

FY 2021 Madagascar Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



February 2022



Acknowledgements

The Madagascar Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Strategic Insights Group (SI), led by Sharon Felzer (Senior Communications Officer, Head of SI). Yulia Danilina, Jessica Cameron, Nan Lin, and Aditi Routh oversaw design, reporting, and analysis. Dania Mendoza, Noreen Wambui, and Irina Popova provided data support. SI acknowledges the significant contribution from the Madagascar country team and independent fielding agency COEF Resources. In particular, SI is grateful for the support from Diana Styvanley (External Affairs Officer), who coordinated the survey related activities from Antananarivo, Madagascar.



Country Opinion Surveys
THE WORLD BANK GROUP



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MADAGASCAR





I. Objectives

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

- *Overall Context*
- *Overall Attitudes toward the World Bank Group*
- *World Bank Group's Work and Engagement on the Ground*
- *World Bank Group's Support in Development Areas*
- *World Bank Group's Knowledge Work and Activities*
- *The Future Role of the World Bank Group in Madagascar*
- *Communication and Information Sharing*
- *Background Information*

II. Methodology

From October 2020 to April 2021, 758 stakeholders of the WBG in Madagascar were invited to provide their opinions on the WBG's work in the country by participating in a Country Opinion Survey. Participants were drawn from the Office of the President, Prime Minister; office of a minister; office of a parliamentarian; ministries/ministerial departments/implementation agencies; Project Management Units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/programs; local governments; independent government institutions; the judicial system; state-owned enterprises; bilateral and multilateral agencies; private sector organizations; the financial sector/private banks; start-ups; private foundations; NGOs and community based organizations; trade unions; faith-based groups; youth groups; academia/research institutes/think tanks; the media; and other organizations.

A total of 309 stakeholders participated in the survey (41% response rate). Respondents completed the questionnaire with a representative from the local fielding agency, received the questionnaire via a courier and returned it accordingly, or they completed the questionnaire online.

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.

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 and C present data on selected questions. Additional data breakdowns are available upon request.



II. Methodology (continued)

The results in this year's Country Survey were compared to those in the Country Survey conducted in FY'17 (response rate was 26%, N=214). Comparing responses across Country Surveys reflect changes in attitudes over time, but also changes in respondent samples and changes to the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. To reduce the influence of the former, the samples from FY '17 and FY '21 were weighted to have equivalent stakeholder groupings, allowing for more statistically reliable comparisons. Due to this weighting, mean ratings, percentages of respondents, and the total number of respondents in both years are slightly different from those of the original data reported in the FY'17 COS report and the non-weighted data presented in this report.

Percentage of Respondents	Original Distribution	
	FY 2017	FY 2021
Office of the President; Office of the Prime Minister; Office of Minister	4.3%	9.1%
Office of Parliamentarian	15.8%	13.2%
Government Institutions (includes employees of ministries, PMUs/Consultants on WBG-supported projects, independent government institutions, the judiciary, and embassy/diplomatic office)	32.1%	30.1%
Local Government Office or Staff	1.4%	9.5%
Bilateral/Multilateral Agency	6.7%	8.1%
Civil Society (includes NGOs/CBOs, private foundations, youth groups, trade unions, and faith-based groups)	14.8%	13.9%
Private Sector (includes private sector organization, financial sector/private banks, and start-ups)	10.5%	7.4%
Academia/Research Institute/Think Tank	7.2%	5.1%
Media	7.2%	3.7%
Total Number of Respondents (Un-Weighted)	209	296

(Note, stakeholders who identified themselves as "Other" in the stakeholder category options were not included in these comparisons.)

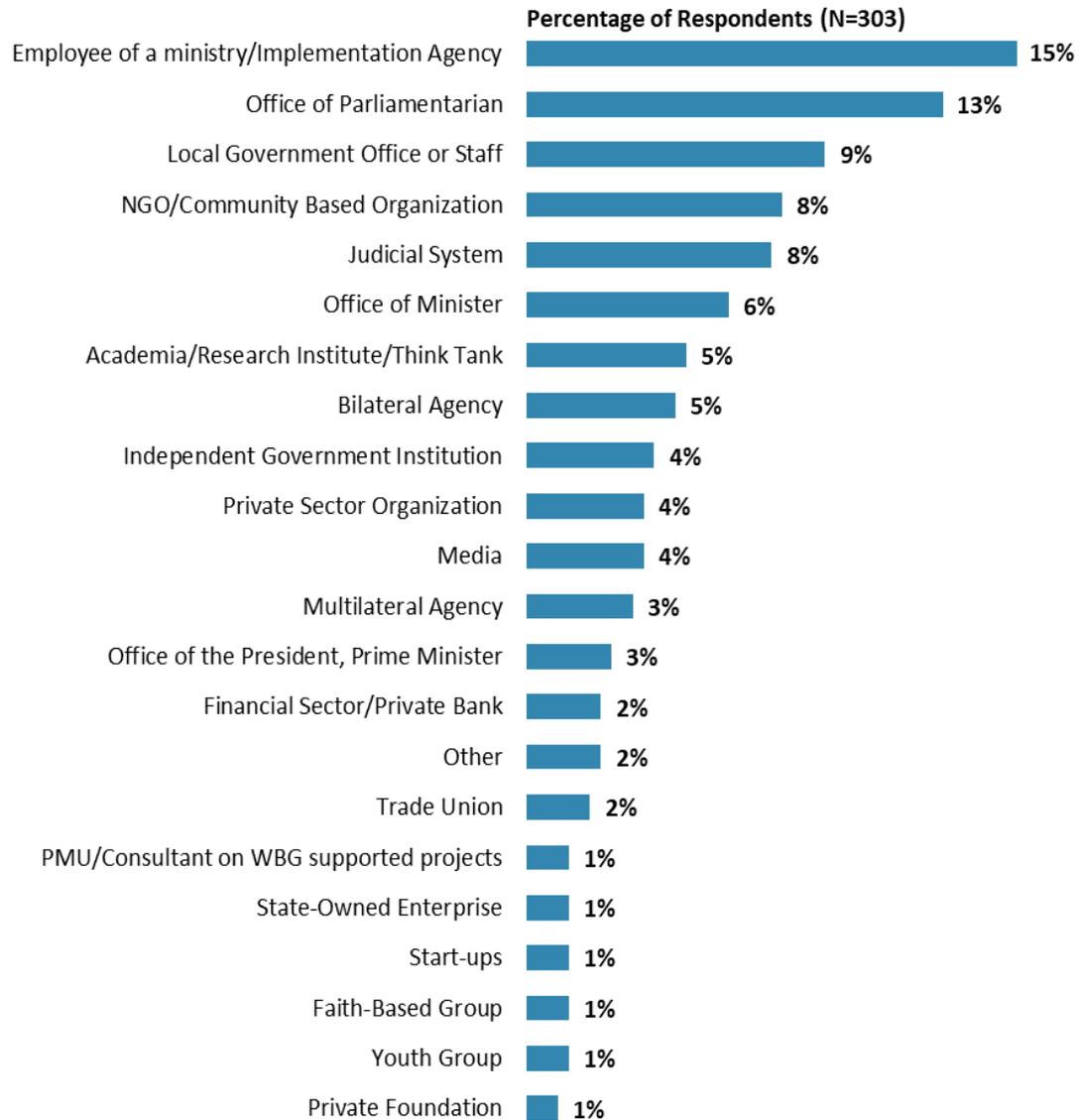
Percentage of Respondents	Weighted Distribution	
	FY 2017	FY 2021
Office of the President; Office of the Prime Minister; Office of Minister	7.0%	7.0%
Office of Parliamentarian	14.0%	14.0%
Government Institutions	31.0%	31.0%
Local Government Office or Staff	5.0%	5.0%
Bilateral/Multilateral Agency	7.0%	7.0%
Civil Society	14.5%	14.5%
Private Sector	9.0%	9.0%
Academia/Research Institute/Think Tank	6.5%	6.5%
Media	6.0%	6.0%
Total Number of Respondents (Weighted)	209	296



III. Demographics of the Sample

Current Position

- Note that for further analyses, some respondent groups were combined.¹



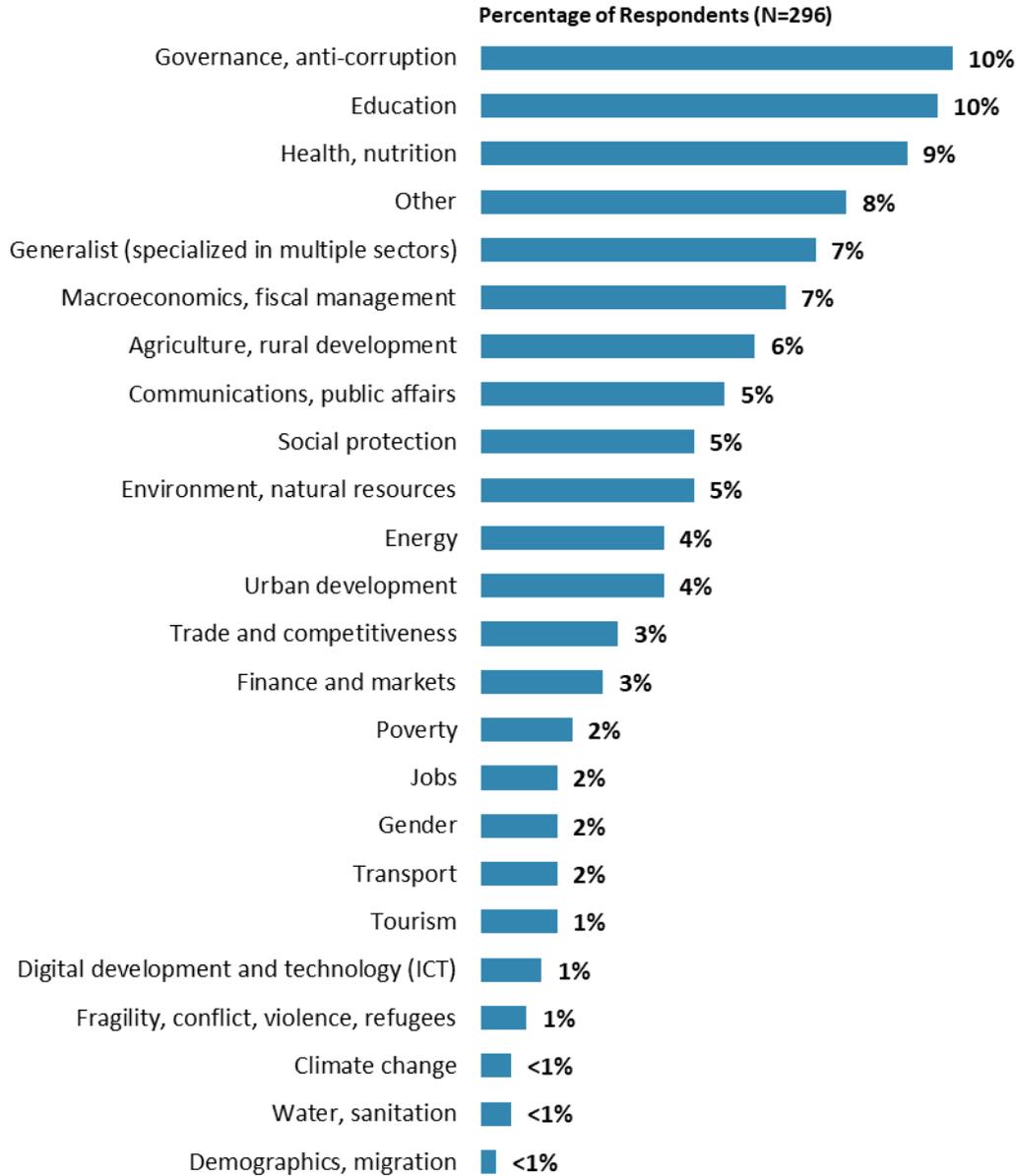
“Which of the following best describes your current affiliation?”
(Respondents chose from a list.)

