

# Madagascar

The World Bank Group  
Country Survey FY 2014

Report of Findings  
January 2015



Country **Opinion** Surveys  
THE WORLD BANK GROUP

## Acknowledgements

The Madagascar Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG) team led by Sharon Felzer (Senior Communications Officer, Head of PORG), Jing Guo, Svetlana Markova and Jessica Cameron. Calita Woods and Dania Mendoza provided data support. The report was prepared under the overall guidance and supervision of Sumir Lal (Director, ECRGP). PORG acknowledges the significant contribution from the Madagascar country team and the local fielding agency ATW Consultants. In particular, PORG is grateful to Thomas Buckley (Country Program Coordinator); Erick Rabemananoro (Communications Officer) for their ongoing support throughout the Country Opinion Survey process.

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## I. Objectives

This survey was designed to achieve the following objectives:

- Assist the World Bank Group in gaining a better understanding of how stakeholders in Madagascar perceive the Bank Group;
- Obtain systematic feedback from stakeholders in Madagascar regarding:
  - Their views regarding the general environment in Madagascar;
  - Their overall attitudes toward the World Bank Group in Madagascar;
  - Overall impressions of the World Bank Group's effectiveness and results, knowledge work and activities, and communication and information sharing in Madagascar;
  - Perceptions of the World Bank Group's future role in Madagascar.
- Use data to help inform Madagascar country team's strategy.

## II. Methodology

Between June and July 2014, 201 stakeholders of the WBG in Madagascar were invited to provide their opinions on the WBG's work in the country by participating in a country opinion survey. Participants were drawn from the office of the President, Prime Minister; office of a minister; office of a parliamentarian; ministries/ministerial departments; consultants/contractors working on WBG-supported projects/programs; PMUs; local governments; bilateral and multilateral agencies; private sector organizations; private foundations; the financial sector/private banks; NGOs; community based organizations; the media; independent government institutions; trade unions; faith-based groups; academia/research institutes/think tanks; judiciary branch; and other organizations. A total of 101 stakeholders participated in the survey (50% response rate).

Respondents received and returned questionnaires via email or courier services. Respondents were asked about: general issues facing Madagascar; their overall attitudes toward the WBG; the WBG's effectiveness and results; the WBG's knowledge work and activities; working with the WBG; the WBG's future role in Madagascar; and the WBG's communication and information sharing.

Every country that engages in the Country Opinion Survey must include specific indicator questions that will be aggregated for the World Bank Group's annual Corporate Scorecard. These questions are identified throughout the survey report.

- A. General Issues Facing Madagascar: Respondents were asked to indicate whether Madagascar is headed in the right direction, what they thought were the most important development priorities, which areas would contribute most to reducing poverty and generating economic growth, and how "shared prosperity" would be best achieved.

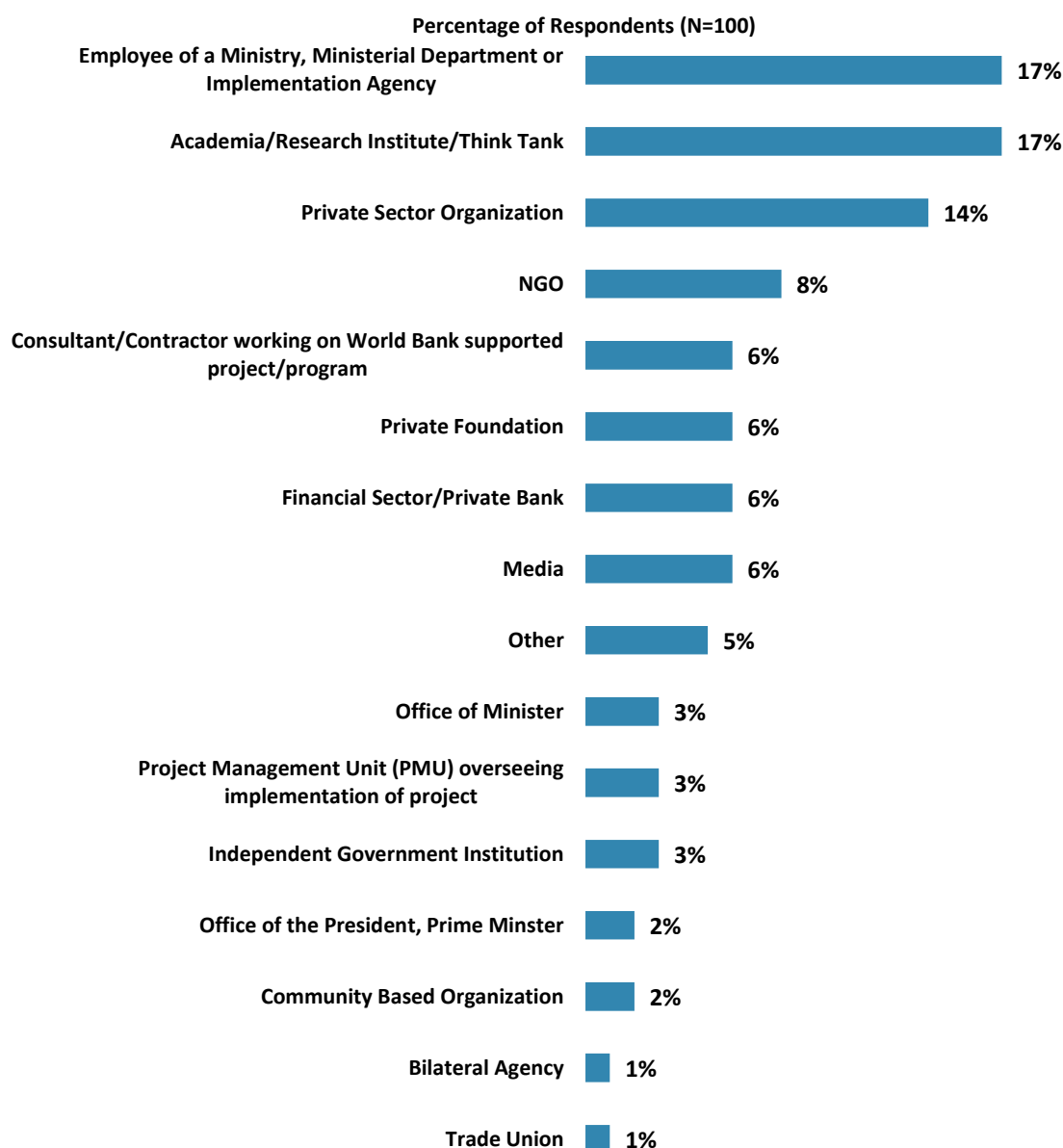
## II. Methodology (continued)

- B. Overall Attitudes toward the World Bank Group (WBG): their familiarity with the WBG, its effectiveness in Madagascar, WBG staff preparedness to help Madagascar solve its development challenges, the WBG's local presence, its collaboration with the UN, the WBG's capacity building in Madagascar, their agreement with various statements regarding the WBG's work, and the extent to which the WBG is an effective development partner. Respondents were asked to indicate the WBG's greatest values and weaknesses, the most effective instruments in helping reduce poverty in Madagascar, and in which sectoral areas the WBG should focus most of its resources.
- C. World Bank Group's Effectiveness and Results: Respondents were asked to rate the extent to which the WBG's work helps achieve development results in Madagascar, the extent to which the WBG meets Madagascar's needs for knowledge services and financial instruments, the extent the WBG helps build existing country systems, the importance for the WBG to be involved in thirty four development areas, and the WBG's level of effectiveness across these areas, such as public sector governance/reform, education, peace and stability, domestic private sector development, and rural development.
- D. The World Bank Group's Knowledge Work and Activities: Respondents were asked how often they use the WBG's knowledge work, and were asked to rate the effectiveness and quality of the WBG's knowledge work and activities, including how significant of a contribution it makes to development results and its technical quality.
- E. Working with the World Bank Group: Respondents were asked to rate their level of agreement with a series of statements regarding working with the WBG, such as the WBG's "Safeguard Policy" requirements being reasonable, and disbursing funds promptly. The respondents were also asked whether they think the organization is risk-averse and to rate the extent to which the WBG is adequately staffed locally and the contribution of the WBG's technical assistance to solving Madagascar's development challenges.
- F. The Future Role of the World Bank Group in Madagascar: Respondents were asked to indicate what the WBG should do to make itself of greater value in Madagascar and which services the WBG should offer more of in the country. They were asked what areas the country would benefit most from the WBG playing a leading role and what areas it would benefit most from other donors. Respondents were asked what the WBG should do to improve collaboration with the UN in the field.
- G. Communication and Information Sharing: Respondents were asked to indicate how they get information about economic and social development issues, how they prefer to receive information from the WBG, and their usage and evaluation of the WBG's websites. Respondents were also asked about their awareness of the WBG's Access to Information policy, were asked to rate WBG's responsiveness to information requests, value of its social media channels, levels of easiness to find information they needed, the levels of easiness to navigate the WBG websites, and whether they use WBG data more often than before.
- H. Background Information: Respondents were asked to indicate their current position, specialization, whether they professionally collaborate with the WBG, their exposure to the WBG in Madagascar, which WBG agencies they work with, their geographic locations, and whether they think that the IFC and the World Bank work well together.

### III. Demographics of the Sample

#### Current Position

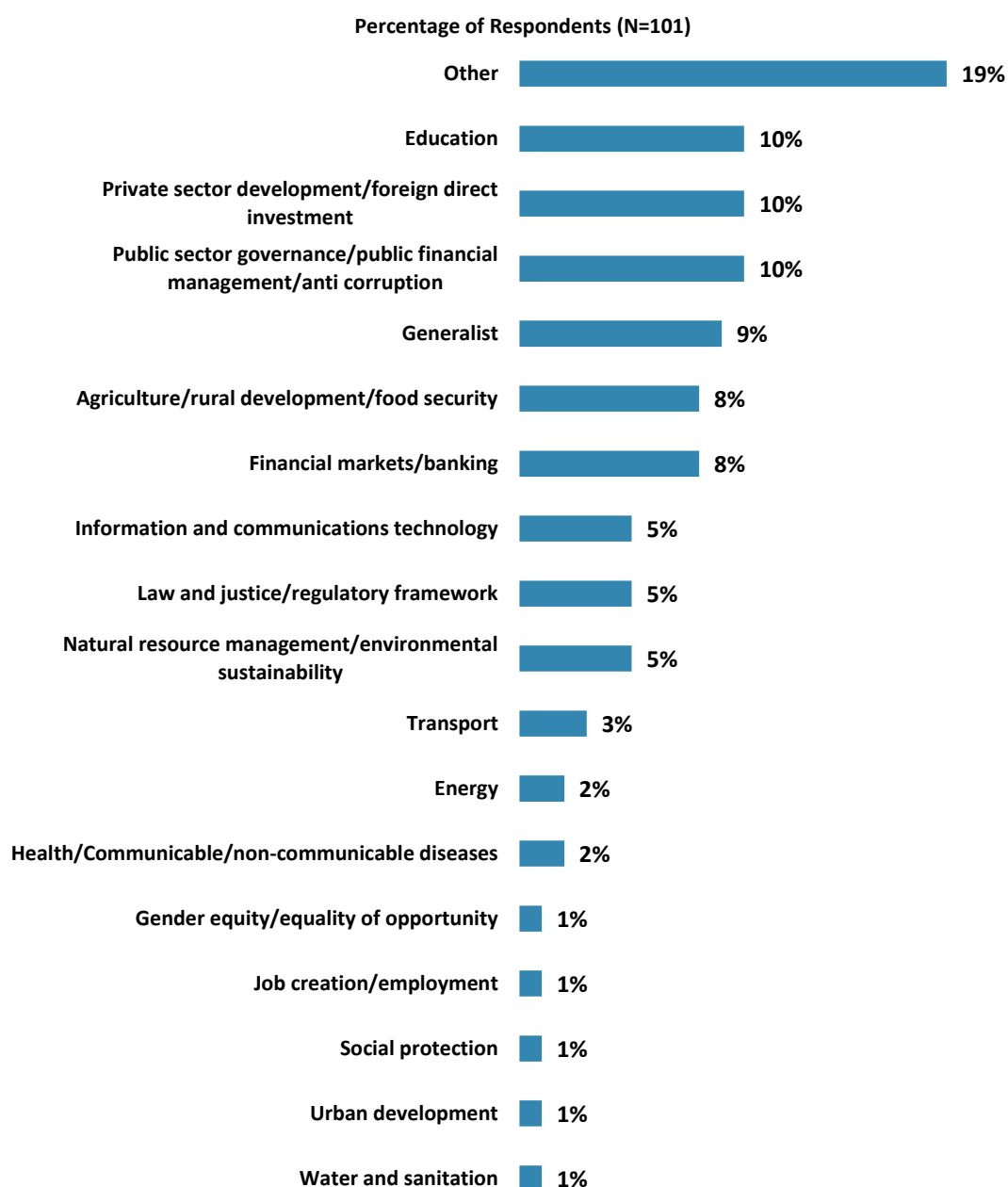
- For further analyses, respondents from the Office of the President, Prime Minister were combined with respondents from the office of a minister, respondents from ministries/ministerial departments, PMUs, and consultants working WBG projects were combined, respondents from the financial sector/private banks were combined with those from private sector organizations; respondents from private foundations, NGOs, CBOs, and trade unions were combined into “CSO.” Few respondents from the bilateral agencies, independent government institutions, and other organizations were included in the “Other” category.



“Which of the following best describes your current position?” (Respondents chose from a list.)

### III. Demographics of the Sample (continued)

#### Area of Primary Specialization<sup>1</sup>



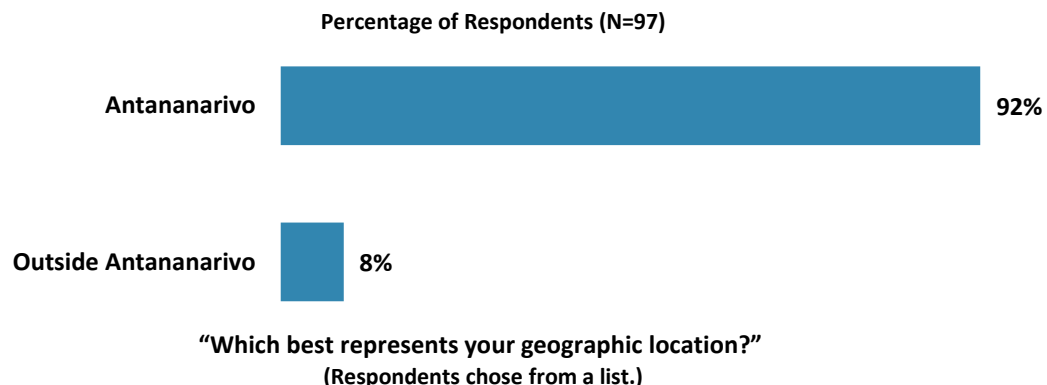
**“Please identify the primary specialization of your work.” (Respondents chose from a list.)**

<sup>1</sup> Given the large number of respondents specializing in education, private sector development, and public sector governance, cross-sectoral analyses were conducted to examine if respondents from these three sectors dominated the overall responses to the multiple choice questions about development priorities and sectoral areas which can contribute to economic growth and poverty reduction in the country.

### III. Demographics of the Sample (continued)

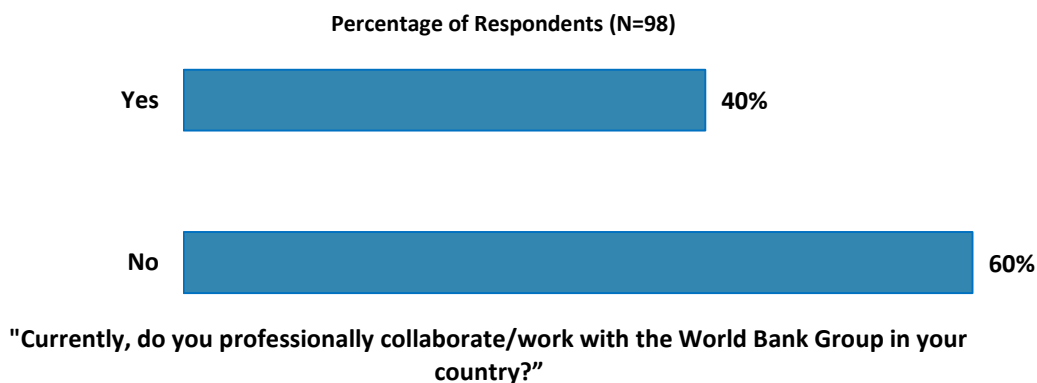
#### Geographic Location

- Almost all respondents are located in Antananarivo, so regional comparisons are not possible.



#### Collaboration with and Exposure to the World Bank Group

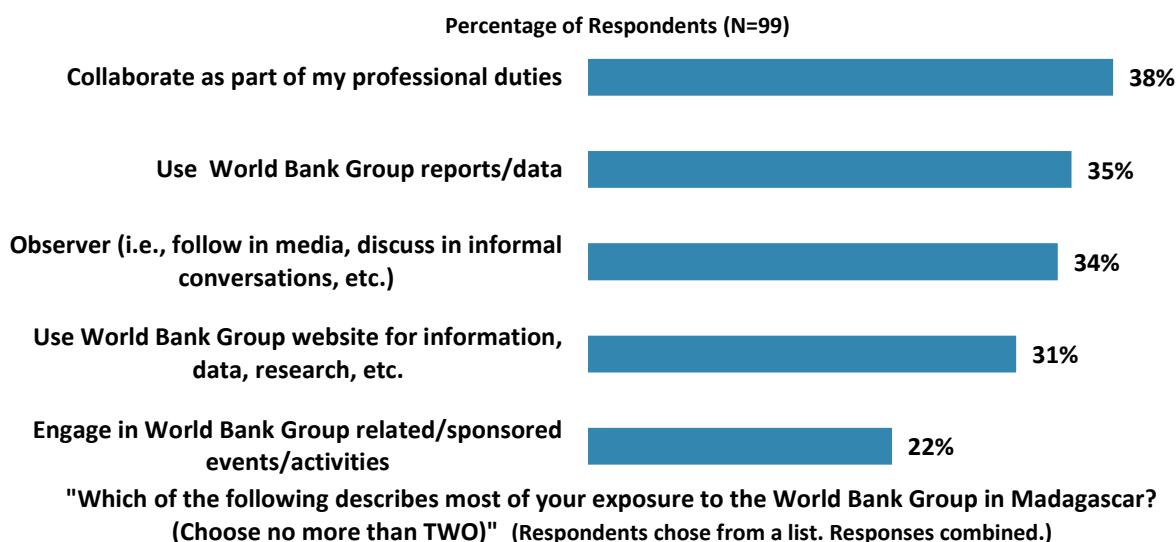
- Differences in responses to the indicator questions, based on levels of collaboration and exposure to the World Bank Group in Madagascar, can be found in Appendix C (see page 100) and Appendix D (see page 115). Please note that where these two factors appear to have a significant relationship with overall views of the World Bank Group, it is highlighted in yellow in Appendix D.



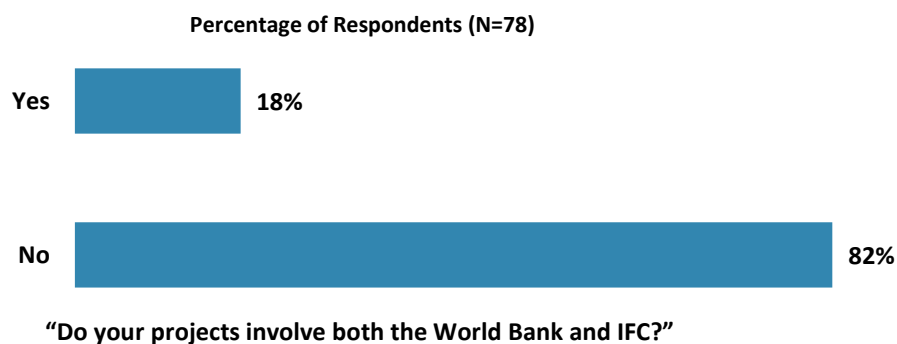
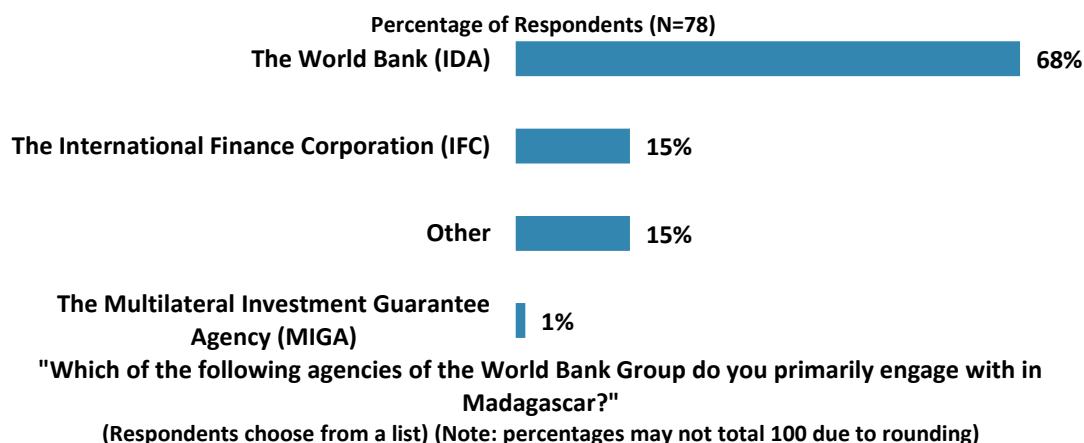


### III. Demographics of the Sample (continued)

#### Collaboration with and Exposure to the World Bank Group (continued)



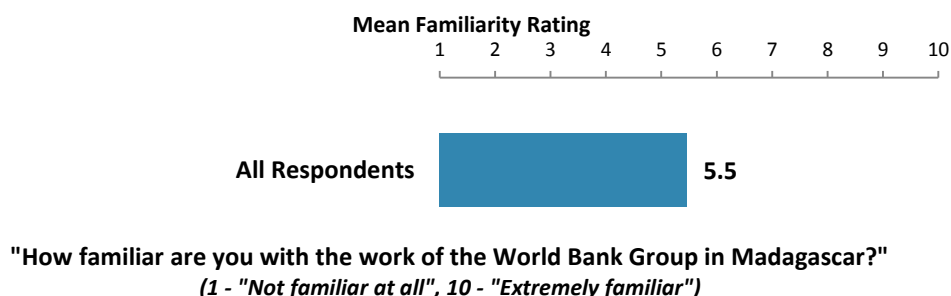
#### Exposure to Agencies within the World Bank Group



### III. Demographics of the Sample (continued)

#### Familiarity with the World Bank Group

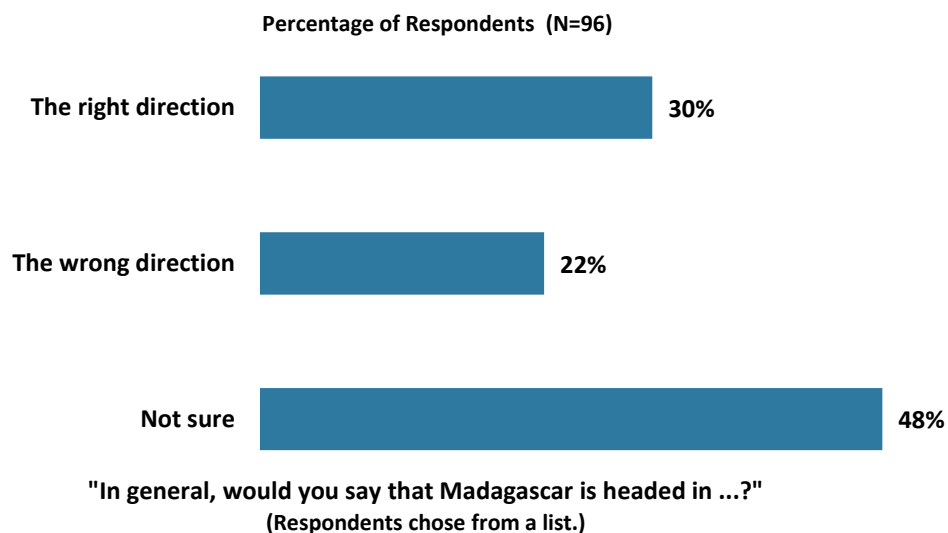
- Respondents across stakeholder groups had statistically similar levels of familiarity with the WBG in Madagascar.
- Respondents who do and do not collaborate also had statistically similar levels of familiarity with the WBG in Madagascar.
- Respondents' levels of familiarity with the WBG were significantly, strongly correlated with their perceptions of the WBG's overall effectiveness in Madagascar, and significantly, moderately correlated with the respondents' perceptions of the WBG's relevance to Madagascar's development or its ability to help achieve development results in Madagascar.



## IV. General Issues Facing Madagascar

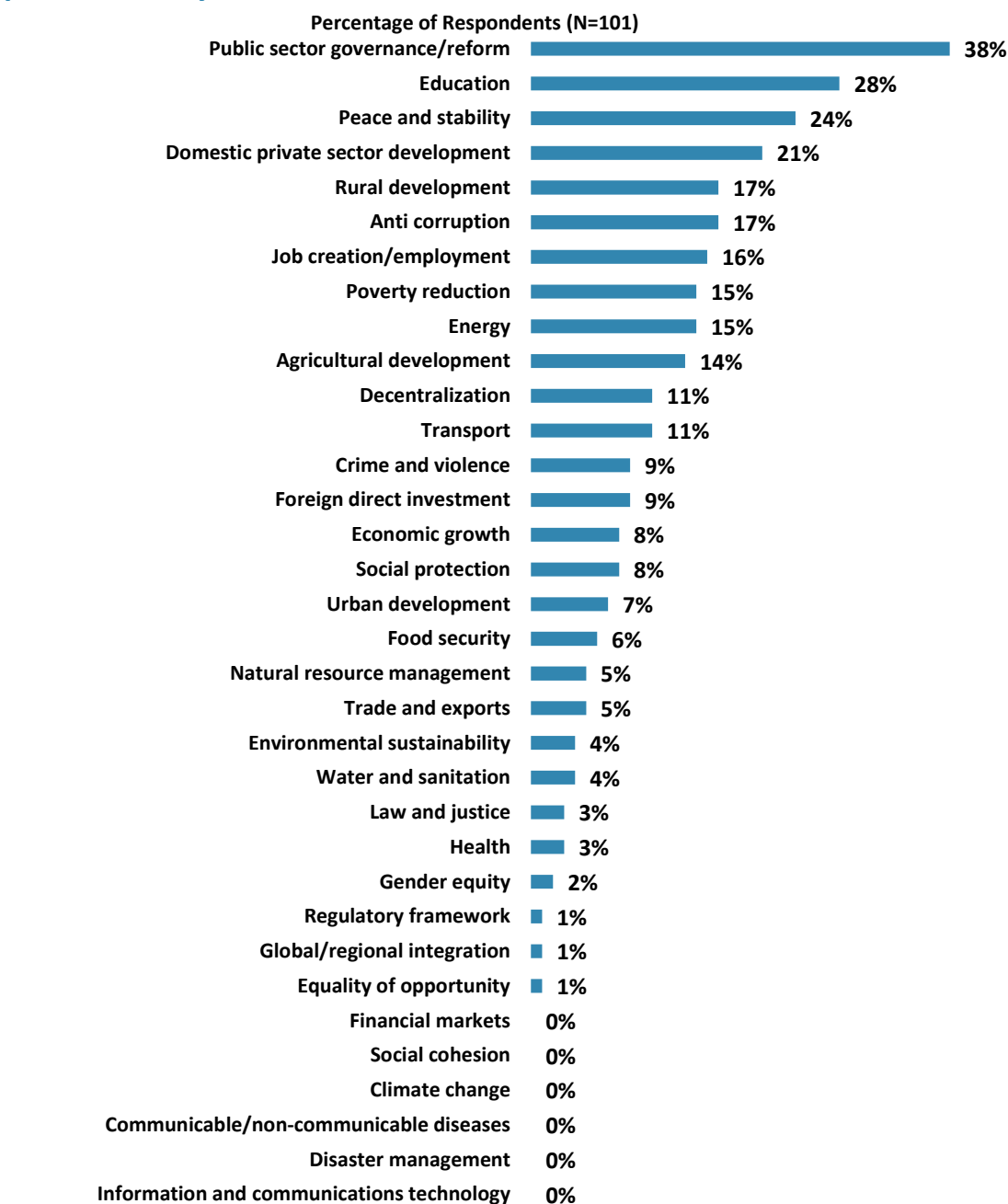
### Headed in the Right Direction

- A plurality of respondents is uncertain about whether Madagascar is headed in the right direction or not.



## IV. General Issues Facing Madagascar (continued)

### Development Priority<sup>2</sup>



"Listed below are a number of development priorities in Madagascar. Please identify which of the following you consider the most important development priorities in Madagascar. (Choose no more than THREE)" (Respondents chose from a list. Responses combined.)

<sup>2</sup> When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question H2 in Appendix F), analyses are done to see these respondents' views about the top development priorities.

## IV. General Issues Facing Madagascar (continued)

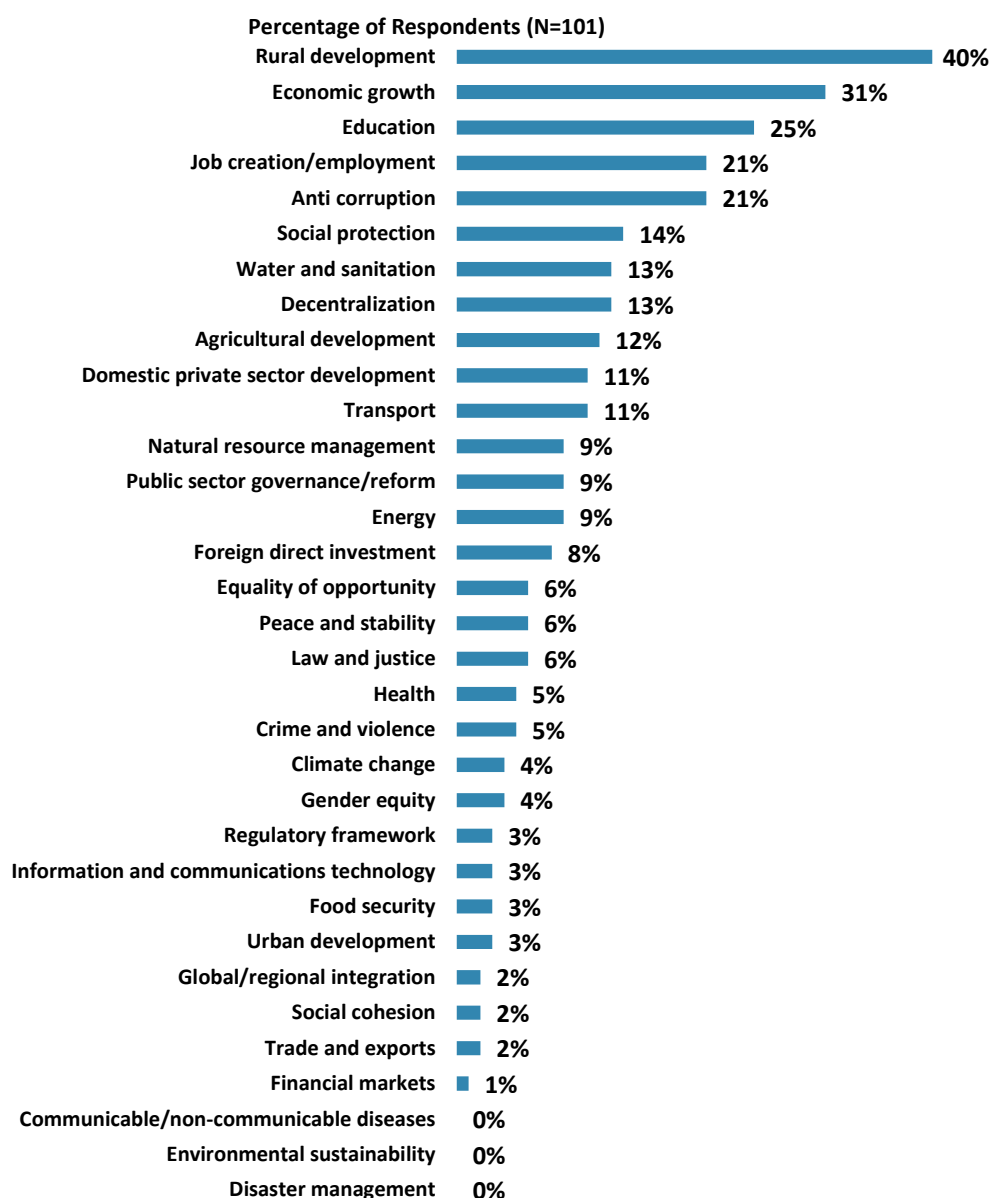
### Development Priority (continued)

- Respondents across stakeholder groups, regardless of whether they collaborate with the WBG, all tended to agree that “*public sector governance/reform*,” “*education*,” and “*peace and stability*” are Madagascar’s top three development priorities.
- Respondents who primarily specialize in “*education*” (10% of the sample) were significantly more likely to indicate that “*education*” is the top development priority in Madagascar than respondents who specialize in other sectoral areas.

## IV. General Issues Facing Madagascar (continued)

### What Would Contribute Most to Reducing Poverty<sup>3</sup>

- Respondents across stakeholder groups, sectoral focuses, whether or not they collaborate with the WBG, all tended to agree that “*rural development*,” “*economic growth*,” and “*education*” are the greatest contributors to reducing poverty in Madagascar.

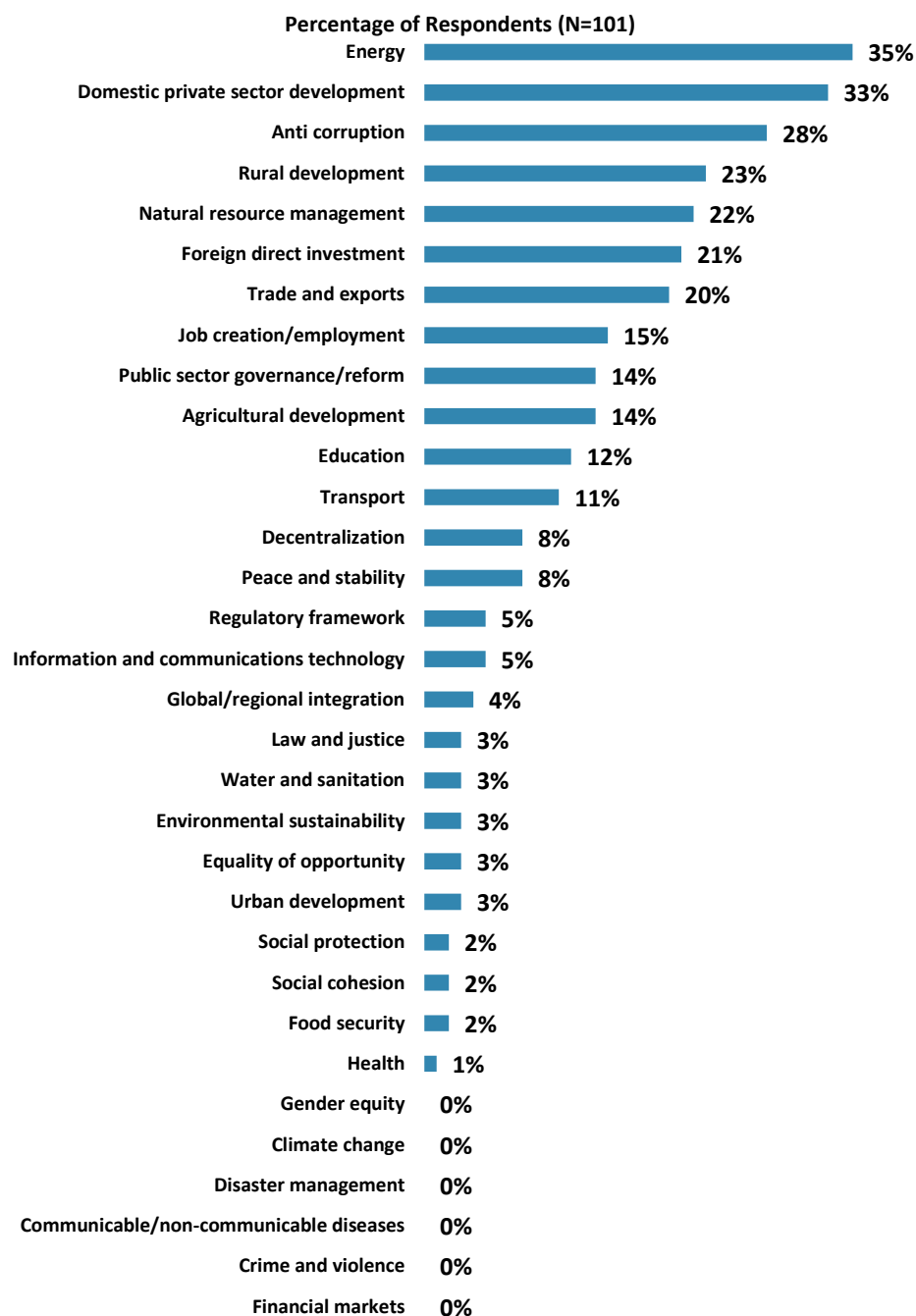


"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Madagascar?" (Respondents chose from a list. Responses combined.)

<sup>3</sup> When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question H2 in Appendix F), analyses are done to see these respondents' views about the areas of development that would contribute most to reducing poverty.

## IV. General Issues Facing Madagascar (continued)

### What Would Contribute Most to Generating Economic Growth<sup>4</sup>



"Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Madagascar? (Choose no more than THREE)" (Respondents chose from a list. Responses combined.)

<sup>4</sup> When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question H2 in Appendix F), analyses are done to see these respondents' views about the areas of development that would contribute most to economic growth.

## IV. General Issues Facing Madagascar (continued)

### What Would Contribute Most to Generating Economic Growth (continued)

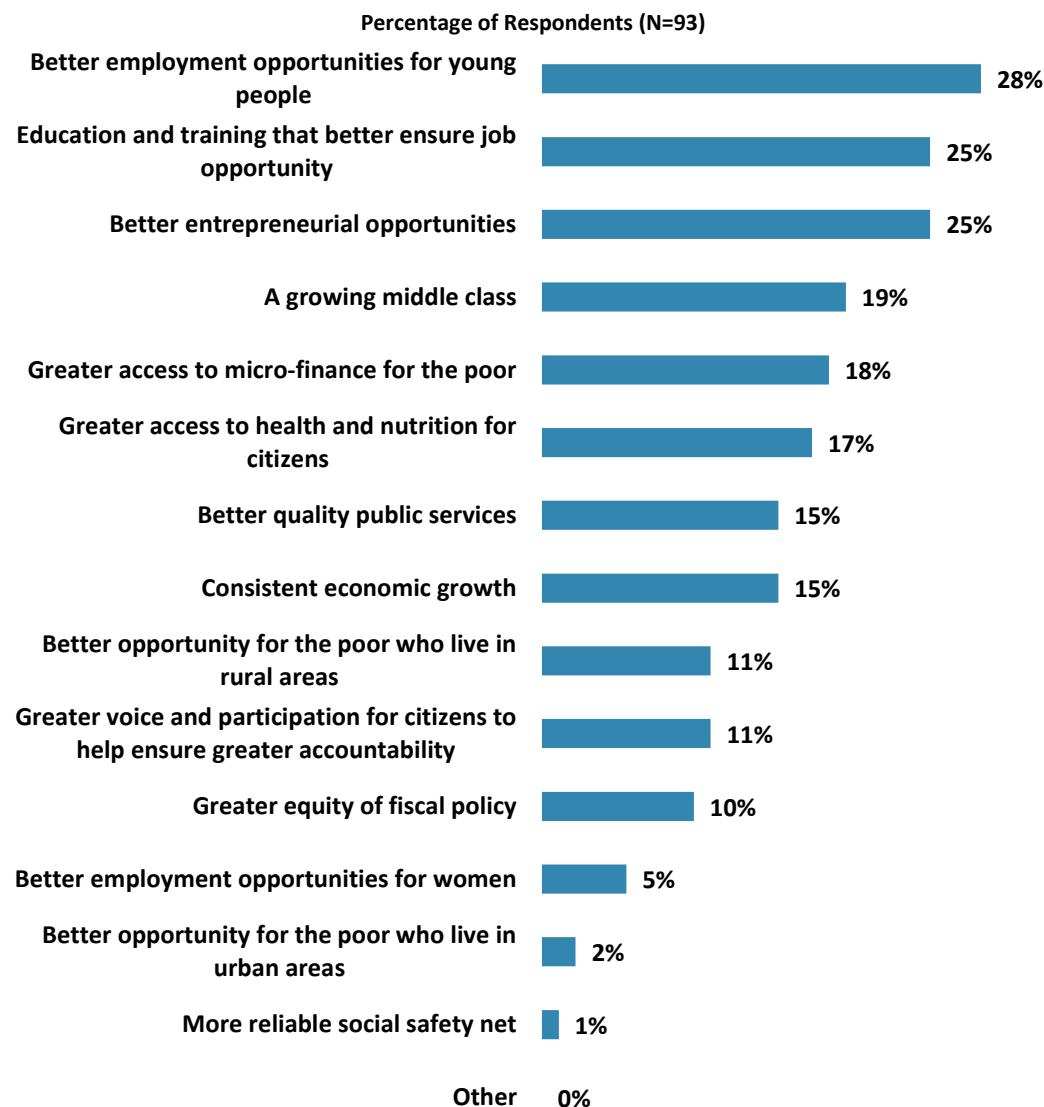
- Respondents across stakeholder groups and sectoral focuses all tended to agree that “*energy*” and “*domestic private sector development*” are the greatest contributors to Madagascar’s economic growth.
- More than a quarter of respondents also indicated that “*anti corruption*” is a top contributor to Madagascar’s economic growth. Among these respondents, those who are from CSOs, private sector/financial sector/private banks, ministries, PMUs and consultants working on WBG projects were significantly more likely to believe so than respondents from other stakeholder groups.
- Respondents who collaborate with the WBG professionally were significantly more likely to indicate that “*energy*” is the greatest contributor to Madagascar’s economic growth.



