



Country Opinion Surveys

FY 2026 Mozambique

Country Opinion Survey Report

Acknowledgements

The Mozambique Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the CER Analytics team, led by José De Buerba (Senior External Affairs Officer) and Svetlana Markova (Senior External Affairs Officer). Yulia Danilina, Jessica Cameron, Qi Xue, Sofya Gubaydullina, and Irina Popova oversaw the design, reporting, and analysis of the survey results. Noreen Wambui provided data support.

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Contents

Objectives

Methodology Overview

Executive Summary

Overall Views of the World Bank Group (WBG)

The WBG's Work on Development Priorities

The WBG's Instruments

The WBG's Engagement and Collaboration

Communication and Outreach

Sample Demographics and Detailed Methodology



Objectives

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

- 1. Overall Views of the WBG:** How familiar are stakeholders with the WBG? How much trust do stakeholders have in the WBG? What are their opinions on the WBG's effectiveness and relevance to development in Mozambique? Are these perceptions improving or declining?
- 2. The WBG's Work on Development Priorities:** What areas of development are perceived to be the most important? Has the WBG helped achieve the goals of its projects in these areas? How effective have WBG-supported projects or initiatives been in creating sustainable, long-term jobs in Mozambique? How have these projects affected people in Mozambique, and how could the WBG improve its effectiveness?
- 3. WBG Instruments:** What do key stakeholders value most about the WBG's work in Mozambique? What are their views on the WBG's financial instruments and knowledge products? Has the WBG's advice influenced any new or existing policies in government or the private sector, particularly government policies related to employment and job creation?
- 4. The WBG's Engagement and Collaboration:** How effective is the WBG in collaborating with different stakeholder groups in Mozambique? Are these perceptions of the WBG's collaboration improving or declining? How effective has the WBG been in partnering with the government and the private sector to improve the business environment and support business development in Mozambique?
- 5. Communications:** What communication channels do stakeholders prefer for receiving information from the WBG, and do these preferences vary across stakeholder groups? To what extent do stakeholders recall WBG messaging? Which key topics communicated by the WBG are most recalled by stakeholders? What types of information are stakeholders seeking from the WBG?



Methodology Overview

Fielded in January – March 2026

- 872 potential participants were asked to complete the survey
- Respondents either received the questionnaire link via email and completed it online or received it by courier and completed it on paper
- A list of names was provided by the WBG country team
- Data collection managed on the ground by an independent field agency

330 Participants (38% response rate)

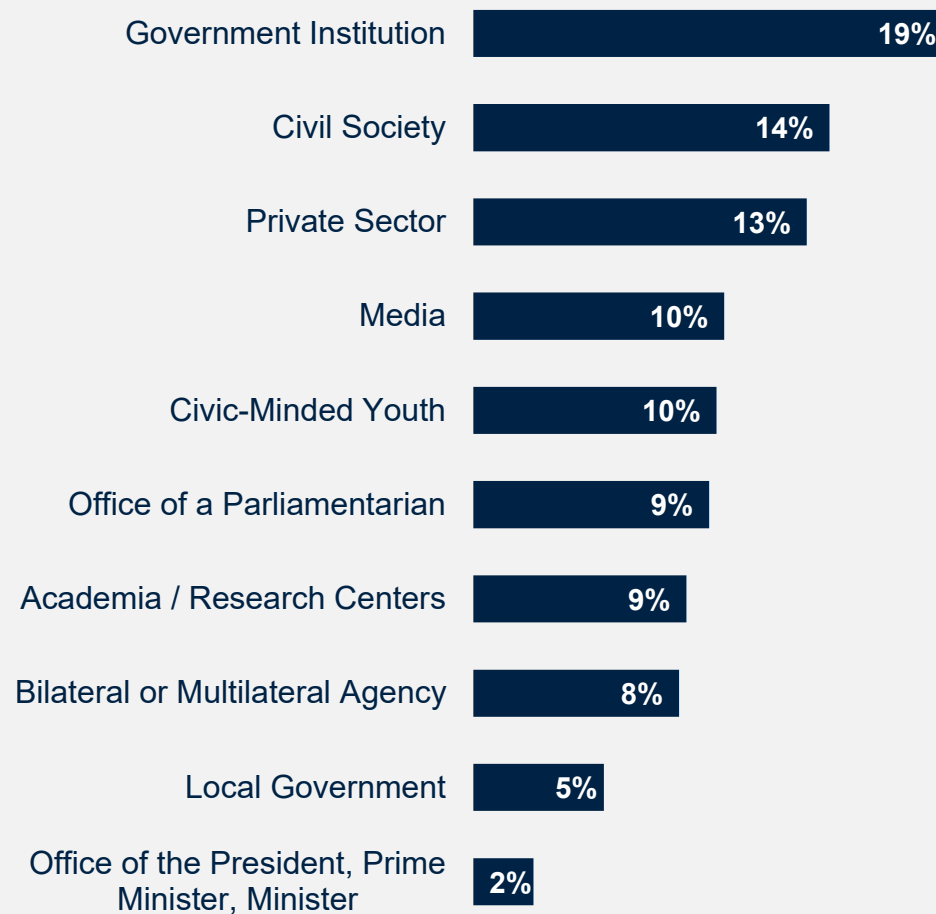
- 72% from Maputo City
- 44% collaborated with the WBG within the past 3 years

Compared to the FY22 Country Survey Results

- 217 participants (37% response rate)
- 89% from Maputo City
- 29% collaborated with the WBG

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

Stakeholders in FY26 COS Sample

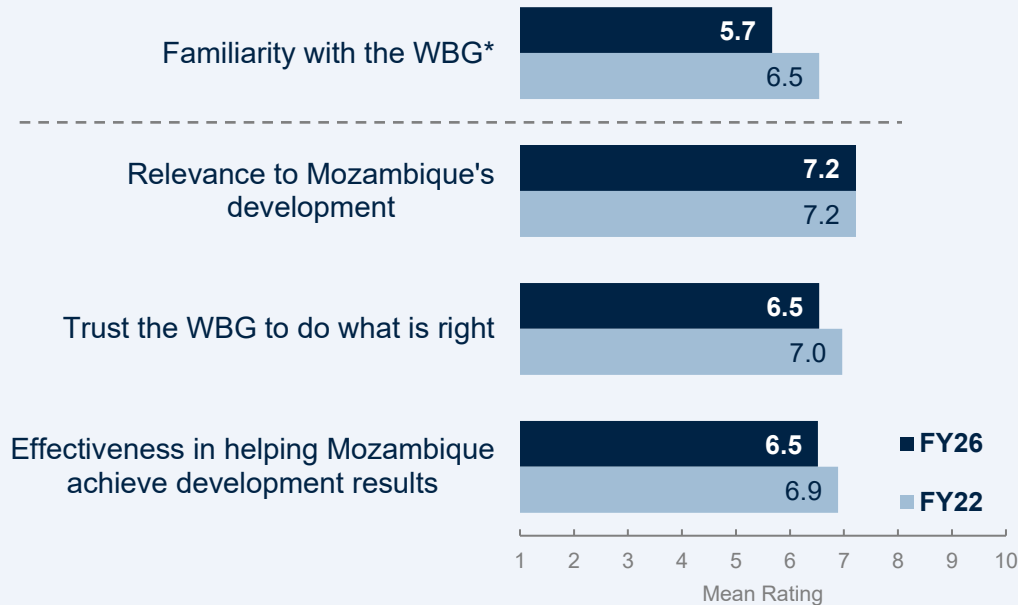


Executive Summary

1. Overall Views of the WBG:

Stakeholders reported significantly lower levels of **familiarity** with the WBG's work in FY26 compared to the FY22 Country Survey results. Respondents had similar levels of **trust** in the Bank and similar perceptions of the Bank's effectiveness and relevance as in FY22. Stakeholder ratings for the WBG's **relevance** to the country's development and **effectiveness** in helping Mozambique achieve results were lower than for the UN and bilateral development partners.

In addition, ratings for the WBG's relevance, effectiveness, and trust among respondents in Mozambique were lower than those from respondents in other Eastern and Southern Africa countries and IDA countries surveyed in FY25.

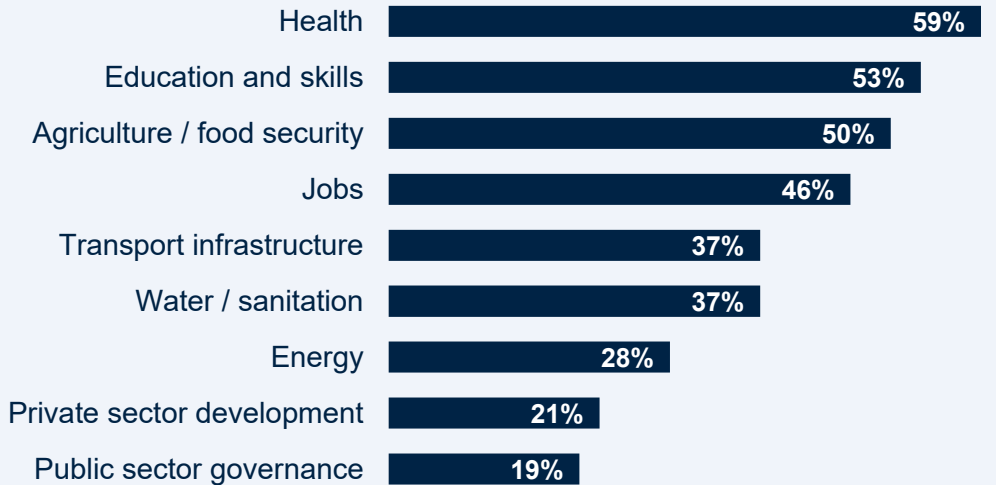


2. The WBG's Work on Development Priorities:

In FY26, **health** increased in priority to overtake **education** as the top sector for the WBG's support. Otherwise, the top priorities for the WBG's focus remained similar to FY22, except for **stabilization and recovery**, which dropped from the top six priorities to the lowest priority this year. In terms of provinces, stakeholders identified Zambezia, Cabo Delgado, Nampula, and Niassa provinces for the WBG to prioritize. In their open-ended comments, respondents discussed infrastructure, human capital, governance, and private sector development as the key priorities that the WBG should focus on in Mozambique.

WBG clients were most often familiar with a WBG project that was agriculture- or education-related. **67% of WBG clients rated the WBG as "very helpful" in achieving project goals**, and 44% rated the project as "very effective" in creating sustainable, long-term jobs.

Lack of transparency and accountability in the government and **corruption** were considered the top factors in slow or failed reform efforts. Corruption was also identified as a key challenge to private sector development, along with access to finance.



Executive Summary (continued)

2a. Creating Jobs:

Approximately a third of respondents felt that the WBG was “very effective” in helping to **create the conditions** for more and better jobs in Mozambique (35%) and “very effective” in **aligning its support** for job creation to Mozambique’s national priorities (33%). In addition, 40% of respondents felt that the WBG was “very influential” in **influencing the government’s policies** on job creation.

In their open-ended comments, stakeholders highlighted agriculture, infrastructure, energy, manufacturing, tourism, and digital/ICT, with corresponding technical/vocational training, as having the greatest promise to drive job creation.

2b. Improving WBG Operational Effectiveness:

In their written responses, respondents discussed that the WBG should **decentralize its operations and expand its engagement at the local level**. Moving operations beyond the capital can help to better adapt solutions to local needs. In addition, oversight from the design phase through to evaluation should shift to local actors, involving civil society and local governments. This type of on-the-ground project monitoring can help combat corruption and increase accountability in how funds are used. **Strengthening institutional capacity and governance** was also discussed as a way to reduce dependence on external expertise and ensure skills transfer. Stakeholders also discussed the need to **simplify processes and strengthen coordination efforts** to maximize results. This could help reduce bureaucratic delays as well as removing duplication of efforts among local institutions, UN agencies, and other partners.

3. WBG Instruments:

More than three-quarters of respondents viewed the WBG’s **financial resources as its greatest value** to Mozambique (78%), and WBG clients felt the terms of the **WBG’s financing were competitive**. In their open-ended comments, stakeholders expressed a desire for increased financial support but were concerned about the level of public debt, so they wanted to ensure that any additional funds were targeted to high priority needs with greater transparency and accountability.

Most respondents reported that they had used the WBG’s knowledge work in the past three years (77%), most often utilizing WBG research and analytical reports (47%). Nearly half of all respondents felt that WBG knowledge work made a “very significant impact” on development results (48%), while 62% of those who used WBG knowledge work rated it as “very high quality”.

Most stakeholders believed that WBG policy advice had influenced government policy/action (81%) and had influenced strategies/actions of private sector actors (75%) in Mozambique.

In their open-ended comments, respondents discussed that WBG advisory services need to be **more adapted** and informed by on-the-ground conditions in Mozambique. They also wanted advisory services to prioritize genuine skills transfer to local actors. They were critical of past advisory work that did not benefit the majority of Mozambicans. Respondents also wanted the WBG’s knowledge work to more directly **inform efforts to strengthen governance**. Technical solutions were seen as ineffective without tackling public management failures. They also discussed that the WBG should use its advisory role to better support anti-corruption efforts.

