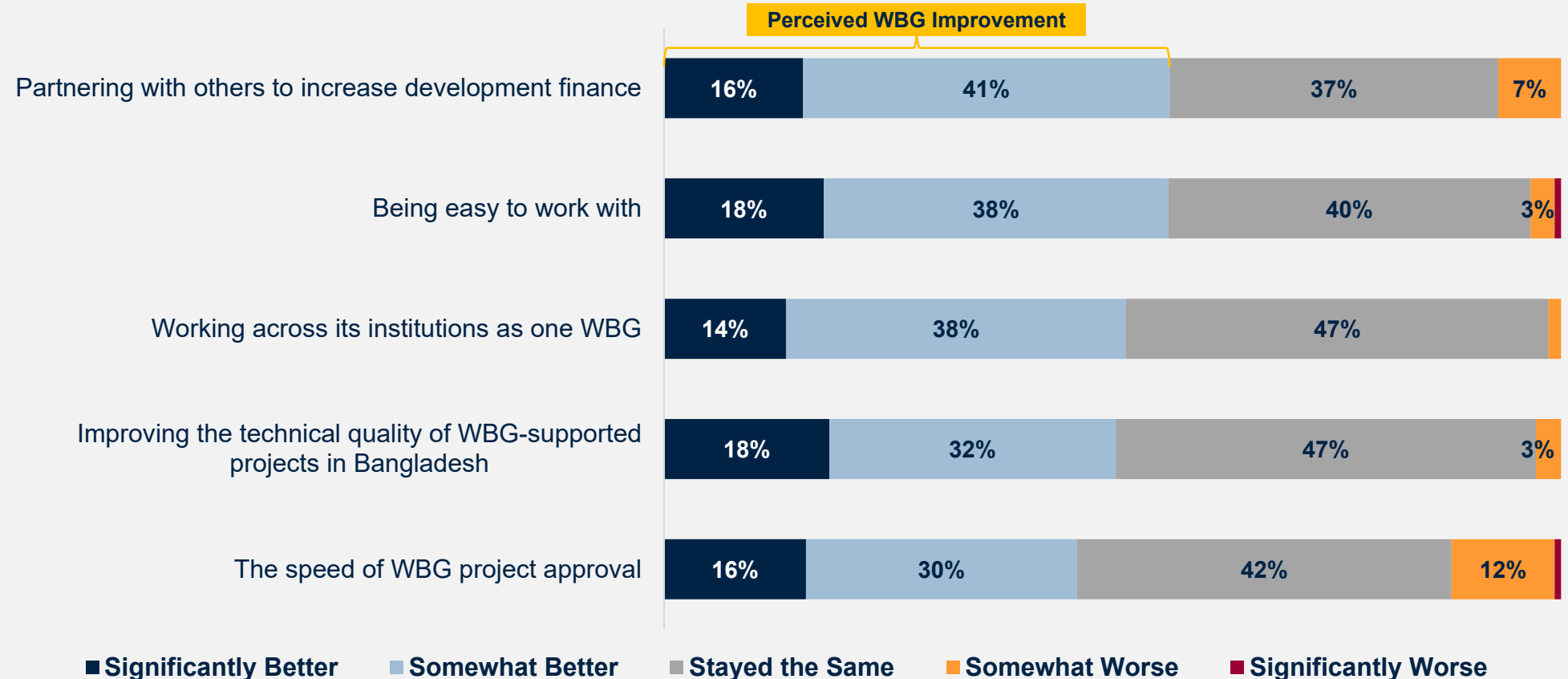
Based on your experience, since August 2024, how has the WBG changed in terms of...



A Majority of WBG Clients/Partners Saw Improvement Across All Aspects of the WBG Due to Its Reform Efforts

Nearly one in five respondents indicated that the **ease of working with the WBG** and the **technical quality** of its projects had gotten **significantly better** since August 2024 due to the WBG reform efforts. Respondents saw the least improvement in the **speed of WBG project approval**, with 46% saying it had gotten better but 12% saying it had gotten worse.

Based on your experience, since August 2024, how has the WBG changed in terms of...



■ Significantly Better ■ Somewhat Better ■ Stayed the Same ■ Somewhat Worse ■ Significantly Worse



The WBG's Work on Development Priorities

- Education, health, and climate change were the top priorities for WBG support.
- Agriculture/food security and private sector development gained importance in FY25 vs. FY22.
- 99% said the Bank was helpful in achieving project goals; 66% said “Very Helpful.”
- Respondents emphasized aligning support with country needs, boosting local capacity, and increasing transparency and accountability.



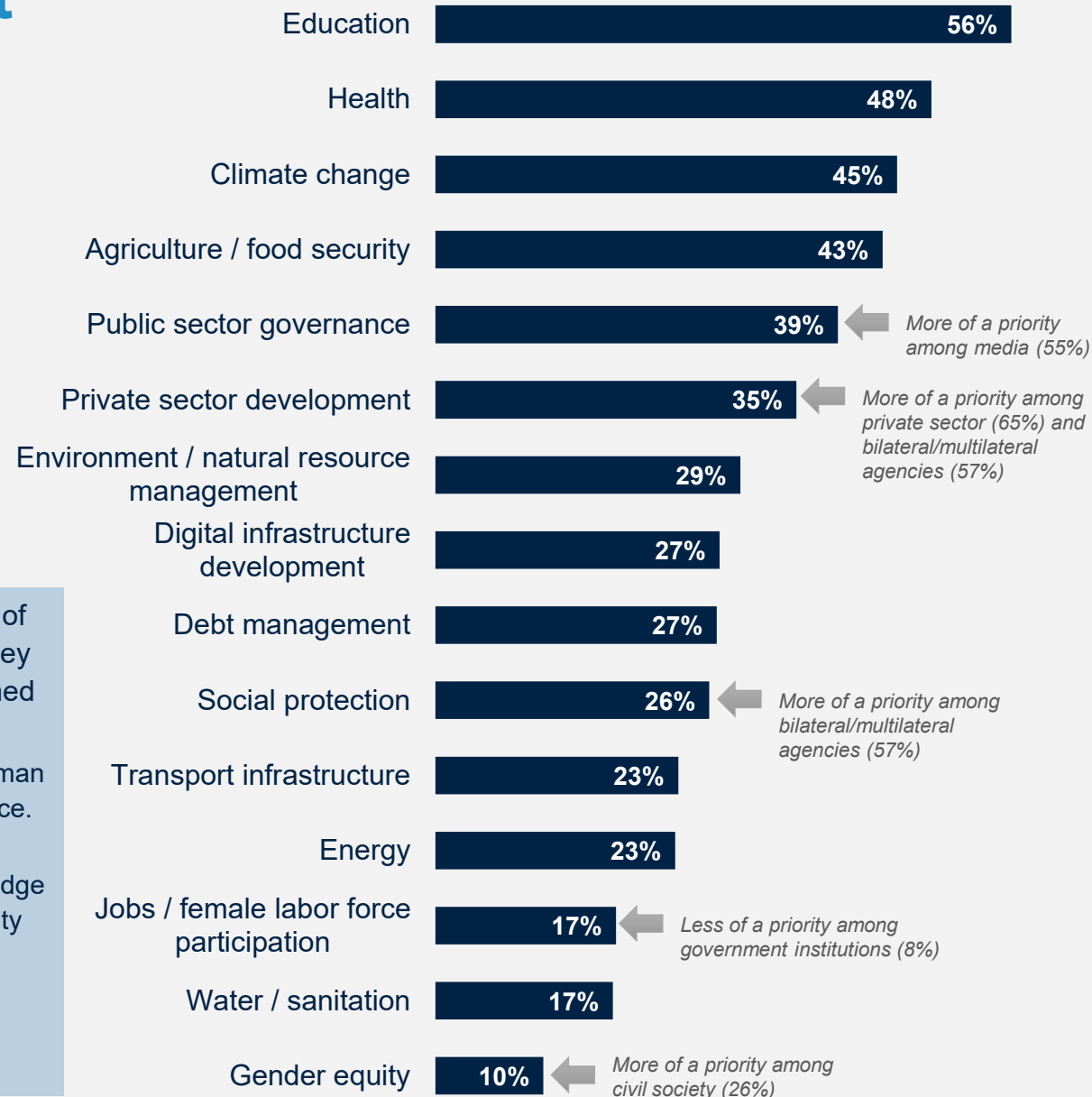
WBG: Focal Development Areas

Education, health, and climate change were identified as the top three priorities on which respondents wanted the WBG to focus its resources. This year, respondents considered **agriculture / food security** and **private sector development** much more of a priority, with nearly twice as many respondents selecting them in FY25 as in FY22, putting them among the top six priorities.

- In the FY22 COS, “Job creation/employment” was the top development area that respondents wanted the WBG to focus on; however, in FY25, “Jobs/female labor force participation” was near the bottom of the list of priorities.

Of note, 63% of respondents’ comments answering the question of how the WBG can be more effective in Bangladesh^ discussed key development areas and the need for the WBG’s focus to be aligned with these areas.