¹ Respondents from the office of the President, Prime Minister were combined with the respondents from the office of a minister; employees of ministries, ministerial departments, implementation agencies were combined with those from PMU/consultants/contractors working on WBG supported projects; respondents from independent government institutions and from state-owned enterprises were combined into the “Other Government Institutions/Organizations” category; 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 and from start-ups; respondents from private foundations, NGOs/community-based organizations, trade unions, faith-based groups, and youth groups were combined into the “CSO” category.



III. Demographics of the Sample (continued)

Area of Primary Specialization

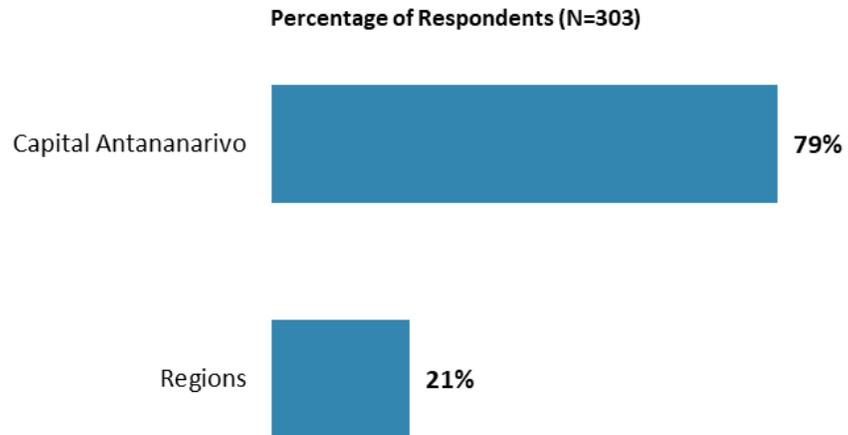


“Please identify the primary specialization of your work.”
(Respondents chose from a list.)



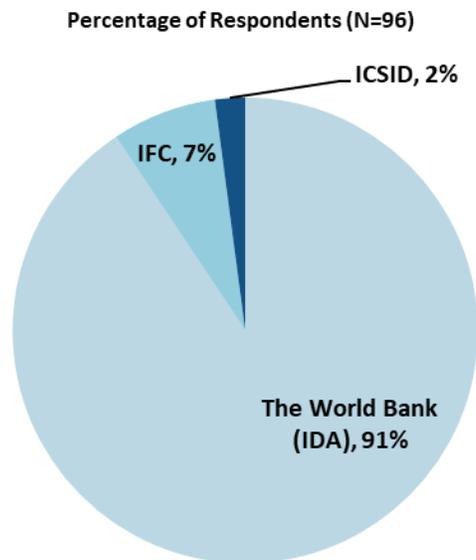
III. Demographics of the Sample (continued)

Geographic Locations



"Which best represents your geographic location?"

Exposure to Agencies within the World Bank Group



"Which of the following agencies of the World Bank Group do you primarily collaborate/work with in Madagascar?"

(Respondents chose from a list.)

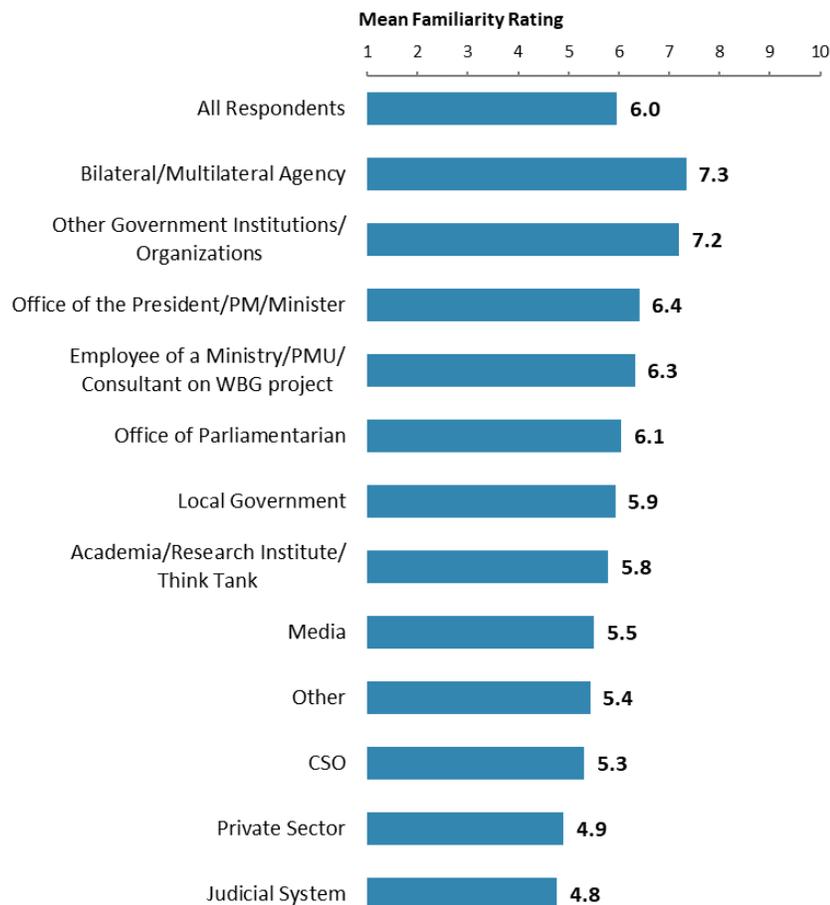
Note: No respondents selected MIGA response option



III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year’s Country Survey had statistically similar levels of familiarity with the WBG compared to respondents in the FY’17 Country Survey (weighted mean in FY’21 = 5.9; weighted mean in FY’17 = 5.6).
- **Collaboration:** Respondents who collaborate with the WBG also reported significantly higher levels of familiarity with the work of the WBG compared to respondents who do not collaborate (mean familiarity of collaborators = 6.7; mean familiarity of non-collaborators = 5.5).
- **Impact of familiarity:** Respondents’ ratings of familiarity with the WBG were significantly, moderately correlated with their ratings of the WBG’s overall effectiveness and the extent to which the WBG’s work helps to achieve development results in Madagascar, and significantly, strongly correlated with their agreement that the WBG plays a relevant role in Madagascar’s development.

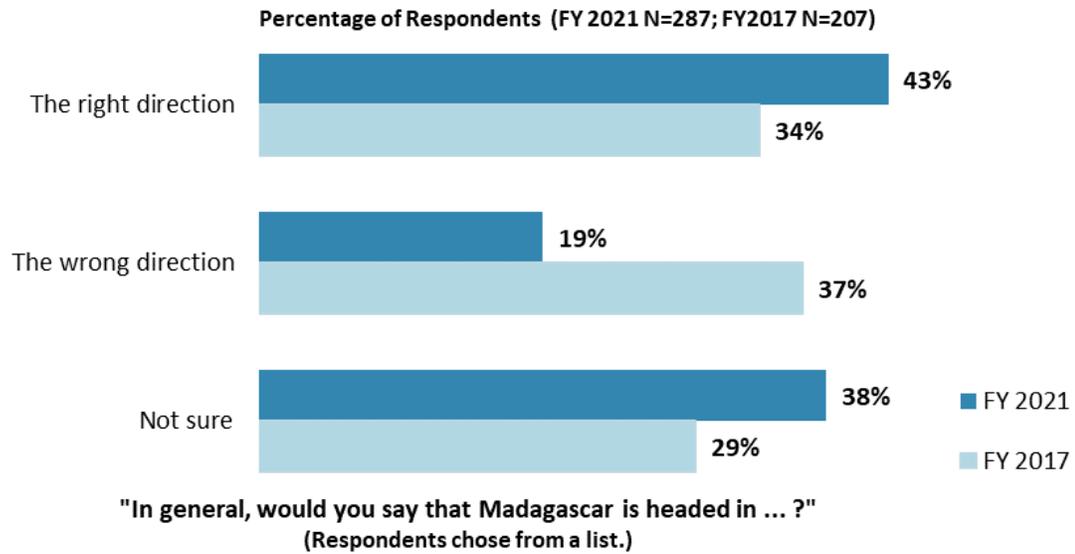


"How familiar are you with the work of the World Bank Group in Madagascar?"
(1-"Not familiar at all", 10-"Extremely familiar")