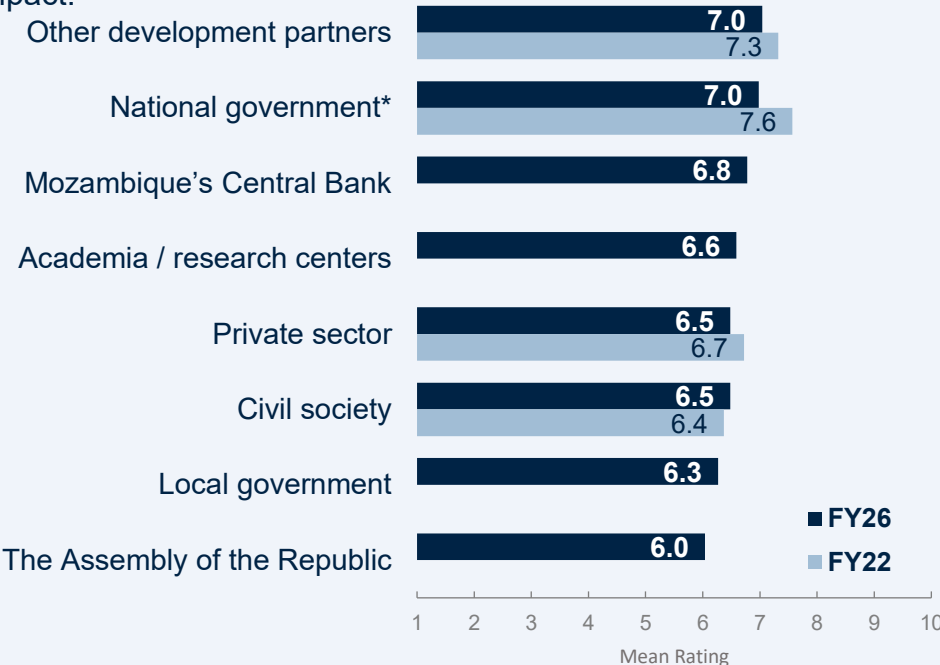


Executive Summary (continued)

5. The WBG's Engagement and Collaboration:

Stakeholders in FY26 perceived the WBG as less effective as a **long-term development partner** to Mozambique compared to FY22. Their perceptions of the WBG's collaboration with the national government also significantly declined. Perceptions of the WBG's collaboration with other partners, the private sector, and civil society were moderate as in the FY22 COS. About 4 in 10 respondents considered the WBG "very effective" at partnering with the government to improve the business environment (43%) and in partnering with the private sector to support business development (37%).

In addition to its partnership with the national government, respondents would like the WBG to **collaborate more with local government** (36%) and **the private sector** (34%) to have a greater impact.



Expanded outreach to civil society and academia is additionally recommended, given their lower levels of familiarity with the WBG, having more critical views of the Bank and its work, and both stakeholder groups having increased trust among stakeholders.

In their written responses, respondents called for the WBG to broaden its stakeholder **engagement beyond the national government**, involving these stakeholders in the full life-cycle of projects. Civil society and youth were specifically mentioned as needing to have more meaningful involvement. Respondents also called for **expanded outreach across the country** to allow for broader public consultation and understanding of the local implementation realities. Greater local presence would also help build trust and awareness of the WBG's work. **Strengthening strategic partnerships** with other partners was discussed to reduce duplication and improve coordination, and more engagement with academia was discussed to ensure WBG initiatives are grounded in local knowledge. Incorporating more Portuguese translations and the utilization of social media were recommended to reach wider audiences, especially the youth.

6. Communications:

Direct contact with WBG staff (59%), **events** (50%), and **direct messaging** (46%) were indicated as stakeholders' preferred communication channels. Respondents wanted information on the outcomes/results (68%) and impact assessments of WBG projects (56%) to better understand the WBG's role in Mozambique.

Nearly three-quarters of respondents reported seeing or hearing about the WBG recently (73%), most commonly through traditional media (65%) and most frequently about WBG economic forecasts (41%).



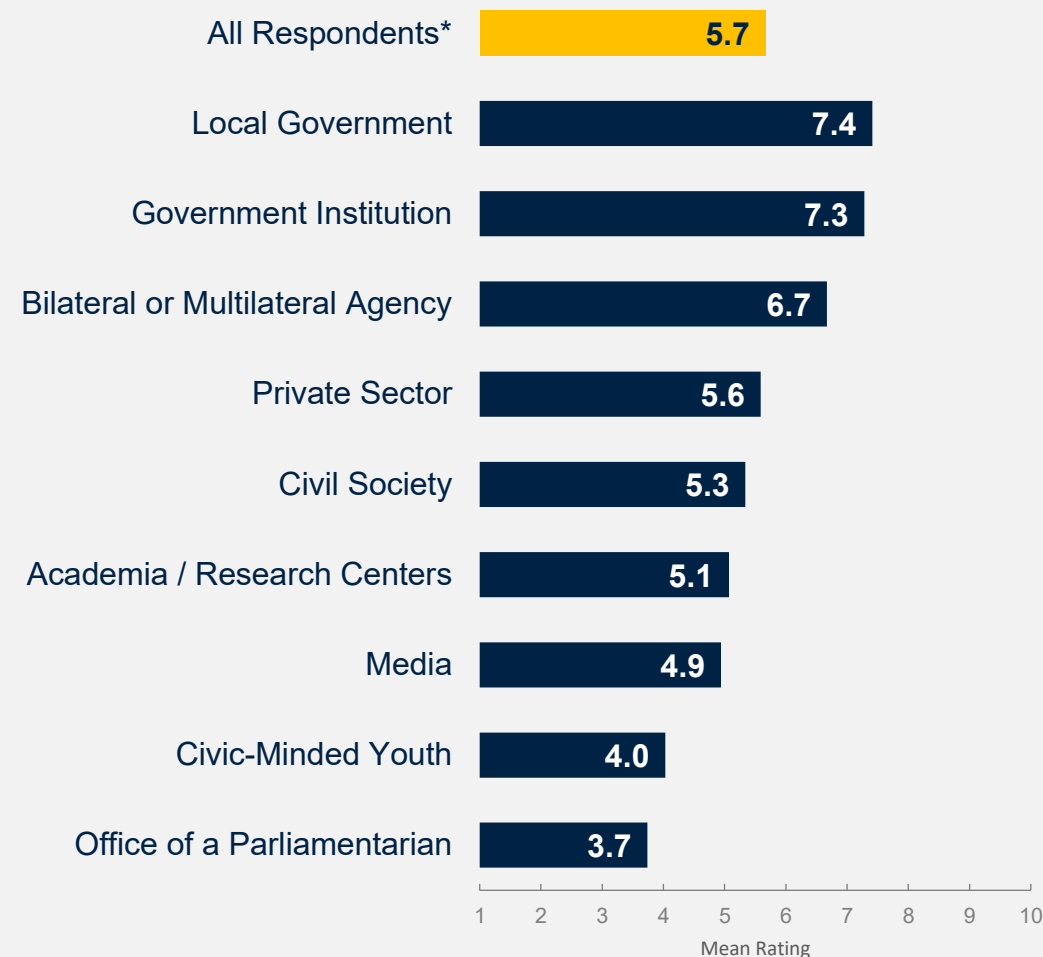
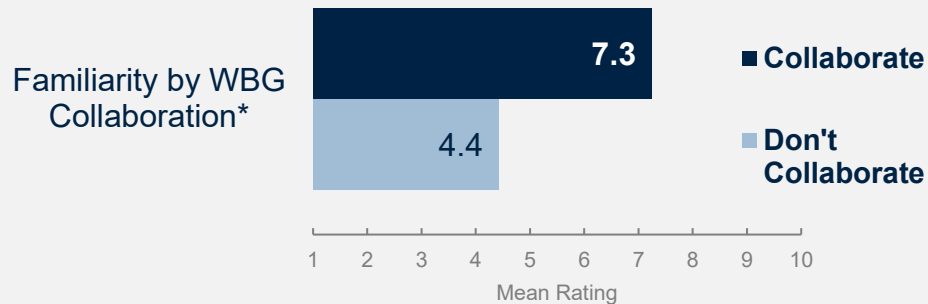
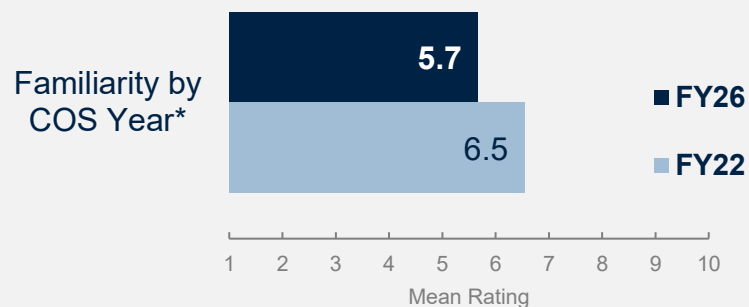
Overall Views of the World Bank Group



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Familiarity with the WBG Lower in FY26, With Those who Collaborate Being Significantly More Familiar

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



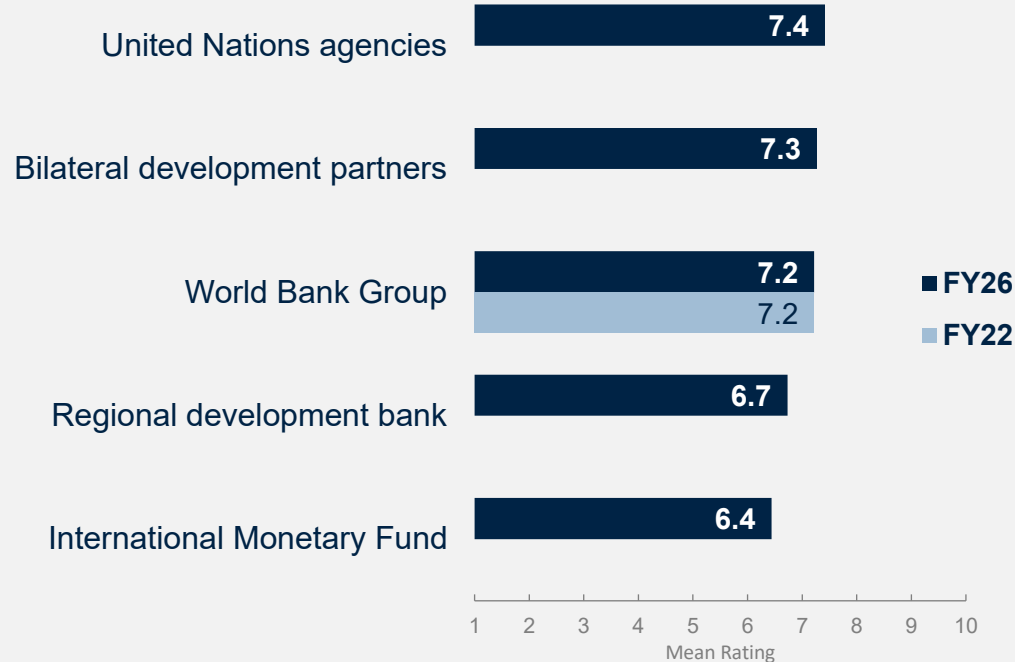
* Denotes significant differences between groups



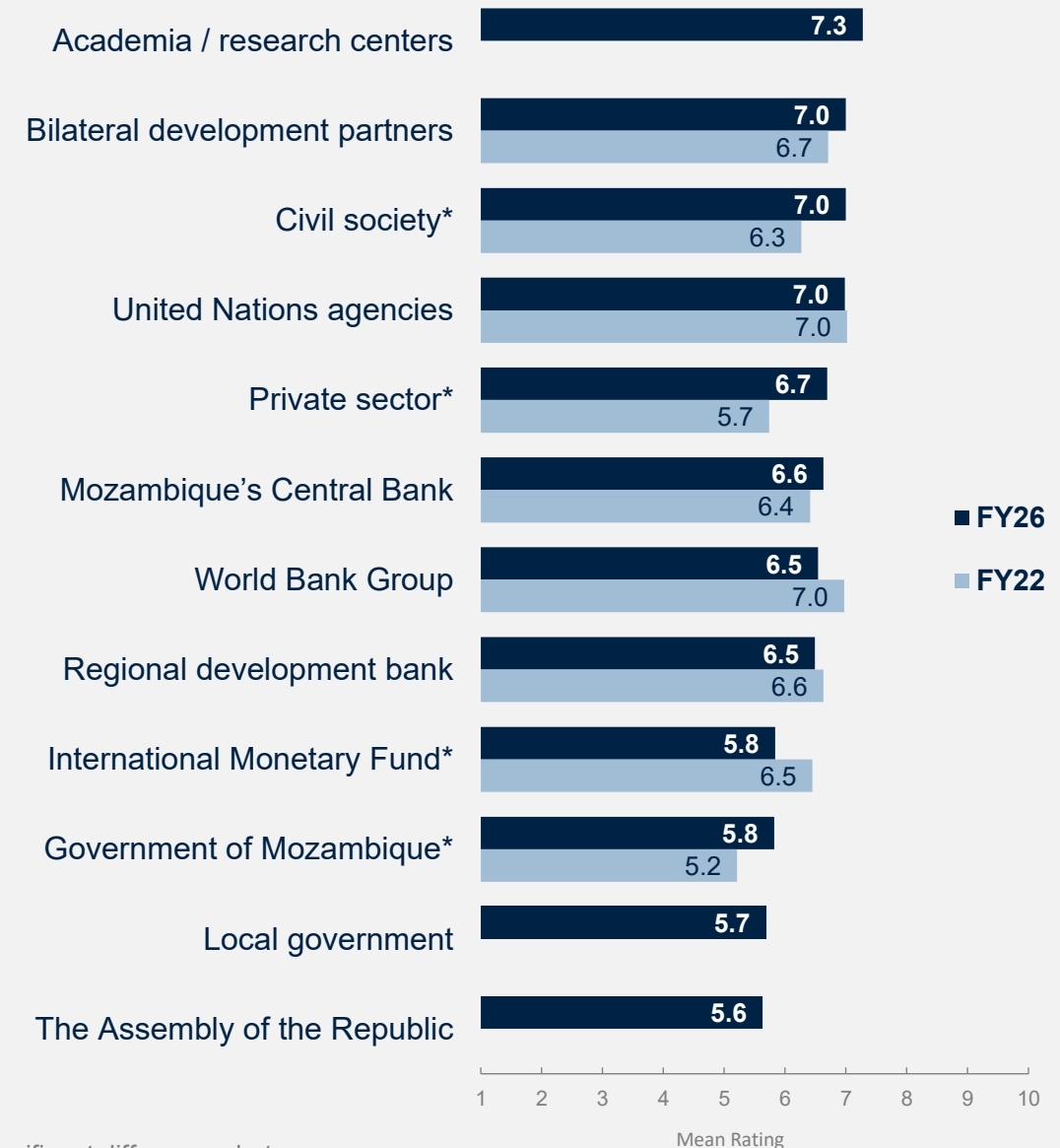
Trust in the WBG and Perceptions of WBG Relevance Similar to FY22

Academia was the most trusted institution in Mozambique. Bilateral agencies, civil society, and the private sector became significantly more trusted over the past four years to overtake their reported trust in the WBG.