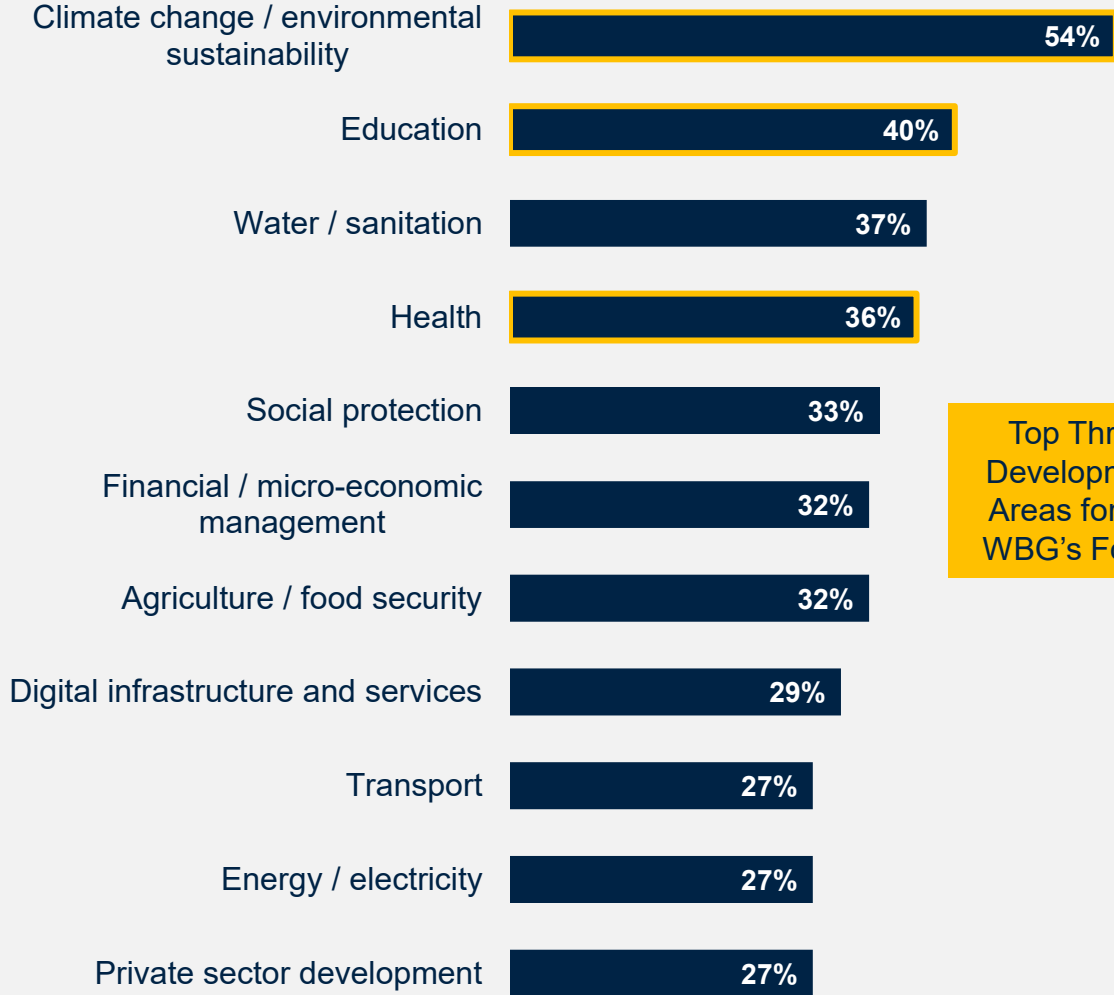
- Respondents consistently mentioned key development areas – human development, climate change resiliency, agriculture, and governance.
- In addition, respondents discussed that to truly make progress in these areas that the WBG needed to align its financing and knowledge work to meet the needs in these areas as well as build local capacity to ensure proper implementation and sustainability.
- Respondents also discussed the need for more transparency and government accountability to make sure WBG support was appropriately focused on the ground.



Which areas should the WBG prioritize to have the most impact on development results in Bangladesh? (Select up to 5) (Percentage of Respondents, N=299)
 ^What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Bangladesh? (N=199)

Half of All WBG Clients Indicated That They Were Most Familiar With a Project Involving Climate Change

WBG clients reported that the WBG project or initiative they were most familiar with most often involved **climate change**/environmental sustainability, **education**, **water/sanitation**, or **health**. It should be noted; however, that many projects were considered to be cross-cutting – just 29% of respondents identified a single development area to categorize the project whereas nearly 40% identified at least 4 different development areas that the project supported.

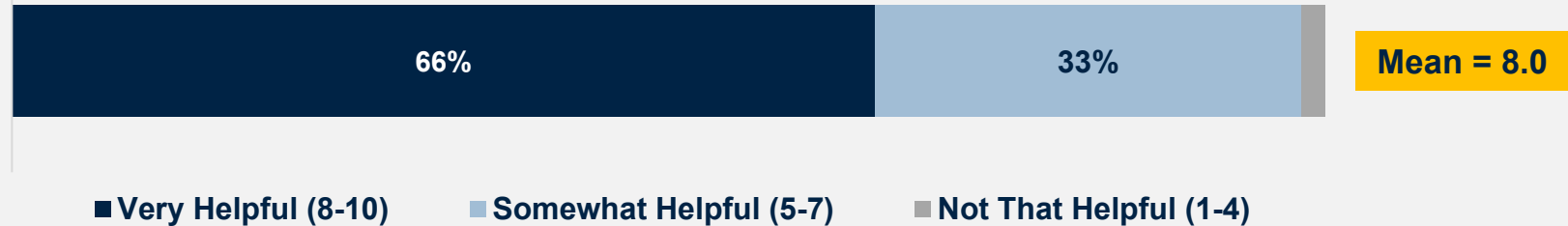


Top Three Development Areas for the WBG's Focus



Nearly All WBG Clients Said the WBG Was Helpful in Achieving Project Goals, With Two-thirds Saying “Very Helpful”

How helpful was the WBG in achieving the goals of this project or initiative?



In Open-Ended Comments, Clients Discussed the Impact the WBG-Supported Project Had on the People of Bangladesh

“Over the years, **PEDP-4** has made a critical impact on primary education as evidenced by almost a hundred percent enrollment, gender parity, and teacher participation.” (Civil Society Respondent)

“1) Improved mechanization in agriculture. 2) Improved food safety. 3) Improved livelihoods. 4) Improved woman empowerment. 5) Improved research capacity in Agriculture. 6) Improved social status of farmers in Bangladesh.” (Government Institution Respondent discussing **NATP-2**)

“These infrastructure development (disaster shelters, connecting roads and associated facilities, etc.) projects support reducing the victims of different disaster related events, as well as saving cattle and belongings to the people in the areas...” (Government Institution Respondent discussing **MDSP and RIVER Projects**)

“The **NLDCC** initiative, which helped to prepare a national logistic development policy for 2024, aims to address the logistical challenges, enhance trade facilitation, and create a robust infrastructure framework that aligns with global standards to streamline logistic operations, fostering economic growth and international trade competitiveness in Bangladesh.” (Private Sector Respondent)

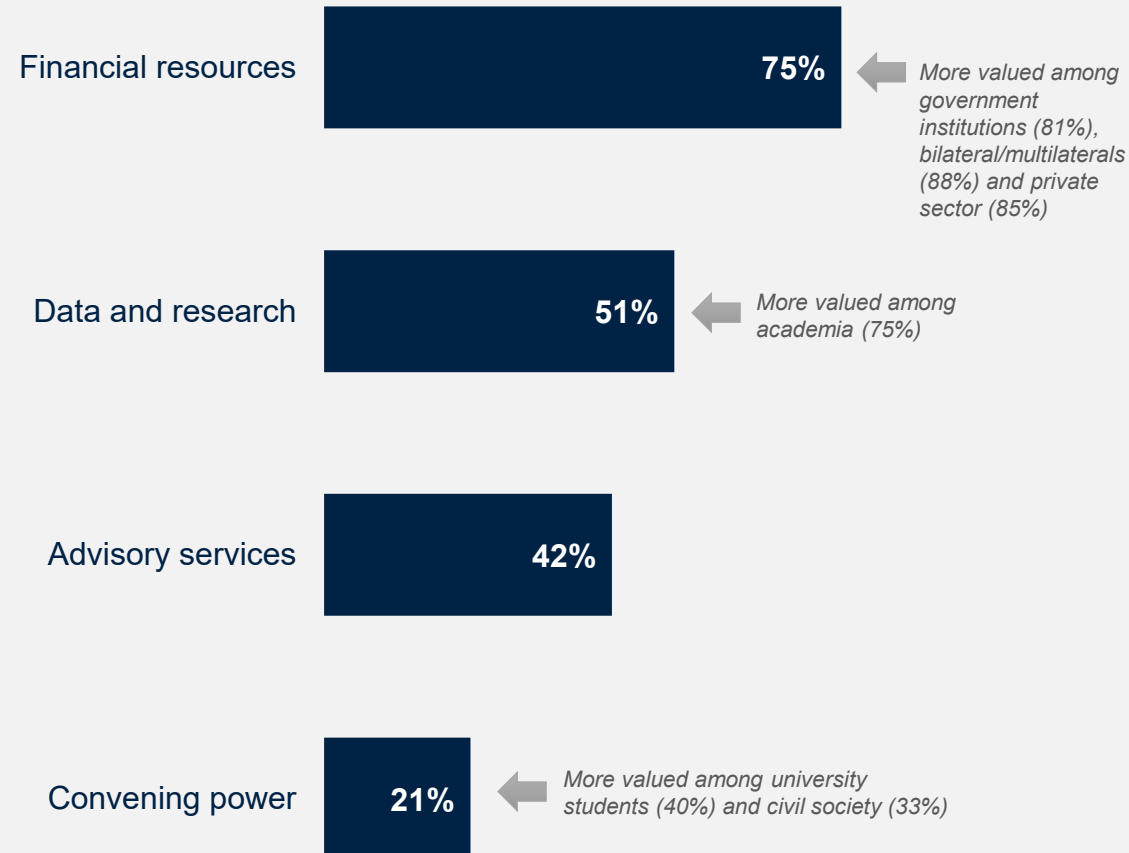
The WBG's Instruments

- Stakeholders saw WBG's financial support as its greatest value—it was timely, competitive, and responsive to Bangladesh's needs.
- To enhance its effectiveness, WBG should increase financial support while boosting impact through knowledge work, transparency, accountability, and project sustainability.
- Over two-thirds had used WBG knowledge products, especially research and data; most said its policy advice shaped government policy.
- Respondents were satisfied with WBG's knowledge work, citing its role in boosting institutional capacity and development outcomes. Suggestions included broadening stakeholder engagement, improving dissemination, and diversifying knowledge topics.