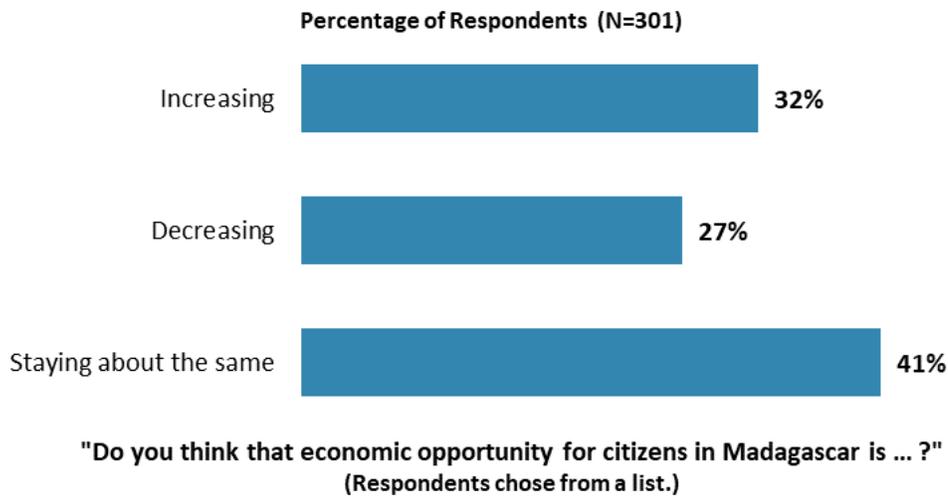


IV. Overall Context

Headed in the Right Direction²



Perceptions of Economic Opportunity



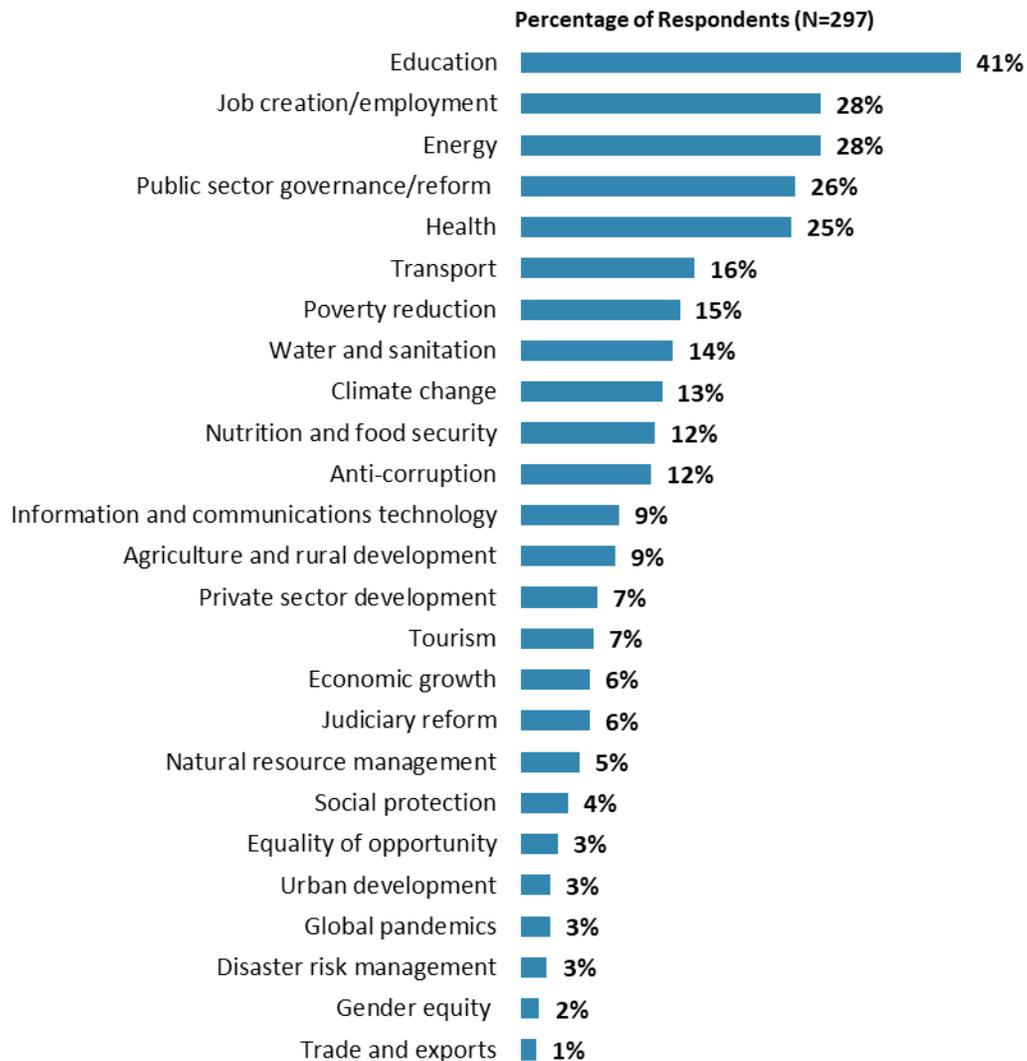
² Percentages presented in this chart were calculated based on weighted data.



IV. Overall Context (continued)

Development Priority

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the most important development priorities in Madagascar were “*anti-corruption*” (50%), “*public sector governance/reform*” (29%), “*education*” (26%), “*job creation/employment*” (21%), and “*social protection*” (19%). In FY'21, respondents selected “*energy*” and “*health*” among the top development priorities, with significant increase from 14% and 12% in FY'17 to 28% and 25%.



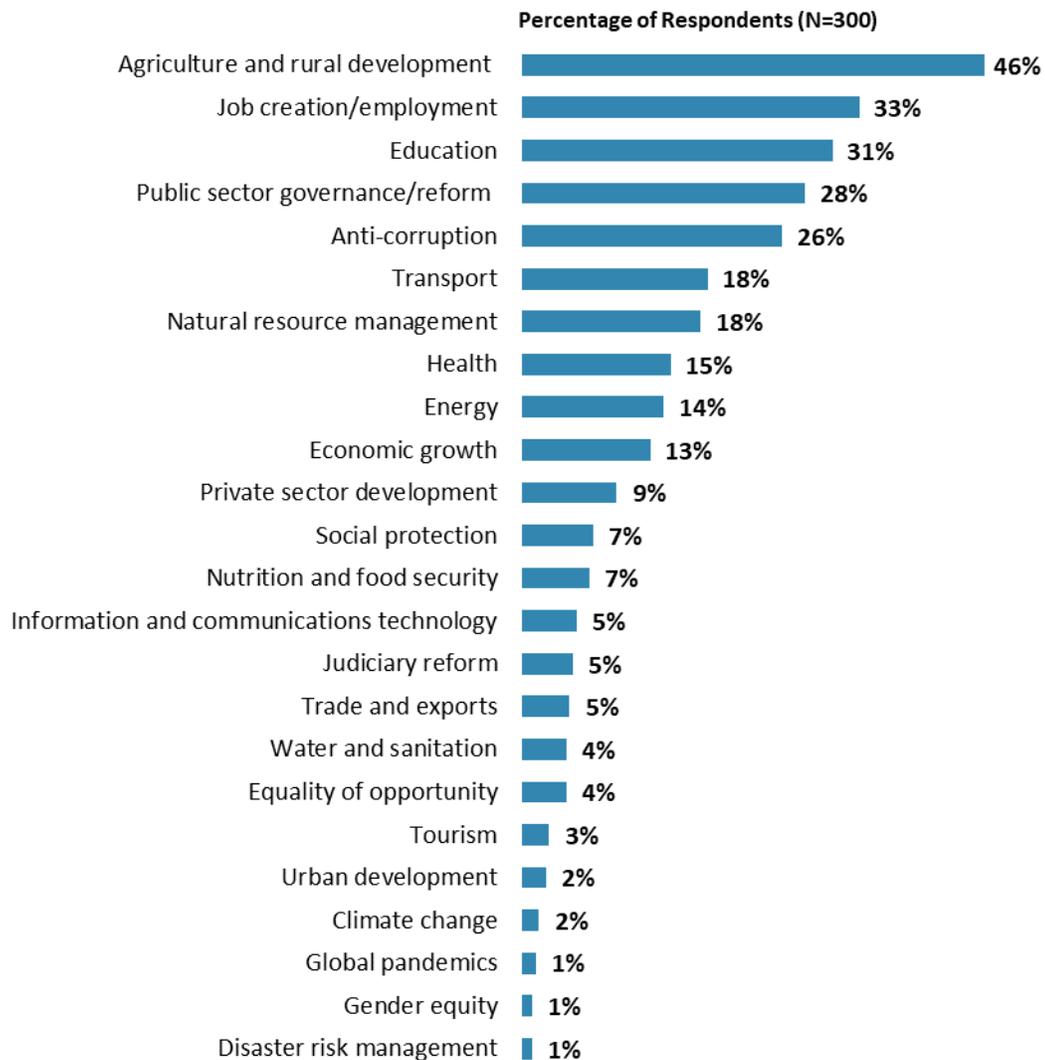
"Listed below are a number of development priorities in Madagascar. Please identify which of the following you consider the most important development priorities in Madagascar. (Choose no more than THREE)"
(Respondents chose from a list. Responses combined.)



IV. Overall Context (continued)

What Would Contribute Most to Reducing Poverty

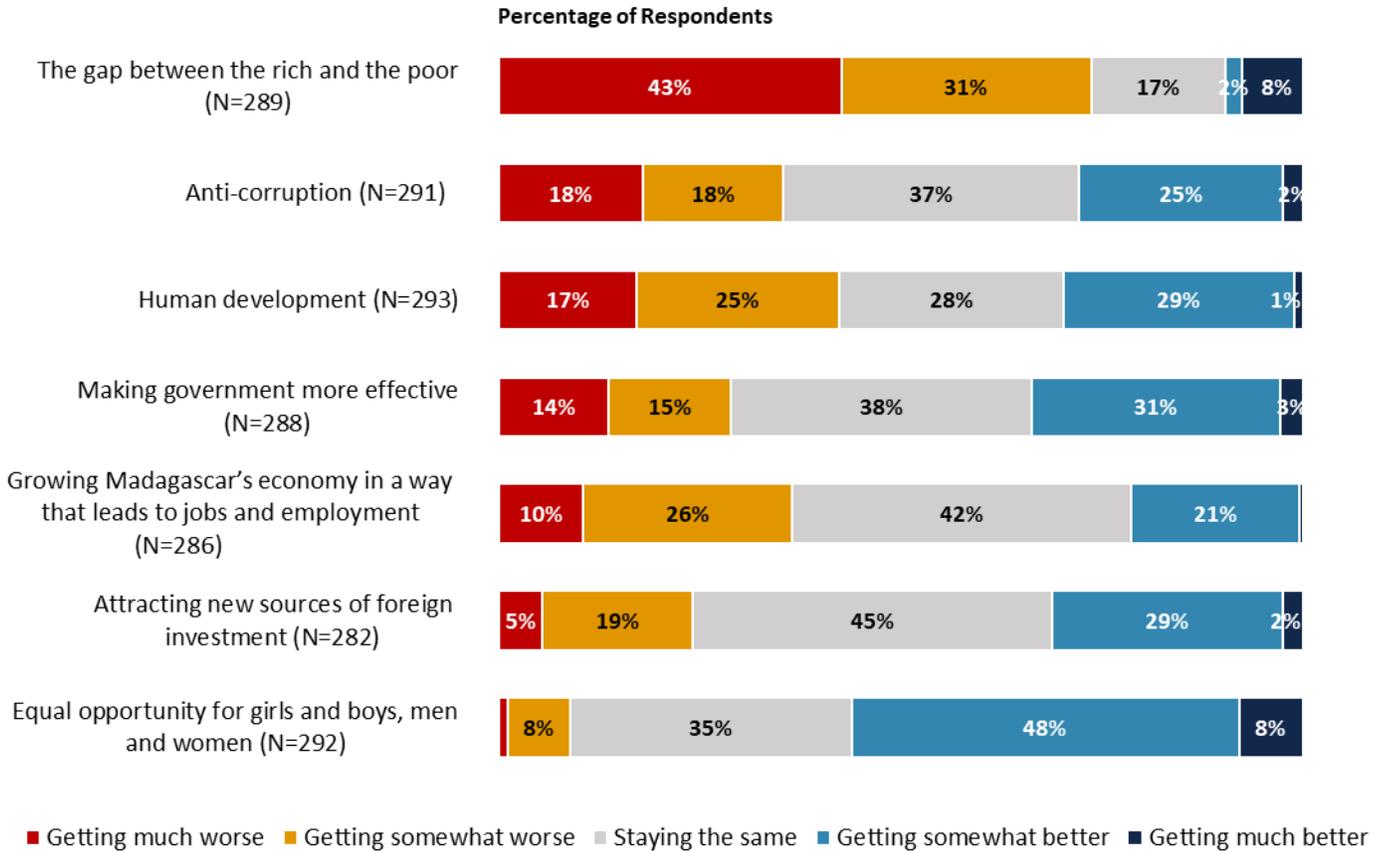
- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the biggest contributors to poverty reduction in Madagascar were “*anti-corruption*” (36%), “*education*” (31%), “*job creation/employment*” (29%), “*Economic growth*” (25%), and “*agriculture, livestock, and fisheries*” (24%). Notably, in FY'21, almost twice as many respondents thought that “*Agriculture and rural development*” was an important contributor to poverty reduction in Madagascar.



