

# FY 2019 Morocco Country Opinion Survey Report

**THE WORLD BANK GROUP**

Public Opinion Research Group



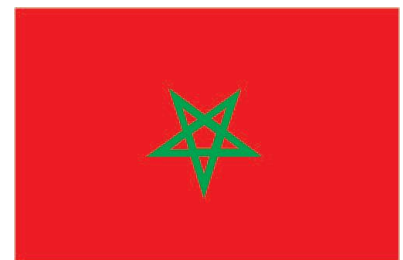
**WORLD BANK GROUP**

**December 2019**



## Acknowledgements

The Morocco Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG), led by Sharon Felzer (Senior Communications Officer, Head of PORG). Svetlana Markova, Jessica Cameron, Antonina Redko, and Yulia Danilina oversaw design, reporting, and analysis. Dania Mendoza, Noreen Wambui, and Irina Popova provided data support. PORG acknowledges the significant contribution from the Morocco country team and the independent fielding agency Averty Market Research & Intelligence. In particular, PORG is grateful for the support from Ibtissam Alaoui (Communications Officer) who coordinated the survey related activities from Rabat, Morocco.



Country Opinion Surveys  
THE WORLD BANK GROUP



# Table of Contents

I. Objectives .....	3
II. Methodology.....	3
III. Demographics of the Sample.....	4
IV. General Issues Facing Morocco .....	8
V. Overall Attitudes toward the World Bank Group.....	14
VI. Sectoral Effectiveness.....	19
VII. How the World Bank Group Operates .....	23
VIII. World Bank Group's Knowledge and Instruments .....	26
IX. The Future Role of the WBG in Morocco .....	29
X. Communication and Outreach .....	33
XI. Appendices.....	35

## MOROCCO





## I. Objectives

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

- *General Issues Facing Morocco*
- *Overall Attitudes toward the World Bank Group*
- *World Bank Group's Effectiveness and Results*
- *The World Bank Group's Knowledge Work and Activities*
- *Working with the World Bank Group*
- *The Future Role of the World Bank Group in Morocco*
- *Communication and Information Sharing*
- *Background Information*

## II. Methodology

From April to June 2019, 400 stakeholders of the WBG in Morocco were invited to provide their opinions on the WBG's work in the country by participating in a Country Opinion Survey. Participants were drawn from the Office of the Head of the Government; office of a minister; office of a parliamentarian; ministries/ministerial departments/implementation agencies; Project Management Units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/programs; local governments; bilateral and multilateral agencies; private sector organizations; the financial sector/private banks; private foundations; NGOs and community-based organizations; the media; independent government institutions; trade unions; faith-based groups; youth groups; academia/research institutes/think tanks; judiciary branch; and other organizations.

A total of 148 stakeholders participated in the survey (37% response rate). Respondents received the questionnaires via mail, courier, online survey platform Qualtrics, or from a representative of the fielding company.

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

As a rule, the results in this year's Country Survey are compared to results of the previous cycle of the Country Survey. Due to the small number of respondents in the FY'16 Morocco Country Survey (response rate was 14%, N=52), the data comparisons across years would have been statistically unsound. Therefore, only FY'19 data are presented in this report.

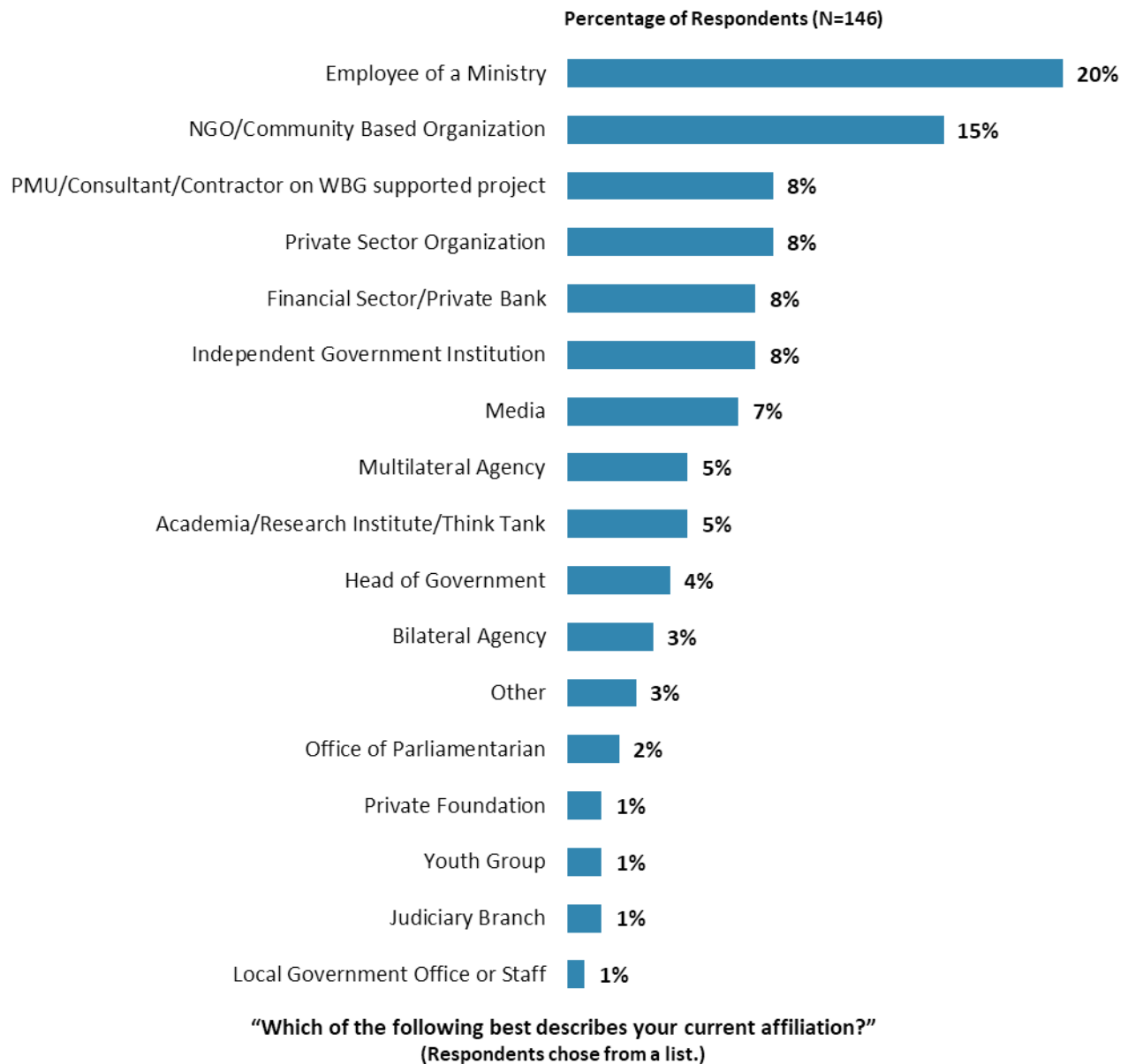
Note that the body of the report presents data on selected questions of the survey questionnaire. Please refer to Appendix A for data on all survey questions. Appendices B, C, and D present data on selected questions. Additional data breakdowns are available upon request.



### III. Demographics of the Sample

#### Current Affiliation

- For further analyses, some respondent groups were combined<sup>1</sup>.

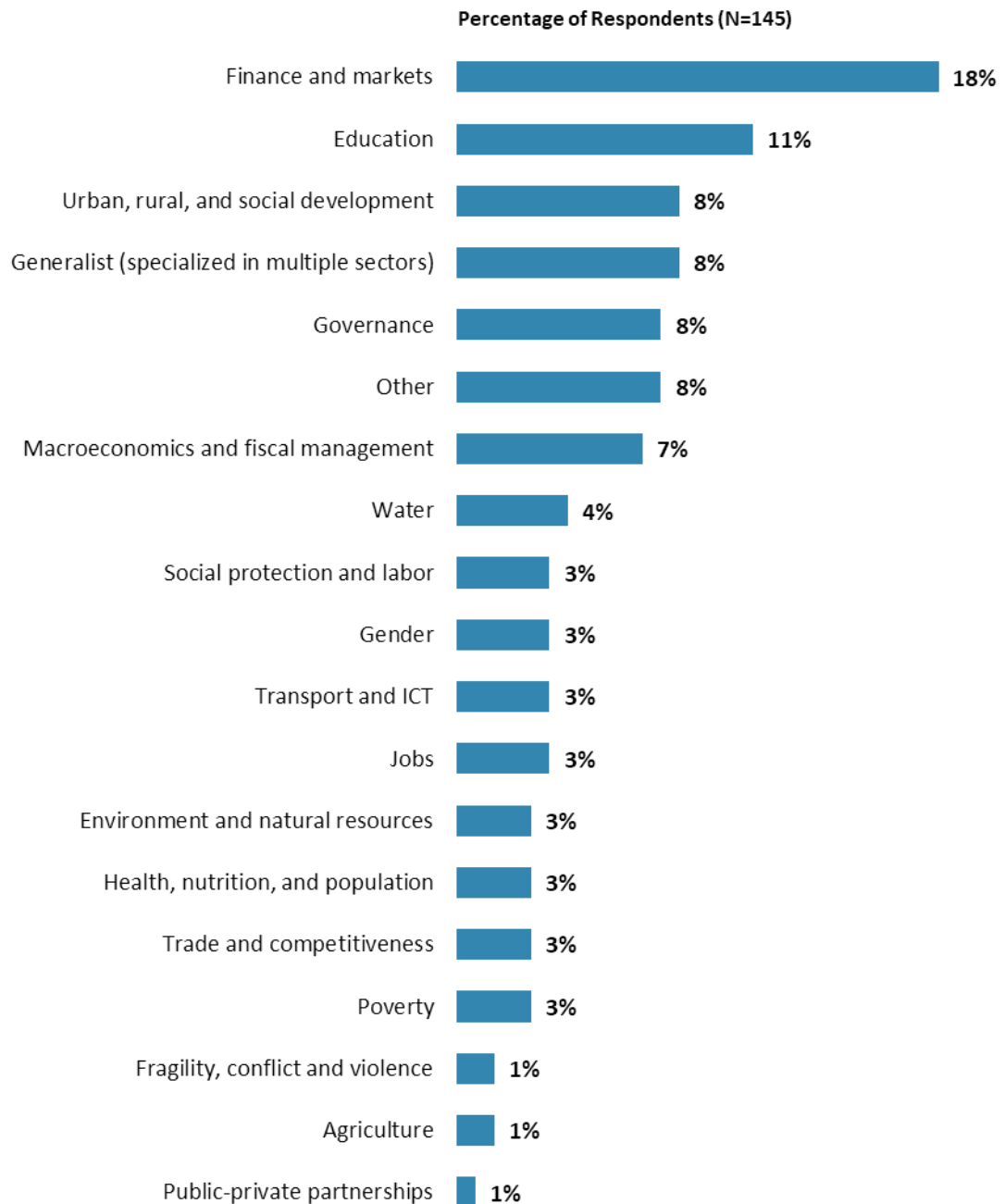


<sup>1</sup> Respondents from bilateral agencies were combined with those from multilateral agencies; respondents from the financial sector/private banks were combined with those from private sector organizations; respondents from private foundations, NGOs/community-based organizations, and youth groups were combined in the “CSO” category; and the small number of respondents from the Office of the Head of the Government, the office of a parliamentarian, local government, academia, and the judiciary branch were included in the “Other” category. There were no respondents from the office of a minister, trade unions, and faith-based groups.



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

#### Area of Primary Specialization

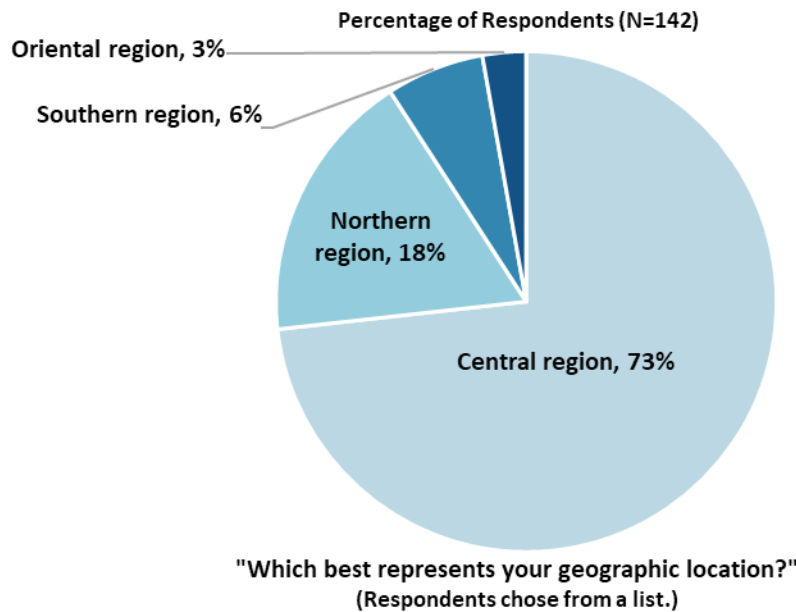


**"Please identify the primary specialization of your work."**  
(Respondents chose from a list.)

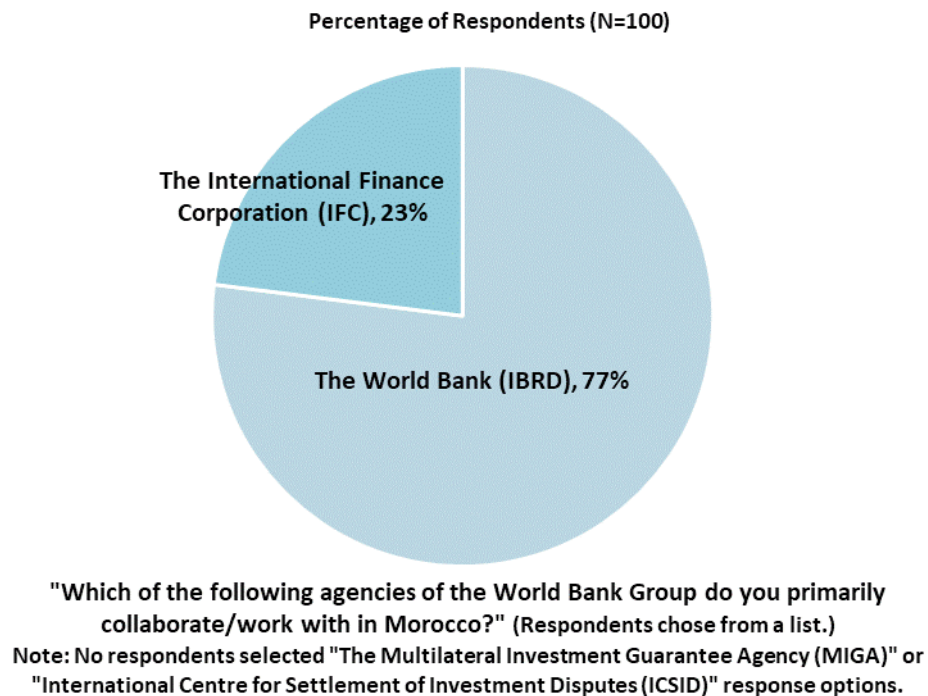


### III. Demographics of the Sample (continued)

#### Geographic Locations



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

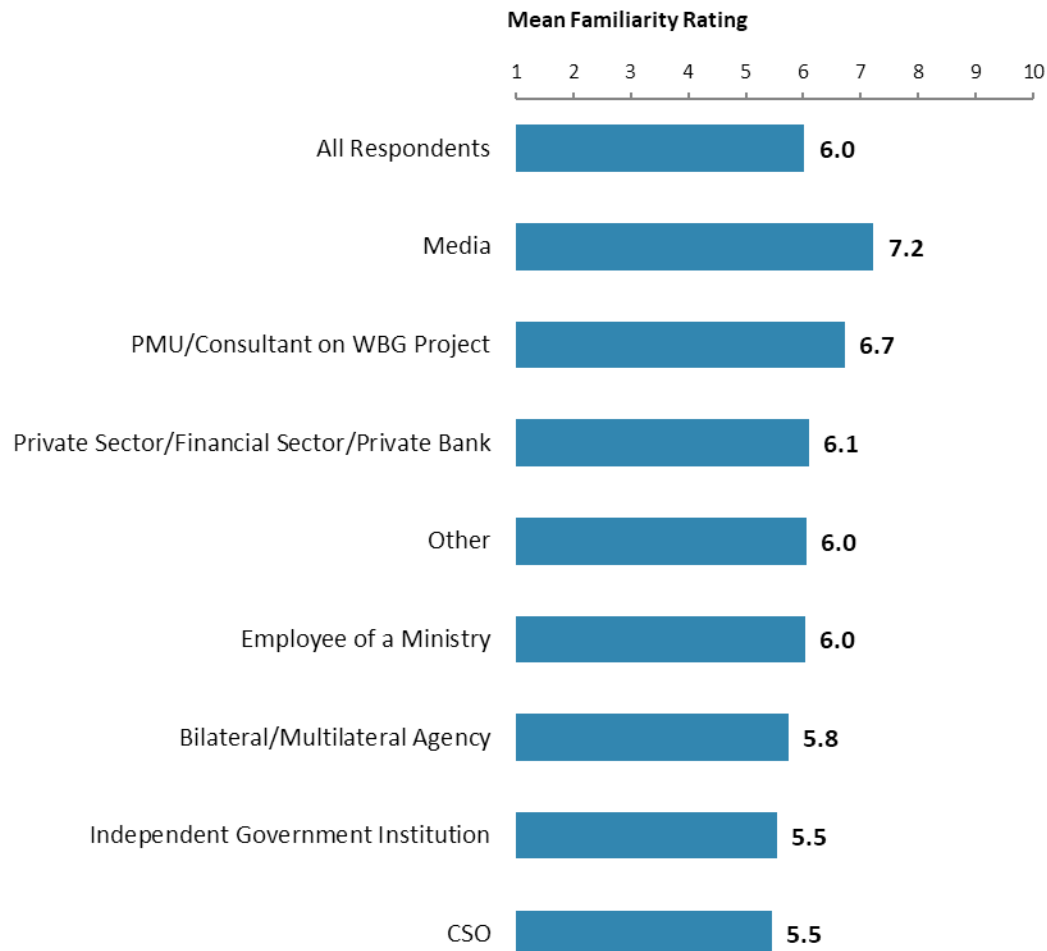




### III. Demographics of the Sample (continued)

#### Familiarity with the World Bank Group

- **Impact of familiarity:** Respondents' ratings of familiarity with the WBG were significantly, moderately correlated with their ratings of the WBG's overall effectiveness in Morocco, with their agreement that the WBG plays a relevant role in development in Morocco, and with their ratings of the extent to which the WBG's work helps to achieve development results in Morocco.



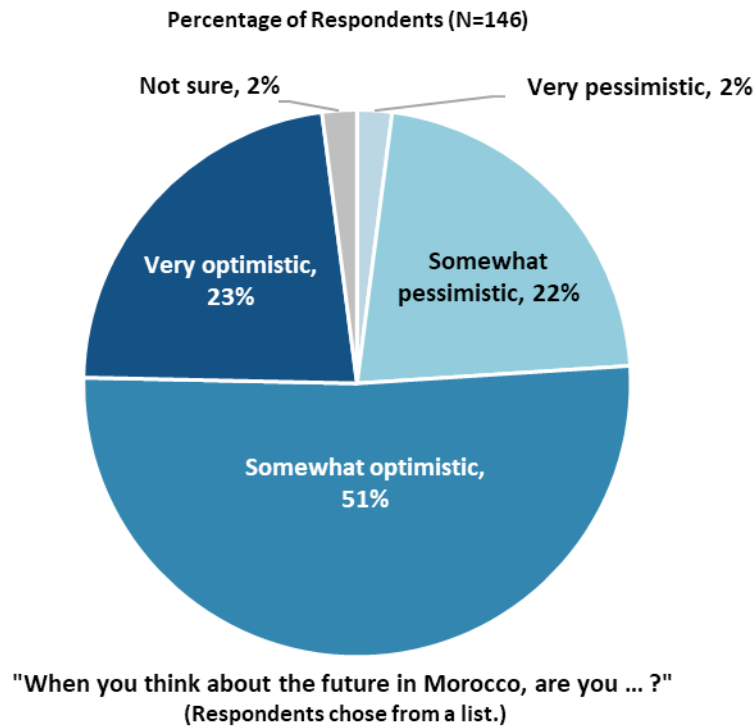
"How familiar are you with the work of the World Bank Group in Morocco?"  
(1-"Not familiar at all", 10-"Extremely familiar")