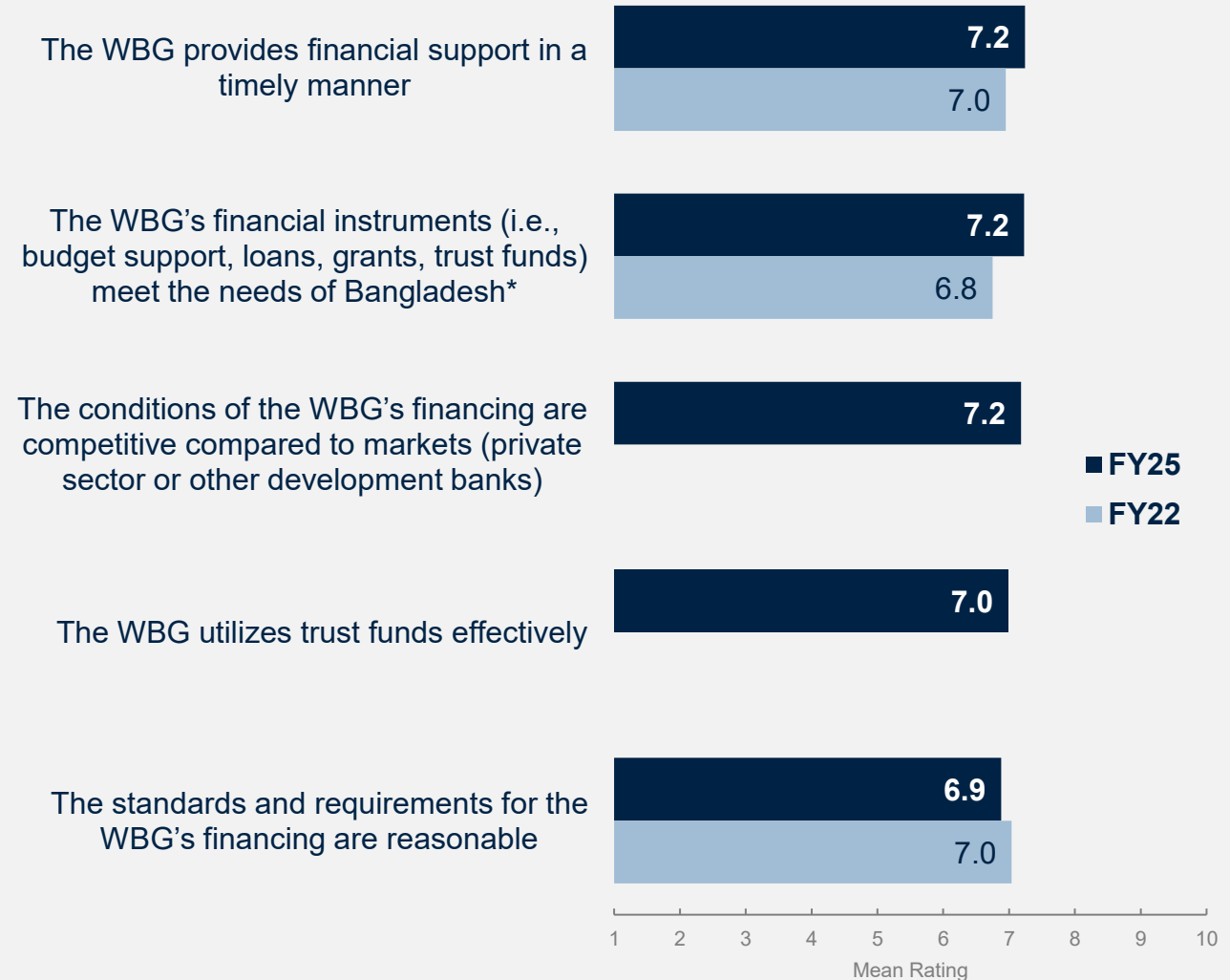
Financial Resources Considered the WBG's Greatest Value to Bangladesh

Three-quarters of respondents considered the WBG's **financial resources** to be its greatest value to Bangladesh (similar to the FY22 COS). Respondents this year also highly valued the WBG's **data and research**, making it the second most valued instrument.



Perceptions of the WBG's Financial Instruments Meeting Bangladesh's Needs Have Improved

Regarding the WBG's financial instruments, respondents had the highest levels of agreement that the WBG provides **timely financial support** and that the WBG's **financial instruments meet Bangladesh's needs** (significantly improved compared to FY22), and that the conditions on WBG financing were **competitive compared to markets**.



To what extent do you agree with the following statements about the WBG's financial support to Bangladesh?
 Scale: 1 Strongly disagree – 10 Strongly agree (Only asked those in government institutions or who said that they collaborate with the WBG)

*Significant difference between years

19% of Respondents Felt the WBG Could Be More Effective in Bangladesh by Increasing Its Financial Support and Maximizing Its Impact

What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Bangladesh?

Increase WBG Financial Support

- The WBG could be more effective in priority areas by increasing its financial support to Bangladesh.
- Ideally, this financing would not increase Bangladesh's debt burden by having an increased number of grants, reduced interest rates, and/or longer repayment timelines.

Maximize the Impact of Financial Support

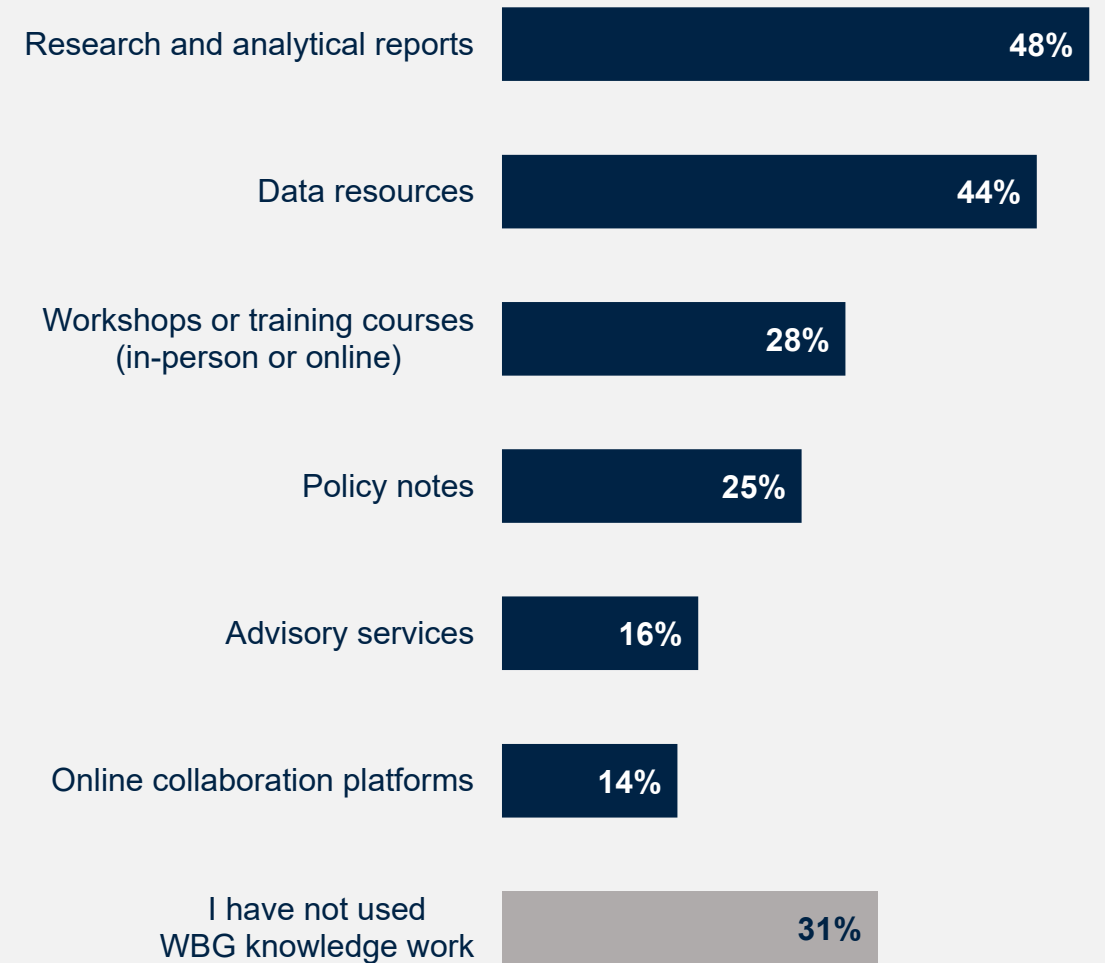
- Policy advice and technical support should always accompany financial support.
- Financial support should be transparent and have appropriate monitoring, evaluation, and accountability.
- Projects supported by the WBG should always be designed to be sustainable.



Nearly 70% of Respondents Said That They Had Used WBG Knowledge Work in the Past 3 Years

Respondents reported most frequently using the WBG's **research and analytical reports** and the WBG's **data resources**. There were some interesting stakeholder group differences in the usage of WBG knowledge work:

- Respondents from government institutions were the most likely to use the WBG's **workshops or training courses** (45%) and **policy notes** (30%).
- Respondents from bilateral or multilateral agencies were the most likely to use the WBG's **research and analytical reports** (63%), followed by respondents from civil society (58%) and academia (61%).
- Respondents from the media were the most likely to use the WBG's **data resources** (73%).
- Respondents from the private sector and university students were the most likely to have **not used WBG knowledge work** (both 48%).



As a Reliable Information Source, Stakeholders Used WBG Knowledge Work for a Variety of Purposes

For what purpose did you use this WBG knowledge activity/analytical work?

Professional Research

- To better understand global economic trends as well as Bangladesh's specific economic trends and challenges.
- To better understand the WBG's operations, projects, and results in Bangladesh.
- Factual data points used in preparation of lectures, papers, media reports, and project proposals.
- To facilitate discussions and workshops, and as a knowledge base for stakeholder workshops to further knowledge sharing.

Capacity-Building

- Promotes global best practices.
- Provides strategic insights, information services, system modernization, etc., to increase effectiveness and efficiency.
- Workshops and training allow for professional development at the individual level as well as facilitating the implementation of new processes and WBG-supported projects.

Insights for Their Organization

- To inform key business functions such as economic forecasting, strategic planning, and risk mitigation.
- To better understand how global economic factors and the specific Bangladeshi context impact their operations (e.g., migration, climate change).