## IV. General Issues Facing Madagascar (continued)

### Achieving “Shared Prosperity”

- Respondents across stakeholder groups all agreed that “*better employment opportunities for young people*” best illustrates how share prosperity would be achieved in Madagascar.
- Respondents who do not collaborate with the WBG were significantly more likely to believe that “*better employment opportunities for young people*” would contribute most to achieving shared prosperity in Madagascar than respondents who do.

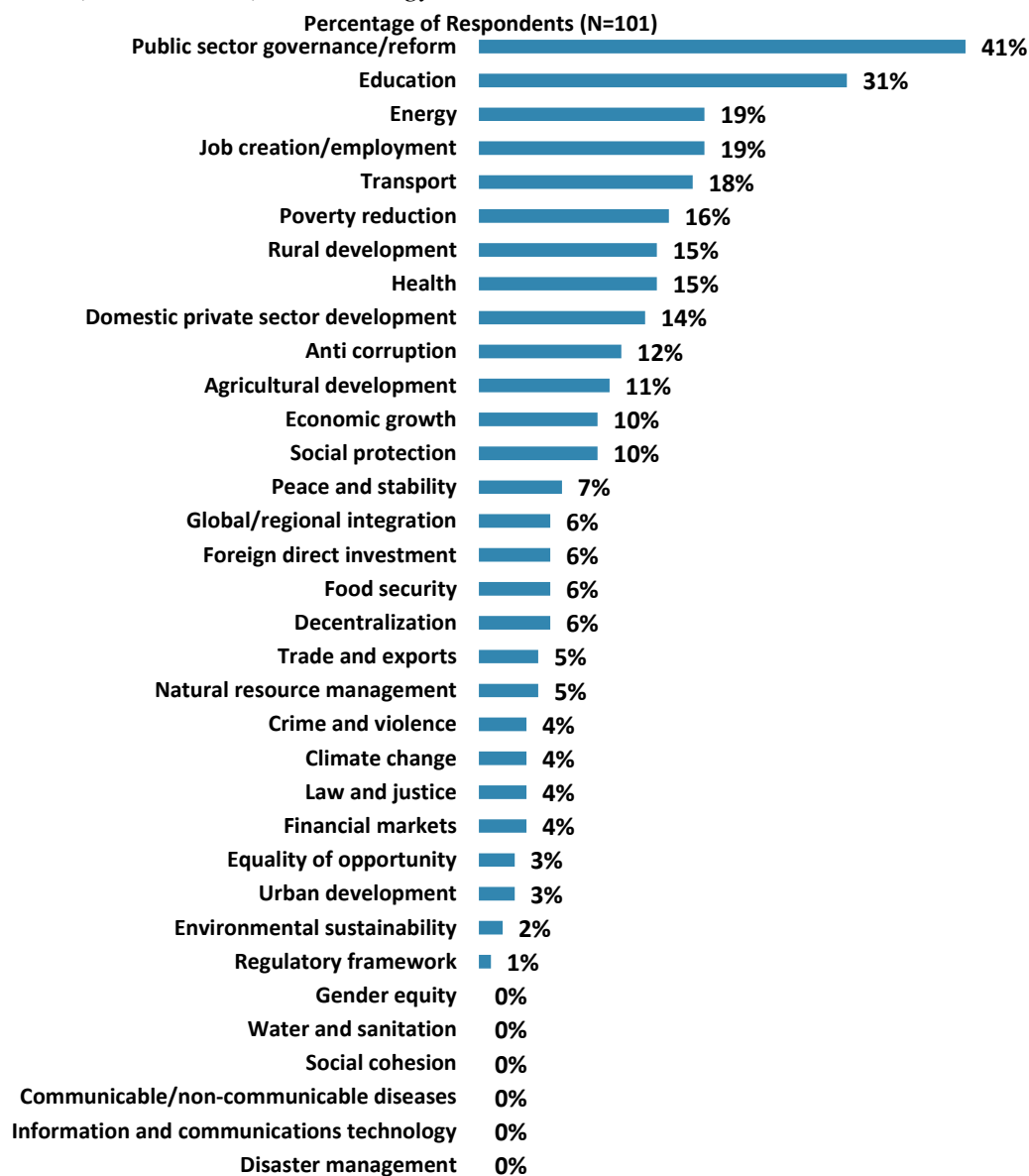


"When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Madagascar?  
(Choose no more than TWO)"  
(Respondents chose from a list. Responses combined.)

## V. Overall Attitudes toward the World Bank Group

### Where the World Bank Group Should Focus its Resources<sup>5</sup>

- Respondents across stakeholder groups, sectoral focuses, whether or not they collaborate with the WBG, all indicated that the WBG should focus its resources on “*public sector governance*,” “*education*,” and “*energy*.”



“When thinking about how the World Bank Group can have the most impact on development results in Madagascar in which sectoral areas do you believe the World Bank Group should focus most of its resources in Madagascar?(Choose no more than THREE)”  
(Respondents chose from a list. Responses combined.)

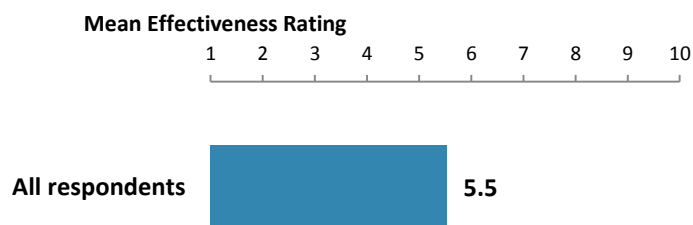
<sup>5</sup> When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question H2 in Appendix F), analyses are done to see these respondents’ views about which areas the World Bank Group should focus its attention and resources on.

## V. Overall Attitudes toward the World Bank Group (continued)

As noted in the “Methodology” section, the indicator questions referred to throughout the survey report are questions that are asked in every country that engages in the Country Opinion Survey. These will be aggregated for the World Bank Group’s annual Corporate Scorecard.

### The World Bank Group’s Overall Effectiveness (*Indicator Question*)

- Respondents across stakeholder groups, whether or not they professionally collaborate with the WBG, all had statistically similar ratings for the WBG’s overall effectiveness in Madagascar.



"Overall, please rate your impression of the World Bank Group’s effectiveness in Madagascar."  
 (1 - "Not effective at all", 10 - "Very effective")

## V. Overall Attitudes toward the World Bank Group (continued)

### Effectiveness of the WBG Activities

- Respondents across stakeholder groups, whether or not they collaborate with the WBG, all had statistically similar ratings for the effectiveness of the following WBG activities in supporting Madagascar's efforts to achieve development results.



"How effectively do the World Bank Group's activities below support Madagascar's efforts to achieve development results? "  
 (1 - "Not effective at all", 10 - "Very effective")

## V. Overall Attitudes toward the World Bank Group (continued)

### Achieving Development Results *(Indicator Question)*

- Respondents across stakeholder groups, whether or not they collaborate with the WBG, all had statistically similar ratings for the extent to which the WBG's work helped to achieve development results in Madagascar.

Mean Rating  
1 2 3 4 5 6 7 8 9 10

All respondents 5.8

**"To what extent does the World Bank Group's work help to achieve development results in Madagascar?"**

*(1 - "To no degree at all", 10 - "To a very significant degree")*

### Staff Preparedness *(Indicator Question)*

- Respondents across stakeholder groups, whether or not they collaborate with the WBG, all had statistically similar ratings for extent to which the WBG's staff is well prepared to help Madagascar solve its most complicated development challenges.

Mean Rating  
1 2 3 4 5 6 7 8 9 10

All Respondents 5.9

**"To what extent do you believe the World Bank Group's staff is well prepared to help Madagascar solve its most complicated development challenges?"**

*(1-"To no degree at all", 10-"To a very significant degree")*

### Adequate staffing

- Respondents across stakeholder groups, whether or not they collaborate with the WBG, all had statistically similar ratings for the extent they believe that the WBG is adequately staffed in Madagascar.

Mean Ratings  
1 2 3 4 5 6 7 8 9 10

All respondents 4.9

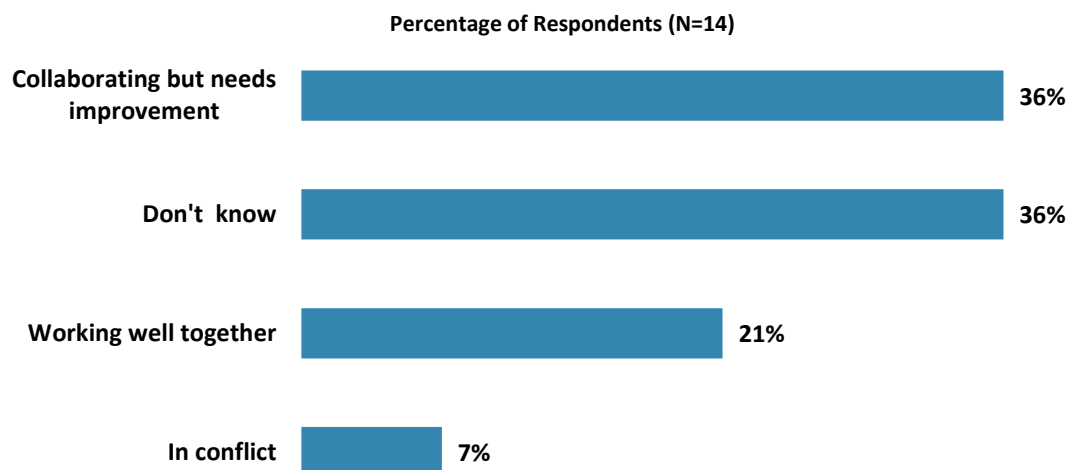
**"To what extent do you believe the World Bank Group is adequately staffed in Madagascar?"**

*(1-"to no degree at all", 10-"To a very significant degree")*

## V. Overall Attitudes toward the World Bank Group (continued)

### World Bank and IFC Working Together

- Respondents across stakeholders, whether or not they collaborate with the WBG, tended to have a similar view of how the World Bank and IFC work together.

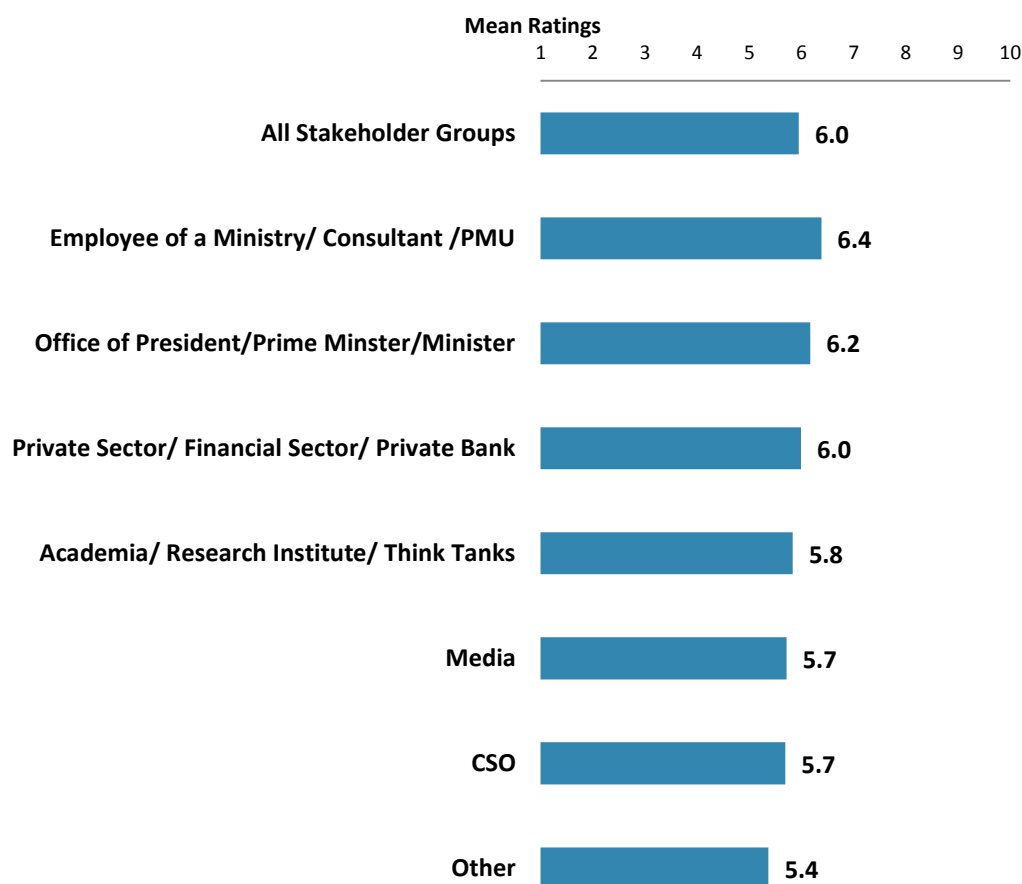


**"If your projects involve both the World Bank and IFC, what was your view on the two institutions working together in Madagascar?"**  
(Respondents chose from a list.)

## V. Overall Attitudes toward the World Bank Group (continued)

### Overall Ratings for Indicator Questions by Stakeholder Groups\*

- Respondents across stakeholder groups overall had statistically similar responses to twenty eight indicator questions.
- Respondents who do and do not collaborate with the World Bank Group also had statistically similar responses to the twenty-eight indicator questions (6.2 and 5.8 respectively).
- Responses to individual indicator questions by stakeholder groups can be found in Appendix E (page 116).

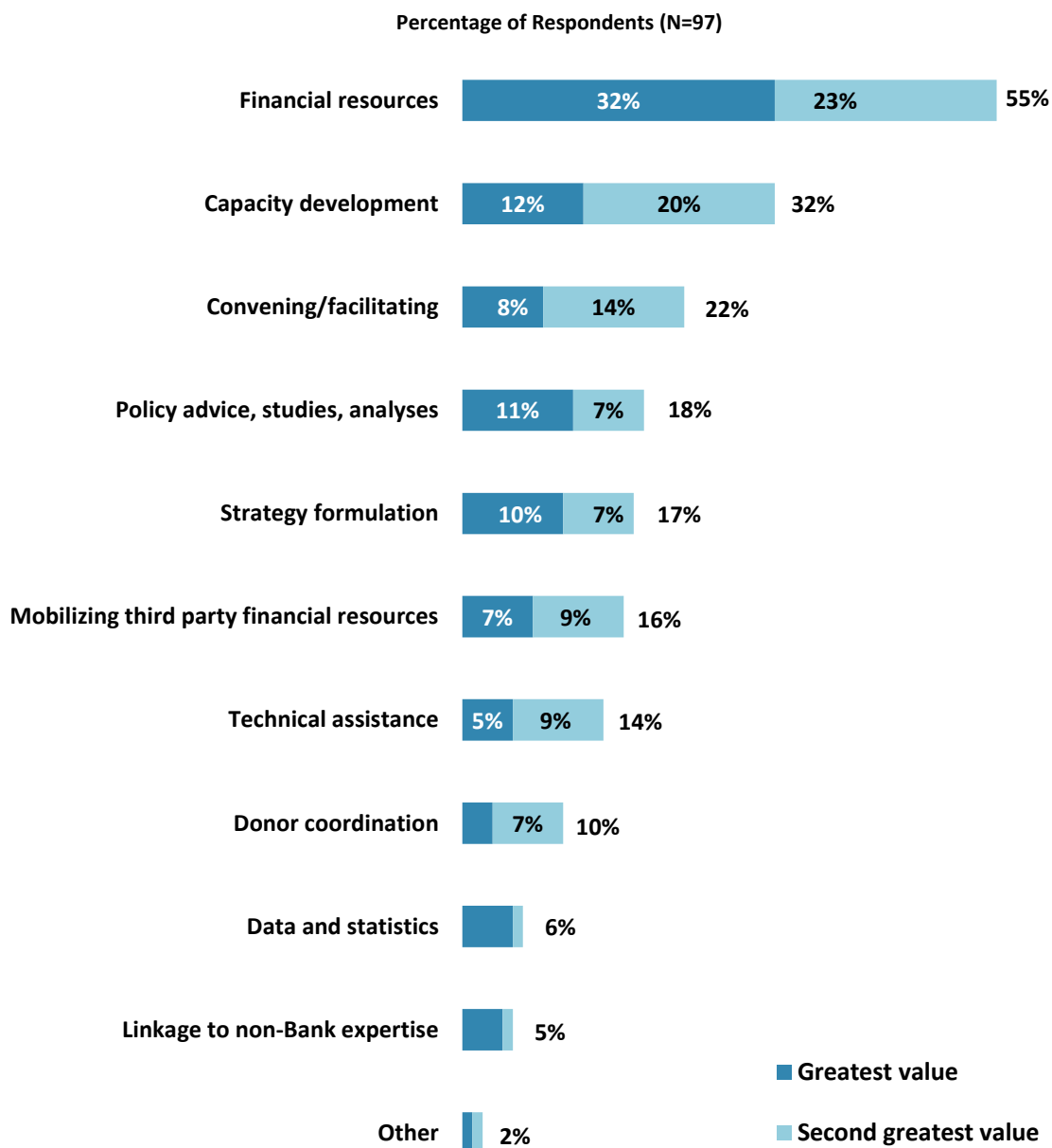


Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10

\* Responses to all twenty eight indicator questions can be found in Appendices D and E.

## V. Overall Attitudes toward the World Bank Group (continued)

### Greatest Value



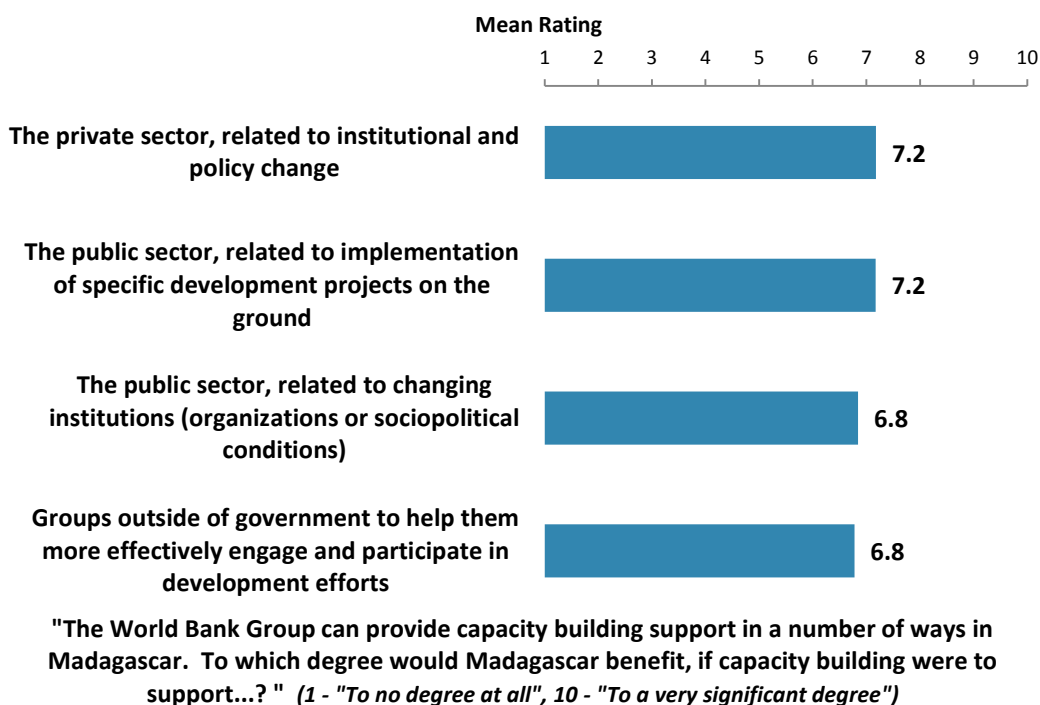
"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Madagascar?"  
(Respondents chose from a list.)



## V. Overall Attitudes toward the World Bank Group (continued)

### Ways of Capacity Building Support

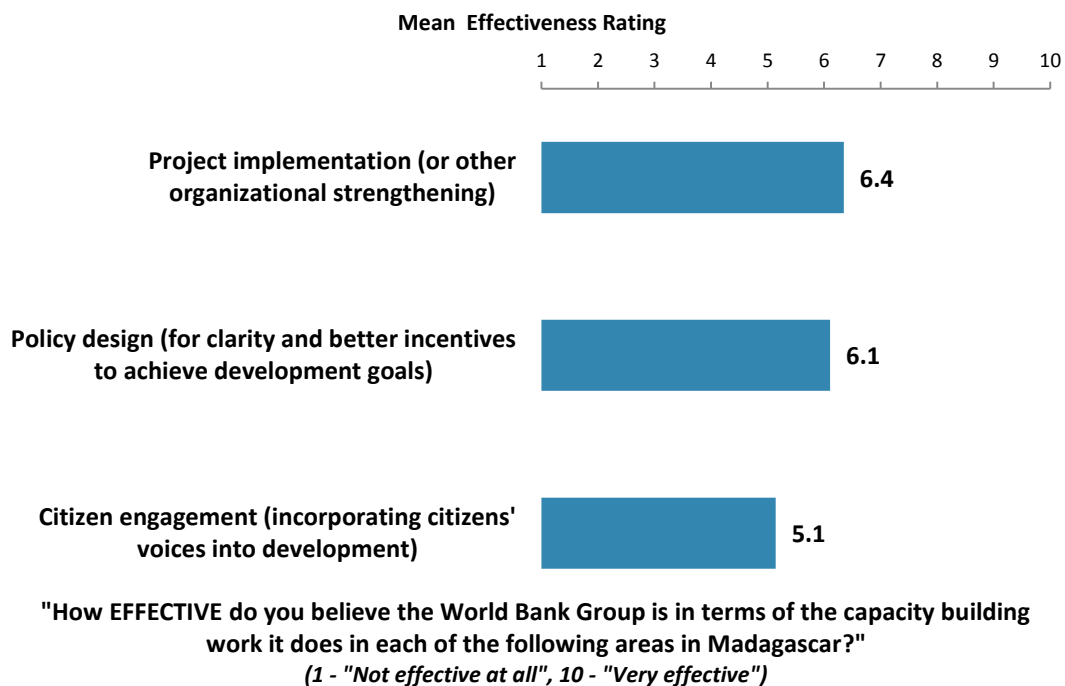
- Respondents across stakeholder groups, whether or not they collaborate with the WBG, gave statistically similar ratings for the extent to which Madagascar would benefit, if capacity building were to support all four areas below.



## V. Overall Attitudes toward the World Bank Group (continued)

### Effectiveness of WBG's Capacity Building Work

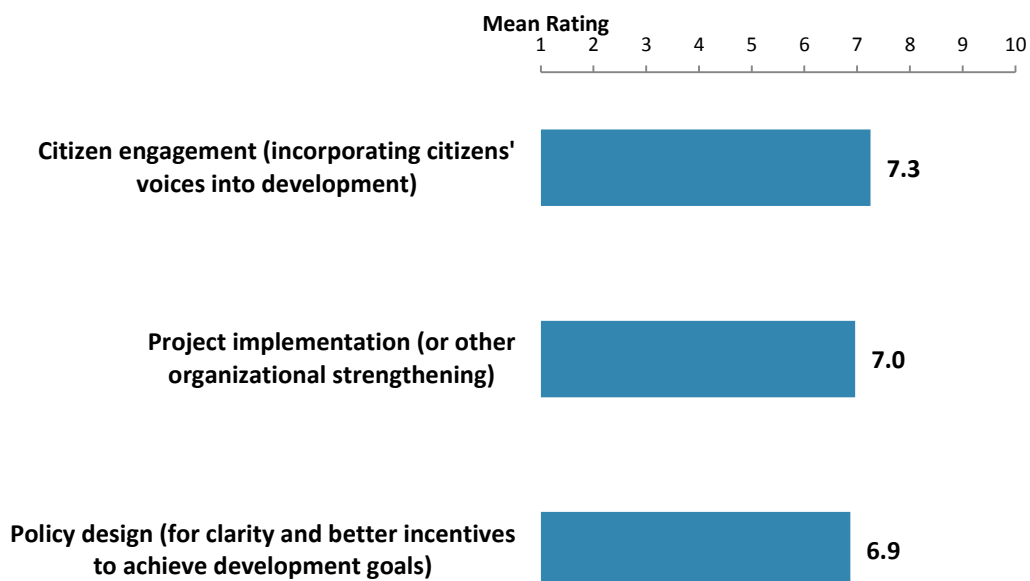
- Respondents across stakeholder groups, whether or not they collaborate with the WBG, gave statistically similar ratings for the WBG's effectiveness in all three areas of capacity building work.



## V. Overall Attitudes toward the World Bank Group (continued)

### Importance of WBG's Capacity Building Work

- Respondents across stakeholder groups, whether or not they collaborate with the WBG, had statistically similar ratings for the importance of the WBG being involved in all three aspects of capacity building.



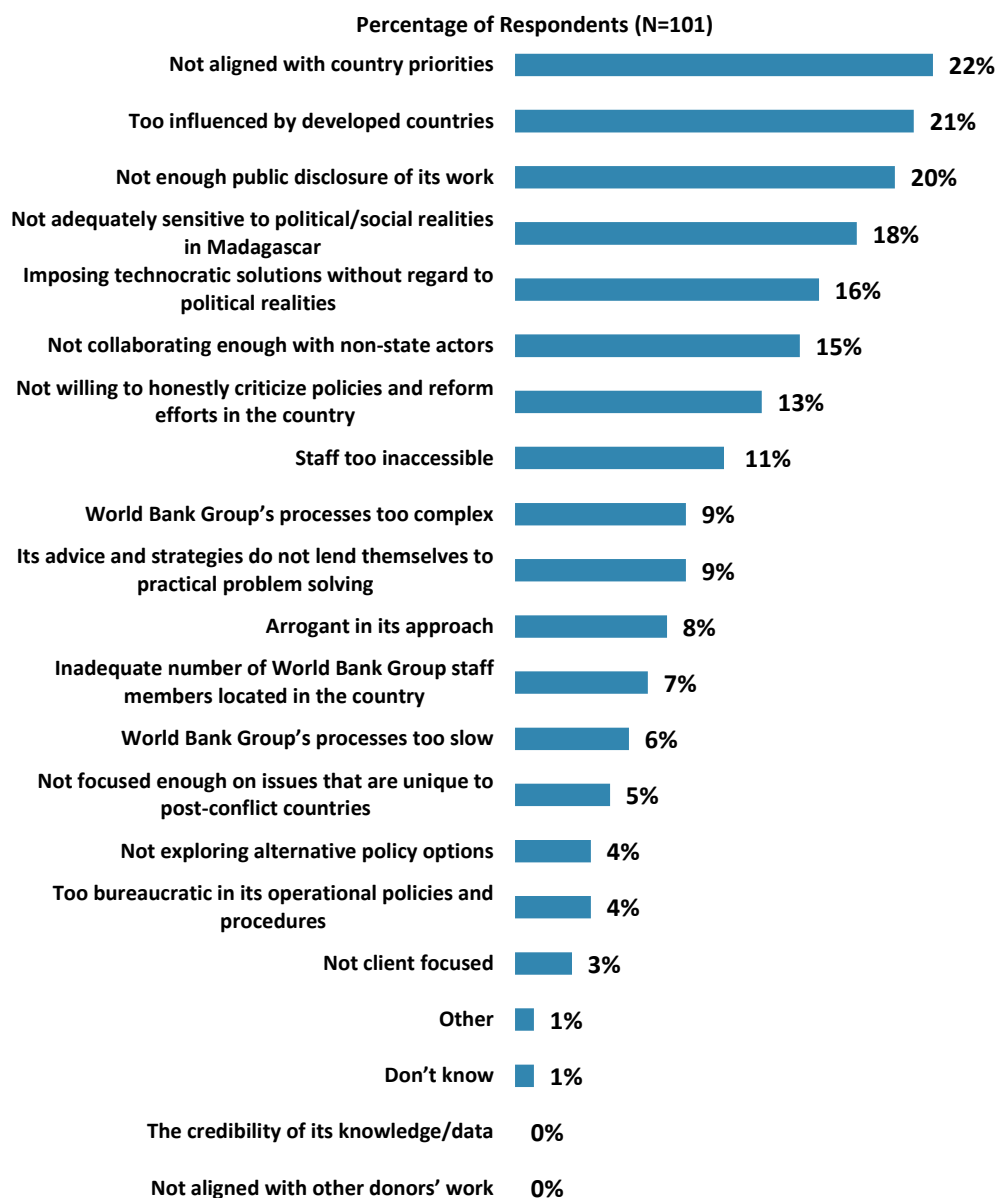
"When thinking about how to improve capacity building in Madagascar to help ensure better development results, looking forward, how IMPORTANT is it for the World Bank Group to be involved in the following aspects of capacity building? "

(1 - "Not important at all", 10 - "Very important")

## V. Overall Attitudes toward the World Bank Group (continued)

### Greatest Weakness

- Respondents across stakeholder groups, whether or not they collaborate with the WBG, all tended to agree that “*not aligned with country priorities*” and “*too influenced by developed countries*” are the WBG’s greatest weaknesses.

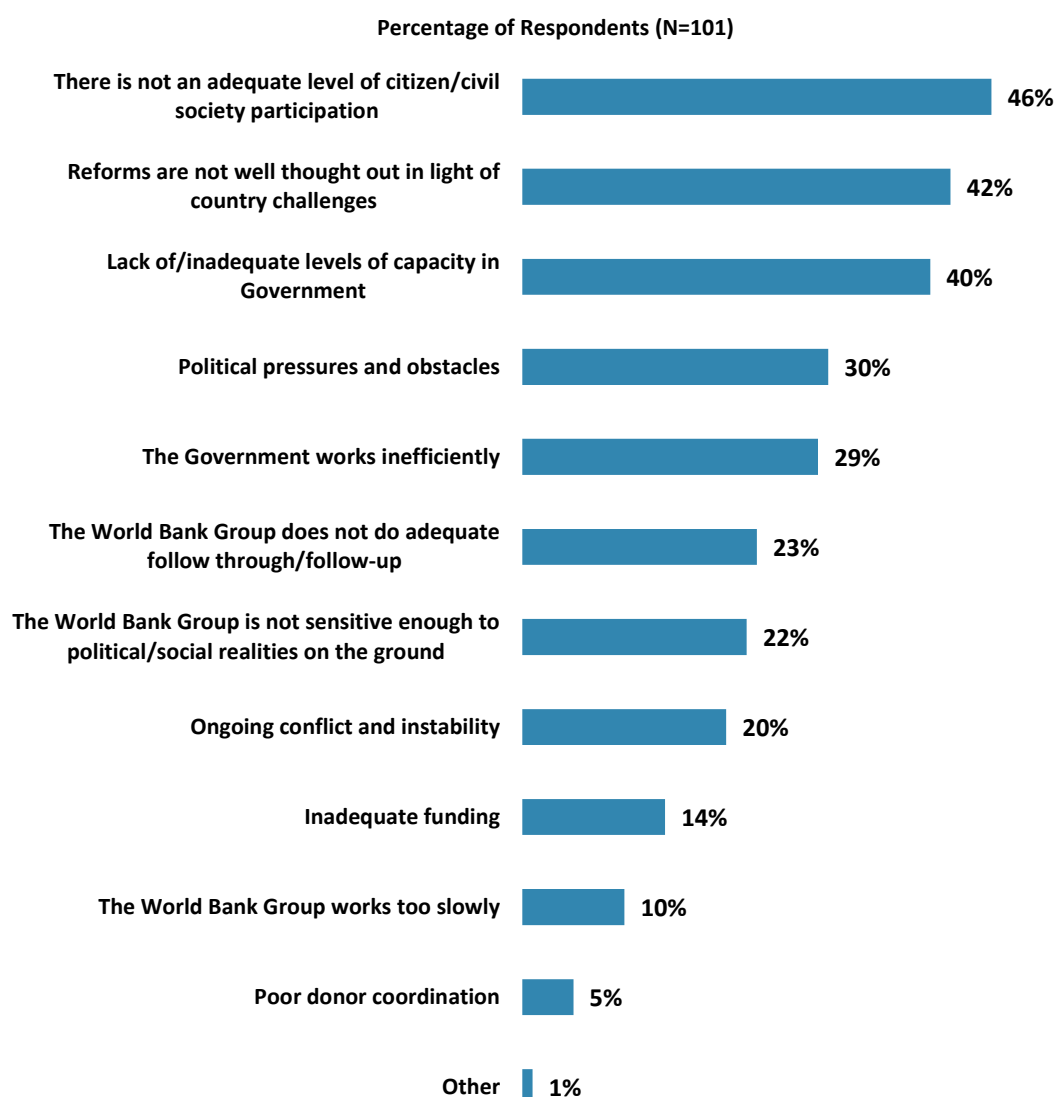


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Madagascar? (Choose no more than TWO)"  
(Respondents chose from a list. Responses combined.)

## V. Overall Attitudes toward the World Bank Group (continued)

### Attributing Failed/Slow Reform Efforts

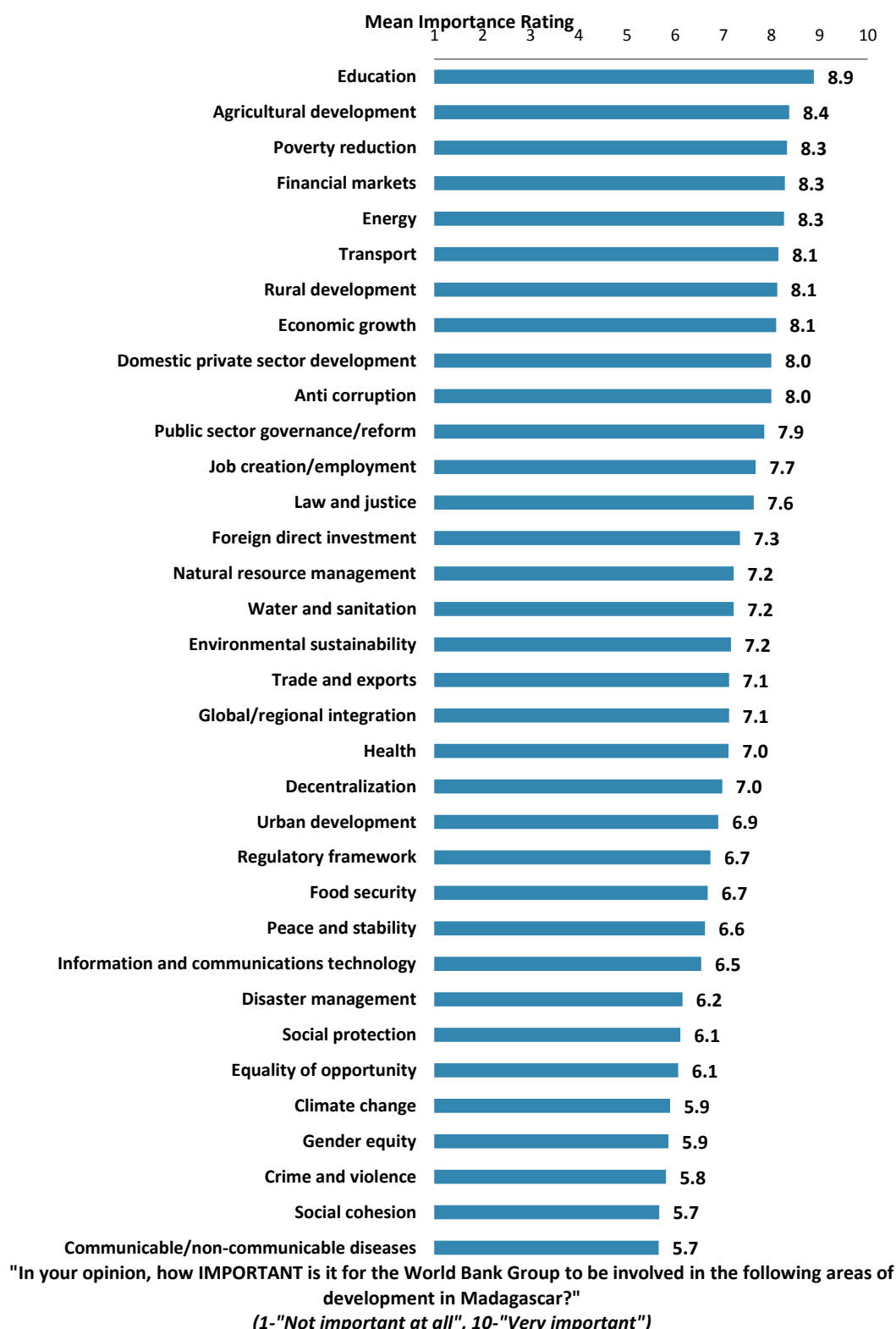
- Respondents across stakeholder groups, whether or not they collaborate with the WBG, all agreed that “*not adequate level of citizen/civil society participation*” would be the greatest cause to slow/failed WBG-assisted reforms.
- A third of the respondents attributed the slow/failed WBG-assisted reform to “*political pressure and obstacles*.” Respondents who collaborate with the WBG were significantly more likely to indicate so than those who do not collaborate. In the meantime, respondents from CSOs were also significantly more likely to believe so than respondents from other stakeholder groups.



"When World Bank Group assisted reform efforts fail or are slow to take place, which THREE of the following would you attribute this to? (Choose no more than THREE)"  
(Respondents chose from a list. Responses combined.)

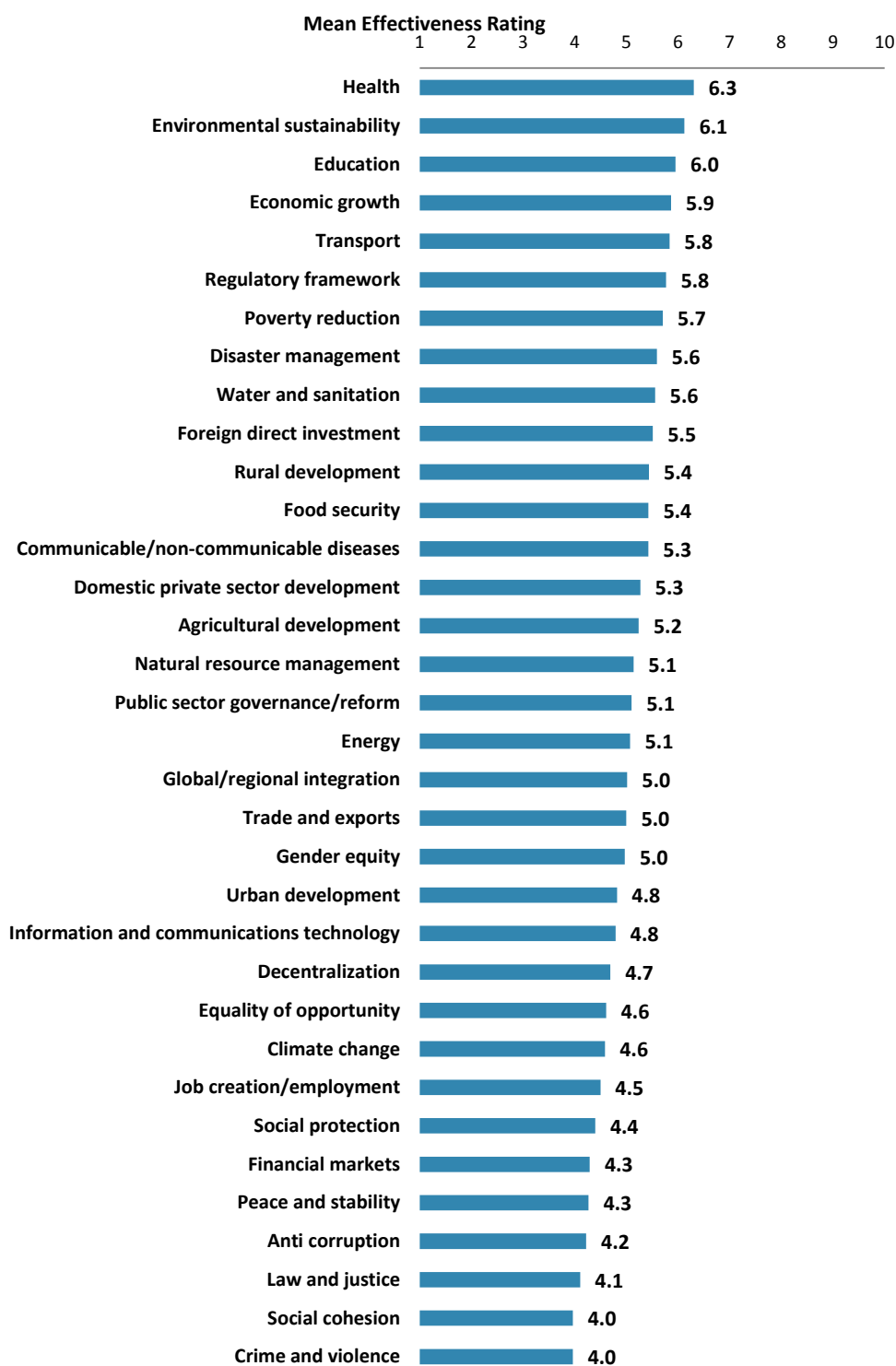
## VI. Sectoral Importance and Effectiveness

### Importance of Sectoral Areas



## VI. Sectoral Importance and Effectiveness (continued)

### Effectiveness of Sectoral Areas



"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Madagascar?"