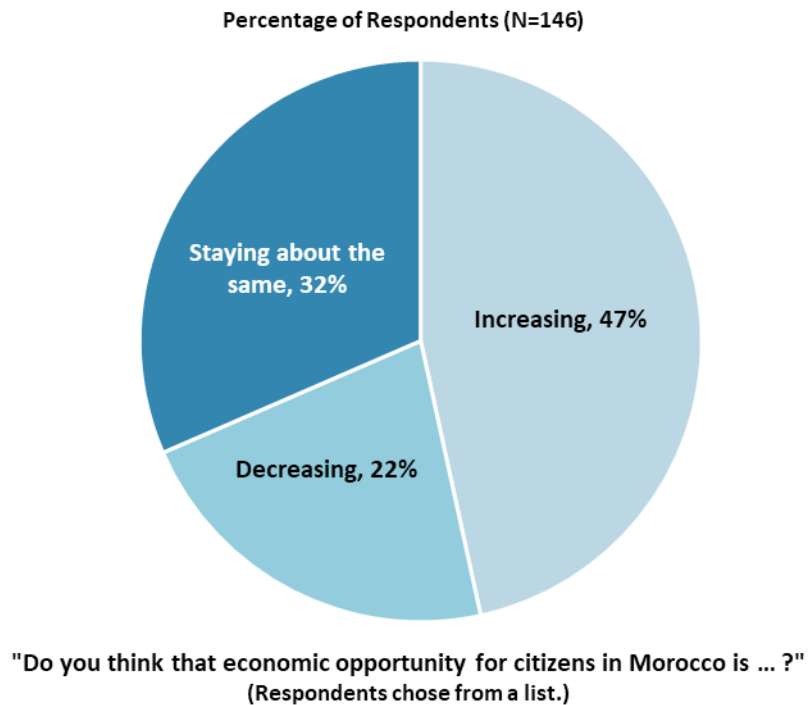


## IV. General Issues Facing Morocco

### Optimism for the Future of Morocco



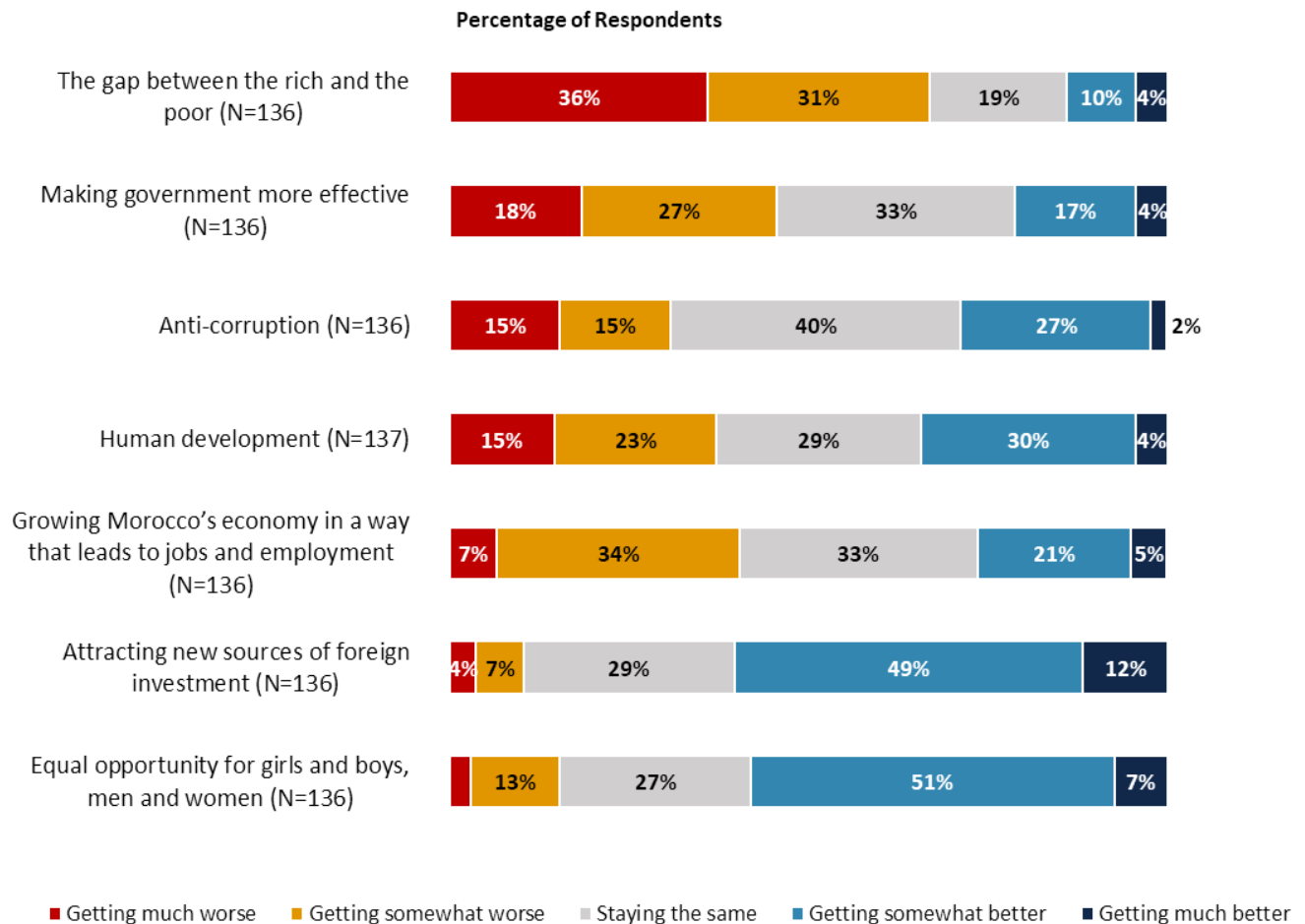
### Perceptions of Economic Opportunity





## IV. General Issues Facing Morocco (continued)

### Perceptions of Improvement and Decline in Specific Areas



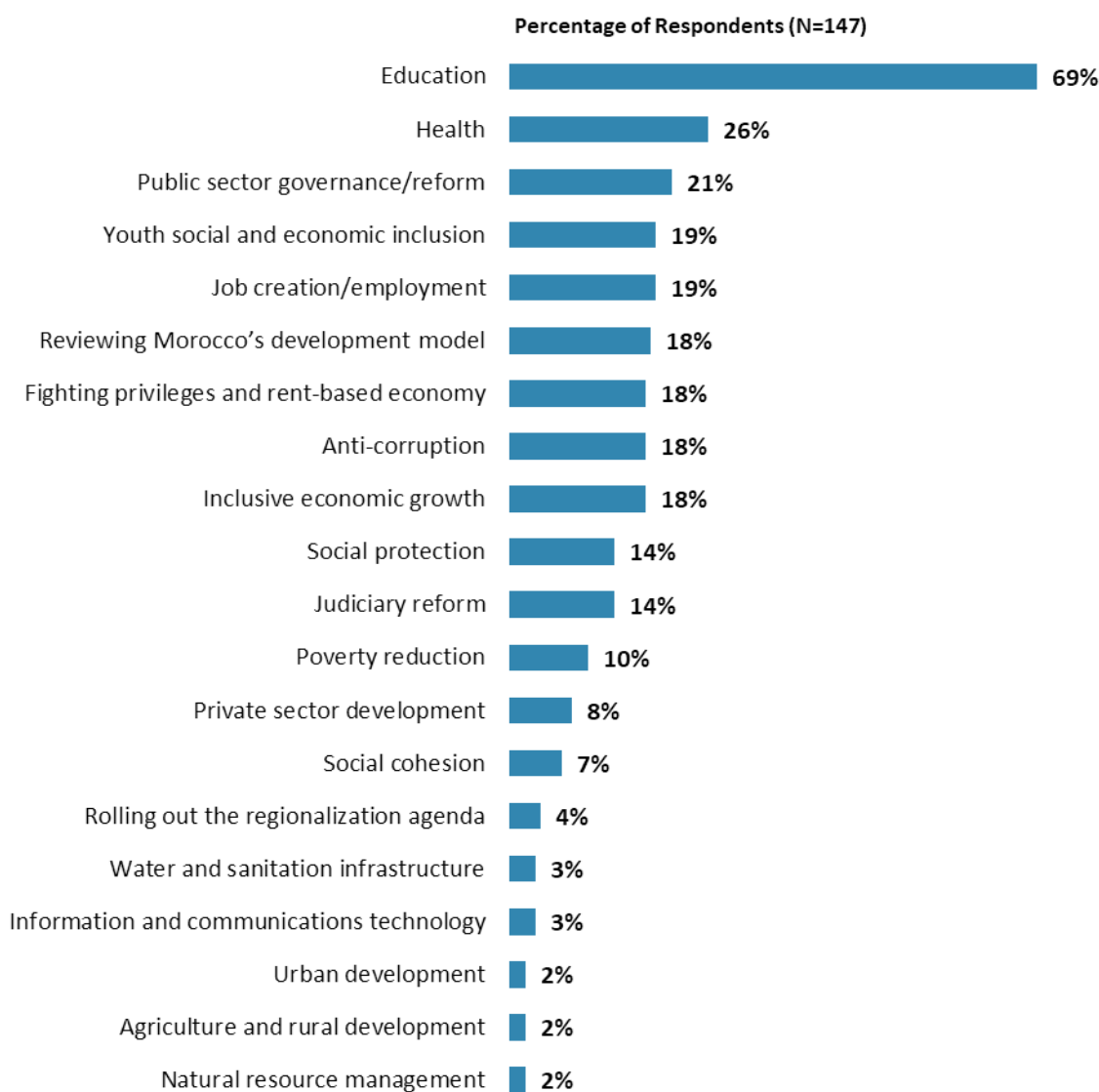
"Please describe the direction Morocco is moving in, when considering ... ?"  
(Respondents chose from a list.)



## IV. General Issues Facing Morocco (continued)

### Development Priority

- **Specialization:** Respondents who identified their primary specialization of work as “education” (11% of the sample) were significantly *more* likely to indicate that “education” was the most important development priority in Morocco, compared to the rest of respondents in other areas of work (education specialists = 94%; others = 66%).<sup>2</sup>



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

(Choose no more than THREE)"

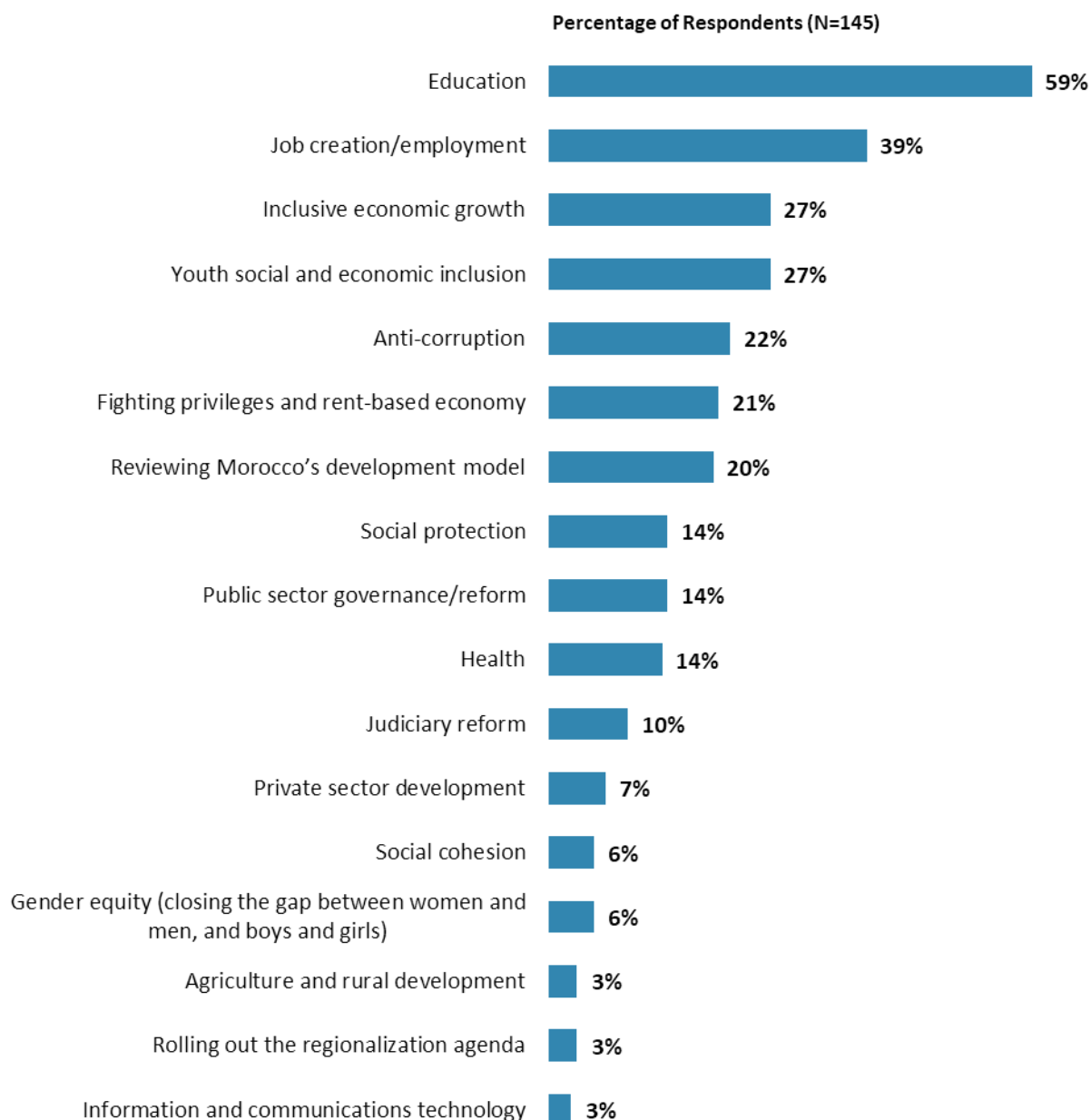
(Respondents chose from a list. Responses combined. Top 20 of 28 response options shown.)

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



## IV. General Issues Facing Morocco (continued)

### What Would Contribute Most to Reducing Poverty

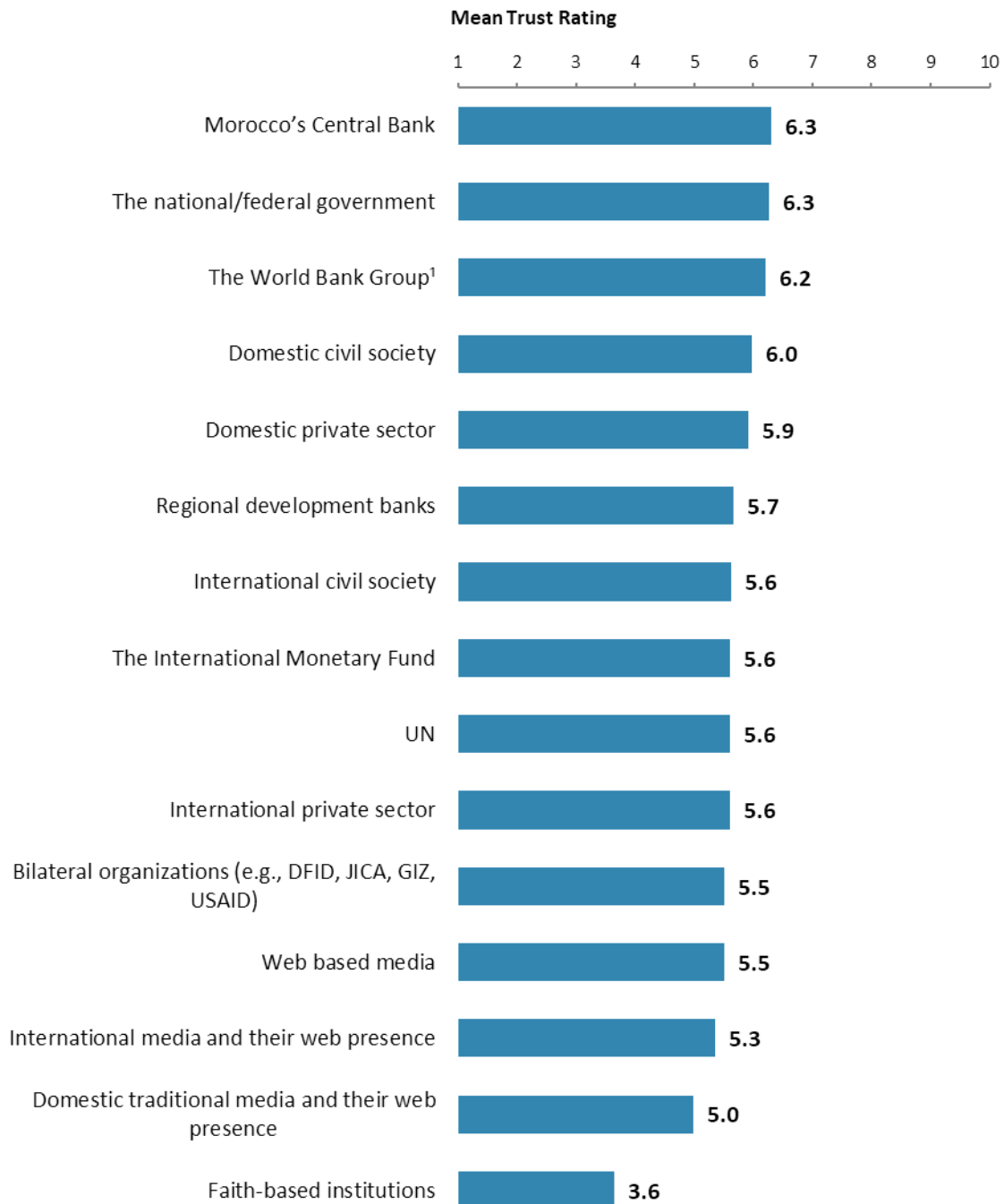


**"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Morocco? (Choose no more than THREE)"**  
(Respondents chose from a list. Responses combined. Top 17 of 27 response options shown.)



## IV. General Issues Facing Morocco (continued)

### Trust in Institutions



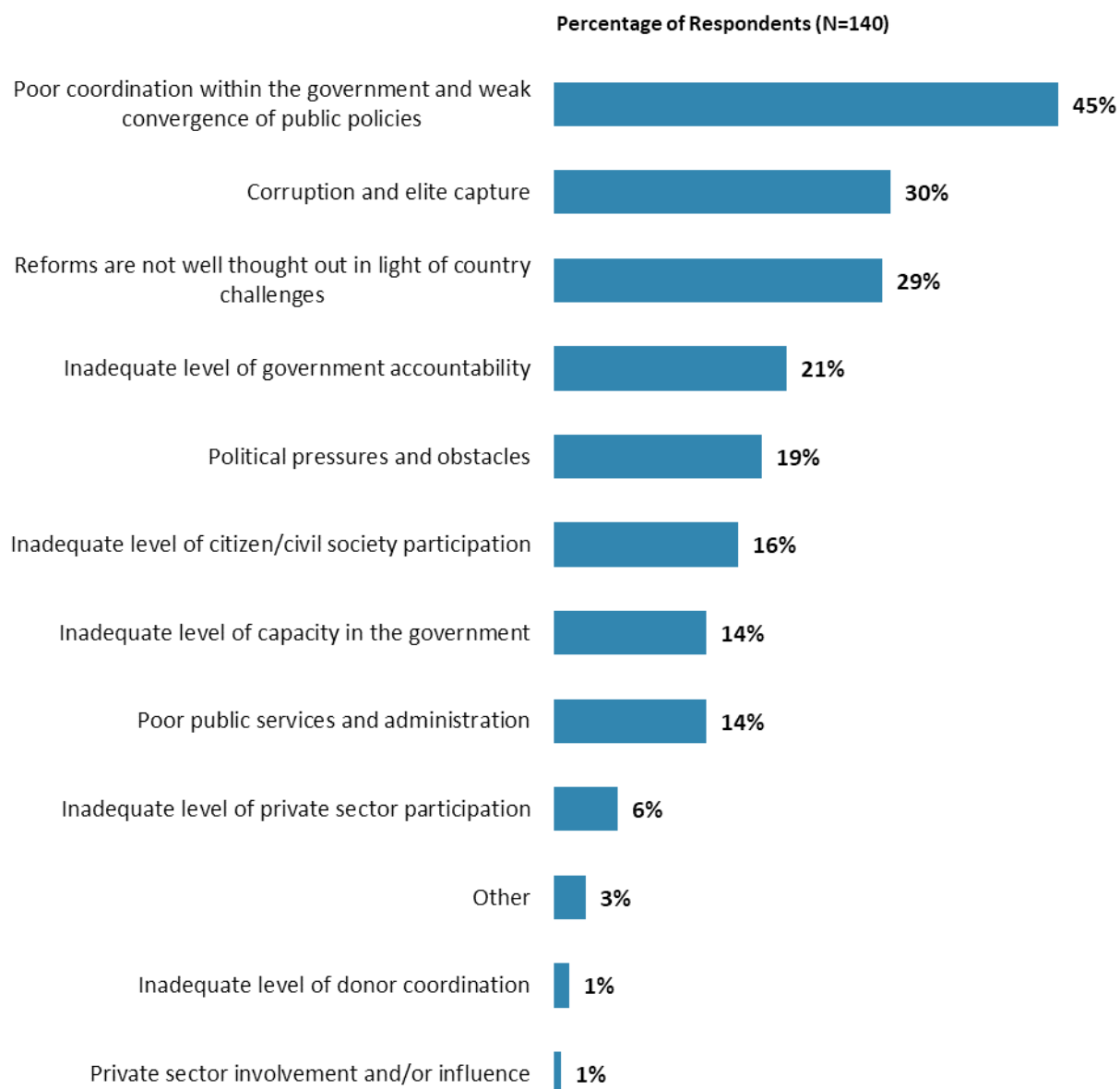
"To what extent do you trust each of the following groups to do what is right?"  
(1-"To no degree at all ", 10-"To a very significant degree")

*'Indicator Question*



## IV. General Issues Facing Morocco (continued)

### Attributions for Slow/Failed Reform Efforts

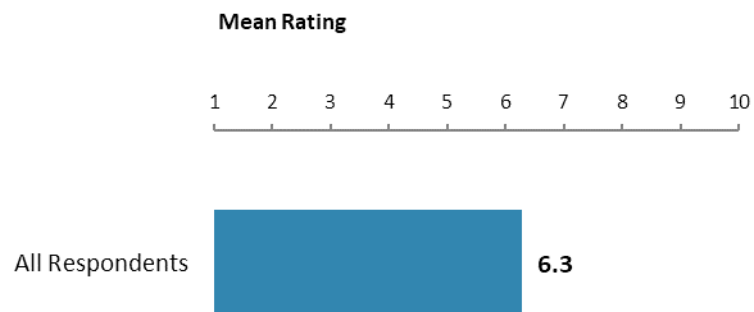


**"When economic and/or social reform efforts fail or are slow to take place in Morocco, which of the following would you attribute this to? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



## V. Overall Attitudes toward the World Bank Group

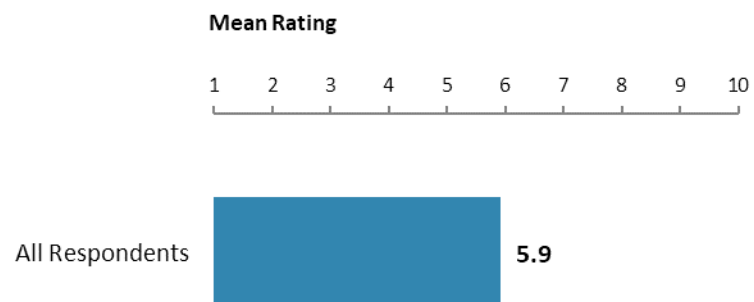
### The World Bank Group's Overall Effectiveness (*Indicator Question*)



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

---

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

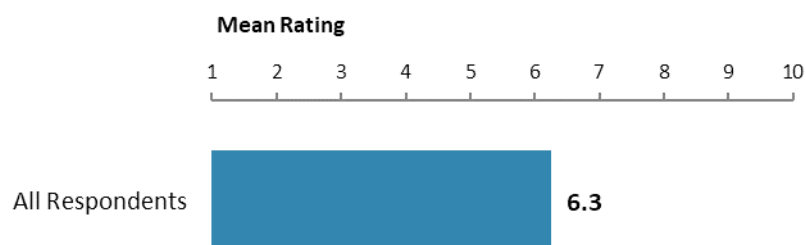


"To what extent does the World Bank Group's work help to achieve development results in Morocco?" (1-"To no degree at all", 10-"To a very significant degree")



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

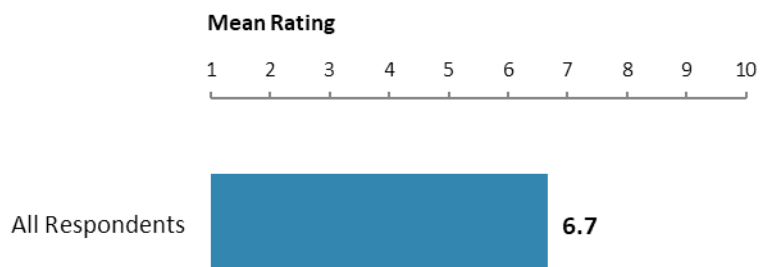
### Influence on Morocco's Development Agenda (*Indicator Question*)



**"To what extent does the World Bank Group influence the development agenda in Morocco?" (1-"To no degree at all", 10-"To a very significant degree")**

---

### WBG Staff Preparedness



**"To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Morocco solve its most complicated development challenges?" (1-"To no degree at all", 10-"To a very significant degree")**

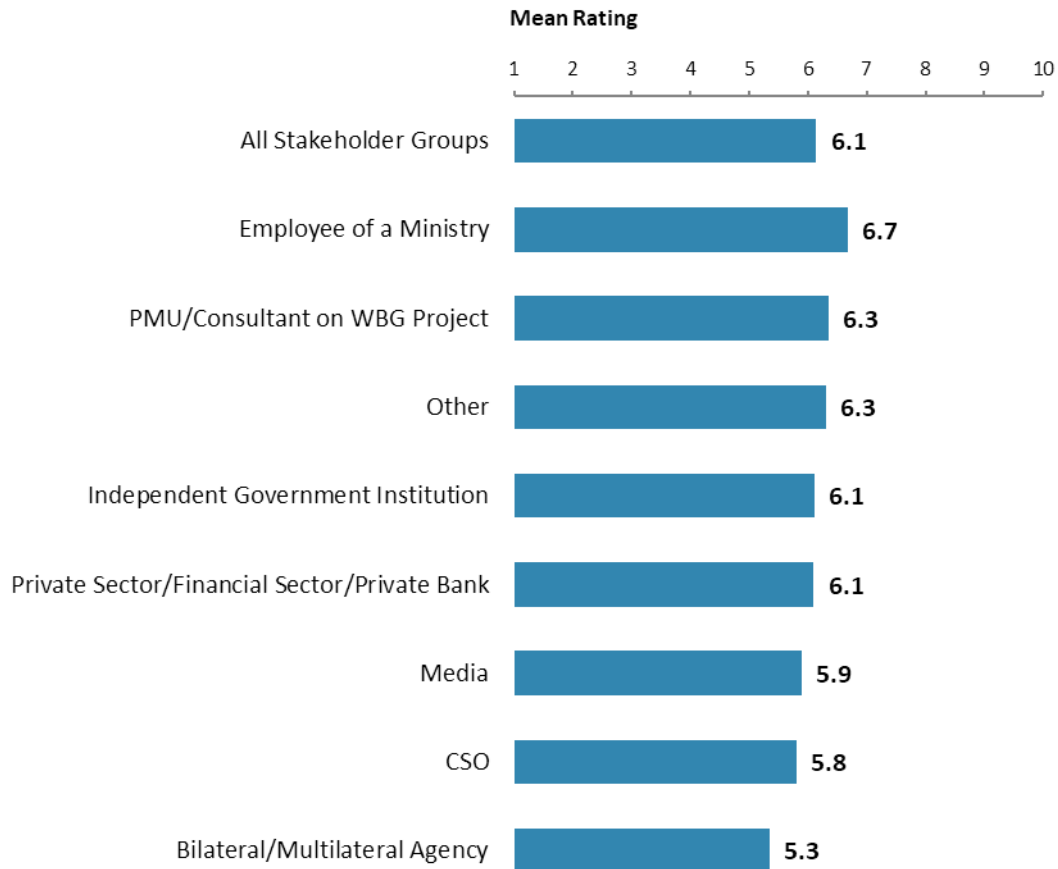




## V. Overall Attitudes toward the World Bank Group (continued)

### Overall Ratings for Indicator Questions by Stakeholder Groups

- **Collaboration:** Respondents who collaborate with the WBG had significantly higher mean ratings for the aggregated responses to the twenty-eight COS indicator questions (mean rating = 6.3) compared to respondents who do not collaborate with the WBG (mean rating = 5.7). Responses for individual indicator questions by exposure to the WBG can be found in Appendix D (page 70).