76% of Respondents Said WBG Policy Advice Influenced Government Policy, and Discussed Its Impact in Top Development Areas

Education

- “The WBG’s advice significantly influenced the **National Skills Development Policy (NSDP)** in Bangladesh. The WBG provided analytical support and technical assistance to help the government design a comprehensive framework for enhancing vocational and technical education. This policy aims to address youth unemployment by aligning skill development programs with the demands of the private sector and emerging industries.” (Government Institution Respondent)
- “The analytical framework of **PEDP-4** has been influenced by WBG’s analysis and interventions.” (Civil Society Respondent)

Health

- “Budgeting, DLI, PFM, patient grievance mechanism.” (Government Institution Respondent)

Climate change

- “The WBG’s advice influenced Bangladesh’s **Electricity Act** amendments, promoting renewable energy investment and private sector participation. This guidance helped shape policies to enhance energy efficiency and expand clean energy adoption.” (Bilateral or Multilateral Agency Respondent)
- “The WBG played a pivotal role in shaping Bangladesh’s **Delta Plan 2100**, a comprehensive strategy for water resource management, climate resilience, and sustainable development. By providing technical expertise and policy recommendations, the WBG ensured the integration of climate adaptation, disaster risk reduction, and nature-based solutions into the plan.” (Civil Society Respondent)

Agriculture / Food Security

- “The World Bank Group’s advice significantly influences government policy formulation in the **livestock sector**.” (Government Institution Respondent)
- “Farmers are now using the **BAMIS portal** and **Agromet advisory services** to save their crops from hydrometeorological extreme events, and they also use the information from BAMIS for agricultural risk management.” (Government Institution Respondent)

Public Sector Governance

- “The **Central Bank** uses the advice of WBG in policy formulation, especially regarding Treasury notes, monetary policy, free market economy rates, financial inclusion, sustainability, etc.” (Private Sector Respondent)
- “Bangladesh’s government is utilizing knowledge of **international best practices** to address the financial crisis caused by financial misappropriation and money laundering from the previous administration.” (Government Institution Respondent)
- “**National Social Security Strategy** was strongly influenced by the WBG’s advice, emphasizing the importance of a more inclusive and targeted social security system to reduce poverty and vulnerability.” (Government Institution Respondent)

Private Sector Development

- “The advocacy initiatives, like focusing on **private sector development** on improving infrastructure and financial services as well as investment, facilitate Bangladesh to adopt appropriate policy implications.” (Private Sector Respondent)



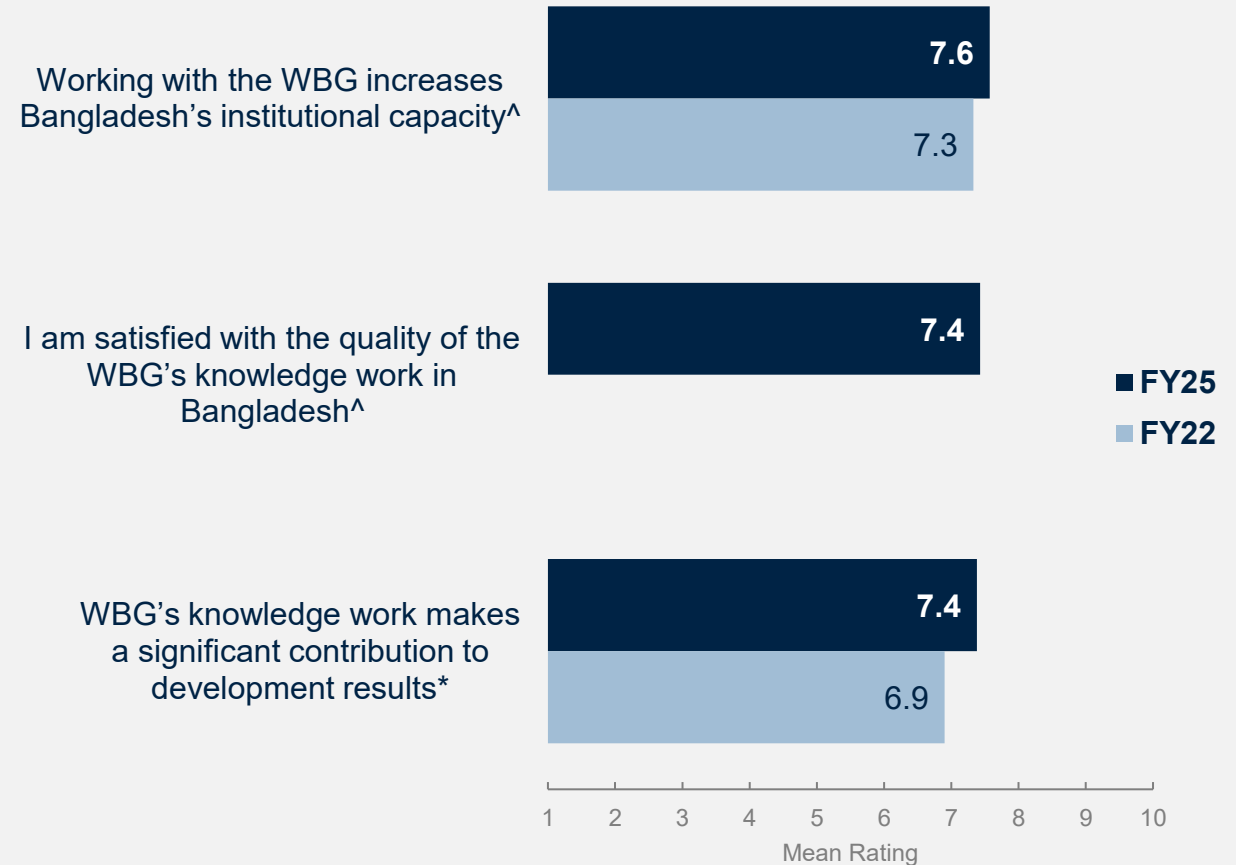
In your opinion, has the WBG’s policy advice influenced a new or previous government policy in Bangladesh? (Percentage of Respondents, N=192)

What government policy or action did the WBG’s advice influence and in what way? (N=90) Select comments corresponding to the top 6 development priorities for the WBG’s focus as identified by respondents are shown here.

Stakeholders Were Increasingly Positive About the WBG's Knowledge Work, Especially Its Impact

Respondents who reported using the WBG's knowledge work in the past 3 years had the highest levels of agreement that working with the WBG **increases institutional capacity** in Bangladesh.

Of note, respondents felt that the WBG's knowledge work had significantly more of a **contribution to development results** compared to respondents in the FY22 COS. In addition, respondents who had used WBG knowledge work in the past 3 years had statistically similar ratings for its contribution (mean = 7.5) as those respondents who had not used WBG knowledge work (mean = 7.1). This suggests that WBG knowledge work is held in high regard across all stakeholders.



*Significant difference between years



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

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

[^]Only asked those who indicated that they had used WBG knowledge work in the past 3 years (N ≈ 196)

Stakeholders Felt That WBG Knowledge Work Could be Improved Through Broader Consultation, Dissemination, and Topics

Consult with a broader range of stakeholders

- Engage more with local government/institutions, beneficiaries, and grassroots organizations to better understand their context, needs, and capacity.
- Partner with youth organizations and those benefiting the youth, as they will be crucial to continue the development gains in Bangladesh.
- Establish feedback mechanisms that can provide input into the local context and assist in overcoming challenges/barriers while promoting indigenous knowledge.

Broader dissemination of knowledge work

- Translate more knowledge products into Bangla and simplify technical wording to reach a broader audience.
- Organize more workshops and training to build capacity among policy makers, civil society, and researchers involved in policy design and implementation.
- Form a central knowledge hub to be a repository for WBG and other development partners to share knowledge and engender more collaboration.

Expand the range of knowledge work topics

- More feasibility studies, including the feasibility of financing and potential co-financing from other partners.
- More focus on ensuring the sustainability of initiatives, including capacity-building, viability of long-term funding, etc.
- Provide alternative scenarios or comparative solutions that resulted in effective policy implementation and allow stakeholders to choose the best option for their country.



If you rated the quality of the WBG's knowledge work between 1-4, how could the WBG improve the quality of its knowledge work in Bangladesh?
(Please be specific) (N=18)

What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Bangladesh? (Please be specific) (N=199)

The WBG's Engagement and Collaboration

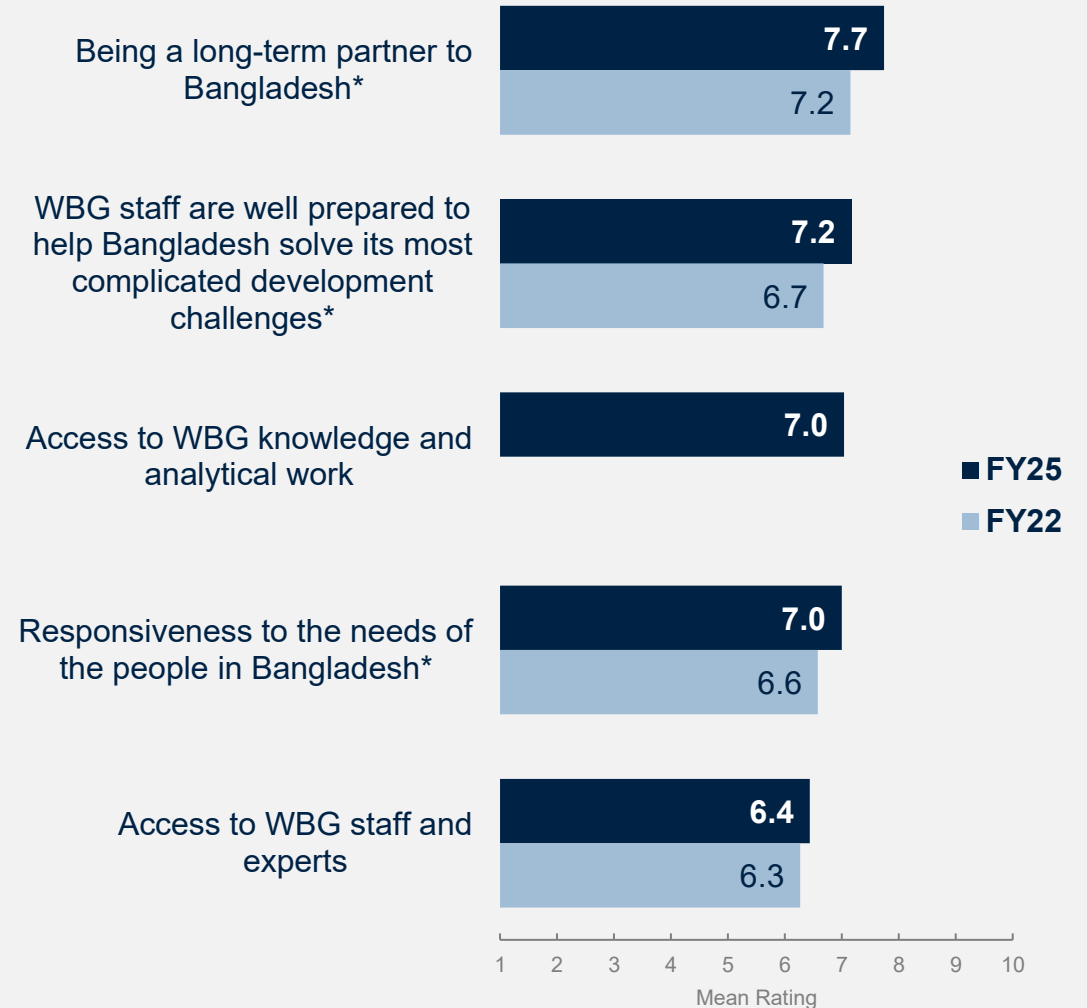
- Perceptions of the WBG as a responsive, long-term development partner improved since FY22.
- The Bank was seen as collaborating most effectively with the national government and donors and as better engaging with civil society and the private sector.
- Respondents called for stronger collaboration with academia, local government, and the private sector.
- The WBG was seen as fairly effective in engaging civil society but could improve by deepening dialogue, broadening CSO inclusion, being more accessible, and strengthening government–civil society links.
- 46% saw the WBG as at least somewhat better at fostering investment, though corruption and instability remained key barriers.