(1-"Not effective at all", 10-"Very effective")

## VI. Sectoral Importance and Effectiveness (continued)

### Effectiveness of Sectoral Areas (continued)

- There were significant stakeholder differences in respondents' ratings for the WBG's effectiveness in "*foreign direct investment*." Respondents from ministries, PMUs, and consultants working on WBG projects had the highest ratings, whereas respondents from media had significantly lower ratings.
- Respondents across sectoral focuses gave statistically similar ratings for the WBG's effectiveness in all areas.
- Note in the Appendix on the sectoral effectiveness (Appendix A, page 62) that primarily informed stakeholders responded to this question. Respondents were given the option of "don't know" if they did not have exposure to the WBG's work in certain development areas.



## VI. Sectoral Importance and Effectiveness (continued)

### Effectiveness of Sectoral Areas: Collaborators vs. Non-Collaborators

- All respondents whether or not they collaborate with the WBG gave statistically similar ratings for the WBG's effectiveness in all areas (except "law and justice"). Those who collaborate with the WBG gave significantly lower ratings for the WBG's effectiveness in "law and justice" than those who don't collaborate with the institution.



"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Madagascar?" (1-"Not effective at all", 10-"Very effective")

(\*Significantly different between respondents who do and do not collaborate with the WBG)

## VI. Sectoral Importance and Effectiveness (continued)

### Drivers of Effectiveness

To determine the key drivers of respondents' ratings of the World Bank Group's overall effectiveness and ratings of its ability to help achieve development results in Madagascar, bivariate correlational analyses were conducted using respondents' ratings of the thirty four specific areas of effectiveness.

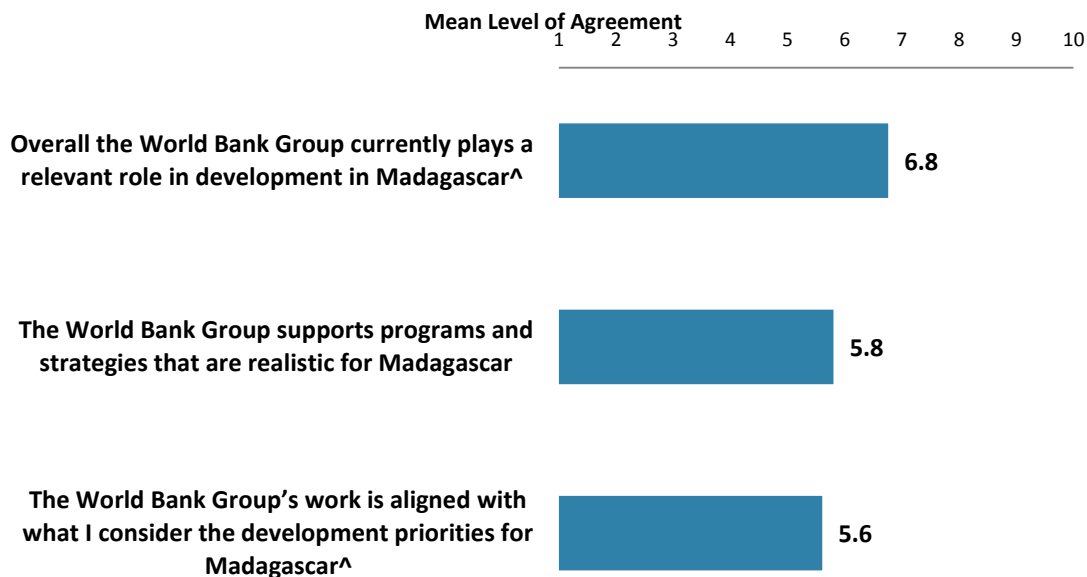
Correlational analyses, however, are not able to tell us exactly what is causing respondents' ratings of the World Bank Group's overall effectiveness or ratings of its ability to help achieve development results. Rather, these analyses tell us that as ratings of effectiveness in one area increase, respondents' ratings of the Bank Group's overall effectiveness increase, or as ratings of effectiveness in one area increase, ratings of the WBG's ability to help achieve development results increase. Thus, it can be inferred that respondents' perceptions of effectiveness in one specific area are related to, or drive, respondents' perceptions of the Bank Group's overall effectiveness or perceptions of the WBG's ability to help achieve development results.

- Overall Effectiveness: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the Bank Group's overall effectiveness, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the Bank Group's overall effectiveness in Madagascar. The areas determined to be key drivers from these analyses were:
  - The WBG's effectiveness at trade and exports;
  - The WBG's effectiveness at poverty reduction;
  - The WBG's effectiveness at agricultural development;
  - The WBG's effectiveness at financial markets; and,
  - The WBG's effectiveness at decentralization.
- Achieving Development Results: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the WBG's ability to help achieve development results in Madagascar, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's ability to help achieve development results. The areas determined to be key drivers from these analyses were:
  - The WBG's effectiveness at financial markets;
  - The WBG's effectiveness economic growth;
  - The WBG's effectiveness at domestic privates sector development;
  - The WBG's effectiveness at foreign direct investment; and
  - The WBG's effectiveness at poverty reduction.

## VII. How the World Bank Group Operates

### The World Bank Group's Work in Madagascar

- Respondents across stakeholder groups had statistically similar levels of agreement with all the following three statements about the WBG's work in Madagascar.
- Respondents who do and do not professionally collaborate/work with WBG had statistically similar levels of agreement with all the following three statements about the WBG's work in Madagascar.



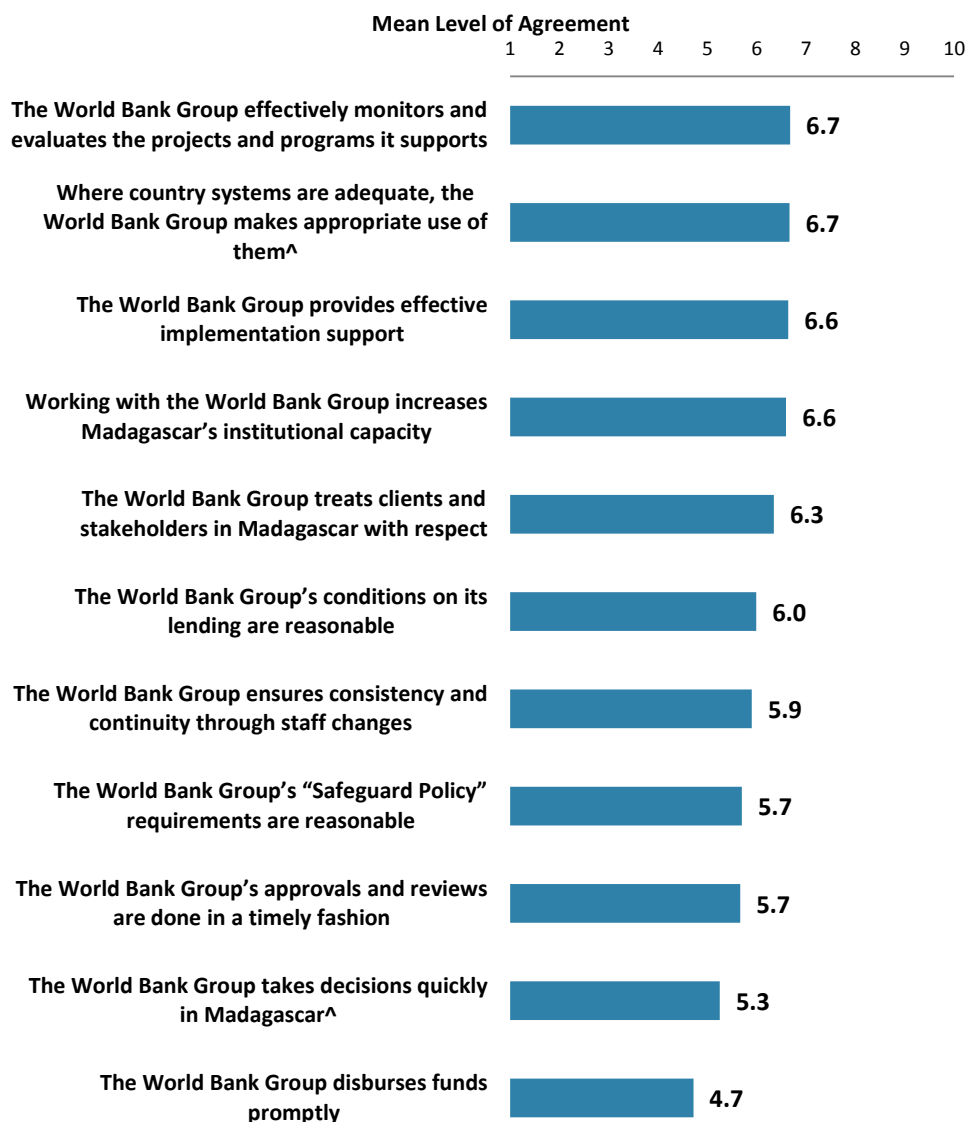
"To what extent do you agree with the following statements about the World Bank Group's work in Madagascar?" (1-"Strongly disagree", 10-"Strongly agree")

^Indicator Question

## VII. How the World Bank Group Operates (continued)

### Overall Perceptions

- Respondents across stakeholders groups, whether they collaborate with the WBG or not, all had statistically similar levels of agreement with all of the following statements about the overall perception of the WBG.



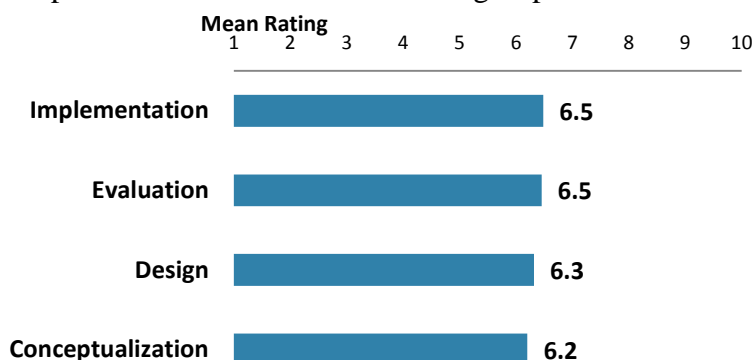
"To what extent do you agree/disagree with the following statements?"  
(1-"Strongly disagree", 10-"Strongly agree")

^Indicator Question

## VII. How the World Bank Group Operates (continued)

### WBG's Technical Assistance/Advisory Work

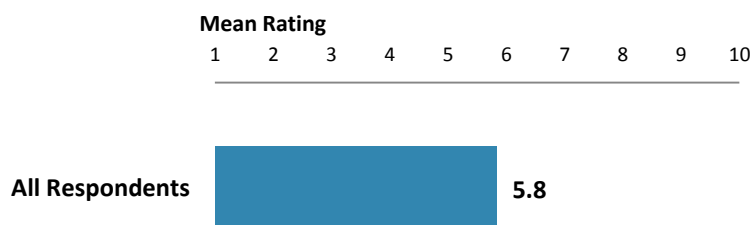
- Respondents from ministries/PMUs and consultants working on WBG projects gave significantly higher ratings for the WBG's technical assistance work regarding implementation than respondents from other stakeholder groups.



"To what extent does each of the following aspects of the World Bank Group's technical assistance/advisory work contribute to solving Madagascar's development challenges?"  
(1-"To no degree at all", 10-"To a significant degree")

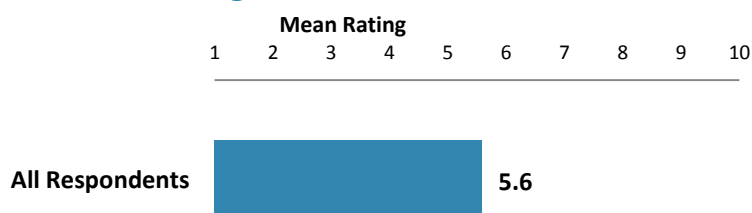
### Strengthening Existing Country Systems (Indicator Question)

- Respondents across stakeholder groups, whether or not they collaborate with the WBG, gave statistically similar ratings for the extent to which the WBG helps build/strengthen existing country systems in Madagascar.



"To what extent does the World Bank Group help to build/strengthen existing country systems in Madagascar?"  
(1-"To no degree at all", 10-"To a very significant degree")

### Internal Measuring and Monitoring

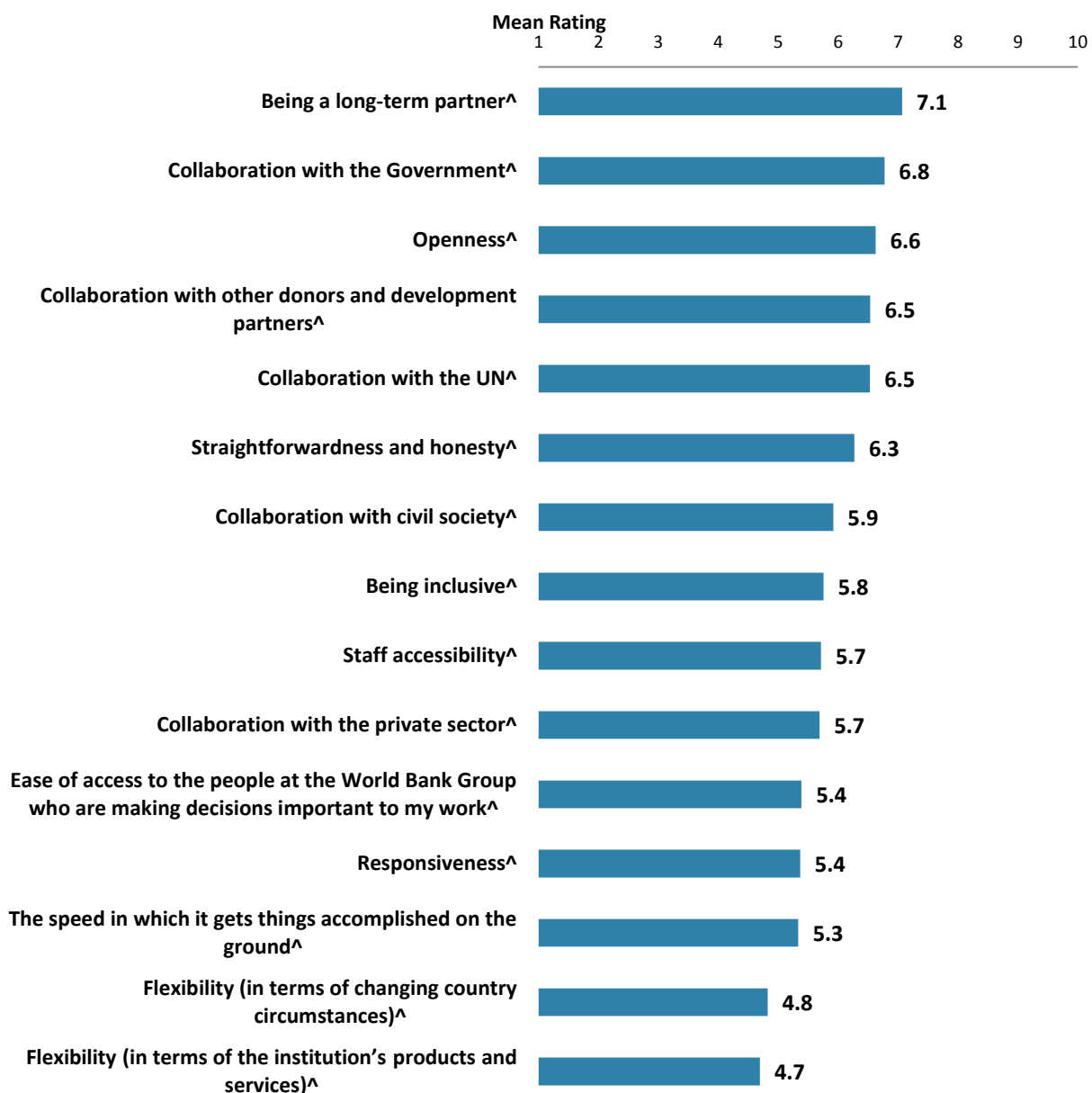


"To what extent do you believe the World Bank Group measures and corrects its work in real time in Madagascar?"  
(1-"To no degree at all", 10-"To a very significant degree")

## VII. How the World Bank Group Operates (continued)

### The World Bank Group as an Effective Development Partner

- Respondents across stakeholder groups, whether or not they collaborate with the WBG, had statistically similar ratings for all of the following qualities of the WBG as an effective development partner in Madagascar.

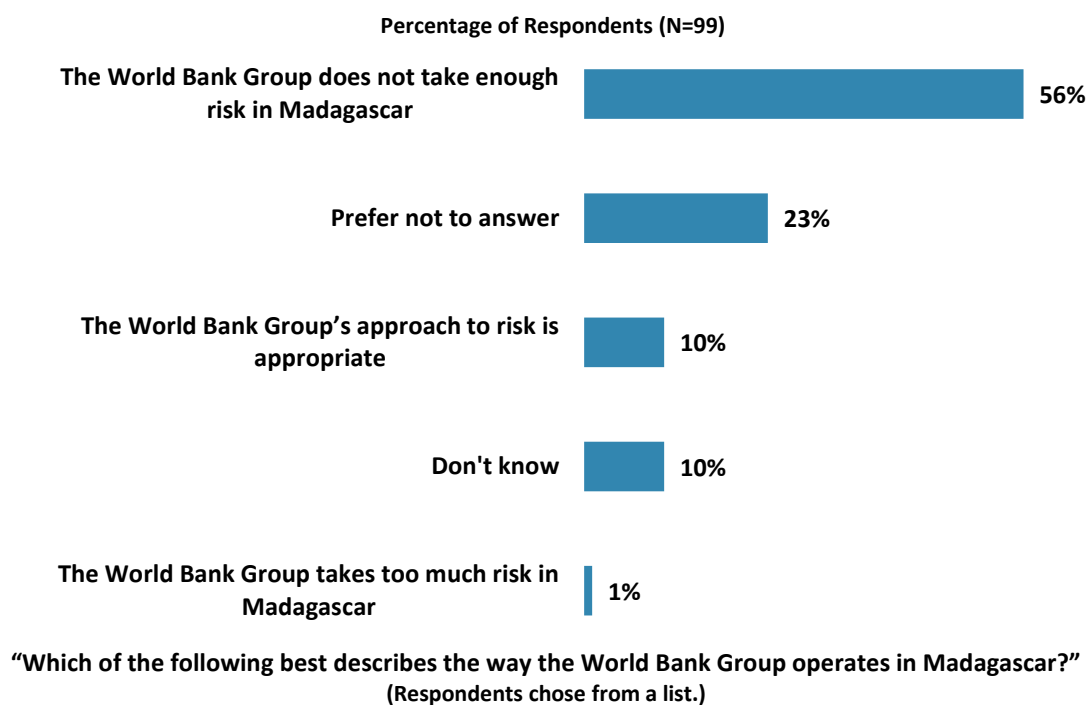


"To what extent is the World Bank Group an effective development partner in Madagascar, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")

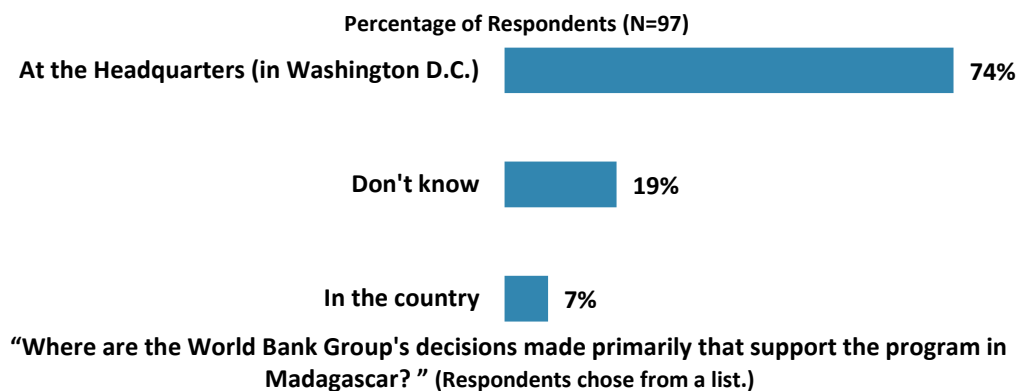
^Indicator Question

## VII. How the World Bank Group Operates (continued)

### The World Bank Group's Approach to Risk in Madagascar



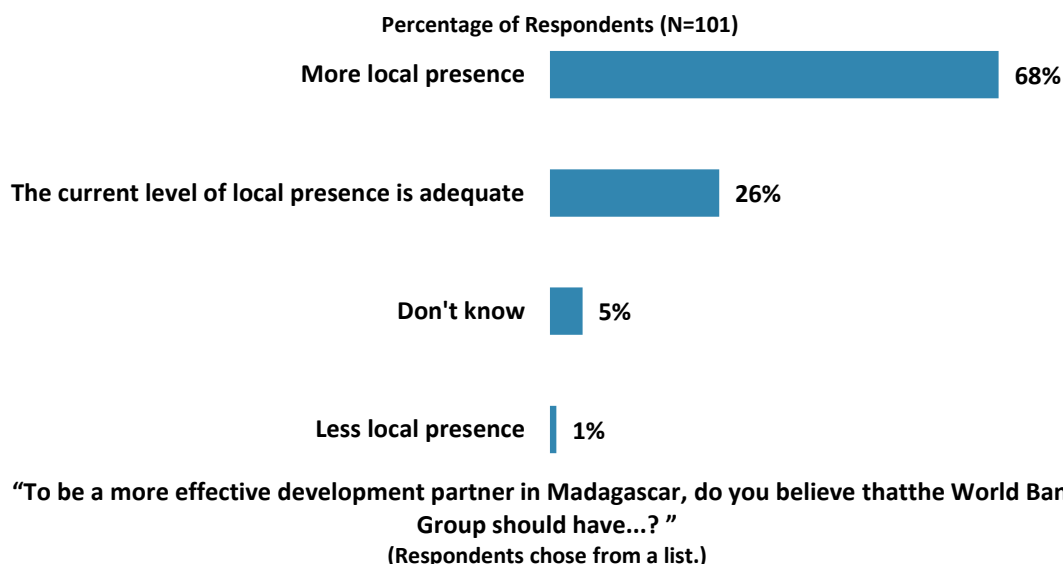
### Making Decisions about the WBG Program in Madagascar



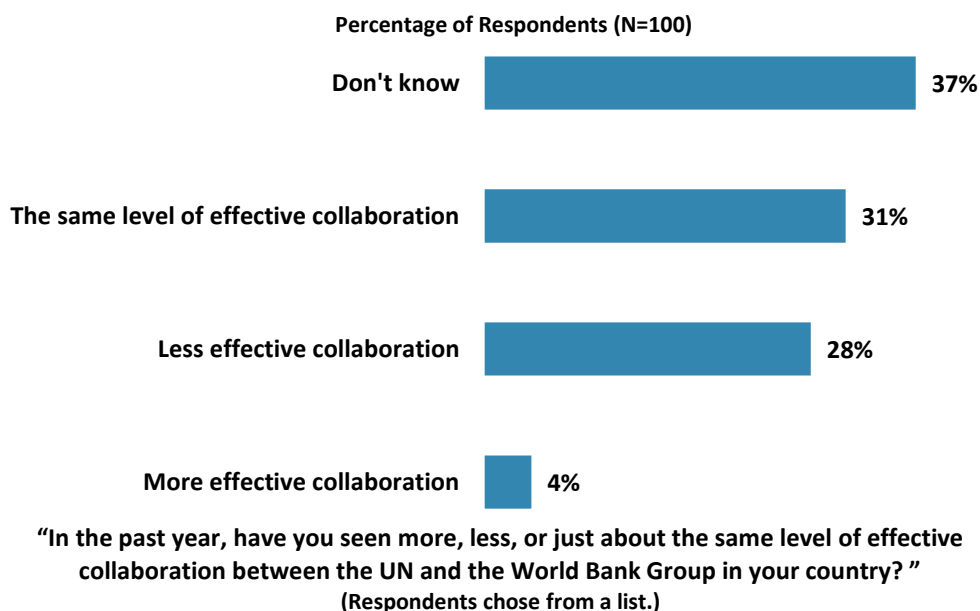
## VII. How the World Bank Group Operates (continued)

### The World Bank Group's Local Presence in Madagascar

- A plurality of respondents across stakeholder groups and levels of collaboration indicated that the WBG should have “*more local presence*” in Madagascar.



### The World Bank Group's Collaboration with UN

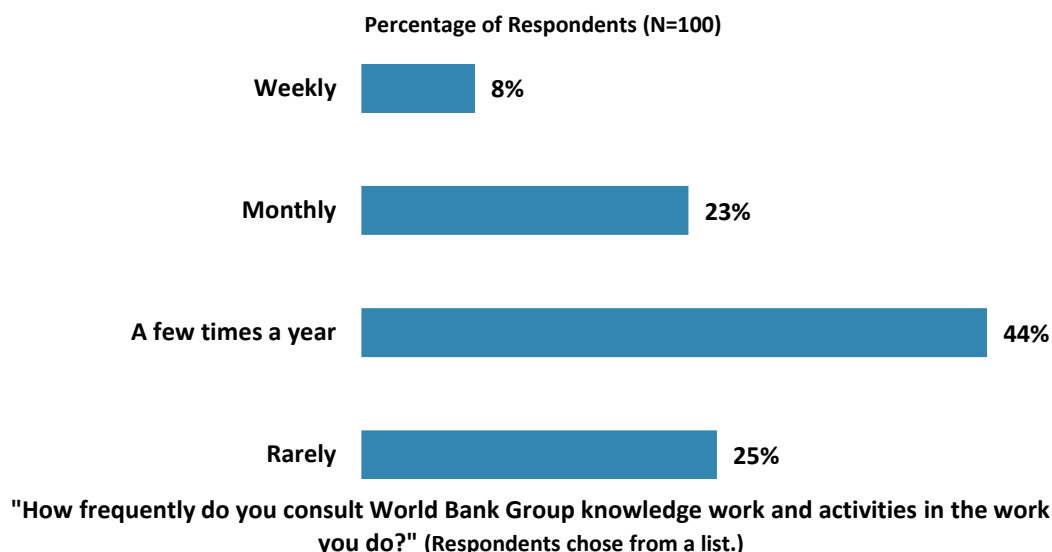




## VIII. World Bank Group's Knowledge and Instruments

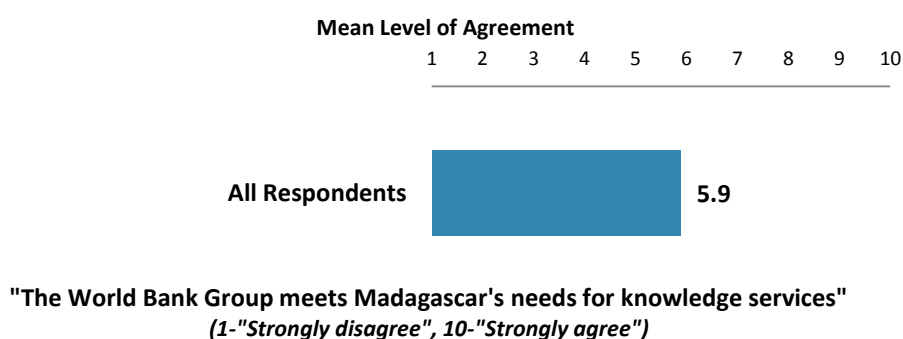
### Frequency of Consulting WBG Knowledge Work

- Among all respondents across stakeholder groups, whether or not they collaborate with the WBG, only a third of respondents indicated that they regularly consult the WBG's knowledge work and activities (weekly or monthly).



### Meeting Madagascar's Knowledge Needs (*Indicator Question*)

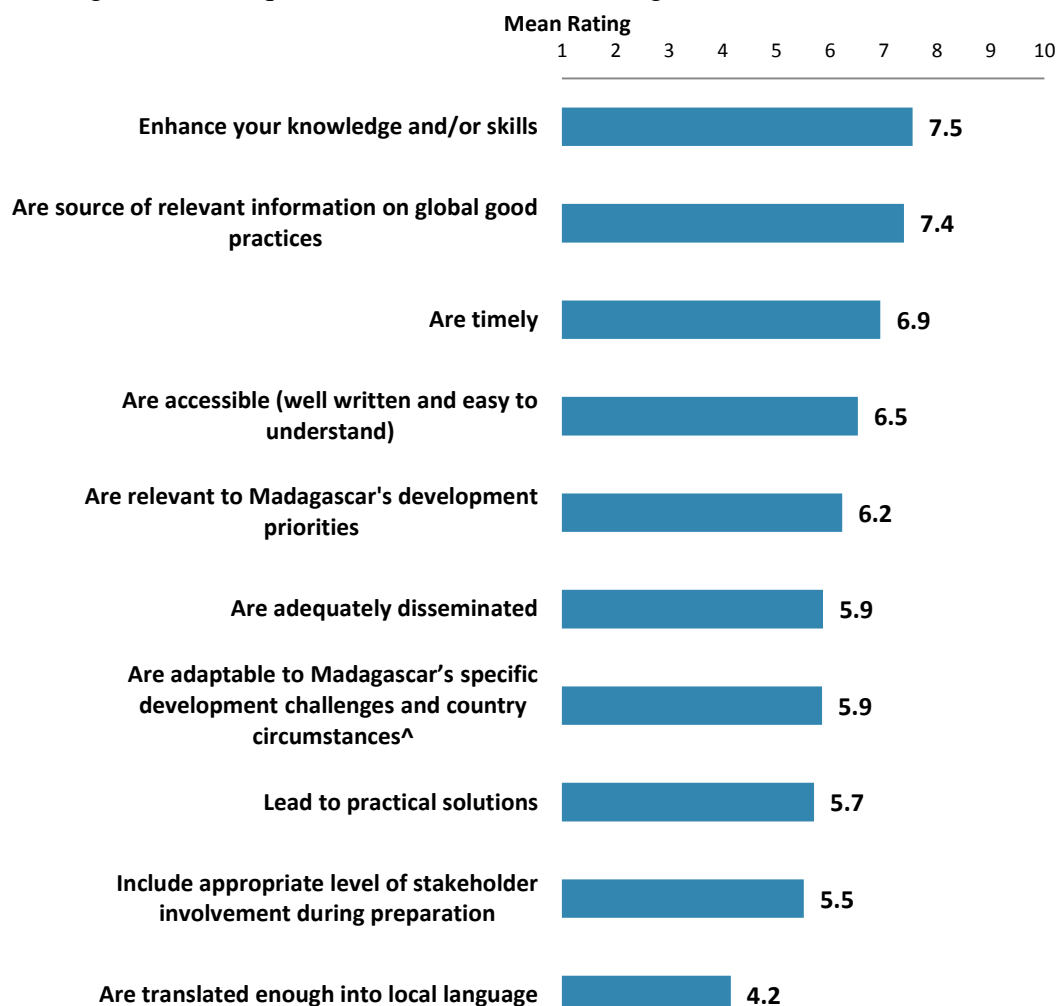
- Respondents across stakeholder groups, whether or not they collaborate with the WBG, had statistically similar levels of agreement that World Bank Group meets Madagascar's needs for knowledge services.



## VIII. World Bank Group's Knowledge and Instruments (continued)

### Qualities of the WBG's Knowledge Work and Activities

- Respondents from media, CSOs, ministries/PMUs and consultants working on WBG projects had significantly lower ratings for the extent to which the WBG knowledge work and activities are "*translated enough into local language*," compared to respondents from other stakeholder groups.
- Respondents who do and do not collaborate with the WBG gave statistically similar ratings for all the qualities of the WBG knowledge work and activities.



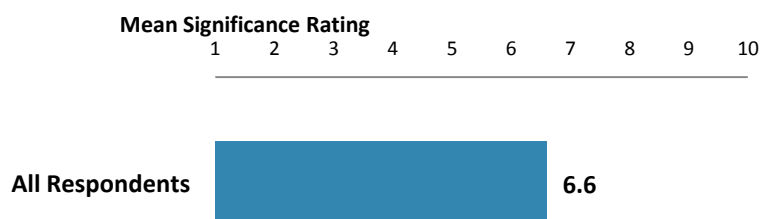
"In Madagascar, to what extent do you believe that the World Bank Group's knowledge work and activities:" (1-"To no degree at all", 10-"To a very significant degree")

<sup>^</sup>Indicator Question

## VIII. World Bank Group's Knowledge and Instruments (continued)

### Contribution of the WBG's Knowledge Work and Activities *(Indicator Question)*

- Respondents across stakeholder groups, whether or not they collaborate with the WBG, had statistically similar ratings for the significance of the contribution that the WBG's knowledge work and activities make to development results in Madagascar.



"Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?"  
*(1-"Not significant at all", 10-"Very significant")*

### Technical Quality of the WBG's Knowledge Work and Activities *(Indicator Question)*

- Respondents across stakeholder groups, whether or not they collaborate with the WBG, had statistically similar ratings for the technical quality of the WBG's knowledge work and activities.

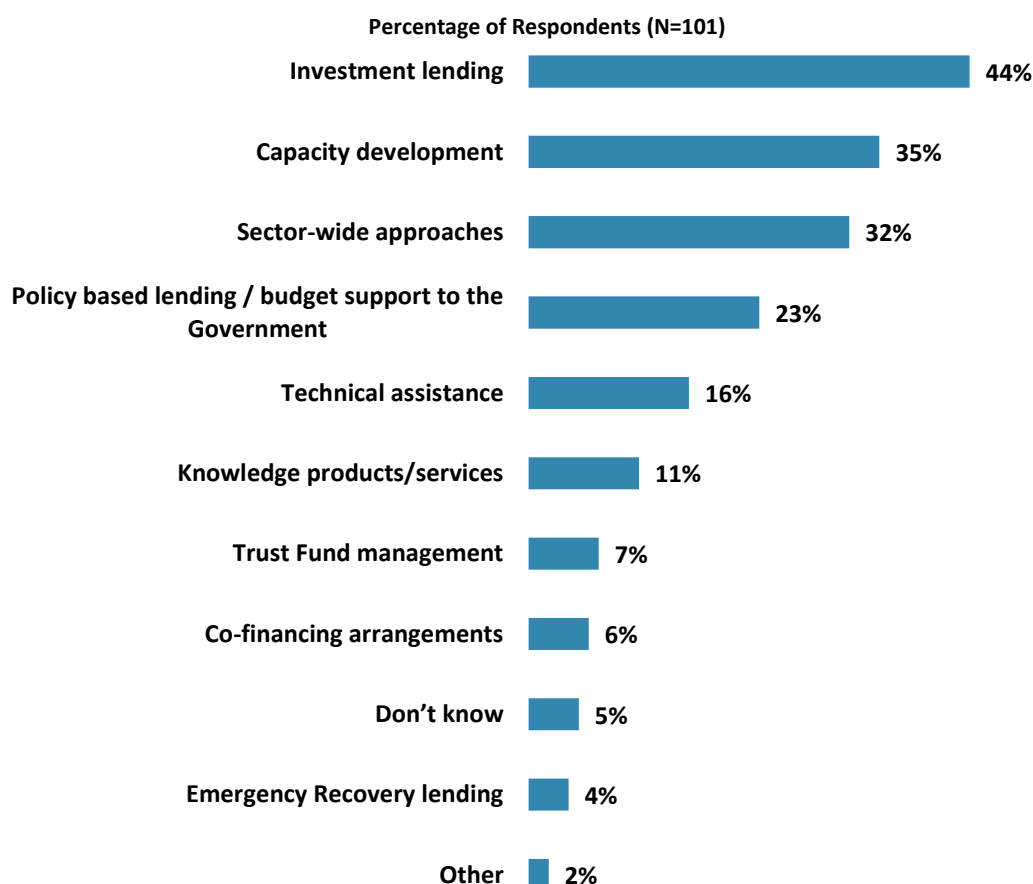


"Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?"  
*(1-"Very low technical quality", 10-"Very high technical quality")*

## VIII. World Bank Group's Knowledge and Instruments (continued)

### Most Effective Instruments in Reducing Poverty

- Respondents from academia/research institutes/think tanks, ministries/PMUs, and consultants working on WBG projects were significantly more likely to indicate that the most effective instrument in reducing poverty in Madagascar is “*sector-wide approaches*,” compared to respondents in other stakeholder groups.
- Respondents who do and do collaborate with the WBG did not differ in their views of the most effective WBG instruments in reducing poverty in Madagascar.



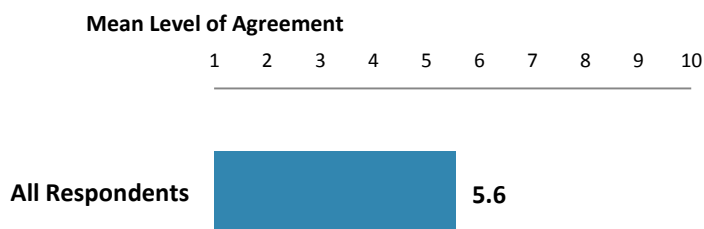
"Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Madagascar?"

(Respondents chose from a list. Responses combined.)

## VIII. World Bank Group's Knowledge and Instruments (continued)

### Meeting Madagascar's Needs for Financial Instruments (*Indicator Question*)

- Respondents across stakeholder groups, whether or not they collaborate with the WBG, had statistically similar levels of agreement that the World Bank Group's financial instruments meet Madagascar's needs.

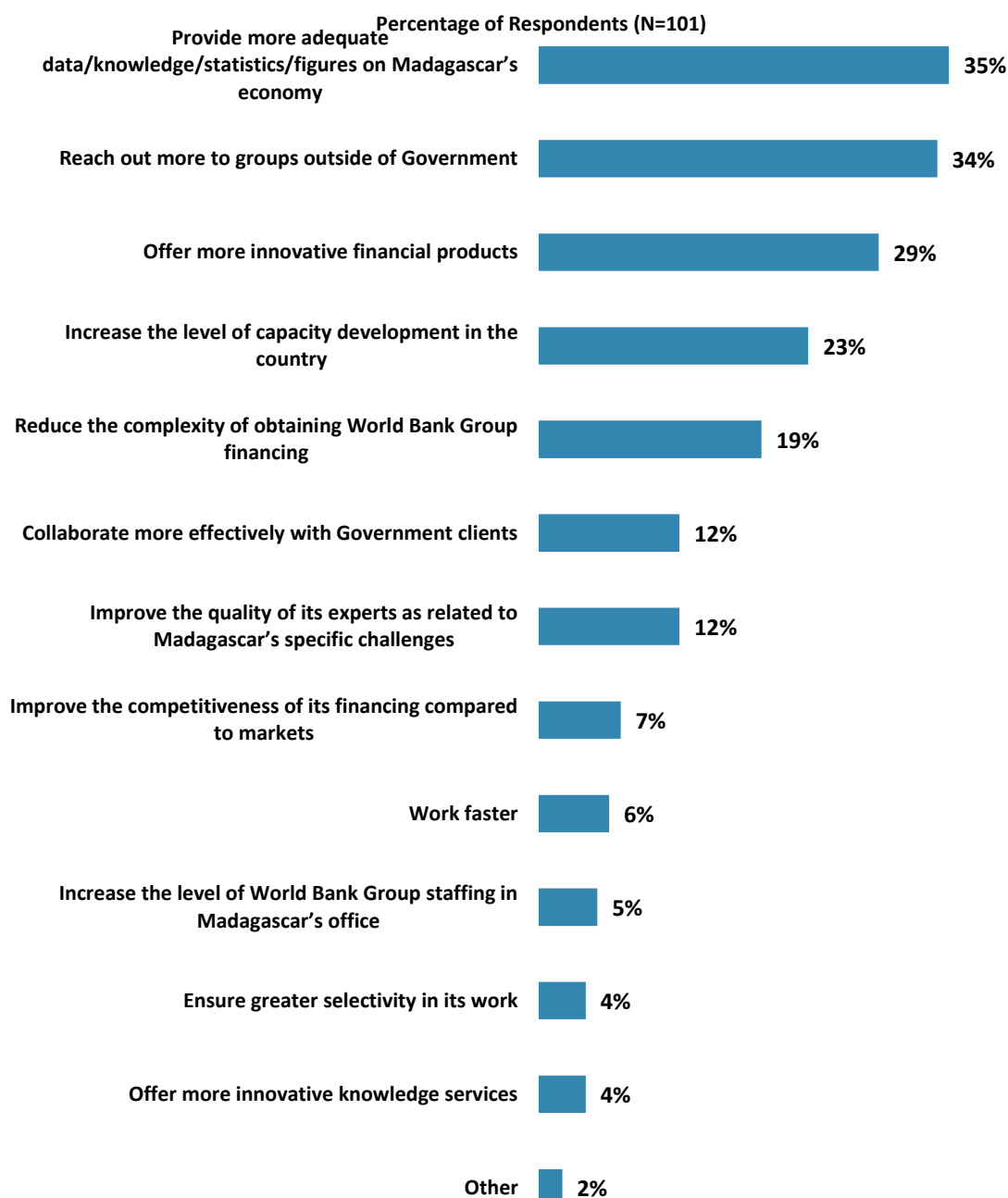


"The World Bank Group's financial instruments meet the needs of Madagascar."  
(1-"Strongly disagree", 10-"Strongly agree")

## IX. The Future Role of the World Bank Group in Madagascar

### Making the World Bank Group of Greater Value

- Respondents across stakeholder groups and levels of collaboration all agreed that the WBG should “*provide more adequate data/knowledge/statistics/figures on Madagascar’s economy*” and “*reach out more to groups outside of Government*” to make itself of greater value in Madagascar.