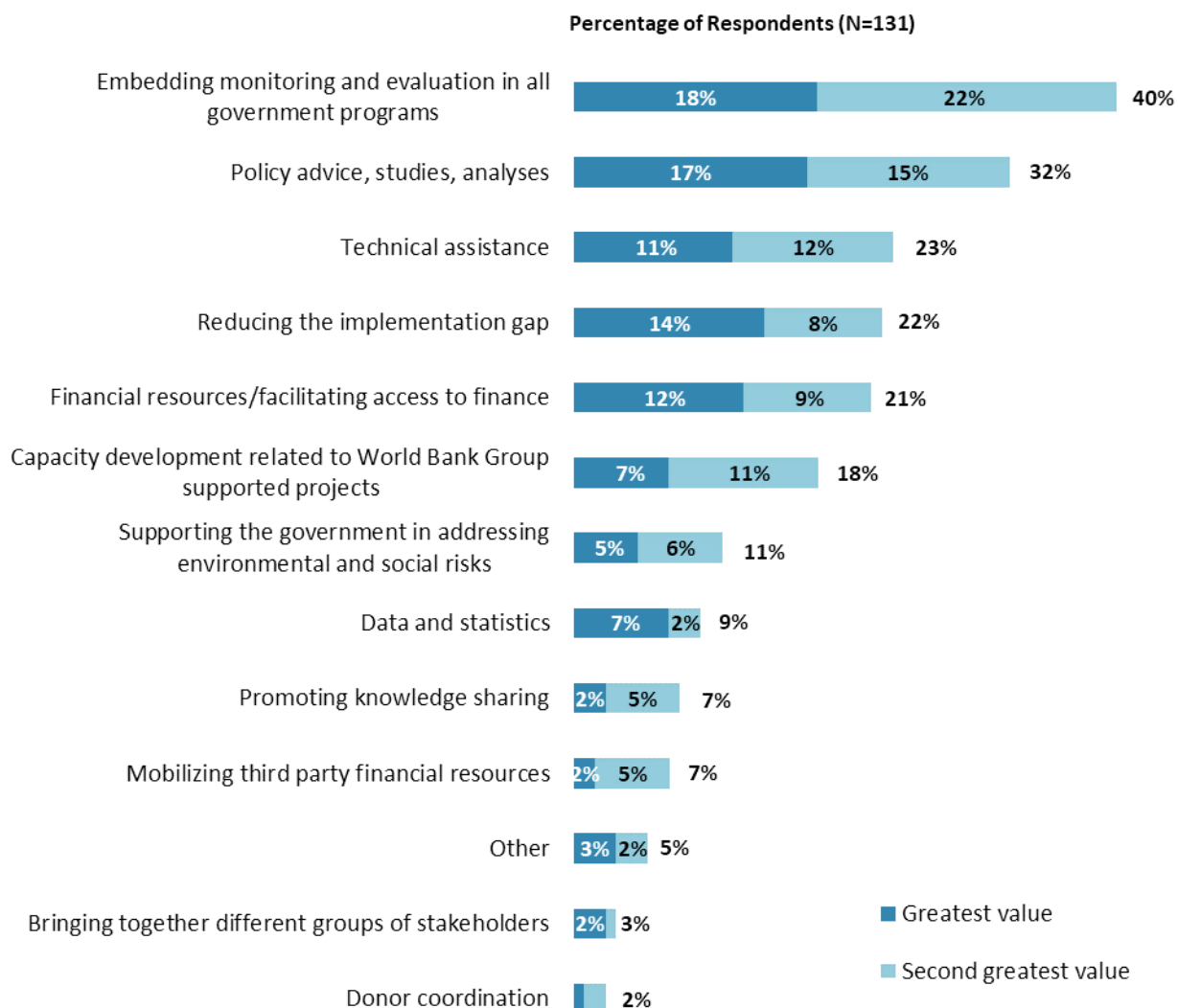


Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



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

### Greatest Value

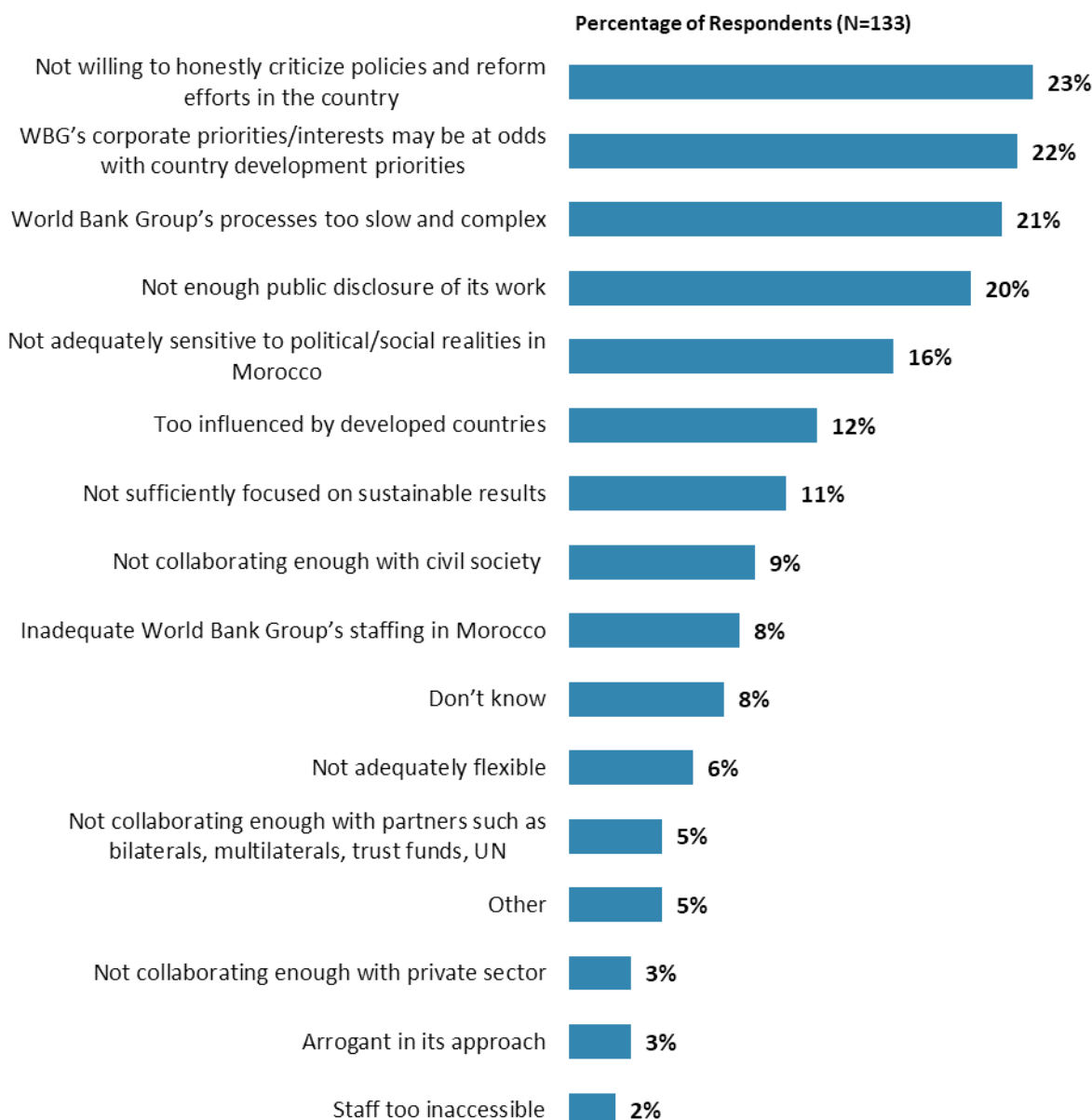


**"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Morocco?"**  
(Respondents chose from a list.)



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

### Greatest Weakness

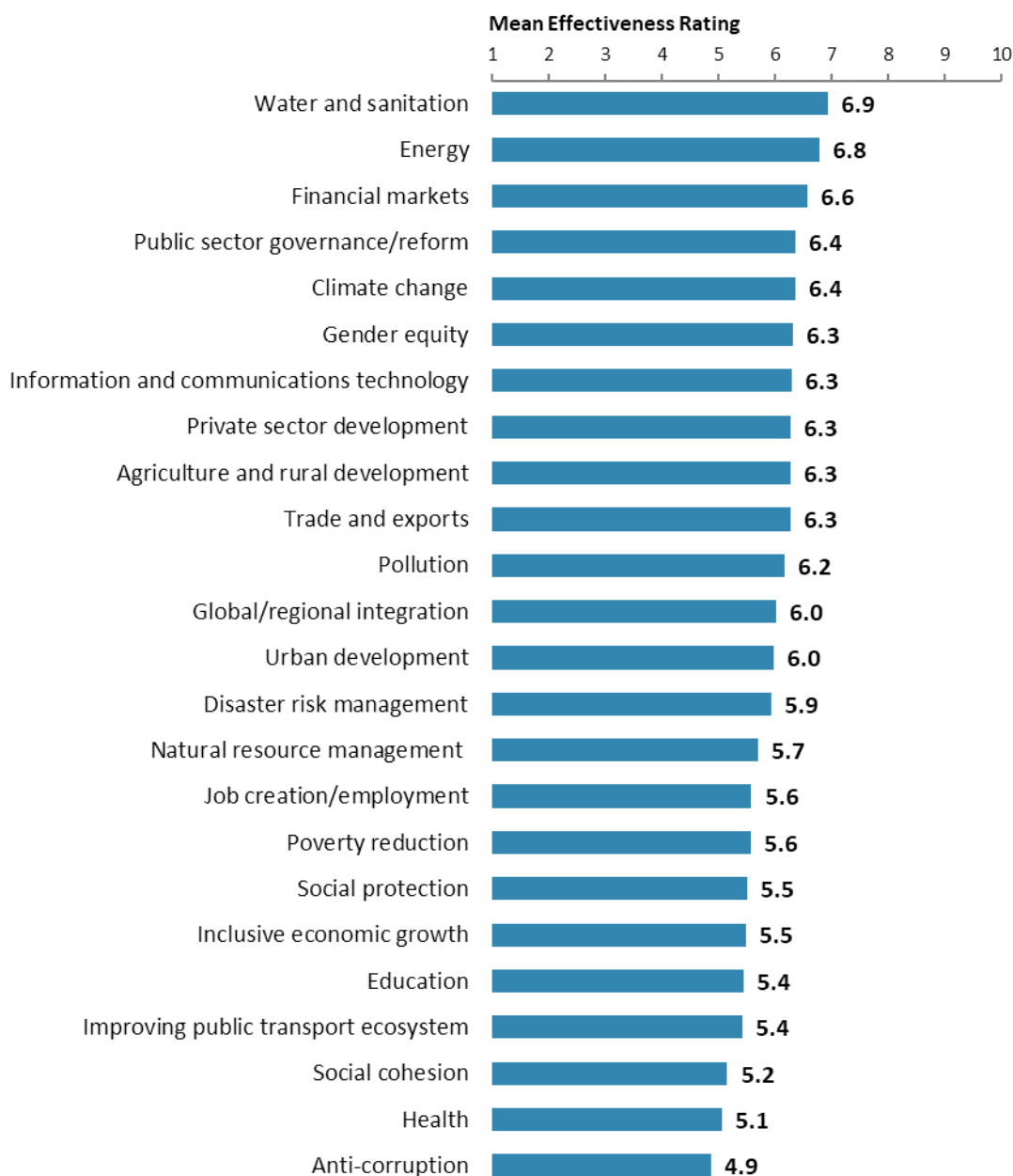


**"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Morocco? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



## VI. Sectoral Effectiveness

### Effectiveness of WBG's Support in Sectoral Areas<sup>3</sup>



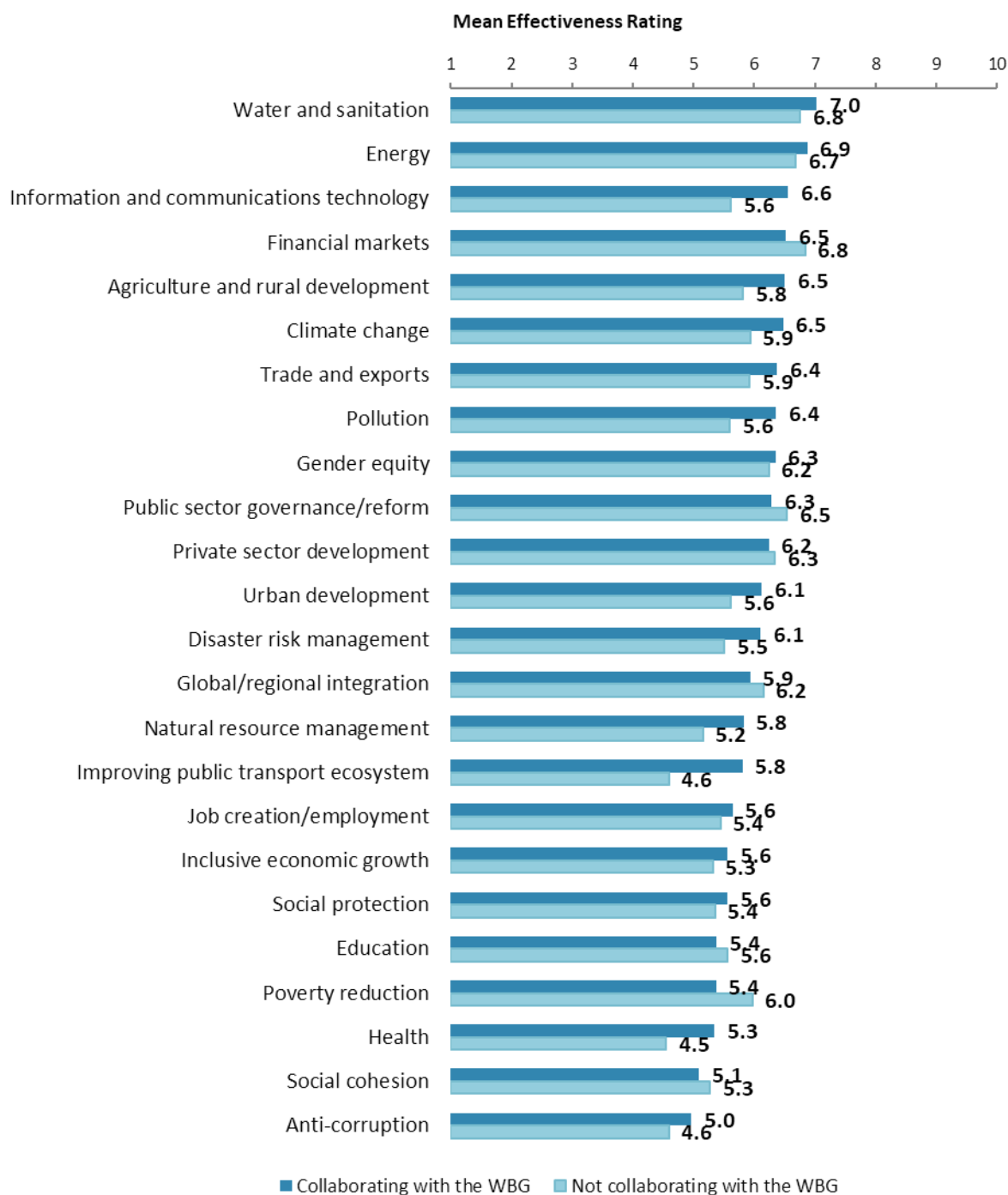
**"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Morocco?"**  
(1-"Not effective at all", 10-"Very effective")

<sup>3</sup> Note in the Appendix on the sectoral effectiveness (Appendix A, page 36) that primarily informed stakeholders responded to this question. Respondents were given the option of "don't know" if they did not have exposure to the WBG's work in certain development areas.



## VI. Sectoral Effectiveness (continued)

### Effectiveness of WBG's Support in Sectoral Areas: Collaboration

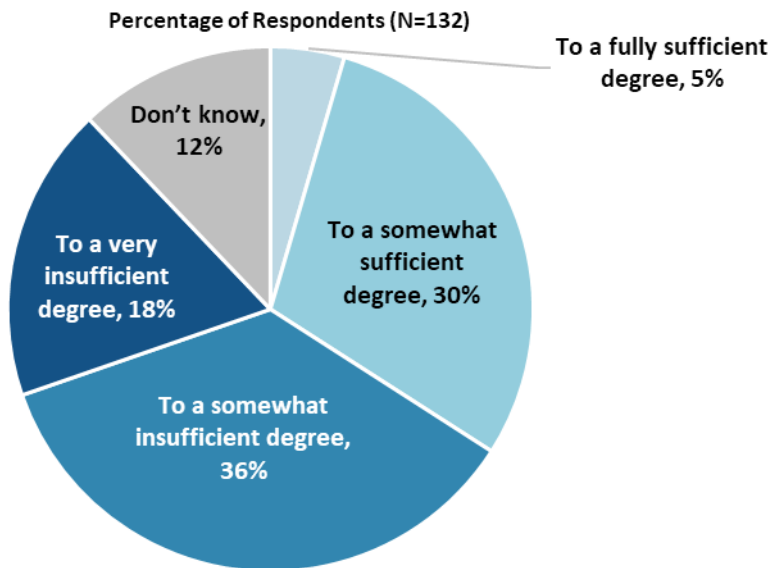


"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Morocco?"  
(1-"Not effective at all", 10-"Very effective")



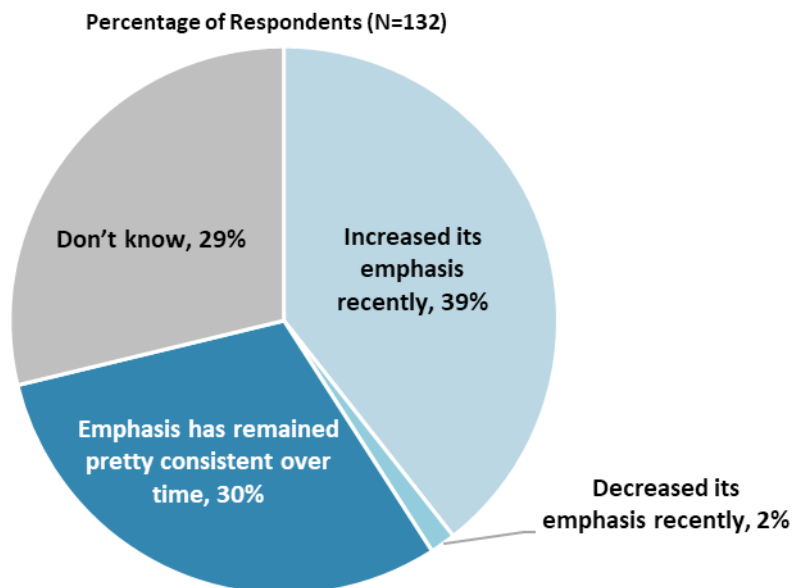
## VI. Sectoral Effectiveness (continued)

### Helping the Poorest



"To what extent do you believe that the World Bank Group's work and support help the poorest in Morocco?" (Respondents chose from a list.)

### The WBG's Human Capital Investment

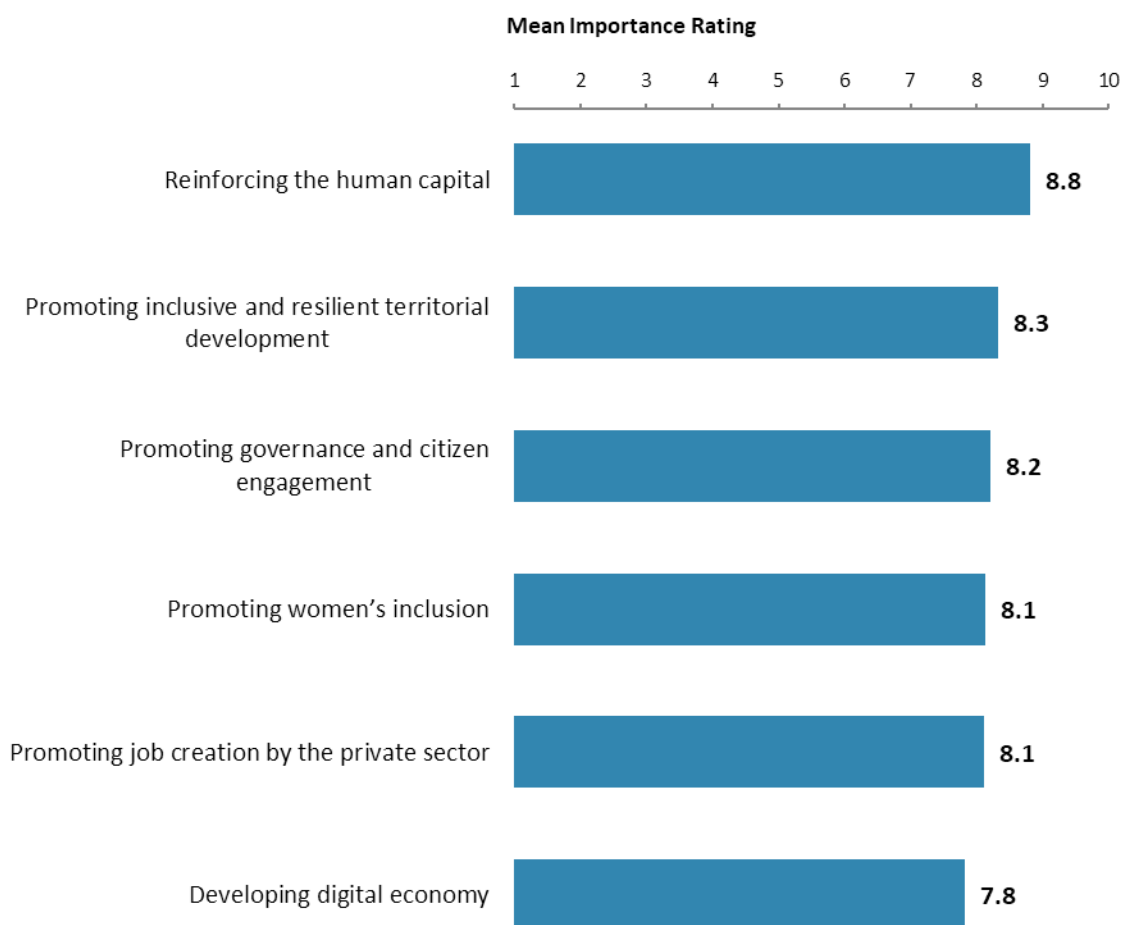


"From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?" (Respondents chose from a list.)