Perceptions of the WBG as a Development Partner Have Improved in Bangladesh

In FY25, respondents gave the highest ratings for the WBG **being a long-term partner** to Bangladesh, significantly improved compared to the FY22 survey. Indeed, respondents felt that **WBG staff were more prepared** to help Bangladesh and that the **WBG was more responsive** to the needs of the people in Bangladesh compared to the FY22 COS.

- Of note, respondents from government institutions gave the highest ratings for the WBG’s staff accessibility (mean = 7.3), knowledge accessibility (mean = 7.4), and being a long-term partner (mean = 8.2), whereas university students gave significantly lower ratings (means = 5.6, 5.8, and 6.7, respectively).



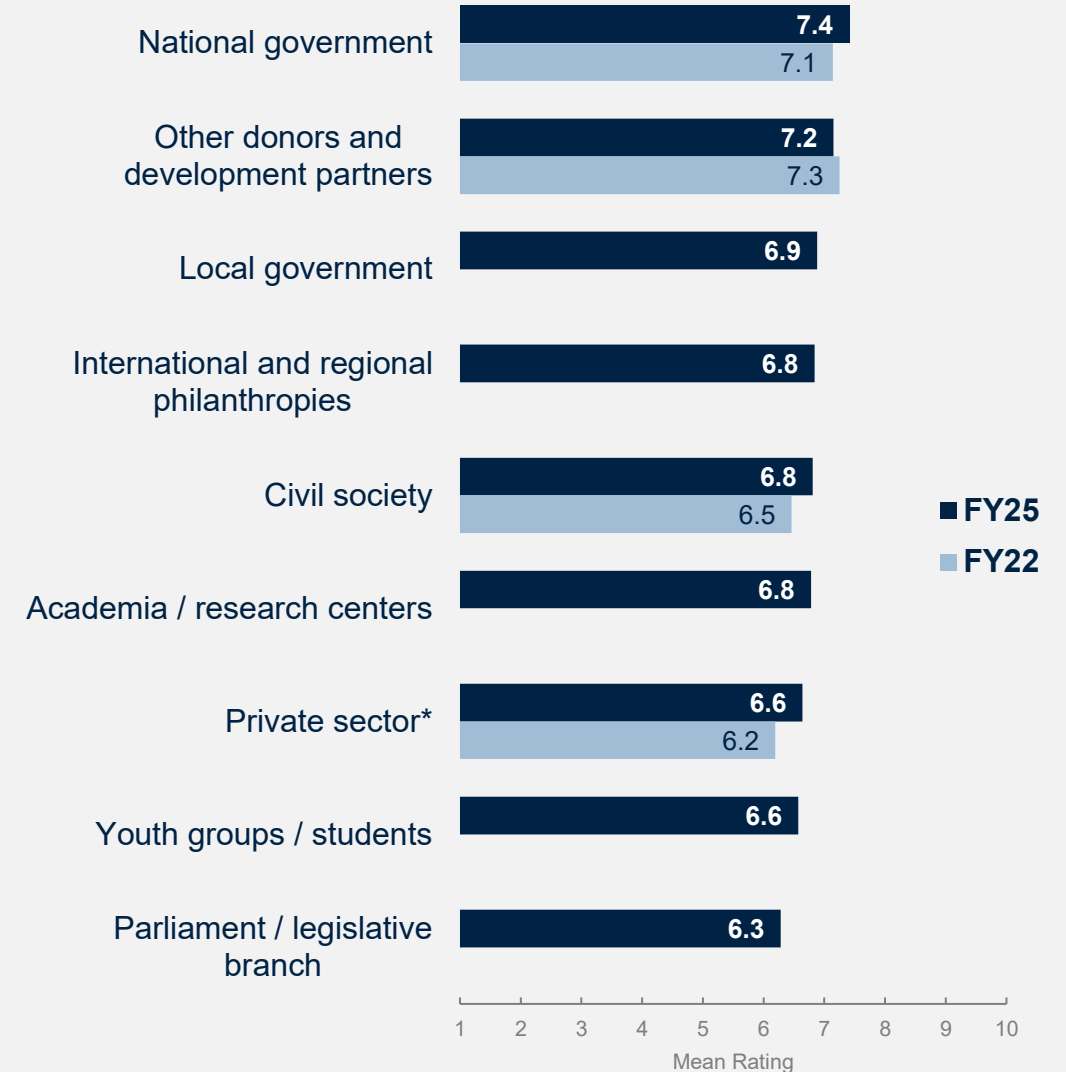
*Significant difference between years



WBG Partnerships in Bangladesh Perceived as Positive; Perceptions of Private Sector Collaboration Improved

In FY25, the WBG received the highest ratings for the effectiveness of its collaborations with the **national government** and **other donors and development partners**. In addition, ratings for the WBG's collaborations with **civil society** and the **private sector** were improved compared to the FY22 COS, significantly so for the WBG's collaboration with the private sector.

- Respondents from government institutions gave the highest ratings for the WBG's collaboration with local government (mean = 7.3), whereas university students gave significantly lower ratings (mean = 5.7).
- Respondents from government institutions and the private sector gave significantly higher ratings for the WBG's collaboration with Parliament (both means = 6.8) compared to respondents from other stakeholder groups (aggregate mean = 5.9).



*Significant difference between years



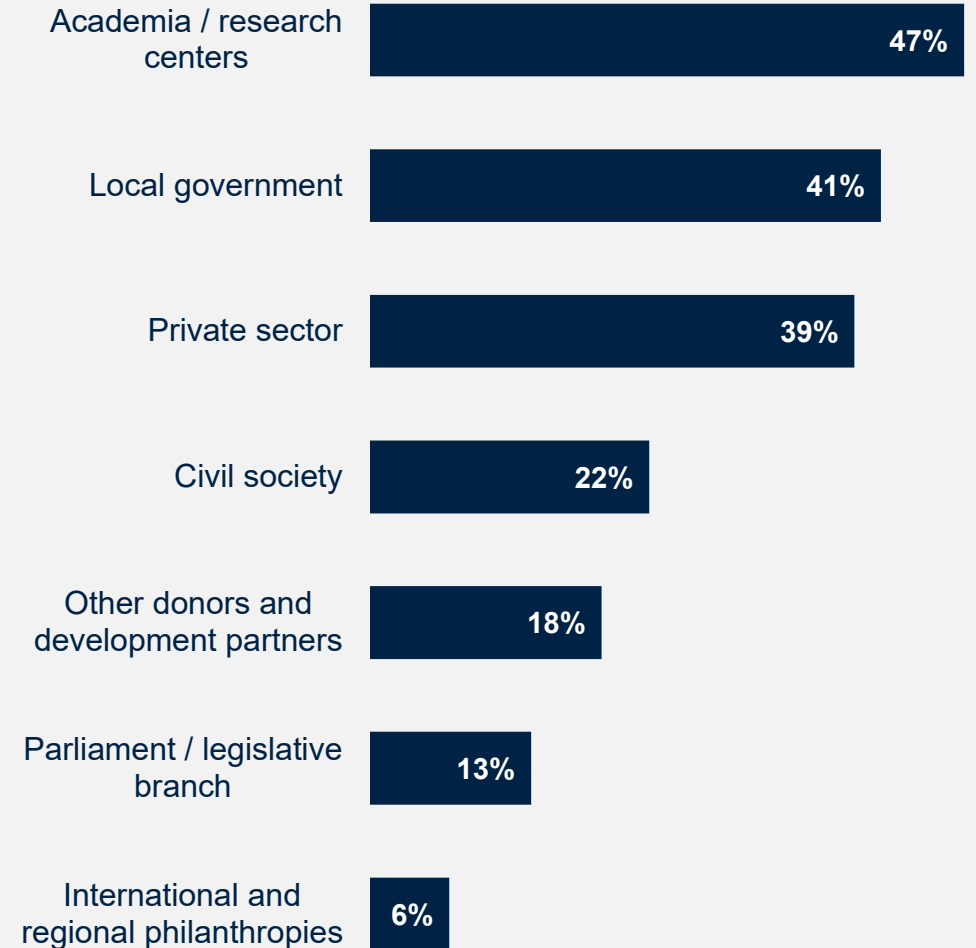
Stakeholders Want the Bank to Collaborate More With Academia, Local Government, and the Private Sector

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

- Outreach to academia and the private sector is additionally recommended because these stakeholder groups had the highest levels of trust among domestic institutions in this year's survey, suggesting they would be reliable partners.

