



CountryOpinionSurveys

FY 2025 Madagascar Country Opinion Survey Report

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 Business Intelligence (BI) team, led by José De Buerba (Senior External Affairs Officer) and Svetlana Markova (Senior External Affairs Officer). Yulia Danilina, Jessica Cameron, Sofya Gubaydullina, Qi Xue, and Irina Popova oversaw the design, reporting, and analysis of the survey results. Noreen Wambui provided data support.

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Objectives

This survey was designed to assist the World Bank Group (WBG) in gaining a better understanding of how stakeholders in Madagascar perceive the WBG. The survey explored the following questions:

- 1. Overall Views of the WBG:** How familiar are stakeholders with the WBG? How much do they trust the WBG? What opinions do stakeholders have of the WBG regarding its effectiveness and relevance to development in Madagascar? Are these perceptions improving or declining? Do stakeholders feel that the WBG has changed for the better or the worse in the last two years?
- 2. The WBG's Work on Development Priorities:** What areas of development are perceived to be the most important? Has the WBG helped achieve the goals of its projects in these areas? How did these projects impact the people of Madagascar, and how could the WBG have been more helpful? How do respondents perceive its operational effectiveness?
- 3. WBG Instruments:** What do key stakeholders value the most regarding the WBG's work in Madagascar? What opinion do key stakeholders have of WBG's financial instruments and knowledge products? How are stakeholders using WBG knowledge work, and has it influenced government policy in Madagascar?
- 4. The WBG's Engagement and Collaboration:** How is the WBG perceived as a development partner in Madagascar? Are opinions improving or declining? How effective has the WBG been in facilitating the Government's engagement with civil society?
- 5. Communications:** What are the preferred communication channels, and do they differ between stakeholder groups? Do stakeholders recall any WBG messaging? What key topics do stakeholders recall? What information do stakeholders want from the WBG?



Methodology Overview

Fielded in April – July 2025

- 763 potential participants were asked to complete the survey
- Respondents completed the questionnaire online or received it via courier
- List of names provided by the WBG country team and supplemented by the independent consulting firm
- Data collection conducted by the independent consulting firm

318 participants (42% response rate)

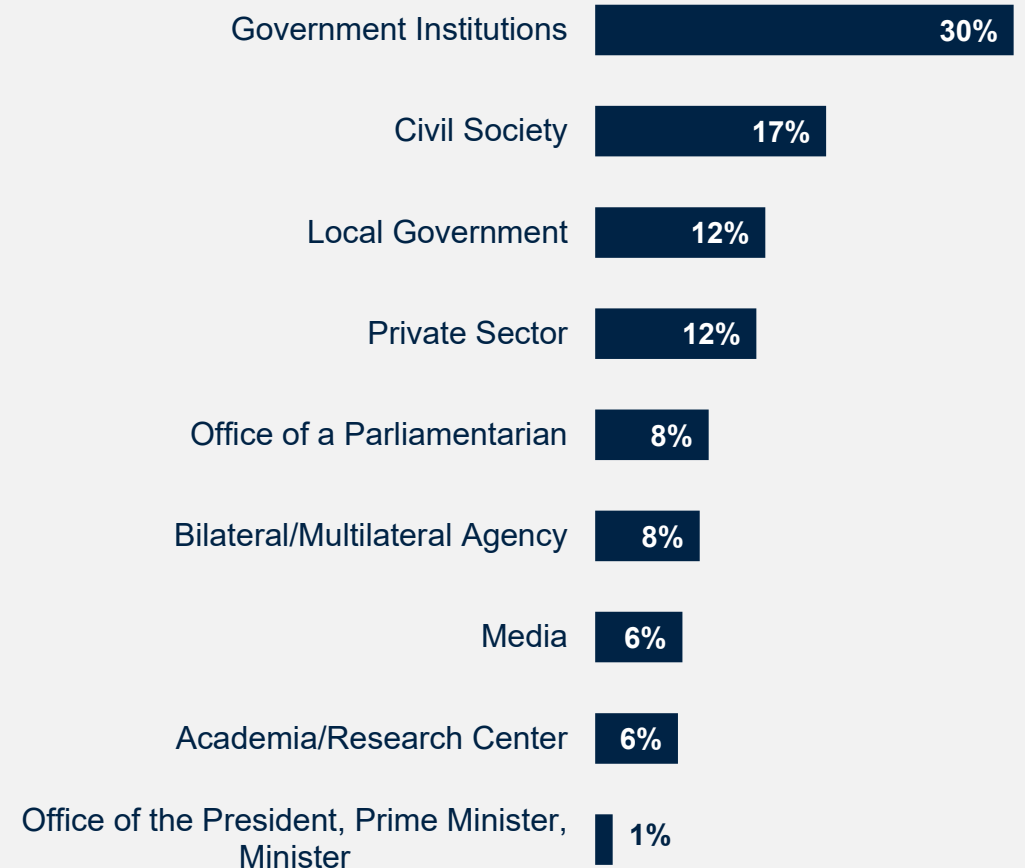
- 75% from Capital Antananarivo
- 61% have collaborated with the WBG within the past 3 years

Compared to the FY21 Country Survey Results

- 309 participants (41% response rate)
- 79% from Capital Antananarivo
- 34% collaborated with the WBG

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

Stakeholders in FY25 COS Sample



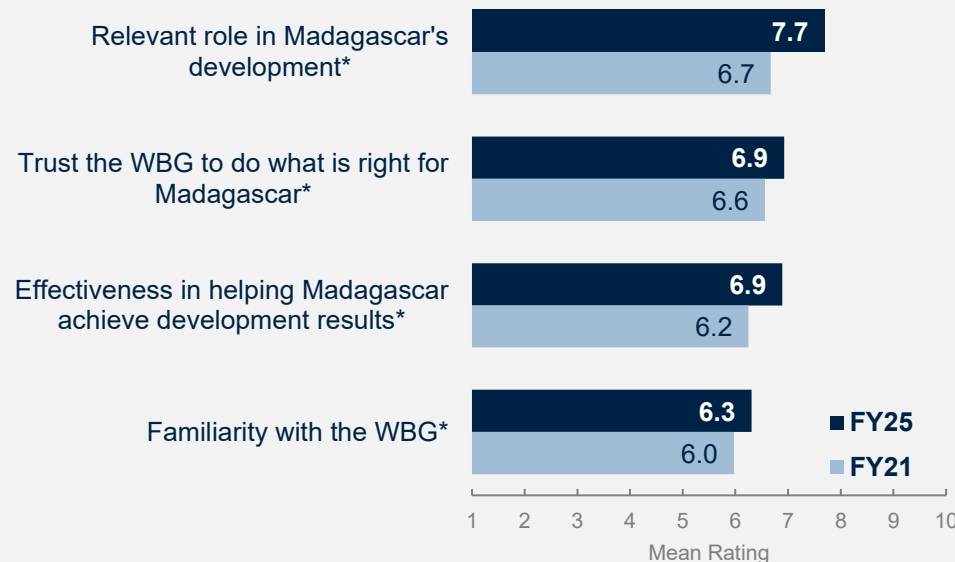
What is your primary professional affiliation? (Select only 1 response) (Percentage of Respondents, N=318)

Executive Summary

1. Overall Views of the WBG

In FY25, stakeholders' overall perceptions of the WBG in Madagascar were significantly more positive compared to the FY21 Country Survey. **Familiarity** with the WBG increased significantly, and **trust** in the institution also improved—making the WBG **one of the most trusted partners** in the country, ranked on par with the UN and above the IMF and regional development banks. Stakeholder views of the WBG's **relevance** to Madagascar's development priorities and its **effectiveness** in helping the country achieve results both improved significantly compared to FY21.

Although stakeholders in Madagascar rated the WBG's relevance on par with other Eastern and Southern African countries surveyed in FY25, their ratings for trust and effectiveness were lower, and all three indicators were rated lower in Madagascar than in other IDA countries surveyed in FY25.

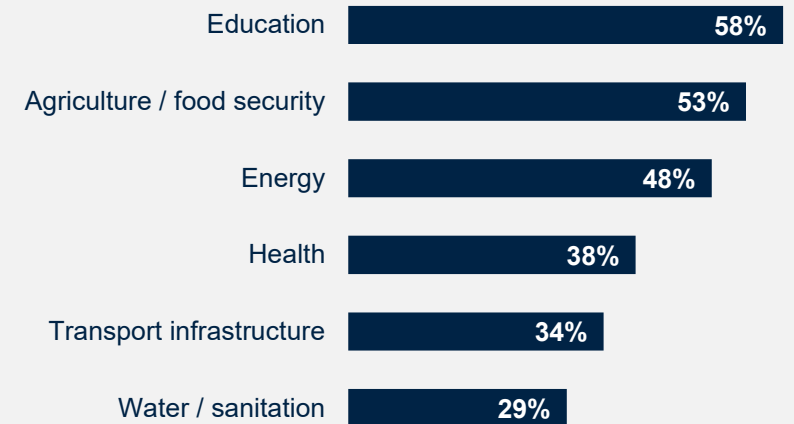


2. The WBG's Work on Development Priorities

In FY25, stakeholders identified **education**, **agriculture/food security**, and **energy** as the key areas for the WBG's support, followed by health, transport infrastructure, and water/sanitation. Since FY21, the importance of **environment/natural resource management** and **climate change** has risen notably, with more than four times as many respondents selecting them as top concerns in Madagascar. At the same time, public sector governance, which was identified as the second-highest priority for the Bank's support in FY21, declined in perceived importance in FY25.

Regarding specific project work, 95% of respondents involved in projects rated the WBG as helpful in achieving project goals, with **69% rating it as very helpful**.

In open-ended comments, respondents emphasized the need to improve human capital development; increasing investment in transport, energy, and digital infrastructure; strengthening public governance and institutional capacity; supporting private sector development and job creation; and increasing environmental protections and climate change adaptations.



Executive Summary (continued)

3. WBG' Operational Effectiveness

When asked about the WBG's reform efforts over the past two years, the majority of all stakeholders indicated that the WBG had become **somewhat or significantly better at fulfilling its core mission of improving people's lives** (56%) and improving the **country's overall business environment** (52%) in Madagascar.

WBG clients and partners identified the most notable reform-related improvement in the **technical quality** of WBG-supported projects, with 61% of respondents recognizing positive change in this area. In addition, a majority of clients and partners (53%) felt that the WBG had improved its collaboration with other partners to mobilize finance for development.

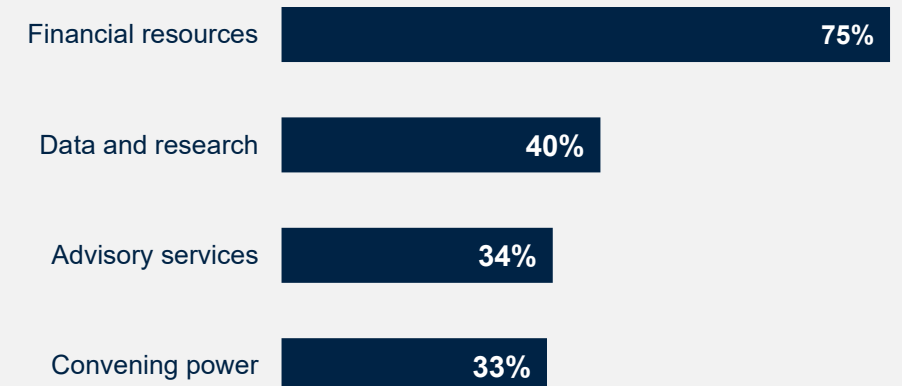
In qualitative comments, respondents identified several key areas where the WBG needs to enhance its operational effectiveness in Madagascar. They emphasized the need for **strengthening governance, monitoring, and accountability** of WBG projects, with discussions such as verifying compliance with tendering, standards, and results; increasing transparency by publishing more data, progress updates, and outcomes; and supporting governance reforms and enhanced technical assistance and institutions' capacity-building.

In their open-ended comments, respondents also discussed the need to **streamline financing and delivery mechanisms** of WBG projects, with discussions such as simplifying and accelerating disbursement, contracting, and procurement procedures, ensuring projects are aligned with local priorities through joint action plans with government and stakeholders, and increasing flexibility to adjust WBG support when contexts shift.

4. WBG Instruments

Stakeholders considered the WBG's **financial resources** to be its greatest value to Madagascar. They had the highest levels of agreement that the WBG's **financial instruments meet Madagascar's needs** (mean=6.9, significantly improved since FY21). Respondents also had more positive views of the WBG's standards and requirements being reasonable (mean=6.4) and the WBG providing financial support in a timely manner (mean=6.2) compared to the FY21 survey (means=6.0 and 5.2, respectively).

In their qualitative comments, respondents urged the WBG to expand funding for areas such as agriculture, education, and social protection and to simplify and accelerate disbursement processes. They also suggested that the WBG establish and enforce stronger monitoring, evaluation, and accountability mechanisms. They pointed out that actively building capacity and engagement with local governments and communities can help to build more effective and efficient projects and build genuine local ownership.



Executive Summary (continued)

4. WBG Instruments (continued)

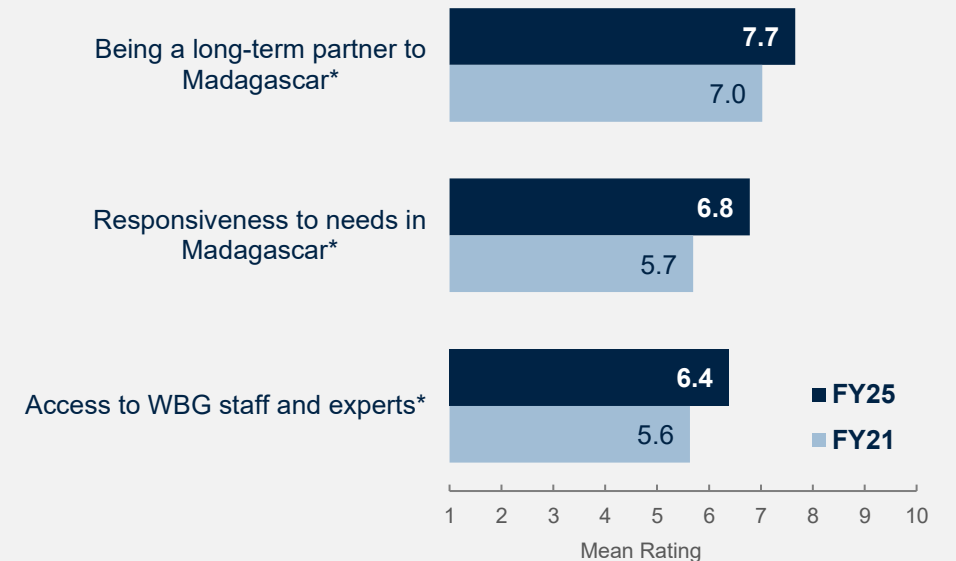
79% of respondents reported using the WBG’s knowledge work, most often data resources, research/analytical reports, and workshops/training. Stakeholders held much more positive views of the Bank’s knowledge in terms of building institutional capacity and contributing to development results in Madagascar (both means=7.1) compared to FY21 (means=6.2 and 6.1, respectively). **Nearly 80% of clients reported that the WBG’s policy advice helped shape government policies in Madagascar.**

In their qualitative comments, respondents emphasized that institutional capacity-building must accompany any governance reforms. They also suggested building greater decentralization to enable local authorities to improve service delivery. Respondents noted that WBG knowledge work needs to be tailored to Madagascar’s context and challenges while also drawing on global best practices in key development areas. Respondents also wanted the WBG to enhance its partnerships, especially with civil society, the private sector, and academia, to provide feedback on project design and implementation. Respondents suggested that the WBG establish regular platforms for dialogue, coordination, and knowledge transfer to not only increase knowledge exchange but also promote community engagement and participation, ensuring project sustainability.