"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Madagascar? (Choose no more than THREE)"
(Respondents chose from a list. Responses combined. Top 16 of 24 response options shown)



IV. Overall Context (continued) Perceptions of Improvement and Decline in Specific Areas

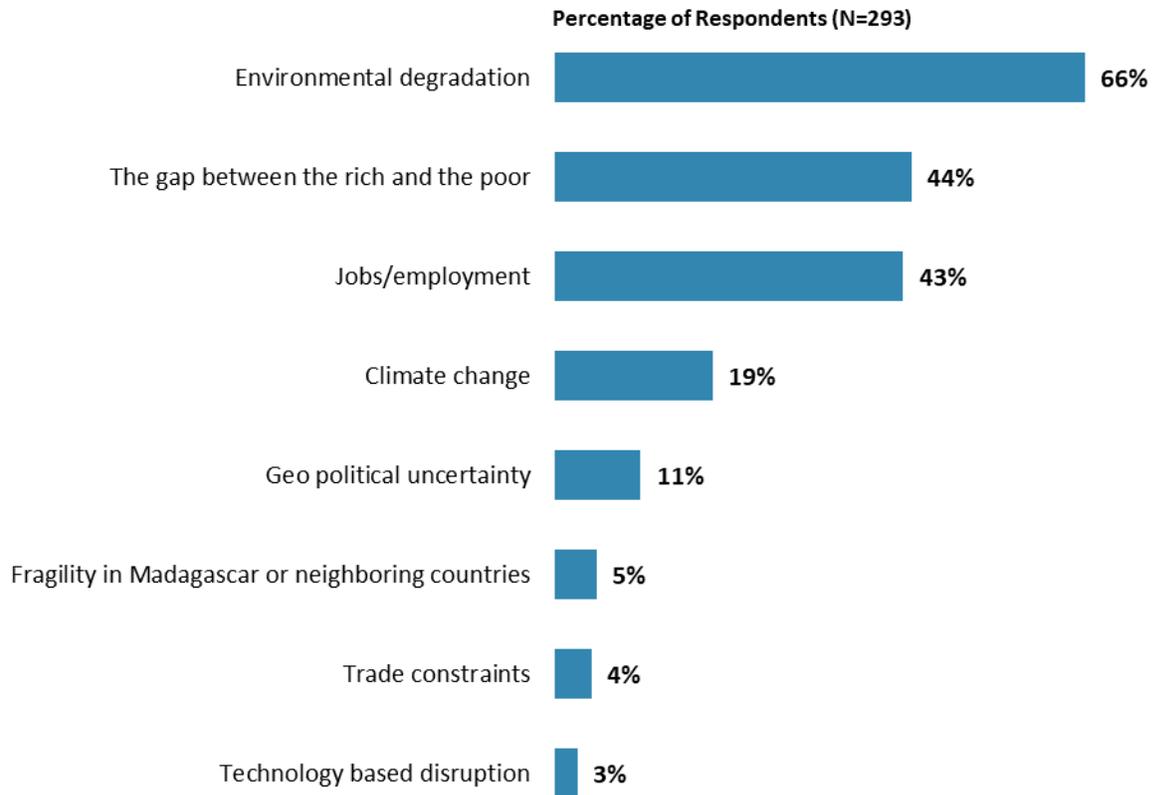


"Please describe the direction Madagascar is moving in, when considering ... ?"
(Respondents chose from a list.)



IV. Overall Context (continued)

The Impact of Global Challenges on Madagascar

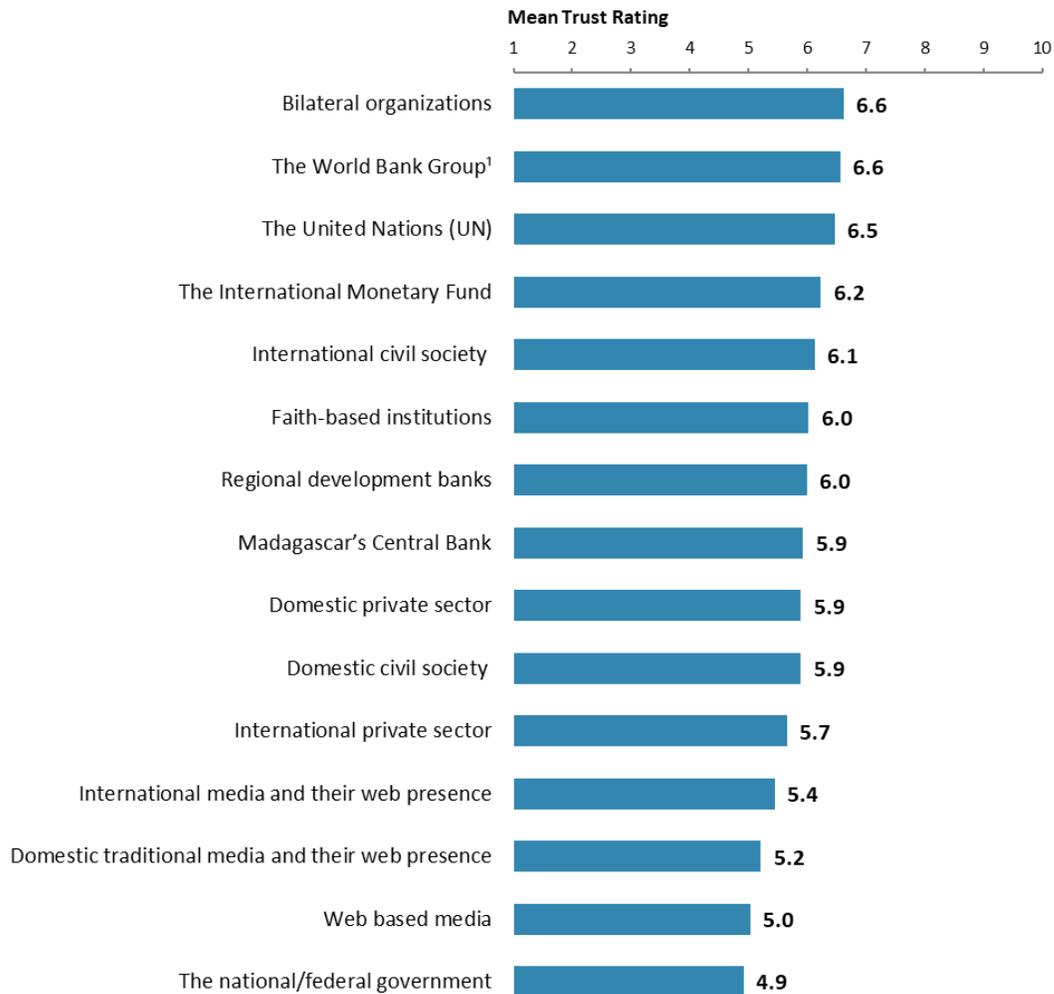


"Listed below are global challenges. Which do you think have the most serious impact on Madagascar? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



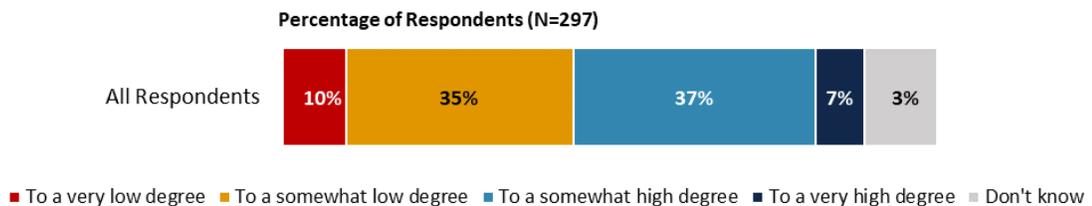
IV. Overall Context (continued)