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



Q: How much do you *trust* each of the following institutions to do what is right for Mozambique?
1=Not at all; 10=Very much (Mean is reported)



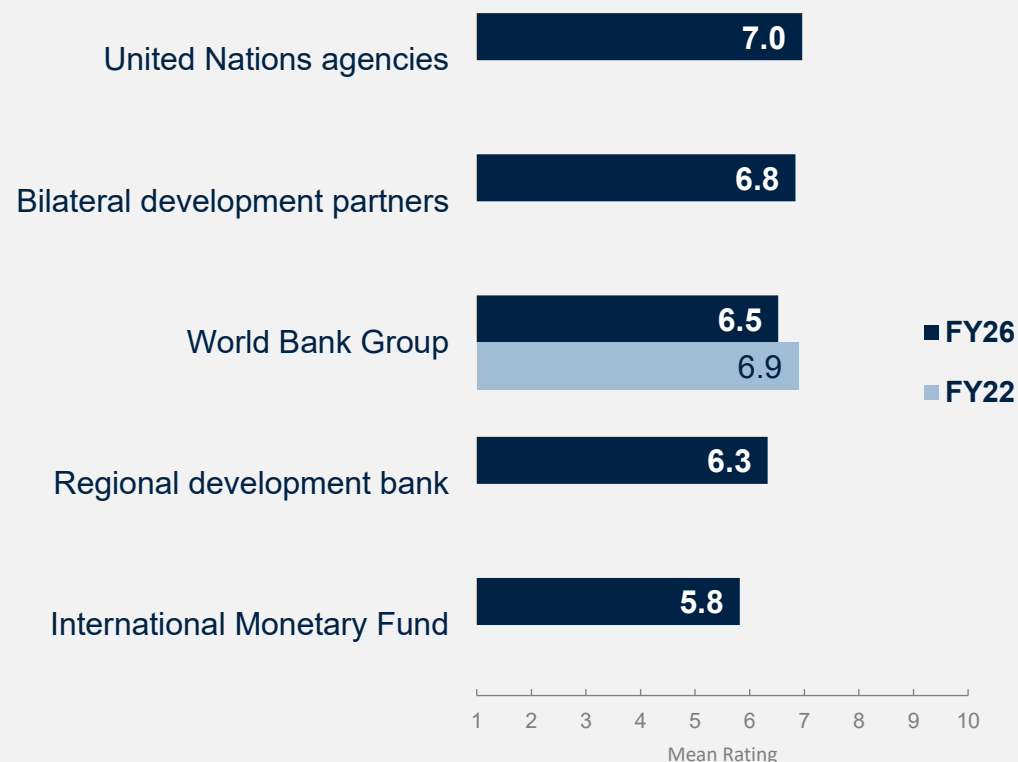
*Denotes significant differences between years



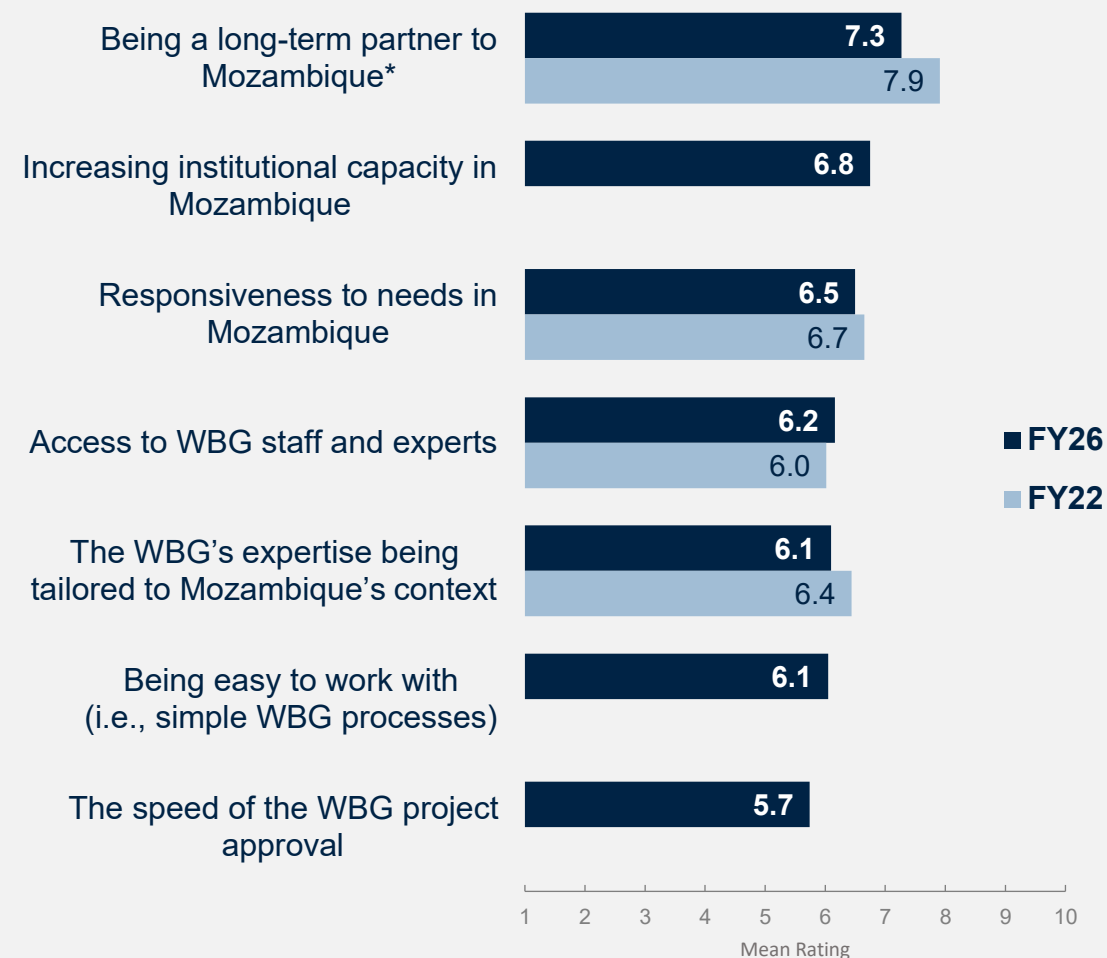
Perceptions of WBG

Effectiveness Remained Similar to FY22 COS Findings

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



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



Respondents from **local government** tended to give the highest ratings across these aspects while respondents from **academia** and **private sector** tended to give significantly lower ratings.

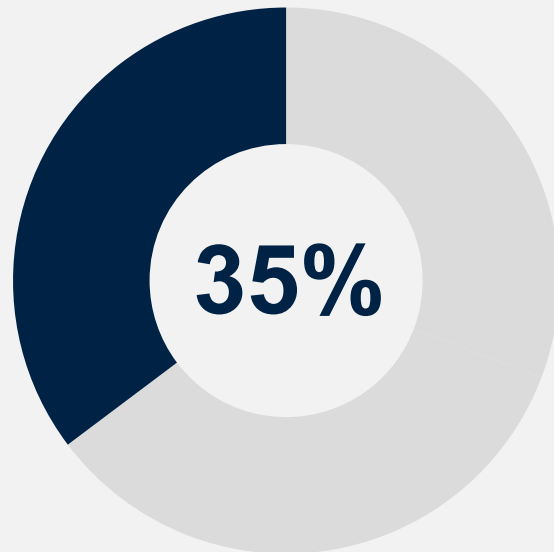
*Denotes significant differences between years

A Third of Respondents Rated the WBG's Help in Creating Jobs in Mozambique as Highly Effective

Q: *Creating more and better jobs in client countries is a top priority for the WBG. **How effective** is the WBG at...*
1=Not effective at all; 10=Very effective

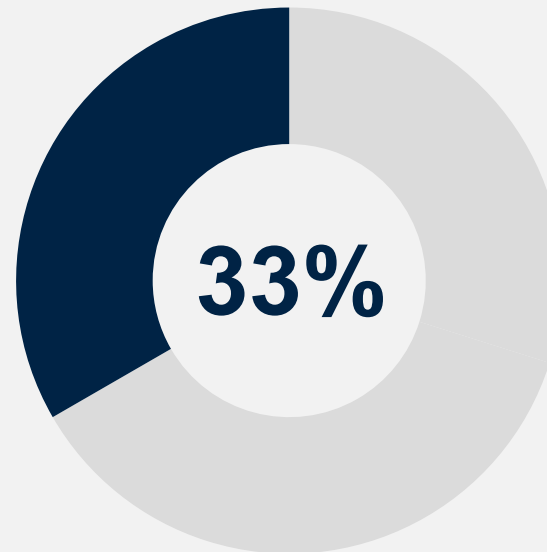
Helping create the **conditions for more and better jobs** in Mozambique
(% rating – 8-10 on a 10-point scale)

Mean = 6.0



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

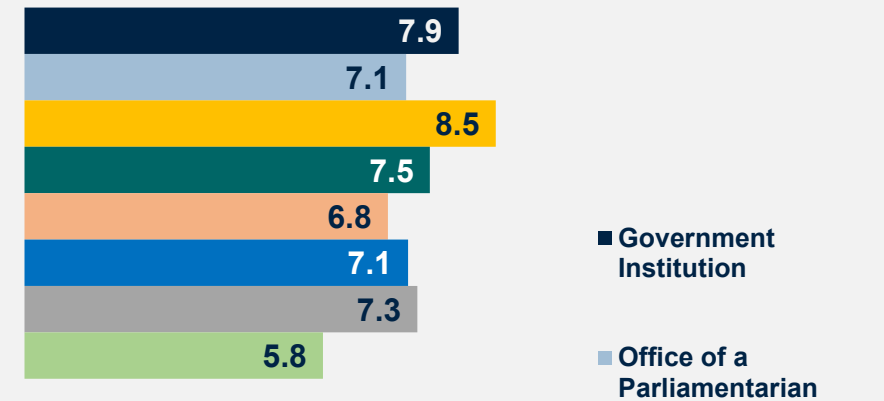
Mean = 6.0



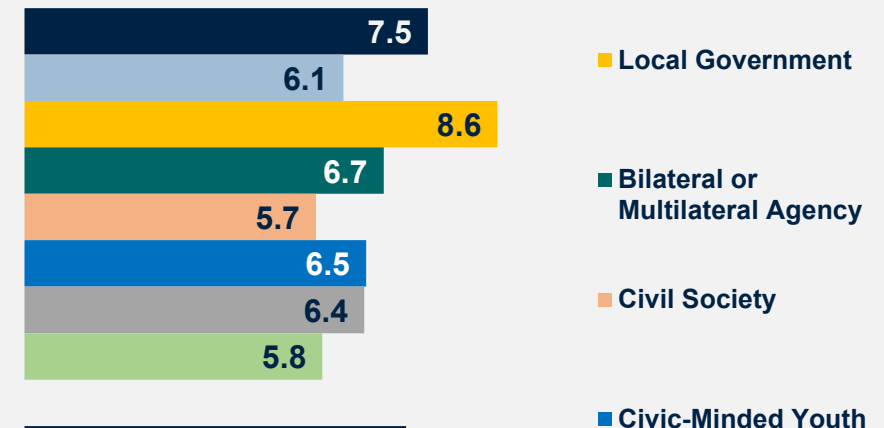
Stakeholder Perspectives on WBG KPIs Varied, with Government Respondents Giving the Highest Ratings

Comparing ratings for trust, relevance, and effectiveness between stakeholder groups revealed that respondents from **local government** and **government institutions** gave the highest ratings for these key indicators, while respondents from **civil society** and **academia** gave significantly lower ratings.