5. The WBG’s Engagement and Collaboration

In FY25, respondents had significantly more positive perceptions of the WBG as a long-term, responsive, and accessible partner than in FY21. Respondents also had much more positive perceptions of the WBG’s **collaboration with the national government** (mean=7.2), **other donors and development partners** (mean=7.0), the **private sector** (mean=6.5), and **civil society** (mean=6.4) compared to FY21 (means=6.9, 6.3, 5.8, and 5.7, respectively).

In addition to its partnership with the national government, respondents wanted the WBG to **collaborate more with local government** (46%) and the **private sector** (40%) in the future.



Executive Summary (continued)

5. The WBG's Engagement *(continued)*

Respondents felt the WBG was somewhat effective at **facilitating civil society participation** (mean=6.1) in development policy dialogue and implementation. Stakeholders suggested the WBG could be more effective at facilitating civil society participation by increasing funding and capacity-building for organizations, promoting more sustained dialogue and partnerships with civil society, and raising awareness of Bank activities to a wider audience.

Respondents identified access to finance (64%) and corruption (57%) as the main challenges to **private sector development** in Madagascar. To overcome these challenges, respondents suggested that the WBG increase its support for reforms to improve governance and reduce corruption, expand access to finance and credit (especially for SMEs), strengthen businesses' capacity and competitiveness, and increase investment in infrastructure and connectivity.

Approximately **40% of respondents' qualitative comments about how to make the WBG more effective in Madagascar highlighted the need for stronger engagement and collaboration**. Their discussions stressed that project effectiveness depends on deeper, trust-based engagement with national and local authorities. They highlighted the need for the WBG to improve its coordination with development partners and with the private sector to avoid duplication and increase impact. Respondents also emphasized that the WBG should expand its outreach and engagement to include citizens and local actors to better understand the community's real needs and ensure that projects are locally owned and sustainable.

6. Communications

63% of respondents recalled seeing or hearing something about the WBG recently, most often about its work to strengthen resilience in southern Madagascar and its support for the energy sector. They most often recalled this information from events/workshops (in person or online), traditional media, or social media. In contrast, respondents identified the WBG website and direct contact with WBG staff as their top two preferred means of receiving information from the WBG.

Stakeholders want **regular updates** on WBG activities, **impact assessments**, and **information on how to partner with the WBG** to help them have a better understanding of the Bank's role in Madagascar.



Overall Views of the World Bank Group



WORLD BANK GROUP

Familiarity with the WBG has Increased Since FY21, Highest Among Government Institutions

Comparison of FY21 and FY25

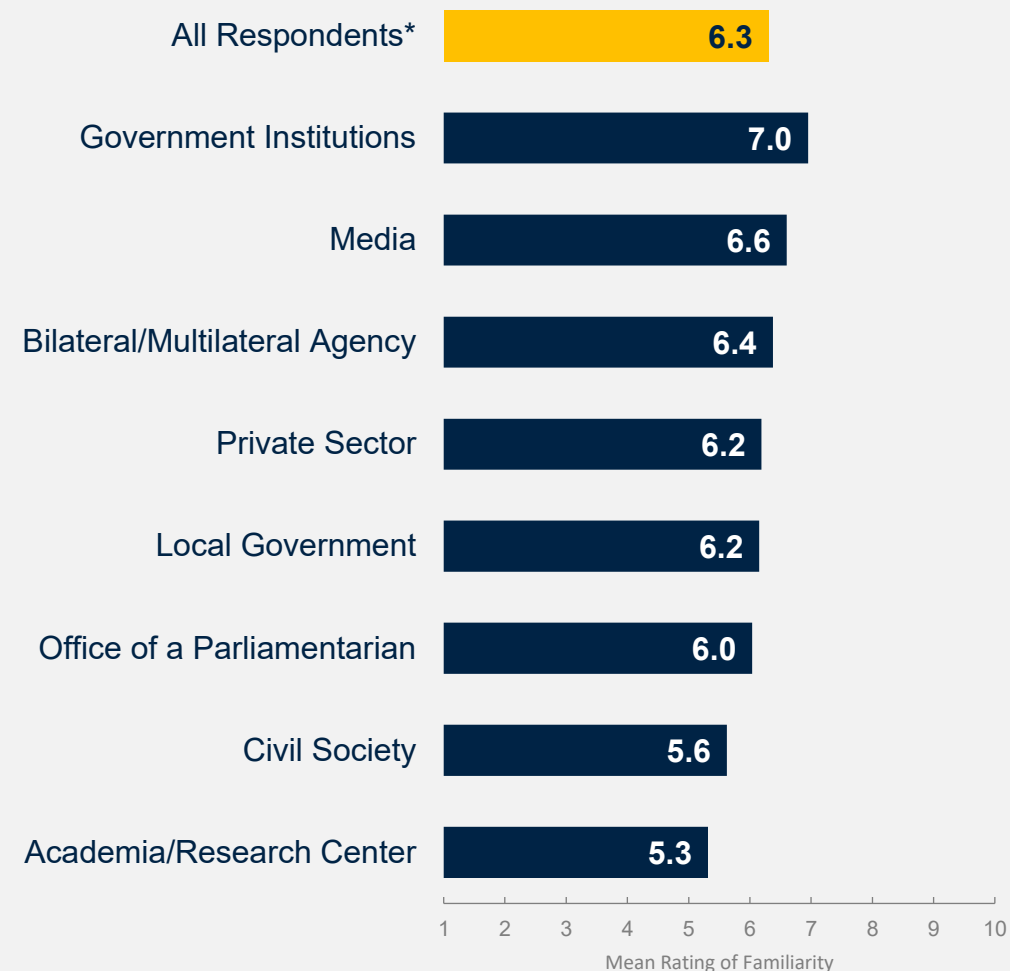
Mean familiarity*: **FY25 = 6.3**
FY21 = 6.0

Collaboration with the WBG

Mean familiarity*: **Collaborate with WBG = 7.0**
Do not collaborate = 5.2

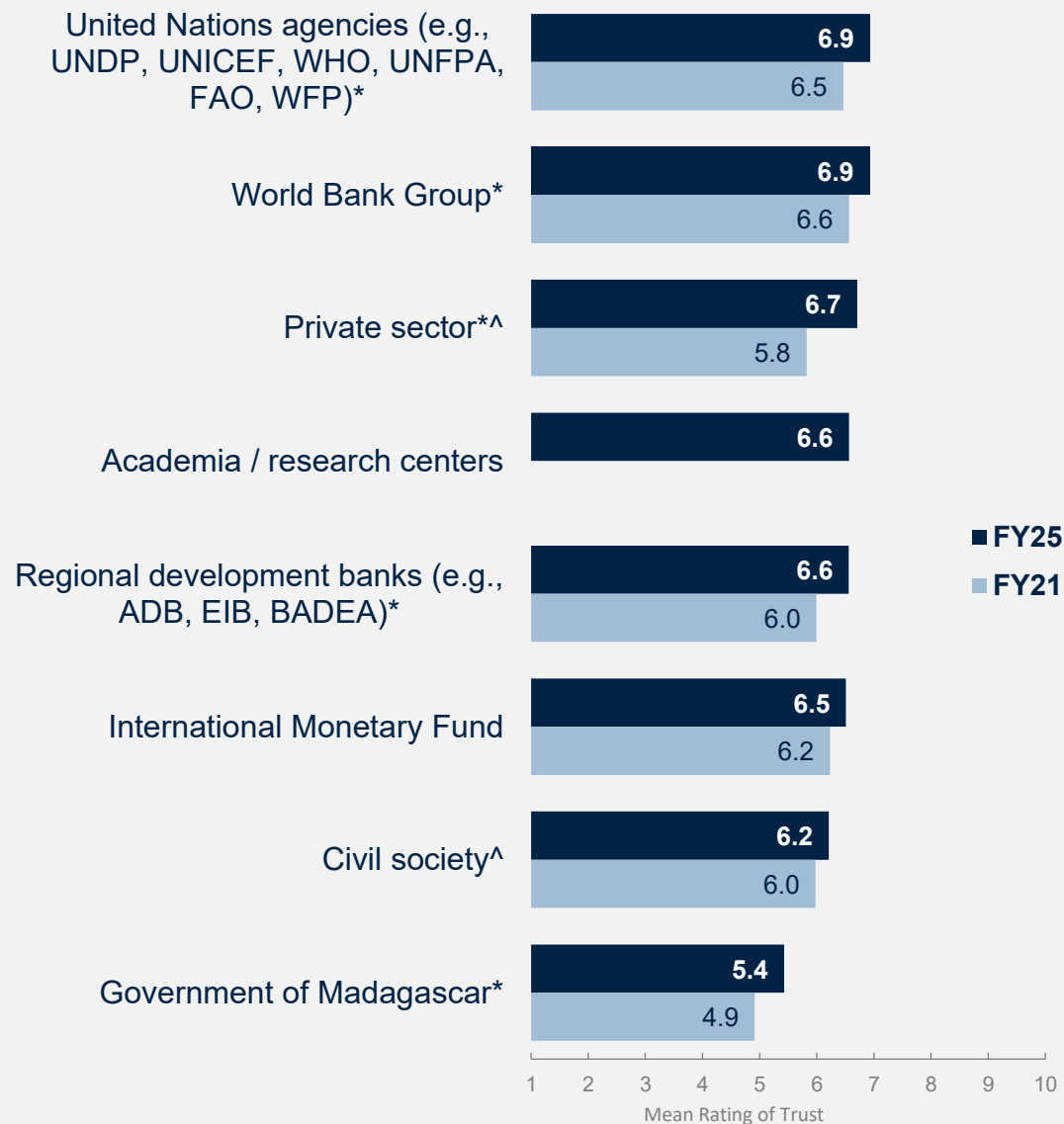
Stakeholder groups

Respondents from government institutions and media were most familiar with the WBG, whereas respondents from civil society and academia were significantly less familiar.



Stakeholders' Trust in the WBG Increased Since FY21

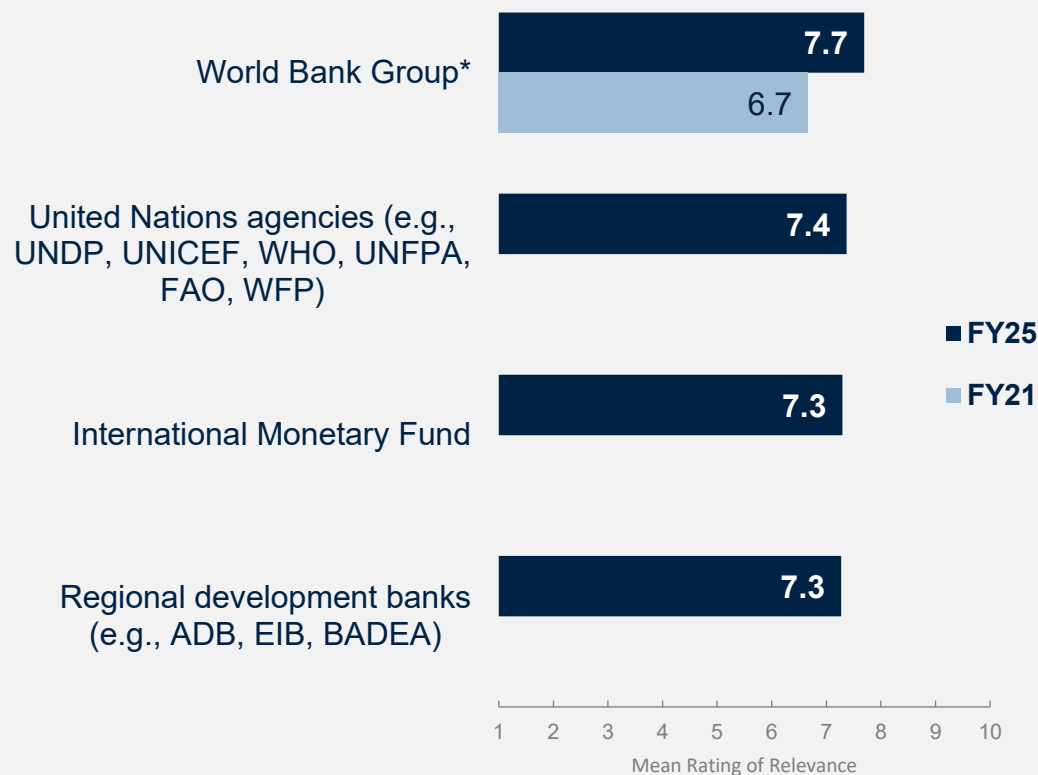
Since the last survey effort in FY21, stakeholders in this year's survey reported significantly higher levels of trust in United Nations agencies, WBG, the private sector, regional development banks, and the Government of Madagascar.