## VI. Sectoral Effectiveness (continued)

### The Country Partnership Framework (CPF) Components

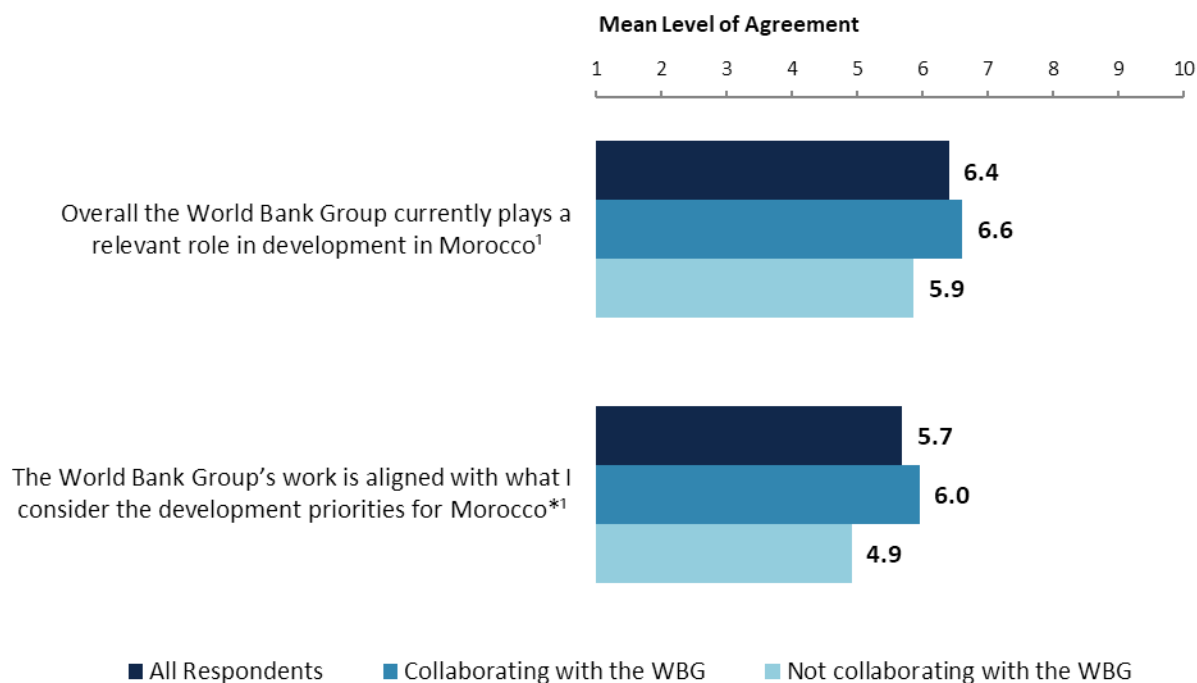


**"The WBG has launched its 2019-2024 Country Partnership Framework (CPF) in Morocco focusing on the components listed below. Please rate the importance of each component to Morocco's most pressing development needs."  
(1-"Not important at all", 10-"Very important")**



## VII. How the World Bank Group Operates

### The World Bank Group's Work in Morocco: Collaboration



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

**(\*Significantly different between collaborators and non-collaborators)**

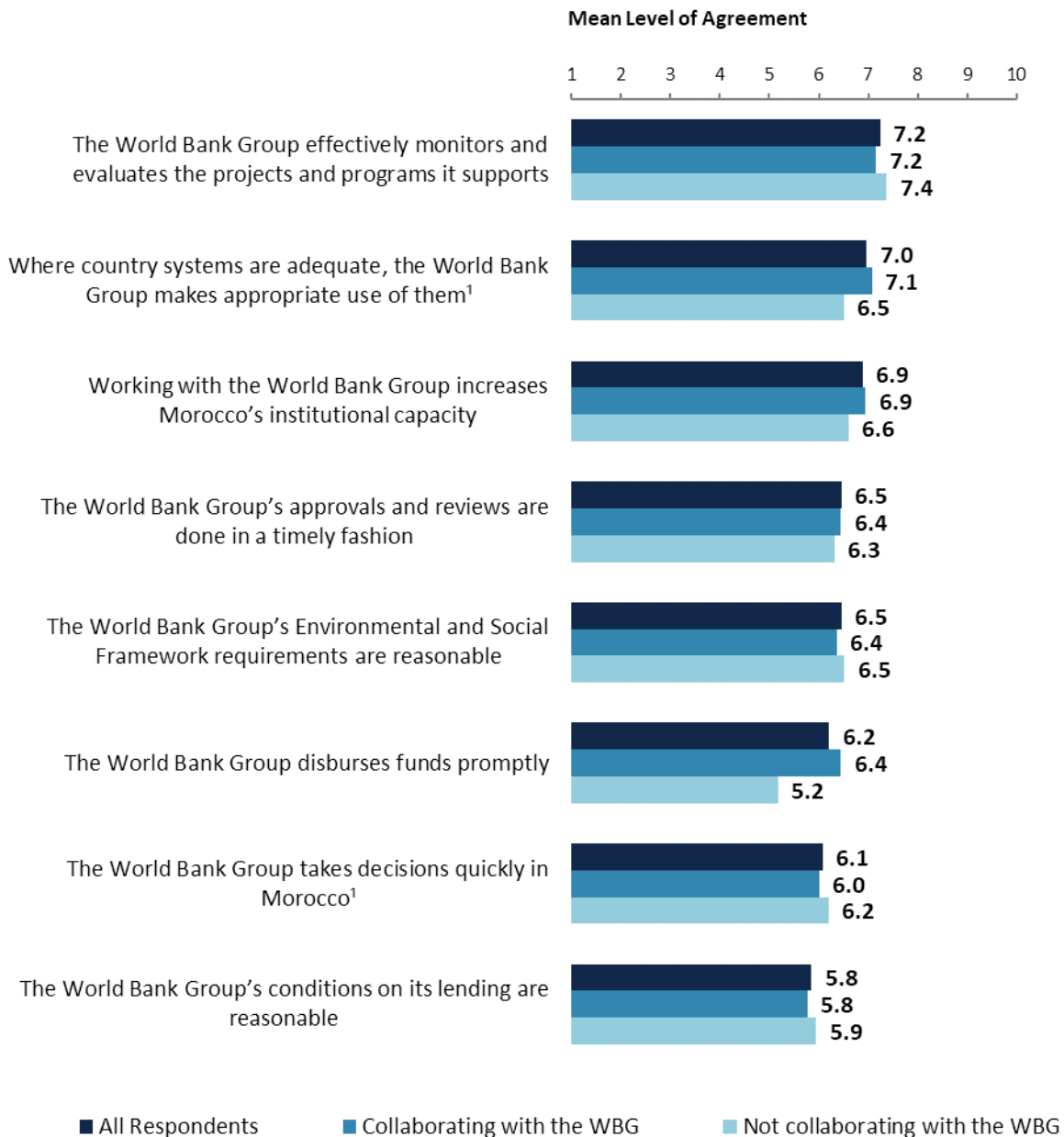
***'Indicator Question***





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

### Overall Perceptions: Collaboration



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

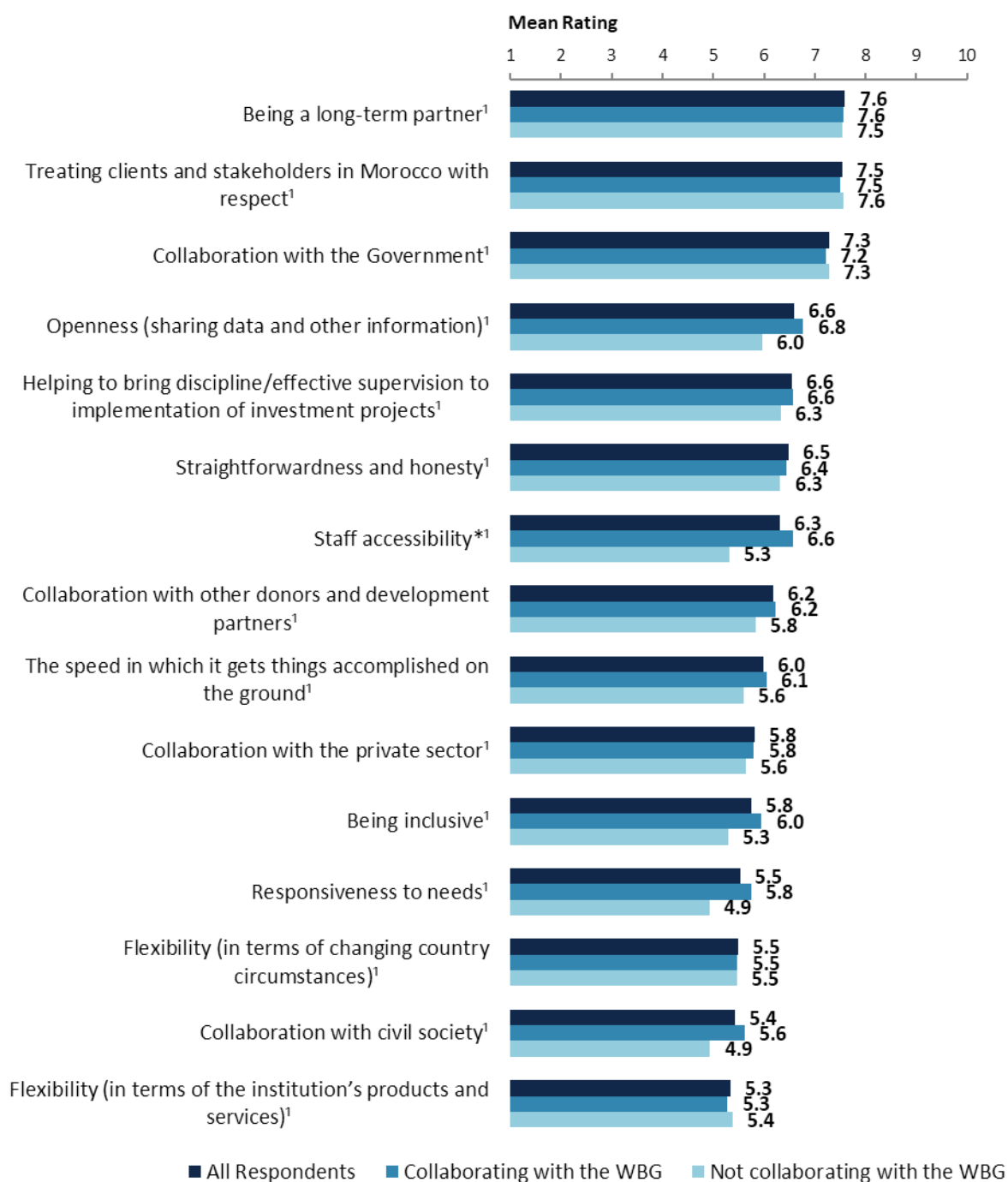
(1-"Strongly disagree", 10-"Strongly agree")

<sup>1</sup>Indicator Question



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

### The WBG as an Effective Development Partner: Collaboration



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

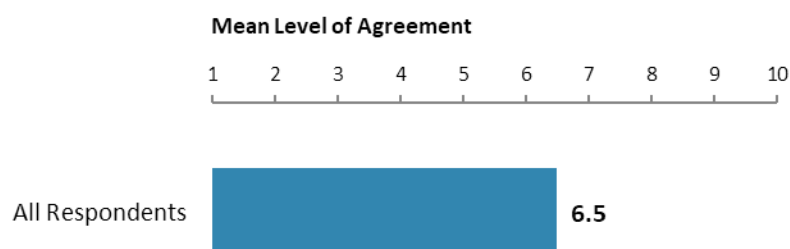
(\*Significantly different between collaborators and non-collaborators)

<sup>1</sup>Indicator Question



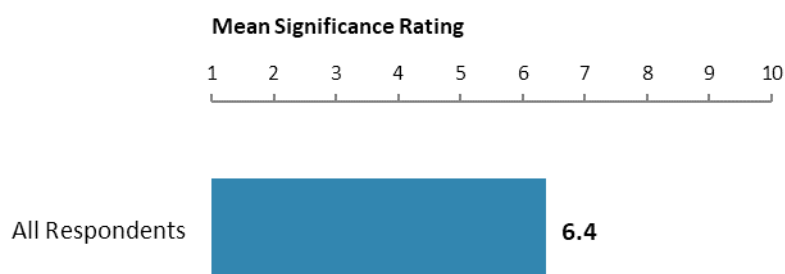
## VIII. World Bank Group's Knowledge and Instruments

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



"The World Bank Group meets Morocco's needs for knowledge services (e.g., research, analysis, data, technical assistance)."  
(1-"Strongly disagree", 10-"Strongly agree")

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



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

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

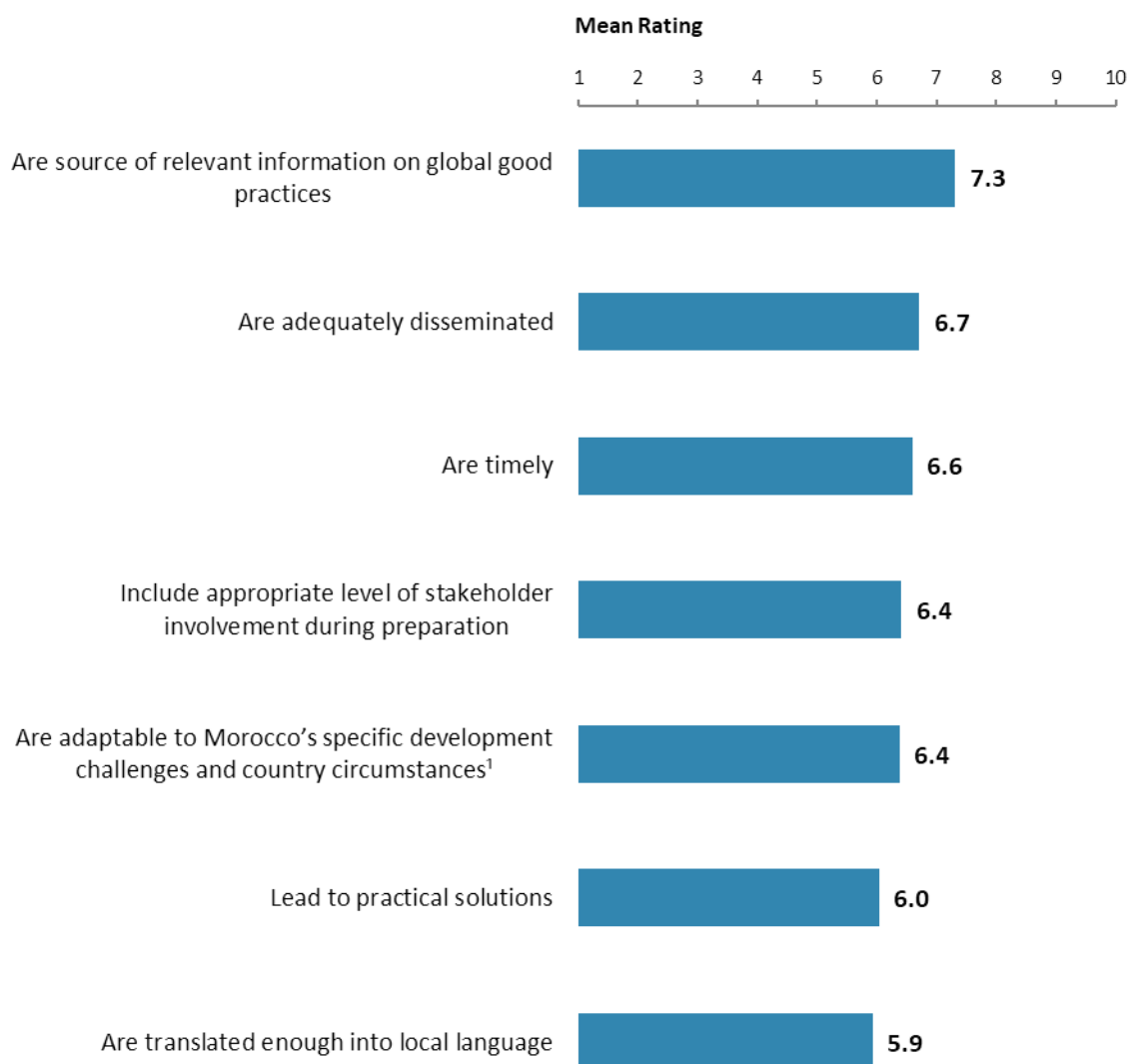


"Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?"  
(1-"Very low technical quality", 10-"Very high technical quality")



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

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



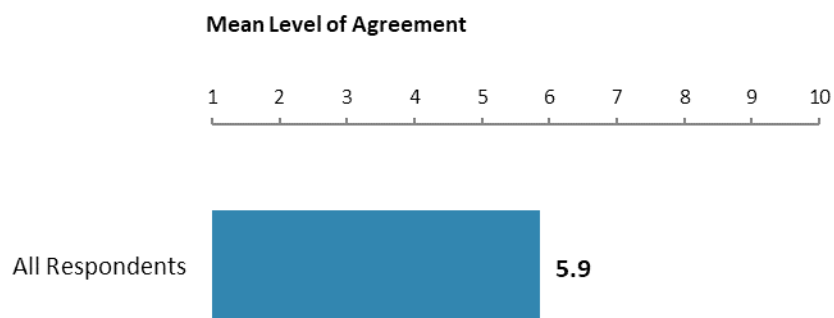
**"In Morocco, to what extent do you believe that the World Bank Group's knowledge work and activities:" (1-"To no degree at all", 10-"To a very significant degree")**

*¹Indicator Question*



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

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



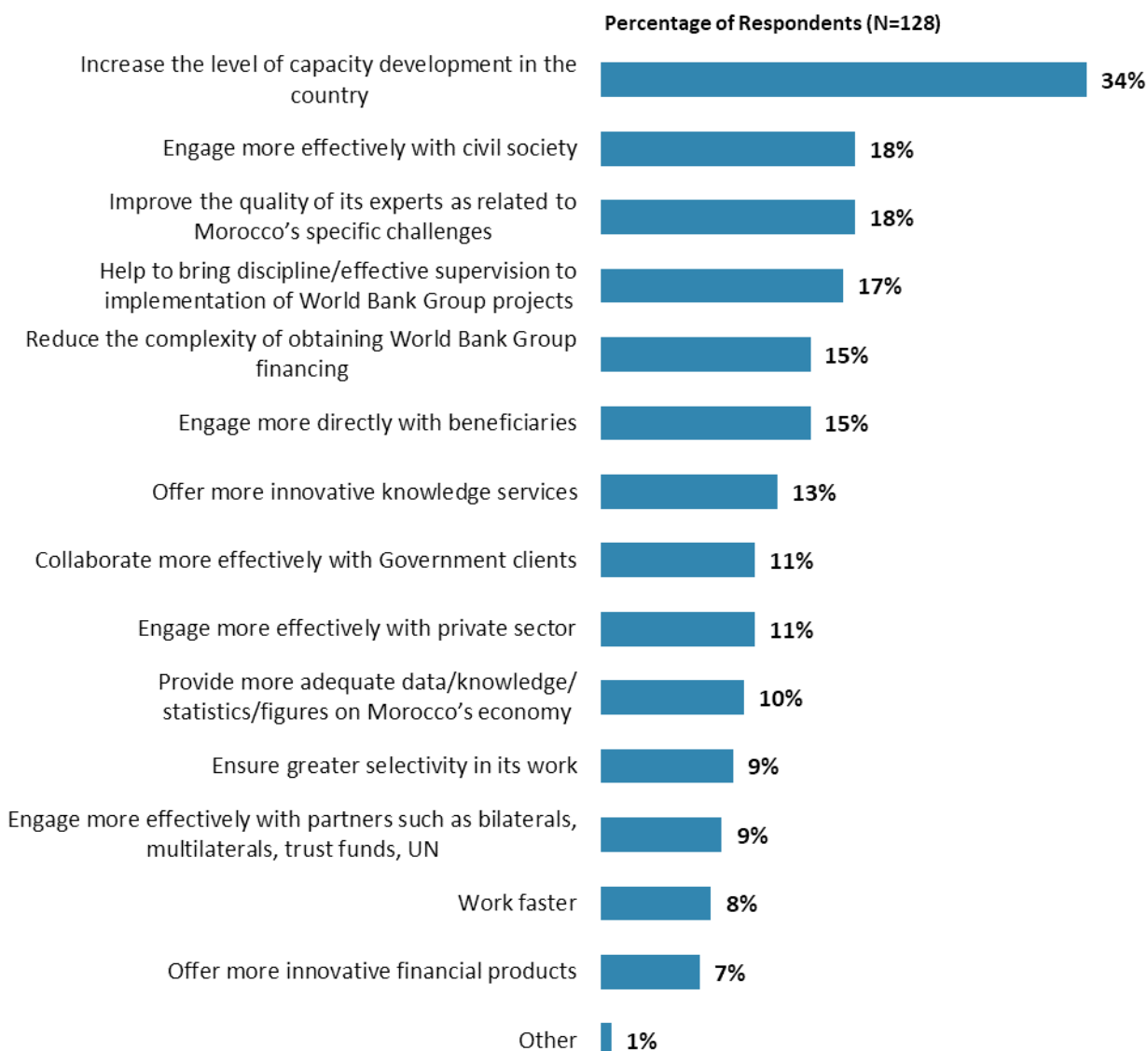
**"The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Morocco."**  
(1-"Strongly disagree", 10-"Strongly agree")



## IX. The Future Role of the WBG in Morocco

### Making the World Bank Group of Greater Value

- **Collaboration:** Respondents who collaborate with the WBG were significantly more likely to indicate that the WBG should “*improve the quality of its experts as related to Morocco’s specific challenges*” to make itself of greater value in Morocco, compared to respondents who do not collaborate with the WBG.