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

Trust in the Private Sector

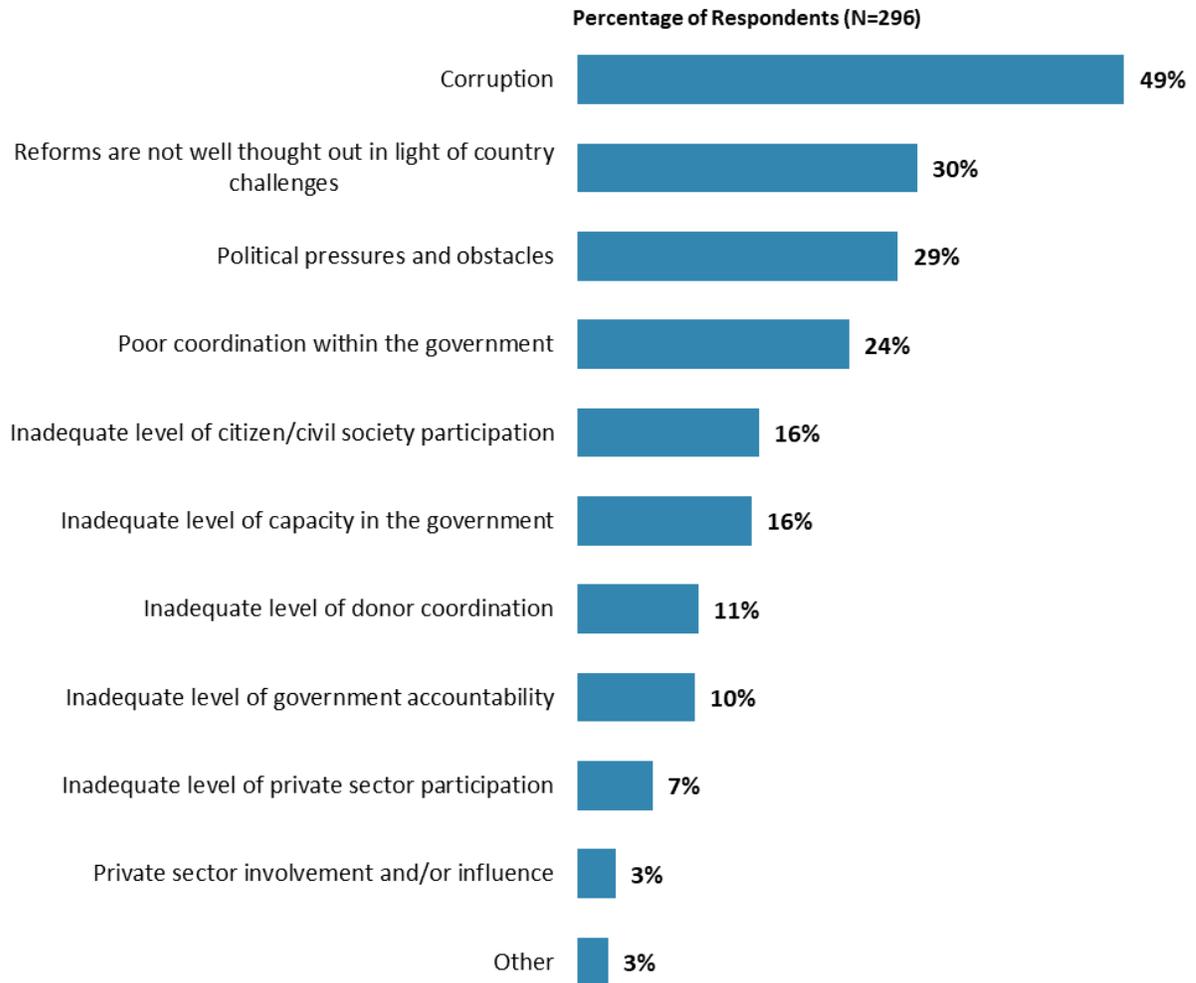


"To what extent do you trust private sector to engage in public service delivery in Madagascar?"
(Respondents chose from a list.)



IV. Overall Context (continued)

Attributions for Slow/Failed Reform Efforts

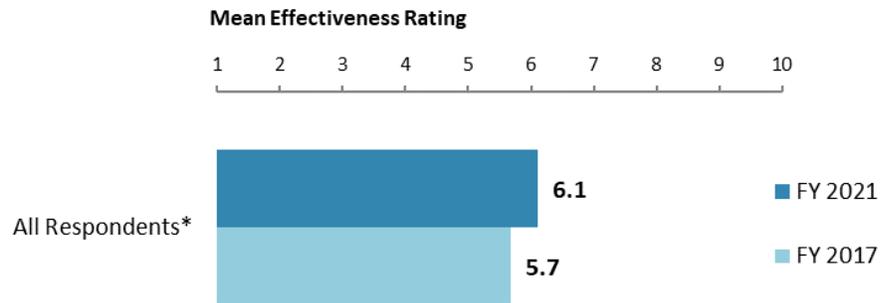


"When economic and/or social reform efforts fail or are slow to take place in Madagascar, which of the following would you attribute this to? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



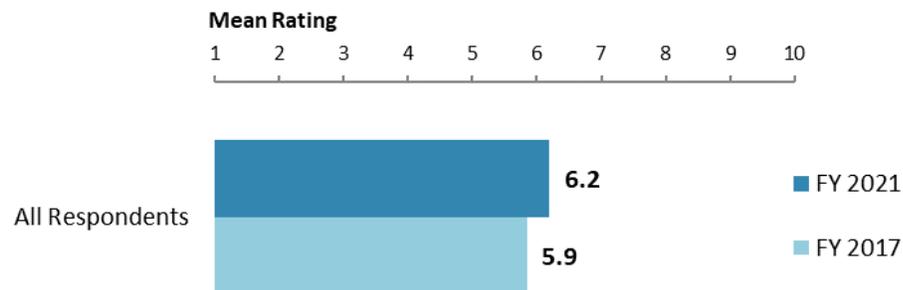
V. Overall Attitudes toward the World Bank Group

The World Bank Group's Overall Effectiveness³ (Indicator Question)



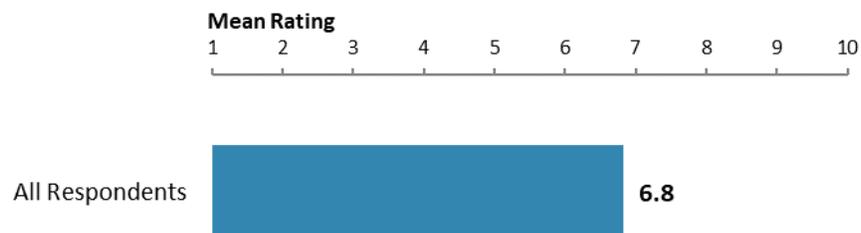
"Overall, please rate your impression of the World Bank Group's effectiveness in Madagascar." (1-"Not effective at all", 10-"Very effective")
(*Significantly different between FY2021 and FY2017)

Achieving Development Results (Indicator Question)



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

Influence on Madagascar's Development Agenda (Indicator Question)



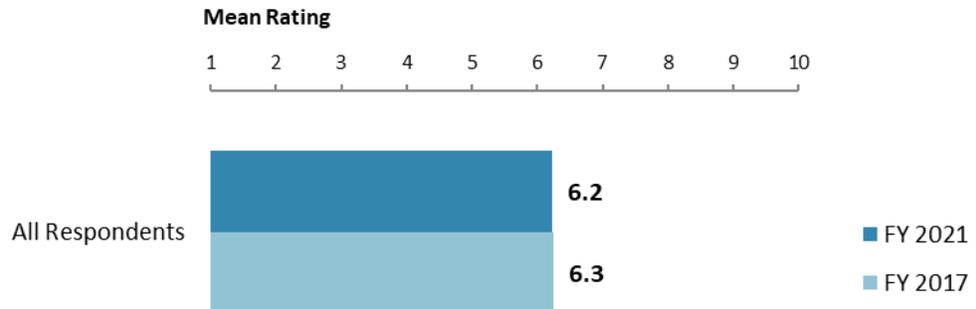
"To what extent does the World Bank Group influence the development agenda in Madagascar"
(1-"To no degree at all", 10-"To a very significant degree")

³ Means in the first two charts on this page were calculated based on weighted data.



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

WBG Staff Preparedness⁴



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

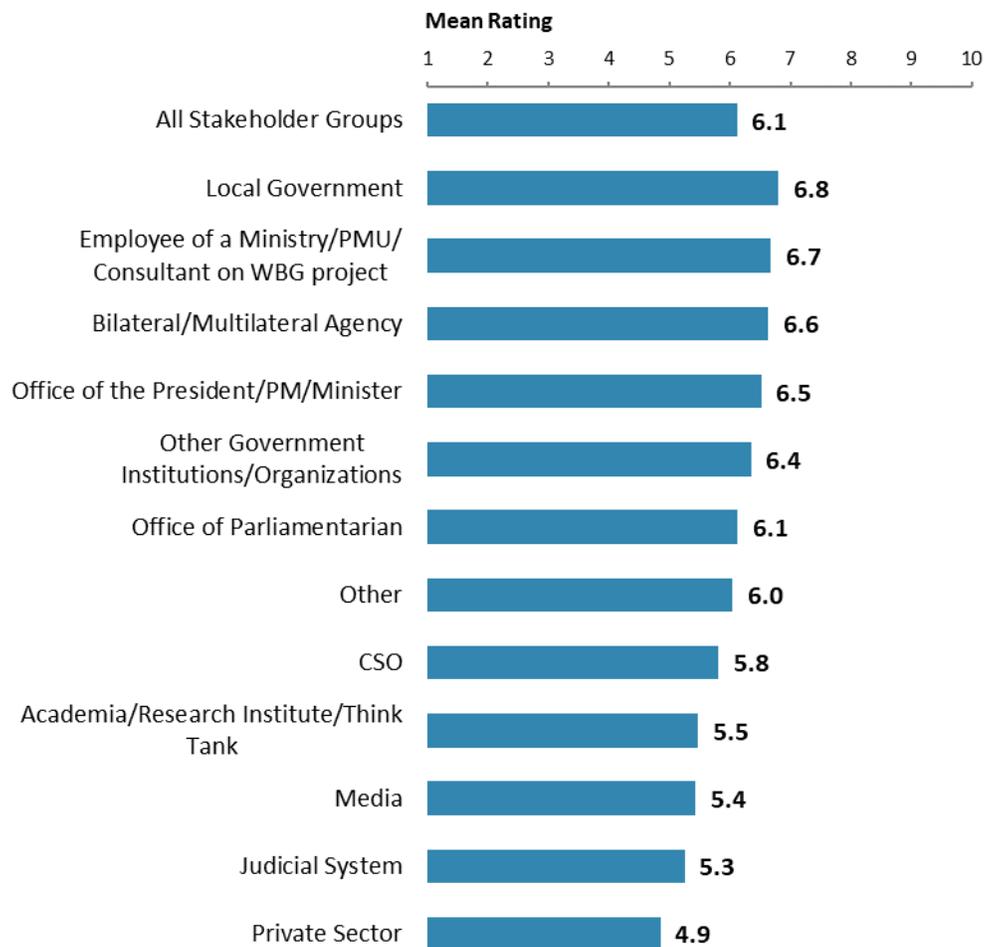
⁴ Means in this chart were calculated based on weighted data.



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 = 6.5) compared to respondents who do not collaborate with the WBG (mean rating = 5.9).
- **Stakeholder groups:** Respondents from local government offices had the highest mean ratings to the twenty-eight COS indicator questions, whereas respondents from the private sector had significantly lower mean ratings. Responses for individual indicator questions by stakeholder groups can be found in Appendix B (page 51).