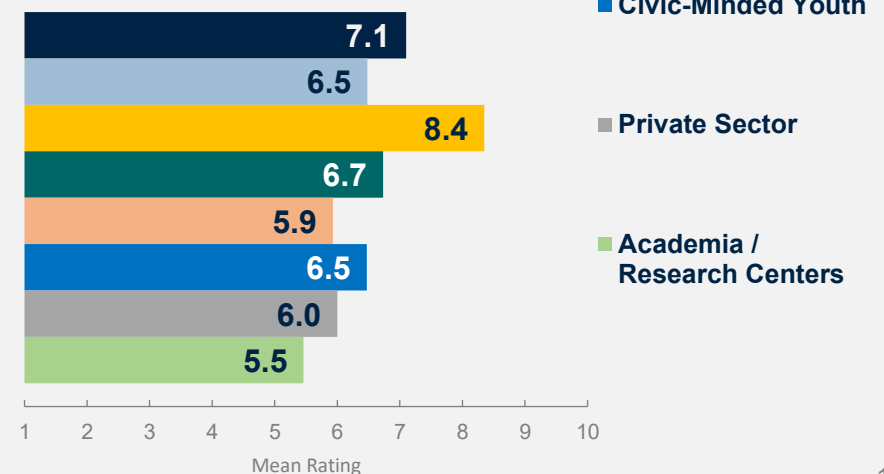
Relevant role in Mozambique's development*



Trust the WBG to do what is right for Mozambique*



Effectiveness in helping Mozambique achieve development results*

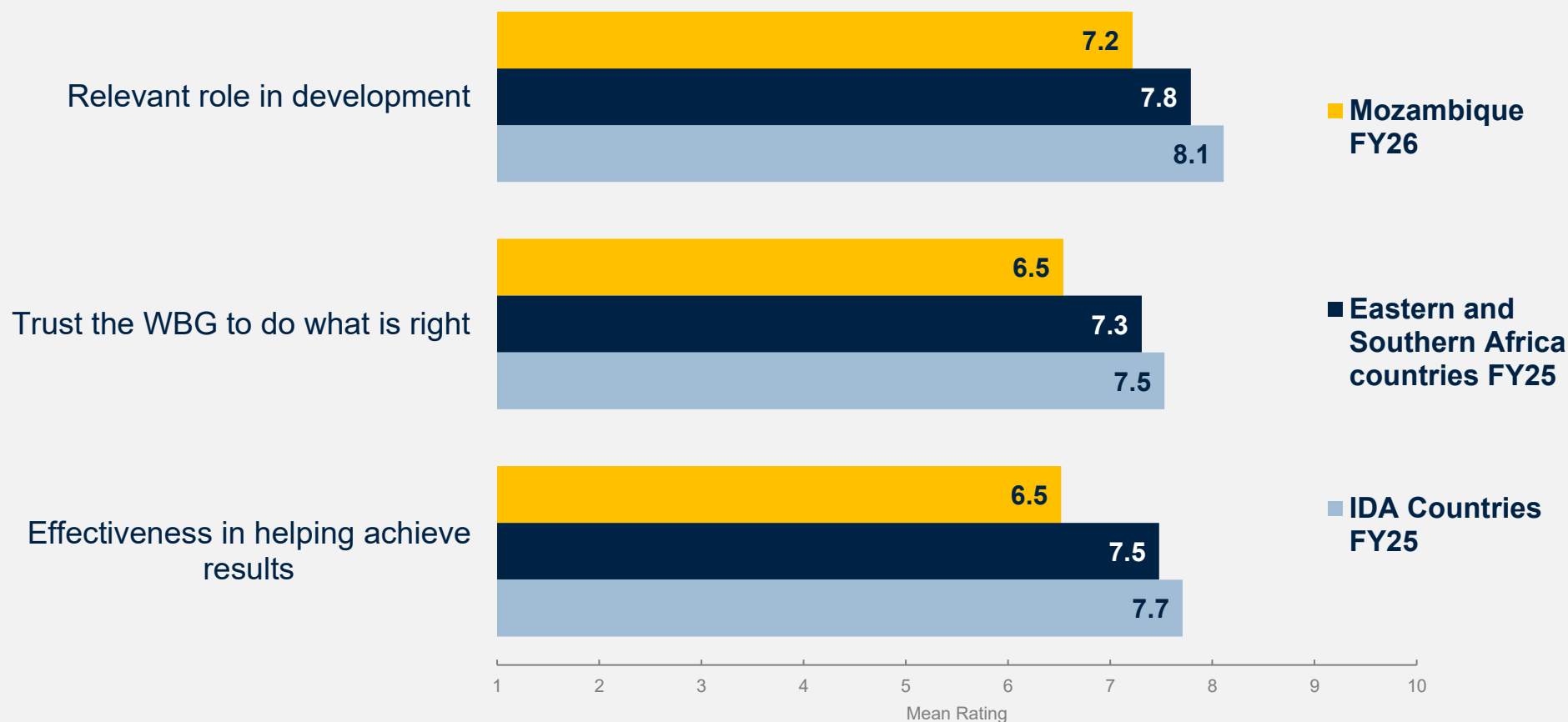


For question wording and scales, please see the previous slides.

*Denotes significant differences between stakeholder groups.



KPI Ratings in Mozambique Were Lower Than Other Eastern and Southern Africa and Other IDA Countries Surveyed in FY25



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



The WBG's Work on Development Priorities



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WBG: Focal Development Areas

In FY26, **health** increased in priority to overtake **education** as the top priority. Otherwise, the top priorities for the WBG's focus remained similar to FY22, except for **stabilization and recovery**, which dropped from the top six priorities in FY22 to the lowest priority this year.

In open-ended comments, respondents discussed **priority sectors** for Mozambique, closely aligned with those they selected:

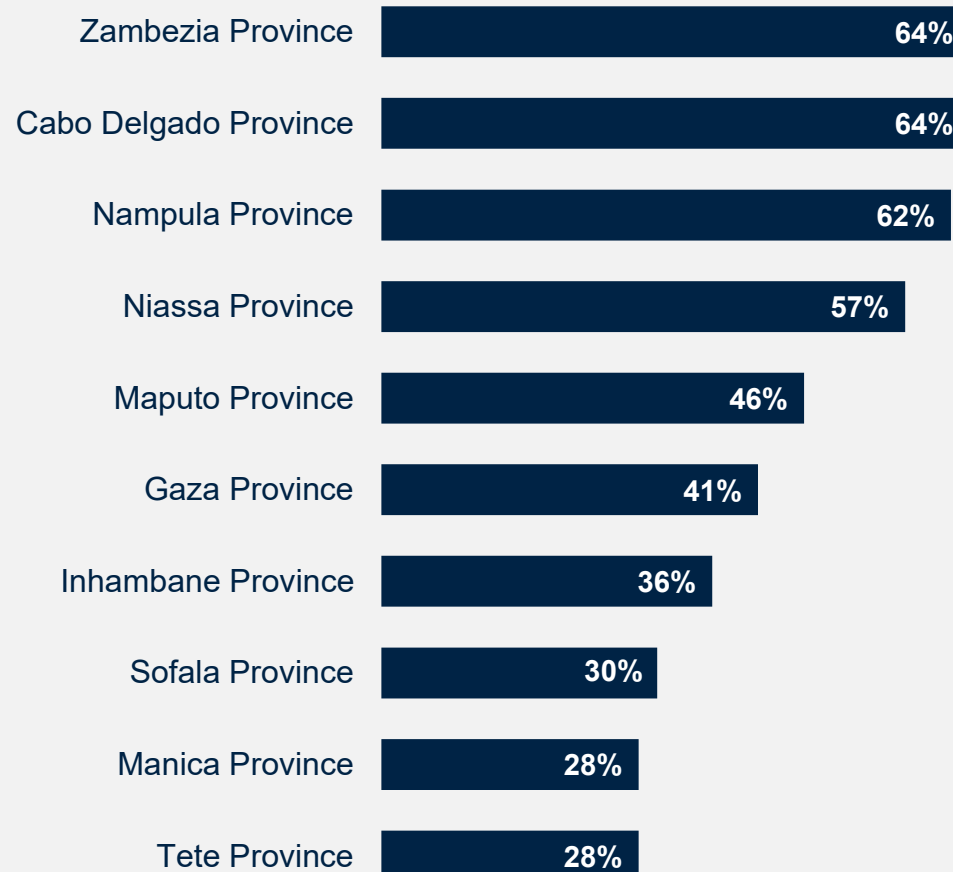
- **Infrastructure** came up repeatedly, with respondents calling for modernization of energy and water systems, improved inter-island connectivity, and digital infrastructure to support public administration and the blue economy.
- **Human Capital** was also highlighted, including the need to strengthen the healthcare system and to expand education and vocational training aligned with labor market needs.
- **Governance** featured strongly, with calls for improved public finance management, budget transparency, anti-corruption measures, and capacity building within local institutions and project management units.
- **Private Sector** was emphasized, including support for SMEs, access to credit and microfinance, and development of key economic sectors such as tourism, agriculture, fishing, and the blue economy. Youth employment and job creation for graduates were also frequently mentioned.

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



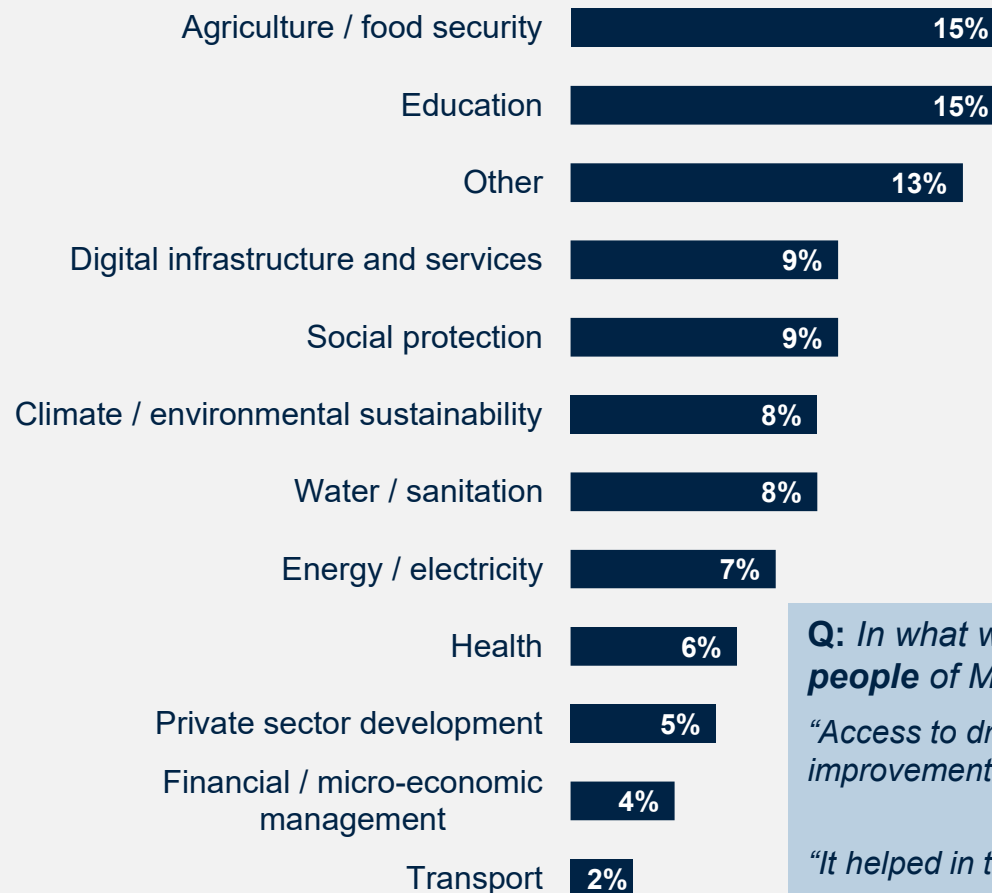
Stakeholders Identified the Zambezia, Cabo Delgado, and Nampula Provinces as the Top Geographic Areas for the WBG to Prioritize

Q: Which **geographic areas** should the WBG prioritize to have the most impact on development results in Mozambique? Select up to 3 (% of Respondents)



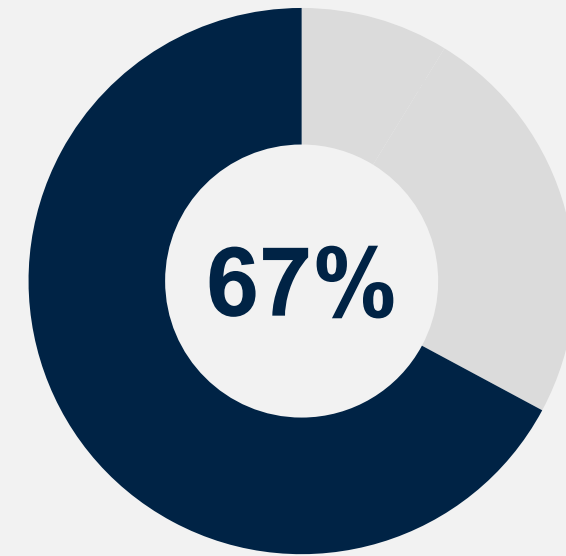
WBG Clients Were Most Often Familiar with Agriculture and Education Projects, and 67% Rated the WBG as “Very Helpful” in Achieving Project Goals

Q: Please think about ONE WBG-supported project or initiative that you are most familiar with. Select the **development area** that was the primary focus of this WBG-supported project or initiative? Select ONE only (% of Respondents who collaborated with the WBG)



Q: How **helpful** was the WBG in achieving the goals of this one project or initiative? 1=Not helpful at all; 10=Very helpful (% rating – 8-10 on a 10-point scale)

Mean = 8.0



Q: In what way, if any, did this WBG-supported project or initiative **impact the people** of Mozambique?