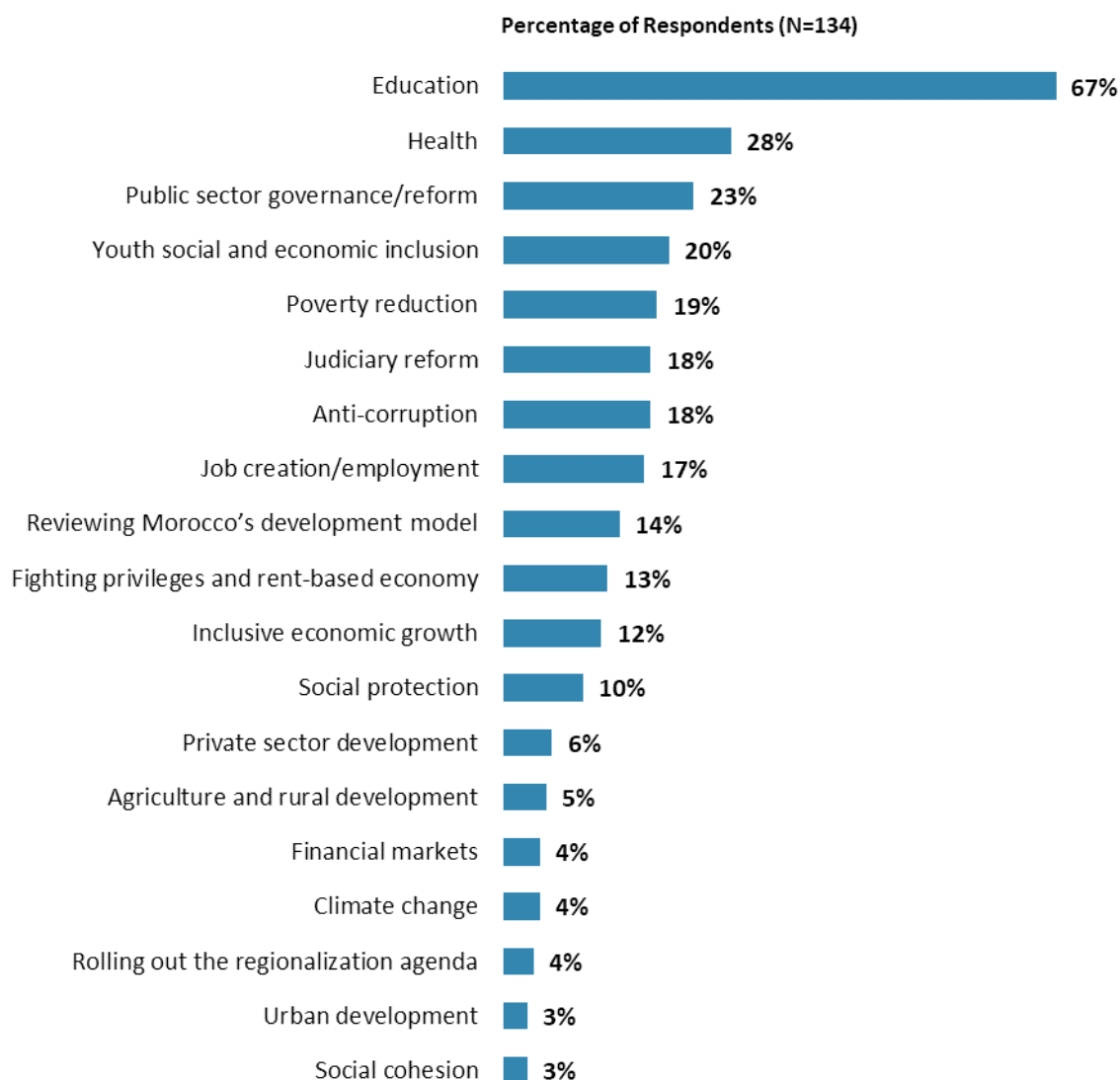
**"Which of the following SHOULD the World Bank Group do to make itself of greater value in Morocco?  
(Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



## IX. The Future Role of the WBG in Morocco (continued)

### Where the World Bank Group Should Focus its Resources

- **Specialization:** Respondents who identified their primary specialization of work as “education” were significantly *more* likely to indicate that the WBG should focus most of its resources on “education”, compared to respondents from other areas (education specialists = 93%; others = 63%).<sup>4</sup>



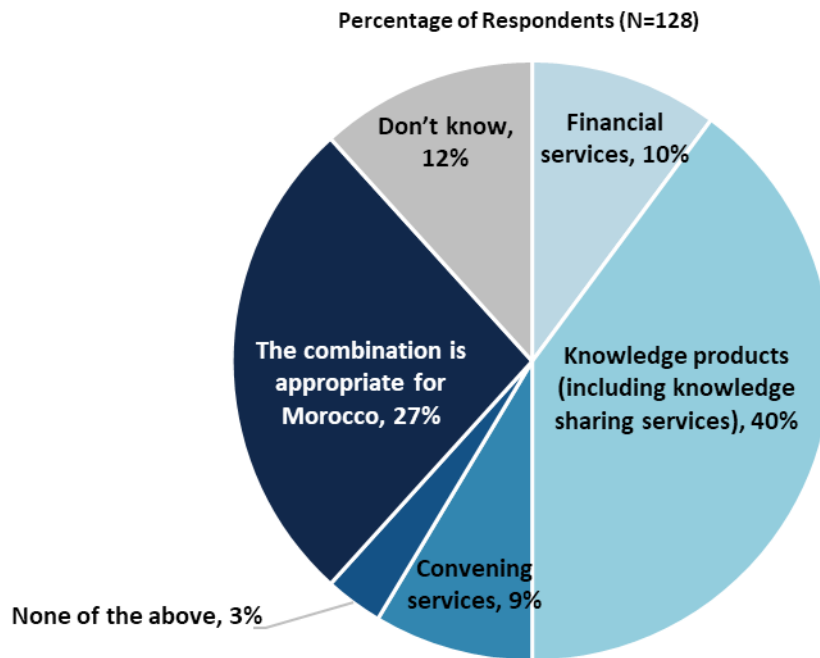
**“When thinking about how the World Bank Group can have the most impact on development results in Morocco, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Morocco? (Choose no more than THREE)”**  
(Respondents chose from a list. Responses combined. Top 19 of 28 response options shown.)

<sup>4</sup> When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question H2 in Appendix E), analyses are done to see these respondents' views about which sectors the WBG should focus most of its resources.



## IX. The Future Role of the WBG in Morocco (continued)

### Future Combination of the WBG Services



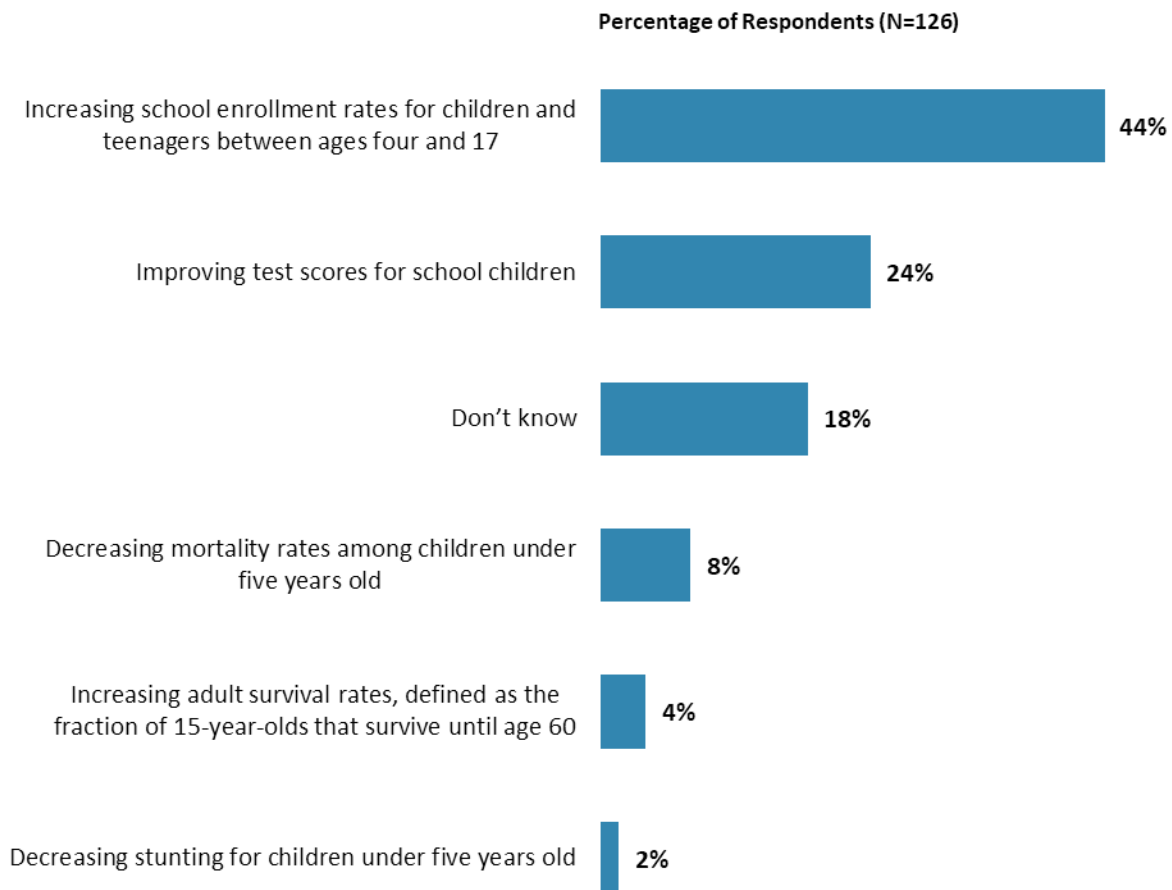
"When considering the combination of services that the World Bank Group offers in Morocco, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Morocco?"  
(Respondents chose from a list.)





## IX. The Future Role of the WBG in Morocco (continued)

### The WBG's Role in Building Human Capital



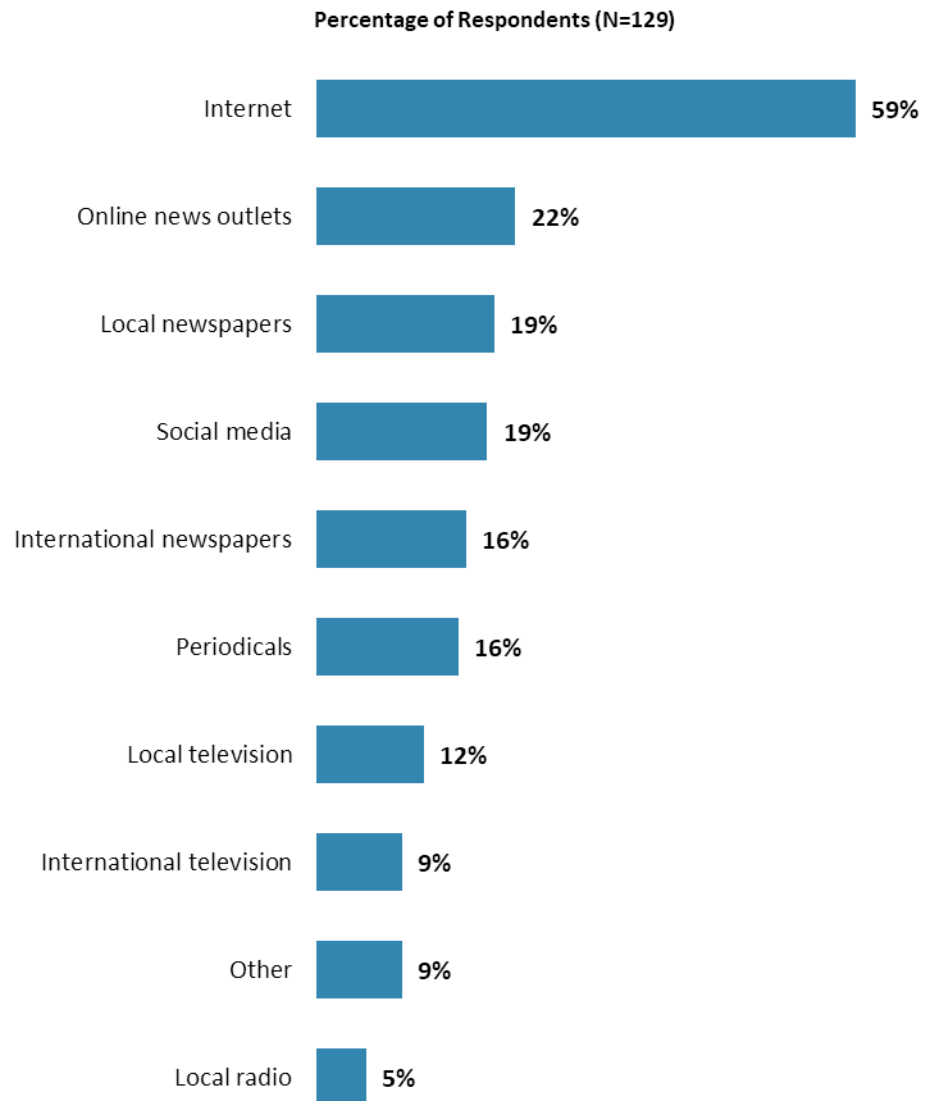
**"Which area below do you believe would benefit most from the WBG playing a leading role among other development partners in Morocco to address deficiencies in building human capital (education, health, social protection) in the country?"**  
(Respondents chose from a list.)



## X. Communication and Outreach

*Note: When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 50) for responses by stakeholder groups.*

### General Information Sources

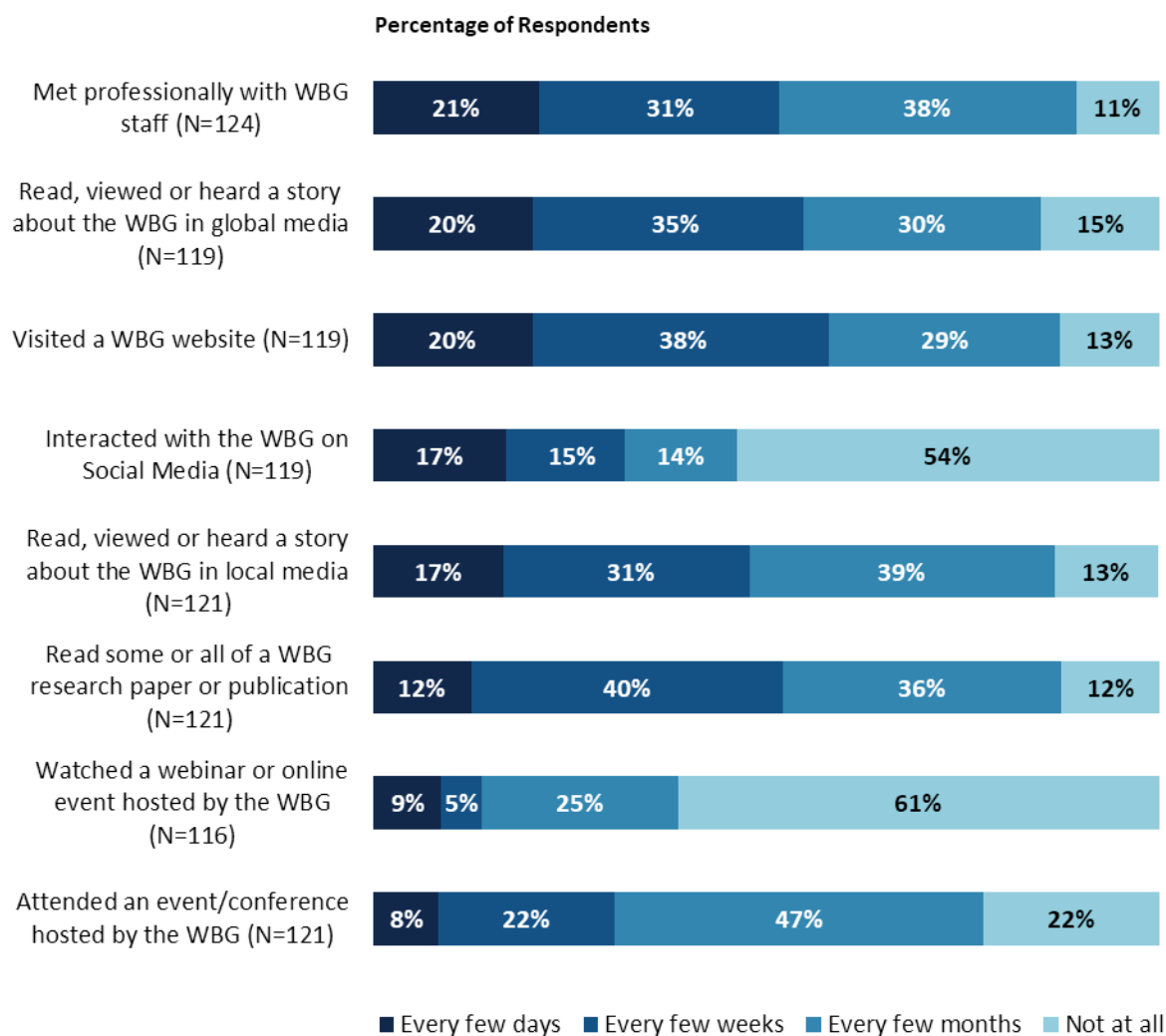


**"How do you get most of your information about economic and social development issues in Morocco?  
(Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



## X. Communication and Outreach (continued)

### Frequency of Specific WBG Interactions



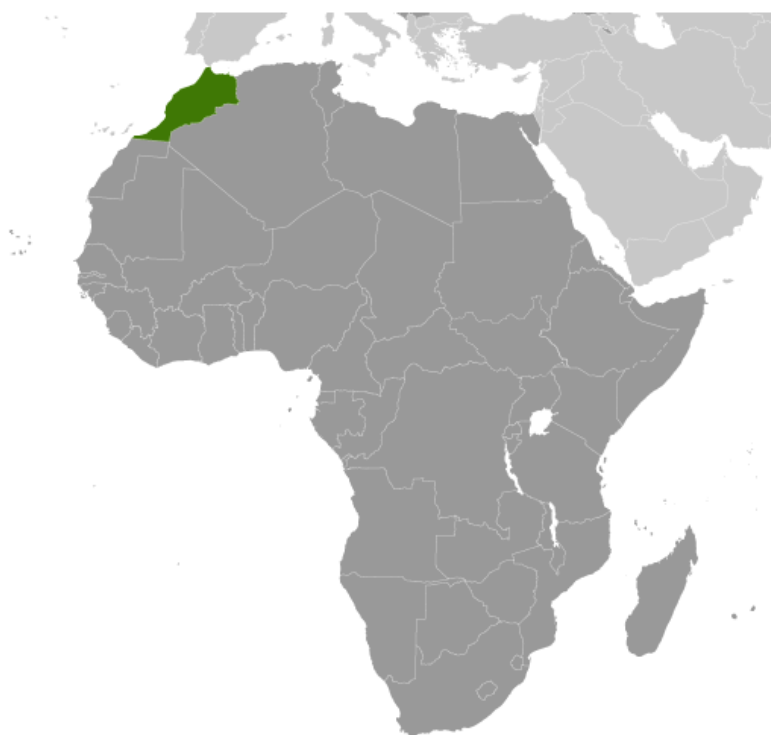
"Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?" (Respondents chose from a list.)



## XI. Appendices

A. Responses to All Questions across All Respondents.....	36
B. Responses to Selected Questions by Stakeholder Groups .....	50
C. Responses to Selected Questions by Levels of Collaboration with the World Bank Group.....	62
D. Indicator Questions as a Function of Exposure to the WBG.....	70
E. Morocco FY 2019 COS Questionnaire .....	71

### MOROCCO





## Appendix A: Responses to All Questions across All Respondents (N=148)

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

### A. General Issues Facing Morocco

1. When you think about the future in Morocco, are you ... ?	Percentage of Respondents (N=146)
Very pessimistic	2.1%
Somewhat pessimistic	21.9%
Somewhat optimistic	51.4%
Very optimistic	22.6%
Not sure	2.1%

2. Do you think that economic opportunity for citizens in Morocco is ... ?	Percentage of Respondents (N=146)
Increasing	46.6%
Decreasing	21.9%
Staying about the same	31.5%

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

<b>3. Listed below are a number of development priorities in Morocco. Please identify which of the following you consider the most important development priorities in Morocco. (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=147)</b>
Education	68.7%
Health	25.9%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform, enhancing convergence of public policies)	21.1%
Youth social and economic inclusion	19.0%
Job creation/employment	19.0%
Reviewing Morocco's development model	18.4%
Fighting privileges and rent-based economy	17.7%
Anti-corruption	17.7%
Inclusive economic growth	17.7%
Social protection (e.g., pensions, targeted social assistance)	13.6%
Judiciary reform	13.6%
Poverty reduction	10.2%
Private sector development	8.2%
Social cohesion	6.8%
Rolling out the regionalization agenda	4.1%
Water and sanitation infrastructure	3.4%
Information and communications technology	3.4%
Urban development	2.0%
Agriculture and rural development	2.0%
Natural resource management (water, coastal zones, protected natural reserves)	2.0%
Global/regional integration	1.4%
Climate change (e.g., mitigation, adaptation)	1.4%
Gender equity (closing the gap between women and men, and boys and girls)	0.7%
Energy	0.7%
Transport (e.g., roads, bridges, transportation)	0.7%
Financial markets	0.0%
Trade and exports	0.0%
Disaster risk management	0.0%

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

<b>4. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Morocco? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=145)</b>
Education	58.6%
Job creation/employment	38.6%
Inclusive economic growth	26.9%
Youth social and economic inclusion	26.9%
Anti-corruption	22.1%
Fighting privileges and rent-based economy	20.7%
Reviewing Morocco's development model	20.0%
Social protection (e.g., pensions, targeted social assistance)	14.5%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform, enhancing convergence of public policies)	14.5%
Health	13.8%
Judiciary reform	9.7%
Private sector development	6.9%
Social cohesion	5.5%
Gender equity (closing the gap between women and men, and boys and girls)	5.5%
Agriculture and rural development	3.4%
Rolling out the regionalization agenda	3.4%
Information and communications technology	2.8%
Disaster risk management	0.7%
Climate change (e.g., mitigation, adaptation)	0.7%
Transport (e.g., roads, bridges, transportation)	0.7%
Water and sanitation infrastructure	0.7%
Global/regional integration	0.7%
Urban development	0.7%
Trade and exports	0.0%
Energy	0.0%
Financial markets	0.0%
Natural resource management (water, coastal zones, protected natural reserves)	0.0%

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

<b>5. When economic and/or social reform efforts fail or are slow to take place in Morocco, which of the following would you attribute this to? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=140)</b>
Poor coordination within the government and weak convergence of public policies	45.0%
Corruption and elite capture	30.0%
Reforms are not well thought out in light of country challenges	29.3%
Inadequate level of government accountability	20.7%
Political pressures and obstacles	18.6%
Inadequate level of citizen/civil society participation	16.4%
Inadequate level of capacity in the government	13.6%
Poor public services and administration	13.6%
Inadequate level of private sector participation	5.7%
Other	2.9%
Inadequate level of donor coordination	1.4%
Private sector involvement and/or influence	0.7%

<b>6. To what extent do you trust each of the following groups to do what is right? (1-To no degree at all, 10-To a very significant degree)</b>	<b>Degree</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. The national/federal government	120	5	6.27	2.82
2. Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	110	11	5.51	2.15
3. The World Bank Group	117	8	6.21	2.02
4. The International Monetary Fund	109	12	5.61	2.26
5. UN	104	15	5.60	2.24
6. Regional development banks	105	11	5.66	2.06
7. Morocco's Central Bank	112	12	6.29	2.20
8. International private sector	104	11	5.60	2.20
9. Domestic private sector	118	7	5.92	2.38
10. International civil society (e.g., NGOs, CBOs)	108	13	5.62	2.28
11. Domestic civil society (e.g., NGOs, CBOs)	114	10	5.98	2.40
12. Faith-based institutions	90	27	3.64	2.28
13. Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	115	7	4.98	2.45
14. International media and their web presence	110	13	5.35	2.15
15. Web based media (i.e., blogs, social media, other web-based news and information sources)	113	9	5.50	2.38



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

7. Please describe the direction Morocco is moving in, when considering ... ?	Direction				
	Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
Human development (e.g., health, education, and social protection) (N=137)	14.6%	22.6%	28.5%	29.9%	4.4%
Equal opportunity for girls and boys, men and women (N=136)	2.9%	12.5%	26.5%	50.7%	7.4%
Growing Morocco's economy in a way that leads to jobs and employment (N=136)	6.6%	33.8%	33.1%	21.3%	5.1%
The gap between the rich and the poor (N=136)	36.0%	30.9%	19.1%	9.6%	4.4%
Making government more effective (N=136)	18.4%	27.2%	33.1%	16.9%	4.4%
Anti-corruption (N=136)	15.4%	15.4%	40.4%	26.5%	2.2%
Attracting new sources of foreign investment (N=136)	3.7%	6.6%	29.4%	48.5%	11.8%