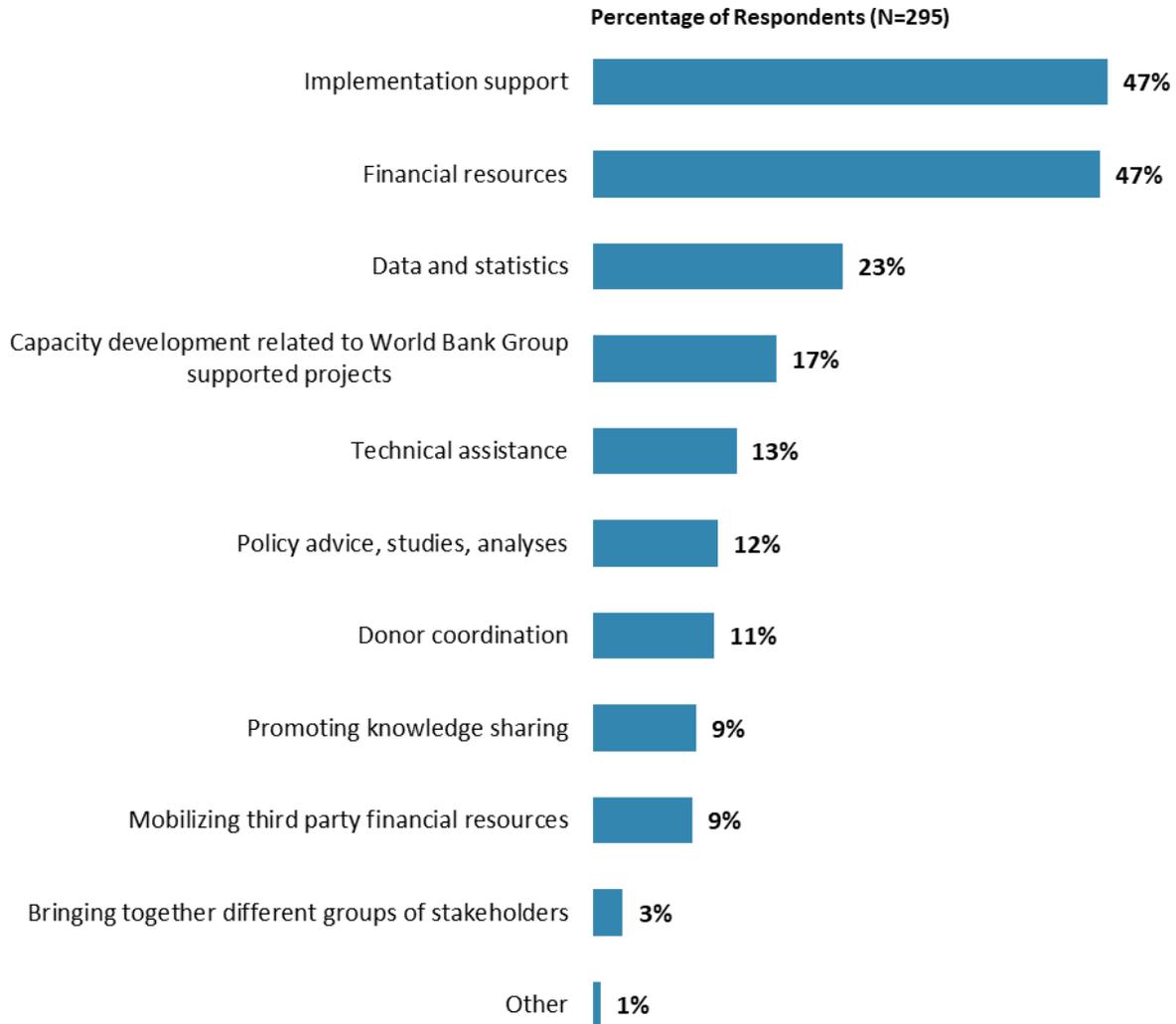
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



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

Greatest Value

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the WBG's greatest values to Madagascar were "*helping ministries implement development projects and reforms*" (47%), "*financial resources*" (37%), and "*capacity development related to World Bank Group supported projects*" (35%).



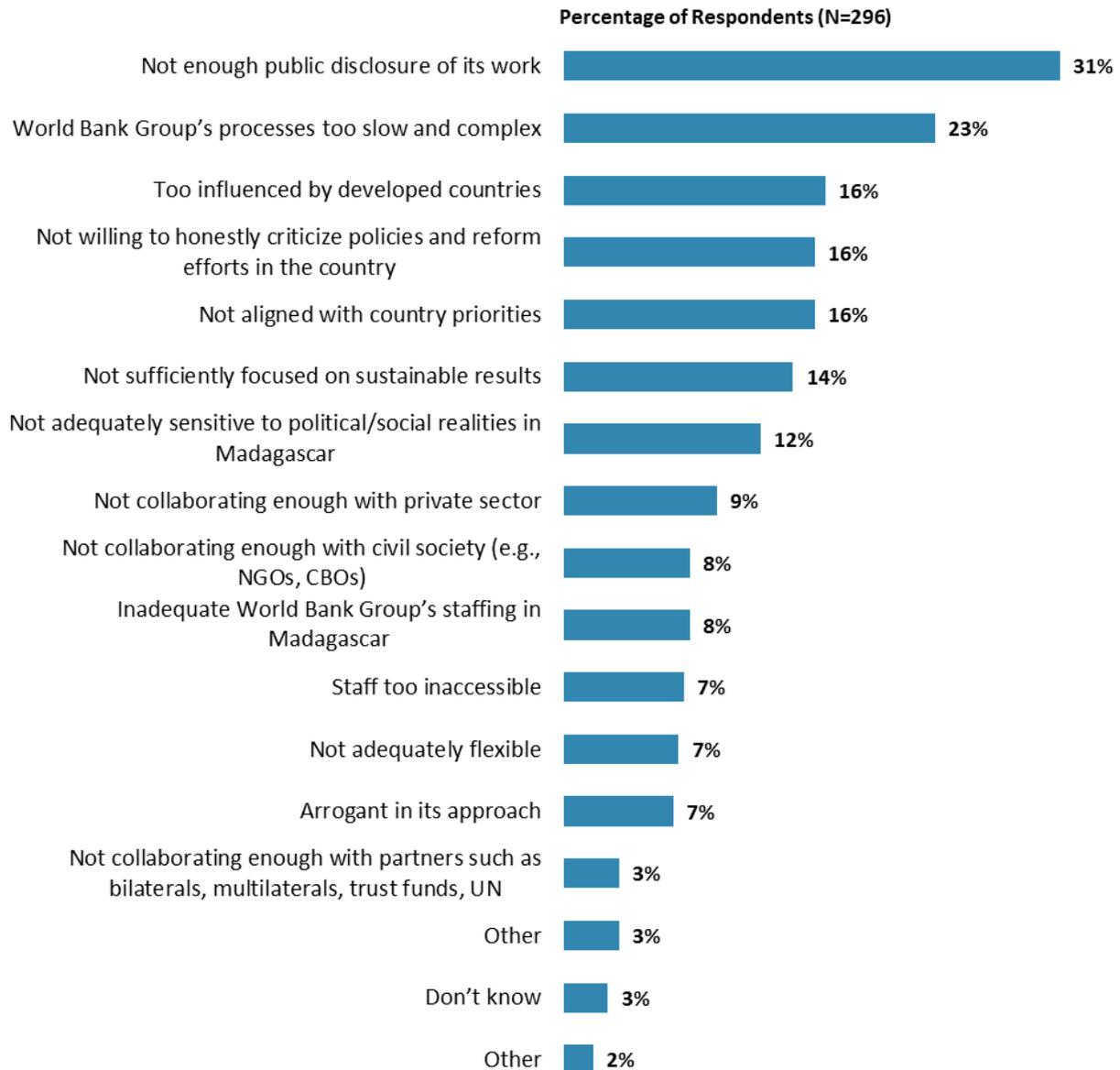
"When thinking about the World Bank Group's role in Madagascar, which activity do you VALUE the most? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



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

Greatest Weakness

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the WBG's greatest weaknesses in its work in Madagascar were “*not adequately sensitive to political/social realities in Madagascar*” (21%), “*not willing to openly criticize policies and reform efforts in the country*” (21%), and “*not aligned with country priorities*” (20%).

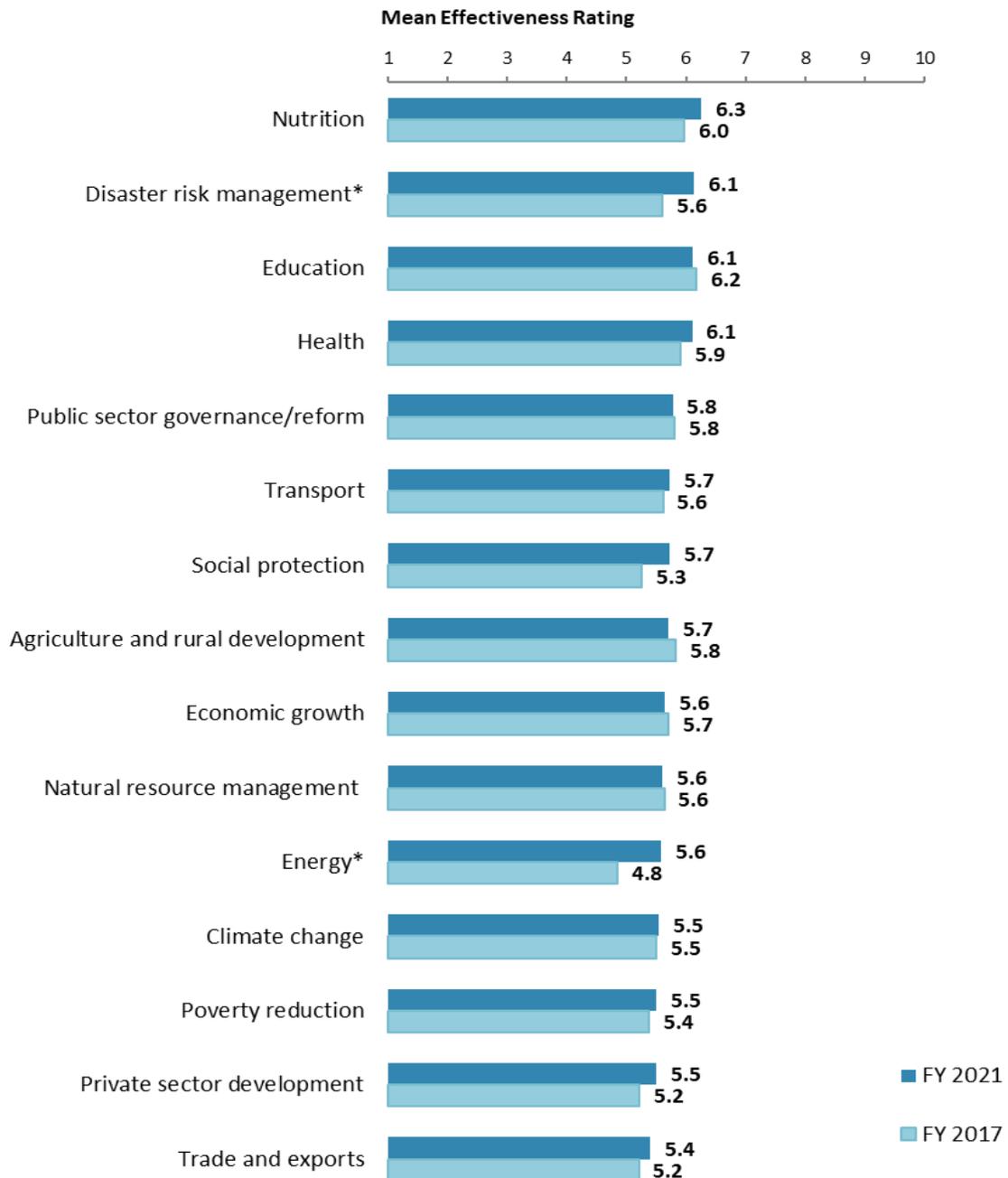


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Madagascar? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