“Access to drinking water, electricity, roads, healthcare, education, housing improvements, and land regularization has improved and will continue to improve.”
(Government Institution Respondent)

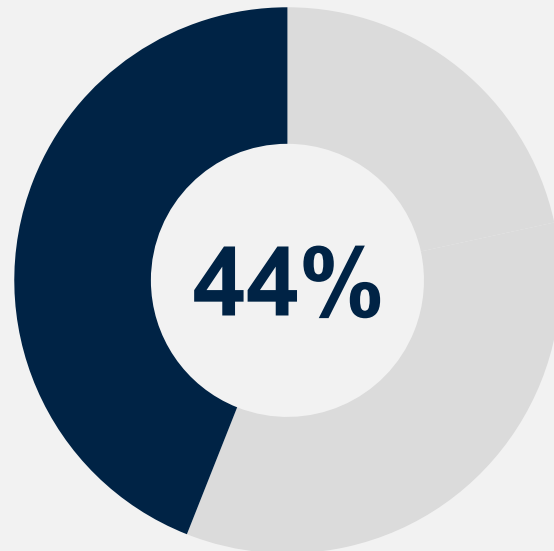
“It helped in the moral emancipation of women in society, especially in rural areas.”
(Civil Society Respondent)



More than 4 in 10 WBG Clients Rated WBG Projects as “Very Effective” in Creating Sustainable, Long-Term Jobs

Q: How effective has this WBG-supported project or initiative been at **creating sustainable, long-term jobs** in Mozambique? 1=Not effective at all; 10=Very effective (% rating – 8-10 on a 10-point scale)

Mean = 6.7



Q: In what way, if any, did this WBG-supported project or initiative **impact the people** of Mozambique?

“Supported employment initiatives through business incubation for young people with entrepreneurial initiatives.”
(Academia Respondent)

“It helped generate jobs and foster growth in the private sector.”
(Government Institution Respondent)

“Impacted in job creation, forest conservation, and income generating.”
(Government Institution Respondent)

“Increased production and productivity. Increased sales of products. Improved living conditions for farmers.”
(Government Institution Respondent)

“Clean cooking is a project with numerous benefits to the people, not only for energy transition but also in terms of job creation and health.”
(Private Sector Respondent)

“Hundreds of young people had the opportunity to access funding for their entrepreneurial initiatives, which are believed to help improve youth employability in the country.”
(Media Respondent)

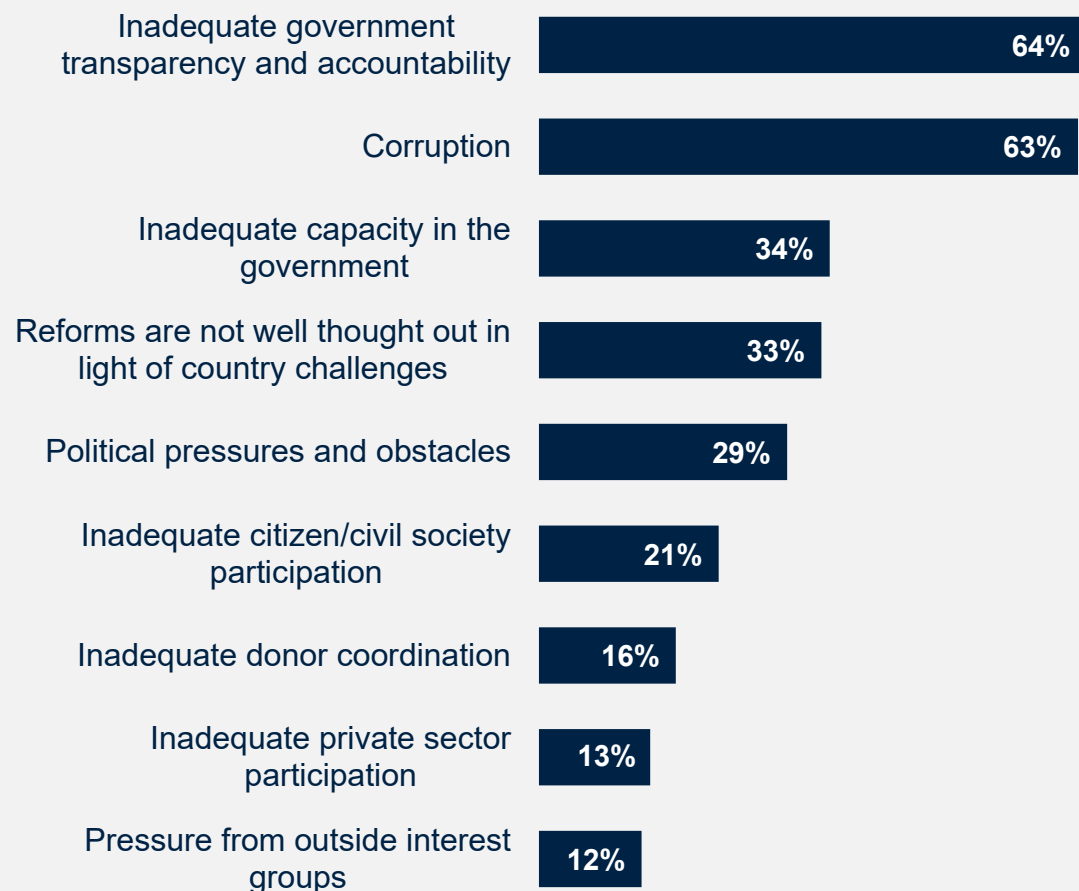
Q: Which sectors hold the greatest promise to **drive job creation** in Mozambique? (Open-ended responses summarized)

- **Agriculture** was identified as having high potential for job creation, especially moving beyond subsistence farming toward marketable goods.
- Respondents pointed to **infrastructure**, such as roads, bridges, ports, housing, and schools, as drivers of rapid, large-scale job creation.
- **Energy** was frequently cited as a strategic sector for generating both direct technical jobs and broader indirect employment.
- Respondents discussed moving away from exporting raw materials and instead building the domestic **manufacturing** sector to generate jobs.
- **Tourism** was mentioned as a labor-intensive sector with strong untapped potential, particularly given Mozambique’s coastline and cultural assets.
- **Digital and ICT** emerged as a growing area for youth employment, covering digital services, telecommunications, and entrepreneurship.
- **Technical/Vocational Education/Training** was raised as an essential prerequisite for unlocking employment potential, particularly for youth.

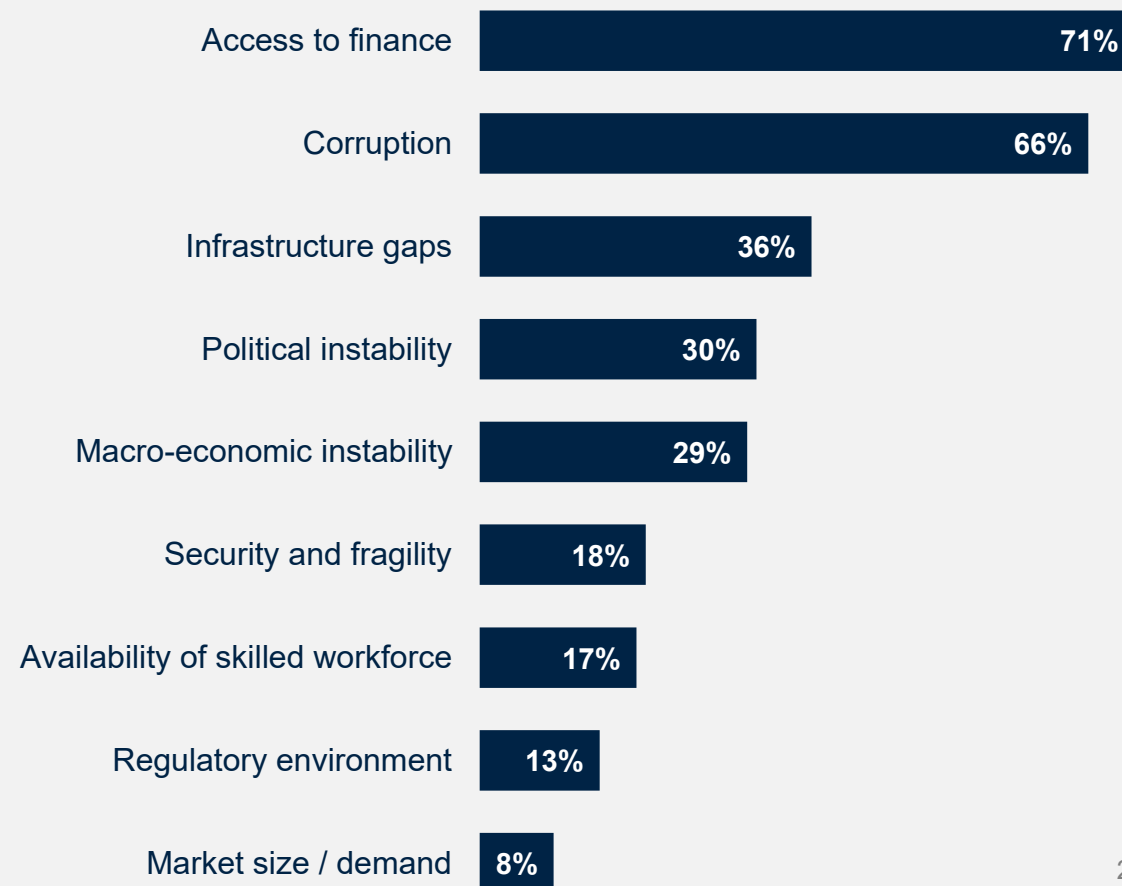


Inadequate Government Transparency and Corruption Considered the Top Factors in Slowing Reform Efforts; Corruption and Access to Finance Were Biggest Challenges for Private Sector Development

Q: When *economic and/or social reform efforts* fail or are slow to take place in Mozambique, which of the following would you attribute this to? Select up to 3 (% of Respondents)



Q: What are the biggest challenges facing *private sector development* in Mozambique? Select up to 3 (% of Respondents)



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

Q: *What is the most important thing the WBG could do to **increase its effectiveness** in these priority areas in Mozambique?*

Decentralize operations and expand local engagement

- Move operations beyond the capital by establishing provincial offices or placing technical advisors in key regions to better understand on-the-ground implementation realities.
- Shift oversight power toward beneficiaries and local communities, involving civil society and local governments from the design phase through to evaluation.
- Prioritize solutions adapted to local needs, particularly in rural areas, rather than applying one-size-fits-all approaches.

Strengthen institutional capacity and governance

- Be more assertive in combating corruption, holding those responsible for misappropriated funds accountable, and implementing stricter financial audit and procurement rules.
- Invest in building the capacity of public officials and national staff to reduce dependence on external expertise and ensure genuine skills transfer.
- Strengthen on-the-ground project monitoring, including through multi-sectoral bodies that incorporate civil society and technical groups.

Simplify processes and stronger coordination to maximize results

- Simplify and accelerate procurement, disbursement, and decision-making processes to reduce bureaucratic delays that slow project delivery.
- Align WBG disbursements with results (where possible) to create performance incentives and improve accountability.
- Strengthen collaborations with local institutions, UN agencies, and other development partners to reduce duplication and improve coordination of efforts.

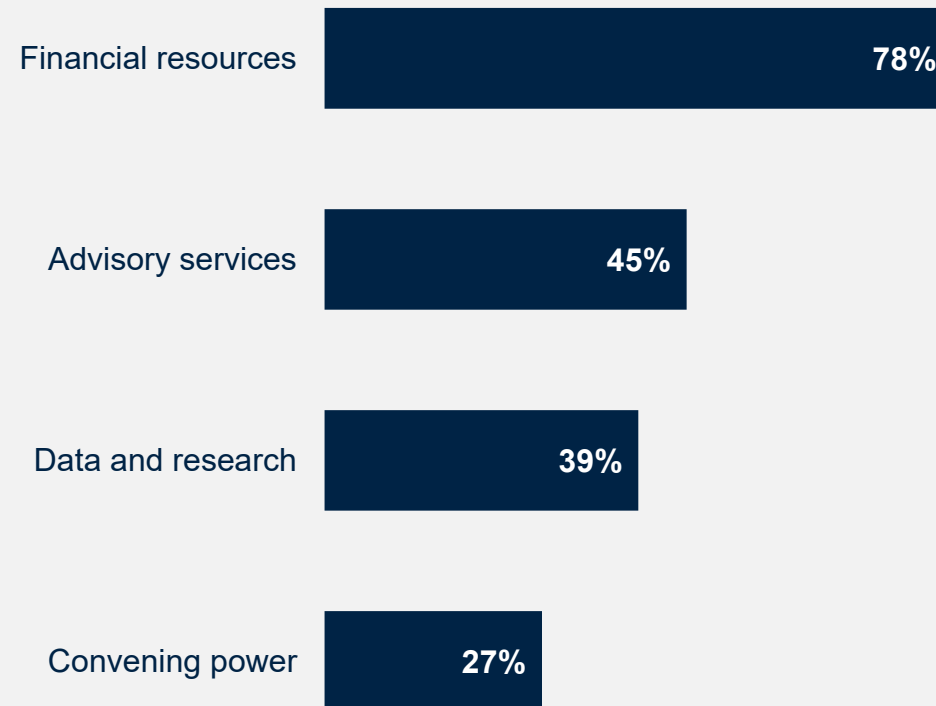
The WBG's Instruments



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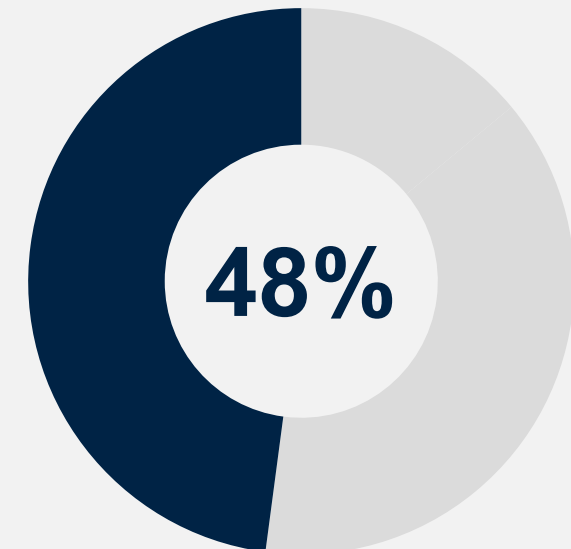
Financial Resources Viewed as the WBG's Greatest Value to Mozambique, with Knowledge Valued for Its Contribution to Development Results

Q: Which WBG instruments do you **VALUE** the most in Mozambique? Select up to 2 (% of Respondents)



Q: How significant a contribution do you believe the **WBG's knowledge work** makes to development results in Mozambique? 1=Not significant at all; 10=Very significant (% rating – 8-10 on a 10-point scale)

Mean = 7.0



Financial resources were most valued among **local government** (88%), **private sector** (88%), and **media** (87%) respondents. Convening power was considered significantly more valuable for respondents from **government institutions** (41%) and **Parliamentarians** (48%). Data and research were more valued among respondents from **civil society** (55%)



WBG Financing Considered Competitive; Perceptions of it Meeting Mozambique's Needs Are Similar to FY22

Q: To what extent do you agree with the following statements about the **WBG's financial support** to Mozambique?
1=Strongly disagree; 10=Strongly agree (Only asked of respondents in government institutions or those who indicated that they collaborate with the WBG. Mean is reported)

The terms of the WBG's financing are competitive compared to other available options (e.g., other development banks, private financial institutions/ investment banks, etc.)