Of note, a quarter of respondents' comments answering the question of how the WBG can be more effective in Bangladesh[^] discussed the need for the WBG to increase engagement and collaboration with stakeholders. In particular, respondents felt that more collaboration could:

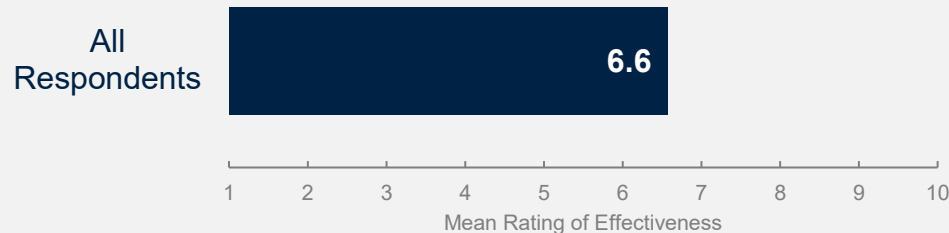
- Better align WBG priorities with local needs, context, and capacities;
- Increase transparency and accountability in WBG-supported programs and initiatives;
- Foster greater capacity-building for implementation and sustainability of projects; and
- Provide a feedback loop between the WBG and stakeholders to enhance the effectiveness and efficiency of the WBG's projects.



In addition to its partnership with the national government, which of the following should the WBG collaborate with more to have greater impact in Bangladesh? (Select up to 2) (Percentage of Respondents, N=288)

[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Bangladesh? (N=199)

WBG Effectiveness in Facilitating Civil Society Participation



Respondents across all stakeholders gave statistically similar ratings for the WBG’s effectiveness at facilitating **civil society participation in development policy dialogue and implementation** in Bangladesh. Just 10% of respondents rated the WBG’s effectiveness below average (1-4). These respondents suggested the following could help to make the WBG more effective:

- Promote civil society dialogue at all levels of government, especially local government;
- WBG should be more accessible and provide more technical support and capacity-building to civil society organizations;
- Expand the range of civil society organizations in the WBG’s engagement, including smaller organizations and those focused on more marginalized populations and youth; and
- The WBG should not only create a bridge between government and civil society in dialogue, but in policy and implementation as well.

Some Examples of the WBG’s Effective Facilitation of Civil Society Participation

*“During the **Rohingya crisis**, the WBG collaborated with civil society to deliver education, healthcare, and social services to refugees and host communities, ensuring inclusive and sustainable support.”*

(Civil Society Respondent)

*“In health projects, such as the **Health and Gender Support Project**, the WBG worked with NGOs to improve maternal health and address gender-based violence, ensuring local voices were included in planning and implementation.”*

(Bilateral or Multilateral Agency Respondent)

*“The **Local Governance Support Project** engaged community groups and CSOs in participatory planning at the union parishad level, enhancing transparency and public service delivery.”*

(Civil Society Respondent)

*“The WBG supported projects like the **Coastal Embankment Improvement Project**, involving local communities and CSOs to identify climate risks and suggest resilience measures.”*

(Bilateral or Multilateral Agency Respondent)

*“WBG organised an open dialogue with active **protestors of the July uprising** to specifically know about their aspirations.”*

(University Student Respondent)

How effective is the WBG in facilitating civil society participation in development policy dialogue and implementation in Bangladesh?

Scale: 1 Not effective at all – 10 Very effective



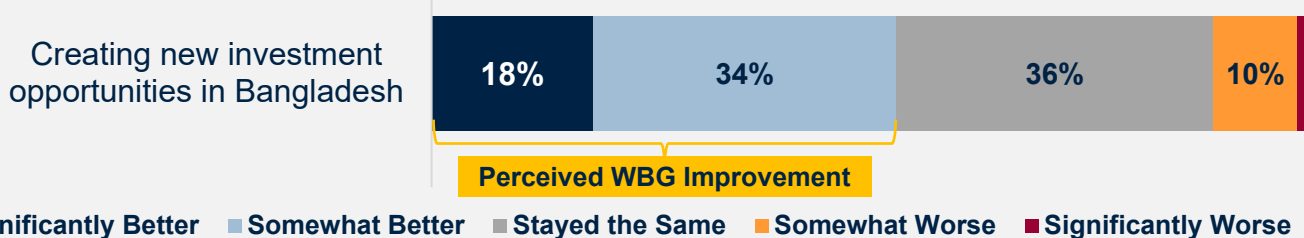
[If effectiveness rating < 5] How could the WBG be more effective in facilitating civil society participation in development policy dialogue and implementation? (Please be specific) (N=13) [If effectiveness rating > 4] Please share examples of the WBG’s effective facilitation of civil society participation in development policy dialogue and implementation. (Please be specific) (N=80)



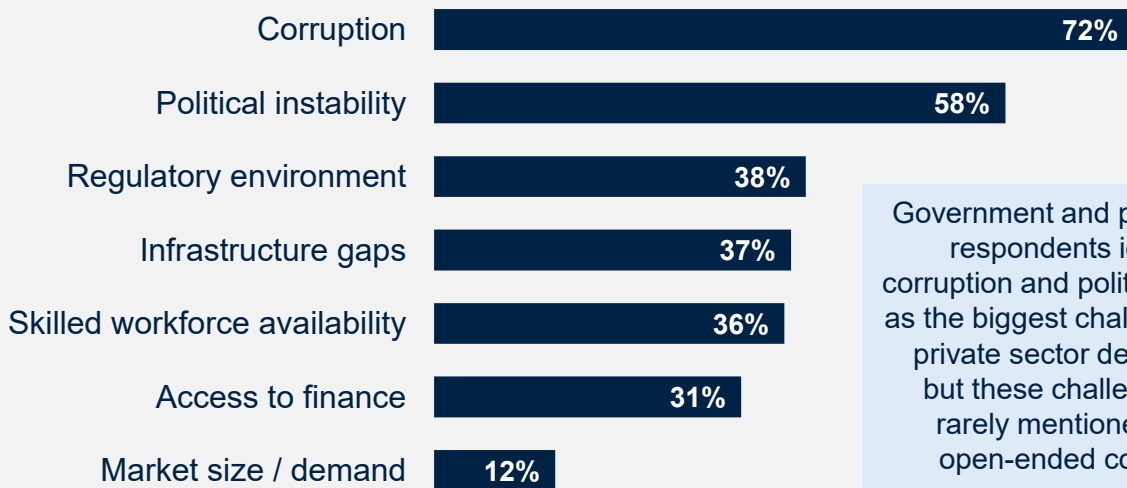
The WBG Working With the Private Sector

A majority of respondents (52%) felt the WBG had gotten better at creating investment opportunities in Bangladesh since August 2024

Based on your experience, since August 2024, how has the WBG changed in terms of:



Corruption and Political Instability Considered the Biggest Challenges facing Private Sector Development in Bangladesh



Government and private sector respondents identified corruption and political instability as the biggest challenges facing private sector development, but these challenges were rarely mentioned in their open-ended comments.

To Make the WBG More Effective in Private Sector Development, Respondents Discussed:

- **Youth development programs**, such as public-private-youth partnerships, connecting youth organizations with the private sector and government to promote youth employment, skills development, and entrepreneurship
- **Public-private partnerships** that would engage the private sector in key development areas like climate resilience, job creation, and digital transformation
- **Investment-friendly policies**, including simplifying regulations and tax codes, and reducing the time and expense for start-ups
- **Infrastructure and road development**
- **Good governance** with increased transparency and accountability
- **Digital infrastructure**
- **Capacity-building** through targeted workshops, knowledge sharing, and technology hubs

Based on your experience, since August 2024, how has the WBG changed in terms of... (Percentage of Government & Private Sector Respondents, N=125, excludes 15% of respondents who selected "Don't know")

What are the biggest challenges facing private sector development in Bangladesh? (Select up to 3) (Percentage of Government & Private Sector Respondents, N=137)

What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Bangladesh? (Please be specific) (N=199)

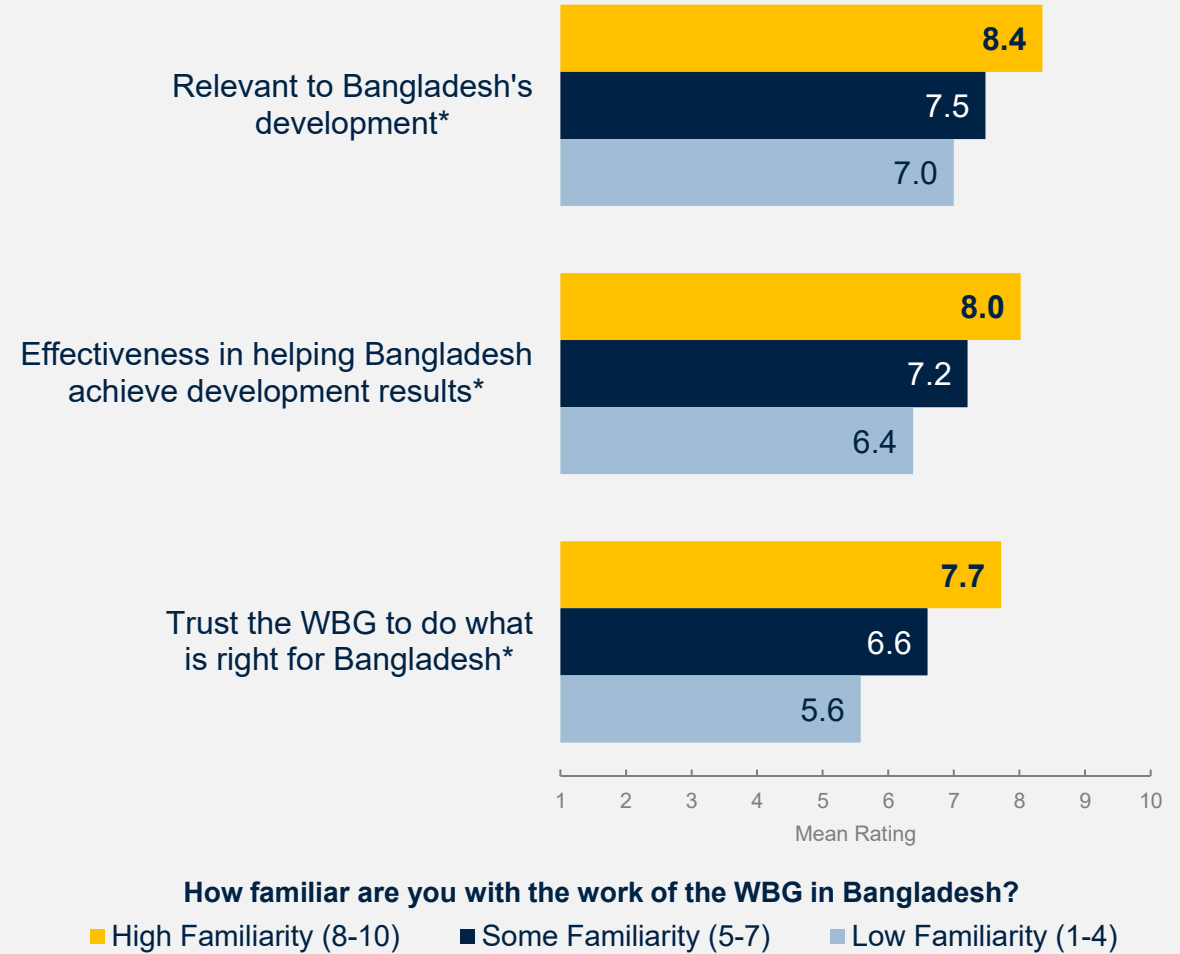
Communication and Outreach

- Stakeholders preferred WBG events, website, and publications as communication channels.
- Information on WBG's knowledge work and activity updates was seen as most helpful.
- Over half recently heard about the WBG, mainly through media, and most often regarding the WBG's work on climate change and economic forecasts.