VI. World Bank Group's Support in Development Areas

Effectiveness of WBG's Support in Sectoral Areas: Year Comparison⁵



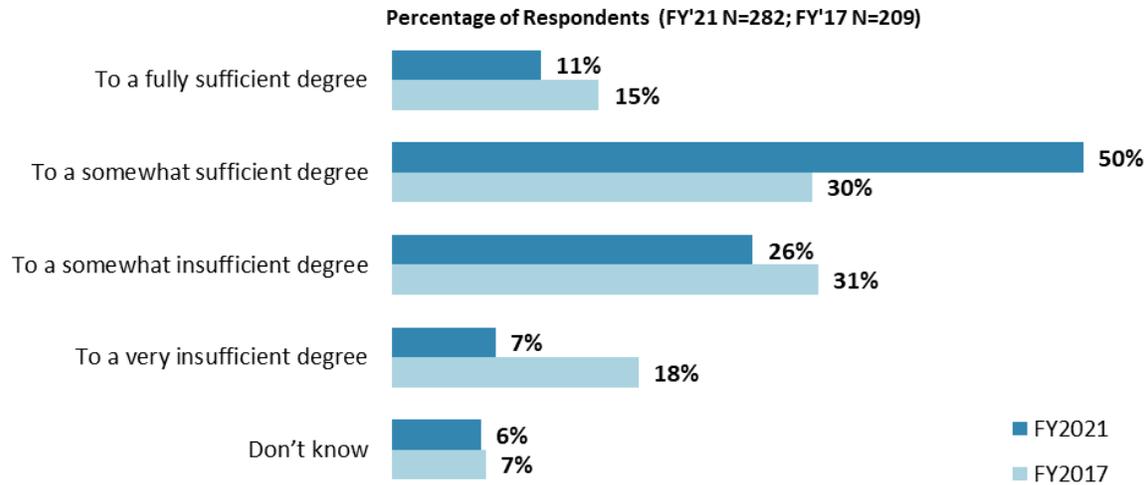
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Madagascar? "
(1-"Not effective at all", 10-"Very effective")
(*Significantly different between FY 2021 and FY 2017)

⁵ Means presented in this chart were calculated based on weighted data. Only those options that were asked both in FY17 and FY21 were included in the chart.



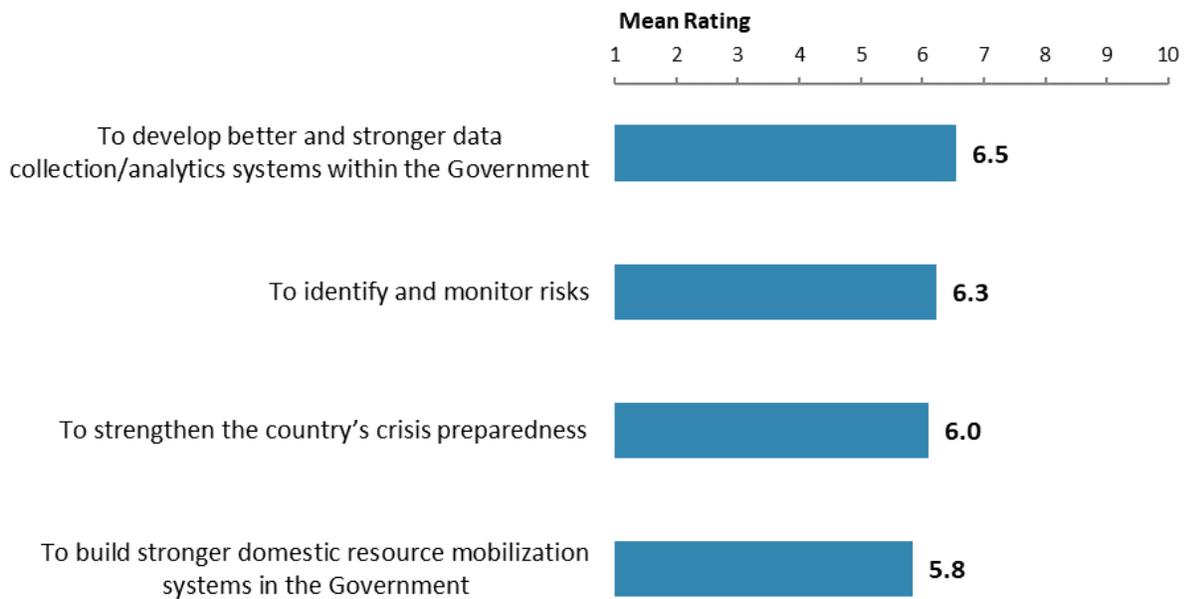
VI. WBG's Support in Development Areas (continued)

Helping the Poorest⁶



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

Effectiveness of WBG's Support



"How effectively does the World Bank Group support Madagascar's efforts ... ?"
(1 - "Not effectively at all", 10 - "Very effectively")

⁶ Percentages presented in this chart were calculated based on weighted data.



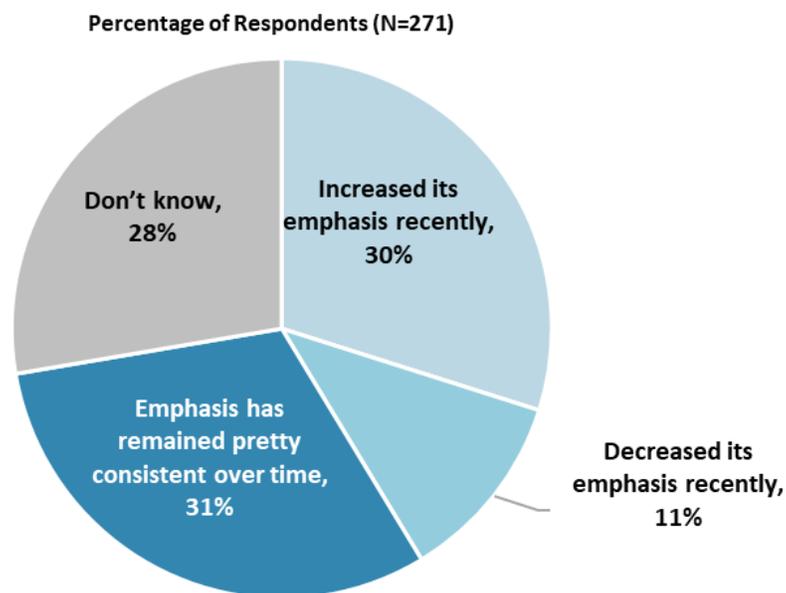
VI. WBG's Support in Development Areas (continued)

Support for Management of Crisis Related Risks



"How effectively does the World Bank Group's SCD and CPF activities support Madagascar's efforts to manage crisis related risks?"
(1- Not effectively at all, 10- Very effectively)

Investing in Human Capital

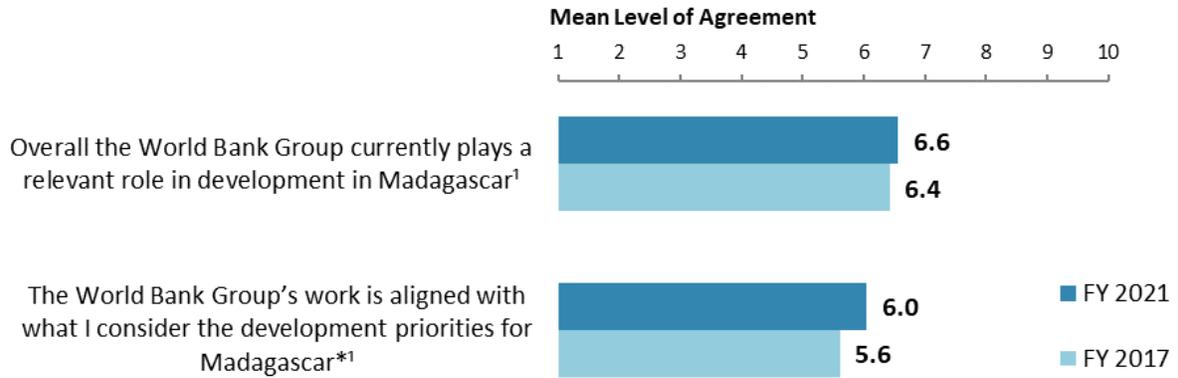


"From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?"
(Respondents chose from a list.)