6.8

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

6.3

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

6.2

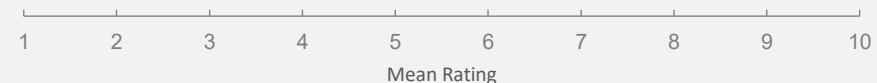
6.3

The WBG provides financial support in a timely manner

6.1

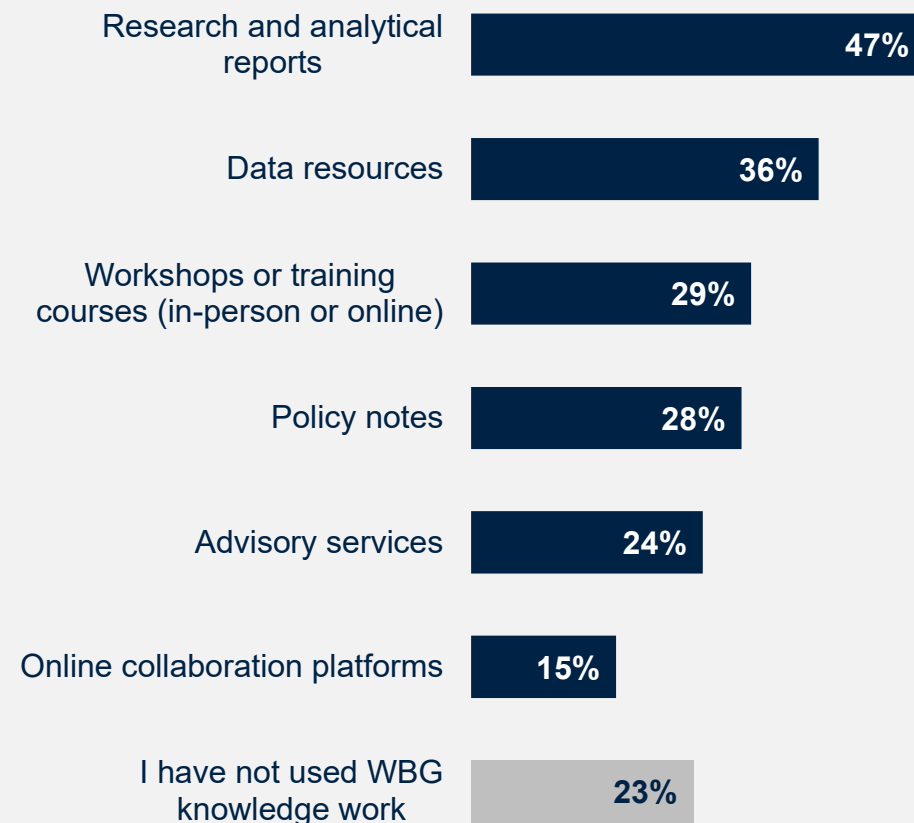
■ FY26

■ FY22



Most Respondents Used WBG Knowledge Work and 62% of Users Rated the Knowledge Work “Very High Quality”

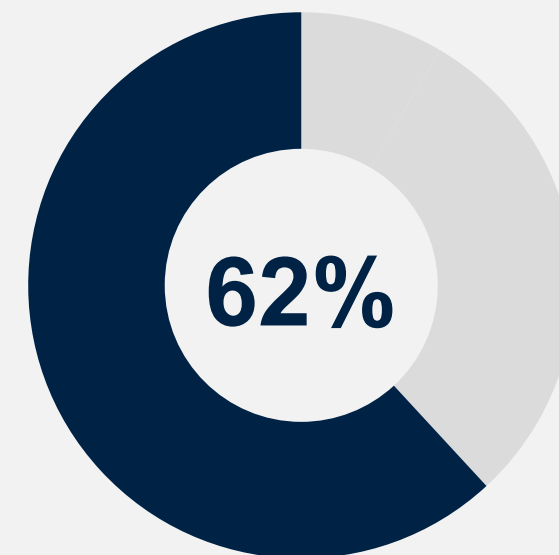
Q: In the past 3 years, what **WBG knowledge work** have you used? Select all that apply (% of Respondents)



Workshops were more often used by respondents from local government (53%). **Advisory services** were more often used by respondents from government institutions (46%) and local government (41%). **Online collaboration platforms** were more often used by civic-minded youth (40%).

Q: How would you rate the **quality** of the WBG’s knowledge work (including data, research, training, policy notes, and advisory services) in Mozambique? 1=Very low quality; 10=Very high quality (% rating – 8-10 on a 10-point scale)

Mean = 7.7



(Only asked of respondents who indicated that they used WBG knowledge work in the past 3 years)



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

*Q: What is the most important thing the WBG could do to **increase its effectiveness** in these priority areas in Mozambique?*

Better targeted and more accountability in financial support

- Respondents called for increased financing for SMEs, farmers, and entrepreneurs, including subsidized credit lines and public-private partnerships, rather than primarily large-scale or extractive projects.
- Several responses raised concern about the accumulation of public debt, urging the WBG to weigh the long-term impact of loans on Mozambique's ability to sustain basic services.
- Respondents emphasized the need for greater transparency in how funds are allocated and disbursed, with calls to make loan and project information publicly accessible so citizens can track expected versus actual results.

Advisory services should be more contextually grounded

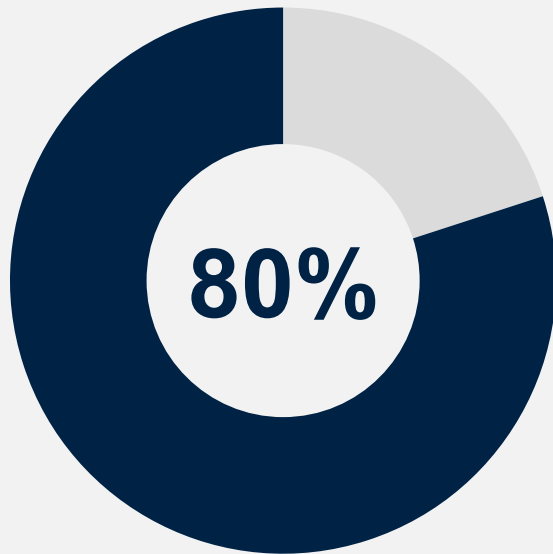
- Respondents called for advisory work that is more locally adapted and informed by on-the-ground conditions in Mozambique.
- There was concern about over-reliance on international consultants, with calls for advisory services to prioritize genuine skills transfer to national staff and public officials rather than substituting for local capacity.
- Some respondents were pointed in their criticism, noting that past advisory and policy work had promoted approaches that did not benefit the majority of Mozambicans, particularly in the extractive sector.

Knowledge work should better support governance and accountability efforts

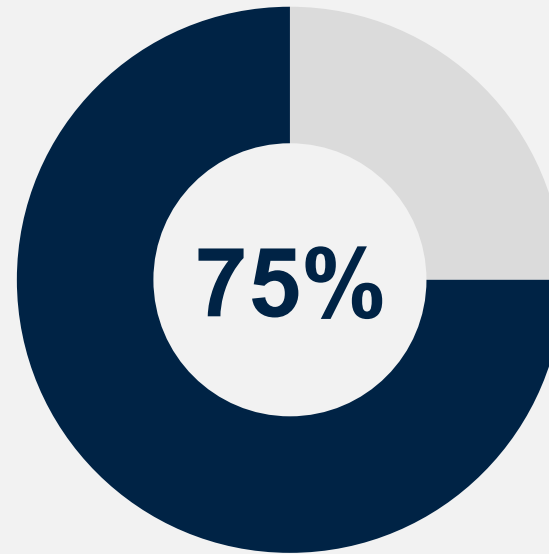
- Respondents wanted the WBG's knowledge work to more directly inform efforts to strengthen public sector governance, as technical solutions were seen as ineffective without tackling public management failures.
- Respondents discussed that the WBG should use its advisory role to better support anti-corruption efforts, including better monitoring of fund use, stricter audit mechanisms, and accountability for misappropriation.

Most Who Used WBG Knowledge Felt it Influenced Government Policy and Private Sector Strategies; 4 in 10 Felt the WBG Was Very Influential in Mozambique's Policy on Jobs

Q: In your opinion, has the WBG influenced a **new or existing government policy/action** in Mozambique? (% – Yes)

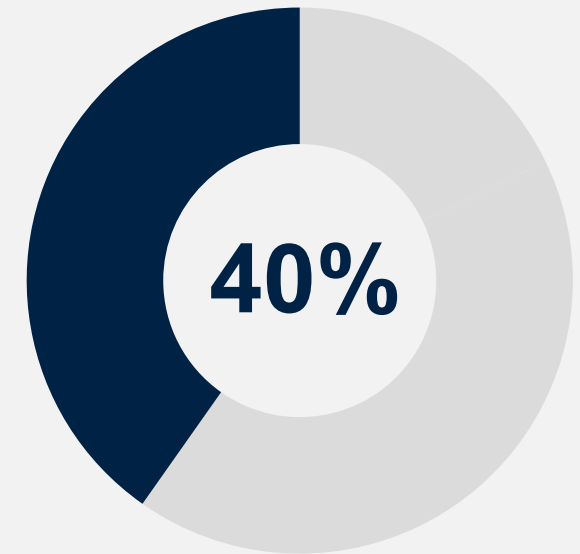


Q: In your opinion, has the WBG influenced **strategies or actions of private sector actors** in Mozambique? (% – Yes)



Q: To what extent has the WBG influenced the government's **policies or strategies on employment and job creation** in Mozambique?
1=Not influential at all; 10=Very influential
(% rating – 8-10 on a 10-point scale)

Mean = 6.6



Examples of Strategies, Policies, and Reforms Supported by WBG

Q: What *policy, strategy, or reform* by the government and/or private sector did the WBG support, and in what way?

Health

- “Donation of antiretroviral drugs that reduced the level of deaths due to diseases.”
(Office of a Parliamentary Respondent)
- “The World Bank Group has influenced the strengthening of national policies on epidemiological surveillance, laboratory capacity, and public health emergency preparedness in Mozambique. This influence has occurred through financing, technical assistance, and alignment with international standards, promoting the modernization of health systems.”
(Government Institution Respondent)

Education

- “WBG supported the Education sector, particularly the upgrading of Primary Schools into Basic Schools.”
(Government Institution Respondent)

Transport Infrastructure

- “With TRACER SOPZ, the World Bank influences the strategies and actions of the Ministry of Transport and Logistics and the private sector that uses the Nacala corridor.”
(Civil Society Respondent)
- “Announcement of the creation of development corridors, focusing on infrastructure for energy production and logistics (roads, ports, etc.), and agriculture (which should include forestry).”
(Private Sector Respondent)

Private Sector Development and Jobs

- “...Support for the private sector: The World Bank approved a \$300 million loan to support small and medium-sized enterprises; Economic reforms: The World Bank has supported economic reforms in Mozambique, including improvements in fiscal management, etc.”
(Civic-Minded Youth Respondent)
- “The World Bank has influenced the reform process in the country in terms of public finance management, transparent management, and extortionate modesty; climate resilience; support for the education and health sectors, institutional strengthening, and support and capacity building of the private sector.”
(Office of a Parliamentary Respondent)

Agriculture and Food Security

- “Intervention in the agricultural sector and ongoing reforms in public finance management.”
(Academia Respondent)
- “It influenced agricultural mechanization through the sustainable project.”
(Government Institution Respondent)

Water / Sanitation

- “The reforms in the water and sanitation sector, through its contribution to the formulation of Law 9/2025 of June 7th - Law on the Public Water Supply and Sanitation Service.”
(Government Institution Respondent)