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

Familiarity		N	DK	Mean	SD
1.	How familiar are you with the work of the World Bank Group in Morocco? (1-Not familiar at all, 10-Extremely familiar)	136	n/a	6.04	2.30
Effectiveness		N	DK	Mean	SD
2.	Overall, please rate your impression of the World Bank Group's effectiveness in Morocco.* (1-Not effective at all, 10-Very effective)	130	5	6.28	1.97
Staff Preparedness		N	DK	Mean	SD
3.	To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Morocco solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	129	6	6.66	2.04

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

<b>4. When thinking about how the World Bank Group can have the most impact on development results in Morocco, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Morocco? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=134)</b>
Education	67.2%
Health	27.6%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform, enhancing convergence of public policies)	23.1%
Youth social and economic inclusion	20.1%
Poverty reduction	18.7%
Judiciary reform	17.9%
Anti-corruption	17.9%
Job creation/employment	17.2%
Reviewing Morocco's development model	14.2%
Fighting privileges and rent-based economy	12.7%
Inclusive economic growth	11.9%
Social protection (e.g., pensions, targeted social assistance)	9.7%
Private sector development	6.0%
Agriculture and rural development	5.2%
Financial markets	4.5%
Climate change (e.g., mitigation, adaptation)	4.5%
Rolling out the regionalization agenda	3.7%
Urban development	3.0%
Social cohesion	3.0%
Gender equity (closing the gap between women and men, and boys and girls)	2.2%
Transport (e.g., roads, bridges, transportation)	2.2%
Natural resource management (water, coastal zones, protected natural reserves)	2.2%
Water and sanitation infrastructure	1.5%
Energy	0.7%
Disaster risk management	0.7%
Information and communications technology	0.7%
Trade and exports	0.7%
Global/regional integration	0.0%

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

5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Morocco?	Percentage of Respondents (N=131)		
	Greatest Value	Second Greatest Value	Combined
Embedding monitoring and evaluation in all government programs	17.6%	21.5%	39.1%
Policy advice, studies, analyses	16.8%	14.6%	31.4%
Technical assistance	11.5%	11.5%	23.0%
Reducing the implementation gap (i.e., facilitating policy implementation, service delivery)	13.7%	8.5%	22.2%
Financial resources/facilitating access to finance	12.2%	9.2%	21.4%
Capacity development related to World Bank Group supported projects	6.9%	10.8%	17.6%
Supporting the government in addressing environmental and social risks	4.6%	6.2%	10.7%
Data and statistics	6.9%	2.3%	9.2%
Promoting knowledge sharing	2.3%	5.4%	7.7%
Mobilizing third party financial resources	1.5%	5.4%	6.9%
Other	3.1%	2.3%	5.4%
Bringing together different groups of stakeholders	2.3%	0.8%	3.1%
Donor coordination	0.8%	1.5%	2.3%

6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Morocco? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=133)
Not willing to honestly criticize policies and reform efforts in the country	22.6%
WBG's corporate priorities/interests may be at odds with country development priorities	21.8%
World Bank Group's processes too slow and complex	21.1%
Not enough public disclosure of its work	19.5%
Not adequately sensitive to political/social realities in Morocco	15.8%
Too influenced by developed countries	12.0%
Not sufficiently focused on sustainable results	10.5%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	9.0%
Inadequate World Bank Group's staffing in Morocco	8.3%
Don't know	7.5%
Not adequately flexible	6.0%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	4.5%
Other	4.5%
Not collaborating enough with private sector	3.0%
Arrogant in its approach	3.0%
Staff too inaccessible	2.3%

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

<b>7. To what extent do you believe that the World Bank Group's work and support help the poorest in Morocco? (Select only ONE response)</b>	<b>Percentage of Respondents (N=132)</b>
To a fully sufficient degree	4.5%
To a somewhat sufficient degree	29.5%
To a somewhat insufficient degree	35.6%
To a very insufficient degree	18.2%
Don't know	12.1%

<b>8. From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?</b>	<b>Percentage of Respondents (N=132)</b>
Increased its emphasis recently	39.4%
Decreased its emphasis recently	1.5%
Emphasis has remained pretty consistent over time	30.3%
Don't know	28.8%

<b>To what extent do you agree with the following statements about the World Bank Group's work in Morocco? (1-Strongly disagree, 10-Strongly agree)</b>	<b>Level of Agreement</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
9. Overall the World Bank Group currently plays a relevant role in development in Morocco*	126	6	6.40	2.11
10. The World Bank Group's work is aligned with what I consider the development priorities for Morocco*	117	11	5.68	2.37

<b>To what extent is the World Bank Group an effective development partner in Morocco, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)</b>	<b>Degree</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
11. Responsiveness to needs*	102	21	5.53	1.92
12. Flexibility (in terms of the institution's products and services)*	103	17	5.33	1.89
13. Flexibility (in terms of changing country circumstances)*	102	19	5.49	1.66
14. Being inclusive*	93	24	5.75	1.98
15. Openness (sharing data and other information)*	112	12	6.60	2.08
16. Collaboration with the Government*	109	17	7.28	1.84
17. The speed in which it gets things accomplished on the ground*	104	20	5.99	2.01
18. Helping to bring discipline/effective supervision to implementation of investment projects*	98	24	6.55	2.00
19. Collaboration with civil society*	93	30	5.42	2.05
20. Staff accessibility*	106	15	6.30	2.33
21. Collaboration with other donors and development partners*	86	37	6.17	2.07
22. Collaboration with the private sector*	89	33	5.82	1.94
23. Straightforwardness and honesty*	105	19	6.49	2.24
24. Treating clients and stakeholders in Morocco with respect*	104	20	7.55	1.97
25. Being a long-term partner*	109	15	7.60	2.12

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

1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Morocco? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance)	63	64	5.51	2.19
2. Gender equity (closing the gap between women and men, and boys and girls)	72	54	6.32	2.02
3. Private sector development	73	53	6.27	1.98
4. Education	90	33	5.44	2.23
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform, enhancing convergence of public policies)	94	31	6.35	1.98
6. Global/regional integration	65	56	6.02	2.00
7. Urban development	68	52	5.97	2.08
8. Energy (i.e., renewable sources)	64	56	6.78	2.10
9. Water and sanitation	71	50	6.93	2.02
10. Pollution	57	64	6.16	2.25
11. Job creation/employment	83	39	5.58	2.18
12. Health	74	46	5.07	2.15
13. Financial markets	70	50	6.57	2.22
14. Improving public transport ecosystem	60	59	5.42	2.28
15. Agriculture and rural development	67	55	6.27	2.06
16. Trade and exports	49	70	6.27	2.06
17. Natural resource management (water, coastal zones, protected natural reserves)	55	66	5.69	2.46
18. Climate change (e.g., mitigation, adaptation)	60	61	6.35	2.27
19. Poverty reduction	87	35	5.57	2.32
20. Anti-corruption	72	47	4.88	2.55
21. Inclusive economic growth	74	46	5.49	2.30
22. Disaster risk management	53	68	5.92	2.50
23. Social cohesion	70	51	5.16	2.18
24. Information and communications technology	67	54	6.30	2.10

Achieving Development Results	N	DK	Mean	SD
2. To what extent does the World Bank Group's work help to achieve development results in Morocco?* (1-To no degree at all, 10-To a very significant degree)	116	16	5.91	1.81

Influencing the Development Agenda	N	DK	Mean	SD
3. To what extent does the World Bank Group influence the development agenda in Morocco?* (1-To no degree at all, 10-To a very significant degree)	117	13	6.26	1.87

To what extent do you agree with the following statements about the World Bank Group in Morocco? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
4. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Morocco*	107	24	5.86	2.12
5. The World Bank Group meets Morocco's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	108	22	6.49	1.94

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

In Morocco, to what extent do you believe that the World Bank Group's knowledge work and activities: <i>(1-To no degree at all, 10-To a very significant degree)</i>	Degree			
	N	DK	Mean	SD
1. Are timely	106	16	6.59	1.87
2. Include appropriate level of stakeholder involvement during preparation	99	23	6.41	2.02
3. Lead to practical solutions	107	19	6.05	1.77
4. Are source of relevant information on global good practices	114	10	7.32	1.81
5. Are adequately disseminated	115	10	6.71	1.98
6. Are translated enough into local language	100	26	5.93	2.32
7. Are adaptable to Morocco's specific development challenges and country circumstances*	108	18	6.38	1.81

Overall Evaluations	N	DK	Mean	SD
8. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?* <i>(1-Not significant at all, 10-Very significant)</i>	108	18	6.38	1.75
9. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?* <i>(1-Very low technical quality, 10-Very high technical quality)</i>	117	11	7.05	1.77

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

To what extent do you agree/disagree with the following statements? <i>(1-Strongly disagree, 10-Strongly agree)</i>	Level of Agreement			
	N	DK	Mean	SD
1. The World Bank Group disburses funds promptly	82	45	6.21	2.39
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	108	19	7.24	1.88
3. The World Bank Group's approvals and reviews are done in a timely fashion	96	28	6.46	2.15
4. The World Bank Group's Environmental and Social Framework requirements are reasonable	92	34	6.46	2.03
5. The World Bank Group's conditions on its lending are reasonable	84	42	5.85	2.33
6. The World Bank Group takes decisions quickly in Morocco*	88	37	6.08	2.30
7. Working with the World Bank Group increases Morocco's institutional capacity	103	22	6.88	2.04
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	71	53	6.97	1.85

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

The WBG has launched its 2019-2024 Country Partnership Framework (CPF) in Morocco focusing on the components listed below. Please rate the importance of each component to Morocco's most pressing development needs. (1- Not important at all, 10- Very important)	Level of Importance			
	N	DK	Mean	SD
1. Promoting job creation by the private sector	126	2	8.10	1.99
2. Reinforcing the human capital (i.e., investing in better education and health, enhancing social protection, reducing social inequality)	125	3	8.82	1.79
3. Promoting inclusive and resilient territorial development	121	5	8.32	1.71
4. Promoting governance and citizen engagement	120	5	8.22	1.90
5. Promoting women's inclusion	122	5	8.14	1.97
6. Developing digital economy	121	5	7.83	2.28

7. Which of the following SHOULD the World Bank Group do to make itself of greater value in Morocco? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=128)
Increase the level of capacity development in the country	34.4%
Engage more effectively with civil society (e.g., NGOs, CBOs)	18.0%
Improve the quality of its experts as related to Morocco's specific challenges	18.0%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	17.2%
Reduce the complexity of obtaining World Bank Group financing	14.8%
Engage more directly with beneficiaries	14.8%
Offer more innovative knowledge services	12.5%
Collaborate more effectively with Government clients	10.9%
Engage more effectively with private sector	10.9%
Provide more adequate data/knowledge/statistics/figures on Morocco's economy	10.2%
Ensure greater selectivity in its work	9.4%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	8.6%
Work faster	7.8%
Offer more innovative financial products	7.0%
Other	0.8%

8. When considering the combination of services that the World Bank Group offers in Morocco, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Morocco? (Select only ONE response)	Percentage of Respondents (N=128)
Financial services	10.2%
Knowledge products (including knowledge sharing services)	39.8%
Convening services	8.6%
None of the above	3.1%
The combination is appropriate for Morocco	26.6%
Don't know	11.7%

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

<b>9. Which area below do you believe would benefit most from the WBG playing a leading role among other development partners in Morocco to address deficiencies in building human capital (education, health, social protection) in the country? (Select only ONE response)</b>	<b>Percentage of Respondents (N=126)</b>
Increasing school enrollment rates for children and teenagers between ages four and 17	44.4%
Improving test scores for school children	23.8%
Don't know	18.3%
Decreasing mortality rates among children under five years old	7.9%
Increasing adult survival rates, defined as the fraction of 15-year-olds that survive until age 60	4.0%
Decreasing stunting for children under five years old	1.6%

**G. Communication and Information Sharing**

<b>1. How do you get most of your information about economic and social development issues in Morocco? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=129)</b>
Internet	58.9%
Online news outlets	21.7%
Local newspapers	19.4%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	18.6%
International newspapers	16.3%
Periodicals	15.5%
Local television	11.6%
International television	9.3%
Other	9.3%
Local radio	5.4%

<b>2. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?</b>	<b>Percentage of Respondents</b>			
	<b>Every few days</b>	<b>Every few weeks</b>	<b>Every few months</b>	<b>Not at all</b>
Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio) (N=121)	16.5%	31.4%	38.8%	13.2%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio) (N=119)	20.2%	34.5%	30.3%	15.1%
Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted) (N=119)	16.8%	15.1%	14.3%	53.8%
Visited a WBG website (e.g. read a blog, used data) (N=119)	20.2%	37.8%	29.4%	12.6%
Attended an event/conference hosted by the WBG (N=121)	8.3%	22.3%	47.1%	22.3%
Watched a webinar or online event hosted by the WBG (N=116)	8.6%	5.2%	25.0%	61.2%
Read some or all of a WBG research paper or publication (N=121)	12.4%	39.7%	35.5%	12.4%
Met professionally with WBG staff (N=124)	21.0%	30.6%	37.9%	10.5%



**H. Background Information**

<b>1. Which of the following best describes your current affiliation? (Select only ONE response)</b>	<b>Percentage of Respondents (N=146)</b>
Employee of a Ministry, Ministerial Department or Implementation Agency	19.9%
NGO/Community Based Organization	15.1%
PMU overseeing implementation of project/ Consultant/Contractor working on World Bank Group supported project/program	8.2%
Private Sector Organization	8.2%
Financial Sector/Private Bank	7.5%
Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)	7.5%
Media (press, radio, TV, web, etc.)	6.8%
Multilateral Agency	4.8%
Academia/Research Institute/Think Tank	4.8%
Head of Government	4.1%
Bilateral Agency	3.4%
Other	2.7%
Office of Parliamentarian	2.1%
Private Foundation	1.4%
Youth Group	1.4%
Judiciary Branch	1.4%
Local Government Office or Staff	0.7%
Office of Minister	0.0%
Trade Union	0.0%
Faith-Based Group	0.0%

<b>2. Please identify the primary specialization of your work. (Select only ONE response)</b>	<b>Percentage of Respondents (N=145)</b>
Finance and markets	17.9%
Education	11.0%
Urban, rural, and social development	8.3%
Generalist (specialized in multiple sectors)	8.3%
Governance	7.6%
Other	7.6%
Macroeconomics and fiscal management	6.9%
Water	4.1%
Social protection and labor	3.4%
Gender	3.4%
Transport and ICT	3.4%
Jobs	3.4%
Environment and natural resources	2.8%
Health, nutrition, and population	2.8%
Trade and competitiveness	2.8%
Poverty	2.8%
Fragility, conflict and violence	1.4%
Agriculture	1.4%
Public-private partnerships	0.7%
Energy and extractives	0.0%
Climate change	0.0%

**H. Background Information (continued)**

<b>3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, MIGA, ICSID) in your country?</b>	<b>Percentage of Respondents (N=144)</b>
Yes	67.4%
No	32.6%

<b>4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Morocco? (Select only ONE response)</b>	<b>Percentage of Respondents (N=100)</b>
The World Bank (IBRD)	77.0%
The International Finance Corporation (IFC)	23.0%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%
International Centre for Settlement of Investment Disputes (ICSID)	0.0%

<b>5. Do your projects involve both the World Bank and the IFC?</b>	<b>Percentage of Respondents (N=92)</b>
Yes	47.8%
No	52.2%

<b>6. Which of the following describes most of your exposure to the World Bank Group in Morocco? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=146)</b>
Collaborate as part of my professional duties	59.6%
Use World Bank Group reports/data	43.2%
Engage in World Bank Group related/sponsored events/activities	40.4%
Use World Bank Group website for information, data, research, etc.	13.0%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	12.3%

<b>7. What's your gender?</b>	<b>Percentage of Respondents (N=147)</b>
Female	40.8%
Male	59.2%

<b>8. What's your age?</b>	<b>Percentage of Respondents (N=147)</b>
25 and under	2.7%
26-35	9.5%
36-45	28.6%
46-55	36.1%
56 and above	23.1%

<b>9. Which best represents your geographic location?</b>	<b>Percentage of Respondents (N=142)</b>
Central region	73.2%
Northern region	17.6%
Southern region	6.3%
Oriental region	2.8%



## Appendix B: Responses to Selected Questions by Stakeholder Groups<sup>5</sup>

- Employee of a Ministry N=29
- Private Sector/Financial Sector/Private Bank N=23
- Independent Government Institution N=11
- PMU/Consultant on WBG Project N=12
- CSO N=26
- Other<sup>6</sup> N=23
- Bilateral/Multilateral Agency N=12
- Media N=10

### A. General Issues facing Morocco

When you think about the future in Morocco, are you ... ?

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Other
Very pessimistic	3.4%	0.0%	0.0%	4.3%	3.8%	0.0%	0.0%	0.0%
Somewhat pessimistic	10.3%	25.0%	16.7%	21.7%	23.1%	20.0%	45.5%	26.1%
Somewhat optimistic	37.9%	50.0%	66.7%	65.2%	57.7%	60.0%	27.3%	47.8%
Very optimistic	44.8%	25.0%	16.7%	8.7%	11.5%	10.0%	27.3%	26.1%
Not sure	3.4%	0.0%	0.0%	0.0%	3.8%	10.0%	0.0%	0.0%

<sup>5</sup> Only 146 respondents provided information about their current affiliation (question H1 in the questionnaire). Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

<sup>6</sup> Includes the following categories: Head of Government (N=6), Office of Parliamentarian (N=3), Local Government Office or Staff (N=1), Academia/Research Institute/Think Tank (N=7), Judiciary Branch (N=2), and Other (N=4).

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

Listed below are a number of development priorities in Morocco. Please identify which of the following you consider the most important development priorities in Morocco. (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Employee of a Ministry	PMU/Consultant on WBG Project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Other
Social protection	20.7%	8.3%	41.7%	4.3%	11.5%	20.0%	0.0%	8.7%
Gender equity (closing the gap between women and men, and boys and girls)	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Private sector development	6.9%	8.3%	16.7%	8.7%	7.7%	0.0%	0.0%	13.0%
Education	62.1%	100.0%	75.0%	69.6%	69.2%	40.0%	54.5%	78.3%
Public sector governance/reform	34.5%	8.3%	25.0%	21.7%	11.5%	10.0%	18.2%	21.7%
Global/regional integration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	4.3%
Fighting privileges and rent-based economy	10.3%	16.7%	16.7%	34.8%	19.2%	10.0%	18.2%	13.0%
Urban development	6.9%	0.0%	0.0%	0.0%	3.8%	0.0%	0.0%	0.0%
Energy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%
Water and sanitation infrastructure	3.4%	16.7%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%
Youth social and economic inclusion	20.7%	16.7%	25.0%	8.7%	26.9%	10.0%	27.3%	17.4%
Job creation/employment	17.2%	0.0%	25.0%	21.7%	11.5%	40.0%	18.2%	26.1%
Health	20.7%	33.3%	16.7%	39.1%	19.2%	20.0%	27.3%	30.4%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transport	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Agriculture and rural development	3.4%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	4.3%
Trade and exports	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Reviewing Morocco's development model	13.8%	25.0%	16.7%	4.3%	23.1%	30.0%	36.4%	17.4%
Natural resource management (water, coastal zones, protected natural reserves)	3.4%	0.0%	0.0%	0.0%	3.8%	0.0%	0.0%	4.3%
Climate change	3.4%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%
Poverty reduction	6.9%	8.3%	8.3%	13.0%	19.2%	10.0%	0.0%	8.7%
Anti-corruption	10.3%	8.3%	0.0%	21.7%	26.9%	10.0%	45.5%	17.4%
Judiciary reform	13.8%	16.7%	0.0%	17.4%	15.4%	20.0%	36.4%	0.0%
Inclusive economic growth	17.2%	25.0%	8.3%	13.0%	15.4%	50.0%	9.1%	13.0%
Disaster risk management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social cohesion	10.3%	0.0%	16.7%	4.3%	0.0%	10.0%	0.0%	13.0%
Rolling out the regionalization agenda	3.4%	0.0%	0.0%	0.0%	15.4%	0.0%	0.0%	4.3%
Information and communications technology	6.9%	0.0%	0.0%	8.7%	0.0%	10.0%	0.0%	0.0%



# A. General Issues facing Morocco (continued)

When economic and/or social reform efforts fail or are slow to take place in Morocco, which of the following would you attribute this to? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Employee of a Ministry	PMU/Consultant on WBG Project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Other
Political pressures and obstacles	37.0%	18.2%	16.7%	0.0%	20.8%	20.0%	9.1%	19.0%
Inadequate level of private sector participation	3.7%	9.1%	0.0%	9.1%	8.3%	20.0%	0.0%	0.0%
Inadequate level of citizen/civil society participation	7.4%	36.4%	16.7%	9.1%	16.7%	10.0%	0.0%	33.3%
Inadequate level of donor coordination	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%	9.1%	0.0%
Reforms are not well thought out in light of country challenges	44.4%	36.4%	0.0%	13.6%	33.3%	40.0%	27.3%	33.3%
Poor coordination within the government and weak convergence of public policies	55.6%	54.5%	58.3%	45.5%	37.5%	40.0%	63.6%	14.3%
Inadequate level of government accountability	7.4%	0.0%	25.0%	31.8%	16.7%	20.0%	27.3%	33.3%
Inadequate level of capacity in the government*	11.1%	0.0%	25.0%	31.8%	0.0%	0.0%	27.3%	14.3%
Corruption and elite capture	14.8%	36.4%	25.0%	36.4%	41.7%	20.0%	27.3%	38.1%
Private sector involvement and/or influence	0.0%	0.0%	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%
Poor public services and administration	7.4%	9.1%	25.0%	18.2%	20.8%	20.0%	9.1%	4.8%
Other	3.7%	0.0%	8.3%	0.0%	0.0%	10.0%	0.0%	4.8%

\*Significantly different between stakeholder groups

	Employee of a Ministry			PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you trust the World Bank Group to do what is right?	24	6.29	2.07	9	6.11	2.09	11	5.55	2.02	18	6.39	1.97	18	6.17	2.01	8	5.50	3.30	9	6.78	1.30	18	6.11	1.64

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

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

	Employee of a Ministry			PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Morocco?	28	6.04	2.55	11	6.73	1.85	12	5.75	1.91	20	6.10	2.27	22	5.45	2.20	9	7.22	1.92	11	5.55	2.62	21	6.05	2.44

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

	Employee of a Ministry			PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Morocco.	27	6.85	2.01	11	6.73	2.05	12	5.75	1.42	20	5.85	2.03	19	6.05	1.75	8	6.63	2.56	11	5.45	1.51	20	6.35	2.25