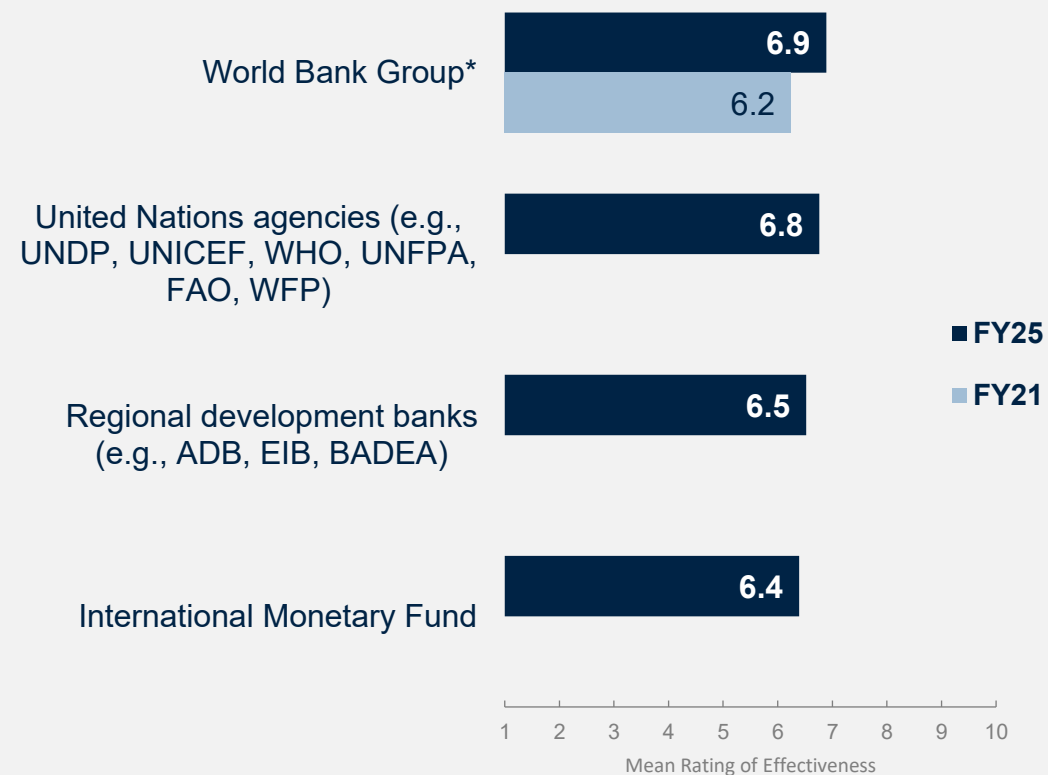
Perceptions of WBG Relevance and Effectiveness in Madagascar Have Significantly Increased

Compared to the FY21 COS, respondents this year rated the WBG significantly more positively in terms of its relevance and effectiveness.

RELEVANCE to Madagascar's development



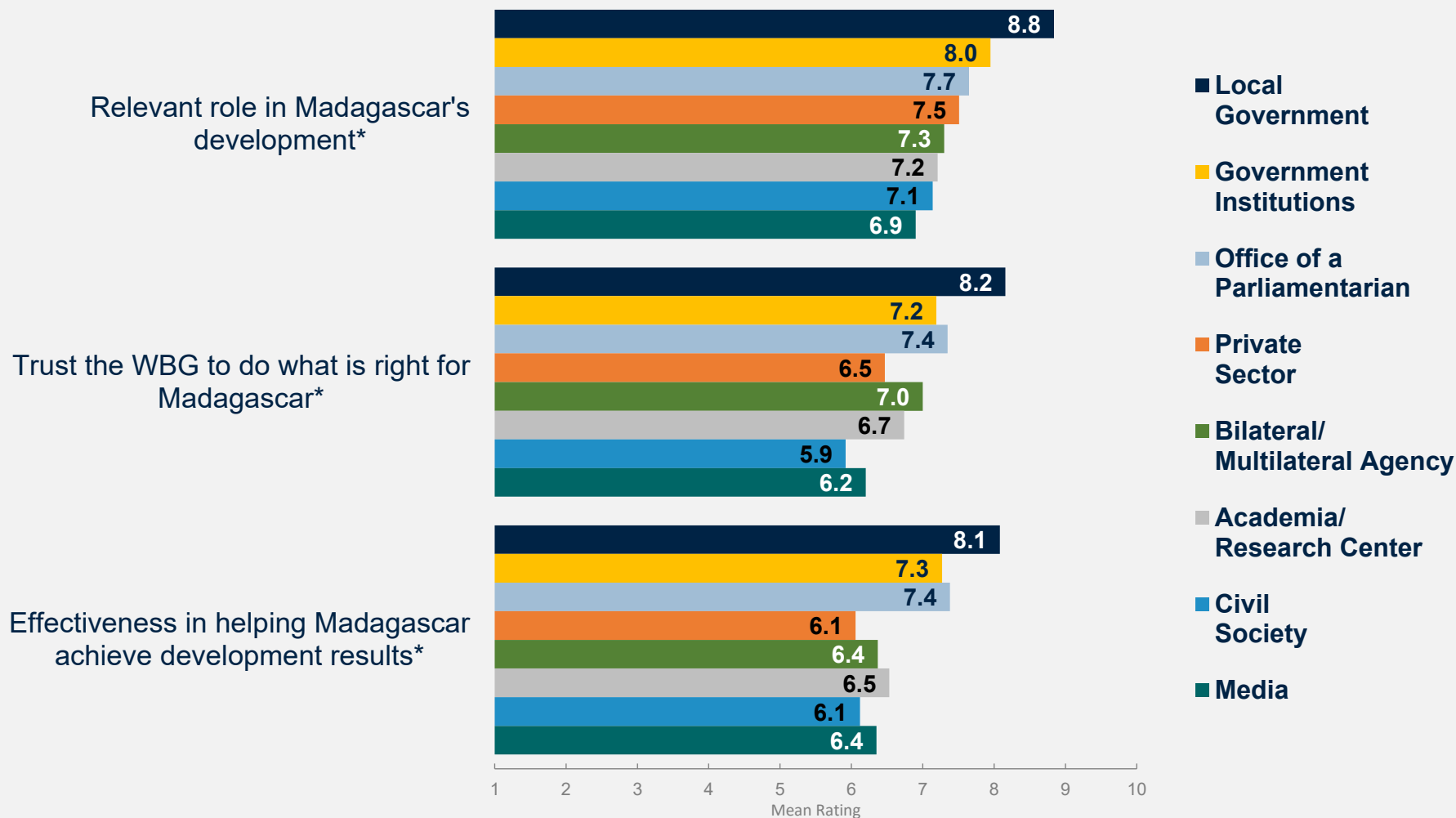
EFFECTIVENESS in achieving development results



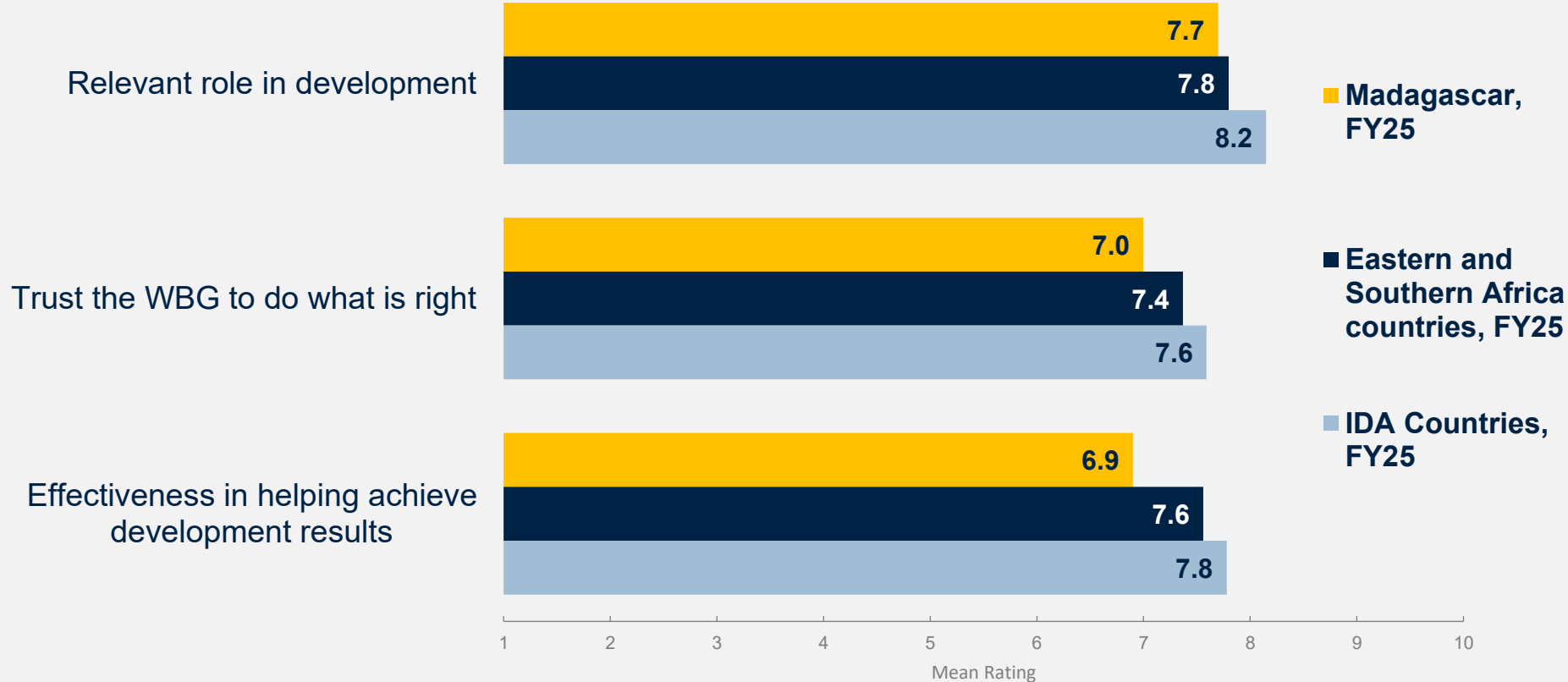
How relevant is each of the following organizations to Madagascar's development? How effective is each of the following organizations in helping Madagascar achieve development results? Scale: 1 = Not at all, 10 = Very much.

*Denotes statistically significant difference between FY21 and FY25.

Stakeholders from the Local Government, the Office of a Parliamentarian, and the Government Institutions had More Positive Perceptions of the WBG



Stakeholders in Madagascar Rated Their Trust in and the WBG's Relevance and Effectiveness Lower than in Other Eastern and Southern Africa Countries and IDA Countries Surveyed in FY25

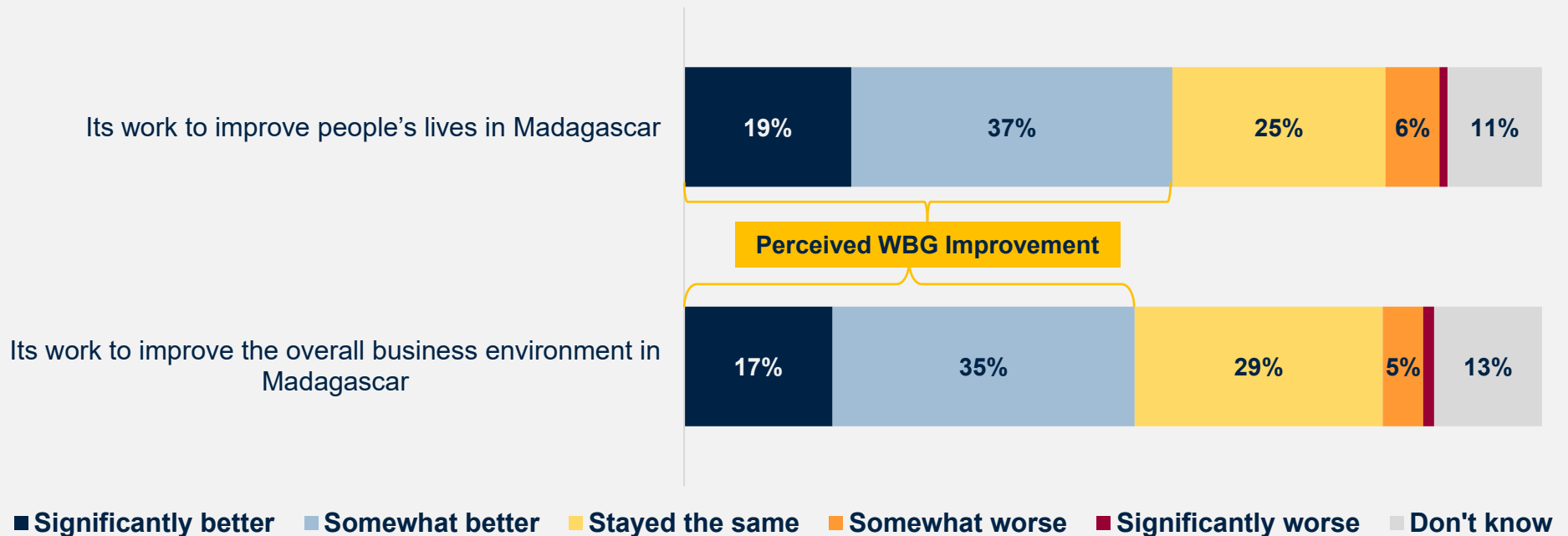


Eastern and Southern Africa countries in FY25 included : Angola, Botswana, Democratic Republic of Congo, Eswatini, Ethiopia, Malawi, Mauritius, and Rwanda.
 IDA FY25 countries included: Bangladesh, Côte d'Ivoire, Democratic Republic of Congo, Ethiopia, Kiribati, Kosovo, Liberia, Malawi, Rwanda, Samoa, Sierra Leone, Tajikistan, and Tonga.