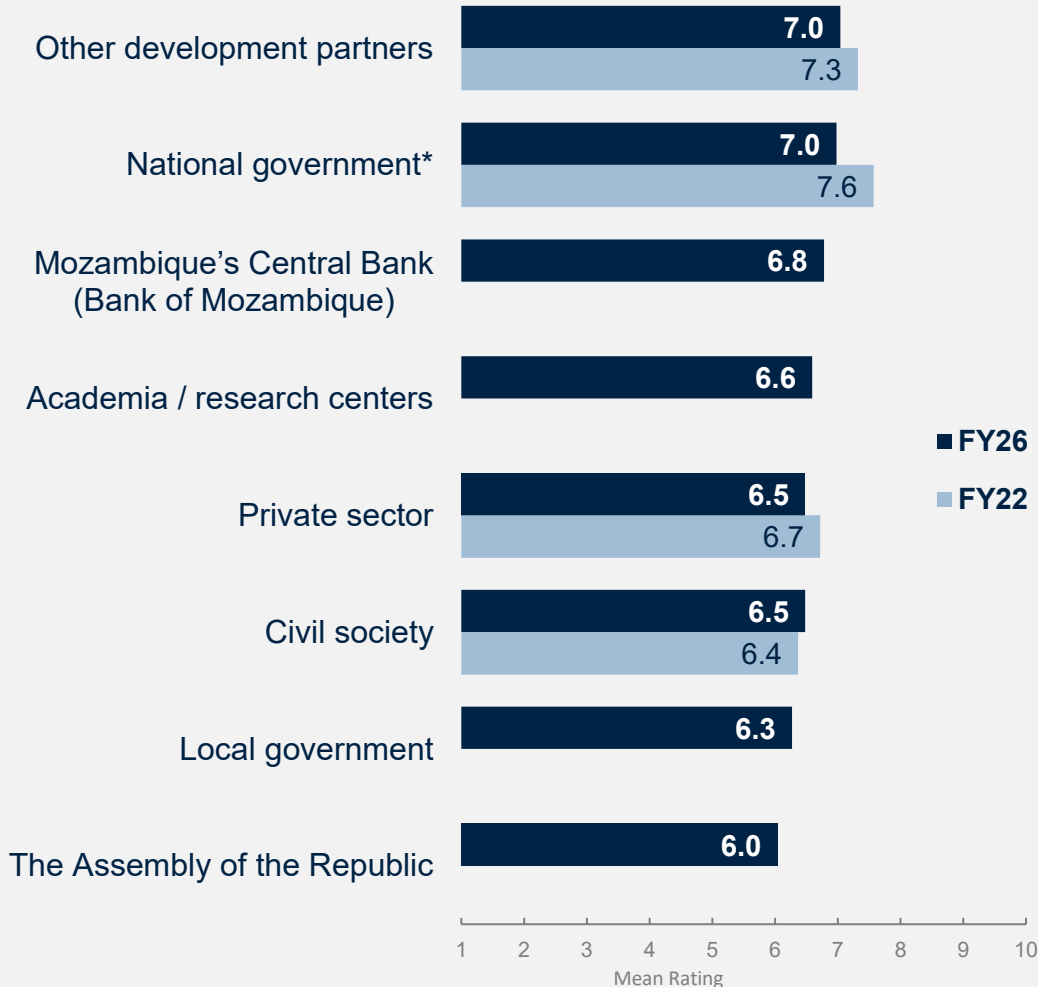
The WBG's Engagement and Collaboration



Perceptions of WBG Collaboration With the Government of Mozambique Have Declined Since FY22

Q: How effective is the WBG at *collaborating* with the following groups in Mozambique?

1=Not effective at all; 10=Very effective (Mean is reported)



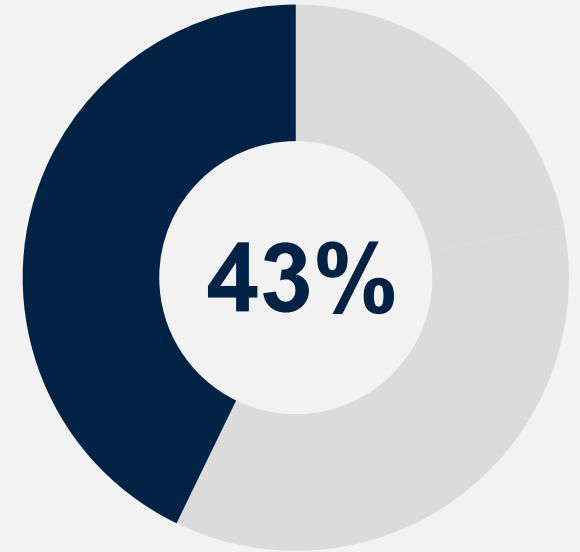
*Denotes significant differences between years

Q: How effective is the WBG at *partnering with the government* to improve the business environment in Mozambique?

1=Not effective at all; 10=Very effective
(% rating – 8-10 on a 10-point scale)

Mean = 6.5

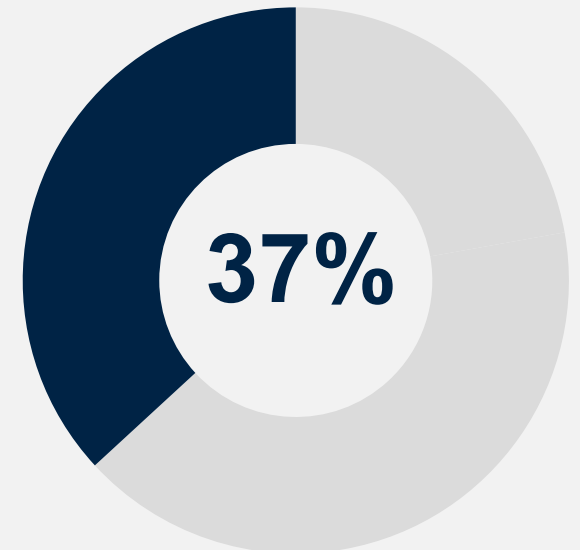
Respondents from **government institutions** (mean = 7.2) and **local government** (mean = 7.8) gave significantly higher ratings than other stakeholders.



Q: How effective is the WBG at *partnering with the private sector* to support business development and investment?

1=Not effective at all; 10=Very effective
(% rating – 8-10 on a 10-point scale)

Mean = 6.3



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

In written responses, stakeholders discussed **improved collaboration** as one of the area for WBG improvement:

Broaden stakeholder engagement beyond the national government

- Respondents consistently called for the WBG to engage more directly with civil society organizations, grassroots NGOs, community leaders, and local governments, involving them not just in implementation but the design and decision-making phases of projects as well.
- Strengthen civil society's capacity for advocacy with government and provide direct funding to CSOs for local development work.
- Inclusion is insufficient as youth engagement. Young people need meaningful influence, not merely a symbolic seat at the table.

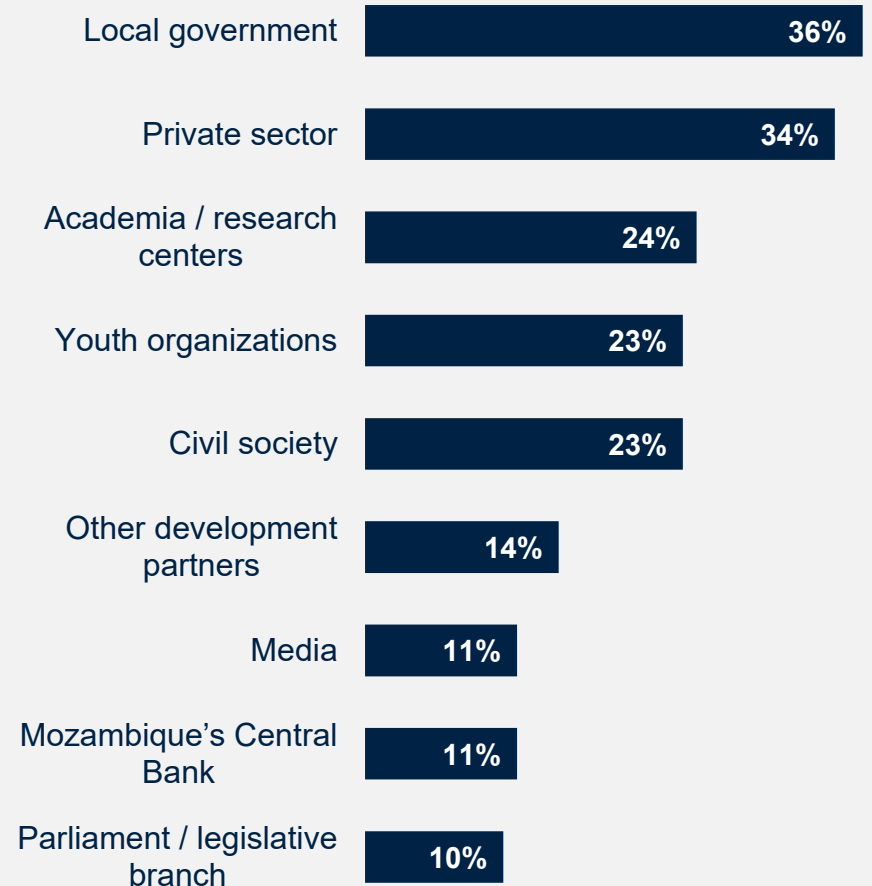
Decentralize its presence and expand outreach across the country

- A significant critique was that WBG engagement is too concentrated in Maputo, with calls to establish provincial liaison offices or place technical advisors in regions such as Sofala, Nampula, and Zambezia.
- Create focal points in all provinces to serve as links for broader public consultation and to better capture local implementation realities.
- Greater local presence was seen as essential for operational effectiveness and for building trust and visibility among those unaware of the WBG's work.

Strengthen strategic partnerships and communication

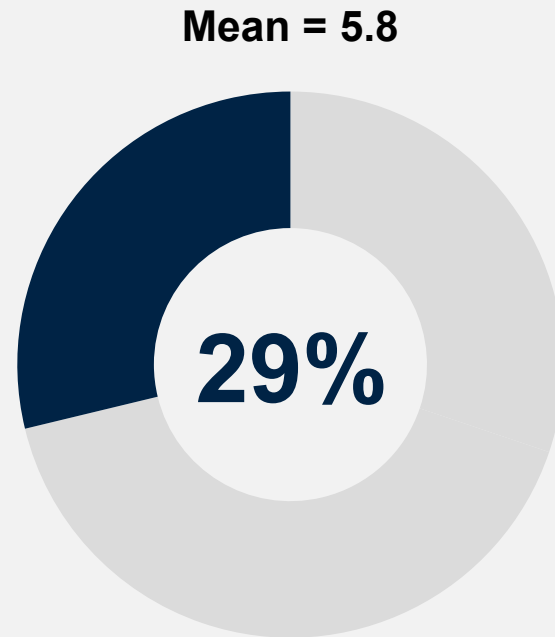
- Better coordination with UN agencies and other development partners was urged to reduce duplication and maximize results.
- More engagement with academia and research institutions would help ensure programs are grounded in locally-produced knowledge and evidence.
- Raise public awareness of WBG work and results by incorporating more Portuguese translations and utilizing social media to reach wider audiences.

Q: In addition to its partnership with the national government, which of the following should the WBG **collaborate with more** to have greater impact in Mozambique? Select up to 2 (% of Respondents)



Perceptions of WBG Effectiveness at Facilitating Civil Society Participation Were Moderate, and Lower Among Those in Civil Society

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



Respondents from **government institutions** and **local government** gave significantly higher ratings for the WBG's effectiveness (means = 7.1 and 7.2, respectively) than respondents from **civil society** (mean = 4.9).

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

"The WBG's effectiveness in facilitating civil society participation is considered positive, as the institution promotes public consultations, meetings, and dialogues with civil organizations. These organizations participate in the implementation and monitoring of development projects in areas such as agriculture, health, and education. This collaboration helps increase transparency and ensure that projects meet the needs of the population." (Office of a Parliamentary Respondent)

"Civil Society Forum (2024) The World Bank launched a call for Mozambican CSOs themselves to lead thematic sessions at its annual forum. ...This removed the Bank from the role of sole 'agenda-setter' and gave agency to local organizations to define what should be prioritized in the development dialogue." (Civil Society Respondent)

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

Institutionalize Meaningful and Earlier Engagement: Respondents called for structured, continuous dialogue mechanisms that would involve CSOs throughout the lifecycle of projects, including participatory monitoring mechanisms.

Decentralize and Make Engagement More Inclusive: Respondents felt that engagement needs to reach beyond Maputo. They also discussed the need for translation into local languages and less technical reporting, as well as targeting youth, women, and local leaders to ensure representative participation.

Directly Support and Empower CSOs: Respondents advocated for the WBG to empower CSOs with direct financial support, capacity-building, and greater transparency and information sharing.



Communication and Outreach



WORLD BANK GROUP

WBG Direct Contact, Events, and Direct Messaging Were the Most Preferred Channels to Obtain Information From the Bank

Key differences across stakeholder groups should be considered when designing targeted outreach. For example, while most respondents preferred direct contact, respondents from local government and academia preferred direct messaging.