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

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

When thinking about how the World Bank Group can have the most impact on development results in Morocco, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Morocco? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Employee of a Ministry	PMU/Consultant on WBG Project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Other
Energy	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%
Water and sanitation infrastructure	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Youth social and economic inclusion	14.3%	40.0%	0.0%	5.0%	36.4%	25.0%	27.3%	23.8%
Job creation/employment	25.0%	10.0%	16.7%	20.0%	18.2%	25.0%	0.0%	14.3%
Health	35.7%	30.0%	16.7%	30.0%	18.2%	37.5%	36.4%	14.3%
Financial markets	3.6%	20.0%	8.3%	0.0%	4.5%	12.5%	0.0%	0.0%
Social protection*	17.9%	0.0%	33.3%	10.0%	0.0%	0.0%	0.0%	9.5%
Gender equity (closing the gap between women and men, and boys and girls)	0.0%	0.0%	8.3%	5.0%	0.0%	0.0%	0.0%	4.8%
Private sector development	3.6%	0.0%	8.3%	10.0%	9.1%	0.0%	0.0%	9.5%
Education	67.9%	70.0%	41.7%	80.0%	63.6%	87.5%	63.6%	66.7%
Public sector governance/reform	14.3%	20.0%	41.7%	30.0%	13.6%	12.5%	18.2%	38.1%
Global/regional integration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fighting privileges and rent-based economy	7.1%	10.0%	25.0%	25.0%	9.1%	12.5%	9.1%	9.5%
Urban development	3.6%	0.0%	8.3%	5.0%	0.0%	0.0%	0.0%	0.0%
Judiciary reform	14.3%	20.0%	0.0%	20.0%	13.6%	12.5%	45.5%	19.0%
Inclusive economic growth	14.3%	10.0%	8.3%	0.0%	18.2%	12.5%	18.2%	9.5%
Disaster risk management	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social cohesion	3.6%	0.0%	8.3%	0.0%	4.5%	0.0%	0.0%	4.8%
Rolling out the regionalization agenda	0.0%	0.0%	0.0%	5.0%	9.1%	0.0%	0.0%	9.5%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%
Transport	10.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Agriculture and rural development*	0.0%	10.0%	0.0%	0.0%	13.6%	0.0%	27.3%	0.0%
Trade and exports	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Reviewing Morocco's development model	7.1%	10.0%	33.3%	5.0%	18.2%	12.5%	18.2%	19.0%
Natural resource management (water, coastal zones, protected natural reserves)	3.6%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	4.8%
Climate change	7.1%	10.0%	0.0%	0.0%	4.5%	12.5%	0.0%	4.8%
Poverty reduction	17.9%	20.0%	25.0%	15.0%	22.7%	12.5%	0.0%	28.6%
Anti-corruption	14.3%	20.0%	8.3%	30.0%	22.7%	12.5%	36.4%	4.8%

\*Significantly different between stakeholder groups

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

From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Other
Increased its emphasis recently	33.3%	18.2%	41.7%	26.3%	38.1%	66.7%	54.5%	50.0%
Decreased its emphasis recently	3.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%
Emphasis has remained pretty consistent over time	22.2%	45.5%	33.3%	63.2%	23.8%	11.1%	9.1%	30.0%
Don't know	40.7%	36.4%	25.0%	10.5%	38.1%	22.2%	36.4%	15.0%

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

	Employee of a Ministry			PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Morocco	26	6.85	2.27	11	6.00	1.90	12	6.08	1.73	19	6.53	1.81	20	6.00	1.84	9	6.00	3.24	10	5.70	2.41	17	7.06	2.05
The World Bank Group's work is aligned with what I consider the development priorities for Morocco	25	6.40	2.29	10	4.90	3.38	10	5.50	1.78	18	5.39	1.97	18	4.83	1.76	9	5.56	3.09	10	5.10	2.56	15	6.53	2.17



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

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

	Employee of a Ministry			PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs	22	5.95	2.03	9	5.11	1.83	8	5.00	1.85	15	5.67	1.95	16	4.94	1.53	8	4.63	2.45	8	4.88	1.55	14	6.79	1.76
Flexibility (in terms of the institution's products and services)	22	5.59	1.53	11	5.36	1.80	7	4.43	1.62	17	4.88	2.23	15	5.47	1.64	7	4.29	2.56	10	5.50	2.32	12	6.08	1.68
Flexibility (in terms of changing country circumstances)	23	5.78	1.57	10	5.00	1.33	8	4.50	1.31	17	5.41	1.87	15	5.47	1.30	6	4.33	2.66	10	5.60	1.78	11	6.55	1.37
Being inclusive*	21	6.10	1.79	10	5.80	2.30	6	4.83	1.72	15	5.80	1.90	15	5.73	1.71	5	3.60	2.41	9	4.56	1.81	10	7.40	1.07
Openness (sharing data and other information)*	24	6.67	1.79	11	6.73	2.33	10	4.20	2.04	17	7.06	2.22	16	6.31	1.58	9	6.89	2.76	9	6.56	2.35	14	7.50	1.02
Collaboration with the Government	26	7.35	1.87	9	7.11	2.47	9	6.33	1.32	14	7.00	2.42	17	7.12	1.62	8	8.13	1.55	9	6.67	1.66	15	7.93	1.39
The speed in which it gets things accomplished on the ground	25	6.52	2.02	11	6.64	1.57	8	5.13	1.73	14	5.29	2.49	15	5.73	1.83	7	5.43	2.15	10	5.50	2.22	12	6.42	1.62
Helping to bring discipline/effective supervision to implementation of investment projects	24	7.13	1.73	11	7.00	2.37	6	5.50	1.38	16	5.94	2.49	15	6.20	1.37	6	5.33	2.42	6	6.00	2.37	12	7.42	1.51
Collaboration with civil society	18	6.50	1.89	8	5.13	1.55	7	4.29	2.29	16	5.38	2.16	19	5.00	2.21	7	5.00	2.16	4	5.00	0.82	13	5.69	2.10
Staff accessibility	22	7.36	1.81	11	6.45	2.66	8	4.88	1.81	17	5.29	2.11	13	5.92	2.18	9	6.00	3.43	8	7.00	2.45	16	6.44	2.19
Collaboration with other donors and development partners	19	5.68	1.95	9	6.33	3.20	10	4.80	2.44	15	6.60	1.59	10	6.70	1.25	5	4.80	2.49	7	7.14	1.35	10	7.00	1.49
Collaboration with the private sector	18	5.94	1.66	8	4.63	2.62	6	5.67	1.21	17	5.88	2.15	13	6.08	1.80	7	4.71	2.75	8	5.75	1.16	11	6.73	1.62
Straightforwardness and honesty	23	6.87	2.07	10	6.70	2.50	8	5.50	2.20	17	5.82	2.83	14	6.43	1.79	7	5.86	2.79	8	6.75	2.12	16	7.00	1.90
Treating clients and stakeholders in Morocco with respect	26	7.69	1.95	10	7.10	2.47	7	6.71	1.80	17	7.53	2.29	14	7.71	1.44	7	6.29	2.87	8	7.75	1.67	13	8.38	1.19
Being a long-term partner	26	7.77	2.07	9	8.33	1.32	8	6.25	2.55	17	7.71	2.26	15	7.73	1.67	8	5.88	3.14	9	8.00	1.80	15	7.80	1.97

\*Significantly different between stakeholder groups

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

	Employee of a Ministry			PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Morocco?	25	6.36	1.82	11	5.91	1.38	10	5.50	1.43	17	6.00	1.87	19	5.53	1.68	7	5.14	3.24	9	5.11	1.69	16	6.56	1.59

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

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

	Employee of a Ministry			PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Morocco?	25	6.68	1.49	11	5.64	2.20	12	6.00	1.71	18	5.83	2.41	19	6.05	1.65	6	6.00	3.03	9	5.89	1.27	16	7.13	1.50

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

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

	Employee of a Ministry			PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Morocco	25	6.12	2.03	11	6.27	2.41	8	5.13	1.73	14	5.71	2.37	15	5.00	1.46	8	5.50	3.25	10	5.50	1.58	14	6.86	2.14
The World Bank Group meets Morocco's needs for knowledge services	25	6.28	2.25	11	6.09	2.12	10	6.00	1.83	15	6.40	1.35	13	7.23	1.48	8	6.00	3.30	8	6.63	1.60	17	7.18	1.42

**D. The World Bank Group's Knowledge Work and Activities****In Morocco, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)**

	Employee of a Ministry			PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are adaptable to Morocco's specific development challenges and country circumstances	25	6.68	1.82	11	6.64	1.43	8	5.75	1.49	14	5.86	2.21	17	6.29	1.16	8	5.88	2.53	9	6.67	2.24	14	6.50	1.91

	Employee of a Ministry			PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	25	6.80	1.41	11	6.73	1.42	9	6.33	1.22	17	5.53	2.32	15	6.00	1.46	7	6.57	2.94	7	5.71	1.50	15	6.80	1.57
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	27	7.15	1.46	11	7.27	2.05	11	6.55	1.57	16	7.00	2.10	17	6.82	1.81	7	7.14	2.91	10	7.20	1.75	16	7.13	1.54

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

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

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

	Employee of a Ministry			PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group takes decisions quickly in Morocco*	22	6.14	2.71	11	7.64	1.12	7	5.43	1.99	14	4.64	2.41	7	4.86	1.95	6	5.33	1.21	7	6.14	1.57	12	7.08	1.88
Where country systems are adequate, the World Bank Group makes appropriate use of them	22	6.86	1.75	7	7.14	1.57	5	5.60	1.82	11	7.82	1.66	7	6.14	1.07	5	5.40	2.70	5	7.80	0.84	8	7.63	2.07

\*Significantly different between stakeholder groups

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

The WBG has launched its 2019-2024 Country Partnership Framework (CPF) in Morocco focusing on the components listed below. Please rate the importance of each component to Morocco's most pressing development needs. (1- Not important at all, 10- Very important)

	Employee of a Ministry			PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Promoting job creation by the private sector	28	8.11	1.89	11	7.73	2.57	11	8.18	1.89	17	7.82	2.35	20	8.10	1.65	8	7.38	2.97	10	8.90	1.20	19	8.32	1.86
Reinforcing the human capital	28	8.68	1.68	11	8.55	2.81	11	9.09	1.04	17	7.88	2.89	19	8.74	1.45	8	9.38	0.74	10	9.30	1.16	19	9.37	0.90
Promoting inclusive and resilient territorial development	25	8.44	1.64	11	7.82	2.71	11	8.09	1.58	17	7.59	2.21	19	8.47	1.39	8	8.25	1.67	10	8.90	1.10	18	8.78	1.11
Promoting governance and citizen engagement	25	8.24	1.79	11	7.55	2.73	11	7.45	1.92	17	7.76	2.59	19	8.37	1.67	8	8.88	1.25	10	8.90	1.37	17	8.59	1.28
Promoting women's inclusion	27	7.93	1.71	10	7.30	2.83	11	7.64	2.16	17	7.29	3.06	19	8.58	1.22	8	9.00	1.20	10	8.70	1.49	18	8.72	1.18
Developing digital economy*	26	7.58	2.27	11	7.55	2.81	11	6.36	2.16	17	6.35	3.37	19	8.42	1.35	8	9.25	1.04	10	9.00	1.05	17	8.59	1.18

\*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses Combined)	Employee of a Ministry	PMU/Consultant on WBG Project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Other
Offer more innovative knowledge services	17.9%	18.2%	8.3%	11.8%	4.5%	0.0%	20.0%	15.8%
Collaborate more effectively with Government clients	17.9%	9.1%	8.3%	11.8%	4.5%	0.0%	10.0%	10.5%
Work faster	10.7%	0.0%	0.0%	11.8%	9.1%	14.3%	10.0%	5.3%
Reduce the complexity of obtaining World Bank Group financing	25.0%	9.1%	0.0%	11.8%	18.2%	14.3%	10.0%	15.8%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	10.7%	9.1%	0.0%	23.5%	31.8%	28.6%	10.0%	21.1%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN*	7.1%	0.0%	41.7%	5.9%	4.5%	0.0%	0.0%	10.5%
Offer more innovative financial products	10.7%	18.2%	8.3%	11.8%	0.0%	0.0%	0.0%	5.3%
Ensure greater selectivity in its work	10.7%	18.2%	16.7%	17.6%	4.5%	0.0%	0.0%	5.3%
Provide more adequate data/knowledge/statistics/figures on Morocco's economy	3.6%	0.0%	25.0%	11.8%	9.1%	14.3%	10.0%	15.8%
Engage more effectively with civil society	10.7%	9.1%	16.7%	5.9%	36.4%	42.9%	20.0%	10.5%
Increase the level of capacity development in the country	35.7%	36.4%	25.0%	17.6%	36.4%	14.3%	40.0%	52.6%
Engage more directly with beneficiaries*	3.6%	0.0%	8.3%	35.3%	18.2%	42.9%	30.0%	5.3%
Improve the quality of its experts as related to Morocco's specific challenges	25.0%	45.5%	8.3%	0.0%	9.1%	14.3%	30.0%	15.8%
Engage more effectively with private sector	7.1%	27.3%	16.7%	23.5%	4.5%	14.3%	0.0%	5.3%
Other	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

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

Which area below do you believe would benefit most from the WBG playing a leading role among other development partners in Morocco to address deficiencies in building human capital (education, health, social protection) in the country? (Select only ONE response)

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Other
Decreasing mortality rates among children under five years old	19.2%	9.1%	9.1%	17.6%	0.0%	0.0%	0.0%	0.0%
Increasing school enrollment rates for children and teenagers between ages four and 17	30.8%	36.4%	45.5%	41.2%	59.1%	62.5%	30.0%	52.6%
Improving test scores for school children	11.5%	27.3%	27.3%	29.4%	18.2%	25.0%	50.0%	26.3%
Increasing adult survival rates, defined as the fraction of 15-year-olds that survive until age 60	3.8%	0.0%	9.1%	0.0%	4.5%	0.0%	10.0%	5.3%
Decreasing stunting for children under five years old	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	5.3%
Don't know	34.6%	27.3%	9.1%	5.9%	18.2%	12.5%	10.0%	10.5%

**G. Communication and Information Sharing**

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

Percentage of Respondents (Responses Combined)	Employee of a Ministry	PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Other
Local radio	10.7%	9.1%	0.0%	5.9%	0.0%	0.0%	0.0%	10.5%
Online news outlets	25.0%	9.1%	25.0%	29.4%	22.7%	0.0%	40.0%	15.8%
Social media	10.7%	18.2%	25.0%	29.4%	22.7%	12.5%	10.0%	15.8%
International newspapers	7.1%	9.1%	25.0%	29.4%	18.2%	25.0%	20.0%	10.5%
Local television*	14.3%	45.5%	0.0%	0.0%	4.5%	12.5%	0.0%	21.1%
Internet	57.1%	81.8%	75.0%	58.8%	59.1%	50.0%	50.0%	52.6%
Periodicals	14.3%	0.0%	16.7%	5.9%	18.2%	0.0%	30.0%	26.3%
International television	7.1%	18.2%	0.0%	0.0%	18.2%	0.0%	10.0%	10.5%
Local newspapers*	14.3%	0.0%	16.7%	23.5%	18.2%	87.5%	10.0%	10.5%
Other	17.9%	0.0%	0.0%	5.9%	4.5%	12.5%	20.0%	10.5%

\*Significantly different between stakeholder groups



## H. Background Information

Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, MIGA, ICSID) in your country?\*

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Other
Yes	85.7%	91.7%	66.7%	78.3%	24.0%	77.8%	81.8%	56.5%
No	14.3%	8.3%	33.3%	21.7%	76.0%	22.2%	18.2%	43.5%

\*Significantly different between stakeholder groups

If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Morocco?\* (Select only ONE response)

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Other
The World Bank (IBRD)	92.0%	90.9%	100.0%	33.3%	85.7%	87.5%	55.6%	84.6%
The International Finance Corporation (IFC)	8.0%	9.1%	0.0%	66.7%	14.3%	12.5%	44.4%	15.4%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
International Centre for Settlement of Investment Disputes (ICSID)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses Combined)	Employee of a Ministry	PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Other
Observer	0.0%	16.7%	8.3%	17.4%	26.9%	0.0%	0.0%	18.2%
Use World Bank Group reports/data	27.6%	41.7%	58.3%	34.8%	57.7%	80.0%	27.3%	40.9%
Engage in World Bank Group related/sponsored events/activities	37.9%	25.0%	25.0%	34.8%	53.8%	30.0%	63.6%	40.9%
Collaborate as part of my professional duties*	86.2%	83.3%	83.3%	69.6%	11.5%	20.0%	81.8%	54.5%
Use World Bank Group website for information, data, research, etc.*	3.4%	0.0%	0.0%	8.7%	23.1%	50.0%	0.0%	18.2%

\*Significantly different between stakeholder groups



## Appendix C: Responses to Selected Questions by Level of Collaboration with the World Bank Group<sup>7</sup>

*Note that this appendix presents comparative analysis of the data from those respondents who collaborate with the WBG vs. those respondents who do not collaborate with the WBG and covers the following selected questions from the FY19 Morocco COS questionnaire: All 10-point scale questions and questions B4, B6, B7 and F7 from the questionnaire.*

- Collaborating with the WBG N=97      ● Not collaborating with the WBG N=47

### A. General Issues Facing Morocco

To what extent do you trust each of the following groups to do what is right?

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The national/federal government*	86	6.64	2.76	32	5.34	2.90
Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	73	5.56	2.01	34	5.32	2.51
The World Bank Group	79	6.32	1.93	35	5.80	2.19
The International Monetary Fund	74	5.59	2.27	32	5.50	2.33
UN	69	5.68	2.15	32	5.38	2.50
Regional development banks	69	5.77	1.99	33	5.39	2.18
Morocco's Central Bank	74	6.54	2.13	35	5.74	2.25
International private sector	68	5.51	2.31	33	5.73	2.02
Domestic private sector	79	6.11	2.35	37	5.57	2.50
International civil society	70	5.39	2.18	35	6.11	2.46
Domestic civil society	76	5.93	2.32	35	5.97	2.64
Faith-based institutions	61	3.74	2.19	26	3.35	2.42
Domestic traditional media and their web presence	77	5.12	2.31	35	4.63	2.81
International media and their web presence	71	5.24	2.13	36	5.50	2.30
Web based media	75	5.51	2.38	36	5.44	2.44

\*Significantly different between collaborators and non-collaborators

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Morocco?	90	6.23	2.09	42	5.50	2.62

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

<sup>7</sup> Only 144 respondents provided information about their level of collaboration with the World Bank Group (question H3 in the questionnaire). Therefore, only these respondents were included in the analysis presented in this appendix.



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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Morocco.*	88	6.47	1.88	38	5.71	2.17

(1-Not effective at all, 10-Very effective) \*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Morocco solve its most complicated development challenges?	87	6.75	1.91	38	6.29	2.34

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

When thinking about how the World Bank Group can have the most impact on development results in Morocco, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Morocco? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Collaborating with the WBG	Not collaborating with the WBG
Energy	1.1%	0.0%
Water and sanitation infrastructure	2.3%	0.0%
Youth social and economic inclusion	19.3%	21.4%
Job creation/employment	17.0%	16.7%
Health*	31.8%	14.3%
Financial markets	5.7%	2.4%
Social protection	12.5%	4.8%
Gender equity (closing the gap between women and men, and boys and girls)	1.1%	4.8%
Private sector development	8.0%	2.4%
Education	68.2%	64.3%
Public sector governance/reform	25.0%	21.4%
Global/regional integration	0.0%	0.0%
Fighting privileges and rent-based economy	14.8%	9.5%
Urban development	3.4%	2.4%
Judiciary reform	15.9%	21.4%
Inclusive economic growth	9.1%	14.3%
Disaster risk management	1.1%	0.0%
Social cohesion	2.3%	4.8%
Rolling out the regionalization agenda*	1.1%	9.5%
Information and communications technology	1.1%	0.0%
Transport	3.4%	0.0%
Agriculture and rural development	4.5%	7.1%
Trade and exports	1.1%	0.0%
Reviewing Morocco's development model	13.6%	16.7%
Natural resource management (water, coastal zones, protected natural reserves)	1.1%	4.8%
Climate change	4.5%	4.8%
Poverty reduction	17.0%	21.4%
Anti-corruption*	12.5%	31.0%

\*Significantly different between collaborators and non-collaborators



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

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

Percentage of Respondents (Responses Combined)	Collaborating with the WBG	Not collaborating with the WBG
Not willing to honestly criticize policies and reform efforts in the country	21.6%	22.0%
Staff too inaccessible	1.1%	4.9%
Not collaborating enough with private sector	3.4%	2.4%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	4.5%	4.9%
Not adequately sensitive to political/social realities in Morocco	17.0%	14.6%
Too influenced by developed countries	11.4%	12.2%
World Bank Group's processes too slow and complex	25.0%	14.6%
Not adequately flexible	5.7%	4.9%
Not sufficiently focused on sustainable results	10.2%	9.8%
Not collaborating enough with civil society (e.g., NGOs, CBOs)*	4.5%	19.5%
Not enough public disclosure of its work	19.3%	22.0%
Arrogant in its approach	2.3%	4.9%
Inadequate World Bank Group's staffing in Morocco	11.4%	2.4%
WBG's corporate priorities/interests may be at odds with country development priorities	22.7%	19.5%
Other	4.5%	4.9%
Don't know	6.8%	9.8%

\*Significantly different between collaborators and non-collaborators

To what extent do you believe that the World Bank Group's work and support help the poorest in Morocco?  
(Select only ONE response)

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
To a fully sufficient degree	5.7%	2.4%
To a somewhat sufficient degree	30.7%	26.8%
To a somewhat insufficient degree	35.2%	34.1%
To a very insufficient degree	19.3%	17.1%
Don't know	9.1%	19.5%

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Morocco	85	6.61	2.07	37	5.86	2.20
The World Bank Group's work is aligned with what I consider the development priorities for Morocco*	81	5.95	2.38	32	4.91	2.29

\*Significantly different between collaborators and non-collaborators

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

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	72	5.75	1.92	27	4.93	1.92
Flexibility (in terms of the institution's products and services)	74	5.28	1.89	26	5.38	1.98
Flexibility (in terms of changing country circumstances)	73	5.48	1.63	26	5.46	1.88
Being inclusive	63	5.95	2.00	27	5.30	1.98
Openness (sharing data and other information)	79	6.77	2.03	29	5.97	2.21
Collaboration with the Government	76	7.21	1.95	29	7.28	1.58
The speed in which it gets things accomplished on the ground	73	6.05	1.96	27	5.59	2.15
Helping to bring discipline/effective supervision to implementation of investment projects	70	6.57	2.03	24	6.33	2.01
Collaboration with civil society	58	5.62	2.13	32	4.94	1.90
Staff accessibility*	77	6.57	2.34	26	5.31	2.15
Collaboration with other donors and development partners	60	6.23	2.03	23	5.83	2.25
Collaboration with the private sector	61	5.80	1.94	25	5.64	1.98
Straightforwardness and honesty	76	6.45	2.28	25	6.32	2.19
Treating clients and stakeholders in Morocco with respect	75	7.51	1.98	25	7.56	2.06
Being a long-term partner	79	7.57	2.15	26	7.54	2.20

\*Significantly different between collaborators and non-collaborators

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Social protection	45	5.56	2.25	17	5.35	2.15
Gender equity (closing the gap between women and men, and boys and girls)	49	6.35	1.92	21	6.24	2.36
Private sector development	50	6.24	2.05	21	6.33	1.96
Education	61	5.38	2.17	27	5.56	2.47
Public sector governance/reform	64	6.28	2.19	28	6.54	1.50
Global/regional integration	43	5.93	2.15	20	6.15	1.76
Urban development	48	6.13	2.17	18	5.61	1.88
Energy	46	6.87	2.14	16	6.69	2.09
Water and sanitation	48	7.02	2.08	20	6.75	1.89
Pollution	39	6.36	2.30	15	5.60	2.03
Job creation/employment	56	5.64	2.21	25	5.44	2.20
Health	50	5.34	2.23	22	4.55	1.90
Financial markets	50	6.52	2.40	18	6.83	1.72
Improving public transport ecosystem	41	5.80	2.22	17	4.59	2.32
Agriculture and rural development	44	6.50	2.04	21	5.81	2.09
Trade and exports	35	6.37	2.07	12	5.92	2.15
Natural resource management (water, coastal zones, protected natural reserves)	40	5.83	2.44	13	5.15	2.64
Climate change	42	6.48	2.17	15	5.93	2.63
Poverty reduction	57	5.37	2.33	28	5.96	2.33
Anti-corruption	48	4.96	2.46	22	4.59	2.84
Inclusive economic growth	50	5.56	2.40	22	5.32	2.17
Disaster risk management	37	6.11	2.55	14	5.50	2.41
Social cohesion	46	5.09	2.33	22	5.27	1.93
Information and communications technology	47	6.55	2.03	18	5.61	2.23

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Morocco?	81	5.99	1.85	32	5.63	1.72

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Morocco?	81	6.19	1.93	33	6.30	1.76

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

**C. World Bank Group's Effectiveness and Results (continued)****To what extent do you agree with the following statements about the World Bank Group in Morocco?***(1- Strongly disagree, 10- Strongly agree)*

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Morocco	75	6.05	2.09	29	5.24	2.20
The World Bank Group meets Morocco's needs for knowledge services	79	6.56	1.95	27	6.33	1.94

**D. The World Bank Group's Knowledge Work and Activities****In Morocco, to what extent do you believe that the World Bank Group's knowledge work and activities:***(1- To no degree at all, 10- To a very significant degree)*

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely	75	6.55	1.95	28	6.68	1.74
Include appropriate level of stakeholder involvement during preparation	70	6.44	2.05	27	6.30	2.03
Lead to practical solutions	77	6.09	1.76	27	5.78	1.85
Are source of relevant information on global good practices	82	7.35	1.81	29	7.14	1.90
Are adequately disseminated	81	6.57	2.02	31	6.97	1.92
Are translated enough into local language	73	5.66	2.45	25	6.60	1.83
Are adaptable to Morocco's specific development challenges and country circumstances	77	6.32	1.94	28	6.43	1.50

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	78	6.41	1.75	27	6.15	1.81
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	84	7.06	1.76	30	6.97	1.88

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

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	63	6.44	2.28	17	5.18	2.60
The World Bank Group effectively monitors and evaluates the projects and programs it supports	81	7.16	1.94	24	7.38	1.74
The World Bank Group's approvals and reviews are done in a timely fashion	75	6.44	2.10	19	6.32	2.36
The World Bank Group's Environmental and Social Framework requirements are reasonable	66	6.36	2.00	23	6.52	2.17
The World Bank Group's conditions on its lending are reasonable	63	5.76	2.32	19	5.95	2.44
The World Bank Group takes decisions quickly in Morocco	71	6.00	2.33	15	6.20	2.11
Working with the World Bank Group increases Morocco's institutional capacity	75	6.95	2.02	25	6.60	2.12
Where country systems are adequate, the World Bank Group makes appropriate use of them	53	7.08	1.73	16	6.50	2.16

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

The WBG has launched its 2019-2024 Country Partnership Framework (CPF) in Morocco focusing on the components listed below. Please rate the importance of each component to Morocco's most pressing development needs.