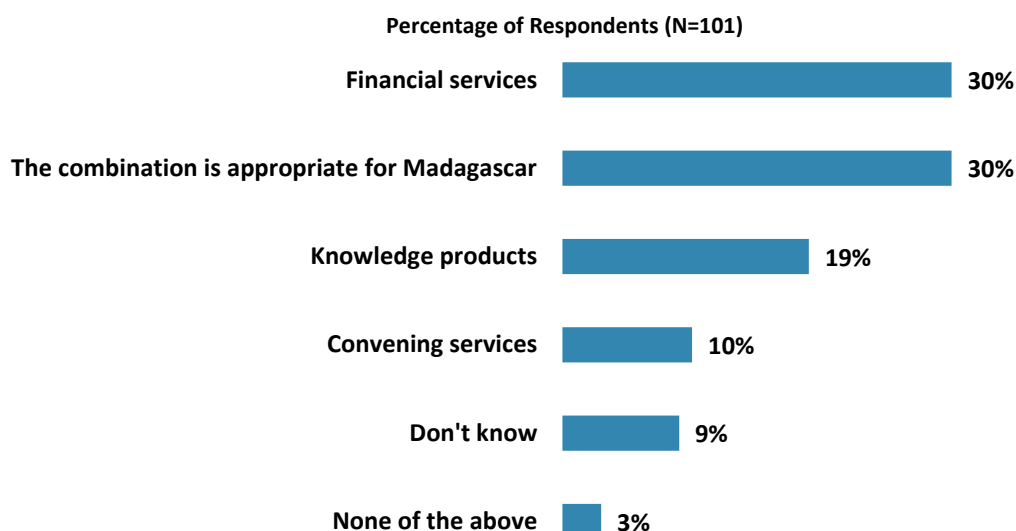


"Which of the following SHOULD the World Bank Group do to make itself of greater value in Madagascar? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)

## IX. The Future Role of the World Bank Group in Madagascar (continued)

### World Bank Group's Services in Madagascar

- There were significant differences between stakeholder groups in their views of the combination of WBG products in the future. Respondents from the Office of President/Prime Minister/Minister were mostly likely to indicate that the WBG should offer more “*financial services*” in Madagascar among all respondents. Respondents from CSOs, however, were most likely to indicate that the WBG should offer more “*knowledge products*.”
- Respondents who do and do not collaborate with the WBG shared statistically similar views of the combination of WBG products in the future.



"When considering the combination of services that the World Bank Group offers in Madagascar, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Madagascar?"

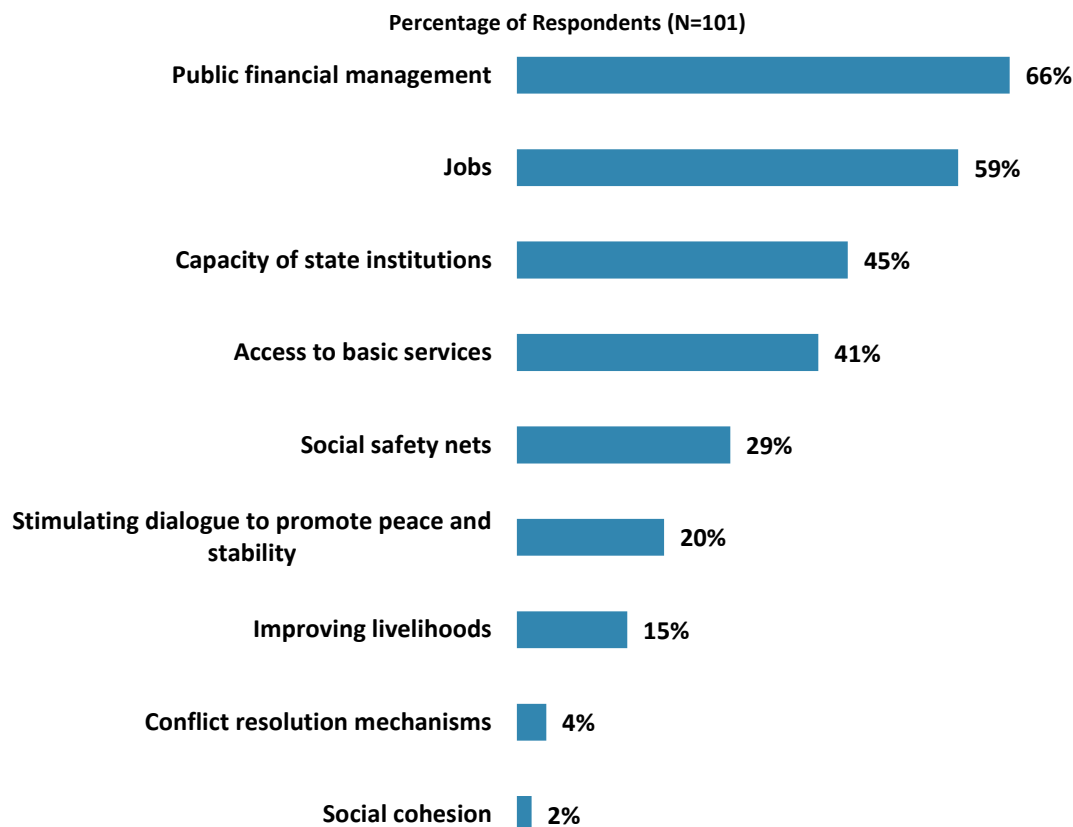
(Respondents chose from a list.)

(Percentages may not total 100 due to rounding)

## IX. The Future Role of the World Bank Group in Madagascar (continued)

### World Bank Group Playing a Leading Role

- Respondents across stakeholders and levels of collaboration agreed that the Madagascar would benefit most from the WBG playing a leading role in “*public financial management*,” “*jobs*,” and “*capacity of state institutions*.”



"Which THREE areas below would benefit most from the World Bank Group playing a leading role among international partners in Madagascar?"  
(Respondents chose from a list. Responses combined.)

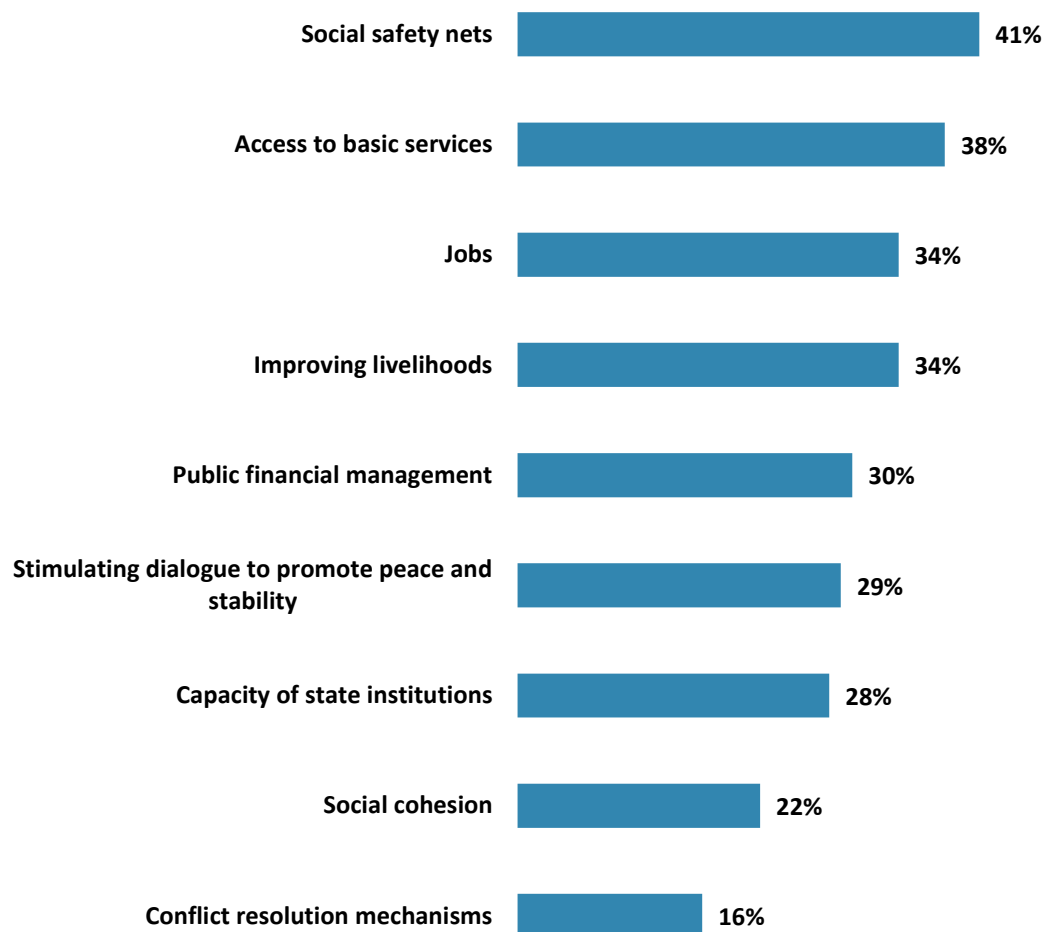


## IX. The Future Role of the World Bank Group in Madagascar (continued)

### Other Donors Playing a Leading Role

- Respondents across stakeholder groups had statistically similar views of how Madagascar would benefit the most from other donors playing a leading role in Madagascar.
- Respondents who collaborate with the WBG were significantly *more* likely to indicate that Madagascar would benefit most from other donors playing a leading role in “*social safety nets*” and “*stimulating dialogue to promote peace and stability*,” compared to respondents who do not collaborate with WBG.
- Respondents who collaborate with the WBG were significantly *less* likely to indicate that Madagascar would benefit most from other donors playing a leading role in “*jobs*.”

Percentage of Respondents (N=97)

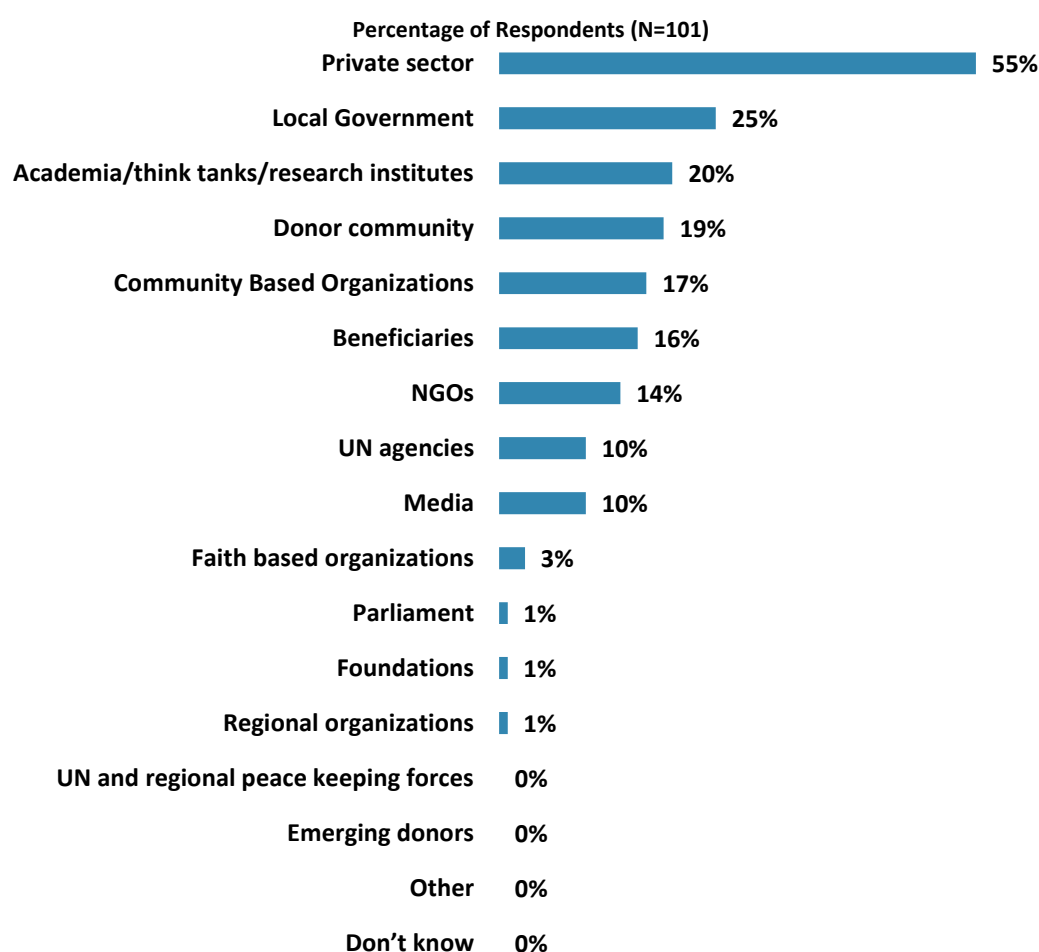


"Which THREE areas below would benefit most from other donors playing a leading role among international partners in Madagascar?" (Respondents chose from a list. Responses combined.)

## IX. The Future Role of the World Bank Group in Madagascar (continued)

### Collaborate More with...

- Respondents from the ministries/PMUs and consultants working WBG projects were significantly more likely to indicate the WBG should work more with local governments than respondents from other stakeholder groups.
- Respondents who collaborate with the WBG were significantly more likely to indicate that the WBG should collaborate more with NGOs and UN agencies.
- Respondents who do not collaborate with the WBG were significantly more likely to indicate that the WBG should collaborate more with beneficiaries.

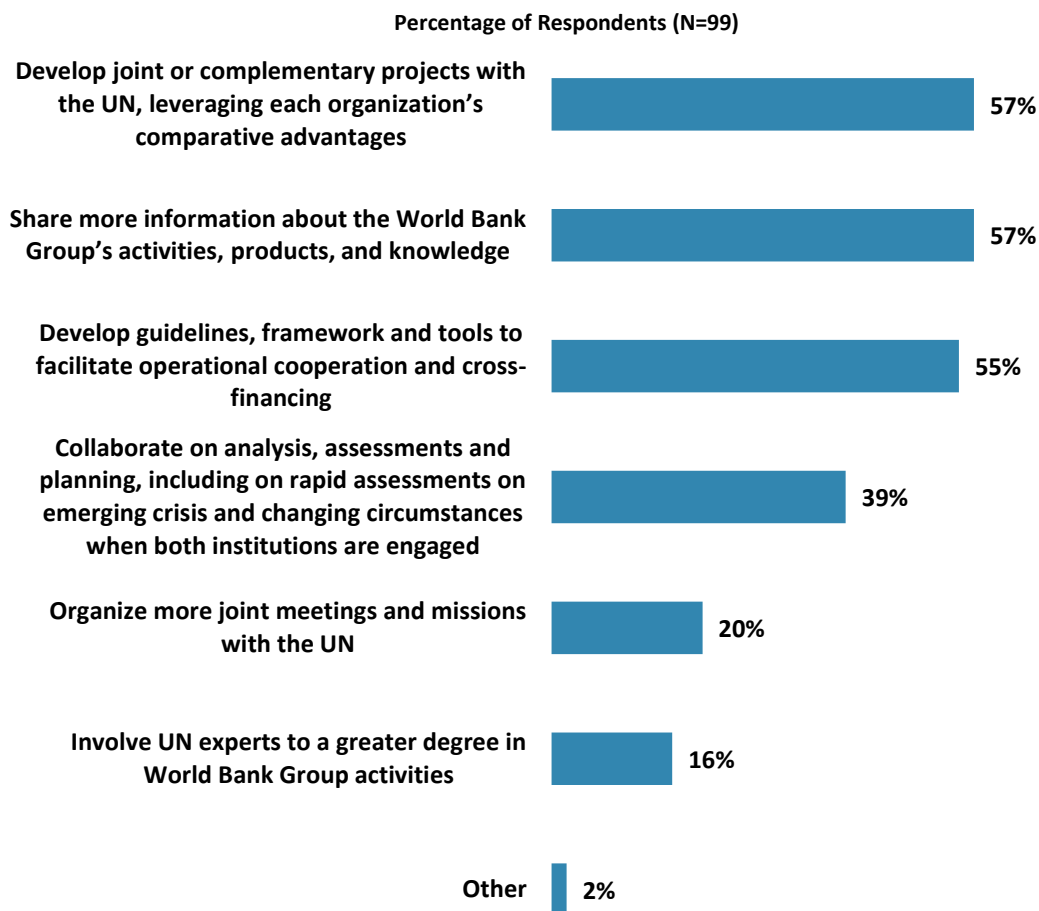


"In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there?"

(Respondents chose from a list. Responses combined.)

## IX. The Future Role of the World Bank Group in Madagascar (continued)

### Collaboration with the UN in the Field

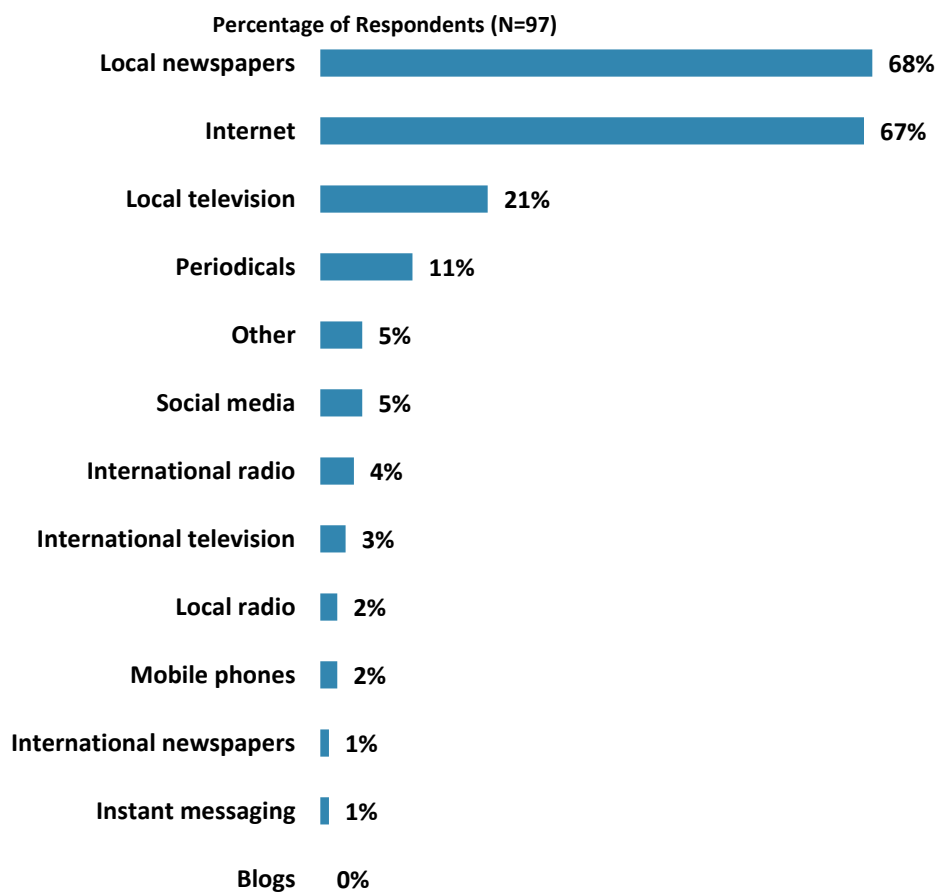


"What should the World Bank Group do to improve collaboration with the UN in the field?"  
(Respondents chose from a list. Responses combined.)

## X. Communication and Openness

### General Information Sources

- Most respondents across stakeholder groups and levels of collaboration received most of their information about economic and social development issues in Madagascar through local newspapers and the Internet.

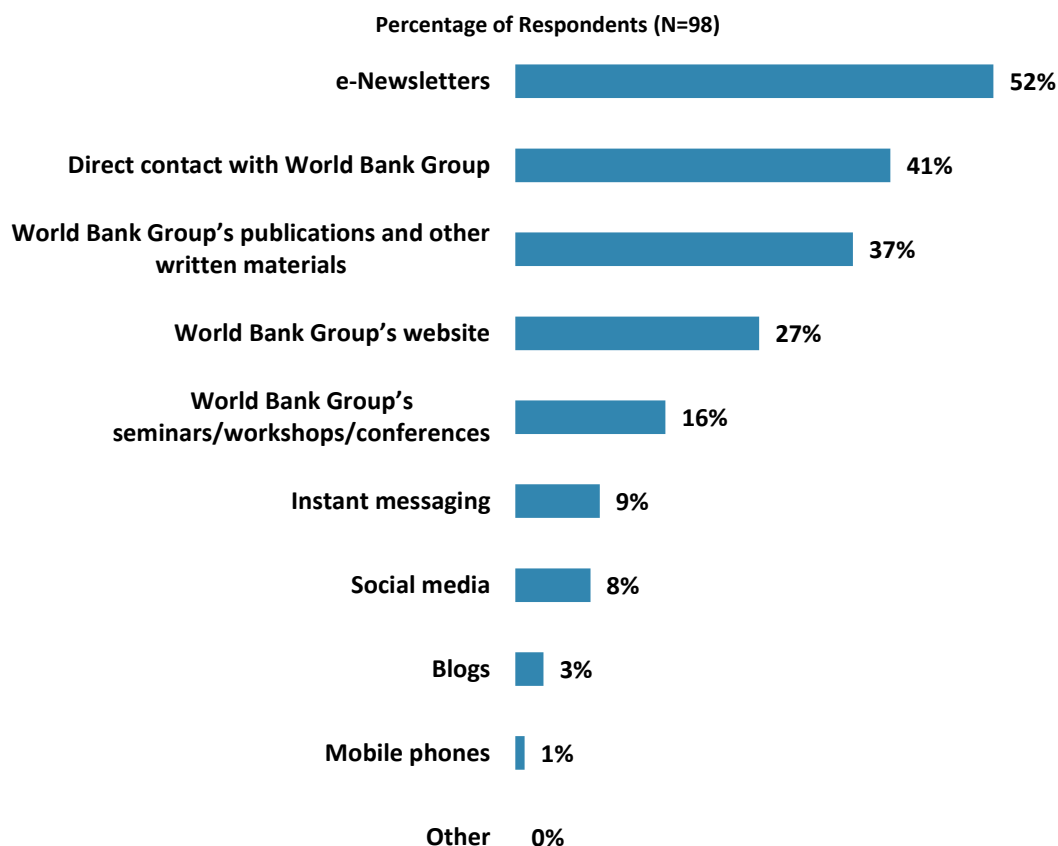


"How do you get most of your information about economic and social development issues in Madagascar? (Choose no more than TWO)"  
(Respondents chose from a list. Responses combined.)

## X. Communication and Openness (continued)

### Preferred Information Sources

- A plurality of respondents across stakeholder groups and levels of collaboration indicated that they prefer to receive information from the WBG via e-newsletters.



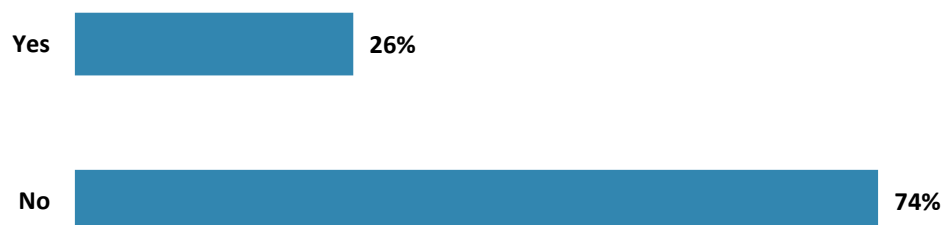
"How would you prefer to receive information from the World Bank Group?  
(Choose no more than TWO)"  
(Respondents chose from a list. Responses combined.)

## X. Communication and Openness (continued)

### Access to Information

- Although a majority of the respondents were not aware of the WBG's Access to Information Policy, respondents from the media were significantly more likely to know about it than other respondents.
- It is worth mentioning that respondents who collaborate with the WBG are not necessarily more aware of the AI policy than those who do not work with the institution.

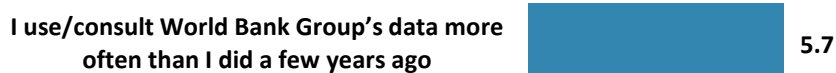
Percentage of Respondents (N=101)



"Are you aware of the World Bank Group's Access to Information Policy under which the Bank Group will now disclose any information in its possession that is not on a list of exceptions?"

Mean Level of Agreement

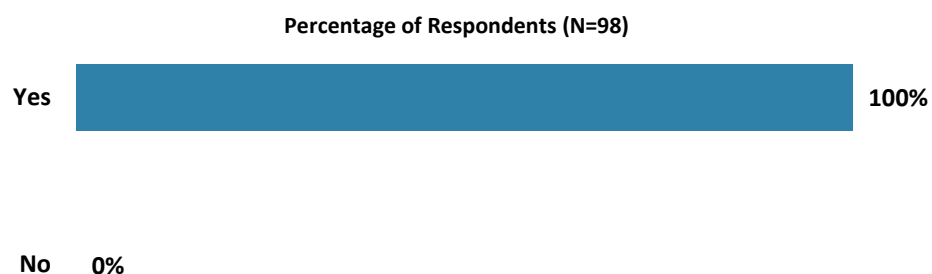
1 2 3 4 5 6 7 8 9 10



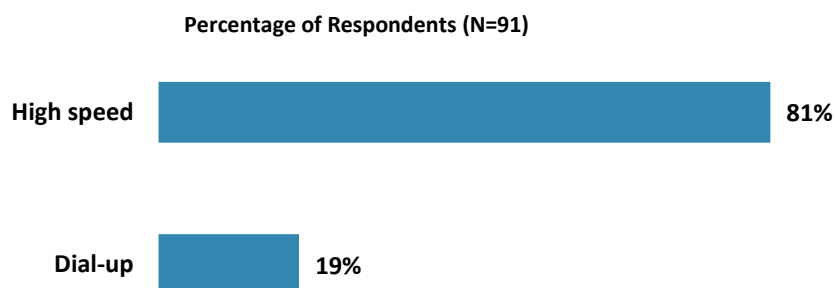
"Please rate how much you agree with the following statements"  
(1-"Strongly disagree", 10-"Strongly agree")

## X. Communication and Openness (continued)

### Internet Access



"Do you have access to the Internet?"

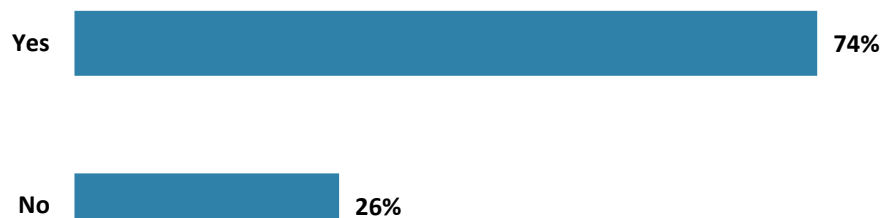


"Which Internet connection do you use primarily when visiting a World Bank Group website?"  
(Respondents chose from a list.)

## X. Communication and Openness (continued)

### Website Usage

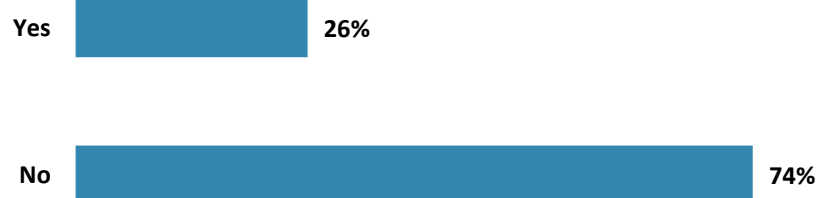
Percentage of Respondents (N=99)



"Do you use/have you used the World Bank Group website?"

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Percentage of Respondents (N=98)



"Have you requested information from the World Bank Group on its activities in the past year?"

Percentage of Respondents (N=24)

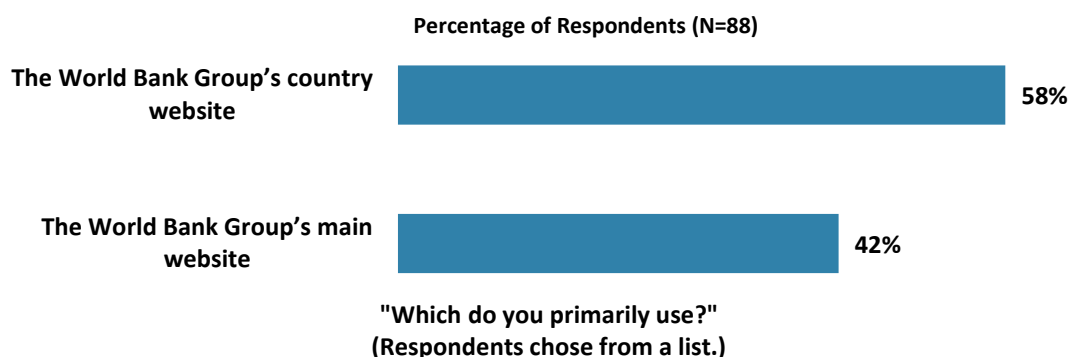


"Were you able to obtain this information?"



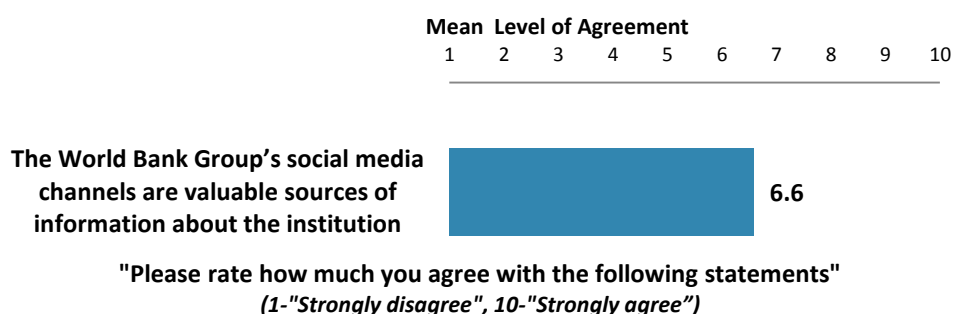
## X. Communication and Openness (continued)

### Website Usage (continued)



### Evaluation of WBG's Social Media Channels

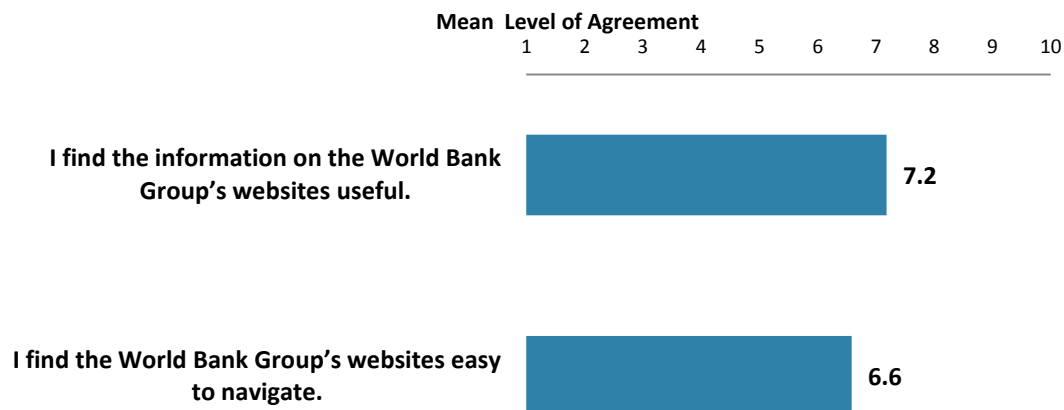
- Respondents from the media, ministries/PMUs, and consultants working on WBG projects had significantly higher levels of agreement that "*the WBG's social media channels are valuable sources of information about the institution*" than respondents from other stakeholder groups.



## X. Communication and Openness (continued)

### Website Evaluation

- Respondents across stakeholder groups had statistically similar levels of agreement with the following two statements.
- Respondents who collaborate with the WBG had significantly lower levels of agreement that “*I find the WBG’s website easy to navigate*” than those who do not work with the institution.

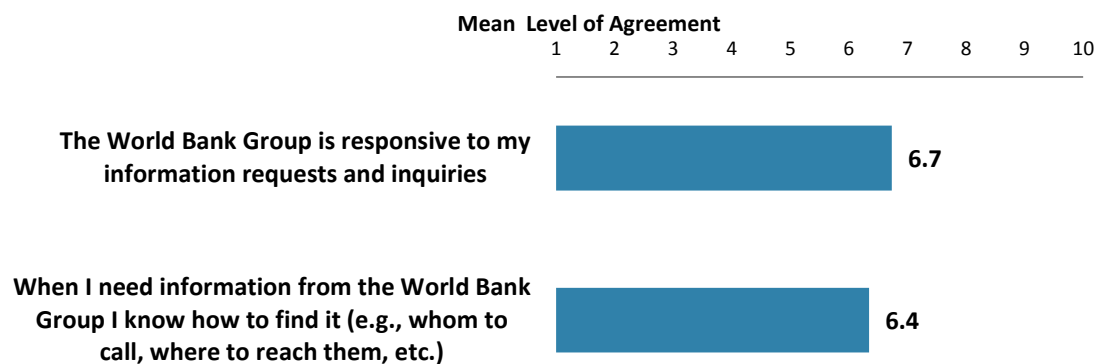


"Please rate how much you agree with the following"  
(1-"Strongly disagree", 10-"Strongly agree")

## X. Communication and Openness (continued)

### Information Sharing

- Respondents across stakeholder groups, whether or not they collaborate with the WBG had statistically similar levels of agreement with the two statements.



"Please rate how much you agree with the following statements"  
(1-"Strongly disagree", 10-"Strongly agree")

## XI. Appendices

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**Madagascar**



## Appendix A: Responses to All Questions across All Respondents (N=101)

All rating scale questions are presented with the total number of respondents that provided a rating (N), the number of respondents who indicated that they "Don't know" (DK), the mean rating across all respondents (Mean), and the standard deviation of this mean (SD). Indicator questions are noted with an asterisk (\*).

### A. General Issues Facing Madagascar

1. In general would you say that Madagascar is headed in ... ?	Percentage of Respondents (N=96)
The right direction	30.2%
The wrong direction	21.9%
Not sure	47.9%

2. Listed below are a number of development priorities in Madagascar. Please identify which of the following you consider the most important development priorities in Madagascar? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=101)
Public sector governance/reform	37.6%
Education	27.7%
Peace and stability	23.8%
Domestic private sector development	20.8%
Rural development	16.8%
Anti corruption	16.8%
Job creation/employment	15.8%
Poverty reduction	14.9%
Energy	14.9%
Agricultural development	13.9%
Decentralization	10.9%
Transport	10.9%
Crime and violence	8.9%
Foreign direct investment	8.9%
Economic growth	7.9%
Social protection	7.9%
Urban development	6.9%
Food security	5.9%
Natural resource management	5.0%
Trade and exports	5.0%
Environmental sustainability	4.0%
Water and sanitation	4.0%
Law and justice	3.0%
Health	3.0%
Gender equity	2.0%
Regulatory framework	1.0%
Global/regional integration	1.0%
Equality of opportunity	1.0%
Financial markets	0.0%
Social cohesion	0.0%
Climate change	0.0%
Communicable/non-communicable diseases	0.0%
Disaster management	0.0%
Information and communications technology	0.0%

**A. General Issues Facing Madagascar (continued)**

<b>3. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Madagascar? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=101)</b>
Rural development	39.6%
Economic growth	30.7%
Education	24.8%
Job creation/employment	20.8%
Anti corruption	20.8%
Social protection	13.9%
Water and sanitation	12.9%
Decentralization	12.9%
Agricultural development	11.9%
Domestic private sector development	10.9%
Transport	10.9%
Natural resource management	8.9%
Public sector governance/reform	8.9%
Energy	8.9%
Foreign direct investment	7.9%
Equality of opportunity	5.9%
Peace and stability	5.9%
Law and justice	5.9%
Health	5.0%
Crime and violence	5.0%
Climate change	4.0%
Gender equity	4.0%
Regulatory framework	3.0%
Information and communications technology	3.0%
Food security	3.0%
Urban development	3.0%
Global/regional integration	2.0%
Social cohesion	2.0%
Trade and exports	2.0%
Financial markets	1.0%
Communicable/non-communicable diseases	0.0%
Environmental sustainability	0.0%
Disaster management	0.0%

**A. General Issues Facing Madagascar (continued)**

<b>4. Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Madagascar? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=101)</b>
Energy	34.7%
Domestic private sector development	32.7%
Anti corruption	27.7%
Rural development	22.8%
Natural resource management	21.8%
Foreign direct investment	20.8%
Trade and exports	19.8%
Job creation/employment	14.9%
Public sector governance/reform	13.9%
Agricultural development	13.9%
Education	11.9%
Transport	10.9%
Decentralization	7.9%
Peace and stability	7.9%
Regulatory framework	5.0%
Information and communications technology	5.0%
Global/regional integration	4.0%
Law and justice	3.0%
Water and sanitation	3.0%
Environmental sustainability	3.0%
Equality of opportunity	3.0%
Urban development	3.0%
Social protection	2.0%
Social cohesion	2.0%
Food security	2.0%
Health	1.0%
Gender equity	0.0%
Climate change	0.0%
Disaster management	0.0%
Communicable/non-communicable diseases	0.0%
Crime and violence	0.0%
Financial markets	0.0%

**A. General Issues Facing Madagascar (continued)**

5. The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "shared prosperity" in your country, which of the following TWO best illustrate how this would be achieved in Madagascar? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=93)
Better employment opportunities for young people	28.0%
Education and training that better ensure job opportunity	24.7%
Better entrepreneurial opportunities	24.7%
A growing middle class	19.4%
Greater access to micro-finance for the poor	18.3%
Greater access to health and nutrition for citizens	17.2%
Better quality public services	15.1%
Consistent economic growth	15.1%
Better opportunity for the poor who live in rural areas	10.8%
Greater voice and participation for citizens to help ensure greater accountability	10.8%
Greater equity of fiscal policy	9.7%
Better employment opportunities for women	5.4%
Better opportunity for the poor who live in urban areas	2.2%
More reliable social safety net	1.1%
Other	0.0%

**B. Overall Attitudes toward the World Bank Group**

<b>Familiarity</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. How familiar are you with the work of the World Bank Group in Madagascar? (1-Not familiar at all, 10-Extremely familiar)	101	0	5.47	2.15
<b>Effectiveness*</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
2. Overall, please rate your impression of the World Bank Group's effectiveness in Madagascar? (1-Not effective at all, 10-Very effective)	96	4	5.54	2.20
<b>Staff Preparedness*</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
3. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help solve Madagascar's most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	88	12	5.93	2.28



**B. Overall Attitudes toward the World Bank Group (continued)**

<b>4. When thinking about how the World Bank Group can have the most impact on development results in Madagascar, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Madagascar? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=101)</b>
Public sector governance/reform	40.6%
Education	30.7%
Energy	18.8%
Job creation/employment	18.8%
Transport	17.8%
Poverty reduction	15.8%
Rural development	14.9%
Health	14.9%
Domestic private sector development	13.9%
Anti corruption	11.9%
Agricultural development	10.9%
Economic growth	9.9%
Social protection	9.9%
Peace and stability	6.9%
Global/regional integration	5.9%
Foreign direct investment	5.9%
Food security	5.9%
Decentralization	5.9%
Trade and exports	5.0%
Natural resource management	5.0%
Crime and violence	4.0%
Climate change	4.0%
Law and justice	4.0%
Financial markets	4.0%
Equality of opportunity	3.0%
Urban development	3.0%
Environmental sustainability	2.0%
Regulatory framework	1.0%
Gender equity	0.0%
Water and sanitation	0.0%
Social cohesion	0.0%
Communicable/non-communicable diseases	0.0%
Information and communications technology	0.0%
Disaster management	0.0%

**B. Overall Attitudes toward the World Bank Group (continued)**

5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Madagascar?	Percentage of Respondents (N=97)		
	Greatest Value	2 <sup>nd</sup> Greatest Value	Combined
Financial resources	32.0%	22.7%	54.6%
Capacity development	12.4%	19.6%	32.0%
Convening/facilitating	8.2%	14.4%	22.7%
Policy advice, studies, analyses	11.3%	7.2%	18.6%
Strategy formulation	10.3%	7.2%	17.5%
Mobilizing third party financial resources	7.2%	9.3%	16.5%
Technical assistance	5.2%	9.3%	14.4%
Donor coordination	3.1%	7.2%	10.3%
Data and statistics	5.2%	1.0%	6.2%
Linkage to non-Bank expertise	4.1%	1.0%	5.2%
Other	1.0%	1.0%	2.1%