Top Two Preferred WBG Channels										
	All Respondents	Government Institution	Office of a Parliamentarian	Local Government	Bilateral or Multilateral Agency	Civil Society	Civic-Minded Youth	Private Sector	Academia	Media
Direct contact with WBG staff	59%	64%	68%	82%	50%	62%	60%	49%	46%	56%
WBG event / conference / workshop*	50%	62%	61%	59%	27%	53%	47%	40%	32%	56%
WBG direct messaging* (e.g., WhatsApp)	46%	49%	52%	88%	8%	38%	50%	40%	61%	44%
WBG publications*	40%	46%	32%	12%	69%	40%	43%	30%	39%	31%
WBG websites* (including blogs)	31%	26%	19%	29%	50%	36%	13%	30%	46%	38%
WBG social media channels* (e.g., Facebook, LinkedIn, Instagram, Twitter/X)	27%	14%	26%	12%	8%	19%	53%	42%	39%	38%
WBG e-Newsletters*	24%	25%	16%	12%	58%	26%	7%	30%	21%	19%
WBG podcasts	5%	3%	10%	0%	4%	9%	3%	7%	0%	6%



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

*Denotes significant differences between stakeholder groups



WORLD BANK GROUP

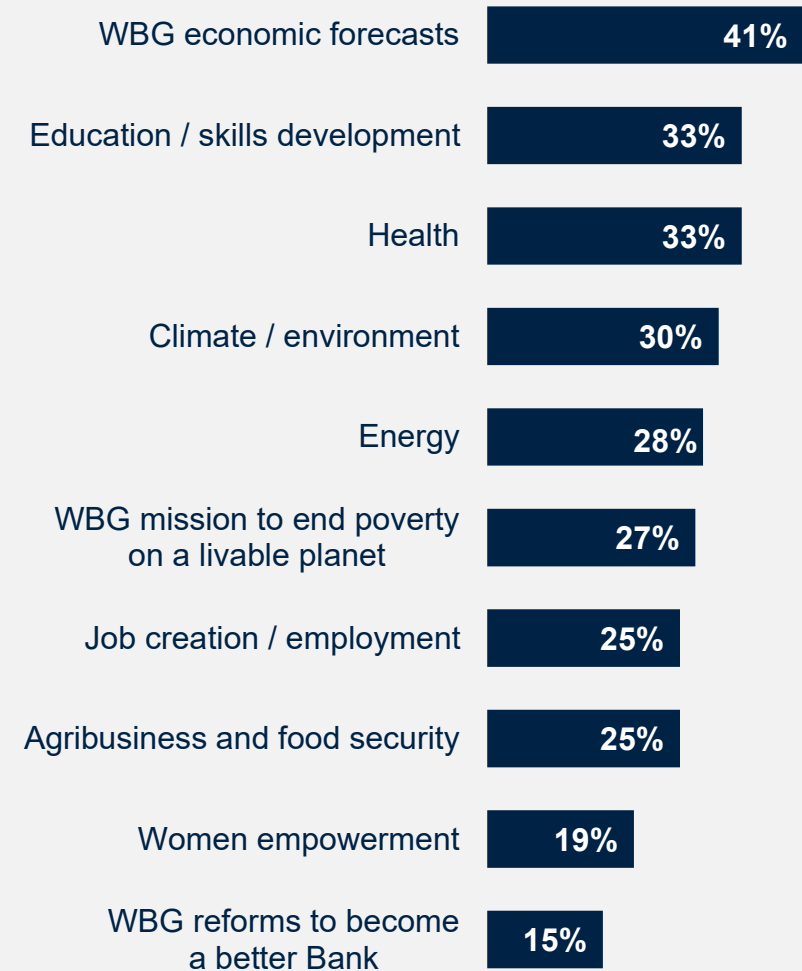
73% of Respondents Recalled Seeing/Hearing About the WBG, Recently, Most Often via Traditional Media, and Most Often About WBG Economic Forecasts

Q: *Where* do you recall seeing or hearing this information? Select all that apply (% of Respondents)



Note, significant differences between stakeholder groups in whether they recall hearing/seeing about the WBG, where they recalled it from, and what they recalled are detailed in the Appendix.

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



Stakeholders Wanted Information About Outcomes/Results and Impact Assessments of WBG Projects to Better Understand its Role

Key differences across stakeholder groups should be considered when designing targeted outreach. For example, while most respondents wanted to know about WBG results, respondents from the private sector also wanted WBG sector-specific strategies.

Top Two Types of Preferred Information About the WBG

	All Respondents	Government Institution	Office of a Parliamentarian	Local Government	Bilateral or Multilateral Agency	Civil Society	Private Sector	Academia	Media
Outcomes / results of WBG-supported projects or initiatives*	68%	72%	65%	76%	31%	74%	67%	70%	68%
Impact assessments and evaluations of WBG-supported projects*	56%	71%	68%	65%	46%	57%	30%	40%	61%
Regular updates on WBG activities*	37%	35%	35%	24%	73%	38%	33%	33%	21%
Information on how to work / partner with WBG	36%	29%	42%	41%	31%	47%	33%	37%	29%
WBG sector-specific strategies	36%	43%	29%	35%	35%	23%	43%	42%	50%
Overview of WBG financial products and services*	31%	17%	45%	47%	35%	21%	27%	47%	32%
WBG research and knowledge	20%	12%	6%	12%	31%	23%	33%	19%	29%



What information would be most helpful to you in understanding the WBG's role in Mozambique? (Select up to 3)

*Denotes significant differences between stakeholder groups

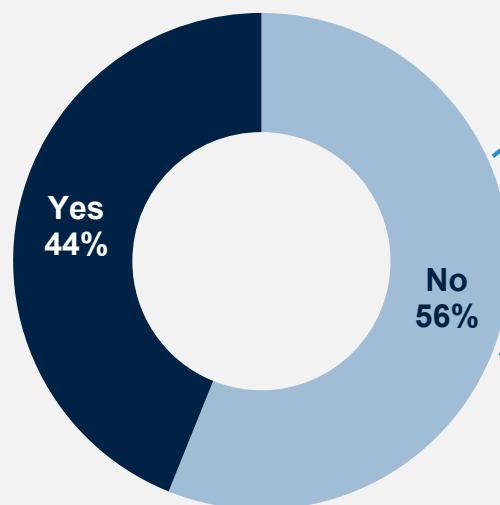
Sample Demographics and Detailed Methodology



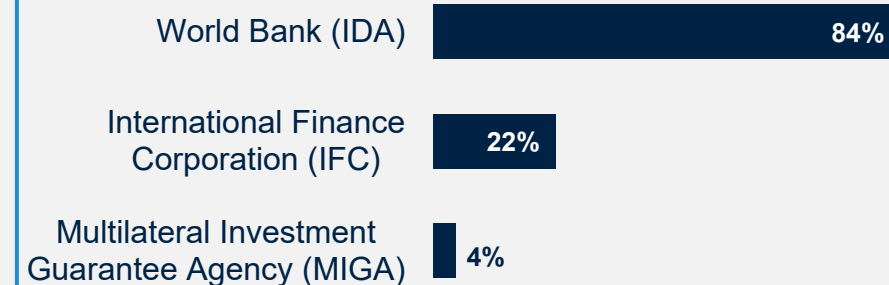
Sample Demographics

Q: In the past 3 years, have you worked or *collaborated* with the WBG in Mozambique? (N=330)

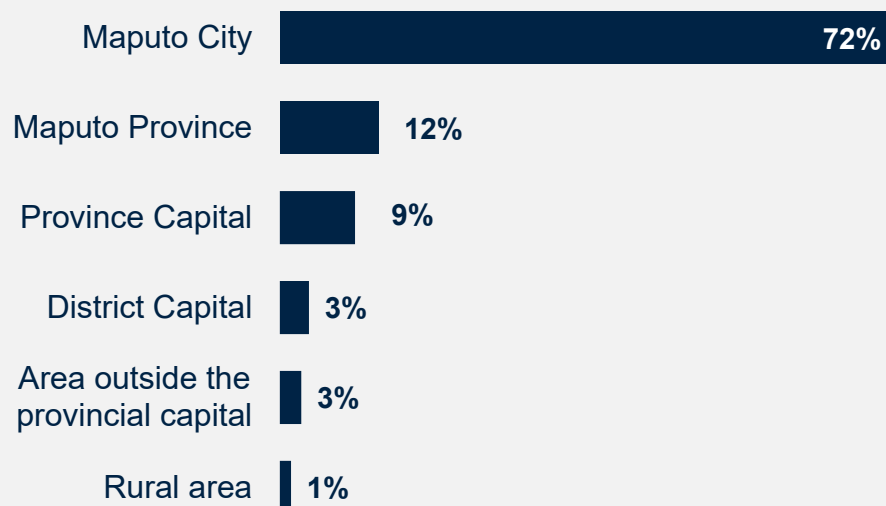
Respondents from government institutions and local government were significantly more likely to collaborate with the WBG (83%, 77%, respectively) than other stakeholder groups.



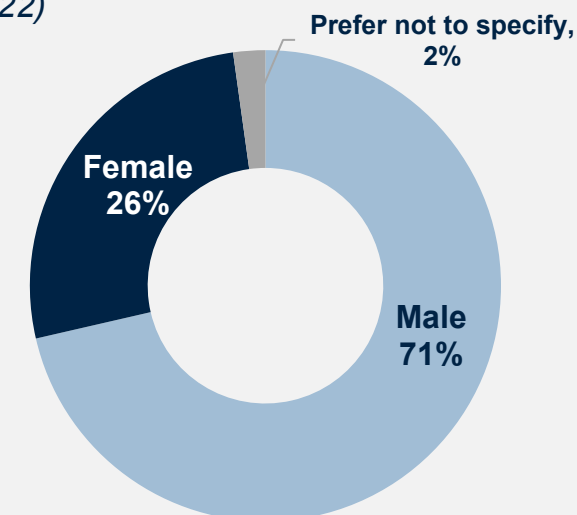
Q: Which of the following *WBG agencies* have you worked or collaborated with in Mozambique? (N=145)



Q: Which best represents your geographic *location*? (N=319)

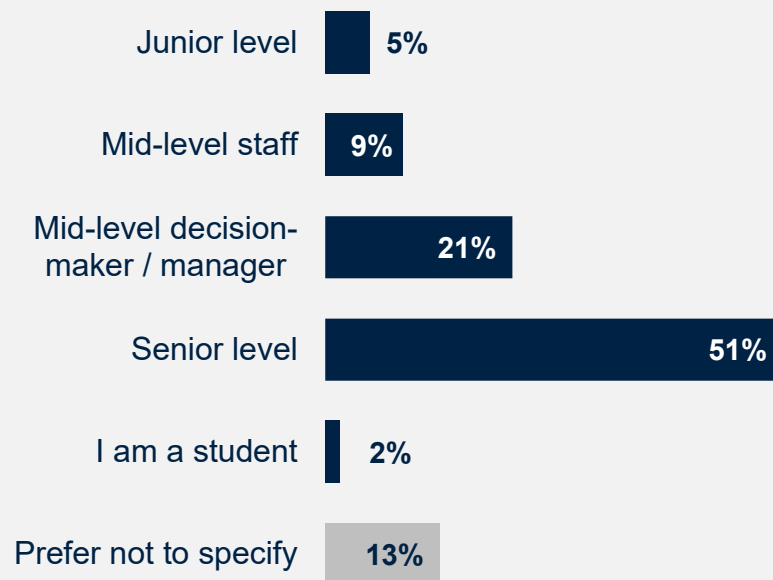


Q: What is your *gender*? (N=322)

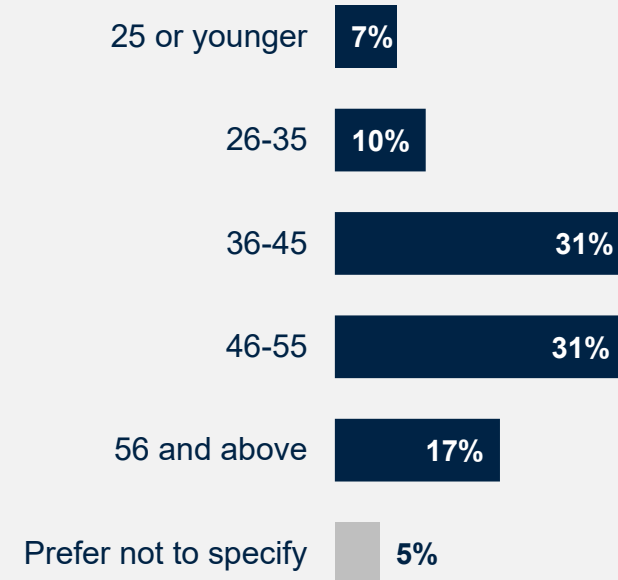


Sample Demographics (continued)

**Q: Within your *organization*,
would you describe yourself as...**
(N=321)



Q: What's your *age*?
(N=322)



Detailed Methodology

From **January to March 2026**, a total of 872 stakeholders in Mozambique 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 governments, bilateral or multilateral agencies, civil society organizations, civic-minded youth, the private sector, academia and research centers, and the media.

Of these stakeholders, **330 participated in the survey (38% response rate)**. Respondents either received an email with the questionnaire link and completed it online, or they received it via courier and completed it on paper.

This year’s survey results were compared to the FY22 Country Opinion Survey, which had a response rate of 37% (N=217).

Comparing responses across Country Surveys reflects changes in attitudes over time, as well as changes in respondent samples, methodology, and the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. In FY26, there was a larger percentage of government principals, but a smaller percentage from government institutions, who responded to the survey compared to the FY22 survey effort. These differences in composition across the two survey years should be considered when interpreting these comparisons.

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

Percentage of Respondents	FY 2022	FY 2026
Government Principals: Office of the President, Prime Minister, Minister, Parliamentarian	3%	12%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	27%	19%
Local Government	1%	5%
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, Civic-Minded Youth	28%	24%
Private Sector: Private Company, Financial Sector Organization, Private Bank	11%	13%
Academia / Research Center	8%	9%
Media	9%	9%
Other	5%	0%
Total Number of Respondents	212	330

Detailed Methodology (continued)

Breakdowns for individual questions by stakeholder group and by year can be found in the “Mozambique COS FY26 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 FY26. 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 FY22 means shown in this report are based only on the subset of respondents who received the same questions in FY26, rather than the full FY22 sample. As a result, these means may differ from those published in the original FY22 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 mAI, the World Bank Group’s AI-powered, secure tool, and reviewed by the Bank staff for accuracy.



Country Opinion Surveys

Thank you

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

countriesurveys@worldbankgroup.org