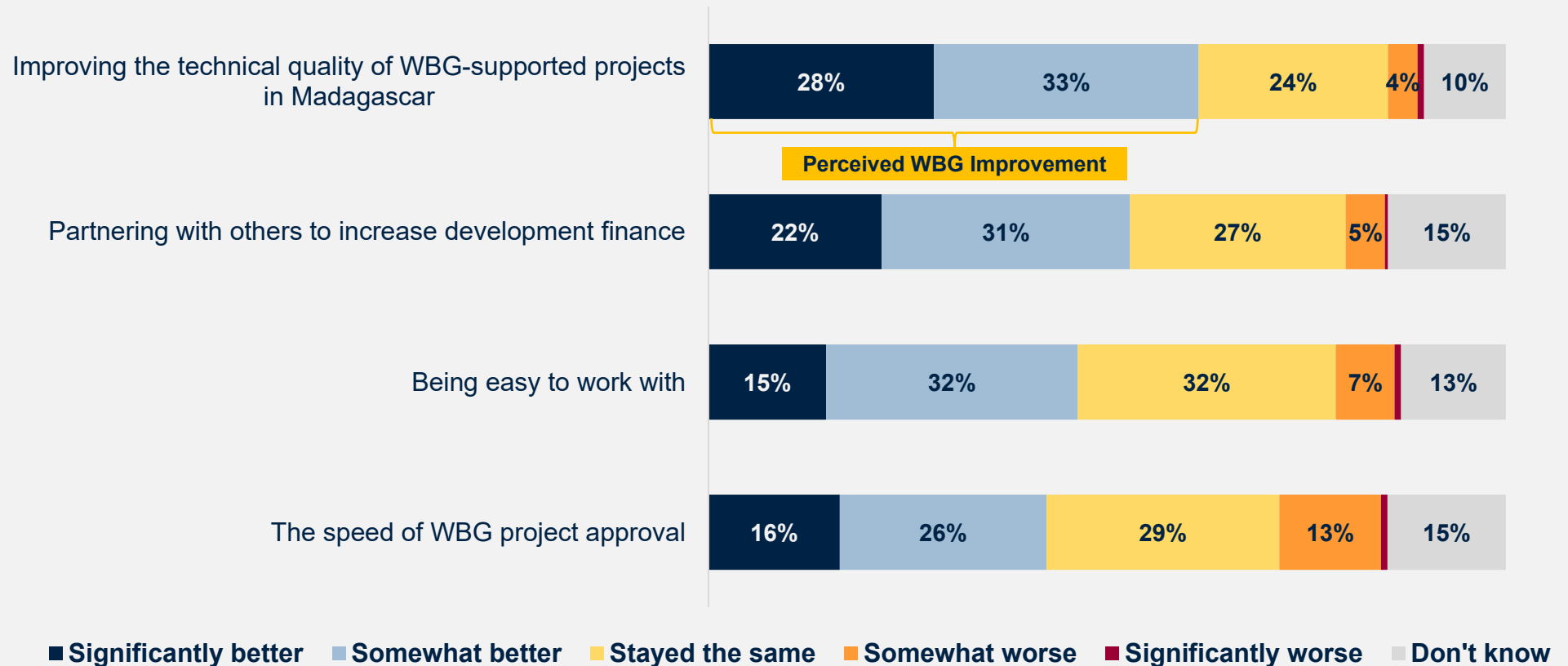
The Majority of Stakeholders Reported That the WBG Has Gotten Better at Improving People's Lives and the Business Environment in Madagascar Over the Past Two Years

Based on your experience, *in the past two years*, how has the WBG changed in terms of...



Approximately Half of All WBG Clients/Partners Saw Improvement Across All Aspects of the WBG's Work

Based on your experience, *in the past two years*, how has the WBG changed in terms of...



The WBG's Work on Development Priorities

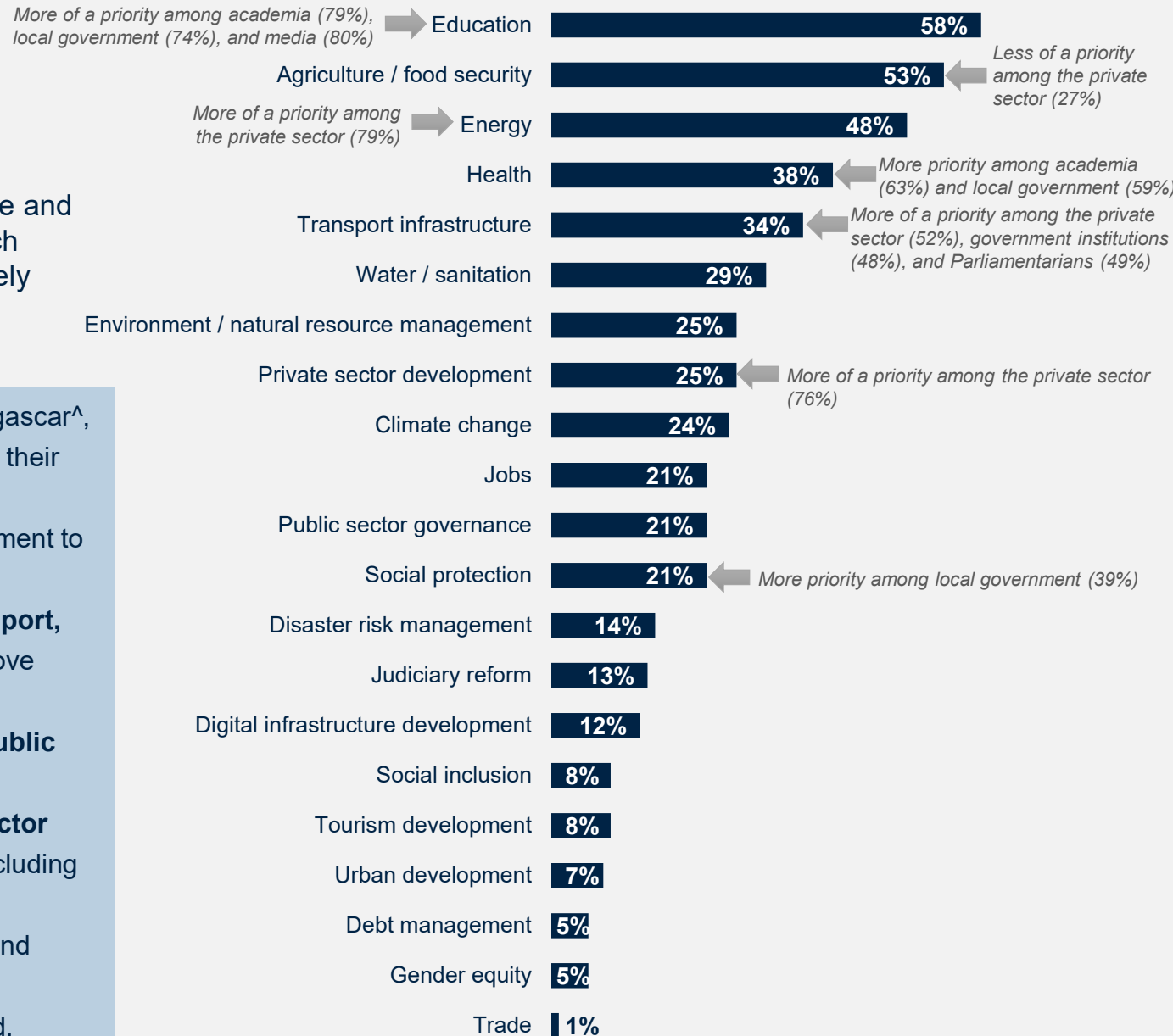


WBG: Focal Development Areas

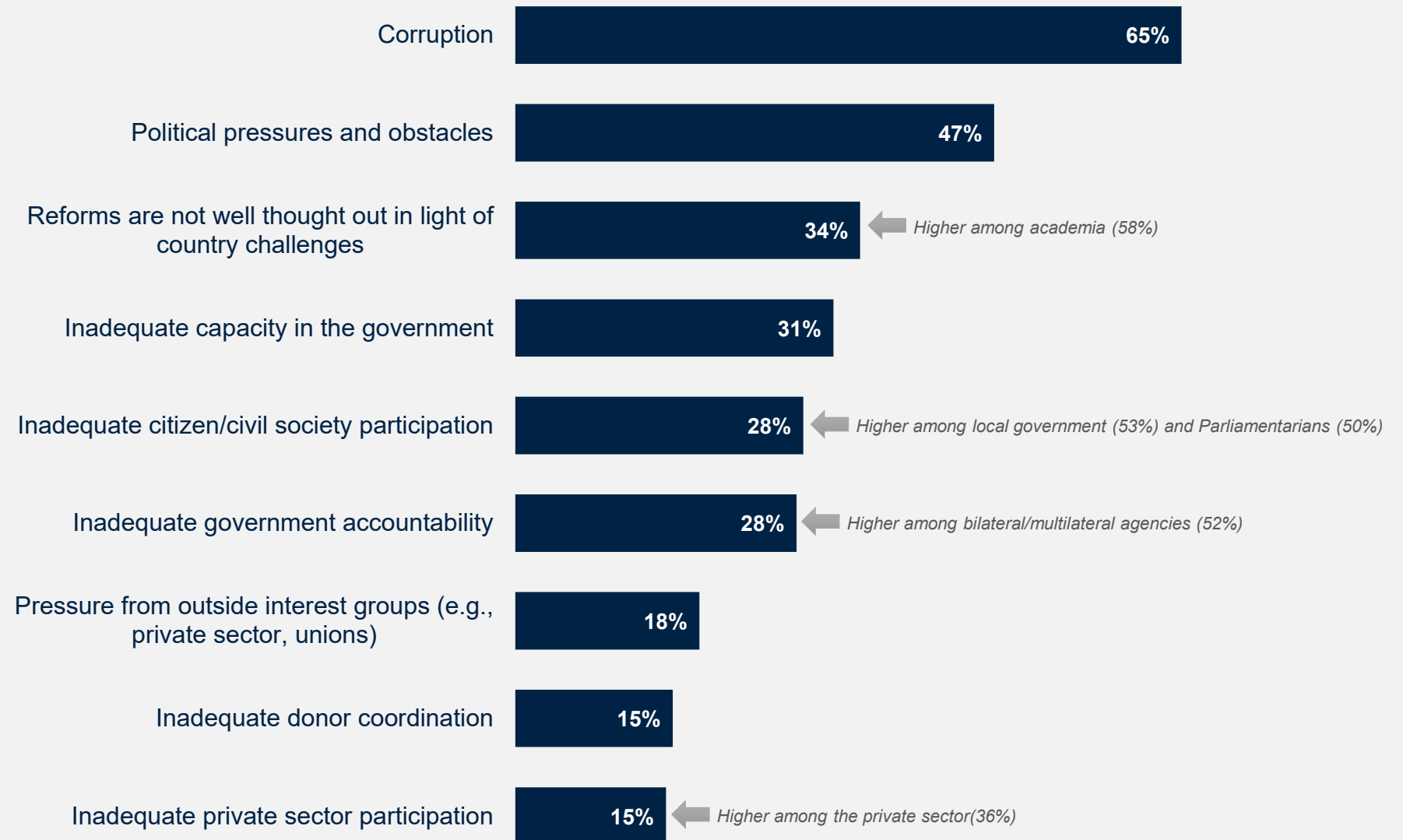
In FY25, respondents considered climate change and environment/natural resource management much more of a priority than in FY21, with approximately 4 times as many respondents selected them.

When asked how the WBG can be more effective in Madagascar[^], respondents emphasized key areas for the WBG's focus in their qualitative comments:

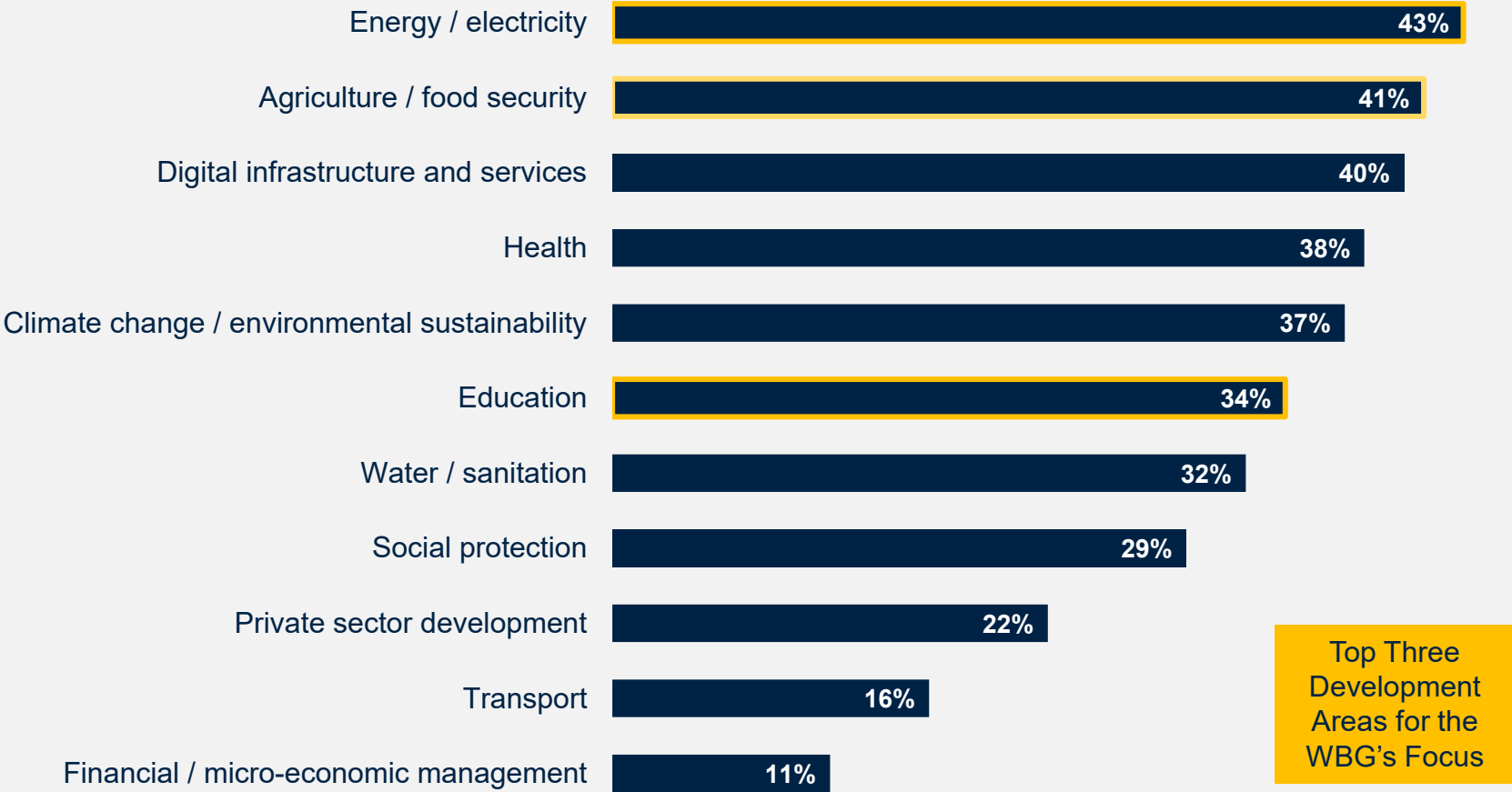
- Strong emphasis on improving **human capital** development to build a more capable workforce.
- Frequent discussion of the need for investment in **transport, energy, and digital infrastructure**, particularly to improve connectivity and market access in rural areas.
- Respondents also highlighted the need to strengthen **public governance** and **institutional capacity**.
- Many stressed the importance of supporting **private sector development**, job creation, and access to financing, including stronger engagement with the private sector.
- Concerns around **environmental protection**, climate and disaster risk management, sustainable agriculture, and resilience in rural areas were also repeatedly mentioned.