How effectively do the WBG's activities below support Madagascar's efforts to achieve development results? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
6. Convening/facilitating	81	11	5.41	2.01
7. Data and statistics	87	9	6.45	1.87
8. Policy advice, studies, analyses	95	3	5.91	2.22
9. Financial resources	98	2	6.90	1.92
10. Technical assistance	96	3	5.98	1.91
11. Mobilizing third party financial resources	84	14	5.92	1.92
12. Donor coordination	83	13	5.83	2.09
13. Linkage to non-Bank expertise	80	15	5.04	2.05
14. Strategy formulation	89	8	6.17	2.08

The World Bank Group can provide capacity building support in a number of ways in Madagascar. To which degree would Madagascar benefit, if capacity building were to support...? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
15. Groups outside of government to help them more effectively engage and participate in development efforts	94	5	6.78	2.06
16. The public sector, related to implementation of specific development projects on the ground	98	3	7.17	1.87
17. The public sector, related to changing institutions (organizations or sociopolitical conditions)	96	3	6.84	1.96
18. The private sector, related to institutional and policy change	95	4	7.18	2.03

How EFFECTIVE do you believe the WBG is in terms of the capacity building work it does in each of the following areas in Madagascar? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
19. Project implementation (or other organizational strengthening)	89	10	6.35	1.65
20. Citizen engagement (incorporating citizens' voices into development)	84	13	5.14	2.27
21. Policy design (for clarity and better incentives to achieve development goals)	85	10	6.11	2.14

When thinking about how to improve capacity building in Madagascar to help ensure better development results, looking forward, how IMPORTANT is it for the World Bank Group to be involved in the following aspects of capacity building? (1-Not important at all, 10-Very important)	Effectiveness			
	N	DK	Mean	SD
22. Project implementation (or other organizational strengthening)	85	13	6.96	1.97
23. Citizen engagement (incorporating citizens' voices into development)	82	17	7.26	2.11
24. Policy design (for clarity and better incentives to achieve development goals)	86	15	6.87	2.17

**B. Overall Attitudes toward the World Bank Group (continued)**

<b>25. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Madagascar? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=101)</b>
Not aligned with country priorities	21.8%
Too influenced by developed countries	20.8%
Not enough public disclosure of its work	19.8%
Not adequately sensitive to political/social realities in Madagascar	17.8%
Imposing technocratic solutions without regard to political realities	15.8%
Not collaborating enough with non-state actors	14.9%
Not willing to honestly criticize policies and reform efforts in the country	12.9%
Staff too inaccessible	10.9%
World Bank Group's processes too complex	8.9%
Its advice and strategies do not lend themselves to practical problem solving	8.9%
Arrogant in its approach	7.9%
Inadequate number of World Bank Group staff members located in the country	6.9%
World Bank Group's processes too slow	5.9%
Not focused enough on issues that are unique to post-conflict countries	5.0%
Not exploring alternative policy options	4.0%
Too bureaucratic in its operational policies and procedures	4.0%
Not client focused	3.0%
Other	1.0%
Don't know	1.0%
The credibility of its knowledge/data	0.0%
Not aligned with other donors' work	0.0%

<b>26. Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Madagascar? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=101)</b>
Investment lending	43.6%
Capacity development	34.7%
Sector-wide approaches	31.7%
Policy based lending / budget support to the Government	22.8%
Technical assistance	15.8%
Knowledge products/services	10.9%
Trust Fund management	6.9%
Co-financing arrangements	5.9%
Don't know	5.0%
Emergency Recovery lending	4.0%
Other	2.0%

**B. Overall Attitudes toward the World Bank Group (continued)**

<b>27. In addition to the regular relations with the national government as its interlocutor, which TWO of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=101)</b>
Private sector	54.5%
Local Government	24.8%
Academia/think tanks/research institutes	19.8%
Donor community	18.8%
Community Based Organizations	16.8%
Beneficiaries	15.8%
NGOs	13.9%
UN agencies	9.9%
Media	9.9%
Faith based organizations	3.0%
Parliament	1.0%
Foundations	1.0%
Regional organizations	1.0%
UN and regional peace keeping forces	0.0%
Emerging donors	0.0%
Other	0.0%
Don't know	0.0%

<b>To what extent do you agree with the following statements about the World Bank Group's work in Madagascar? (1-Strongly disagree, 10-Strongly agree)</b>	<b>Level of Agreement</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
28. Overall the WBG currently plays a relevant role in development in Madagascar*	97	2	6.76	2.26
29. The WBG's work is aligned with what I consider the development priorities for Madagascar*	94	5	5.61	2.02
30. The WBG supports programs and strategies that are realistic for Madagascar	98	3	5.81	2.19
31. The WBG treats clients and stakeholders in Madagascar with respect	87	11	6.34	1.96

<b>To what extent is the WBG an effective development partner in Madagascar, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)</b>	<b>Degree</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
32. Responsiveness*	87	12	5.37	2.15
33. Flexibility (in terms of the institution's products and services)*	85	14	4.69	2.09
34. Flexibility (in terms of changing country circumstances)*	85	11	4.82	2.13
35. Being inclusive*	78	21	5.76	1.98
36. Openness*	91	7	6.63	2.23
37. Staff accessibility*	91	8	5.71	2.50
38. Straightforwardness and honesty*	81	18	6.27	2.08
39. Ease of access to the people at the World Bank Group who are making decisions important to my work*	77	22	5.39	2.39
40. Collaboration with civil society*	86	12	5.92	2.12
41. Collaboration with the UN*	64	35	6.53	2.02
42. Collaboration with the Government*	84	17	6.77	1.52
43. Collaboration with other donors and development partners*	73	24	6.53	2.14
44. Collaboration with the private sector*	84	15	5.69	2.21
45. The speed in which it gets things accomplished on the ground*	81	18	5.33	2.33
46. Being a long-term partner*	73	25	7.07	1.95

**B. Overall Attitudes toward the World Bank Group (continued)**

<b>47. To be a more effective development partner in Madagascar, do you believe that the World Bank Group should have...? (Select only ONE response)</b>	<b>Percentage of Respondents (N=101)</b>
More local presence	68.3%
The current level of local presence is adequate	25.7%
Don't know	5.0%
Less local presence	1.0%

<b>48. In the past year, have you seen more, less, or just about the same level of effective collaboration between the UN and the World Bank Group in your country? (Select only ONE response)</b>	<b>Percentage of Respondents (N=100)</b>
Don't know	37.0%
The same level of effective collaboration	31.0%
Less effective collaboration	28.0%
More effective collaboration	4.0%

<b>49. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute to? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=101)</b>
There is not an adequate level of citizen/civil society participation	45.5%
Reforms are not well thought out in light of country challenges	41.6%
Lack of/inadequate levels of capacity in Government	39.6%
Political pressures and obstacles	29.7%
The Government works inefficiently	28.7%
The World Bank Group does not do adequate follow through/follow-up	22.8%
The World Bank Group is not sensitive enough to political/social realities on the ground	21.8%
Ongoing conflict and instability	19.8%
Inadequate funding	13.9%
The World Bank Group works too slowly	9.9%
Poor donor coordination	5.0%
Other	1.0%

**C. World Bank Group's Effectiveness and Results**

1. In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Madagascar? (1-Not important at all, 10-Very important)	Importance			
	N	DK	Mean	SD
1. Crime and violence	90	8	5.81	2.74
2. Financial markets	86	13	8.28	11.37
3. Transport	97	2	8.14	1.57
4. Anti corruption	97	2	8.00	2.10
5. Law and justice	93	6	7.63	2.23
6. Urban development	98	1	6.90	2.17
7. Environmental sustainability	89	8	7.16	2.07
8. Regulatory framework	83	11	6.73	2.05
9. Information and communications technology	96	3	6.54	2.17
10. Poverty reduction	93	5	8.32	1.62
11. Gender equity	92	4	5.86	2.50
12. Domestic private sector development	95	3	8.00	1.60
13. Foreign direct investment	93	4	7.34	1.91
14. Decentralization	91	5	6.98	2.36
15. Water and sanitation	93	5	7.22	2.15
16. Trade and exports	92	7	7.12	2.04
17. Economic growth	93	5	8.10	1.53
18. Energy	91	5	8.26	1.77
19. Disaster management	92	6	6.15	2.25
20. Public sector governance/reform	94	5	7.85	1.94
21. Job creation/employment	94	5	7.67	2.04
22. Social cohesion	91	8	5.67	2.30
23. Communicable/non-communicable diseases	91	6	5.66	2.19
24. Equality of opportunity	92	7	6.07	2.21
25. Health	92	7	7.11	2.19
26. Rural development	92	7	8.12	1.84
27. Global/regional integration	93	6	7.12	1.99
28. Food security	93	6	6.68	2.38
29. Natural resource management	92	7	7.22	2.05
30. Peace and stability	84	15	6.62	2.38
31. Social protection	91	8	6.11	2.20
32. Climate change	87	11	5.90	2.24
33. Agricultural development	92	7	8.37	1.46
34. Education	93	6	8.88	1.21

**C. World Bank Group's Effectiveness and Results (continued)**

2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Madagascar? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Anti corruption	71	28	4.23	2.34
2. Information and communications technology	67	31	4.79	2.23
3. Transport	80	18	5.84	2.28
4. Crime and violence	61	37	3.97	2.11
5. Law and justice	66	32	4.11	2.18
6. Urban development	67	31	4.82	2.34
7. Environmental sustainability	88	11	6.13	2.13
8. Regulatory framework	65	33	5.77	1.97
9. Communicable/non-communicable diseases	68	29	5.43	2.46
10. Poverty reduction	85	13	5.71	2.47
11. Gender equity	70	28	4.97	2.32
12. Domestic private sector development	77	21	5.27	2.60
13. Foreign direct investment	72	25	5.51	2.48
14. Decentralization	68	30	4.69	2.47
15. Water and sanitation	70	26	5.56	2.41
16. Trade and exports	67	33	5.00	2.51
17. Economic growth	75	24	5.87	2.53
18. Energy	68	26	5.07	2.43
19. Disaster management	69	28	5.59	1.99
20. Public sector governance/reform	77	21	5.10	2.46
21. Job creation/employment	74	25	4.50	2.21
22. Social cohesion	63	35	3.97	2.10
23. Financial markets	58	40	4.29	2.40
24. Equality of opportunity	59	39	4.61	2.36
25. Health	82	16	6.30	2.12
26. Rural development	82	16	5.44	2.29
27. Global/regional integration	62	35	5.02	1.90
28. Food security	77	21	5.43	2.47
29. Education	86	12	5.95	2.27
30. Peace and stability	63	35	4.27	2.33
31. Social protection	70	28	4.40	2.53
32. Climate change	58	40	4.59	2.24
33. Agricultural development	75	24	5.24	2.27
34. Natural resource management	64	33	5.14	2.36

3. Where are the World Bank Group's decisions made primarily that support the program in Madagascar? (Select only ONE response)	Percentage of Respondents (N=97)
At the Headquarters (in Washington D.C.)	74.2%
Don't know	18.6%
In the country	7.2%

Achieving Development Results*	N	DK	Mean	SD
4. To what extent does the World Bank Group's work help to achieve development results in Madagascar? (1-To no degree at all, 10-To a very significant degree)	96	5	5.81	1.71

**C. World Bank Group's Effectiveness and Results (continued)**

<b>Building Existing Country Systems*</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
5. To what extent does the WBG help to build/strengthen existing country systems in Madagascar? (1-To no degree at all, 10-To a very significant degree)	94	7	5.83	1.68
<b>To what extent do you agree with the following statements about the World Bank Group in Madagascar? (1-Strongly disagree, 10-Strongly agree)</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
6. The World Bank Group's financial instruments meet the needs of Madagascar*	93	8	5.56	2.08
7. The World Bank Group meets Madagascar's needs for knowledge services*	95	4	5.88	2.32
<b>Measuring and Correcting Work</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
8. To what extent do you believe the World Bank Group measures and corrects its work in real time in Madagascar? (1-To no degree at all, 10-To a very significant degree)	84	17	5.60	2.13

**D. The World Bank Group's Knowledge Work and Activities**

<b>1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?</b>	<b>Percentage of Respondents (N=100)</b>			
A few times a year	44.0%			
Rarely	25.0%			
Monthly	23.0%			
Weekly	8.0%			
<b>In Madagascar, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)</b>	<b>Degree</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
2. Are timely	85	13	6.94	1.83
3. Include appropriate level of stakeholder involvement during preparation	72	26	5.51	2.23
4. Are relevant to Madagascar's development priorities	88	9	6.23	1.93
5. Lead to practical solutions	84	16	5.70	2.01
6. Are accessible (well written and easy to understand)	85	13	6.52	2.01
7. Are source of relevant information on global good practices	84	14	7.38	1.60
8. Enhance your knowledge and/or skills	83	13	7.54	1.65
9. Are adequately disseminated	86	12	5.87	2.10
10. Are translated enough into local language	81	17	4.15	2.32
11. Are adaptable to Madagascar's specific development challenges and country circumstances*	80	18	5.85	2.02
<b>Overall Evaluations</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
12. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?* (1-Not significant at all, 10-Very significant)	94	7	6.60	2.04
13. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?* (1-Very low technical quality, 10-Very high technical quality)	93	8	7.16	1.76

**E. Working with the World Bank Group**

<b>To what extent does each of the following aspects of the World Bank Group's technical assistance/advisory work contribute to solving Madagascar's development challenges? (1-Strongly disagree, 10-Strongly agree)</b>	<b>Level of Agreement</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. Conceptualization	93	6	6.20	1.74
2. Design	94	5	6.32	1.73
3. Implementation	95	6	6.48	2.02
4. Evaluation	92	7	6.46	2.31



**E. Working with the World Bank Group (continued)**

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
5. The World Bank Group disburses funds promptly	70	28	4.71	2.32
6. The WBG effectively monitors and evaluates the projects and programs it supports	92	6	6.67	1.97
7. The World Bank Group's approvals and reviews are done in a timely fashion	74	25	5.66	2.12
8. The World Bank Group's "Safeguard Policy" requirements are reasonable	50	49	5.70	2.22
9. The World Bank Group's conditions on its lending are reasonable	73	28	5.99	2.55
10. The World Bank Group takes decisions quickly in Madagascar*	80	18	5.25	2.29
11. Working with the World Bank Group increases Madagascar's institutional capacity	89	10	6.60	2.22
12. The World Bank Group ensures consistency and continuity through staff changes	49	50	5.90	2.82
13. Where country systems are adequate, the WBG makes appropriate use of them*	65	34	6.66	2.07
14. The World Bank Group provides effective implementation support	80	19	6.64	2.11
<b>15. Which of the following best describes the way the World Bank Group operates in Madagascar? (Select only one response)</b>	<b>Percentage of Respondents (N=99)</b>			
The World Bank Group does not take enough risk in Madagascar	55.6%			
Prefer not to answer	23.2%			
The World Bank Group's approach to risk is appropriate	10.1%			
Don't know	10.1%			
The World Bank Group takes too much risk in Madagascar	1.0%			
<b>WBG Staffing</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
16. To what extent do you believe the WBG is adequately staffed in Madagascar? (1-To no degree at all, 10-To a very significant degree)	74	26	4.93	1.58

**F. The Future Role of the World Bank Group in Madagascar**

<b>1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Madagascar? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=101)</b>
Provide more adequate data/knowledge/statistics/figures on Madagascar's economy	34.7%
Reach out more to groups outside of Government	33.7%
Offer more innovative financial products	28.7%
Increase the level of capacity development in the country	22.8%
Reduce the complexity of obtaining World Bank Group financing	18.8%
Collaborate more effectively with Government clients	11.9%
Improve the quality of its experts as related to Madagascar's specific challenges	11.9%
Improve the competitiveness of its financing compared to markets	6.9%
Work faster	5.9%
Increase the level of World Bank Group staffing in Madagascar's office	5.0%
Ensure greater selectivity in its work	4.0%
Offer more innovative knowledge services	4.0%
Other	2.0%
<b>2. When considering the combination of services that the World Bank Group offers in Madagascar and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Madagascar? (Select only ONE response)</b>	<b>Percentage of Respondents (N=101)</b>
Financial services	29.7%
The combination is appropriate for Madagascar	29.7%
Knowledge products	18.8%
Convening services	9.9%
Don't know	8.9%
None of the above	3.0%

**F. The Future Role of the World Bank Group in Madagascar (continued)**

<b>3a. Which THREE areas below would benefit most from the WBG playing a leading role among international partners in Madagascar?</b>	<b>Percentage of Respondents (Responses Combined; N=101)</b>
Public financial management	66.3%
Jobs	59.4%
Capacity of state institutions	44.6%
Access to basic services	40.6%
Social safety nets	28.7%
Stimulating dialogue to promote peace and stability	19.8%
Improving livelihoods	14.9%
Conflict resolution mechanisms	4.0%
Social cohesion	2.0%

<b>3b. Which THREE areas below would benefit most from other donors in Madagascar?</b>	<b>Percentage of Respondents (Responses Combined; N=97)</b>
Social safety nets	41.2%
Access to basic services	38.1%
Jobs	34.0%
Improving livelihoods	34.0%
Public financial management	29.9%
Stimulating dialogue to promote peace and stability	28.9%
Capacity of state institutions	27.8%
Social cohesion	21.6%
Conflict resolution mechanisms	16.5%

<b>4. What should the World Bank Group do to improve collaboration with the UN in the field? (Choose no more than THREE)</b>	<b>Percentage of Respondents (N=99)</b>
Develop joint or complementary projects with the UN, leveraging each organization's comparative advantages	56.6%
Share more information about the WBG's activities, products, and knowledge	56.6%
Develop guidelines, framework and tools to facilitate operational cooperation and cross-financing	54.5%
Collaborate on analysis, assessments and planning, including on rapid assessments on emerging crisis and changing circumstances when both institutions are engaged	39.4%
Organize more joint meetings and missions with the UN	20.2%
Involve UN experts to a greater degree in World Bank Group activities	16.2%
Other	2.0%

**G. Communication and Information Sharing**

<b>1. How do you get most of your information about economic and social development issues in Madagascar? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=97)</b>
Local newspapers	68.0%
Internet	67.0%
Local television	20.6%
Periodicals	11.3%
Other	5.2%
Social media	5.2%
International radio	4.1%
International television	3.1%
Local radio	2.1%
Mobile phones	2.1%
International newspapers	1.0%
Instant messaging	1.0%
Blogs	0.0%

**G. Communication and Information Sharing (continued)**

<b>2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=98)</b>
e-Newsletters	52.0%
Direct contact with World Bank Group	40.8%
World Bank Group's publications and other written materials	36.7%
World Bank Group's website	26.5%
World Bank Group's seminars/workshops/conferences	16.3%
Instant messaging	9.2%
Social media	8.2%
Blogs	3.1%
Mobile phones	1.0%
Other	0.0%
<b>3. Are you aware of the World Bank Group's Access to Information Policy under which the Bank Group will now disclose any information in its possession that is not on a list of exceptions?</b>	<b>Percentage of Respondents (N=101)</b>
Yes	25.7%
No	74.3%
<b>4. Have you requested information from the World Bank Group on its activities in the past year?</b>	<b>Percentage of Respondents (N=98)</b>
Yes	25.5%
No	74.5%
<b>5. Were you able to obtain this information?</b>	<b>Percentage of Respondents (N=24)</b>
Yes	95.8%
No	4.2%
<b>6. Do you have access to the Internet?</b>	<b>Percentage of Respondents (N=98)</b>
Yes	100%
No	0%
<b>7. Do you use/have used the World Bank Group's website?</b>	<b>Percentage of Respondents (N=99)</b>
Yes	73.7%
No	26.3%
<b>8. Which do you primarily use? (Select only ONE response)</b>	<b>Percentage of Respondents (N=88)</b>
The World Bank Group's country website	58.0%
The World Bank Group's main website	42.0%
<b>9. Which Internet connection do you use primarily when visiting a World Bank Group website? (Select only ONE response)</b>	<b>Percentage of Respondents (N=91)</b>
High speed	81.3%
Dial-up	18.7%

**G. Communication and Information Sharing (continued)**

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
10. I use/consult World Bank Group's data more often than I did a few years ago	89	7	5.69	2.55
11. I find the World Bank Group's websites easy to navigate.	77	17	6.58	2.18
12. I find the information on the World Bank Group's websites useful.	76	16	7.18	2.02
13. The World Bank Group's social media channels (e.g., Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution	55	43	6.58	2.17
14. When I need information from the World Bank Group I know how to find it	78	18	6.35	2.52
15. The World Bank Group is responsive to my information requests and inquiries	60	36	6.73	2.25

**H. Background Information**

1. Which of the following best describes your current position? (Please mark only ONE response)	Percentage of Respondents (N=100)
Employee of a Ministry, Ministerial Department or Implementation Agency	17.0%
Academia/Research Institute/Think Tank	17.0%
Private Sector Organization	14.0%
NGO	8.0%
Consultant/Contractor working on World Bank supported project/program	6.0%
Private Foundation	6.0%
Financial Sector/Private Bank	6.0%
Media	6.0%
Other	5.0%
Office of Minister	3.0%
Project Management Unit (PMU) overseeing implementation of project	3.0%
Independent Government Institution	3.0%
Office of the President, Prime Minister	2.0%
Community Based Organization	2.0%
Bilateral Agency	1.0%
Trade Union	1.0%

2. Please identify the primary specialization of your work. (Please mark only ONE response)	Percentage of Respondents (N=101)
Other	18.8%
Education	9.9%
Private sector development/foreign direct investment	9.9%
Public sector governance/public financial management/anti corruption	9.9%
Generalist	8.9%
Agriculture/rural development/food security	7.9%
Financial markets/banking	7.9%
Information and communications technology	5.0%
Law and justice/regulatory framework	5.0%
Natural resource management/environmental sustainability	5.0%
Transport	3.0%
Energy	2.0%
Health/Communicable/non-communicable diseases	2.0%
Gender equity/equality of opportunity	1.0%
Job creation/employment	1.0%
Social protection	1.0%
Urban development	1.0%
Water and sanitation	1.0%

**H. Background Information (continued)**

<b>3. Currently, do you professionally collaborate/work with the World Bank Group in your country?</b>	<b>Percentage of Respondents (N=98)</b>
Yes	39.8%
No	60.2%
<b>4. Which of the following agencies of the World Bank Group do you primarily engage with in Madagascar? (Select only ONE response)</b>	<b>Percentage of Respondents (N=78)</b>
The World Bank (IDA)	67.9%
The International Finance Corporation (IFC)	15.4%
Other	15.4%
The Multilateral Investment Guarantee Agency (MIGA)	1.3%
<b>5. Do your projects involve both the World Bank and the IFC?</b>	<b>Percentage of Respondents (N=78)</b>
Yes	17.9%
No	82.1%
<b>6. Which of the following describes most of your exposure to the World Bank Group in Madagascar? (Select only ONE response)</b>	<b>Percentage of Respondents (N=14)</b>
Collaborating but needs improvement	35.7%
Don't know	35.7%
Working well together	21.4%
In conflict	7.1%
<b>7. Which of the following describes most of your exposure to the World Bank Group in Madagascar? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=99)</b>
Collaborate as part of my professional duties	38.4%
Use World Bank Group reports/data	35.4%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	34.3%
Use World Bank Group website for information, data, research, etc.	31.3%
Engage in World Bank Group related/sponsored events/activities	22.2%
<b>8. Which best represents your geographic location?</b>	<b>Percentage of Respondents (N=97)</b>
Antananarivo	91.8%
Outside Antananarivo	8.2%

## Appendix B: Responses to All Questions by Stakeholder Groups

### A. General Issues facing Madagascar

In general, would you say that Madagascar is headed in...?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
The right direction	75.0%	38.5%	21.1%	31.3%	33.3%	18.8%	12.5%
The wrong direction	0.0%	11.5%	31.6%	18.8%	16.7%	37.5%	25.0%
Not sure	25.0%	50.0%	47.4%	50.0%	50.0%	43.8%	62.5%

Listed below are a number of development priorities in Madagascar. Please identify which of the following you consider the most important development priorities in Madagascar?

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Social protection	20.0%	3.8%	5.0%	11.8%	0.0%	11.8%	11.1%
Transport	20.0%	15.4%	5.0%	11.8%	16.7%	5.9%	11.1%
Peace and stability	20.0%	30.8%	25.0%	0.0%	33.3%	29.4%	33.3%
Public sector governance/reform	40.0%	50.0%	25.0%	23.5%	33.3%	52.9%	33.3%
Global/regional integration*	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
Gender equity	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	11.1%
Domestic private sector development	20.0%	11.5%	40.0%	29.4%	16.7%	11.8%	11.1%
Foreign direct investment	0.0%	7.7%	10.0%	11.8%	0.0%	11.8%	0.0%
Water and sanitation	0.0%	0.0%	0.0%	5.9%	16.7%	5.9%	11.1%
Energy	0.0%	23.1%	20.0%	11.8%	16.7%	5.9%	11.1%
Job creation/employment	0.0%	11.5%	15.0%	23.5%	16.7%	17.6%	22.2%
Rural development	40.0%	3.8%	20.0%	17.6%	33.3%	11.8%	33.3%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Urban development	0.0%	7.7%	15.0%	5.9%	16.7%	0.0%	0.0%
Environmental sustainability	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	22.2%
Equality of opportunity	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%
Health	0.0%	0.0%	0.0%	11.8%	0.0%	0.0%	11.1%
Education	40.0%	19.2%	20.0%	17.6%	16.7%	52.9%	44.4%
Poverty reduction	20.0%	19.2%	10.0%	29.4%	0.0%	5.9%	11.1%
Food security	0.0%	7.7%	10.0%	11.8%	0.0%	0.0%	0.0%
Social cohesion	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Climate change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Agricultural development	20.0%	23.1%	5.0%	5.9%	0.0%	17.6%	11.1%
Trade and exports	20.0%	7.7%	5.0%	5.9%	0.0%	0.0%	0.0%
Crime and violence	0.0%	11.5%	5.0%	5.9%	33.3%	11.8%	0.0%
Economic growth	0.0%	7.7%	10.0%	5.9%	16.7%	11.8%	0.0%
Law and justice	0.0%	0.0%	15.0%	0.0%	0.0%	0.0%	0.0%
Regulatory framework	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Decentralization	40.0%	3.8%	5.0%	17.6%	16.7%	11.8%	11.1%
Natural resource management	0.0%	7.7%	0.0%	5.9%	0.0%	5.9%	0.0%
Anti corruption	0.0%	19.2%	35.0%	17.6%	0.0%	11.8%	0.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

**A. General Issues facing Madagascar (continued)**

Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Madagascar? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Water and sanitation	20.0%	7.7%	10.0%	23.5%	0.0%	5.9%	22.2%
Equality of opportunity	20.0%	3.8%	5.0%	11.8%	0.0%	5.9%	0.0%
Economic growth	60.0%	34.6%	35.0%	23.5%	16.7%	29.4%	22.2%
Climate change	0.0%	3.8%	10.0%	0.0%	0.0%	0.0%	11.1%
Global/regional integration	0.0%	0.0%	5.0%	0.0%	16.7%	0.0%	0.0%
Gender equity	0.0%	3.8%	5.0%	5.9%	0.0%	0.0%	11.1%
Rural development	20.0%	26.9%	45.0%	35.3%	33.3%	52.9%	66.7%
Urban development	0.0%	0.0%	5.0%	5.9%	0.0%	0.0%	11.1%
Regulatory framework	0.0%	0.0%	0.0%	0.0%	16.7%	11.8%	0.0%
Decentralization	20.0%	15.4%	10.0%	11.8%	16.7%	17.6%	0.0%
Social protection	0.0%	19.2%	0.0%	17.6%	16.7%	29.4%	0.0%
Law and justice	20.0%	0.0%	5.0%	5.9%	0.0%	5.9%	22.2%
Transport	20.0%	11.5%	10.0%	0.0%	0.0%	11.8%	22.2%
Crime and violence*	0.0%	7.7%	0.0%	0.0%	33.3%	5.9%	0.0%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	3.8%	0.0%	0.0%	0.0%	11.8%	0.0%
Peace and stability	0.0%	0.0%	15.0%	0.0%	16.7%	11.8%	0.0%
Anti corruption	40.0%	23.1%	20.0%	35.3%	0.0%	5.9%	22.2%
Domestic private sector development	0.0%	7.7%	15.0%	11.8%	16.7%	5.9%	22.2%
Foreign direct investment*	0.0%	3.8%	20.0%	5.9%	33.3%	0.0%	0.0%
Energy	0.0%	11.5%	20.0%	11.8%	0.0%	0.0%	0.0%
Public sector governance/reform	20.0%	11.5%	10.0%	5.9%	16.7%	5.9%	0.0%
Social cohesion	0.0%	0.0%	0.0%	0.0%	16.7%	5.9%	0.0%
Education	0.0%	30.8%	20.0%	23.5%	16.7%	41.2%	11.1%
Natural resource management*	0.0%	26.9%	0.0%	5.9%	0.0%	5.9%	0.0%
Environmental sustainability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Health	0.0%	7.7%	5.0%	0.0%	0.0%	5.9%	11.1%
Agricultural development	20.0%	15.4%	5.0%	5.9%	16.7%	11.8%	22.2%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	40.0%	15.4%	15.0%	41.2%	0.0%	11.8%	22.2%
Financial markets*	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
Trade and exports	0.0%	3.8%	0.0%	5.9%	0.0%	0.0%	0.0%
Food security	0.0%	3.8%	10.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

**A. General Issues facing Madagascar (continued)**

Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Madagascar?

(Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Energy	40.0%	38.5%	30.0%	41.2%	50.0%	29.4%	22.2%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	20.0%	0.0%	0.0%	5.9%	16.7%	0.0%	0.0%
Global/regional integration*	0.0%	0.0%	5.0%	5.9%	33.3%	0.0%	0.0%
Social protection	20.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%
Climate change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti corruption*	40.0%	7.7%	40.0%	47.1%	0.0%	17.6%	55.6%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Rural development	40.0%	26.9%	25.0%	17.6%	16.7%	17.6%	22.2%
Foreign direct investment	20.0%	30.8%	30.0%	5.9%	16.7%	17.6%	11.1%
Urban development	0.0%	0.0%	0.0%	5.9%	0.0%	5.9%	11.1%
Water and sanitation	0.0%	0.0%	0.0%	11.8%	0.0%	0.0%	11.1%
Trade and exports	20.0%	30.8%	20.0%	23.5%	0.0%	5.9%	11.1%
Information and communications technology	20.0%	0.0%	10.0%	5.9%	0.0%	0.0%	11.1%
Regulatory framework	0.0%	3.8%	5.0%	0.0%	16.7%	11.8%	0.0%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social cohesion	0.0%	3.8%	5.0%	0.0%	0.0%	0.0%	0.0%
Public sector governance/reform	0.0%	11.5%	10.0%	17.6%	16.7%	23.5%	0.0%
Domestic private sector development	0.0%	34.6%	35.0%	29.4%	50.0%	41.2%	11.1%
Job creation/employment	0.0%	19.2%	5.0%	17.6%	16.7%	17.6%	22.2%
Agricultural development	20.0%	15.4%	15.0%	5.9%	0.0%	5.9%	44.4%
Food security	0.0%	3.8%	5.0%	0.0%	0.0%	0.0%	0.0%
Transport	20.0%	7.7%	5.0%	11.8%	16.7%	11.8%	22.2%
Peace and stability	0.0%	7.7%	10.0%	0.0%	16.7%	17.6%	0.0%
Education	0.0%	3.8%	20.0%	11.8%	16.7%	11.8%	22.2%
Natural resource management*	20.0%	46.2%	5.0%	23.5%	0.0%	17.6%	11.1%
Environmental sustainability	0.0%	0.0%	0.0%	0.0%	16.7%	11.8%	0.0%
Health	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%
Law and justice	0.0%	0.0%	5.0%	0.0%	0.0%	11.8%	0.0%
Decentralization	20.0%	7.7%	5.0%	5.9%	0.0%	17.6%	0.0%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups



**A. General Issues facing Madagascar (continued)**

When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Madagascar? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minster/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Better employment opportunities for young people	40.0%	31.8%	15.8%	37.5%	33.3%	18.8%	37.5%
Better employment opportunities for women	0.0%	4.5%	15.8%	0.0%	0.0%	0.0%	12.5%
Greater access to micro-finance for the poor	20.0%	13.6%	31.6%	25.0%	0.0%	6.3%	25.0%
Greater voice and participation for citizens to help ensure greater accountability	20.0%	18.2%	0.0%	12.5%	16.7%	6.3%	12.5%
Greater access to health and nutrition for citizens	20.0%	13.6%	15.8%	12.5%	33.3%	18.8%	25.0%
Better entrepreneurial opportunities	20.0%	22.7%	31.6%	31.3%	0.0%	25.0%	12.5%
A growing middle class	0.0%	22.7%	15.8%	18.8%	16.7%	25.0%	25.0%
Better opportunity for the poor who live in rural areas	20.0%	9.1%	15.8%	6.3%	16.7%	12.5%	0.0%
Better opportunity for the poor who live in urban areas	0.0%	4.5%	0.0%	6.3%	0.0%	0.0%	0.0%
Consistent economic growth	0.0%	13.6%	15.8%	12.5%	16.7%	18.8%	25.0%
More reliable social safety net	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%
Greater equity of fiscal policy*	60.0%	4.5%	5.3%	12.5%	0.0%	12.5%	0.0%
Education and training that better ensure job opportunity	0.0%	22.7%	21.1%	25.0%	33.3%	37.5%	12.5%
Better quality public services	0.0%	18.2%	21.1%	6.3%	33.3%	12.5%	12.5%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

**B. Overall Attitudes toward the World Bank Group**

	Which of the following best describes your current position?																				
	Office of President/Prime Minster/Minister			Employee of a Ministry/ Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Madagascar? (1-Not familiar at all, 10-Extremely familiar)	5	4.00	2.00	26	5.62	2.37	20	5.55	2.33	17	5.18	2.51	6	6.50	2.26	17	5.47	1.33	9	5.33	1.87

	Which of the following best describes your current position?																				
	Office of President/Prime Minster/Minister			Employee of a Ministry/ Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Madagascar. (1-Not effective at all, 10-Very effective)	5	5.20	1.79	24	6.08	2.12	20	5.45	2.44	16	5.38	2.36	6	5.00	2.19	16	5.25	2.29	8	5.38	2.00

	Which of the following best describes your current position?																				
	Office of President/Prime Minster/Minister			Employee of a Ministry/ Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Madagascar solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	5	5.20	1.30	18	7.28	2.30	20	5.55	2.31	15	5.93	2.40	6	5.50	2.51	16	5.44	2.06	7	5.29	2.14

**B. Overall Attitudes toward the World Bank Group (continued)**

When thinking about how the World Bank Group can have the most impact on development results in Madagascar, in which sectoral areas do you believe the World Bank Group should focus most of its resources in Madagascar? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Social protection	0.0%	23.1%	0.0%	5.9%	16.7%	5.9%	11.1%
Peace and stability	20.0%	3.8%	5.0%	0.0%	16.7%	11.8%	0.0%
Public sector governance/reform	40.0%	53.8%	45.0%	29.4%	33.3%	35.3%	33.3%
Transport	40.0%	19.2%	10.0%	23.5%	16.7%	11.8%	22.2%
Poverty reduction	40.0%	7.7%	20.0%	11.8%	0.0%	11.8%	33.3%
Global/regional integration	0.0%	15.4%	5.0%	5.9%	0.0%	0.0%	0.0%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Crime and violence	0.0%	7.7%	0.0%	0.0%	16.7%	5.9%	0.0%
Rural development	0.0%	3.8%	15.0%	17.6%	16.7%	29.4%	22.2%
Domestic private sector development	0.0%	11.5%	20.0%	11.8%	16.7%	23.5%	0.0%
Foreign direct investment	0.0%	11.5%	0.0%	11.8%	0.0%	0.0%	11.1%
Water and sanitation	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Energy	20.0%	7.7%	20.0%	29.4%	50.0%	17.6%	0.0%
Social cohesion	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	20.0%	19.2%	15.0%	23.5%	16.7%	23.5%	11.1%
Financial markets	0.0%	0.0%	5.0%	5.9%	16.7%	5.9%	0.0%
Urban development	0.0%	0.0%	10.0%	0.0%	16.7%	0.0%	0.0%
Environmental sustainability	0.0%	0.0%	0.0%	11.8%	0.0%	0.0%	0.0%
Equality of opportunity	20.0%	0.0%	0.0%	5.9%	0.0%	5.9%	0.0%
Health	40.0%	11.5%	10.0%	17.6%	16.7%	11.8%	22.2%
Education	20.0%	19.2%	30.0%	35.3%	0.0%	52.9%	44.4%
Food security	0.0%	11.5%	15.0%	0.0%	0.0%	0.0%	0.0%
Climate change	0.0%	3.8%	10.0%	0.0%	0.0%	0.0%	11.1%
Agricultural development	0.0%	15.4%	10.0%	11.8%	0.0%	0.0%	33.3%
Trade and exports	0.0%	11.5%	5.0%	5.9%	0.0%	0.0%	0.0%
Economic growth	0.0%	23.1%	0.0%	0.0%	16.7%	5.9%	22.2%
Law and justice	0.0%	0.0%	10.0%	5.9%	0.0%	0.0%	11.1%
Decentralization	20.0%	3.8%	5.0%	11.8%	0.0%	5.9%	0.0%
Regulatory framework	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	20.0%	3.8%	10.0%	0.0%	0.0%	5.9%	0.0%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti corruption	0.0%	7.7%	20.0%	17.6%	16.7%	11.8%	0.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**B. Overall Attitudes toward the World Bank Group (continued)**

When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Madagascar?

Greatest Value							
Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Convening/facilitating	0.0%	12.0%	5.0%	12.5%	0.0%	5.9%	12.5%
Data and statistics	0.0%	0.0%	15.0%	6.3%	16.7%	0.0%	0.0%
Policy advice, studies, analyses	0.0%	8.0%	10.0%	0.0%	16.7%	23.5%	25.0%
Financial resources	0.0%	32.0%	25.0%	43.8%	33.3%	29.4%	37.5%
Capacity development	50.0%	12.0%	5.0%	0.0%	16.7%	23.5%	12.5%
Technical assistance	0.0%	8.0%	5.0%	12.5%	0.0%	0.0%	0.0%
Mobilizing third party financial resources	0.0%	8.0%	5.0%	12.5%	16.7%	5.9%	0.0%
Donor coordination	0.0%	4.0%	0.0%	0.0%	0.0%	5.9%	12.5%
Linkage to non-Bank expertise	0.0%	8.0%	5.0%	6.3%	0.0%	0.0%	0.0%
Strategy formulation	50.0%	8.0%	20.0%	6.3%	0.0%	5.9%	0.0%
Other	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%

2 <sup>nd</sup> Greatest Value							
Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Convening/facilitating	25.0%	4.0%	10.0%	18.8%	16.7%	23.5%	25.0%
Data and statistics	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%
Policy advice, studies, analyses	0.0%	12.0%	0.0%	0.0%	16.7%	5.9%	12.5%
Financial resources	25.0%	36.0%	15.0%	25.0%	16.7%	11.8%	25.0%
Capacity development	25.0%	16.0%	35.0%	18.8%	16.7%	5.9%	25.0%
Technical assistance	0.0%	8.0%	10.0%	6.3%	33.3%	11.8%	0.0%
Mobilizing third party financial resources	0.0%	8.0%	5.0%	12.5%	0.0%	17.6%	12.5%
Donor coordination	0.0%	8.0%	10.0%	6.3%	0.0%	11.8%	0.0%
Linkage to non-Bank expertise*	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Strategy formulation	0.0%	8.0%	10.0%	12.5%	0.0%	5.9%	0.0%
Other	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

How effectively do the World Bank Group's activities below support Madagascar's efforts to achieve development results? (1-Not effective at all, 10-Very effective)

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Convening/facilitating	5	5.00	2.12	20	5.75	2.17	17	5.29	2.20	13	5.54	1.94	4	5.00	1.83	14	5.36	2.02	7	4.86	1.86
Data and statistics	5	6.40	2.70	20	7.10	1.55	18	5.72	2.35	13	6.38	2.53	6	6.33	.82	16	6.44	1.26	8	6.63	1.19
Policy advice, studies, analyses	5	5.60	1.52	22	6.05	2.65	19	5.63	2.52	16	5.81	2.20	6	5.83	2.56	17	5.71	1.99	9	6.67	1.12
Financial resources	5	7.60	1.52	24	7.42	1.56	20	6.60	1.93	16	6.94	2.11	6	6.50	2.26	17	6.24	2.14	9	7.11	2.09
Technical assistance	5	6.80	1.30	24	6.46	1.96	19	5.68	2.31	16	6.00	2.03	6	6.50	1.76	17	5.76	1.56	8	4.63	1.19
Mobilizing third party financial resources	5	6.60	1.52	16	6.81	1.60	19	5.89	2.18	14	4.93	1.59	5	5.20	2.49	15	6.07	1.75	9	5.67	2.18
Donor coordination	5	5.80	1.30	16	6.56	2.22	18	5.61	2.30	14	5.07	2.09	6	5.50	2.51	15	6.33	1.54	8	5.38	2.39
Linkage to non-Bank expertise	5	5.80	.84	19	5.32	2.33	18	4.89	2.30	12	4.50	1.88	4	3.50	2.65	14	5.36	1.78	7	5.29	1.80
Strategy formulation	5	7.00	2.00	20	6.45	2.01	19	5.68	2.52	15	6.27	1.91	5	4.20	2.77	16	6.38	1.82	8	6.50	1.20

**B. Overall Attitudes toward the World Bank Group (continued)**

The World Bank Group can provide capacity building support in a number of ways in Madagascar. To what degree would Madagascar benefit, if capacity building were to support...?