Outreach and Engagement Is Important Because Familiarity Leads to More Positive Perceptions

In addition to respondents indicating a desire for more engagement with the WBG, such engagement can engender more positive perceptions of the WBG. Comparing ratings of trust, relevance, and effectiveness 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 perceptions they have of the WBG and its work.



*Significant difference between levels of familiarity

How familiar are you with the World Bank Group's work in Bangladesh? Scale: 1 Not familiar at all – 10 Very familiar
 How much do you trust each of the following institutions to do what is right for Bangladesh? Scale: 1 Not at all – 10 Very much
 How relevant is each of the following organizations to Bangladesh's development? Scale: 1 Not at all – 10 Very much
 How effective is each of the following organizations in helping Bangladesh achieve development results? Scale: 1 Not at all – 10 Very much



Events/Workshops Were the Most Preferred WBG Channels for Stakeholders to Obtain Information From the Bank

Key differences between stakeholder groups should be considered for targeted outreach (e.g., private sector respondents were the most likely to prefer e-newsletters and social media).

	Top Two Preferred WBG Channels							
	All Respondents	Government Institution	Bilateral or Multilateral Agency	Civil Society	Private Sector	Academia / Research Center	University Student	Media
WBG event / conference / workshop <i>(in person or online)</i>	53%	54%	50%	63%	55%	39%	48%	53%
WBG website <i>(including blogs)</i>	47%	46%	50%	39%	41%	50%	68%	47%
WBG publications	46%	38%	63%	55%	45%	61%	44%	32%
WBG social media channels*	38%	34%	29%	41%	57%	21%	44%	35%
Direct contact with WBG staff* <i>(e.g., in person, virtually, phone, email)</i>	30%	35%	38%	37%	16%	14%	24%	41%
WBG e-Newsletters*	28%	29%	21%	22%	47%	29%	8%	24%
WBG direct messaging* <i>(e.g., WhatsApp)</i>	25%	25%	0%	24%	22%	18%	32%	50%
WBG podcasts*	5%	3%	8%	0%	4%	21%	0%	3%



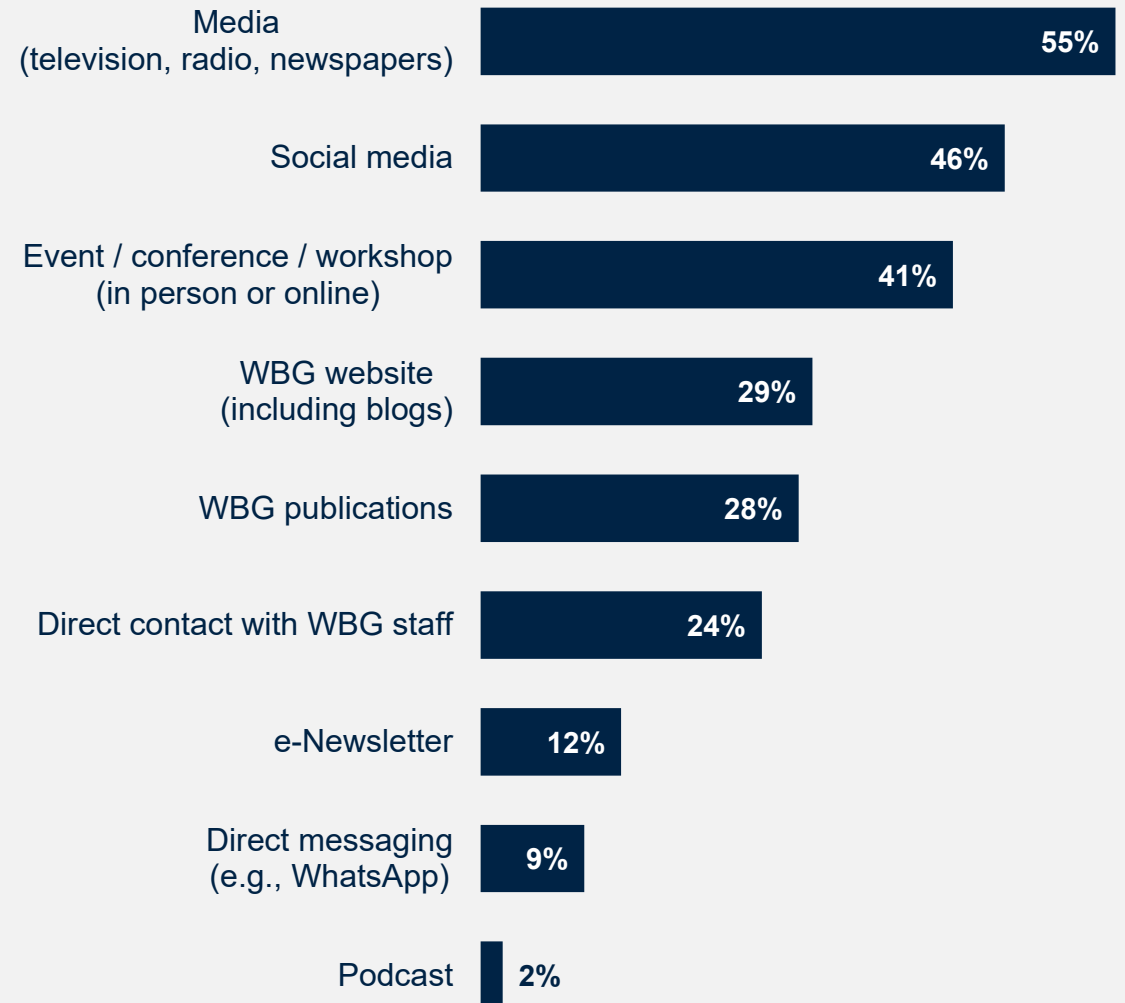
How would you prefer to obtain information from the WBG? (Select up to 3) (Percentage of Respondents, N=305)

*Significant difference between stakeholder groups

A Majority of Respondents Recalled Seeing or Hearing About the WBG Recently, Most Often in the Media

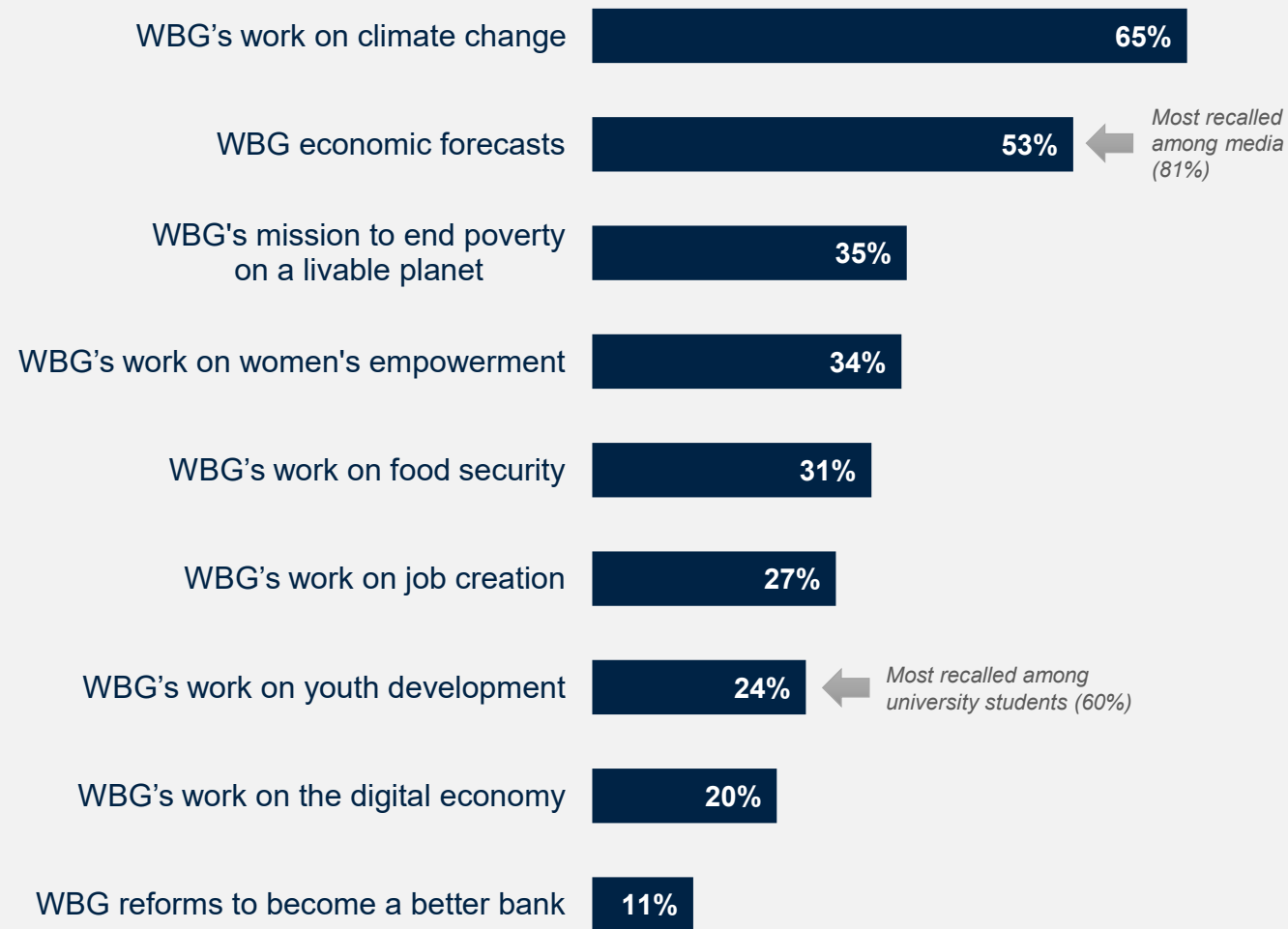
Of the 52% of respondents who recalled hearing or seeing something about the WBG recently, more than half reported most often seeing/hearing about the WBG in the **media**, either TV, radio, or newspapers. More than 40% reported hearing or seeing or hearing about the WBG on **social media** or at **events/conferences/workshops**.