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Promoting job creation by the private sector	86	7.92	2.08	37	8.51	1.76
Reinforcing the human capital	86	8.63	1.98	36	9.28	1.19
Promoting inclusive and resilient territorial development	84	8.18	1.80	34	8.62	1.48
Promoting governance and citizen engagement	85	8.04	1.99	33	8.70	1.55
Promoting women's inclusion	85	7.92	2.05	34	8.65	1.74
Developing digital economy*	85	7.53	2.42	33	8.55	1.79

\*Significantly different between collaborators and non-collaborators

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

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

Percentage of Respondents (Responses Combined)	Collaborating with the WBG	Not collaborating with the WBG
Offer more innovative knowledge services	15.1%	7.7%
Collaborate more effectively with Government clients	9.3%	12.8%
Work faster	8.1%	7.7%
Reduce the complexity of obtaining World Bank Group financing	14.0%	17.9%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	12.8%	25.6%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	8.1%	10.3%
Offer more innovative financial products*	9.3%	0.0%
Ensure greater selectivity in its work	12.8%	2.6%
Provide more adequate data/knowledge/statistics/figures on Morocco's economy	11.6%	7.7%
Engage more effectively with civil society	14.0%	28.2%
Increase the level of capacity development in the country	32.6%	35.9%
Engage more directly with beneficiaries	12.8%	20.5%
Improve the quality of its experts as related to Morocco's specific challenges*	23.3%	5.1%
Engage more effectively with private sector	9.3%	15.4%
Other	1.2%	0.0%

\*Significantly different between collaborators and non-collaborators



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

Indicator Question	Currently, do you professionally collaborate/work with the World Bank Group in your country?		Which of the following describes most of your exposure to the World Bank Group in Morocco? (Choose no more than TWO)									
			Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
	Not collaborating with the WBG	Collaborating with the WBG	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
To what extent do you trust the World Bank Group to do what is right?	5.80	6.32	6.30	5.23	6.33	6.02	6.22	6.13	5.65	6.53	6.16	6.29
Overall, please rate your impression of the World Bank Group's effectiveness in Morocco.	5.71	6.47	6.37	5.80	6.37	6.21	6.21	6.45	5.92	6.54	6.38	5.83
Overall the World Bank Group currently plays a relevant role in development in Morocco	5.86	6.61	6.43	6.00	6.39	6.37	6.50	6.22	5.78	6.79	6.50	5.65
The World Bank Group's work is aligned with what I consider the development priorities for Morocco	4.91	5.95	5.74	5.00	5.70	5.63	5.75	5.54	5.24	5.94	5.74	5.24
Responsiveness to needs	4.93	5.75	5.61	5.00	5.56	5.48	5.48	5.58	5.02	5.87	5.61	5.00
Flexibility (in terms of the institution's products and services)	5.38	5.28	5.36	5.00	5.29	5.36	5.10	5.64	5.34	5.31	5.34	5.23
Flexibility (in terms of changing country circumstances)	5.46	5.48	5.51	5.27	5.52	5.44	5.17	5.93	5.46	5.50	5.55	5.08
Being inclusive	5.30	5.95	5.78	5.60	5.85	5.64	5.76	5.76	5.34	6.02	5.72	6.00
Openness (sharing data and other information)	5.97	6.77	6.64	6.23	6.47	6.75	6.51	6.73	6.63	6.57	6.52	7.06
Collaboration with the Government	7.28	7.21	7.28	7.09	7.31	7.20	7.31	7.19	7.29	7.24	7.23	7.44
The speed in which it gets things accomplished on the ground	5.59	6.05	6.01	5.70	6.04	5.91	5.90	6.10	5.86	6.05	6.01	5.75
Helping to bring discipline/effective supervision to implementation of investment projects	6.33	6.57	6.55	6.56	6.56	6.52	6.54	6.56	6.42	6.61	6.64	5.92
Collaboration with civil society	4.94	5.62	5.45	5.17	5.43	5.39	5.28	5.61	5.10	5.67	5.53	4.80
Staff accessibility	5.31	6.57	6.33	6.00	6.49	6.06	6.16	6.49	5.84	6.55	6.40	5.67
Collaboration with other donors and development partners	5.83	6.23	6.21	5.63	6.15	6.16	6.00	6.42	6.03	6.21	6.14	6.23
Collaboration with the private sector	5.64	5.80	5.88	5.10	5.81	5.78	5.77	5.84	5.61	5.91	5.85	5.53
Straightforwardness and honesty	6.32	6.45	6.52	6.17	6.39	6.58	6.28	6.80	6.50	6.47	6.62	5.67
Treating clients and stakeholders in Morocco with respect	7.56	7.51	7.56	7.50	7.63	7.46	7.49	7.65	7.41	7.64	7.60	7.29
Being a long-term partner	7.54	7.57	7.56	7.80	7.68	7.46	7.58	7.59	7.42	7.67	7.69	6.86
To what extent does the World Bank Group's work help to achieve development results in Morocco?	5.63	5.99	5.97	5.46	5.94	5.88	5.85	6.00	5.64	6.08	5.99	5.40
To what extent does the World Bank Group influence the development agenda in Morocco?	6.30	6.19	6.26	6.07	6.37	6.09	6.25	6.23	6.16	6.29	6.28	5.92
The World Bank Group's financial instruments meet the needs of Morocco	5.24	6.05	5.80	6.36	5.72	6.02	5.97	5.69	5.68	5.97	5.98	5.13
The World Bank Group meets Morocco's needs for knowledge services	6.33	6.56	6.55	6.20	6.41	6.63	6.41	6.68	6.27	6.64	6.57	6.14
The World Bank Group's knowledge work and activities are adaptable to Morocco's specific development challenges and country circumstances	6.43	6.32	6.35	6.50	6.64	6.09	6.35	6.39	6.30	6.41	6.33	6.62
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.15	6.41	6.35	6.50	6.26	6.48	6.35	6.39	6.30	6.40	6.46	5.80
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	6.97	7.06	7.01	7.33	6.93	7.16	7.03	7.07	7.05	7.04	7.13	6.43
The World Bank Group takes decisions quickly in Morocco	6.20	6.00	6.00	6.43	5.85	6.24	6.02	6.06	6.42	5.87	6.06	5.80
Where country systems are adequate, the World Bank Group makes appropriate use of them	6.50	7.08	6.89	7.22	6.89	6.97	6.78	7.29	6.76	7.02	7.10	6.00

Yellow highlight indicates significant difference between Yes and No means.

## Appendix E: Morocco FY 2019 COS Questionnaire

### **World Bank Group Country Survey FY 2019 – Morocco**

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

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

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

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

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



## SECTION A: GENERAL ISSUES FACING MOROCCO

<b>A1. When you think about the future in Morocco, are you ... ?</b>	
1	Very pessimistic
2	Somewhat pessimistic
3	Somewhat optimistic
4	Very optimistic
5	Not sure

<b>A2. Do you think that economic opportunity for citizens in Morocco is ... ?</b>	
1	Increasing
2	Decreasing
3	Staying about the same

<b>A3. Listed below are a number of development priorities in Morocco.</b>			
<b>Please identify which of the following you consider the most important development priorities in Morocco. (Choose no more than THREE)</b>			
1	Social protection (e.g., pensions, targeted social assistance)	15	Transport (e.g., roads, bridges, transportation)
2	Gender equity (closing the gap between women and men, and boys and girls)	16	Agriculture and rural development
3	Private sector development	17	Trade and exports
4	Education	18	Reviewing Morocco's development model
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform, enhancing convergence of public policies)	19	Natural resource management (water, coastal zones, protected natural reserves)
6	Global/regional integration	20	Climate change (e.g., mitigation, adaptation)
7	Fighting privileges and rent-based economy	21	Poverty reduction
8	Urban development	22	Anti-corruption
9	Energy	23	Judiciary reform
10	Water and sanitation infrastructure	24	Inclusive economic growth
11	Youth social and economic inclusion	25	Disaster risk management
12	Job creation/employment	26	Social cohesion
13	Health	27	Rolling out the regionalization agenda
14	Financial markets	28	Information and communications technology

## SECTION A: GENERAL ISSUES

<b>A4. Poverty reduction is a broad term that encompasses work in many different areas.</b>			
<b>Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Morocco? (Choose no more than THREE)</b>			
1	Inclusive economic growth	15	Water and sanitation infrastructure
2	Disaster risk management	16	Fighting privileges and rent-based economy
3	Social cohesion	17	Job creation/employment
4	Reviewing Morocco's development model	18	Health
5	Information and communications technology	19	Financial markets
6	Social protection (e.g., pensions, targeted social assistance)	20	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform, enhancing convergence of public policies)
7	Agriculture and rural development	21	Gender equity (closing the gap between women and men, and boys and girls)
8	Trade and exports	22	Private sector development
9	Rolling out the regionalization agenda	23	Education
10	Climate change (e.g., mitigation, adaptation)	24	Global/regional integration
11	Transport (e.g., roads, bridges, transportation)	25	Youth social and economic inclusion
12	Energy	26	Urban development
13	Anti-corruption	27	Natural resource management (water, coastal zones, protected natural reserves)
14	Judiciary reform		

<b>A5. When economic and/or social reform efforts fail or are slow to take place in Morocco, which of the following would you attribute this to? (Choose no more than TWO)</b>	
1	Political pressures and obstacles
2	Inadequate level of private sector participation
3	Inadequate level of citizen/civil society participation
4	Inadequate level of donor coordination
5	Reforms are not well thought out in light of country challenges
6	Poor coordination within the government and weak convergence of public policies
7	Inadequate level of government accountability
8	Inadequate level of capacity in the government
9	Corruption and elite capture
10	Private sector involvement and/or influence
11	Poor public services and administration
12	Other (please specify): _____

## SECTION A: GENERAL ISSUES

A6. To what extent do you trust each of the following groups to do what is right?												
		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	
1	The national/federal government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	The World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	The International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	UN	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
6	Regional development banks	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
7	Morocco's Central Bank	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
8	International private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
9	Domestic private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
10	International civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
11	Domestic civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
12	Faith-based institutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
13	Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
14	International media and their web presence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
15	Web based media (i.e., blogs, social media, other web-based news and information sources)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

A7. Please describe the direction Morocco is moving in, when considering ... ?						
		Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
1	Human development (e.g., health, education, and social protection)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Equal opportunity for girls and boys, men and women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Growing Morocco's economy in a way that leads to jobs and employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	The gap between the rich and the poor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Making government more effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Anti-corruption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Attracting new sources of foreign investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

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

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

<b>B4. When thinking about how the World Bank Group can have the most impact on development results in Morocco, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Morocco? (Choose no more than THREE)</b>			
1	Energy	15	Judiciary reform
2	Water and sanitation infrastructure	16	Inclusive economic growth
3	Youth social and economic inclusion	17	Disaster risk management
4	Job creation/employment	18	Social cohesion
5	Health	19	Rolling out the regionalization agenda
6	Financial markets	20	Information and communications technology
7	Social protection (e.g., pensions, targeted social assistance)	21	Transport (e.g., roads, bridges, transportation)
8	Gender equity (closing the gap between women and men, and boys and girls)	22	Agriculture and rural development
9	Private sector development	23	Trade and exports
10	Education	24	Reviewing Morocco's development model
11	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform, enhancing convergence of public policies)	25	Natural resource management (water, coastal zones, protected natural reserves)
12	Global/regional integration	26	Climate change (e.g., mitigation, adaptation)
13	Fighting privileges and rent-based economy	27	Poverty reduction
14	Urban development	28	Anti-corruption

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

<b>B5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Morocco?</b>			
		<b>Greatest Value (Choose only ONE)</b>	<b>Second Greatest Value (Choose only ONE)</b>
1	Bringing together different groups of stakeholders	<input type="checkbox"/>	<input type="checkbox"/>
2	Capacity development related to World Bank Group supported projects	<input type="checkbox"/>	<input type="checkbox"/>
3	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
4	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
5	Financial resources/facilitating access to finance	<input type="checkbox"/>	<input type="checkbox"/>
6	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
7	Promoting knowledge sharing	<input type="checkbox"/>	<input type="checkbox"/>
8	Reducing the implementation gap (i.e., facilitating policy implementation, service delivery)	<input type="checkbox"/>	<input type="checkbox"/>
9	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
10	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
11	Embedding monitoring and evaluation in all government programs	<input type="checkbox"/>	<input type="checkbox"/>
12	Supporting the government in addressing environmental and social risks	<input type="checkbox"/>	<input type="checkbox"/>
13	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

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

<b>B6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Morocco? (Choose no more than TWO)</b>	
1	Not willing to honestly criticize policies and reform efforts in the country
2	Staff too inaccessible
3	Not collaborating enough with private sector
4	Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN
5	Not adequately sensitive to political/social realities in Morocco
6	Too influenced by developed countries
7	World Bank Group's processes too slow and complex
8	Not adequately flexible
9	Not sufficiently focused on sustainable results
10	Not collaborating enough with civil society (e.g., NGOs, CBOs)
11	Not enough public disclosure of its work
12	Arrogant in its approach
13	Inadequate World Bank Group's staffing in Morocco
14	WBG's corporate priorities/interests may be at odds with country development priorities
15	Other (please specify): _____
16	Don't know

<b>B7. To what extent do you believe that the World Bank Group's work and support help the poorest in Morocco? (Select only ONE response)</b>	
1	To a fully sufficient degree
2	To a somewhat sufficient degree
3	To a somewhat insufficient degree
4	To a very insufficient degree
5	Don't know

<b>B8. From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?</b>	
1	Increased its emphasis recently
2	Decreased its emphasis recently
3	Emphasis has remained pretty consistent over time
4	Don't know

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

To what extent do you agree with the following statements about the World Bank Group's work in Morocco?												
		Strongly disagree								Strongly agree		Don't know
B9	Overall the World Bank Group currently plays a relevant role in development in Morocco	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B10	The World Bank Group's work is aligned with what I consider the development priorities for Morocco	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

To what extent is the World Bank Group an effective development partner in Morocco, in terms of each of the following?												
		To no degree at all								To a very significant degree		Don't know
B11	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B12	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B13	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B14	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B15	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B16	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B17	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B18	Helping to bring discipline/effective supervision to implementation of investment projects	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B19	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B20	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B21	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B22	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B23	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B24	Treating clients and stakeholders in Morocco with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B25	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

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

C1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Morocco? (If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")													
		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Gender equity (closing the gap between women and men, and boys and girls)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform, enhancing convergence of public policies)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Energy (i.e., renewable sources)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Pollution	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Improving public transport ecosystem	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
17	Natural resource management (water, coastal zones, protected natural reserves)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Anti-corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	Inclusive economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
22	Disaster risk management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Social cohesion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	



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

<b>C2. To what extent does the World Bank Group's work help to achieve development results in Morocco?</b>											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

<b>C3. To what extent does the World Bank Group influence the development agenda in Morocco?</b>											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

<b>To what extent do you agree with the following statements about the World Bank Group in Morocco?</b>													
		Strongly disagree										Strongly agree	Don't know
<b>C4</b>	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Morocco	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C5</b>	The World Bank Group meets Morocco's needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

In Morocco, to what extent do you believe that the World Bank Group's knowledge work and activities:													
		To no degree at all					To a very significant degree					Don't know	
		1	2	3	4	5	6	7	8	9	10		
<b>D1</b>	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>D2</b>	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>D3</b>	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>D4</b>	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>D5</b>	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>D6</b>	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>D7</b>	Are adaptable to Morocco's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

D8. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?												
1	2	3	4	5	6	7	8	9	10			
										<input type="checkbox"/>		
Not significant at all									Very significant	Don't know		

D9. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?												
1	2	3	4	5	6	7	8	9	10			
										<input type="checkbox"/>		
Very low technical quality									Very high technical quality	Don't know		

## SECTION E: WORKING WITH THE WORLD BANK GROUP

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>E1</b>	The World Bank Group disburses funds promptly											<input type="checkbox"/>	
<b>E2</b>	The World Bank Group effectively monitors and evaluates the projects and programs it supports											<input type="checkbox"/>	
<b>E3</b>	The World Bank Group's approvals and reviews are done in a timely fashion											<input type="checkbox"/>	
<b>E4</b>	The World Bank Group's Environmental and Social Framework requirements are reasonable											<input type="checkbox"/>	
<b>E5</b>	The World Bank Group's conditions on its lending are reasonable											<input type="checkbox"/>	
<b>E6</b>	The World Bank Group takes decisions quickly in Morocco											<input type="checkbox"/>	
<b>E7</b>	Working with the World Bank Group increases Morocco's institutional capacity											<input type="checkbox"/>	
<b>E8</b>	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them											<input type="checkbox"/>	

## SECTION F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN MOROCCO

The WBG has launched its 2019-2024 Country Partnership Framework (CPF) in Morocco focusing on the components listed below. Please rate the importance of each component to Morocco's most pressing development needs.

		Not important at all										Very important	Don't know
		1	2	3	4	5	6	7	8	9	10		
F1	Promoting job creation by the private sector												<input type="checkbox"/>
F2	Reinforcing the human capital (i.e., investing in better education and health, enhancing social protection, reducing social inequality)												<input type="checkbox"/>
F3	Promoting inclusive and resilient territorial development												<input type="checkbox"/>
F4	Promoting governance and citizen engagement												<input type="checkbox"/>
F5	Promoting women's inclusion												<input type="checkbox"/>
F6	Developing digital economy												<input type="checkbox"/>

**F7. Which of the following SHOULD the World Bank Group do to make itself of greater value in Morocco? (Choose no more than TWO)**

1	Offer more innovative knowledge services
2	Collaborate more effectively with Government clients (e.g., national, state, local)
3	Work faster
4	Reduce the complexity of obtaining World Bank Group financing
5	Help to bring discipline/effective supervision to implementation of World Bank Group projects
6	Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN
7	Offer more innovative financial products
8	Ensure greater selectivity in its work
9	Provide more adequate data/knowledge/statistics/figures on Morocco's economy
10	Engage more effectively with civil society (e.g., NGOs, CBOs)
11	Increase the level of capacity development in the country
12	Engage more directly with beneficiaries
13	Improve the quality of its experts as related to Morocco's specific challenges
14	Engage more effectively with private sector
15	Other (please specify): _____

## SECTION F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN MOROCCO

**F8. When considering the combination of services that the World Bank Group offers in Morocco, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Morocco? (Select only ONE response)**

1	Financial services
2	Knowledge products (including knowledge sharing services)
3	Convening services
4	None of the above
5	The combination is appropriate for Morocco
6	Don't know

**F9. Which area below do you believe would benefit most from the WBG playing a leading role among other development partners in Morocco to address deficiencies in building human capital (education, health, social protection) in the country? (Select only ONE response)**

1	Decreasing mortality rates among children under five years old
2	Increasing school enrollment rates for children and teenagers between ages four and 17
3	Improving test scores for school children
4	Increasing adult survival rates, defined as the fraction of 15-year-olds that survive until age 60
5	Decreasing stunting for children under five years old
6	Don't know

## SECTION G: COMMUNICATION AND INFORMATION SHARING

<b>G1. How do you get most of your information about economic and social development issues in Morocco? (Choose no more than TWO)</b>			
1	Local radio	6	Internet
2	Online news outlets	7	Periodicals
3	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	8	International television
4	International newspapers	9	Local newspapers
5	Local television	10	Other (please specify): _____

<b>G2. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?</b>					
		Every few days	Every few weeks	Every few months	Not at all
1	Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Visited a WBG website (e.g. read a blog, used data)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Attended an event/conference hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Watched a webinar or online event hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Read some or all of a WBG research paper or publication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Met professionally with WBG staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION H: BACKGROUND INFORMATION

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

<b>H2. Please identify the primary specialization of your work. (Select only ONE response)</b>			
1	Water	12	Gender
2	Social protection and labor	13	Transport and ICT
3	Fragility, conflict and violence	14	Urban, rural, and social development
4	Environment and natural resources	15	Governance
5	Public-private partnerships	16	Poverty
6	Education	17	Jobs
7	Health, nutrition, and population	18	Agriculture
8	Energy and extractives	19	Climate change
9	Macroeconomics and fiscal management	20	Generalist (specialized in multiple sectors)
10	Trade and competitiveness	21	Other (please specify): _____
11	Finance and markets		

<b>H3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, MIGA, ICSID) in your country?</b>	
1	Yes
2	No

## SECTION H: BACKGROUND INFORMATION

**H4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Morocco? (Select only ONE response)**

1	The World Bank (IBRD)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	International Centre for Settlement of Investment Disputes (ICSID)

**H5. Do your projects involve both the World Bank and the IFC?**

1	Yes
2	No

**H6. Which of the following describes most of your exposure to the World Bank Group in Morocco? (Choose no more than TWO)**

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

**H7. What's your gender?**

1	Female
2	Male

**H8. What's your age?**

1	25 and under
2	26-35
3	36-45
4	46-55
5	56 and above

**H9. Which best represents your geographic location?**

1	Northern region
2	Central region
3	Oriental region
4	Southern region

**Thank you for completing the survey!**