Corruption Identified As a Major Reform Obstacle



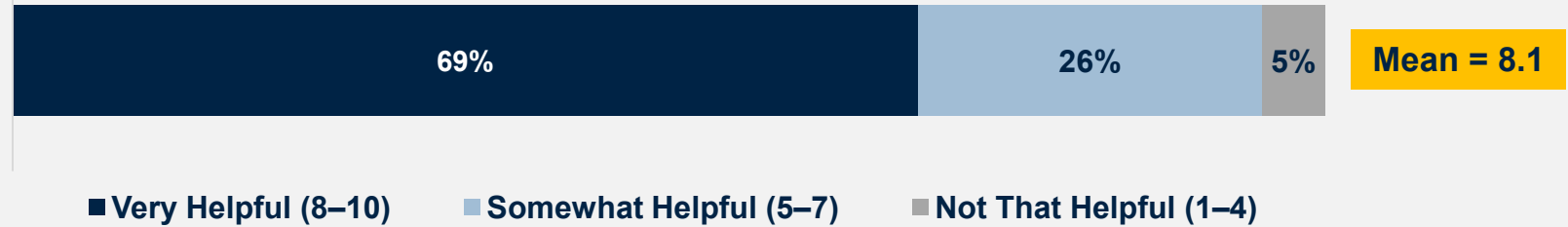
Around 40% of WBG Clients Indicated That They Were Most Familiar With Projects Involving Energy, Agriculture, and Digital Infrastructure



Please think about a specific WBG-supported project or initiative that you are most familiar with. Please select the development area that this WBG-supported project or initiative supported. (Select all that apply) (Asked only of those who said that they collaborate with the WBG, Percentage of Respondents, N=193)

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

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



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

“As this is budgetary support, the funding goes directly into the state coffers to finance state expenditures, whether investment or operating. This support helps to close the state’s funding gap, given the enormous expenditures in the energy sector (support for the JIRAMA) and also helps to boost social spending (education, health, social protection, water).”
 (Government Institution respondent discussing the MERG program)

“Improving access to electricity. Improving access to digital services. Providing electricity services to remote basic health centers and CHRs.”
 (Government Institution respondent discussing the LEAD / DECIM program)

“This project improved the teaching and learning environment, to expand the capacity of building school infrastructure in the DREN Menabe.”
 (Local Government respondents discussing the PAEB program)

“Through a collaborative social accountability mechanism, the project strengthened citizen participation and the commitment of local elected officials and health providers at various levels to improve access to and the quality of basic health services.”
 (Civil Society respondent discussing the CMC-Health program)



How helpful was the WBG in achieving the goals of this project or initiative? (Percentage of Respondents, N = 187)
 [If helpful rating > 4] How did this WBG-supported project or initiative impact the people of Madagascar? (N = 178).

Key Actions to Enhance the WBG's Operational Effectiveness in Madagascar: Strengthening Governance, Monitoring, Accountability and Streamlining Delivery Mechanism - Summary of Comments

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

Strengthen Governance, Monitoring, and Accountability Systems

- Enforce **stricter oversight**: verify compliance with tendering, quality standards, and results on the ground.
- Establish **citizen-led monitoring and participatory evaluation mechanisms** to track outcomes.
- **Improve transparency** by publishing data, progress, and impacts to restore public trust.
- **Support institutional reforms** that reduce corruption and favoritism in service provider selection.
- **Enhance technical assistance** for ministries and local authorities in project management and reporting.
- **Hold government counterparts accountable** for meeting commitments tied to WBG funding.

Streamline Financing and Delivery Mechanisms

- **Simplify and accelerate procedures** (disbursement, contracting, and procurement) to reduce delays.
- **Harmonize conditionalities** with other partners and cut duplicative requirements.
- **Ensure financing is aligned** with local priorities through joint action plans with government and stakeholders.
- **Increase flexibility** to adjust support during implementation when contexts shift.
- **Expand direct financing** to decentralized authorities, CSOs, and local service providers for faster, more visible results.
- **Strengthen monitoring of fund flows** and project execution to ensure money reaches intended beneficiaries.



What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Madagascar? (N=272)

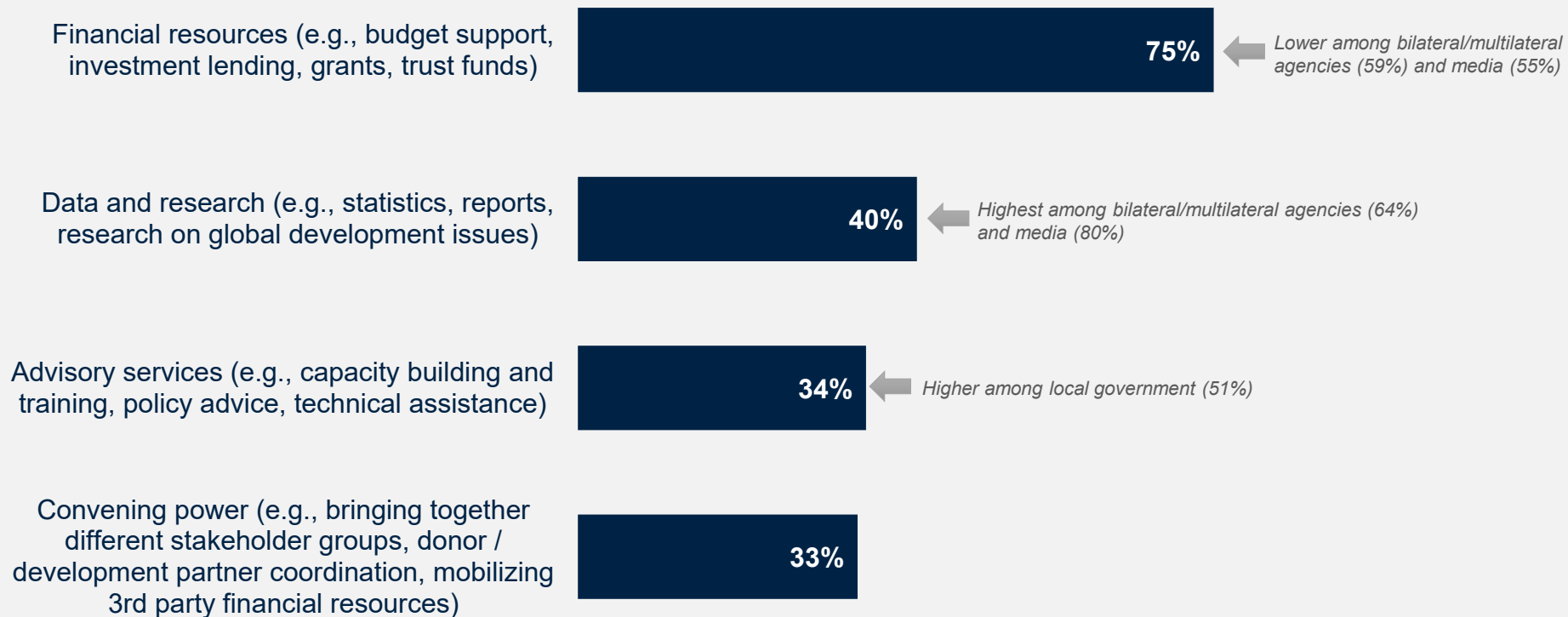
The WBG's Instruments



WORLD BANK GROUP

Financial Resources Considered the WBG's Greatest Value to Madagascar

Which WBG instruments do you VALUE the most in Madagascar?



Stakeholders Reported More Positive Perceptions of WBG Financial Support Meeting Madagascar's Needs in a Timely Manner

Respondents from local government reported significantly higher ratings for the WBG's financial instruments meeting the needs of Madagascar (mean=8.2), the standards and requirements being reasonable (mean=7.7), and the timeliness of WBG financial support (mean=7.4), compared to respondents from other stakeholder groups.

The WBG's financial instruments (i.e., budget support, loans, grants, trust funds) meet the needs of Madagascar*



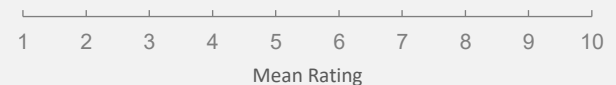
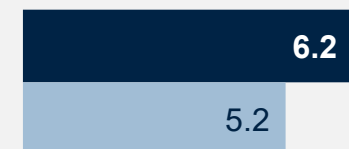
The conditions of the WBG's financing are competitive compared to markets (private sector or other development banks)



The standards and requirements for the WBG's financing are reasonable



The WBG provides financial support in a timely manner*



■ FY25
■ FY21



To what extent do you agree with the following statements about the WBG's financial support to Madagascar? Scale: 1 = Not at all, 10 = Very much. (Asked only to those in government institutions or who said that they collaborate with the WBG)
*Denotes statistically significant difference between FY21 and FY25.

Key Actions to Enhance the WBG's Effectiveness via Financing: Summary of Comments

Increase and adapt financing

- Expand funding and grants not only for large infrastructure and energy but also for agriculture, education, and social protection.
- Simplify and accelerate disbursement processes so resources reach communities quickly and are used for visible, high-impact results.

Strengthen governance and accountability

- Tackle corruption and misuse of funds by reinforcing transparent systems and impartial oversight in project delivery.
- Establish strong monitoring, evaluation, and citizen-led accountability mechanisms to ensure that investments produce lasting benefits.

Build local capacity and ownership

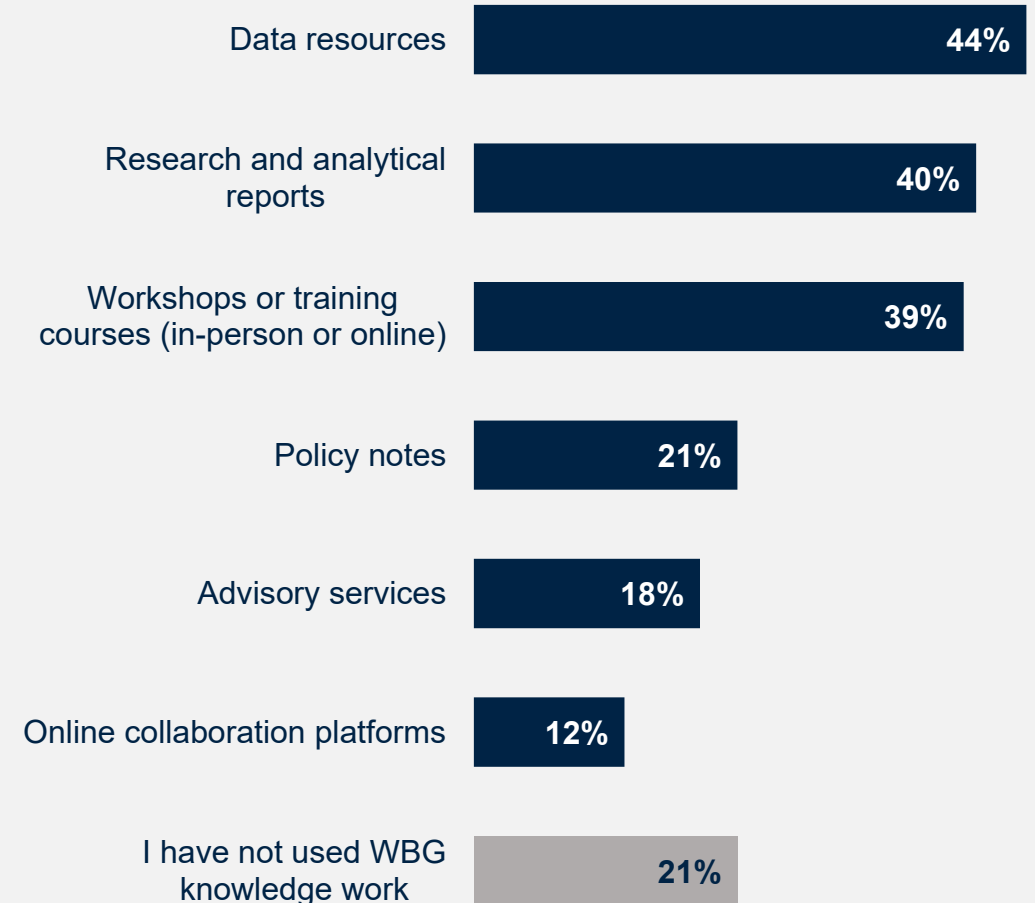
- Invest in training technical experts, modernizing institutions, and supporting decentralization, so Madagascar reduces dependence on external contractors.
- Actively involve communities, civil society, and local governments in setting priorities and managing projects to foster genuine local ownership.



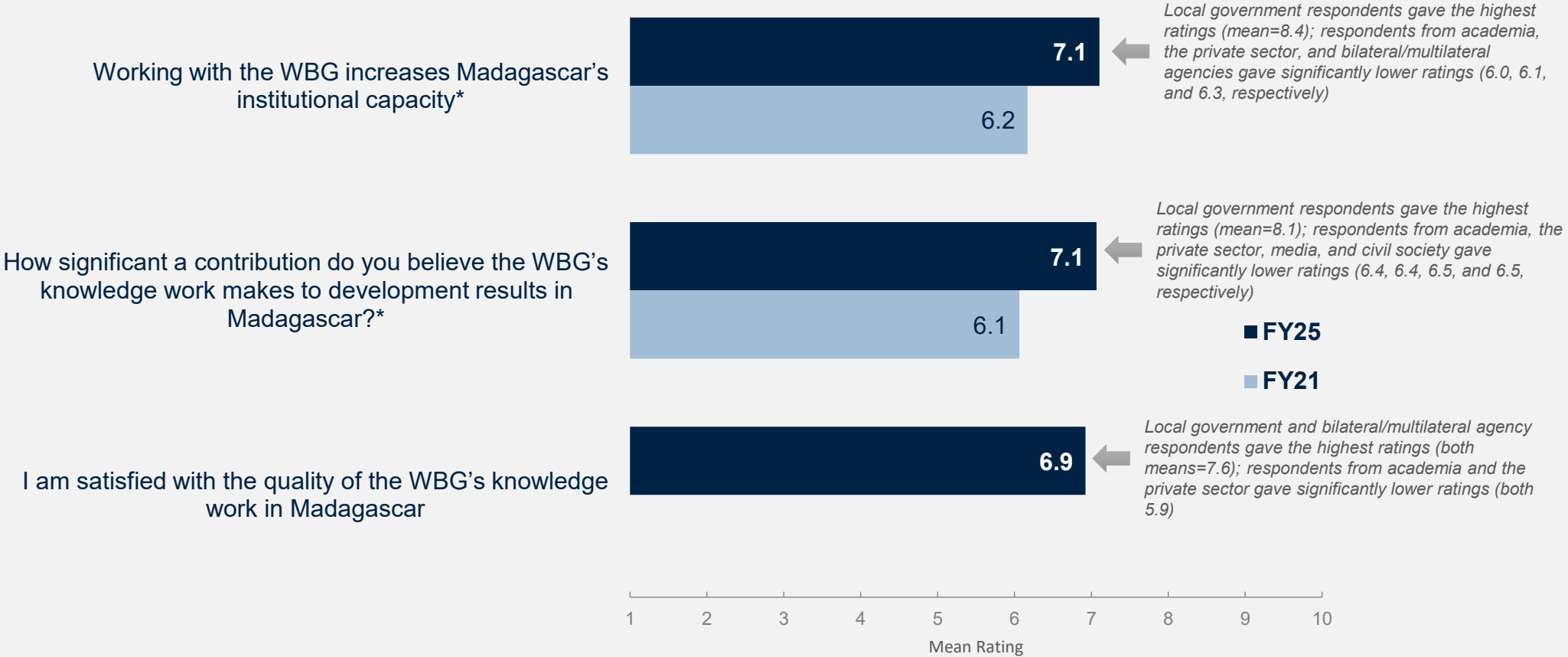
Nearly 80% of Respondents Used WBG Knowledge Work in the Past 3 Years, Primarily Data Resources, Research/Analytical Reports, and Workshops/Training

Different stakeholder groups used different types of WBG knowledge work:

- **Data resources** were most often used by respondents in the media (80%) and bilateral/multilateral (67%).
- **Research and analytical reports** were most often used by respondents from bilateral/multilateral agencies (75%).
- **Advisory services** were most often utilized by respondents from government institutions (35%).
- Respondents from the Office of a Parliamentarian (46%), local government (31%), and the private sector (33%) were the most likely to report not using any WBG knowledge work.