Although the WBG **website** and WBG **publications** were preferred as information sources, fewer respondents reported recalling or hearing about the WBG from these sources. Similarly, **e-Newsletters** and **direct messaging** were a source of recall for a few respondents, despite being a preferred source for more than a quarter of respondents.



The WBG's Work on Climate Change and Economic Forecasts Were the Most Commonly Recalled Topics

Respondents most frequently recalled the WBG's work or research on **climate change** and its **economic forecasts**, followed by the **WBG's mission**, its work on **women's empowerment**, and **food security**.



Stakeholders Wanted Information About the WBG's Knowledge Work and Regular Updates on Its Activities

Key differences between stakeholder groups should be considered for targeted engagement (e.g., private sector and media respondents want regular updates on WBG activities; civil society, academia, and university students want information on how to partner with the WBG).

Top Two Types of Preferred Information About the WBG

	All Respondents	Government Institution	Bilateral or Multilateral Agency	Civil Society	Private Sector	Academia / Research Center	University Student	Media
WBG research and knowledge	55%	49%	70%	53%	49%	67%	60%	61%
Regular updates on WBG activities*	54%	48%	30%	63%	71%	33%	32%	79%
Information on how to work / partner with WBG*	38%	29%	26%	71%	41%	33%	40%	21%
Sector-specific strategies*	35%	38%	52%	37%	41%	26%	36%	12%
Case studies of WBG projects*	34%	38%	35%	18%	35%	30%	28%	55%
Impact assessments and evaluations	33%	40%	17%	31%	22%	30%	40%	39%
Overview of WBG financial products and services	21%	20%	26%	20%	29%	15%	32%	6%



What information would be most helpful to you in understanding the WBG's role in Bangladesh? (Select up to 3)
(Percentage of Respondents, N=293) *Significant difference between stakeholder groups

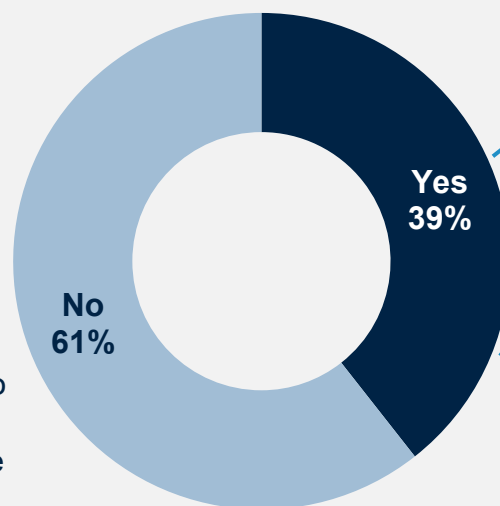
Sample Demographics and Detailed Methodology



Sample Demographics

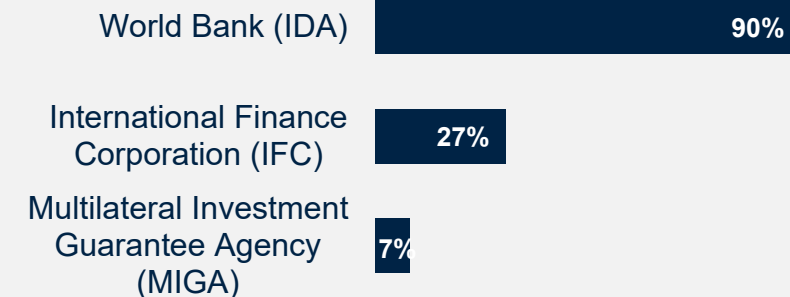
In the past 3 years, have you worked or collaborated with the WBG in Bangladesh?
(N=315)

Respondents from government institutions were the most likely to collaborate with the WBG (59%) whereas university students were significantly less likely (11%).

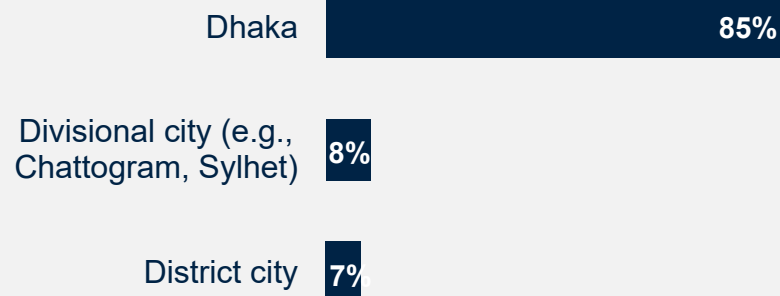


Which of the following WBG agencies have you worked or collaborated with in Bangladesh?

(N=124)

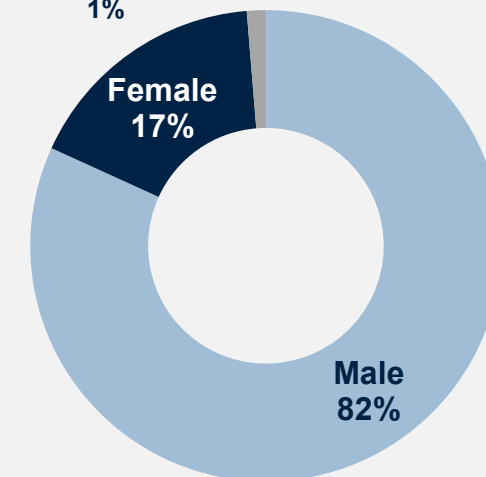


Which best represents your geographic location?
(N=306)



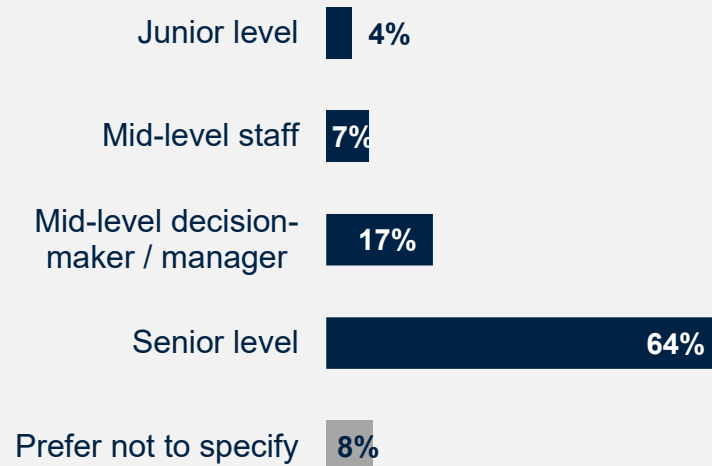
What is your gender?
(N=308)

Prefer not to specify, 1%

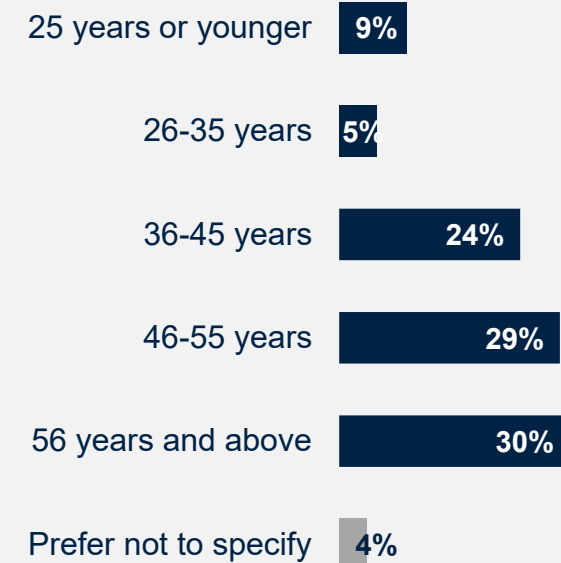


Sample Demographics (continued)

Within your organization,
would you describe yourself as...
(N=306)



What's your age?
(N=308)



Detailed Methodology

From **December 2024 to February 2025**, a total of 620 stakeholders in Bangladesh 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, university students, and the media[^].

Of these stakeholders, **315 participated in the survey (51% response rate)**. Respondents received the questionnaire via courier and returned it, accordingly, or completed it online, or completed it with a representative of the field agency.

This year’s survey results were compared to the FY22 Country Opinion Survey, which had a response rate of 42% (N=351).

Comparing responses across Country Opinion 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. However, the stakeholder compositions for both survey years should be taken into consideration when interpreting these comparisons, as there were government principals and local government respondents in FY22, but none in FY25, as well as university students included in FY25 but not in FY22.

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 “Bangladesh COS FY25 Appendices.xlsx” file published in the WBG Microdata Library, along with the survey microdata and this report.

Percentage of Respondents	FY 2022	FY 2025
Government Principals: Office of the President, Minister, Parliamentarian	10%	0%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	18%	30%
Local Government	9%	0%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	6%	8%
Civil Society Organization: Local and regional NGO, Community-Based Organization, Private Foundation, Philanthropy, Professional/Trade Association, Faith-Based Group, Youth Group	17%	17%
Private Sector: Private Company, Financial Sector Organization, Private Bank	13%	17%
Academia / Research Center	13%	9%
Media	13%	11%
University Student	0%	9%
Total Number of Respondents	351	315



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

[^]Although government principals and local government officials would normally be included in the lists of invited stakeholders, the country team chose not to include them due to upcoming elections in the country.



CountryOpinionSurveys

Thank you

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

countrysurveys@worldbankgroup.org