(1-To no degree at all, 10-To a very significant degree)

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/Consultant/PMU			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Groups outside of government to help them more effectively engage and participate in development efforts	5	7.60	.55	23	6.52	2.15	19	6.74	2.08	15	6.47	2.17	6	6.33	2.25	17	7.59	2.00	8	6.25	2.31
The public sector, related to implementation of specific development projects on the ground	5	7.20	.84	25	7.92	1.63	20	6.65	2.18	16	6.69	1.82	6	7.33	2.16	17	7.06	1.92	8	7.13	1.89
The public sector, related to changing institutions (organizations or sociopolitical conditions)	5	8.20	1.30	24	7.33	1.79	19	6.26	2.26	16	6.69	1.92	6	6.50	2.17	17	6.88	2.12	8	6.38	1.60
The private sector, related to institutional and policy change	5	6.40	1.14	23	7.30	2.30	19	6.79	2.32	16	6.88	2.00	6	8.00	1.26	17	7.00	1.97	8	8.50	1.20

How EFFECTIVE do you believe the World Bank Group is in terms of the capacity building work it does in each of the following areas in Madagascar? (1-Not effective at all, 10-Very effective)

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/Consultant/PMU			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Project implementation (or other organizational strengthening)	5	6.60	1.14	21	6.86	1.42	19	6.00	2.08	14	6.50	1.99	6	6.33	1.63	14	5.93	1.27	9	6.00	1.41
Citizen engagement (incorporating citizens' voices into development)	5	5.60	2.70	18	4.94	2.13	18	4.56	2.36	14	5.50	2.28	5	5.40	3.78	14	5.36	1.86	9	5.22	2.28
Policy design (for clarity and better incentives to achieve development goals)	5	6.00	2.24	20	7.00	2.25	18	5.22	2.37	13	6.31	2.06	6	5.67	2.66	14	5.93	1.54	8	6.13	1.81

When thinking about how to improve capacity building in Madagascar to help ensure better development results, looking forward, how IMPORTANT is it for the World Bank Group to be involved in the following aspects of capacity building? (1-Not important at all, 10-Very important)

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/Consultant/PMU			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Project implementation (or other organizational strengthening)	5	7.60	1.52	23	7.78	1.59	17	6.47	2.48	15	6.60	1.92	5	6.60	2.97	12	6.67	1.44	8	6.63	2.00
Citizen engagement (incorporating citizens' voices into development)	5	7.60	1.95	20	7.55	1.61	17	6.35	2.23	13	6.92	2.63	5	7.20	3.03	14	7.93	1.98	8	7.63	1.77
Policy design (for clarity and better incentives to achieve development goals)	5	6.40	3.29	22	7.95	1.29	18	6.17	2.38	13	6.54	1.94	5	6.80	3.11	15	6.93	2.09	8	6.25	2.38

**B. Overall Attitudes toward the World Bank Group (continued)**

Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Madagascar? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minster/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Staff too inaccessible	0.0%	11.5%	5.0%	17.6%	0.0%	11.8%	22.2%
Not exploring alternative policy options	0.0%	3.8%	0.0%	5.9%	16.7%	5.9%	0.0%
Not adequately sensitive to political/social realities in Madagascar	20.0%	15.4%	15.0%	17.6%	33.3%	23.5%	11.1%
Not enough public disclosure of its work	20.0%	23.1%	30.0%	0.0%	16.7%	23.5%	22.2%
Arrogant in its approach	0.0%	3.8%	5.0%	11.8%	16.7%	5.9%	22.2%
Not aligned with country priorities	20.0%	19.2%	20.0%	23.5%	33.3%	23.5%	22.2%
The credibility of its knowledge/data	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
World Bank Group's processes too complex	20.0%	3.8%	10.0%	11.8%	0.0%	5.9%	11.1%
Not willing to honestly criticize policies and reform efforts in the country	20.0%	15.4%	10.0%	11.8%	16.7%	11.8%	11.1%
Too influenced by developed countries	20.0%	19.2%	20.0%	29.4%	16.7%	23.5%	11.1%
Imposing technocratic solutions without regard to political realities	20.0%	23.1%	10.0%	11.8%	16.7%	11.8%	22.2%
World Bank Group's processes too slow	20.0%	7.7%	5.0%	0.0%	0.0%	5.9%	11.1%
Too bureaucratic in its operational policies and procedures	0.0%	7.7%	0.0%	5.9%	0.0%	0.0%	11.1%
Not aligned with other donors' work	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not collaborating enough with non-state actors	20.0%	7.7%	15.0%	29.4%	0.0%	17.6%	11.1%
Not client focused	0.0%	3.8%	5.0%	0.0%	0.0%	5.9%	0.0%
Its advice and strategies do not lend themselves to practical problem solving	0.0%	7.7%	15.0%	11.8%	0.0%	5.9%	11.1%
Not focused enough on issues that are unique to post-conflict countries	0.0%	7.7%	10.0%	0.0%	16.7%	0.0%	0.0%
Inadequate number of World Bank Group staff members located in the country	20.0%	11.5%	10.0%	0.0%	0.0%	5.9%	0.0%
Other	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%
Don't know	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%

Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Madagascar? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minster/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Capacity development	40.0%	26.9%	35.0%	35.3%	33.3%	35.3%	44.4%
Policy based lending / budget support to the Government	60.0%	23.1%	20.0%	11.8%	33.3%	17.6%	22.2%
Knowledge products/services	0.0%	3.8%	10.0%	23.5%	16.7%	11.8%	11.1%
Investment lending	20.0%	53.8%	60.0%	29.4%	33.3%	41.2%	33.3%
Technical assistance	0.0%	15.4%	20.0%	29.4%	0.0%	5.9%	22.2%
Trust Fund management	20.0%	3.8%	15.0%	11.8%	0.0%	0.0%	0.0%
Co-financing arrangements	0.0%	7.7%	0.0%	17.6%	0.0%	5.9%	0.0%
Sector-wide approaches*	20.0%	46.2%	15.0%	5.9%	33.3%	52.9%	44.4%
Emergency Recovery lending	0.0%	0.0%	5.0%	11.8%	0.0%	0.0%	11.1%
Other	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	11.1%
Don't know	20.0%	3.8%	5.0%	5.9%	0.0%	5.9%	0.0%

\*Significantly different between stakeholder groups

**B. Overall Attitudes toward the World Bank Group (continued)**

In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Academia/think tanks/research institutes	20.0%	7.7%	5.0%	29.4%	50.0%	35.3%	22.2%
Donor community	0.0%	30.8%	25.0%	5.9%	16.7%	11.8%	22.2%
Media	0.0%	11.5%	5.0%	11.8%	33.3%	5.9%	11.1%
NGOs	20.0%	11.5%	5.0%	23.5%	0.0%	23.5%	11.1%
Local Government*	40.0%	50.0%	10.0%	11.8%	0.0%	35.3%	0.0%
Private sector	20.0%	42.3%	80.0%	52.9%	66.7%	47.1%	55.6%
Parliament	0.0%	3.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Community Based Organizations	40.0%	7.7%	20.0%	11.8%	16.7%	11.8%	44.4%
Beneficiaries	0.0%	15.4%	15.0%	17.6%	16.7%	17.6%	11.1%
Foundations	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%
Faith based organizations	0.0%	7.7%	0.0%	0.0%	0.0%	5.9%	0.0%
UN and regional peace keeping forces	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Emerging donors	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
UN agencies	40.0%	7.7%	10.0%	17.6%	0.0%	0.0%	11.1%
Regional organizations	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

To what extent do you agree with the following statements about the World Bank Group's work in Madagascar? (1-Strongly disagree, 10-Strongly agree)

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/ Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Madagascar	5	7.20	2.05	24	7.92	2.06	19	6.42	2.27	16	5.88	2.09	6	6.17	2.79	17	6.65	2.50	9	6.11	1.62
The World Bank Group's work is aligned with what I consider the development priorities for Madagascar	5	6.60	2.30	22	6.64	1.89	19	5.37	2.50	16	5.19	1.64	6	4.83	2.40	17	5.18	1.59	8	4.88	1.55
The World Bank Group supports programs and strategies that are realistic for Madagascar	5	6.20	3.03	24	6.75	2.27	20	5.80	2.48	16	5.50	1.86	6	5.00	2.53	17	5.24	1.68	9	5.11	1.69
The World Bank Group treats clients and stakeholders in Madagascar with respect	5	6.40	1.82	19	7.11	1.45	19	6.26	2.21	14	6.07	1.33	6	6.00	2.76	16	6.19	2.20	7	5.43	2.51

**B. Overall Attitudes toward the World Bank Group (continued)**

To what extent is the World Bank Group an effective development partner in Madagascar in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness	5	6.40	2.07	21	6.29	2.37	19	5.42	2.17	14	4.93	2.20	6	4.67	1.86	13	4.77	1.83	8	4.25	1.49
Flexibility (in terms of the institution's products and services)	5	5.20	2.39	20	4.60	2.33	18	4.94	2.58	14	4.71	2.02	5	4.40	2.70	13	4.54	1.33	9	4.33	1.58
Flexibility (in terms of changing country circumstances)	3	6.67	2.52	21	4.76	2.26	18	4.72	2.59	15	4.93	1.79	5	4.40	2.70	14	5.00	1.84	8	4.00	1.31
Being inclusive	4	4.50	1.91	21	6.24	2.32	16	5.44	2.19	11	5.82	1.94	4	5.25	2.63	12	5.67	1.61	9	5.89	1.05
Openness	3	8.67	.58	23	7.30	2.27	19	6.11	2.66	15	5.93	2.31	6	6.83	2.93	15	6.73	1.44	9	6.00	1.50
Staff accessibility	4	6.50	1.29	24	6.08	2.47	17	6.00	2.74	14	5.64	2.82	6	5.50	2.95	16	5.25	2.08	9	4.56	2.55
Straightforwardness and honesty	4	7.75	1.71	17	7.18	1.85	17	6.47	2.43	13	5.92	1.93	6	5.00	2.53	16	5.75	1.69	7	5.43	1.90
Ease of access to the people at the World Bank Group who are making decisions important to my work	3	6.67	1.15	21	5.52	2.16	14	5.43	2.71	11	5.00	2.93	6	5.67	3.01	12	5.17	2.21	9	4.78	2.05
Collaboration with civil society	4	6.75	2.22	19	5.95	1.99	18	5.94	2.62	15	5.73	2.22	6	6.50	2.81	16	5.75	1.65	7	5.29	1.60
Collaboration with the UN	3	8.00	1.73	16	6.63	2.22	14	6.36	1.60	9	5.67	2.45	3	7.33	2.52	12	7.08	1.56	7	5.86	2.41
Collaboration with the Government	4	7.25	2.22	23	7.48	1.31	18	6.39	1.61	12	6.50	1.38	5	6.60	2.07	13	6.31	1.11	9	6.67	1.66
Collaboration with other donors and development partners	3	7.33	2.52	16	6.81	2.43	18	6.33	2.20	11	5.91	2.84	4	7.50	1.73	14	7.00	1.24	7	5.57	1.62
Collaboration with the private sector	5	6.40	2.41	20	6.50	2.06	18	5.22	2.67	12	5.17	2.12	6	6.00	2.68	14	5.64	1.95	9	5.00	1.50
The speed in which it gets things accomplished on the ground	4	6.75	2.75	22	6.00	2.43	16	4.75	2.35	12	5.33	2.19	6	5.00	2.76	12	5.00	1.76	8	4.38	2.39
Being a long-term partner	3	7.00	2.00	20	7.80	1.91	18	6.78	2.13	8	6.63	1.19	4	6.50	2.89	12	6.92	1.78	7	6.57	2.15

To be more effective development partner in Madagascar, do you believe that the World Bank Group should have? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
More local presence	60.0%	69.2%	65.0%	70.6%	83.3%	70.6%	55.6%
The current level of local presence is adequate	20.0%	30.8%	30.0%	29.4%	16.7%	17.6%	22.2%
Less local presence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%
Don't know	20.0%	0.0%	5.0%	0.0%	0.0%	11.8%	11.1%

In the past year, have you seen more, less, or just about the same level of effective collaboration between the UN and the World Bank Group in your country? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
More effective collaboration	0.0%	3.8%	10.0%	0.0%	16.7%	0.0%	0.0%
The same level of effective collaboration	0.0%	23.1%	40.0%	41.2%	16.7%	41.2%	22.2%
Less effective collaboration	50.0%	11.5%	40.0%	29.4%	50.0%	23.5%	33.3%
Don't know	50.0%	61.5%	10.0%	29.4%	16.7%	35.3%	44.4%

**B. Overall Attitudes toward the World Bank Group (continued)**

When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/Prime Minster/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
The World Bank Group does not do adequate follow through/follow-up	40.0%	34.6%	10.0%	29.4%	16.7%	11.8%	22.2%
There is not an adequate level of citizen/civil society participation	60.0%	23.1%	45.0%	58.8%	33.3%	58.8%	55.6%
The World Bank Group is not sensitive enough to political/social realities on the ground	0.0%	19.2%	15.0%	11.8%	50.0%	41.2%	22.2%
Lack of/inadequate levels of capacity in Government	20.0%	30.8%	55.0%	35.3%	50.0%	35.3%	55.6%
Poor donor coordination	0.0%	7.7%	0.0%	5.9%	0.0%	5.9%	11.1%
The World Bank Group works too slowly	0.0%	7.7%	20.0%	11.8%	16.7%	0.0%	11.1%
The Government works inefficiently	20.0%	23.1%	45.0%	29.4%	16.7%	11.8%	55.6%
Political pressures and obstacles*	40.0%	34.6%	15.0%	58.8%	16.7%	23.5%	0.0%
Reforms are not well thought out in light of country challenges	20.0%	38.5%	40.0%	23.5%	66.7%	64.7%	44.4%
Ongoing conflict and instability	40.0%	34.6%	15.0%	5.9%	0.0%	17.6%	11.1%
Inadequate funding	40.0%	7.7%	20.0%	17.6%	16.7%	11.8%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%

\*Significantly different between stakeholder groups



### C. World Bank Group's Effectiveness and Results

In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Madagascar? (1-Not important at all, 10-Very important)

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/Consultant/PMU			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Crime and violence	5	7.80	2.28	24	5.58	3.51	18	5.89	2.61	13	4.77	2.65	6	6.83	2.93	15	6.33	1.63	8	5.00	2.14
Financial markets*	5	7.80	1.48	19	7.32	2.52	19	6.89	2.13	13	7.00	1.63	6	####	####	15	7.13	1.36	9	6.22	1.72
Transport	5	8.60	1.67	25	8.20	1.68	19	8.05	1.58	16	7.75	1.61	6	8.50	1.97	17	8.41	1.37	8	7.88	1.64
Anti corruption	5	8.40	1.52	25	7.16	2.44	19	8.53	2.20	17	8.76	1.48	6	8.83	1.47	16	7.88	2.03	8	7.13	2.17
Law and justice	5	7.40	1.67	23	7.17	2.46	18	7.61	2.62	16	8.25	1.53	6	9.17	1.60	16	8.00	1.93	8	6.00	2.51
Urban development	5	7.80	1.48	25	6.36	2.69	19	7.32	2.14	17	6.47	2.18	6	8.83	1.47	17	7.24	1.35	8	5.75	1.75
Environmental sustainability	5	8.20	1.64	22	6.64	2.42	18	7.22	2.10	14	6.86	1.75	5	8.80	1.30	16	7.38	1.96	8	6.75	2.25
Regulatory framework	5	7.80	1.64	21	6.14	2.48	17	6.65	2.21	13	6.31	1.25	4	6.25	.96	15	8.13	1.36	7	6.00	2.45
Information and communications technology*	5	7.80	2.17	25	5.76	2.07	19	7.16	2.06	16	5.69	1.70	6	7.50	1.64	16	7.63	2.09	8	5.50	2.67
Poverty reduction	5	9.20	1.10	24	8.08	2.10	18	8.22	1.59	17	8.53	1.81	5	7.80	.84	16	8.44	1.15	7	8.43	1.27
Gender equity*	5	7.60	1.95	23	4.04	2.12	16	5.81	2.34	17	6.41	2.62	5	7.00	2.12	17	7.06	2.16	8	5.50	2.39
Domestic private sector development	5	7.80	.84	24	7.71	1.94	18	8.22	1.56	16	8.13	1.71	6	9.00	1.10	17	8.12	1.41	8	7.13	1.36
Foreign direct investment	5	7.60	1.82	23	7.30	1.89	18	8.00	1.94	16	6.63	1.86	6	8.33	1.86	16	7.31	1.92	8	6.38	1.77
Decentralization	5	9.40	.89	23	7.00	2.59	17	6.94	2.33	17	6.88	2.64	5	6.20	1.30	16	7.06	2.35	7	5.86	1.77
Water and sanitation	5	8.20	2.49	24	6.33	2.73	17	7.65	1.58	17	6.47	2.18	6	8.50	1.05	15	7.93	1.58	8	7.50	1.60
Trade and exports	5	8.20	1.79	24	7.54	2.25	18	7.11	2.17	16	7.50	1.86	6	7.67	1.51	14	5.86	1.61	8	6.13	2.03
Economic growth	5	9.00	1.00	24	8.79	1.47	18	7.83	1.54	17	7.94	1.60	5	7.80	1.10	15	7.73	1.62	8	7.13	1.25
Energy*	5	8.60	1.67	23	8.48	1.93	17	8.65	1.62	17	8.82	1.33	5	8.60	2.19	16	7.56	1.67	7	6.29	1.38
Disaster management	5	7.80	2.28	24	5.42	2.30	18	6.78	2.26	16	5.50	2.25	4	7.00	1.41	16	6.63	2.06	8	5.63	2.20
Public sector governance/reform	5	8.80	.84	24	7.83	1.93	18	8.06	2.24	17	7.88	2.00	5	7.60	2.07	16	7.56	2.06	8	7.50	1.85
Job creation/employment	5	8.80	1.10	24	7.25	2.52	18	7.56	2.09	17	8.47	1.37	5	8.20	.84	16	7.44	1.75	8	6.75	2.66
Social cohesion*	5	6.80	1.30	23	4.35	2.40	18	5.89	2.35	17	5.29	2.34	3	7.67	.58	16	7.06	1.34	8	5.38	2.39
Communicable/non-communicable diseases	5	6.20	1.48	24	4.96	2.69	18	6.11	2.03	15	4.80	2.31	5	6.40	1.14	15	6.87	1.25	8	5.25	2.05
Equality of opportunity*	5	7.60	1.67	23	4.39	1.97	18	6.22	2.07	17	5.88	2.39	5	7.80	1.48	15	7.40	1.68	8	6.25	1.49
Health	5	7.60	2.07	24	6.58	2.83	18	7.11	1.88	16	6.50	2.37	5	8.00	1.00	15	8.07	1.22	8	7.25	2.19
Rural development	5	8.00	2.35	24	8.17	1.52	18	8.00	2.06	16	7.75	2.54	5	8.80	1.10	15	8.27	1.58	8	8.38	1.60
Global/regional integration	5	8.20	2.17	25	7.32	1.57	20	6.95	2.28	16	6.44	2.16	5	9.00	1.41	13	7.31	1.38	8	6.13	2.53
Food security	5	7.60	2.19	24	5.67	2.90	18	7.06	1.89	16	6.31	2.85	5	8.40	1.14	16	7.38	1.75	8	6.38	1.51
Natural resource management*	5	7.80	1.30	22	7.82	2.08	18	7.06	1.76	15	8.13	1.41	6	5.67	2.66	17	6.59	2.09	8	6.13	2.42
Peace and stability	5	8.20	1.79	21	5.90	2.90	18	6.83	2.48	12	6.17	2.25	4	7.25	2.22	15	7.33	1.88	8	6.00	1.93
Social protection	5	7.40	1.95	22	5.45	2.77	18	5.94	1.51	16	5.75	2.29	5	6.80	1.30	16	6.88	1.82	8	6.00	2.62
Climate change	4	6.75	2.50	22	4.68	2.08	18	6.50	1.86	13	5.38	2.79	5	7.20	1.64	16	6.56	1.79	8	6.13	2.64
Agricultural development	5	8.60	1.14	24	8.58	1.41	18	8.17	1.42	16	8.38	1.41	5	8.80	1.10	15	8.27	1.79	8	8.00	1.85
Education	5	9.20	.84	24	8.83	1.37	18	8.78	1.40	16	9.13	.89	5	8.60	1.14	16	8.94	1.06	8	8.75	1.58

\*Significantly different between stakeholder groups

**C. World Bank Group's Effectiveness and Results (continued)****How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Madagascar? (1-Not effective at all, 10-Very effective)**

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Anti corruption	5	5.20	.84	18	4.50	3.07	16	4.44	2.16	9	3.00	2.00	4	4.25	3.59	14	4.29	1.86	5	3.60	1.82
Information and communications technology	4	6.50	1.73	18	4.72	2.72	15	4.93	1.87	8	3.38	2.07	5	5.00	2.35	12	5.42	1.93	5	3.80	1.92
Transport	5	7.00	2.35	21	6.29	2.47	16	5.75	1.88	11	4.36	1.96	5	6.60	2.70	15	5.93	2.25	6	5.17	2.48
Crime and violence	4	4.75	2.50	17	3.65	2.55	13	4.38	1.94	8	3.75	2.12	3	3.33	1.53	11	4.55	1.92	5	2.80	1.48
Law and justice	5	5.20	1.10	20	4.10	2.47	13	4.31	2.29	9	3.33	2.06	3	4.33	3.21	11	4.64	1.96	5	2.60	1.14
Urban development	4	6.75	1.50	21	5.00	2.63	14	4.79	2.19	7	4.71	1.98	4	3.50	3.11	12	5.08	2.19	5	3.20	1.64
Environmental sustainability	5	6.40	1.14	24	5.79	2.36	18	6.44	2.23	12	5.83	1.59	6	6.67	2.42	15	6.67	1.63	7	5.00	3.21
Regulatory framework	3	5.67	1.53	18	6.61	1.91	14	5.79	1.72	7	5.00	1.53	5	5.20	2.77	13	5.85	2.08	5	4.20	1.92
Communicable/non-communicable diseases	3	5.67	.58	23	5.30	2.72	15	6.07	2.43	7	3.86	2.34	4	5.00	2.45	11	6.36	1.86	5	4.40	2.97
Poverty reduction	5	6.20	2.68	23	6.13	2.26	17	6.12	2.60	13	5.46	2.22	5	4.00	2.74	16	5.56	2.76	5	4.20	2.28
Gender equity	3	6.33	3.51	21	4.24	2.23	15	5.40	2.38	8	4.50	1.69	5	4.60	2.41	13	6.08	2.29	5	4.20	2.17
Domestic private sector development	3	7.00	2.65	24	6.00	2.52	19	5.16	2.57	9	4.33	2.45	4	3.00	3.37	12	5.58	2.57	6	4.17	2.14
Foreign direct investment*	4	6.00	1.83	21	6.57	2.60	17	4.94	2.28	8	4.63	2.45	4	3.50	3.32	12	6.33	1.67	5	3.40	2.07
Decentralization	4	6.25	3.30	20	5.15	2.39	13	4.46	1.98	10	3.80	2.53	4	2.75	2.36	12	5.42	2.50	5	3.80	2.68
Water and sanitation	4	5.50	1.29	18	5.50	2.77	16	5.81	2.32	11	4.82	3.06	5	6.00	2.12	11	6.00	1.61	5	5.20	2.95
Trade and exports	4	5.50	1.29	20	5.75	2.84	17	5.24	2.82	7	3.57	2.15	4	3.50	2.38	10	5.20	1.69	5	3.60	1.82
Economic growth	5	6.40	2.97	18	7.17	2.38	17	5.65	2.40	10	5.00	2.45	4	3.75	3.50	15	6.00	2.14	6	4.67	2.34
Energy	4	5.50	3.11	19	6.26	2.16	15	4.40	2.26	8	4.25	2.71	4	3.25	2.50	13	5.54	2.30	5	3.80	1.92
Disaster management	3	6.00	1.00	19	5.47	2.22	15	5.67	1.88	10	5.30	2.21	5	5.20	1.92	11	6.09	1.81	6	5.50	2.59
Public sector governance/reform	4	6.25	2.50	23	6.13	2.67	16	4.94	2.14	9	4.22	1.86	4	3.75	3.59	15	4.80	2.24	5	3.20	1.64
Job creation/employment	4	5.00	2.45	20	4.70	2.52	17	4.65	2.23	9	3.89	1.69	4	3.25	2.63	14	4.93	2.02	6	3.83	2.23
Social cohesion	3	5.67	1.53	18	3.56	2.57	14	4.64	2.10	8	3.00	1.41	3	4.00	2.00	12	4.50	1.62	5	2.80	1.79
Financial markets	3	6.67	2.08	16	4.31	2.24	15	4.20	2.37	7	3.57	2.15	4	2.75	2.87	8	5.75	2.19	5	3.00	2.45
Equality of opportunity	3	6.67	3.06	17	4.59	2.69	14	4.79	2.12	7	3.29	1.50	4	3.25	2.22	10	5.60	2.12	4	3.75	2.22
Health	4	7.00	2.16	22	6.09	2.16	17	6.65	2.29	13	6.08	2.10	5	6.60	2.07	14	6.43	1.87	7	5.71	2.69
Rural development	5	7.00	2.45	23	5.35	2.42	18	5.56	2.33	13	5.23	2.35	5	5.40	2.07	13	5.62	2.22	5	4.00	1.73
Global/regional integration	4	5.50	1.29	18	5.22	2.10	14	5.50	2.03	7	4.00	1.91	4	5.25	1.89	10	5.00	1.63	5	3.80	1.64
Food security	4	5.75	2.75	22	5.27	2.80	16	5.44	2.34	13	5.38	2.69	5	4.80	2.59	11	5.91	2.02	6	5.50	2.59
Education	4	7.00	2.45	22	6.23	2.29	18	5.72	2.27	13	6.31	2.36	6	6.00	2.61	16	5.88	2.13	7	4.57	2.37
Peace and stability	4	5.00	2.16	16	4.25	2.62	14	4.21	2.33	10	4.70	2.58	3	3.00	2.65	11	4.64	2.16	5	3.00	1.58
Social protection	4	6.50	1.73	18	4.61	2.89	15	3.93	2.28	10	4.30	3.09	5	3.60	2.70	13	5.00	2.04	5	2.80	1.48
Climate change	4	5.50	.58	16	4.50	3.06	13	4.54	1.76	6	4.17	1.72	4	4.25	2.87	11	5.09	1.97	4	3.75	2.50
Agricultural development	5	6.00	2.12	21	5.81	2.04	15	5.33	2.69	10	4.50	2.01	5	4.80	3.03	13	5.23	2.24	6	4.00	2.00
Natural resource management	5	6.00	1.58	17	6.47	2.00	13	4.69	2.66	8	4.88	2.10	4	3.25	2.87	12	4.67	2.31	5	4.00	2.00

\*Significantly different between stakeholder groups

**C. World Bank Group's Effectiveness and Results (continued)****Where are the World Bank Group's decisions made primarily that support the program in Madagascar? (Select only ONE response)**

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
At the Headquarters (in Washington D.C.)	80.0%	64.0%	75.0%	56.3%	100.0%	93.8%	77.8%
In the country	0.0%	8.0%	5.0%	18.8%	0.0%	0.0%	11.1%
Don't know	20.0%	28.0%	20.0%	25.0%	0.0%	6.3%	11.1%

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/ Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Madagascar?	5	6.20	.84	24	6.33	1.71	20	5.70	1.98	15	5.87	1.06	6	4.83	2.40	17	5.53	1.62	8	5.38	2.07

(1-To no degree at all, 10-To a very significant degree)

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/ Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group help to build/strengthen existing country systems in Madagascar?	5	6.40	.55	26	6.19	1.67	20	6.00	2.00	15	6.00	1.51	4	4.00	2.16	15	5.13	1.46	8	5.75	1.39

(1-To no degree at all, 10-To a very significant degree)

**To what extent do you agree with the following statements about the World Bank Group in Madagascar? (1-Strongly disagree, 10-Strongly agree)**

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/ Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Madagascar	5	5.20	1.10	25	6.00	2.71	19	5.74	2.08	15	5.87	1.30	5	4.00	2.35	15	5.53	1.85	8	4.25	1.28
The World Bank Group meets Madagascar's needs for knowledge services	5	5.00	2.24	23	6.39	2.52	19	5.58	2.67	16	5.75	2.18	6	5.50	2.88	16	6.13	2.06	9	5.44	1.42

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/ Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group measures and corrects its work in real time in Madagascar?	5	6.00	2.74	21	5.67	2.06	20	5.60	2.62	12	5.50	1.57	4	4.25	2.99	14	5.50	1.83	7	5.86	1.86

(1-To no degree at all, 10-To a very significant degree)

### D. The World Bank Group's Knowledge Work and Activities

How frequently do you consult World Bank Group's knowledge work and activities in the work you do? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Weekly	0.0%	4.0%	5.0%	5.9%	33.3%	11.8%	0.0%
Monthly	40.0%	16.0%	45.0%	17.6%	16.7%	17.6%	11.1%
A few times a year	60.0%	36.0%	30.0%	52.9%	50.0%	47.1%	66.7%
Rarely	0.0%	44.0%	20.0%	23.5%	0.0%	23.5%	22.2%

In Madagascar, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are timely	5	7.00	1.58	18	7.39	1.72	19	6.63	2.17	15	6.47	1.88	6	6.83	1.33	14	7.36	1.86	7	6.71	1.89
Include appropriate level of stakeholder involvement during preparation	5	7.00	2.45	15	5.40	2.06	16	5.88	2.78	12	5.58	2.43	4	3.50	3.11	13	5.46	1.27	7	5.00	1.15
Are relevant to Madagascar's development priorities	5	7.40	2.07	19	6.58	1.98	18	6.17	2.31	16	6.19	2.04	6	5.50	1.87	15	6.07	1.39	8	5.63	1.85
Lead to practical solutions	5	7.00	2.45	18	5.56	1.85	18	5.67	2.25	15	5.80	2.14	5	5.40	2.07	15	5.80	1.82	7	4.86	1.95
Are accessible (well written and easy to understand)	5	7.00	2.24	19	6.63	2.03	17	5.94	2.14	15	6.33	1.91	6	7.17	1.60	15	6.93	1.98	7	6.14	2.54
Are source of relevant information on global good practices	5	8.00	2.12	17	8.00	1.41	18	7.00	1.91	15	6.73	1.71	6	7.67	.82	14	7.29	1.59	8	7.63	.92
Enhance your knowledge and/or skills	4	8.50	1.91	19	7.79	1.69	16	7.00	2.10	16	7.56	1.63	6	7.50	1.38	14	7.57	1.34	7	7.29	1.25
Are adequately disseminated	5	6.60	2.30	19	5.89	2.38	18	6.11	2.30	15	5.93	2.28	6	6.00	.89	15	5.13	1.85	7	5.57	1.51
Are translated enough into local language*	5	6.40	3.29	19	3.79	1.99	17	5.24	2.41	14	3.50	2.38	5	2.80	2.49	14	4.14	1.92	6	2.83	.75
Are adaptable to Madagascar's specific development challenges and country circumstances	5	6.20	1.48	15	6.13	2.23	16	5.94	2.14	14	5.43	2.14	6	6.17	2.64	16	5.56	1.97	7	5.86	1.57

\*Significantly different between stakeholder groups

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	5	7.00	1.87	24	7.08	2.62	19	6.42	1.89	16	6.25	2.29	6	6.00	1.67	15	6.47	1.73	8	6.50	.76
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	5	7.20	.84	22	7.68	1.96	20	7.35	1.63	15	6.93	2.25	6	7.00	1.55	17	6.71	1.57	7	6.43	1.27

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality)

**E. Working with the World Bank Group**

To what extent does each of the following aspects of the World Bank Group's technical assistance/advisory work contribute to solving Madagascar's development challenges?

(1-To no degree at all, 10-To a very significant degree)

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Conceptualization	5	6.00	2.00	23	6.39	2.21	17	6.12	1.50	17	5.65	1.58	6	7.33	1.37	16	6.19	1.76	8	6.25	1.04
Design	5	6.20	1.79	23	6.87	1.96	17	6.18	1.74	17	5.59	1.46	6	6.83	2.40	17	6.18	1.67	8	6.50	.93
Implementation*	5	5.80	1.30	25	7.72	1.43	18	5.61	2.06	17	6.00	2.06	6	7.17	2.32	15	5.93	1.98	8	6.38	2.26
Evaluation	5	5.80	1.30	24	7.17	2.01	15	5.53	2.53	17	6.65	2.40	6	7.17	3.54	17	6.12	2.29	7	6.00	1.83

\*Significantly different between stakeholder groups

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	3	4.00	1.73	21	5.14	2.63	14	4.64	2.56	11	4.55	1.97	5	4.40	3.58	12	4.67	1.92	4	4.25	1.26
The World Bank Group effectively monitors and evaluates the projects and programs it supports	5	5.60	1.52	23	7.57	1.38	18	6.11	2.35	16	6.88	1.71	6	6.83	3.19	15	6.60	1.64	8	5.63	2.26
The World Bank Group's approvals and reviews are done in a timely fashion	5	4.80	1.10	22	6.50	2.37	15	5.73	2.49	12	5.08	1.68	5	5.60	2.51	10	5.20	1.55	4	4.50	1.73
The World Bank Group's "Safeguard Policy" requirements are reasonable	3	5.67	2.08	9	6.56	2.40	16	5.50	2.39	7	6.14	1.86	4	4.50	3.32	7	5.86	1.77	4	4.75	1.71
The World Bank Group's conditions on its lending are reasonable	4	6.50	2.65	19	6.53	2.78	17	5.94	2.77	9	5.11	1.96	5	5.40	3.58	14	5.79	2.42	5	6.40	1.52
The World Bank Group takes decisions quickly in Madagascar	5	4.20	1.79	21	5.43	2.73	15	5.27	2.37	14	5.21	1.97	5	5.00	3.08	13	5.23	2.24	6	5.50	1.76
Working with the World Bank Group increases Madagascar's institutional capacity	4	6.00	2.16	24	7.71	1.88	17	5.94	2.73	14	6.64	2.06	6	5.50	2.95	16	6.25	1.91	7	6.14	1.57
The World Bank Group ensures consistency and continuity through staff changes	4	6.75	2.06	13	6.54	3.20	13	5.38	2.96	9	5.67	2.65	3	5.00	4.58	5	6.20	2.17	2	5.00	2.83
Where country systems are adequate, the World Bank Group makes appropriate use of them	4	6.25	1.26	18	7.28	2.32	14	6.57	2.28	12	6.42	1.73	3	5.67	4.51	9	6.33	1.32	5	6.80	1.64
The World Bank Group provides effective implementation support	4	5.25	2.22	22	7.32	1.94	17	6.41	2.32	13	6.85	1.91	6	6.83	2.93	13	6.31	1.49	4	5.25	3.10

**E. Working with the World Bank Group (continued)**

Which of the following best describes the way the World Bank Group operates in Madagascar? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
The World Bank Group takes too much risk in Madagascar	0.0%	3.8%	0.0%	0.0%	0.0%	0.0%	0.0%
The World Bank Group does not take enough risk in Madagascar	60.0%	46.2%	65.0%	60.0%	66.7%	47.1%	66.7%
The World Bank Group's approach to risk is appropriate	0.0%	23.1%	10.0%	0.0%	16.7%	5.9%	0.0%
Don't know	0.0%	11.5%	5.0%	13.3%	0.0%	17.6%	11.1%
Prefer not to answer	40.0%	15.4%	20.0%	26.7%	16.7%	29.4%	22.2%

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group is adequately staffed in Madagascar?	4	4.50	1.29	19	4.84	1.64	17	5.18	1.51	13	4.62	1.89	4	5.00	1.83	10	5.50	1.51	6	4.33	1.37

(1-To no degree at all, 10-To a very significant degree)

**F. Recent Trends and the Future Role of the World Bank Group in Madagascar**

Which of the following SHOULD the World Bank Group do to make itself of greater value in Madagascar? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Provide more adequate data/knowledge/statistics/figures on Madagascar's economy	40.0%	30.8%	15.0%	47.1%	33.3%	35.3%	66.7%
Collaborate more effectively with Government clients	40.0%	11.5%	15.0%	5.9%	16.7%	5.9%	11.1%
Offer more innovative financial products	20.0%	46.2%	25.0%	17.6%	33.3%	23.5%	11.1%
Improve the competitiveness of its financing compared to markets	20.0%	7.7%	15.0%	5.9%	0.0%	0.0%	0.0%
Reach out more to groups outside of Government	0.0%	19.2%	35.0%	47.1%	50.0%	52.9%	22.2%
Improve the quality of its experts as related to Madagascar's specific challenges	40.0%	3.8%	10.0%	17.6%	0.0%	17.6%	11.1%
Offer more innovative knowledge services	0.0%	0.0%	5.0%	11.8%	0.0%	5.9%	0.0%
Ensure greater selectivity in its work	0.0%	0.0%	5.0%	5.9%	16.7%	0.0%	11.1%
Increase the level of capacity development in the country	20.0%	30.8%	30.0%	11.8%	0.0%	17.6%	33.3%
Reduce the complexity of obtaining World Bank Group financing	0.0%	19.2%	25.0%	11.8%	16.7%	23.5%	22.2%
Work faster	0.0%	11.5%	10.0%	5.9%	0.0%	0.0%	0.0%
Increase the level of World Bank Group staffing in Madagascar's office	20.0%	3.8%	10.0%	0.0%	16.7%	0.0%	0.0%
Other	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%

When considering the combination of services that the World Bank Group offers in Madagascar, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Madagascar?\* (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Financial services	80.0%	34.6%	55.0%	17.6%	16.7%	5.9%	11.1%
Knowledge products	0.0%	7.7%	10.0%	47.1%	0.0%	23.5%	33.3%
Convening services	20.0%	0.0%	15.0%	11.8%	0.0%	17.6%	11.1%
None of the above	0.0%	3.8%	0.0%	5.9%	0.0%	5.9%	0.0%
The combination is appropriate for Madagascar	0.0%	50.0%	15.0%	11.8%	50.0%	29.4%	33.3%
Don't know	0.0%	3.8%	5.0%	5.9%	33.3%	17.6%	11.1%

\*Significantly different between stakeholder groups

**F. Recent Trends and the Future Role of the World Bank Group in Madagascar (continued)****Which THREE areas below would benefit most from the World Bank Group playing a leading role among international partners in Madagascar? (Choose no more than THREE)**

Percentage of Respondents (Responses combined)	Office of President/Prime Minster/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Social safety nets	20.0%	42.3%	20.0%	17.6%	33.3%	29.4%	33.3%
Public financial management	100.0%	69.2%	60.0%	58.8%	66.7%	70.6%	55.6%
Conflict resolution mechanisms	0.0%	0.0%	10.0%	11.8%	0.0%	0.0%	0.0%
Access to basic services	20.0%	38.5%	40.0%	41.2%	66.7%	47.1%	22.2%
Capacity of state institutions	60.0%	46.2%	55.0%	41.2%	33.3%	41.2%	33.3%
Jobs	80.0%	61.5%	70.0%	58.8%	50.0%	41.2%	55.6%
Improving livelihoods	0.0%	11.5%	15.0%	17.6%	16.7%	23.5%	11.1%
Social cohesion*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	22.2%
Stimulating dialogue to promote peace and stability	20.0%	11.5%	20.0%	29.4%	33.3%	17.6%	22.2%

\*Significantly different between stakeholder groups

**Which THREE areas below would benefit most from other donors in Madagascar? (Choose no more than THREE)**

Percentage of Respondents (Responses combined)	Office of President/Prime Minster/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Social safety nets	60.0%	32.0%	55.0%	18.8%	60.0%	43.8%	44.4%
Public financial management	0.0%	40.0%	30.0%	43.8%	40.0%	18.8%	11.1%
Conflict resolution mechanisms	40.0%	24.0%	20.0%	18.8%	0.0%	0.0%	11.1%
Access to basic services	40.0%	48.0%	45.0%	18.8%	20.0%	37.5%	44.4%
Capacity of state institutions	40.0%	16.0%	30.0%	25.0%	40.0%	37.5%	22.2%
Jobs	0.0%	32.0%	20.0%	43.8%	60.0%	43.8%	44.4%
Improving livelihoods	80.0%	24.0%	20.0%	37.5%	40.0%	43.8%	33.3%
Social cohesion	0.0%	16.0%	25.0%	37.5%	20.0%	18.8%	22.2%
Stimulating dialogue to promote peace and stability	40.0%	28.0%	35.0%	37.5%	0.0%	12.5%	44.4%