Shareholders Had More Positive Perceptions of the Impact of the WBG's Knowledge Work on Development Results and Institutional Capacity



Local government respondents gave the highest ratings (mean=8.4); respondents from academia, the private sector, and bilateral/multilateral agencies gave significantly lower ratings (6.0, 6.1, and 6.3, respectively)

Local government respondents gave the highest ratings (mean=8.1); respondents from academia, the private sector, media, and civil society gave significantly lower ratings (6.4, 6.4, 6.5, and 6.5, respectively)

Local government and bilateral/multilateral agency respondents gave the highest ratings (both means=7.6); respondents from academia and the private sector gave significantly lower ratings (both 5.9)

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

How significant a contribution do you believe the WBG's knowledge work makes to development results in Madagascar?
 Scale: 1 = Not significant at all, 10 = Very significant
 To what extent do you agree with the following statements? Scale: 1 Strongly disagree – 10 Strongly agree
 *Denotes statistically significant difference between FY21 and FY25.

Turning Knowledge into Action: How WBG Knowledge Work is Utilized in Madagascar

For what purpose did you use this WBG knowledge work?

Supporting Research and Evidence

- Used widely in academic studies, dissertations, and journalistic articles.
- A source for reliable data on poverty, climate, agriculture, and infrastructure.
- A benchmark for comparisons with other countries and past assessments.

Informing Policy and Strategy

- Guides government regulations and Parliamentary work in sectors such as climate, energy pricing, and education.
- Shapes strategic planning documents, frameworks, and advocacy positions.

Strengthening Projects and Capacity

- Improves project framing, procurement, monitoring, and reporting processes.
- Supports the design of interventions such as social safety nets and education programs.
- Builds technical expertise and leadership skills, including in climate-smart agriculture and governance.
- Fuels advocacy on gender equality, citizen participation, and social accountability.



Nearly 80% of Respondents Reported that WBG Policy Advice Shaped Government Policy and Influenced Key Development Areas

Energy

- *Energy policy: With the advice of the WBG, the Malagasy government is developing a medium and long-term plan to improve access to energy in Madagascar.* (Government Institution Respondent)
- *“Advice on electricity sector development policy, for example through the LEAD project.”* (Government Institution Respondent)

Transport infrastructure

- *“In road policy. Population mobility, the evacuation of products to areas with high agricultural potential, and the transportation of goods are necessary for sustainable development in Madagascar.”* (Civil Society Respondent)

Social protection

“A concrete example of government policy in Madagascar influenced by advice from the World Bank Group (WBG) concerns the national social protection program, notably through the development of the ‘Vatsy Tsinjo’ cash transfer program.” (Academia Respondent)

Public sector governance

- *“Good governance, including transparency in project management through procurement procedures that do not deviate from the government’s PM code.”* (Government Institution Respondent)
- *“Policy on Transparency, Accountability, and Corruption in the Public Sector. The WBG’s report is taken as a starting point, and corrective measures are implemented.”* (Civil Society Respondent)
- *“Work on public investment management has helped to advance the implementation of reforms on public investment management.”* (Government Institution Respondent)

Climate change

- *“The national adaptation plan, during the development process, the WBG was in a prime position as financier of the process for the Ministry of Environment and Sustainable Development through BNCCREDD+.”* (Civil Society Respondent)
- *“On taking into account the environment and climate change in technical studies in the field of road infrastructure.”* (Government Institution Respondent)



In your opinion, has the WBG’s policy advice influenced a new or previous government policy in Madagascar? (Percentage of Respondents, N=223)
What government policy or action did the WBG’s advice influence and in what way? (N=190) Select comments corresponding to key development priorities in Madagascar are shown here.

Key Actions to Enhance the WBG's Effectiveness in Madagascar through Capacity Building, Advisory Work, and Knowledge Transfer: Summary of Comments

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

Strengthening Institutional and Human Capacity

- Train public officials and technical staff in core skills and sector expertise.
- Support reforms that improve governance, integrity, and accountability.
- Build decentralized capacity so local authorities can manage and deliver services.

Improving Knowledge and Advisory Support

- Provide tailored policy advice rooted in Madagascar's local realities.
- Share global best practices in agriculture, energy, infrastructure, and climate resilience.
- Strengthen data systems and applied research for evidence-based decision-making.

Enhancing Partnerships and Knowledge Transfer

- Foster collaboration with civil society, the private sector, and academia in co-designing solutions.
- Establish regular platforms for dialogue, coordination, and knowledge exchange.
- Promote community engagement and inclusive participation to ensure sustainability.

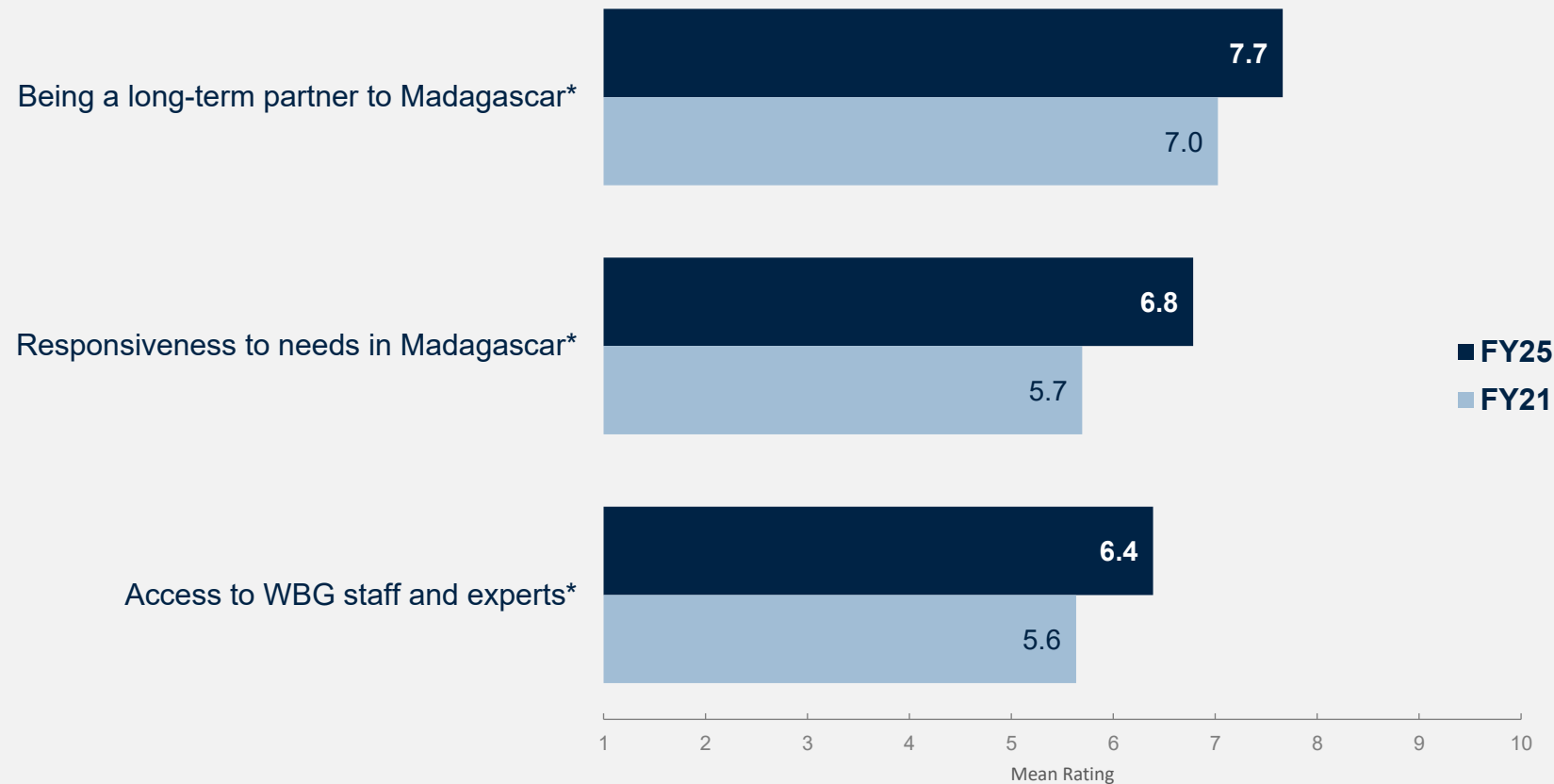


The WBG's Engagement and Collaboration

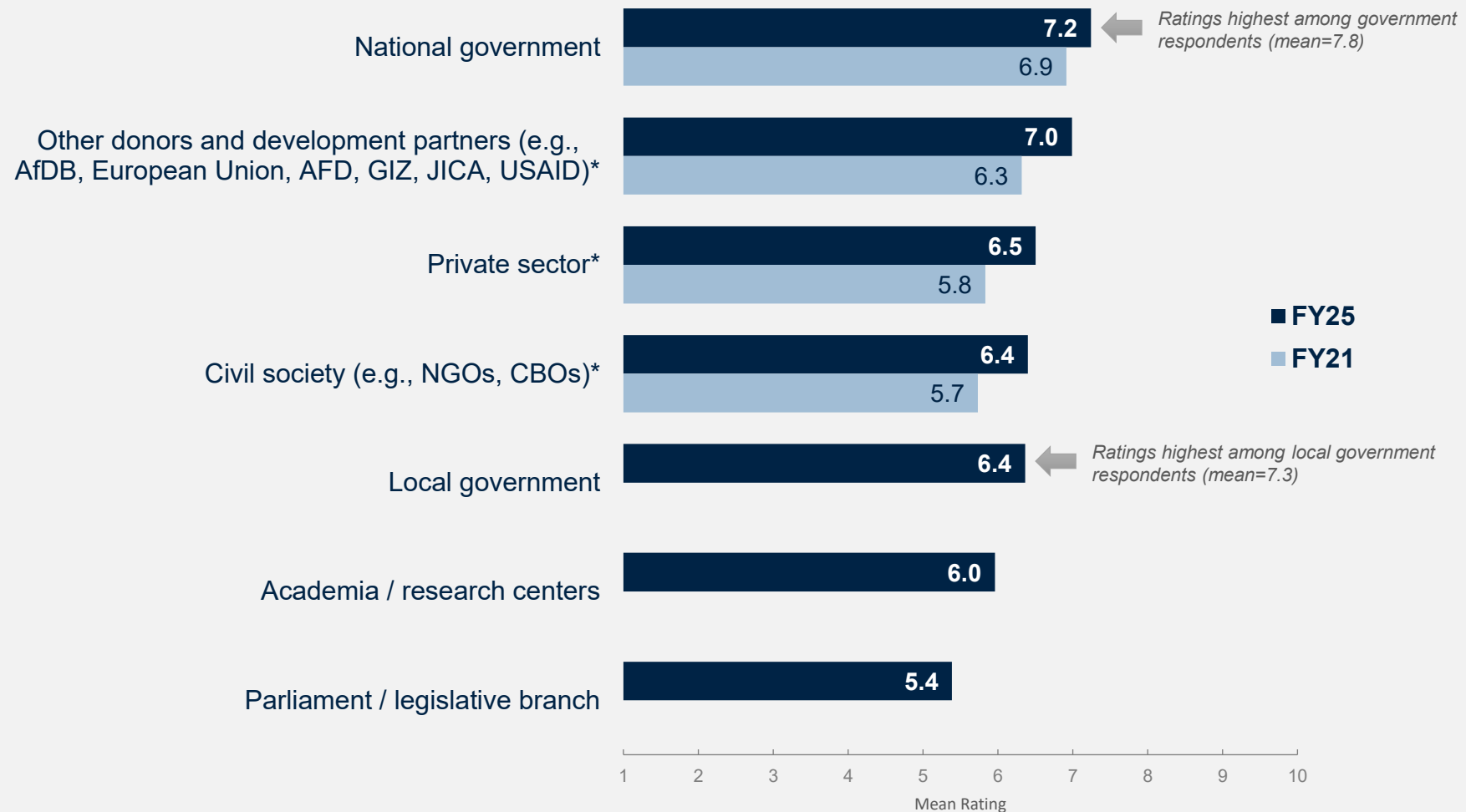


WBG Increasingly Viewed as a Long-Term, Responsive, and Accessible Partner to Madagascar

Respondents from **government institutions** and **local government** gave significantly higher ratings for all three aspects of the WBG's partnership.



WBG Collaboration with Government, Development Partners, Private Sector, and Civil Society Perceived More Positively in FY25



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

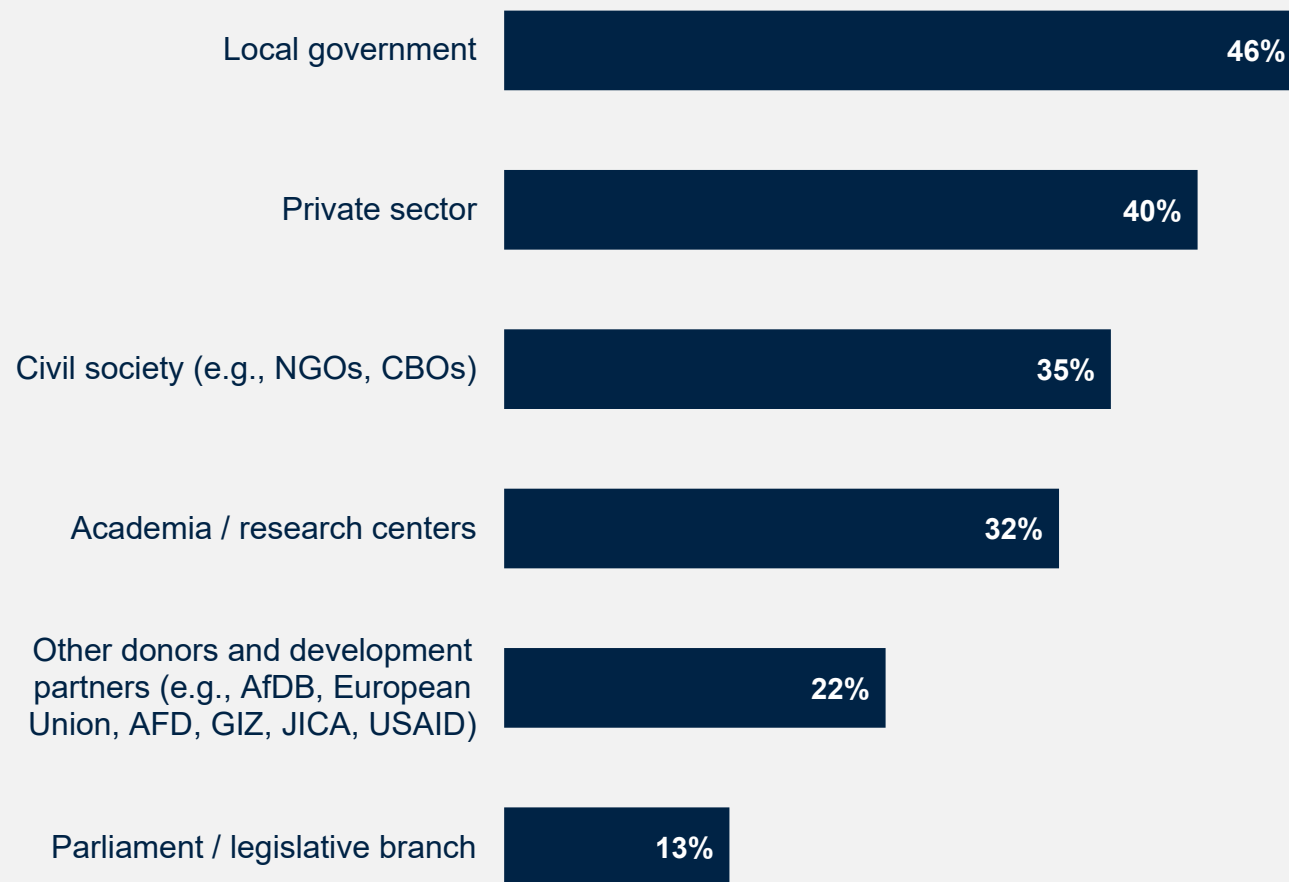
Scale: 1 = Not at all, 10 = Very much.

*Denotes statistically significant difference between FY21 and FY25.

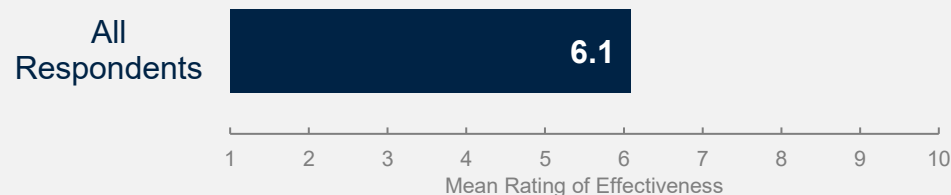
Stakeholders Want the WBG to Collaborate More With Local Government and the Private Sector

Of note, about 4 in 10 respondents highlighted the need for stronger engagement and collaboration when asked how the WBG can be more effective in Madagascar[^]:

- Respondents consistently stressed that effectiveness depends on deeper, trust-based engagement with national and local authorities, including aligning more closely with state policies, strategies, and implementation realities and supporting coordination across ministries and public agencies.
- Many respondents highlighted the need for better coordination with development partners and with the private sector to avoid duplication and increase impact.
- Respondents also emphasized that collaboration should include citizens and local actors to better understand the real needs of the community, improve WBG consultation, communication, and feedback mechanisms, and ensure projects are locally owned and sustainable.



WBG Effectiveness in Facilitating Civil Society Participation



Respondents from local government gave the highest ratings for the WBG's effectiveness in facilitating civil society participation (mean = 8.0).

Less than a quarter of respondents (23%) rated the WBG's effectiveness below average (1–4). These respondents suggested the WBG could be more effective by:

- Allocating more funding and capacity-building to grassroots organizations.
- Promoting sustained dialogue and partnerships with civil society, treating them as equal partners.
- Raising awareness of the Bank's activities to reach a wider audience.

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

"Consultations on the 2017–2021 Country Partnership Framework, involving local CSOs in defining priorities such as education, governance, and climate resilience. Social accountability initiatives through projects such as the Basic Education Support Project (PAEB) ... and the Social Safety Nets Project (PFSS)." (Government Institution Respondent)

"Civil society participation in program monitoring and evaluation. WBG support for civil society participation in the fight against corruption and misappropriation of the country's funding and natural resources." (Government Institution Respondent)

"The WBG team actively participated in the national social accountability workshop for the CMCH project in health matters ... facilitating discussions between civil society, decentralization commissions, and government ministries." (Civil Society Respondent)

"The WBG supports the FID, a social fund aimed at financing community projects. This mechanism allows local communities, including CSOs, to propose and manage projects that meet their specific needs." (Academia Respondent)

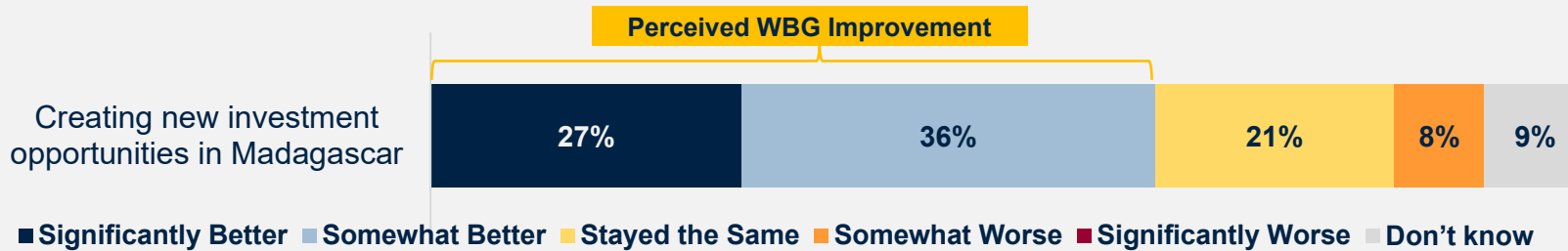


How effective is the WBG in facilitating civil society participation in development policy dialogue and implementation in Madagascar? Scale: 1 Not effective at all – 10 Very effective [If effectiveness rating < 5] How could the WBG be more effective in facilitating civil society participation in development policy dialogue and implementation? (N=16) [If effectiveness rating > 4] Please share examples of the WBG's effective facilitation of civil society participation in development policy dialogue and implementation. (N=51)

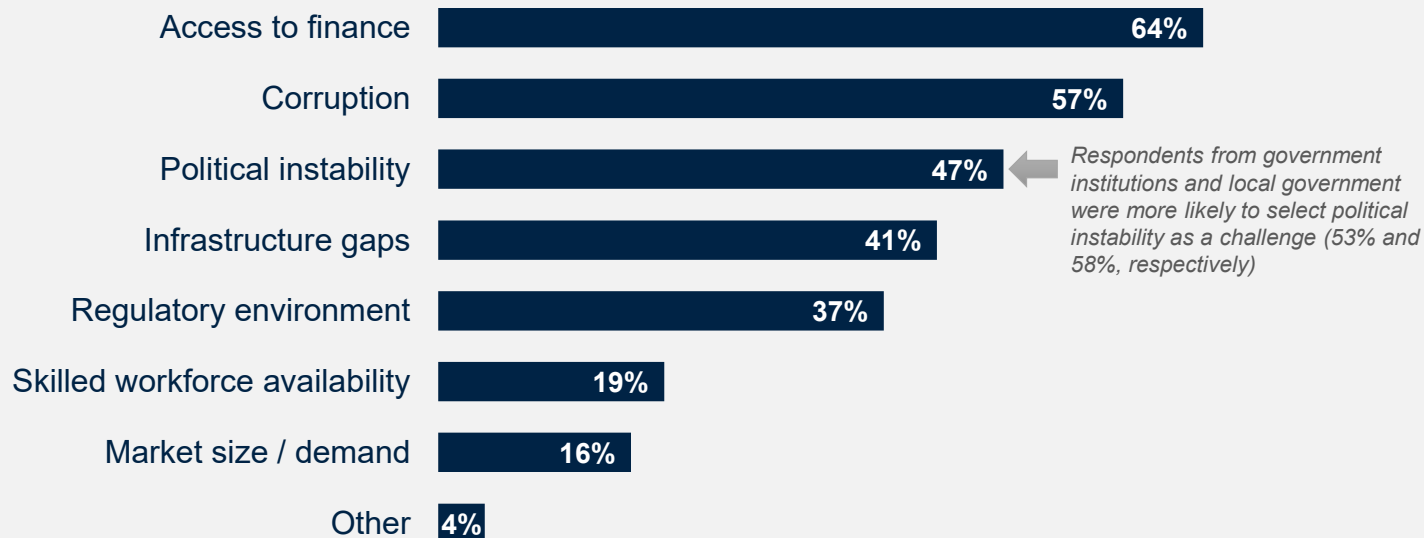


Access To Finance and Corruption Are Seen As The Biggest Challenges to Private Sector Development in Madagascar

Based on your experience, in the past three years, how has the WBG changed in terms of...



What are the biggest challenges facing private sector development in Madagascar?



To make the WBG more effective in private sector development[^], respondents discussed:

- Supporting reforms to improve governance and reduce corruption in key sectors.
- Expanding **access to finance and credit**, especially for SMEs.
- Strengthening the capacity and **competitiveness of Malagasy businesses**.
- Investing in reliable **infrastructure and connectivity** to lower costs and open markets.



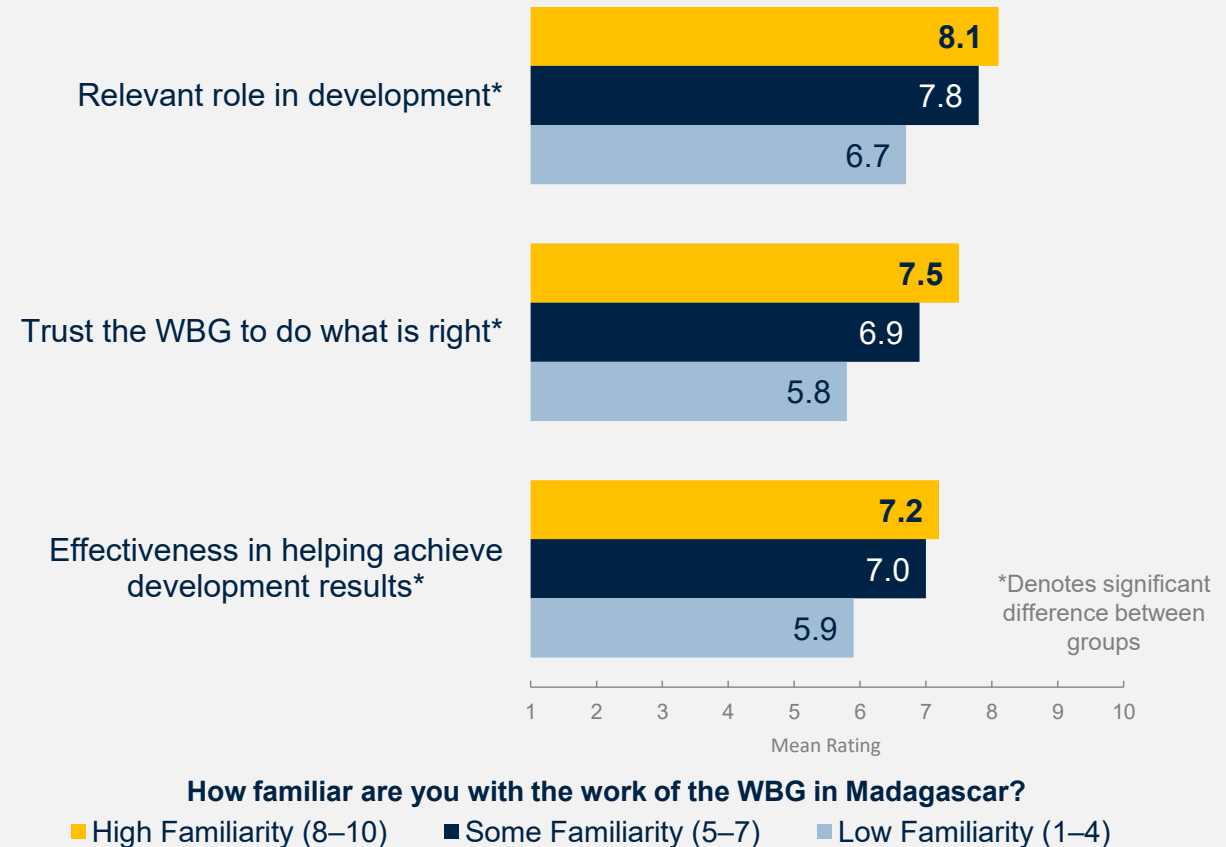
Based on your experience, in the past three years, how has the WBG changed in terms of... (Percentage of Respondents, N=193)
 What are the biggest challenges facing private sector development in Madagascar? (Select up to 3) (Percentage of Respondents, N = 181)
[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Madagascar? (N= 272)

Communication and Outreach



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

Greater engagement with the WBG not only meets stakeholder demand but also fosters more positive perceptions. Stakeholders highly familiar with the WBG (ratings of 8–10) consistently rate its trust, relevance, and effectiveness higher than those with low familiarity (ratings of 1–4).