**What should the World Bank Group do to improve collaboration with the UN in the field? (Choose no more than THREE)**

Percentage of Respondents (Responses combined)	Office of President/Prime Minster/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Share more information about the World Bank Group's activities, products, and knowledge	80.0%	48.0%	52.6%	52.9%	50.0%	76.5%	55.6%
Collaborate on analysis, assessments and planning, including on rapid assessments on emerging crisis and changing circumstances when both institutions are engaged	40.0%	52.0%	36.8%	17.6%	50.0%	41.2%	33.3%
Develop joint or complementary projects with the UN, leveraging each organization's comparative advantages	40.0%	48.0%	73.7%	41.2%	83.3%	64.7%	55.6%
Develop guidelines, framework and tools to facilitate operational cooperation and cross-financing	60.0%	56.0%	63.2%	58.8%	66.7%	35.3%	55.6%
Organize more joint meetings and missions with the UN	40.0%	12.0%	10.5%	29.4%	0.0%	23.5%	44.4%
Involve UN experts to a greater degree in World Bank Group activities	20.0%	20.0%	21.1%	29.4%	0.0%	0.0%	11.1%
Other	0.0%	4.0%	0.0%	5.9%	0.0%	0.0%	0.0%

### G. Communication and Information Sharing

How do you get most of your information about economic and social development issues in Madagascar? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Local newspapers	60.0%	75.0%	75.0%	64.7%	66.7%	53.3%	77.8%
International newspapers	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%
Local radio	0.0%	0.0%	0.0%	0.0%	16.7%	6.7%	0.0%
International radio	0.0%	0.0%	0.0%	11.8%	0.0%	13.3%	0.0%
Local television	40.0%	20.8%	20.0%	11.8%	33.3%	20.0%	22.2%
International television	0.0%	0.0%	5.0%	0.0%	0.0%	13.3%	0.0%
Periodicals	40.0%	16.7%	15.0%	0.0%	0.0%	6.7%	11.1%
Internet	60.0%	66.7%	75.0%	82.4%	50.0%	46.7%	66.7%
Social media	0.0%	4.2%	5.0%	11.8%	0.0%	0.0%	11.1%
Blogs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mobile phones	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%
Instant messaging*	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
Other	0.0%	8.3%	0.0%	5.9%	0.0%	13.3%	0.0%

\*Significantly different between stakeholder groups

How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Blogs	0.0%	0.0%	15.0%	0.0%	0.0%	0.0%	0.0%
Direct contact with World Bank Group	40.0%	45.8%	40.0%	23.5%	66.7%	43.8%	33.3%
e-Newsletters	20.0%	58.3%	60.0%	47.1%	33.3%	56.3%	55.6%
Instant messaging	0.0%	8.3%	10.0%	23.5%	0.0%	0.0%	11.1%
World Bank Group's seminars/workshops/conferences	40.0%	12.5%	10.0%	11.8%	33.3%	25.0%	11.1%
World Bank Group's publications and other written materials	40.0%	29.2%	45.0%	35.3%	33.3%	37.5%	33.3%
Mobile phones*	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
Social media	0.0%	4.2%	5.0%	17.6%	0.0%	6.3%	22.2%
World Bank Group's website	60.0%	33.3%	10.0%	35.3%	16.7%	25.0%	22.2%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

Are you aware of the World Bank Group's Access to Information Policy under which the Bank will now disclose any information in its possession that is not a list of exceptions?\*

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Yes	20.0%	11.5%	35.0%	23.5%	83.3%	23.5%	22.2%
No	80.0%	88.5%	65.0%	76.5%	16.7%	76.5%	77.8%

\*Significantly different between stakeholder groups

Have you requested information from the World Bank Group on its activities in the past year?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Yes	20.0%	20.0%	35.0%	25.0%	40.0%	23.5%	11.1%
No	80.0%	80.0%	65.0%	75.0%	60.0%	76.5%	88.9%



**G. Communication and Information Sharing (continued)****Were you able to obtain this information?**

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Yes	100.0%	100.0%	85.7%	100.0%	100.0%	100.0%	100.0%
No	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%

**Do you have access to the Internet?**

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Yes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
No	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**Do you use/have used the World Bank Group website?**

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Yes	40.0%	57.7%	90.0%	70.6%	60.0%	88.2%	87.5%
No	60.0%	42.3%	10.0%	29.4%	40.0%	11.8%	12.5%

**Which do you primarily use?**

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
The World Bank Group's country website	40.0%	52.4%	84.2%	53.8%	40.0%	53.3%	44.4%
The World Bank Group's main website	60.0%	47.6%	15.8%	46.2%	60.0%	46.7%	55.6%

**Which Internet connection do you use primarily when visiting a World Bank Group website?**

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
High speed	80.0%	71.4%	84.2%	87.5%	60.0%	86.7%	88.9%
Dial-up	20.0%	28.6%	15.8%	12.5%	40.0%	13.3%	11.1%

**Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)**

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/ Consultant /PMU			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
I use/consult World Bank Group's data more often than I did a few years ago	5	4.80	2.05	20	5.30	2.75	19	5.47	2.61	15	6.00	2.45	5	6.00	3.39	15	6.40	2.29	9	5.33	2.78
I find the World Bank Group's websites easy to navigate	4	5.50	2.38	18	7.11	2.63	17	6.12	1.73	11	6.27	2.87	4	8.25	.50	14	6.79	1.72	8	6.00	1.93
I find the information on the World Bank Group's websites useful	4	7.00	2.94	17	7.06	2.46	17	7.06	1.56	11	6.82	2.44	4	8.00	1.41	15	7.47	1.92	7	7.14	1.77
The World Bank Group's social media channels (e.g., Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution*	3	4.33	1.53	9	8.11	1.62	15	6.27	2.37	9	6.56	1.81	3	8.33	1.53	12	6.75	1.66	4	4.25	2.63
When I need information from the World Bank Group I know how to find it	4	6.75	2.99	16	5.94	2.74	17	6.35	2.96	14	6.43	2.38	5	8.00	1.73	14	6.50	1.99	7	4.86	2.04
The World Bank Group is responsive to my information requests and inquiries	3	5.67	4.04	12	7.33	1.97	17	6.00	2.45	11	7.09	2.26	5	7.60	1.67	9	6.44	2.13	2	7.00	1.41

\*Significantly different between stakeholder groups

**H. Background Information****Currently, do you professionally collaborate/work with the World Bank Group in your country?\***

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Yes	40.0%	52.0%	60.0%	35.3%	20.0%	6.3%	33.3%
No	60.0%	48.0%	40.0%	64.7%	80.0%	93.8%	66.7%

*\*Significantly different between stakeholder groups***Which of the following agencies of the World Bank Group do you primarily engage with in Madagascar?\*** (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
The World Bank (IDA)	100.0%	81.0%	52.6%	66.7%	75.0%	66.7%	71.4%
The International Finance Corporation (IFC)	0.0%	0.0%	31.6%	25.0%	0.0%	16.7%	14.3%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%
Other	0.0%	19.0%	15.8%	8.3%	0.0%	16.7%	14.3%

*\*Significantly different between stakeholder groups***Do your projects involve both the World Bank and IFC?**

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Yes	0.0%	10.0%	31.6%	0.0%	25.0%	30.8%	0.0%
No	100.0%	90.0%	68.4%	100.0%	75.0%	69.2%	100.0%

**If yes, what was your view on the two institutions working together in Madagascar? (Select only ONE response)**

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Working well together	-	0.0%	16.7%	-	100.0%	25.0%	-
Collaborating but needs improvement	-	50.0%	50.0%	-	0.0%	25.0%	-
In conflict	-	0.0%	16.7%	-	0.0%	0.0%	-
Don't know	-	50.0%	16.7%	-	0.0%	50.0%	-

**Which of the following describes most of your exposure to the World Bank Group in Madagascar? (Choose no more than TWO)**

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ Consultant /PMU	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tanks	Other
Observer (i.e., follow in media, discuss in informal conversations, etc.)	40.0%	30.8%	31.6%	25.0%	50.0%	47.1%	33.3%
Use World Bank Group reports/data	20.0%	26.9%	31.6%	43.8%	50.0%	47.1%	33.3%
Engage in World Bank Group related/sponsored events/activities	40.0%	11.5%	21.1%	37.5%	0.0%	29.4%	22.2%
Collaborate as part of my professional duties	40.0%	50.0%	42.1%	56.3%	33.3%	11.8%	11.1%
Use World Bank Group website for information, data, research, etc.	40.0%	42.3%	26.3%	6.3%	50.0%	17.6%	55.6%

## Appendix C: Responses to All Questions by Levels of Collaboration

### A. General Issues facing Madagascar

In general, would you say that Madagascar is headed in...?

Percentage of Respondents	Collaborators	Non-Collaborators
The right direction	27.0%	31.6%
The wrong direction	13.5%	28.1%
Not sure	59.5%	40.4%

Listed below are a number of development priorities in Madagascar. Please identify which of the following you consider the most important development priorities in Madagascar?

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Social protection	2.6%	11.9%
Transport	10.3%	10.2%
Peace and stability	20.5%	23.7%
Public sector governance/reform	38.5%	37.3%
Global/regional integration	0.0%	0.0%
Gender equity	0.0%	3.4%
Domestic private sector development	30.8%	15.3%
Foreign direct investment	12.8%	6.8%
Water and sanitation	2.6%	5.1%
Energy	20.5%	10.2%
Job creation/employment	10.3%	20.3%
Rural development	10.3%	22.0%
Financial markets	0.0%	0.0%
Urban development	5.1%	8.5%
Environmental sustainability	2.6%	5.1%
Equality of opportunity	0.0%	1.7%
Health	2.6%	3.4%
Education	25.6%	28.8%
Poverty reduction	15.4%	15.3%
Food security	7.7%	5.1%
Social cohesion	0.0%	0.0%
Climate change	0.0%	0.0%
Agricultural development	20.5%	10.2%
Trade and exports	2.6%	6.8%
Crime and violence	5.1%	10.2%
Economic growth	7.7%	8.5%
Law and justice*	7.7%	0.0%
Regulatory framework	0.0%	0.0%
Communicable/non-communicable diseases	0.0%	0.0%
Decentralization	10.3%	11.9%
Natural resource management	2.6%	6.8%
Anti corruption	25.6%	11.9%
Disaster management	0.0%	0.0%
Information and communications technology	0.0%	0.0%

\*Significantly different between respondents who do and do not collaborate with the WBG

**A. General Issues facing Madagascar (continued)**

Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Madagascar? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Water and sanitation	12.8%	13.6%
Equality of opportunity	7.7%	5.1%
Economic growth	28.2%	30.5%
Climate change	5.1%	3.4%
Global/regional integration	2.6%	1.7%
Gender equity	2.6%	5.1%
Rural development	30.8%	47.5%
Urban development	0.0%	5.1%
Regulatory framework	0.0%	3.4%
Decentralization	12.8%	11.9%
Social protection	17.9%	11.9%
Law and justice	10.3%	3.4%
Transport	7.7%	13.6%
Crime and violence	2.6%	5.1%
Communicable/non-communicable diseases	0.0%	0.0%
Information and communications technology	2.6%	3.4%
Peace and stability	2.6%	6.8%
Anti corruption	28.2%	15.3%
Domestic private sector development	10.3%	10.2%
Foreign direct investment	12.8%	5.1%
Energy	10.3%	8.5%
Public sector governance/reform	12.8%	5.1%
Social cohesion	2.6%	1.7%
Education	25.6%	25.4%
Natural resource management	10.3%	8.5%
Environmental sustainability	0.0%	0.0%
Health	2.6%	6.8%
Agricultural development	12.8%	11.9%
Disaster management	0.0%	0.0%
Job creation/employment	23.1%	20.3%
Financial markets	0.0%	1.7%
Trade and exports	0.0%	3.4%
Food security	0.0%	5.1%

**A. General Issues facing Madagascar (continued)**

Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Madagascar? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Energy*	53.8%	20.3%
Gender equity	0.0%	0.0%
Equality of opportunity	5.1%	1.7%
Global/regional integration	2.6%	3.4%
Social protection	0.0%	3.4%
Climate change	0.0%	0.0%
Anti corruption	35.9%	23.7%
Disaster management	0.0%	0.0%
Rural development	15.4%	28.8%
Foreign direct investment	25.6%	16.9%
Urban development	0.0%	5.1%
Water and sanitation	2.6%	3.4%
Trade and exports	12.8%	25.4%
Information and communications technology	5.1%	5.1%
Regulatory framework	5.1%	3.4%
Communicable/non-communicable diseases	0.0%	0.0%
Social cohesion	2.6%	1.7%
Public sector governance/reform	10.3%	16.9%
Domestic private sector development	33.3%	28.8%
Job creation/employment	15.4%	15.3%
Agricultural development	10.3%	16.9%
Food security	2.6%	1.7%
Transport	7.7%	13.6%
Peace and stability	7.7%	8.5%
Education	12.8%	11.9%
Natural resource management	20.5%	23.7%
Environmental sustainability	2.6%	3.4%
Health	0.0%	1.7%
Law and justice	2.6%	1.7%
Decentralization	7.7%	8.5%
Crime and violence	0.0%	0.0%
Financial markets	0.0%	0.0%

\*Significantly different between respondents who do and do not collaborate with the WBG

When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Madagascar? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Better employment opportunities for young people*	13.5%	38.2%
Better employment opportunities for women	8.1%	3.6%
Greater access to micro-finance for the poor	21.6%	16.4%
Greater voice and participation for citizens to help ensure greater accountability	8.1%	10.9%
Greater access to health and nutrition for citizens	24.3%	10.9%
Better entrepreneurial opportunities	32.4%	20.0%
A growing middle class	18.9%	20.0%
Better opportunity for the poor who live in rural areas	10.8%	10.9%
Better opportunity for the poor who live in urban areas	0.0%	3.6%
Consistent economic growth	13.5%	16.4%
More reliable social safety net	0.0%	1.8%
Greater equity of fiscal policy	5.4%	12.7%
Education and training that better ensure job opportunity	32.4%	20.0%
Better quality public services	16.2%	14.5%
Other	0.0%	0.0%

\*Significantly different between respondents who do and do not collaborate with the WBG

**B. Overall Attitudes toward the World Bank Group**

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Madagascar?	39	5.72	2.20	59	5.29	2.13

(1-Not familiar at all, 10-Extremely familiar)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Madagascar.	38	5.95	2.01	56	5.21	2.29

(Not effective at all, 10-Very effective)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Madagascar solve its most complicated development challenges?	34	6.32	2.24	51	5.61	2.27

(1-To no degree at all, 10-To a very significant degree)

When thinking about how the WBG can have the most impact on development results in Madagascar, in which sectoral areas do you believe the WBG should focus most of its resources in Madagascar? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Social protection	7.7%	10.2%
Peace and stability	5.1%	6.8%
Public sector governance/reform	46.2%	37.3%
Transport	17.9%	16.9%
Poverty reduction	23.1%	11.9%
Global/regional integration	2.6%	8.5%
Gender equity	0.0%	0.0%
Crime and violence	2.6%	5.1%
Rural development	12.8%	16.9%
Domestic private sector development	12.8%	15.3%
Foreign direct investment	7.7%	5.1%
Water and sanitation	0.0%	0.0%
Energy	23.1%	15.3%
Social cohesion	0.0%	0.0%
Job creation/employment	12.8%	22.0%
Financial markets	2.6%	5.1%
Urban development	2.6%	3.4%
Environmental sustainability	2.6%	1.7%
Equality of opportunity	0.0%	5.1%
Health*	2.6%	22.0%
Education	25.6%	33.9%
Food security	5.1%	6.8%
Climate change	5.1%	3.4%
Agricultural development	15.4%	8.5%
Trade and exports	5.1%	5.1%
Economic growth	10.3%	10.2%
Law and justice	7.7%	1.7%
Decentralization	7.7%	5.1%
Regulatory framework	0.0%	0.0%
Communicable/non-communicable diseases	0.0%	0.0%
Natural resource management*	12.8%	0.0%
Information and communications technology	0.0%	0.0%
Anti corruption	12.8%	11.9%
Disaster management	0.0%	0.0%

\*Significantly different between respondents who do and do not collaborate with the WBG

**B. Overall Attitudes toward the World Bank Group (continued)**

When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Madagascar?

Greatest Value		
Percentage of Respondents	Collaborators	Non-Collaborators
Convening/facilitating	10.3%	7.3%
Data and statistics	7.7%	3.6%
Policy advice, studies, analyses	5.1%	12.7%
Financial resources	30.8%	32.7%
Capacity development	10.3%	14.5%
Technical assistance	7.7%	3.6%
Mobilizing third party financial resources	7.7%	7.3%
Donor coordination	0.0%	5.5%
Linkage to non-Bank expertise	0.0%	7.3%
Strategy formulation	17.9%	5.5%
Other	2.6%	0.0%

2 <sup>nd</sup> Greatest Value		
Percentage of Respondents	Collaborators	Non-Collaborators
Convening/facilitating	10.3%	18.2%
Data and statistics	0.0%	1.8%
Policy advice, studies, analyses	5.1%	7.3%
Financial resources	25.6%	21.8%
Capacity development*	33.3%	10.9%
Technical assistance	5.1%	12.7%
Mobilizing third party financial resources	7.7%	9.1%
Donor coordination	5.1%	9.1%
Linkage to non-Bank expertise	0.0%	1.8%
Strategy formulation	5.1%	7.3%
Other	2.6%	0.0%

\*Significantly different between respondents who do and do not collaborate with the WBG

How effectively do the World Bank Group's activities below support Madagascar's efforts to achieve development results?

(1-Not effective at all, 10-Very effective)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Convening/facilitating	33	5.30	1.88	47	5.55	2.07
Data and statistics	34	6.32	1.93	50	6.54	1.90
Policy advice, studies, analyses	37	5.86	2.18	55	5.84	2.23
Financial resources	38	6.89	1.74	57	6.88	2.08
Technical assistance	38	5.97	2.03	55	5.98	1.86
Mobilizing third party financial resources	34	6.00	1.74	48	5.88	2.08
Donor coordination	33	5.82	2.04	47	5.89	2.16
Linkage to non-Bank expertise	33	4.88	2.00	45	5.20	2.08
Strategy formulation	34	6.32	2.07	52	6.00	2.12

The World Bank Group can provide capacity building support in a number of ways in Madagascar. To what degree would Madagascar benefit, if capacity building were to support...? (1-To no degree at all, 10-To a very significant degree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Groups outside of government to help them more effectively engage and participate in development efforts	38	6.89	2.02	53	6.72	2.13
The public sector, related to implementation of specific development projects on the ground	39	7.26	1.97	56	7.09	1.79
The public sector, related to changing institutions (organizations or sociopolitical conditions)	38	6.95	2.07	55	6.78	1.87
The private sector, related to institutional and policy change	37	7.30	1.98	55	7.05	2.09

**B. Overall Attitudes toward the World Bank Group (continued)**

How **EFFECTIVE** do you believe the World Bank Group is in terms of the capacity building work it does in each of the following areas in Madagascar? (1-Not effective at all, 10-Very effective)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Project implementation (or other organizational strengthening)	36	6.31	1.70	50	6.36	1.65
Citizen engagement (incorporating citizens' voices into development)	33	4.73	2.20	50	5.48	2.26
Policy design (for clarity and better incentives to achieve development goals)	35	6.03	2.12	47	6.02	2.14

When thinking about how to improve capacity building in Madagascar to help ensure better development results, looking forward, how **IMPORTANT** is it for the WBG to be involved in the following aspects of capacity building?

(1-Not important at all, 10-Very important)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Project implementation (or other organizational strengthening)	33	6.73	2.02	49	7.00	1.94
Citizen engagement (incorporating citizens' voices into development)	32	7.22	2.20	48	7.25	2.11
Policy design (for clarity and better incentives to achieve development goals)	33	7.09	2.05	50	6.60	2.23

Which of the following do you identify as the World Bank Group's greatest **WEAKNESSES** in its work in Madagascar?

(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Staff too inaccessible	12.8%	8.5%
Not exploring alternative policy options	2.6%	5.1%
Not adequately sensitive to political/social realities in Madagascar	17.9%	16.9%
Not enough public disclosure of its work	15.4%	23.7%
Arrogant in its approach	7.7%	8.5%
Not aligned with country priorities	12.8%	28.8%
The credibility of its knowledge/data	0.0%	0.0%
World Bank Group's processes too complex	15.4%	5.1%
Not willing to honestly criticize policies and reform efforts in the country*	25.6%	3.4%
Too influenced by developed countries	15.4%	23.7%
Imposing technocratic solutions without regard to political realities	17.9%	13.6%
World Bank Group's processes too slow	2.6%	8.5%
Too bureaucratic in its operational policies and procedures	2.6%	5.1%
Not aligned with other donors' work	0.0%	0.0%
Not collaborating enough with non-state actors*	5.1%	22.0%
Not client focused	5.1%	0.0%
Its advice and strategies do not lend themselves to practical problem solving	15.4%	5.1%
Not focused enough on issues that are unique to post-conflict countries	7.7%	3.4%
Inadequate number of World Bank Group staff members located in the country	7.7%	6.8%
Other	2.6%	0.0%
Don't know	0.0%	1.7%

\*Significantly different between respondents who do and do not collaborate with the WBG

Which WBG's instruments do you believe are the **MOST** effective in reducing poverty in Madagascar?

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Capacity development	28.2%	40.7%
Policy based lending / budget support to the Government	30.8%	16.9%
Knowledge products/services	10.3%	11.9%
Investment lending	48.7%	39.0%
Technical assistance	7.7%	22.0%
Trust Fund management	5.1%	8.5%
Co-financing arrangements	10.3%	3.4%
Sector-wide approaches	23.1%	39.0%
Emergency Recovery lending	5.1%	3.4%
Other	2.6%	0.0%
Don't know*	10.3%	0.0%

\*Significantly different between respondents who do and do not collaborate with the WBG



**B. Overall Attitudes toward the World Bank Group (continued)**

In addition to the regular relations with the national government as its main interlocutor, which TWO of the following should the WBG collaborate with more in your country to ensure better development results there? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Academia/think tanks/research institutes	12.8%	25.4%
Donor community	12.8%	20.3%
Media	10.3%	10.2%
NGOs*	5.1%	20.3%
Local Government	15.4%	30.5%
Private sector	64.1%	47.5%
Parliament	2.6%	0.0%
Community Based Organizations	23.1%	13.6%
Beneficiaries*	30.8%	5.1%
Foundations	0.0%	1.7%
Faith based organizations	5.1%	1.7%
UN and regional peace keeping forces	0.0%	0.0%
Emerging donors	0.0%	0.0%
UN agencies*	2.6%	15.3%
Regional organizations	2.6%	0.0%
Other	0.0%	0.0%
Don't know	0.0%	0.0%

\*Significantly different between respondents who do and do not collaborate with the WBG

**To what extent do you agree with the following statements about the World Bank Group's work in Madagascar?**

(1-Strongly disagree, 10-Strongly agree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Madagascar	38	6.79	2.42	56	6.68	2.18
The World Bank Group's work is aligned with what I consider the development priorities for Madagascar	37	5.73	2.31	54	5.39	1.75
The World Bank Group supports programs and strategies that are realistic for Madagascar	39	5.95	2.28	56	5.61	2.09
The World Bank Group treats clients and stakeholders in Madagascar with respect	35	6.43	1.75	49	6.22	2.11

**To what extent is the World Bank Group an effective development partner in Madagascar in terms of each of the following?**

(1-To no degree at all, 10-To a very significant degree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Responsiveness	36	5.75	2.10	48	5.06	2.08
Flexibility (in terms of the institution's products and services)	34	5.03	2.14	49	4.53	2.06
Flexibility (in terms of changing country circumstances)	35	5.09	2.24	48	4.73	2.04
Being inclusive	30	5.80	1.88	46	5.65	2.00
Openness	35	6.80	2.29	53	6.45	2.20
Staff accessibility	35	6.29	2.42	53	5.32	2.50
Straightforwardness and honesty	32	6.63	2.09	46	5.93	2.02
Ease of access to the people at the World Bank Group who are making decisions important to my work	28	5.68	2.29	46	5.22	2.53
Collaboration with civil society	33	5.91	2.16	50	5.96	2.05
Collaboration with the UN	20	6.20	1.58	42	6.79	2.19
Collaboration with the Government	33	6.70	1.47	49	6.80	1.55
Collaboration with other donors and development partners	27	6.41	1.91	44	6.68	2.31
Collaboration with the private sector	32	5.97	2.02	49	5.45	2.35
The speed in which it gets things accomplished on the ground	32	5.75	2.21	46	4.96	2.31
Being a long-term partner	30	7.30	1.66	41	6.90	2.07

**B. Overall Attitudes toward the World Bank Group (continued)**

To be more effective development partner in Madagascar, do you believe that the WBG should have?

(Select only ONE response)

Percentage of Respondents	Collaborators	Non-Collaborators
More local presence	66.7%	71.2%
The current level of local presence is adequate	30.8%	20.3%
Less local presence	0.0%	1.7%
Don't know	2.6%	6.8%

In the past year, have you seen more, less, or just about the same level of effective collaboration between the UN and the World Bank Group in your country? (Select only ONE response)

Percentage of Respondents	Collaborators	Non-Collaborators
More effective collaboration	5.1%	3.4%
The same level of effective collaboration	33.3%	29.3%
Less effective collaboration	17.9%	32.8%
Don't know	43.6%	34.5%

When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
The World Bank Group does not do adequate follow through/follow-up	20.5%	25.4%
There is not an adequate level of citizen/civil society participation	48.7%	45.8%
The World Bank Group is not sensitive enough to political/social realities on the ground	15.4%	25.4%
Lack of/inadequate levels of capacity in Government	41.0%	39.0%
Poor donor coordination	2.6%	6.8%
The World Bank Group works too slowly	15.4%	5.1%
The Government works inefficiently	33.3%	23.7%
Political pressures and obstacles*	43.6%	20.3%
Reforms are not well thought out in light of country challenges	33.3%	45.8%
Ongoing conflict and instability	12.8%	23.7%
Inadequate funding	10.3%	16.9%
Other	2.6%	0.0%

\*Significantly different between respondents who do and do not collaborate with the WBG

### C. World Bank Group's Effectiveness and Results

In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Madagascar? (1-Not important at all, 10-Very important)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Crime and violence*	36	5.00	2.74	51	6.39	2.58
Financial markets	35	6.69	2.04	48	7.38	1.83
Transport	38	7.95	1.56	56	8.27	1.58
Anti corruption	38	7.61	2.31	56	8.39	1.77
Law and justice	35	7.20	2.67	55	7.95	1.90
Urban development*	38	6.32	2.36	57	7.33	1.99
Environmental sustainability	35	7.17	1.93	51	7.12	2.22
Regulatory framework	31	6.77	1.96	49	6.65	2.15
Information and communications technology	38	6.45	1.91	55	6.60	2.39
Poverty reduction	36	8.14	1.81	54	8.43	1.54
Gender equity	37	5.89	2.48	52	5.90	2.55
Domestic private sector development	37	8.11	1.56	55	7.85	1.64
Foreign direct investment	36	7.47	2.09	55	7.18	1.78
Decentralization	34	7.32	2.24	54	6.80	2.47
Water and sanitation	37	6.76	1.99	53	7.55	2.24
Trade and exports	37	6.95	2.15	52	7.17	1.98
Economic growth	37	8.00	1.56	53	8.13	1.53
Energy	37	8.62	1.57	51	7.94	1.88
Disaster management	37	6.00	2.20	52	6.23	2.35
Public sector governance/reform	37	7.89	1.98	54	7.78	1.96
Job creation/employment	37	7.51	2.22	54	7.89	1.79
Social cohesion	37	5.22	2.29	52	6.04	2.26
Communicable/non-communicable diseases	38	5.37	2.21	50	5.92	2.16
Equality of opportunity	37	5.73	2.17	52	6.29	2.28
Health*	37	6.35	2.57	52	7.73	1.56
Rural development	37	7.76	2.07	52	8.38	1.67
Global/regional integration*	39	6.54	2.02	51	7.53	1.88
Food security	37	6.32	2.39	53	6.89	2.39
Natural resource management*	37	7.73	1.76	52	6.85	2.17
Peace and stability	34	6.44	2.44	47	6.74	2.32
Social protection	37	5.78	2.14	51	6.31	2.26
Climate change	36	5.53	2.05	48	6.15	2.41
Agricultural development	37	8.19	1.41	52	8.48	1.51
Education	37	8.97	1.32	53	8.81	1.16

\*Significantly different between respondents who do and do not collaborate with the WBG

**C. World Bank Group's Effectiveness and Results (continued)**

How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Madagascar? (1-Not effective at all, 10-Very effective)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Anti corruption	28	4.07	2.09	41	4.39	2.55
Information and communications technology	25	4.76	2.15	40	4.65	2.24
Transport	32	5.81	2.01	45	5.69	2.44
Crime and violence	20	3.35	1.73	39	4.31	2.26
Law and justice*	24	3.42	1.77	40	4.50	2.23
Urban development	23	4.74	2.36	42	4.88	2.34
Environmental sustainability	36	6.14	2.03	49	6.10	2.28
Regulatory framework	20	5.40	1.54	42	5.79	2.11
Communicable/non-communicable diseases	26	5.19	2.37	39	5.64	2.56
Poverty reduction	32	5.94	2.23	50	5.58	2.68
Gender equity	26	5.04	1.78	41	4.98	2.61
Domestic private sector development	32	5.09	2.19	43	5.28	2.88
Foreign direct investment	27	5.56	2.53	43	5.37	2.43
Decentralization	22	4.55	2.18	44	4.68	2.65
Water and sanitation	23	5.70	2.44	44	5.52	2.41
Trade and exports	24	5.21	2.47	41	4.73	2.48
Economic growth	30	6.03	2.40	43	5.63	2.60
Energy	24	5.17	2.32	42	4.93	2.54
Disaster management	25	5.92	1.63	41	5.46	2.18
Public sector governance/reform	27	5.41	2.14	48	4.83	2.60
Job creation/employment	26	4.50	2.02	46	4.52	2.34
Social cohesion	21	3.62	2.09	40	4.23	2.11
Financial markets	21	3.95	2.20	35	4.40	2.55
Equality of opportunity	18	4.72	2.14	39	4.49	2.50
Health	28	6.18	2.14	51	6.43	2.08
Rural development	30	5.37	2.04	49	5.41	2.49
Global/regional integration	21	5.14	1.82	39	4.95	2.01
Food security	25	5.32	2.27	49	5.49	2.62
Education	30	5.87	1.93	53	5.92	2.47
Peace and stability	22	4.18	2.11	39	4.36	2.50
Social protection	24	4.54	2.52	44	4.32	2.61
Climate change	18	5.00	2.25	38	4.39	2.22
Agricultural development	26	4.96	2.16	46	5.26	2.35
Natural resource management	22	5.50	2.15	40	4.78	2.38

\*Significantly different between respondents who do and do not collaborate with the WBG

Where are the WBG's decisions made primarily that support the program in Madagascar? (Select only ONE response)

Percentage of Respondents	Collaborators	Non-Collaborators
At the Headquarters (in Washington D.C.)	83.3%	67.2%
In the country	8.3%	6.9%
Don't know	8.3%	25.9%

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Madagascar?	38	5.87	1.74	55	5.71	1.72

(1-To no degree at all, 10-To a very significant degree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group help to build/strengthen existing country systems in Madagascar?	38	6.00	1.45	54	5.70	1.85

(1-To no degree at all, 10-To a very significant degree)

### C. World Bank Group's Effectiveness and Results (continued)

To what extent do you agree with the following statements about the World Bank Group in Madagascar?

(1-Strongly disagree, 10-Strongly agree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Madagascar	37	5.73	1.90	53	5.42	2.26
The World Bank Group meets Madagascar's needs for knowledge services	36	6.31	2.15	56	5.52	2.37

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group measures and corrects its work in real time in Madagascar?	36	5.56	2.03	46	5.67	2.26

(1-To no degree at all, 10-To a very significant degree)

### D. The World Bank Group's Knowledge Work and Activities

How frequently do you consult WBG's knowledge work and activities in the work you do? (Select only ONE response)

Percentage of Respondents	Collaborators	Non-Collaborators
Weekly	5.3%	10.2%
Monthly	28.9%	18.6%
A few times a year	44.7%	42.4%
Rarely	21.1%	28.8%

In Madagascar, to what extent do you believe that the World Bank Group's knowledge work and activities:

(1-To no degree at all, 10-To a very significant degree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Are timely	35	6.94	1.76	47	6.91	1.85
Include appropriate level of stakeholder involvement during preparation	27	5.56	2.41	44	5.52	2.15
Are relevant to Madagascar's development priorities	35	6.14	2.00	51	6.22	1.87
Lead to practical solutions	33	5.45	2.22	49	5.86	1.86
Are accessible (well written and easy to understand)	33	6.24	1.97	49	6.63	2.02
Are source of relevant information on global good practices	35	7.14	1.75	46	7.57	1.39
Enhance your knowledge and/or skills	33	7.36	1.76	47	7.62	1.58
Are adequately disseminated	34	5.76	2.27	49	5.92	1.96
Are translated enough into local language	32	4.06	2.41	46	4.26	2.32
Are adaptable to Madagascar's specific development challenges and country circumstances	31	5.32	1.90	46	6.13	1.95

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	37	6.73	1.87	54	6.44	2.15
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	38	7.42	1.57	52	6.94	1.85

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality)

### E. Working with the World Bank Group

To what extent does each of the following aspects of the World Bank Group's technical assistance/advisory work contribute to solving Madagascar's development challenges? (1-To no degree at all, 10-To a very significant degree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
Conceptualization	34	6.24	1.65	56	6.11	1.70
Design	35	6.46	1.58	56	6.18	1.81
Implementation	36	6.36	1.99	56	6.50	2.03
Evaluation	34	6.15	2.12	55	6.62	2.42

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	27	5.00	2.11	40	4.45	2.40
The World Bank Group effectively monitors and evaluates the projects and programs it supports	37	6.62	1.99	52	6.67	2.00
The World Bank Group's approvals and reviews are done in a timely fashion	32	5.63	2.06	39	5.64	2.12
The World Bank Group's "Safeguard Policy" requirements are reasonable	21	5.71	2.37	28	5.75	2.15
The World Bank Group's conditions on its lending are reasonable	28	6.21	2.51	42	5.86	2.52
The World Bank Group takes decisions quickly in Madagascar	32	5.41	2.24	45	5.13	2.22
Working with the World Bank Group increases Madagascar's institutional capacity	33	6.64	2.22	53	6.58	2.26
The World Bank Group ensures consistency and continuity through staff changes	20	5.60	3.03	29	6.10	2.70
Where country systems are adequate, the World Bank Group makes appropriate use of them	25	6.88	2.07	38	6.53	2.06
The World Bank Group provides effective implementation support	33	6.79	2.00	44	6.52	2.20

Which of the following best describes the way the World Bank Group operates in Madagascar? (Select only ONE response)

Percentage of Respondents	Collaborators	Non-Collaborators
The World Bank Group takes too much risk in Madagascar	2.6%	0.0%
The World Bank Group does not take enough risk in Madagascar	52.6%	60.3%
The World Bank Group's approach to risk is appropriate	10.5%	8.6%
Don't know	7.9%	8.6%
Prefer not to answer	26.3%	22.4%

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group is adequately staffed in Madagascar?	32	4.91	1.63	42	4.95	1.56

(1-To no degree at all, 10-To a very significant degree)

### F. Recent Trends and the Future Role of the World Bank Group in Madagascar

Which of the following SHOULD the WBG do to make itself of greater value in Madagascar? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Provide more adequate data/knowledge/statistics/figures on Madagascar's economy	30.8%	37.3%
Collaborate more effectively with Government clients	10.3%	13.6%
Offer more innovative financial products	23.1%	32.2%
Improve the competitiveness of its financing compared to markets	2.6%	10.2%
Reach out more to groups outside of Government	35.9%	33.9%
Improve the quality of its experts as related to Madagascar's specific challenges	17.9%	8.5%
Offer more innovative knowledge services	2.6%	5.1%
Ensure greater selectivity in its work	5.1%	3.4%
Increase the level of capacity development in the country	25.6%	20.3%
Reduce the complexity of obtaining World Bank Group financing	20.5%	18.6%
Work faster	7.7%	5.1%
Increase the level of World Bank Group staffing in Madagascar's office	5.1%	5.1%
Other	2.6%	0.0%

When considering the combination of services that the WBG offers in Madagascar, and taking into account its limited level of resources, which ONE of the following do you believe the WBG should offer more of in Madagascar? (Select only ONE response)

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Financial services	38.5%	25.4%
Knowledge products	15.4%	22.0%
Convening services	7.7%	11.9%
None of the above	5.1%	1.7%
The combination is appropriate for Madagascar	25.6%	30.5%
Don't know	7.7%	8.5%

Which THREE areas below would benefit most from the World Bank Group playing a leading role among international partners in Madagascar? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Social safety nets	20.5%	32.2%
Public financial management	76.9%	59.3%
Conflict resolution mechanisms	2.6%	5.1%
Access to basic services	48.7%	33.9%
Capacity of state institutions	46.2%	44.1%
Jobs	69.2%	54.2%
Improving livelihoods	10.3%	18.6%
Social cohesion	0.0%	3.4%
Stimulating dialogue to promote peace and stability	12.8%	23.7%

Which THREE areas below would benefit most from other donors in Madagascar? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Social safety nets*	57.9%	28.6%
Public financial management	21.1%	37.5%
Conflict resolution mechanisms	15.8%	16.1%
Access to basic services	42.1%	35.7%
Capacity of state institutions	26.3%	28.6%
Jobs*	18.4%	44.6%
Improving livelihoods	28.9%	37.5%
Social cohesion	28.9%	16.1%
Stimulating dialogue to promote peace and stability*	42.1%	19.6%

\*Significantly different between respondents who do and do not collaborate with the WBG

**F. Recent Trends and the Future Role of the World Bank Group in Madagascar (continued)****What should the World Bank Group do to improve collaboration with the UN in the field? (Choose no more than THREE)**

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Share more information about the World Bank Group's activities, products, and knowledge	55.3%	56.9%
Collaborate on analysis, assessments and planning, including on rapid assessments on emerging crisis and changing circumstances when both institutions are engaged	34.2%	44.8%
Develop joint or complementary projects with the UN, leveraging each organization's comparative advantages	52.6%	56.9%
Develop guidelines, framework and tools to facilitate operational cooperation and cross-financing	65.8%	46.6%
Organize more joint meetings and missions with the UN	23.7%	17.2%
Involve UN experts to a greater degree in World Bank Group activities	15.8%	17.2%
Other	2.6%	1.7%

**G. Communication and Information Sharing****How do you get most of your information about economic and social development issues in Madagascar?****(Choose no more than TWO)**

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Local newspapers	67.6%	69.0%
International newspapers	0.0%	1.7%
Local radio	2.7%	1.7%
International radio	2.7%	5.2%
Local television	21.6%	19.0%
International television	5.4%	1.7%
Periodicals	10.8%	10.3%
Internet	75.7%	62.1%
Social media	5.4%	5.2%
Blogs	0.0%	0.0%
Mobile phones	2.7%	1.7%
Instant messaging	0.0%	1.7%
Other	5.4%	5.2%

**How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)**

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Blogs	5.3%	1.7%
Direct contact with World Bank Group	44.7%	39.7%
e-Newsletters	60.5%	44.8%
Instant messaging	13.2%	6.9%
World Bank Group's seminars/workshops/conferences	10.5%	20.7%
World Bank Group's publications and other written materials	39.5%	34.5%
Mobile phones	0.0%	1.7%
Social media	7.9%	8.6%
World Bank Group's website	18.4%	31.0%
Other	0.0%	0.0%

**Are you aware of the World Bank Group's Access to Information Policy under which the Bank will now disclose any information in its possession that is not a list of exceptions?**

Percentage of Respondents	Collaborators	Non-Collaborators
Yes	25.6%	23.7%
No	74.4%	76.3%

**Have you requested information from the World Bank Group on its activities in the past year?**

Percentage of Respondents	Collaborators	Non-Collaborators
Yes	29.7%	22.4%
No	70.3%	77.6%

**Were you able to obtain this information?**

Percentage of Respondents	Collaborators	Non-Collaborators
Yes	90.9%	100.0%
No	9.1%	0.0%

**Do you have access to the Internet?**

Percentage of Respondents	Collaborators	Non-Collaborators
Yes	100.0%	100.0%
No	0.0%	0.0%



**G. Communication and Information Sharing (continued)****Do you use/have used the World Bank Group website?**

Percentage of Respondents	Collaborators	Non-Collaborators
Yes	71.8%	73.7%
No	28.2%	26.3%

**Which do you primarily use?**

Percentage of Respondents	Collaborators	Non-Collaborators
The World Bank Group's country website	50.0%	61.5%
The World Bank Group's main website	50.0%	38.5%

**Which Internet connection do you use primarily when visiting a World Bank Group website?**

Percentage of Respondents	Collaborators	Non-Collaborators
High speed	82.9%	81.5%
Dial-up	17.1%	18.5%

**Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)**

	Currently, do you professionally collaborate/work with the World Bank Group in your country?					
	Yes			No		
	N	Mean	SD	N	Mean	SD
I use/consult World Bank Group's data more often than I did a few years ago	35	5.49	2.42	51	5.73	2.65
I find the World Bank Group's websites easy to navigate.*	30	5.93	2.20	44	6.95	2.08
I find the information on the World Bank Group's websites useful.	29	6.86	2.13	44	7.39	1.94
The World Bank Group's social media channels are valuable sources of information about the institution	22	6.14	2.12	32	6.94	2.20
When I need information from the World Bank Group I know how to find it	33	6.09	2.82	42	6.45	2.29
The World Bank Group is responsive to my information requests and inquiries	26	6.38	2.30	31	6.94	2.16

\*Significantly different between respondents who do and do not collaborate with the WBG

**H. Background Information****Which of the following agencies of the World Bank Group do you primarily engage with in Madagascar? (Select all that apply)**

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
The World Bank (IDA)	73.7%	61.5%
The International Finance Corporation (IFC)	15.8%	15.4%
The Multilateral Investment Guarantee Agency (MIGA)	2.6%	0.0%
Other	7.9%	23.1%

**Do your projects involve both the World Bank and IFC?**

Percentage of Respondents	Collaborators	Non-Collaborators
Yes	22.9%	14.6%
No	77.1%	85.4%

**If yes, what was your view on the two institutions working together in Madagascar? (Select only ONE response)**

Percentage of Respondents	Collaborators	Non-Collaborators
Working well together	25.0%	16.7%
Collaborating but needs improvement	37.5%	33.3%
In conflict	12.5%	0.0%
Don't know	25.0%	50.0%

**Which of the following describes most of your exposure to the WBG in Madagascar? (Choose no more than TWO)**

Percentage of Respondents (Responses combined)	Collaborators	Non-Collaborators
Observer (i.e., follow in media, discuss in informal conversations, etc.)*	13.2%	48.3%
Use World Bank Group reports/data	23.7%	41.4%
Engage in World Bank Group related/sponsored events/activities	21.1%	24.1%
Collaborate as part of my professional duties*	71.1%	15.5%
Use World Bank Group website for information, data, research, etc.	31.6%	31.0%

\*Significantly different between respondents who do and do not collaborate with the WBG

## Appendix D: Indicator Questions as a Function of Exposure to the World Bank Group

Indicator Question	Currently, do you professionally collaborate/work with the World Bank Group in your country?		Which of the following describes most of your exposure to the World Bank Group in Madagascar? (Choose no more than TWO)									
	No Mean	Yes Mean	Observer		Use WB reports/data		Engage in WB activities		Collaborate		Use WB website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
Overall, please rate your impression of the World Bank Group's effectiveness in Madagascar.	5.21	5.95	6.00	4.60	5.19	6.17	5.37	6.19	5.28	6.00	5.57	5.52
To what extent do you believe the World Bank Group's staff is well prepared to help Madagascar solve its most complicated development challenges?	5.61	6.32	6.17	5.48	5.52	6.69	5.86	6.24	5.67	6.38	6.12	5.59
Overall the World Bank Group currently plays a relevant role in development in Madagascar	6.68	6.79	6.98	6.34	6.42	7.42	6.76	6.81	6.76	6.78	6.63	7.06
The World Bank Group's work is aligned with what I consider the development priorities for Madagascar	5.39	5.73	5.79	5.32	5.47	5.91	5.47	6.20	5.59	5.69	5.57	5.76
Responsiveness	5.06	5.75	5.43	5.33	5.27	5.66	5.29	5.75	5.20	5.67	5.42	5.35
Flexibility (in terms of the institution's products and services)	4.53	5.03	4.72	4.69	4.55	5.04	4.54	5.25	4.53	4.94	4.86	4.36
Flexibility (in terms of changing country circumstances)	4.73	5.09	4.87	4.74	4.68	5.15	4.62	5.65	4.74	4.94	4.95	4.58
Being inclusive	5.65	5.80	5.88	5.67	5.54	6.38	5.74	6.07	5.70	5.94	5.85	5.68
Openness	6.45	6.80	6.93	6.14	6.44	7.09	6.55	7.10	6.44	7.03	6.51	7.04
Staff accessibility	5.32	6.29	6.15	4.87	5.34	6.41	5.54	6.33	5.39	6.26	5.68	5.80
Straightforwardness and honesty	5.93	6.62	6.65	5.58	6.12	6.69	6.15	6.94	5.89	6.94	6.41	6.16
Ease of access to the people at the World Bank Group who are making decisions important to my work	5.22	5.68	5.71	4.72	4.98	6.07	5.15	6.17	5.23	5.63	5.35	5.48
Collaboration with civil society	5.96	5.91	6.05	5.62	5.56	6.57	5.85	6.16	5.86	6.00	5.82	6.11
Collaboration with the UN	6.79	6.20	6.50	6.69	6.58	6.61	6.47	7.00	6.76	6.27	6.33	7.29
Collaboration with the Government	6.80	6.70	6.74	6.93	6.69	7.04	6.77	6.94	6.73	6.91	6.80	6.81
Collaboration with other donors and development partners	6.68	6.41	6.77	6.32	6.39	6.96	6.48	7.00	6.51	6.71	6.43	7.06
Collaboration with the private sector	5.45	5.97	5.94	5.30	5.47	6.19	5.55	6.29	5.56	5.94	5.68	5.77
The speed in which it gets things accomplished on the ground	4.96	5.75	5.62	4.75	5.00	5.93	5.10	6.29	5.09	5.73	5.38	5.31
Being a long-term partner	6.90	7.30	7.37	6.60	6.80	7.64	7.05	7.29	6.76	7.59	7.02	7.27
To what extent does the World Bank Group's work help to achieve development results in Madagascar?	5.71	5.87	5.92	5.66	5.65	6.19	5.74	6.14	5.70	6.03	5.92	5.63
To what extent does the World Bank Group help to build/strengthen existing country systems in Madagascar?	5.70	6.00	6.10	5.36	5.65	6.24	5.77	6.11	5.59	6.22	5.84	5.83
The World Bank Group's financial instruments meet the needs of Madagascar	5.42	5.73	5.60	5.52	5.36	6.00	5.47	6.00	5.53	5.64	5.87	5.00
The World Bank Group meets Madagascar's needs for knowledge services	5.52	6.31	6.45	4.94	5.51	6.69	5.73	6.60	5.41	6.74	5.92	5.90
The World Bank Group's knowledge work and activities are adaptable to Madagascar's specific development challenges and country circumstances	6.13	5.32	6.00	5.58	5.51	6.56	5.89	5.80	5.84	5.91	5.80	6.00
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.44	6.73	6.78	6.31	6.31	7.21	6.48	7.21	6.51	6.81	6.81	6.27
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	6.94	7.42	7.48	6.63	6.96	7.59	7.10	7.55	7.02	7.47	7.16	7.28
The World Bank Group takes decisions quickly in Madagascar	5.13	5.41	5.39	5.12	5.17	5.63	5.16	6.00	5.11	5.56	5.44	5.07
Where country systems are adequate, the World Bank Group makes appropriate use of them	6.53	6.88	6.98	6.30	6.63	6.95	6.55	7.36	6.49	7.08	6.70	6.80

Yellow highlight indicates significant difference between Yes and No mean.

## Appendix E: Indicator Questions by Stakeholder Groups

	Which of the following best describes your current position?																				
	Office of President/Prime Minister/Minister			Employee of a Ministry/Consultant/PMU			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tanks			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Madagascar.	5	5.20	1.79	24	6.08	2.12	20	5.45	2.44	16	5.38	2.36	6	5.00	2.19	16	5.25	2.29	8	5.38	2.00
To what extent do you believe the World Bank Group's staff is well prepared to help Madagascar solve its most complicated development challenges?	5	5.20	1.30	18	7.28	2.30	20	5.55	2.31	15	5.93	2.40	6	5.50	2.51	16	5.44	2.06	7	5.29	2.14
Overall the World Bank Group currently plays a relevant role in development in Madagascar	5	7.20	2.05	24	7.92	2.06	19	6.42	2.27	16	5.88	2.09	6	6.17	2.79	17	6.65	2.50	9	6.11	1.62
The World Bank Group's work is aligned with what I consider the development priorities for Madagascar	5	6.60	2.30	22	6.64	1.89	19	5.37	2.50	16	5.19	1.64	6	4.83	2.40	17	5.18	1.59	8	4.88	1.55
Responsiveness	5	6.40	2.07	21	6.29	2.37	19	5.42	2.17	14	4.93	2.20	6	4.67	1.86	13	4.77	1.83	8	4.25	1.49
Flexibility (in terms of the institution's products and services)	5	5.20	2.39	20	4.60	2.33	18	4.94	2.58	14	4.71	2.02	5	4.40	2.70	13	4.54	1.33	9	4.33	1.58
Flexibility (in terms of changing country circumstances)	3	6.67	2.52	21	4.76	2.26	18	4.72	2.59	15	4.93	1.79	5	4.40	2.70	14	5.00	1.84	8	4.00	1.31
Being inclusive	4	4.50	1.91	21	6.24	2.32	16	5.44	2.19	11	5.82	1.94	4	5.25	2.63	12	5.67	1.61	9	5.89	1.05
Openness	3	8.67	.58	23	7.30	2.27	19	6.11	2.66	15	5.93	2.31	6	6.83	2.93	15	6.73	1.44	9	6.00	1.50
Staff accessibility	4	6.50	1.29	24	6.08	2.47	17	6.00	2.74	14	5.64	2.82	6	5.50	2.95	16	5.25	2.08	9	4.56	2.55
Straightforwardness and honesty	4	7.75	1.71	17	7.18	1.85	17	6.47	2.43	13	5.92	1.93	6	5.00	2.53	16	5.75	1.69	7	5.43	1.90
Ease of access to the people at the World Bank Group who are making decisions important to my work	3	6.67	1.15	21	5.52	2.16	14	5.43	2.71	11	5.00	2.93	6	5.67	3.01	12	5.17	2.21	9	4.78	2.05
Collaboration with civil society	4	6.75	2.22	19	5.95	1.99	18	5.94	2.62	15	5.73	2.22	6	6.50	2.81	16	5.75	1.65	7	5.29	1.60
Collaboration with the UN	3	8.00	1.73	16	6.63	2.22	14	6.36	1.60	9	5.67	2.45	3	7.33	2.52	12	7.08	1.56	7	5.86	2.41
Collaboration with the Government	4	7.25	2.22	23	7.48	1.31	18	6.39	1.61	12	6.50	1.38	5	6.60	2.07	13	6.31	1.11	9	6.67	1.66
Collaboration with other donors and development partners	3	7.33	2.52	16	6.81	2.43	18	6.33	2.20	11	5.91	2.84	4	7.50	1.73	14	7.00	1.24	7	5.57	1.62
Collaboration with the private sector	5	6.40	2.41	20	6.50	2.06	18	5.22	2.67	12	5.17	2.12	6	6.00	2.68	14	5.64	1.95	9	5.00	1.50
The speed in which it gets things accomplished on the ground	4	6.75	2.75	22	6.00	2.43	16	4.75	2.35	12	5.33	2.19	6	5.00	2.76	12	5.00	1.76	8	4.38	2.39
Being a long-term partner	3	7.00	2.00	20	7.80	1.91	18	6.78	2.13	8	6.63	1.19	4	6.50	2.89	12	6.92	1.78	7	6.57	2.15
To what extent does the World Bank Group's work help to achieve development results in Madagascar?	5	6.20	.84	24	6.33	1.71	20	5.70	1.98	15	5.87	1.06	6	4.83	2.40	17	5.53	1.62	8	5.38	2.07
To what extent does the World Bank Group help to build/strengthen existing country systems in Madagascar?	5	6.40	.55	26	6.19	1.67	20	6.00	2.00	15	6.00	1.51	4	4.00	2.16	15	5.13	1.46	8	5.75	1.39
The World Bank Group's financial instruments meet the needs of Madagascar	5	5.20	1.10	25	6.00	2.71	19	5.74	2.08	15	5.87	1.30	5	4.00	2.35	15	5.53	1.85	8	4.25	1.28
The World Bank Group meets Madagascar's needs for knowledge services	5	5.00	2.24	23	6.39	2.52	19	5.58	2.67	16	5.75	2.18	6	5.50	2.88	16	6.13	2.06	9	5.44	1.42
The World Bank Group's knowledge work and activities are adaptable to Madagascar's specific development challenges and country circumstances	5	6.20	1.48	15	6.13	2.23	16	5.94	2.14	14	5.43	2.14	6	6.17	2.64	16	5.56	1.97	7	5.86	1.57
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	5	7.00	1.87	24	7.08	2.62	19	6.42	1.89	16	6.25	2.29	6	6.00	1.67	15	6.47	1.73	8	6.50	.76
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	5	7.20	.84	22	7.68	1.96	20	7.35	1.63	15	6.93	2.25	6	7.00	1.55	17	6.71	1.57	7	6.43	1.27
The World Bank Group takes decisions quickly in Madagascar	5	4.20	1.79	21	5.43	2.73	15	5.27	2.37	14	5.21	1.97	5	5.00	3.08	13	5.23	2.24	6	5.50	1.76
Where country systems are adequate, the World Bank Group makes appropriate use of them	4	6.25	1.26	18	7.28	2.32	14	6.57	2.28	12	6.42	1.73	3	5.67	4.51	9	6.33	1.32	5	6.80	1.64

## Appendix F: Madagascar FY 2014 Questionnaire



### **World Bank Group Country Survey FY14 – Madagascar**

The World Bank Group is interested in gauging the views of clients and partners who are either involved in development in Madagascar or who observe activities related to social and economic development. The following survey will give the World Bank Group's team that works in Madagascar, greater insight into how the Bank's work is perceived. This is one tool the World Bank Group uses to assess the views of its stakeholders, and to develop more effective strategies that support development in Madagascar.

A local independent firm has been hired to oversee the logistics of this survey. This ensures anonymity and confidentiality. We hope you'll be candid.

Finally, the survey relates to the World Bank Group's work. The World Bank Group consists of IBRD, IDA, IFC, MIGA, and ICSID. When responding to the survey, please consider the area of the World Bank Group with which you are most familiar.

**To complete the survey, please circle/check the response that most accurately reflects your opinion. If you prefer not to answer a question, please leave it blank. If you feel that you do not have an adequate amount of information on a subject, please check "Don't know".**

**PLEASE NOTE: IN SOME CASES THE SURVEY WILL ASK FOR A SPECIFIC NUMBER OF RESPONSES. PLEASE DO NOT CHOOSE ANY MORE THAN REQUESTED. IF MORE RESPONSES ARE CHOSEN, DATA CANNOT BE INCLUDED IN ANALYSIS.**

#### **SECTION A: GENERAL ISSUES FACING MADAGASCAR**

<b>A1. In general would you say that Madagascar is headed in ... ?</b>	
1	The right direction
2	The wrong direction
3	Not sure

**SECTION A: GENERAL ISSUES**

<b>A2. Listed below are a number of development priorities in Madagascar.</b>			
<b>Please identify which of the following you consider the most important development priorities in Madagascar? (Choose no more than THREE)</b>			
1	Social protection (e.g., pensions, targeted social assistance)	18	Education
2	Transport (e.g., roads, bridges, transportation)	19	Poverty reduction
3	Peace and stability	20	Food security
4	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	21	Social cohesion
5	Global/regional integration	22	Climate change (e.g., mitigation, adaptation)
6	Gender equity	23	Agricultural development
7	Domestic private sector development	24	Trade and exports
8	Foreign direct investment	25	Crime and violence
9	Water and sanitation	26	Economic growth
10	Energy	27	Law and justice (e.g., judicial system)
11	Job creation/employment	28	Regulatory framework
12	Rural development	29	Communicable/non-communicable diseases
13	Financial markets	30	Decentralization (i.e., local governance and institutions)
14	Urban development	31	Natural resource management (e.g., oil, gas, mining)
15	Environmental sustainability	32	Anti corruption
16	Equality of opportunity (i.e., equity)	33	Disaster management
17	Health	34	Information and communications technology

**SECTION A: GENERAL ISSUES**

<b>A3. Poverty reduction is a broad term that encompasses work in many different areas.</b>			
<b>Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Madagascar? (Choose no more than THREE)</b>			
1	Water and sanitation	18	Anti corruption
2	Equality of opportunity (i.e., equity)	19	Domestic private sector development
3	Economic growth	20	Foreign direct investment
4	Climate change (e.g., mitigation, adaptation)	21	Energy
5	Global/regional integration	22	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
6	Gender equity	23	Social cohesion
7	Rural development	24	Education
8	Urban development	25	Natural resource management (e.g., oil, gas, mining)
9	Regulatory framework	26	Environmental sustainability
10	Decentralization (i.e., local governance and institutions)	27	Health
11	Social protection (e.g., pensions, targeted social assistance)	28	Agricultural development
12	Law and justice (e.g., judicial system)	29	Disaster management
13	Transport (e.g., roads, bridges, transportation)	30	Job creation/employment
14	Crime and violence	31	Financial markets
15	Communicable/non-communicable diseases	32	Trade and exports
16	Information and communications technology	33	Food security
17	Peace and stability		

**PLEASE NOTE: IN SOME CASES THE SURVEY WILL ASK FOR A SPECIFIC NUMBER OF RESPONSES. PLEASE DO NOT CHOOSE ANY MORE THAN REQUESTED. IF MORE RESPONSES ARE CHOSEN, DATA CANNOT BE INCLUDED IN ANALYSIS.**

**SECTION A: GENERAL ISSUES**

<b>A4. Economic growth can be driven by a number of factors.</b>			
<b>Which THREE areas below do you believe would contribute most to generating economic growth in Madagascar? (Choose no more than THREE)</b>			
1	Energy	17	Social cohesion
2	Gender equity	18	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
3	Equality of opportunity (i.e., equity)	19	Domestic private sector development
4	Global/regional integration	20	Job creation/employment
5	Social protection (e.g., pensions, targeted social assistance)	21	Agricultural development
6	Climate change (e.g., mitigation, adaptation)	22	Food security
7	Anti corruption	23	Transport (e.g., roads, bridges, transportation)
8	Disaster management	24	Peace and stability
9	Rural development	25	Education
10	Foreign direct investment	26	Natural resource management (e.g., oil, gas, mining)
11	Urban development	27	Environmental sustainability
12	Water and sanitation	28	Health
13	Trade and exports	29	Law and justice (e.g., judicial system)
14	Information and communications technology	30	Decentralization (i.e., local governance and institutions)
15	Regulatory framework	31	Crime and violence
16	Communicable/non-communicable diseases	32	Financial markets

**SECTION A: GENERAL ISSUES**

**A5. The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "shared prosperity" in your country, which of the following TWO best illustrate how this would be achieved in Madagascar? (Choose no more than TWO)**

1	Better employment opportunities for young people
2	Better employment opportunities for women
3	Greater access to micro-finance for the poor
4	Greater voice and participation for citizens to help ensure greater accountability
5	Greater access to health and nutrition for citizens
6	Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)
7	A growing middle class
8	Better opportunity for the poor who live in rural areas
9	Better opportunity for the poor who live in urban areas
10	Consistent economic growth
11	More reliable social safety net
12	Greater equity of fiscal policy
13	Education and training that better ensure job opportunity
14	Better quality public services
15	Other (please specify): _____



**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP**

<b>B1. How familiar are you with the work of the World Bank Group in Madagascar?</b>									
1	2	3	4	5	6	7	8	9	10
Not familiar at all					Extremely familiar				

<b>B2. Overall, please rate your impression of the World Bank Group's effectiveness in Madagascar.</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not effective at all					Very effective					Don't know

<b>B3. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Madagascar solve its most complicated development challenges?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all					To a very significant degree					Don't know

<b>B4. When thinking about how the World Bank Group can have the most impact on development results in Madagascar, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Madagascar? (Choose no more than THREE)</b>			
1	Social protection (e.g., pensions, targeted social assistance)	18	Environmental sustainability
2	Peace and stability	19	Equality of opportunity (i.e., equity)
3	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	20	Health
4	Transport (e.g., roads, bridges, transportation)	21	Education
5	Poverty reduction	22	Food security
6	Global/regional integration	23	Climate change (e.g., mitigation, adaptation)
7	Gender equity	24	Agricultural development
8	Crime and violence	25	Trade and exports
9	Rural development	26	Economic growth
10	Domestic private sector development	27	Law and justice (e.g., judicial system)
11	Foreign direct investment	28	Decentralization (i.e., local governance and institutions)
12	Water and sanitation	29	Regulatory framework
13	Energy	30	Communicable/non-communicable diseases
14	Social cohesion	31	Natural resource management (e.g., oil, gas, mining)
15	Job creation/employment	32	Information and communications technology
16	Financial markets	33	Anti corruption
17	Urban development	34	Disaster management

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP**

<b>B5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Madagascar?</b>			
		<b>Greatest Value (Choose only ONE)</b>	<b>Second Greatest Value (Choose only ONE)</b>
1	Convening/facilitating	<input type="checkbox"/>	<input type="checkbox"/>
2	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
3	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
4	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
5	Capacity development (e.g., institutional development, training for staff at state institutions)	<input type="checkbox"/>	<input type="checkbox"/>
6	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
7	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
8	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
9	Linkage to non-Bank expertise (e.g., South-South knowledge sharing)	<input type="checkbox"/>	<input type="checkbox"/>
10	Strategy formulation (e.g., PRSP assistance)	<input type="checkbox"/>	<input type="checkbox"/>
11	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

<b>How effectively do the World Bank Group's activities below support Madagascar's efforts to achieve development results?</b>													
		<b>Not effective at all</b>										<b>Very effective</b>	<b>Don't know</b>
		1	2	3	4	5	6	7	8	9	10		
<b>B6</b>	Convening/facilitating	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B7</b>	Data and statistics	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B8</b>	Policy advice, studies, analyses	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B9</b>	Financial resources	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B10</b>	Technical assistance	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B11</b>	Mobilizing third party financial resources	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B12</b>	Donor coordination	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B13</b>	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B14</b>	Strategy formulation (e.g., PRSP assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

## SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

**The World Bank Group can provide capacity building support in a number of ways in Madagascar. To which degree would Madagascar benefit, if capacity building were to support...?**

		To no degree at all										To a very significant degree	Don't know
<b>B15</b>	<b>Groups outside of government</b> (e.g., civil society, media) to help them more effectively engage and participate in development efforts	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B16</b>	<b>The public sector</b> , related to implementation of specific development projects on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B17</b>	<b>The public sector</b> , related to changing institutions (organizations or sociopolitical conditions)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B18</b>	<b>The private sector</b> , related to institutional and policy change	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

**How EFFECTIVE do you believe the World Bank Group is in terms of the capacity building work it does in each of the following areas in Madagascar? (If you have NO exposure to/experience in any of the areas listed below, please respond "Don't know")**

		Not effective at all										Very effective	Don't know
<b>B19</b>	Project implementation (or other organizational strengthening)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B20</b>	Citizen engagement (incorporating citizens' voices into development)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B21</b>	Policy design (for clarity and better incentives to achieve development goals)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

**When thinking about how to improve capacity building in Madagascar to help ensure better development results, looking forward, how IMPORTANT is it for the World Bank Group to be involved in the following aspects of capacity building? (If you have NO exposure to/experience in any of the areas listed below, please respond "Don't know")**

		Not important at all										Very important	Don't know
<b>B22</b>	Project implementation (or other organizational strengthening)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B23</b>	Citizen engagement (incorporating citizens' voices into development)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B24</b>	Policy design (for clarity and better incentives to achieve development goals)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP**

<b>B25. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Madagascar? (Choose no more than TWO)</b>	
1	Staff too inaccessible
2	Not exploring alternative policy options
3	Not adequately sensitive to political/social realities in Madagascar
4	Not enough public disclosure of its work
5	Arrogant in its approach
6	Not aligned with country priorities
7	The credibility of its knowledge/data
8	World Bank Group's processes too complex
9	Not willing to honestly criticize policies and reform efforts in the country
10	Too influenced by developed countries
11	Imposing technocratic solutions without regard to political realities
12	World Bank Group's processes too slow
13	Too bureaucratic in its operational policies and procedures
14	Not aligned with other donors' work
15	Not collaborating enough with non-state actors
16	Not client focused
17	Its advice and strategies do not lend themselves to practical problem solving
18	Not focused enough on issues that are unique to post-conflict countries
19	Inadequate number of World Bank Group staff members located in the country
20	Other (please specify): _____
21	Don't know

<b>B26. Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Madagascar? (Choose no more than TWO)</b>	
1	Capacity development (e.g., institutional development, training for staff at state institutions)
2	Policy based lending / budget support to the Government
3	Knowledge products/services (analytical work, studies, surveys, etc.)
4	Investment lending (financing specific projects)
5	Technical assistance (advice, best practice, international experience, etc.)
6	Trust Fund management
7	Co-financing arrangements (i.e., with other donors)
8	Sector-wide approaches
9	Emergency Recovery lending
10	Other (please specify): _____
11	Don't know

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP**

**B27. In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there? (Choose no more than TWO)**

1	Academia/think tanks/research institutes
2	Donor community
3	Media
4	NGOs
5	Local Government
6	Private sector
7	Parliament
8	Community Based Organizations (CBOs)
9	Beneficiaries
10	Foundations
11	Faith based organizations
12	UN and regional peace keeping forces
13	Emerging donors
14	UN agencies
15	Regional organizations (e.g., COI, SADC, COMESA)
16	Other (please specify): _____
17	Don't know

**To what extent do you agree with the following statements about the World Bank Group's work in Madagascar?**

		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>B28</b>	Overall the World Bank Group currently plays a relevant role in development in Madagascar	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B29</b>	The World Bank Group's work is aligned with what I consider the development priorities for Madagascar	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B30</b>	The World Bank Group supports programs and strategies that are realistic for Madagascar	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B31</b>	The World Bank Group treats clients and stakeholders in Madagascar with respect	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP**

**To what extent is the World Bank Group an effective development partner in Madagascar, in terms of each of the following?**

		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>B32</b>	Responsiveness	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B33</b>	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B34</b>	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B35</b>	Being inclusive	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B36</b>	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B37</b>	Staff accessibility	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B38</b>	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B39</b>	Ease of access to the people at the World Bank Group who are making decisions important to my work	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B40</b>	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B41</b>	Collaboration with the UN	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B42</b>	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B43</b>	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B44</b>	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B45</b>	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B46</b>	Being a long-term partner	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

**B47. To be a more effective development partner in Madagascar, do you believe that the World Bank Group should have ... ? (Select only ONE response)**

<input type="checkbox"/> More local presence	<input type="checkbox"/> The current level of local presence is adequate	<input type="checkbox"/> Less local presence	<input type="checkbox"/> Don't know
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**B48. In the past year, have you seen more, less, or just about the same level of effective collaboration between the UN and the World Bank Group in your country? (Select only ONE response)**

<input type="checkbox"/> More effective collaboration	<input type="checkbox"/> The same level of effective collaboration	<input type="checkbox"/> Less effective collaboration	<input type="checkbox"/> Don't know
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**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP**

**B49. When World Bank Group assisted reform efforts fail or are slow to take place, which THREE of the following would you attribute this to? (Choose no more than THREE)**

1	The World Bank Group does not do adequate follow through/follow-up
2	There is not an adequate level of citizen/civil society participation
3	The World Bank Group is not sensitive enough to political/social realities on the ground
4	Lack of/inadequate levels of capacity in Government
5	Poor donor coordination
6	The World Bank Group works too slowly
7	The Government works inefficiently
8	Political pressures and obstacles
9	Reforms are not well thought out in light of country challenges
10	Ongoing conflict and instability
11	Inadequate funding
12	Other (please specify): _____

**PLEASE NOTE: IN SOME CASES THE SURVEY WILL ASK FOR A SPECIFIC NUMBER OF RESPONSES. PLEASE DO NOT CHOOSE ANY MORE THAN REQUESTED. IF MORE RESPONSES ARE CHOSEN, DATA CANNOT BE INCLUDED IN ANALYSIS.**

**SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS**

<b>C1. In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Madagascar?</b>													
		Not important at all										Very important	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Crime and violence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Law and justice (e.g., judicial system)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Regulatory framework	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Domestic private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Foreign direct investment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Decentralization (i.e., local governance and institutions)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
17	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Disaster management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
22	Social cohesion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Communicable/non-communicable diseases	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
26	Rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
27	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
28	Food security	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
29	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
30	Peace and stability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
31	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
32	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
33	Agricultural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
34	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	



**SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS**

**C2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Madagascar?** *(If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")*

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Crime and violence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Law and justice (e.g., judicial system)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Regulatory framework	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Communicable/non-communicable diseases	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Domestic private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Foreign direct investment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Decentralization (i.e., local governance and institutions)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
17	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Disaster management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
22	Social cohesion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
26	Rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
27	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
28	Food security	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
29	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
30	Peace and stability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
31	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
32	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
33	Agricultural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
34	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

**SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS**

**C3. Where are the World Bank Group's decisions made primarily that support the program in Madagascar? (Select only ONE response)**

1	At the Headquarters (in Washington D.C.)
2	In the country
3	Don't know

**C4. To what extent does the World Bank Group's work help to achieve development results in Madagascar?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all					To a very significant degree					Don't know

**C5. To what extent does the World Bank Group help to build/strengthen existing country systems (e.g., procurement, financial management, etc.) in Madagascar?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all					To a very significant degree					Don't know

**To what extent do you agree with the following statements about the World Bank Group in Madagascar?**

		Strongly disagree										Strongly agree	Don't know
C6	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Madagascar	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C7	The World Bank Group meets Madagascar's needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

**C8. To what extent do you believe the World Bank Group measures and corrects its work in real time in Madagascar?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all					To a very significant degree					Don't know

**PLEASE NOTE: IN SOME CASES THE SURVEY WILL ASK FOR A SPECIFIC NUMBER OF RESPONSES. PLEASE DO NOT CHOOSE ANY MORE THAN REQUESTED. IF MORE RESPONSES ARE CHOSEN, DATA CANNOT BE INCLUDED IN ANALYSIS.**

## SECTION D: THE WORLD BANK GROUP'S KNOWLEDGE WORK AND ACTIVITIES (i.e., ANALYSIS, STUDIES, RESEARCH, DATA, REPORTS, CONFERENCES)

<b>D1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?</b>	
1	Weekly
2	Monthly
3	A few times a year
4	Rarely
5	Never

<b>In Madagascar, to what extent do you believe that the World Bank Group's knowledge work and activities:</b>												
		To no degree at all										To a very significant degree
		1	2	3	4	5	6	7	8	9	10	Don't know
<b>D2</b>	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D3</b>	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D4</b>	Are relevant to Madagascar's development priorities	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D5</b>	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D6</b>	Are accessible (well written and easy to understand)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D7</b>	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D8</b>	Enhance your knowledge and/or skills	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D9</b>	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D10</b>	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D11</b>	Are adaptable to Madagascar's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

<b>D12. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?</b>												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Not significant at all									Very significant		Don't know	

<b>D13. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?</b>												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Very low technical quality									Very high technical quality		Don't know	

**SECTION E: WORKING WITH THE WORLD BANK GROUP**

**To what extent does each of the following aspects of the World Bank Group's technical assistance/ advisory work contribute to solving Madagascar's development challenges?**

		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>E1</b>	Conceptualization (understanding and framing the problem)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>E2</b>	Design (appraising and planning the solutions)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>E3</b>	Implementation (Executing, carrying out, monitoring and making appropriate adjustments)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>E4</b>	Evaluation (assessing the impact and results)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

**To what extent do you agree/disagree with the following statements?**

		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>E5</b>	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>E6</b>	The World Bank Group effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>E7</b>	The World Bank Group's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>E8</b>	The World Bank Group's "Safeguard Policy" requirements are reasonable	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>E9</b>	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>E10</b>	The World Bank Group takes decisions quickly in Madagascar	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>E11</b>	Working with the World Bank Group increases Madagascar's institutional capacity	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>E12</b>	The World Bank Group ensures consistency and continuity through staff changes	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>E13</b>	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>E14</b>	The World Bank Group provides effective implementation support (i.e., supervision of projects)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

**SECTION E: WORKING WITH THE WORLD BANK GROUP**

**E15. Which of the following best describes the way the World Bank Group operates in Madagascar?  
(Select only one response)**

1	The World Bank Group takes too much risk in Madagascar
2	The World Bank Group does not take enough risk in Madagascar
3	The World Bank Group's approach to risk is appropriate
4	Don't know
5	Prefer not to answer

**E16. To what extent do you believe the World Bank Group is adequately staffed in Madagascar?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all					To a very significant degree					Don't know

**PLEASE NOTE: IN SOME CASES THE SURVEY WILL ASK FOR A SPECIFIC NUMBER OF RESPONSES. PLEASE DO NOT CHOOSE ANY MORE THAN REQUESTED. IF MORE RESPONSES ARE CHOSEN, DATA CANNOT BE INCLUDED IN ANALYSIS.**

**SECTION F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN MADAGASCAR****F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Madagascar? (Choose no more than TWO)**

1	Provide more adequate data/knowledge/statistics/figures on Madagascar's economy
2	Collaborate more effectively with Government clients (e.g., national, state, local)
3	Offer more innovative financial products
4	Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)
5	Reach out more to groups outside of Government
6	Improve the quality of its experts as related to Madagascar's specific challenges
7	Offer more innovative knowledge services
8	Ensure greater selectivity in its work
9	Increase the level of capacity development in the country
10	Reduce the complexity of obtaining World Bank Group financing
11	Work faster
12	Increase the level of World Bank Group staffing in Madagascar's office
13	Other (please specify): _____

**F2. When considering the combination of services that the World Bank Group offers in Madagascar, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Madagascar? (Select only ONE response)**

1	Financial services
2	Knowledge products
3	Convening services
4	None of the above
5	The combination is appropriate for Madagascar
6	Don't know

**SECTION F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN MADAGASCAR**

<b>F3. Please answer the following questions:</b>		<b>(Choose no more than THREE for each column)</b>	
		<b>A. Which THREE areas below would benefit most from the World Bank Group playing a leading role among international partners in Madagascar?</b>	<b>B. Which THREE areas below would benefit most from other donors in Madagascar?</b>
1	Social safety nets	<input type="checkbox"/>	<input type="checkbox"/>
2	Public financial management	<input type="checkbox"/>	<input type="checkbox"/>
3	Conflict resolution mechanisms	<input type="checkbox"/>	<input type="checkbox"/>
4	Access to basic services	<input type="checkbox"/>	<input type="checkbox"/>
5	Capacity of state institutions	<input type="checkbox"/>	<input type="checkbox"/>
6	Jobs	<input type="checkbox"/>	<input type="checkbox"/>
7	Improving livelihoods	<input type="checkbox"/>	<input type="checkbox"/>
8	Social cohesion	<input type="checkbox"/>	<input type="checkbox"/>
9	Stimulating dialogue to promote peace and stability	<input type="checkbox"/>	<input type="checkbox"/>

<b>F4. What should the World Bank Group do to improve collaboration with the UN in the field? (Choose no more than THREE)</b>	
1	Share more information about the World Bank Group's activities, products, and knowledge
2	Collaborate on analysis, assessments and planning, including on rapid assessments on emerging crisis and changing circumstances when both institutions are engaged
3	Develop joint or complementary projects with the UN, leveraging each organization's comparative advantages
4	Develop guidelines, framework and tools to facilitate operational cooperation and cross-financing
5	Organize more joint meetings and missions with the UN
6	Involve UN experts to a greater degree in World Bank Group activities
7	Other (please specify): _____

**SECTION G: COMMUNICATION AND INFORMATION SHARING****G1. How do you get most of your information about economic and social development issues in Madagascar? (Choose no more than TWO)**

1	Local newspapers
2	International newspapers
3	Local radio
4	International radio
5	Local television
6	International television
7	Periodicals
8	Internet
9	Social media (e.g., Facebook, Twitter, YouTube, Flickr)
10	Blogs
11	Mobile phones
12	Instant messaging
13	Other (please specify): _____

**G2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)**

1	Blogs
2	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
3	e-Newsletters
4	Instant messaging
5	World Bank Group's seminars/workshops/conferences
6	World Bank Group's publications and other written materials
7	Mobile phones
8	Social media (e.g., Facebook, Twitter, YouTube, Flickr)
9	World Bank Group's website
10	Other (please specify): _____

<b>G3</b>	Are you aware of the World Bank Group's Access to Information Policy under which the Bank will now disclose any information in its possession that is not on a list of exceptions?	<b>Yes</b>	<b>No</b>
<b>G4</b>	Have you requested information from the World Bank Group on its activities in the past year? (If YES please go to Question G5; if NO please go to G6)	<b>Yes</b>	<b>No</b>
<b>G5</b>	Were you able to obtain this information?	<b>Yes</b>	<b>No</b>
<b>G6</b>	Do you have access to the Internet?	<b>Yes</b>	<b>No</b>
<b>G7</b>	Do you use/have you used the World Bank Group website?	<b>Yes</b>	<b>No</b>



**SECTION G: COMMUNICATION AND INFORMATION SHARING****G8. Which do you primarily use? (Select only ONE response)**

1	The World Bank Group's country website ( <a href="http://www.worldbank.org/madagascar">www.worldbank.org/madagascar</a> or <a href="http://www.banquemondiale.org/madagascar">www.banquemondiale.org/madagascar</a> )
2	The World Bank Group's main website ( <a href="http://www.worldbank.org">www.worldbank.org</a> )

**G9. Which Internet connection do you use primarily when visiting a World Bank Group website? (Select only ONE response)**

1	High speed
2	Dial-up

**Please rate how much you agree with the following statements.**

		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>G10</b>	I use/consult World Bank Group's data more often than I did a few years ago												<input type="checkbox"/>
<b>G11</b>	I find the World Bank Group's websites easy to navigate. <i>(Only answer if you have used a World Bank Group website)</i>												<input type="checkbox"/>
<b>G12</b>	I find the information on the World Bank Group's websites useful. <i>(Only answer if you have used a World Bank Group website)</i>												<input type="checkbox"/>
<b>G13</b>	The World Bank Group's social media channels (e.g., Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution												<input type="checkbox"/>
<b>G14</b>	When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.)												<input type="checkbox"/>
<b>G15</b>	The World Bank Group is responsive to my information requests and inquiries												<input type="checkbox"/>

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**SECTION H: BACKGROUND INFORMATION**

<b>H1. Which of the following best describes your current position? (Select only ONE response)</b>	
1	Office of the President, Prime Minister
2	Office of Minister
3	Office of Parliamentarian
4	Employee of a Ministry, Ministerial Department or Implementation Agency
5	Consultant/Contractor working on World Bank Group supported project/program
6	Project Management Unit (PMU) overseeing implementation of project
7	Local Government Office or Staff
8	Bilateral Agency
9	Multilateral Agency
10	Private Sector Organization
11	Private Foundation
12	Financial Sector/Private Bank
13	NGO
14	Community Based Organization
15	Media (Press, Radio, TV, Web, etc.)
16	Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)
17	Trade Union
18	Faith-Based Group
19	Academia/Research Institute/Think Tank
20	Judiciary Branch
21	Other (please specify): _____

<b>H2. Please identify the primary specialization of your work. (Select only ONE response)</b>			
1	Agriculture/ rural development / food security	11	Natural resource management / environmental sustainability
2	Climate change / disaster management	12	Private sector development / foreign direct investment
3	Education	13	Public sector governance / public financial management / anti corruption
4	Energy	14	Social protection
5	Financial markets / banking	15	Transport
6	Gender equity / equality of opportunity	16	Urban development
7	Health / communicable/non-communicable diseases	17	Water and sanitation
8	Information and communications technology	18	Generalist
9	Job creation/employment	19	Other (please specify): _____
10	Law and justice / regulatory framework		

**SECTION H: BACKGROUND INFORMATION**

**H3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IDA, IFC, or MIGA) in your country?**

- |   |     |
|---|-----|
| 1 | Yes |
| 2 | No  |

**H4. Which of the following agencies of the World Bank Group do you primarily engage with in Madagascar? (Select only ONE response)**

- |   |   |
|---|---|
| 1 | The World Bank (IDA)                                |
| 2 | The International Finance Corporation (IFC)         |
| 3 | The Multilateral Investment Guarantee Agency (MIGA) |
| 4 | Other (please specify): _____                       |

**H5. Do your projects involve both the World Bank and the IFC?**  
*(If YES please go to Question H6; If NO please go to H7)*

- |   |     |
|---|-----|
| 1 | Yes |
| 2 | No  |

**H6. If yes, what was your view on the two institutions working together in Madagascar? (Select only ONE response)**

- |   |                                     |
|---|-------------------------------------|
| 1 | Working well together               |
| 2 | Collaborating but needs improvement |
| 3 | In conflict                         |
| 4 | Other (please specify): _____       |
| 5 | Don't know                          |

**H7. Which of the following describes most of your exposure to the World Bank Group in Madagascar? (Choose no more than TWO)**

- |   |   |
|---|---|
| 1 | Observer (i.e., follow in media, discuss in informal conversations, etc.) |
| 2 | Use World Bank Group reports/data   |
| 3 | Engage in World Bank Group related/sponsored events/activities            |
| 4 | Collaborate as part of my professional duties                             |
| 5 | Use World Bank Group website for information, data, research, etc.        |

**H8. Which best represents your geographic location?**

- |   |                      |
|---|----------------------|
| 1 | Antananarivo         |
| 2 | Outside Antananarivo |

**Thank you for completing the survey!**