Websites, Direct Contact, and Events Are Stakeholders' Top Choices for Receiving Information From the WBG

Stakeholder preferences vary and should inform targeted outreach. While most prefer the WBG websites, stakeholders from government institutions, bilateral or multilateral agencies, the private sector, and media favored direct contact with WBG Staff.

	Top Two Preferred WBG Channels								
	All Respondents	Office of a Parliamentarian	Government Institution	Local Government	Bilateral/Multilateral Agency	Civil Society	Private Sector	Academia	Media
WBG website* (including blogs)	48%	50%	57%	38%	64%	31%	27%	74%	55%
Direct contact with WBG staff (e.g., in person, virtually, phone, email)	46%	38%	51%	33%	50%	44%	61%	21%	55%
WBG event / conference / workshop* (in person or online)	45%	19%	48%	51%	45%	63%	39%	42%	15%
WBG e-Newsletters	36%	58%	36%	36%	27%	25%	45%	42%	25%
WBG publications	33%	19%	34%	28%	41%	31%	30%	42%	45%
WBG social media channels* (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	32%	8%	31%	23%	18%	48%	30%	47%	55%
WBG direct messaging* (e.g., WhatsApp)	31%	35%	24%	56%	14%	27%	45%	21%	30%
WBG podcasts*	8%	27%	9%	3%	14%	6%	9%	0%	0%



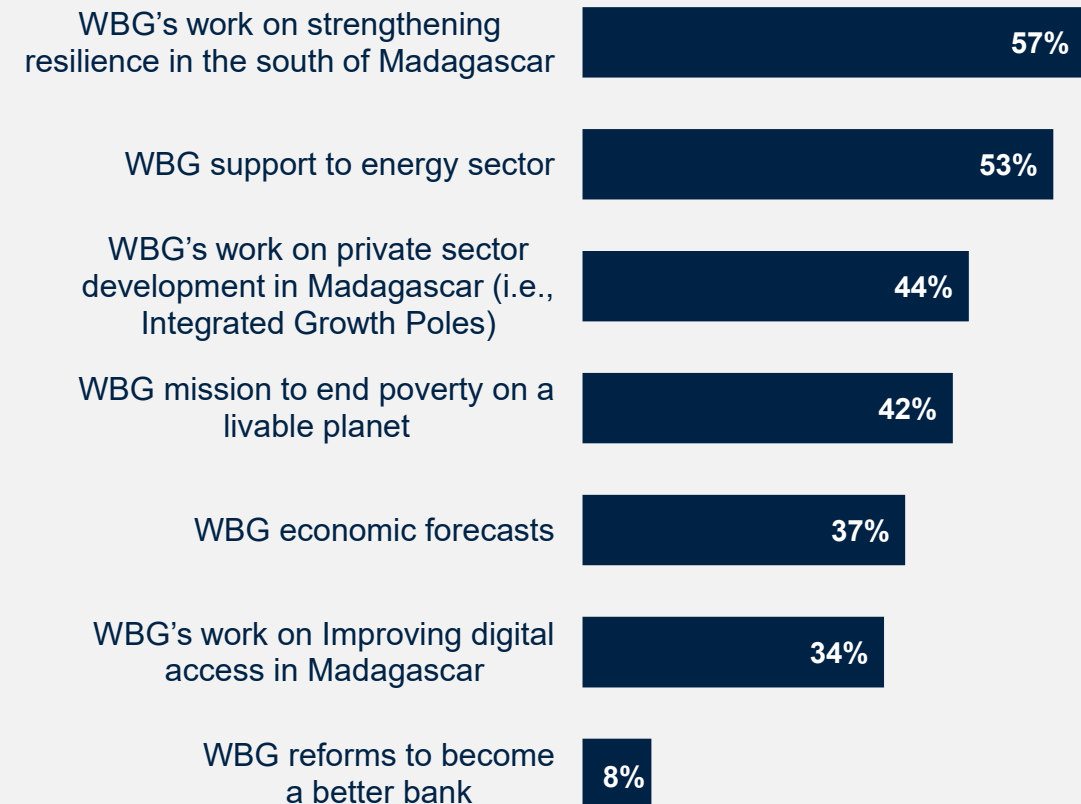
How would you prefer to obtain information from the WBG? (Select up to 3) (Percentage of Respondents, N=305)

63% of Respondents Recalled Seeing or Hearing About the WBG, Recently, Most Often through Events, Traditional Media, and Social Media, Most Often About the WBG's Work on Resilience and Energy in Madagascar

Where do you recall seeing or hearing this information?



What do you recall seeing or hearing about the WBG?



Do you recall seeing or hearing anything about the WBG recently? (N = 266)

Where do you recall seeing or hearing this information? (Select all that apply) (Percentage of Respondents, N = 166)

What do you recall seeing or hearing about the WBG? (Select all that apply) (N = 167)



To Better Understand the WBG's Role in Madagascar, Stakeholders Want Regular Updates on WBG Activities and Impact Assessments and Evaluations

Key differences among stakeholder groups should be considered for targeted engagement. For example, respondents from academia seek information on WBG research, whereas respondents from local government, civil society, and Parliament want information on how to partner with WBG.

Top Two Types of Preferred Information About the WBG

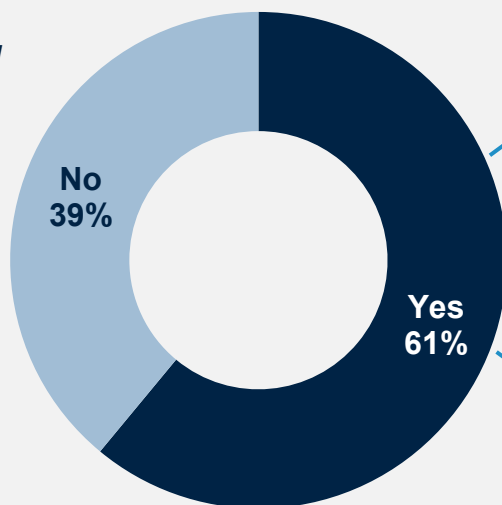
	All Respondents	Office of Parliamentarian	Government Institution	Local Government	Bilateral/Multilateral Agency	Civil Society	Private Sector	Academia	Media
Regular updates on WBG activities	49%	62%	49%	64%	43%	46%	42%	32%	40%
Impact assessments and evaluations	48%	38%	48%	54%	57%	50%	42%	58%	40%
Information on how to work / partner with WBG*	46%	73%	45%	56%	26%	48%	39%	42%	30%
Sector-specific strategies	44%	38%	52%	26%	52%	35%	52%	37%	60%
Overview of WBG financial products and services	39%	27%	37%	49%	26%	38%	61%	26%	40%
Case studies of WBG projects	32%	35%	37%	13%	30%	27%	33%	37%	50%
WBG research and knowledge*	23%	4%	22%	10%	43%	31%	6%	53%	35%

Sample Demographics and Detailed Methodology



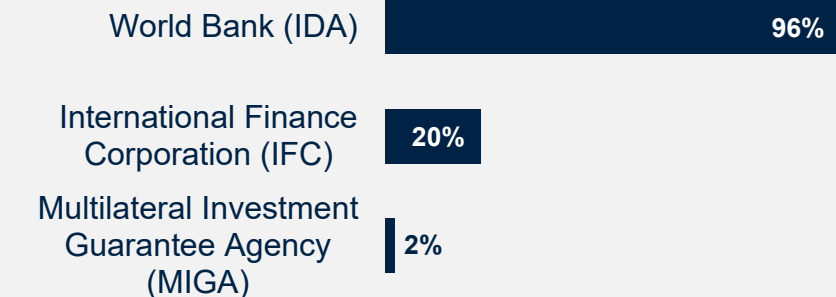
Sample Demographics

In the past 3 years, have you worked or collaborated with the WBG in Madagascar?
(N=318)

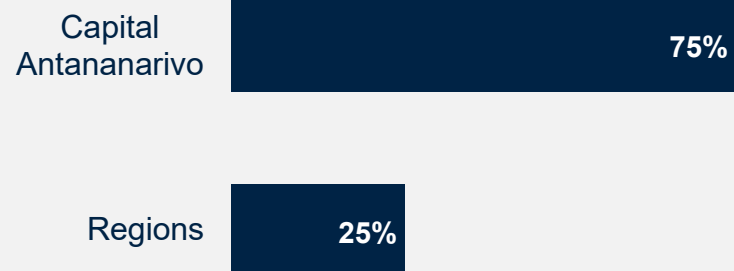


Which of the following WBG agencies have you worked or collaborated with in Madagascar?

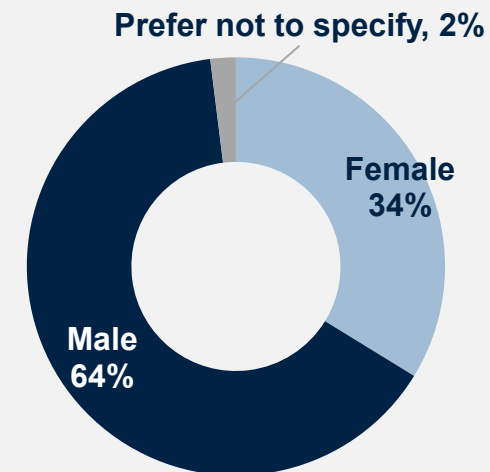
(N=194)



Which best represents your geographic location?
(N=301)

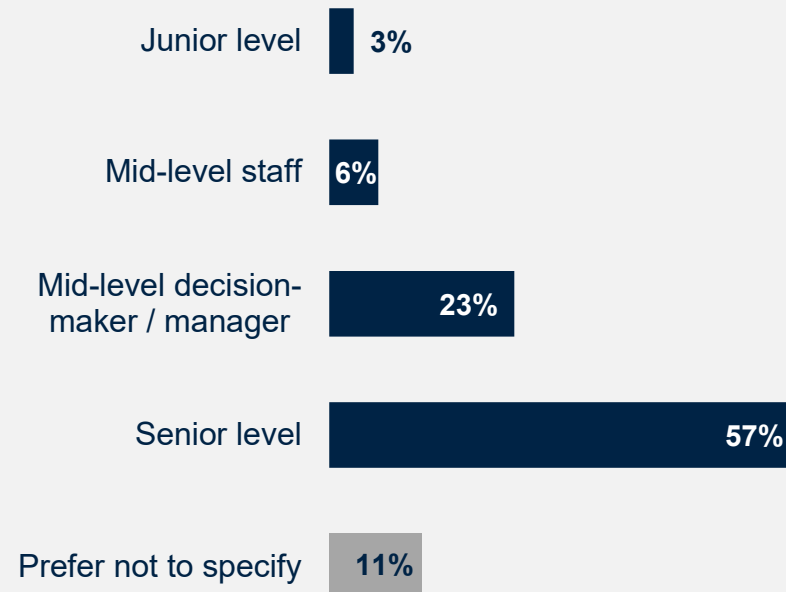


What is your gender?
(N=305)

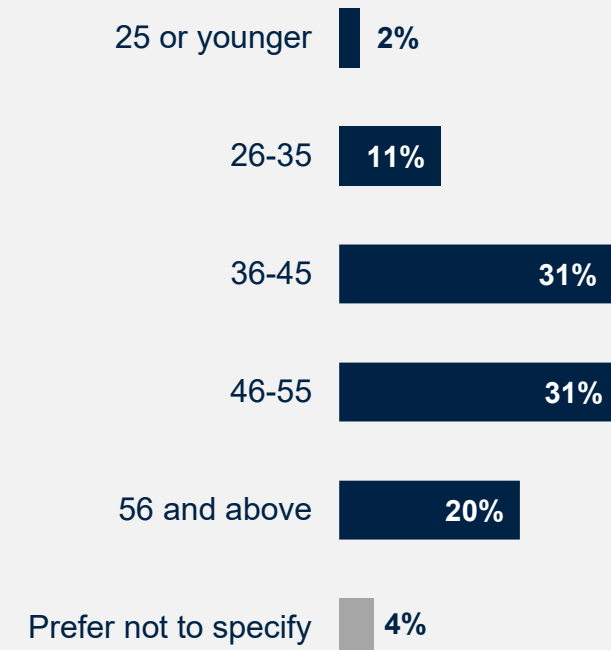


Sample Demographics (continued)

*Within your organization,
would you describe yourself as...*
(N=302)



What's your age?
(N=306)



Detailed Methodology

From **April 2025 to July 2025**, a total of 763 stakeholders in Madagascar were invited to provide their opinions on the WBG’s work by participating in a Country Opinion Survey (COS). A list of potential participants was compiled by the WBG country team and the field agency. Participants were drawn from the Offices of the President, Prime Minister, Ministers, and Parliamentarians; government institutions; local government; bilateral or multilateral agencies; civil society organizations; the private sector; academia and research centers; and the media.

Of these stakeholders, **318 participated in the survey (42% response rate)**.

Respondents received the questionnaire via courier and returned it, accordingly, or completed it online, or completed it with a representative of the field agency.

This year’s survey results were compared to the FY21 Country Opinion Survey, which had a response rate of 41% (N=309).

Comparing responses across Country Opinion Surveys reflects changes in attitudes over time, as well as changes in respondent samples, methodology, and the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. However, the stakeholder compositions for both survey years should be taken into consideration when interpreting these comparisons.

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

Percentage of Respondents	FY 2021	FY 2025
Government Principals: Office of the President, Prime Minister, Minister, Parliamentarian	22%	9%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	39%	30%
Local Government	0%	12%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	8%	8%
Civil Society Organization: Local and regional NGO, Community-Based Organization, Private Foundation, Philanthropy, Professional/Trade Association, Faith-Based Group, Youth Group	14%	17%
Private Sector: Private Company, Financial Sector Organization, Private Bank	7%	12%
Academia / Research Center	5%	6%
Media	4%	6%
Other	2%	0%
Total Number of Respondents[^]	303	318



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

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

Detailed Methodology (continued)

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

Please note that not all questions were asked of every respondent in FY25. Some questions—particularly those requiring more in-depth knowledge of WBG projects and operations—were only presented to a subset of stakeholders. Consequently, for year-over-year comparisons, some FY21 means shown in this report are based only on the subset of respondents who received the same questions in FY25, rather than the full FY21 sample. As a result, these means may differ from those published in the original FY21 report. Please refer to the questionnaire for details on question routing. The questionnaire is published in the WBG Microdata Library, along with the survey microdata, appendices, and this report.

The open-ended comments to this survey were analyzed with ChatGPT, a generative AI tool, and reviewed by the World Bank staff for accuracy.



CountryOpinionSurveys

Thank you

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

countrysurveys@worldbankgroup.org