VII. World Bank Group's Work and Engagement on the Ground

The World Bank Group's Work in Madagascar: Year Comparison⁷



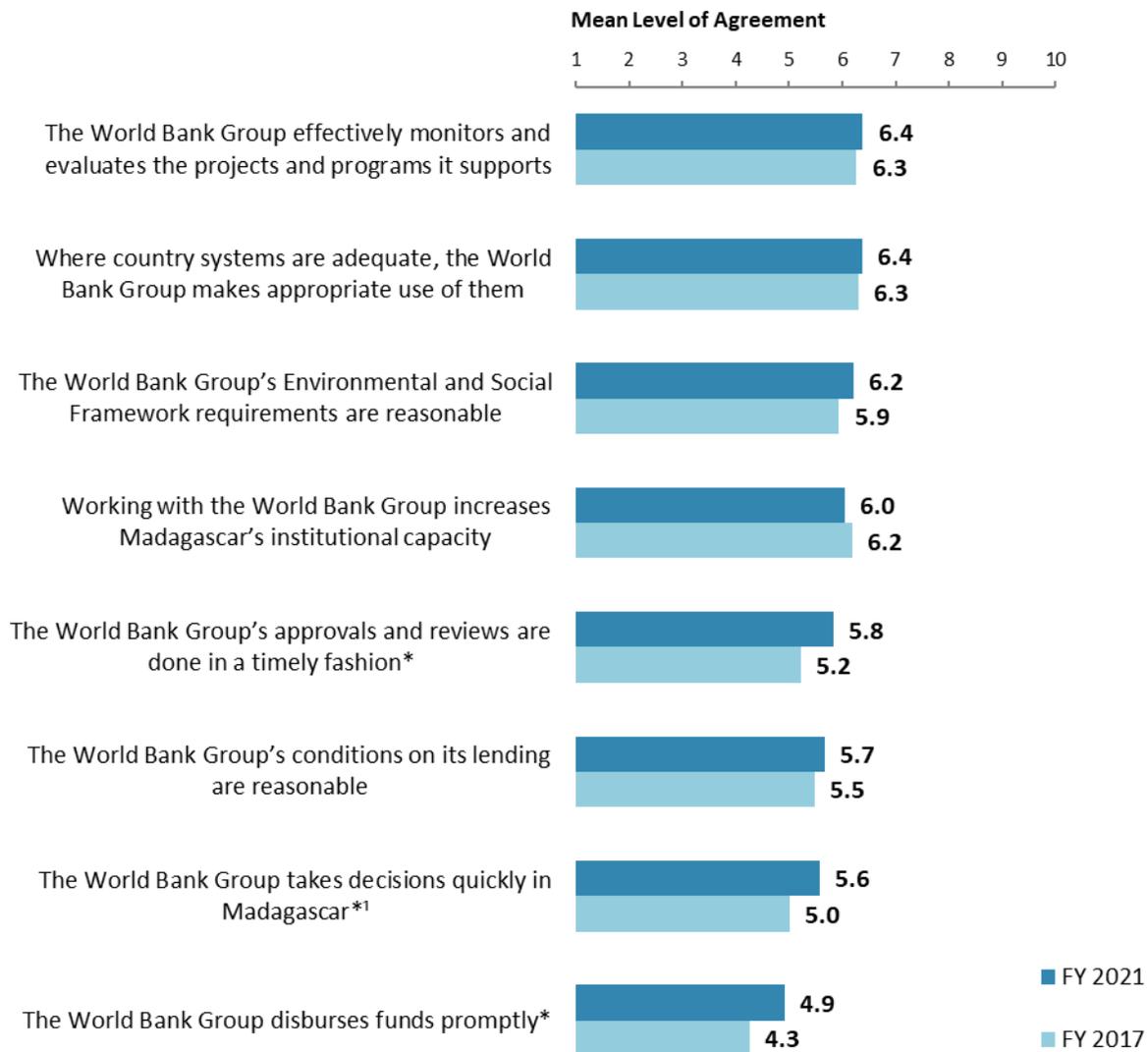
"To what extent do you agree/disagree with the following statements about the World Bank Group's work in Madagascar?" (1-"Strongly disagree", 10-"Strongly agree")
(*Significantly different between FY 2021 and FY 2017)
¹Indicator Question

⁷ Means in this chart were calculated based on weighted data.



VII. WBG's Work and Engagement on the Ground (continued)

Overall Perceptions: Year Comparison⁸



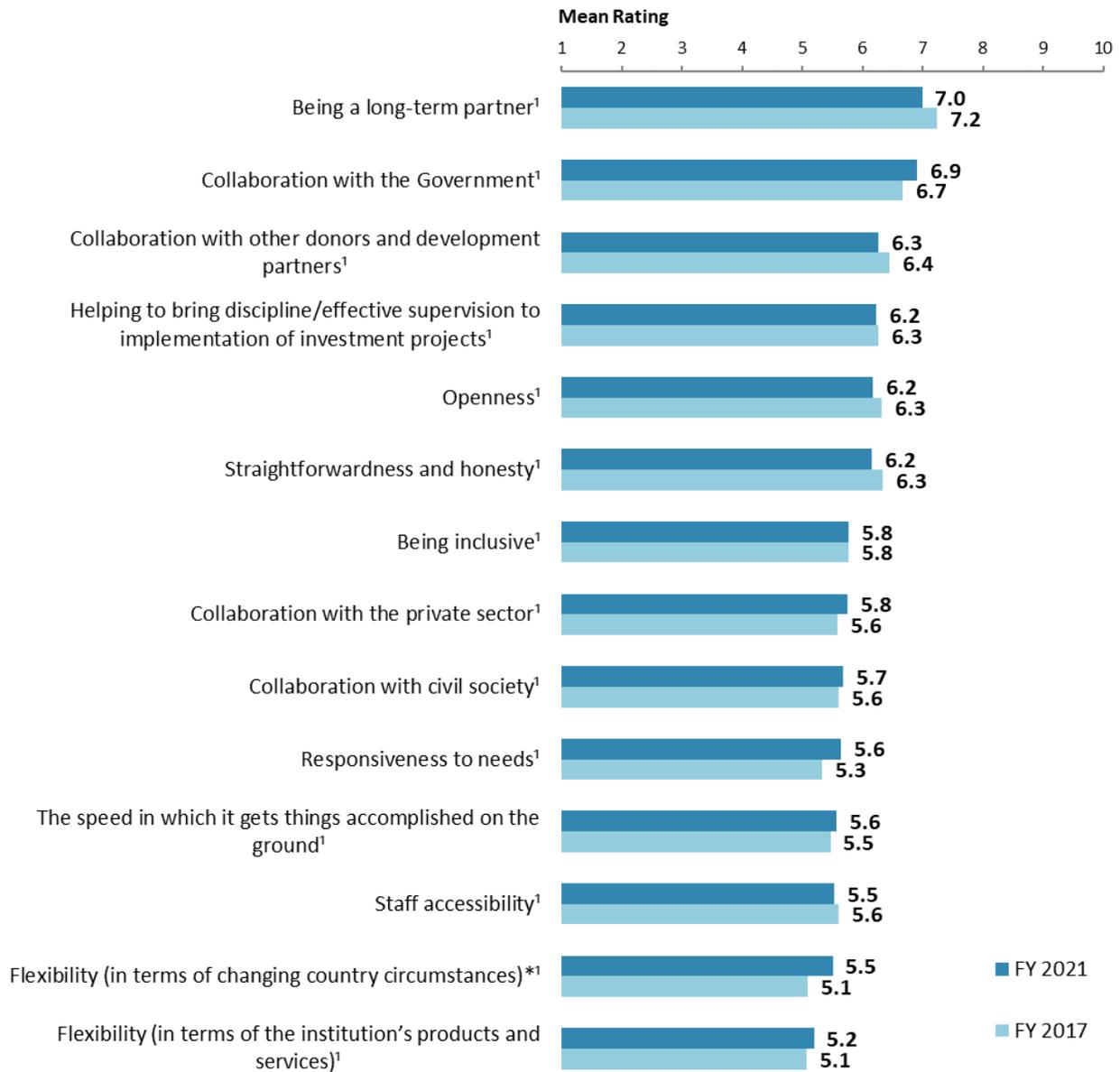
"To what extent do you agree/disagree with the following statements?"
(1-"Strongly disagree", 10-"Strongly agree")
*(*Significantly different between FY 2021 and FY 2017)*
¹*Indicator Question*

⁸ Means in this chart were calculated based on weighted data.



VII. WBG's Work and Engagement on the Ground (continued)

The WBG as an Effective Development Partner: Year Comparison⁹



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

(*Significantly different between FY 2021 and FY 2017)

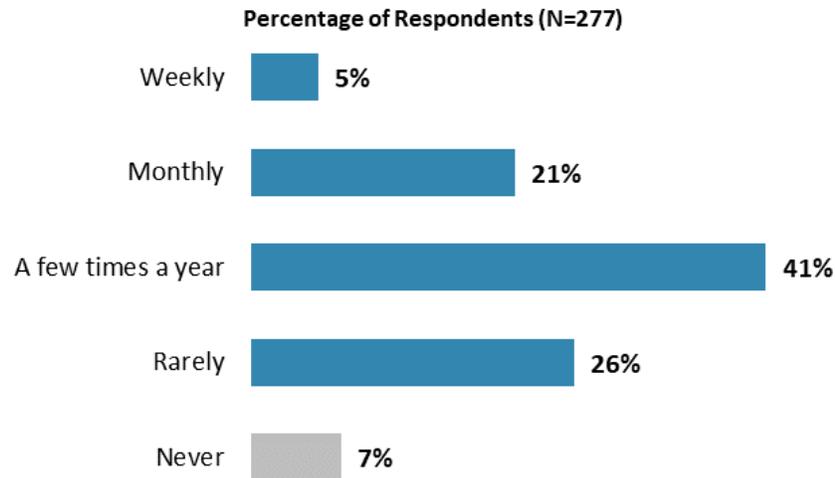
¹Indicator Question

⁹ Means in this chart were calculated based on weighted data.



VIII. World Bank Group's Knowledge and Instruments

Frequency of Consulting WBG Knowledge Work and Activities



"How frequently do you consult World Bank Group's knowledge work and activities in the work you do?"
(Respondents chose from a list.)

Meeting Madagascar's Knowledge Needs¹⁰ (Indicator Question)



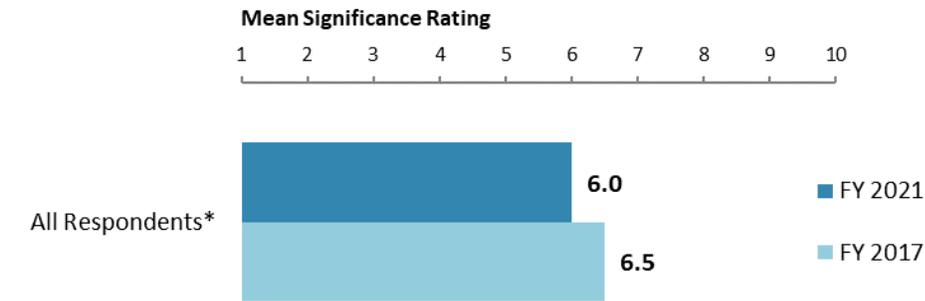
"The World Bank Group meets Madagascar's needs for knowledge services (e.g., research, analysis, data, technical assistance)"
(1-"Strongly disagree", 10-"Strongly agree")

¹⁰ Means in this chart were calculated based on weighted data.



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

Contribution of the WBG's Knowledge Work and Activities¹¹ (Indicator Question)



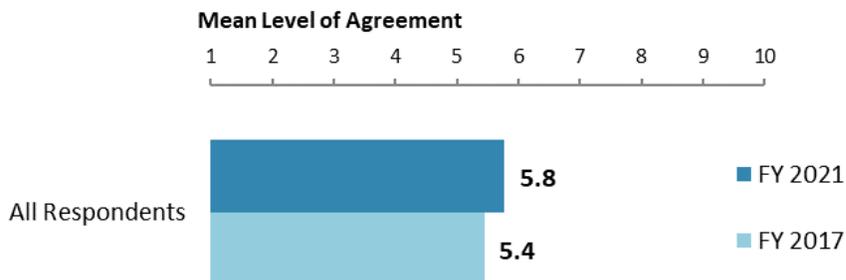
"Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?"
(1-"Not significant at all", 10-"Very significant")
(*Significantly different between FY 2021 and FY 2017)

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")

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



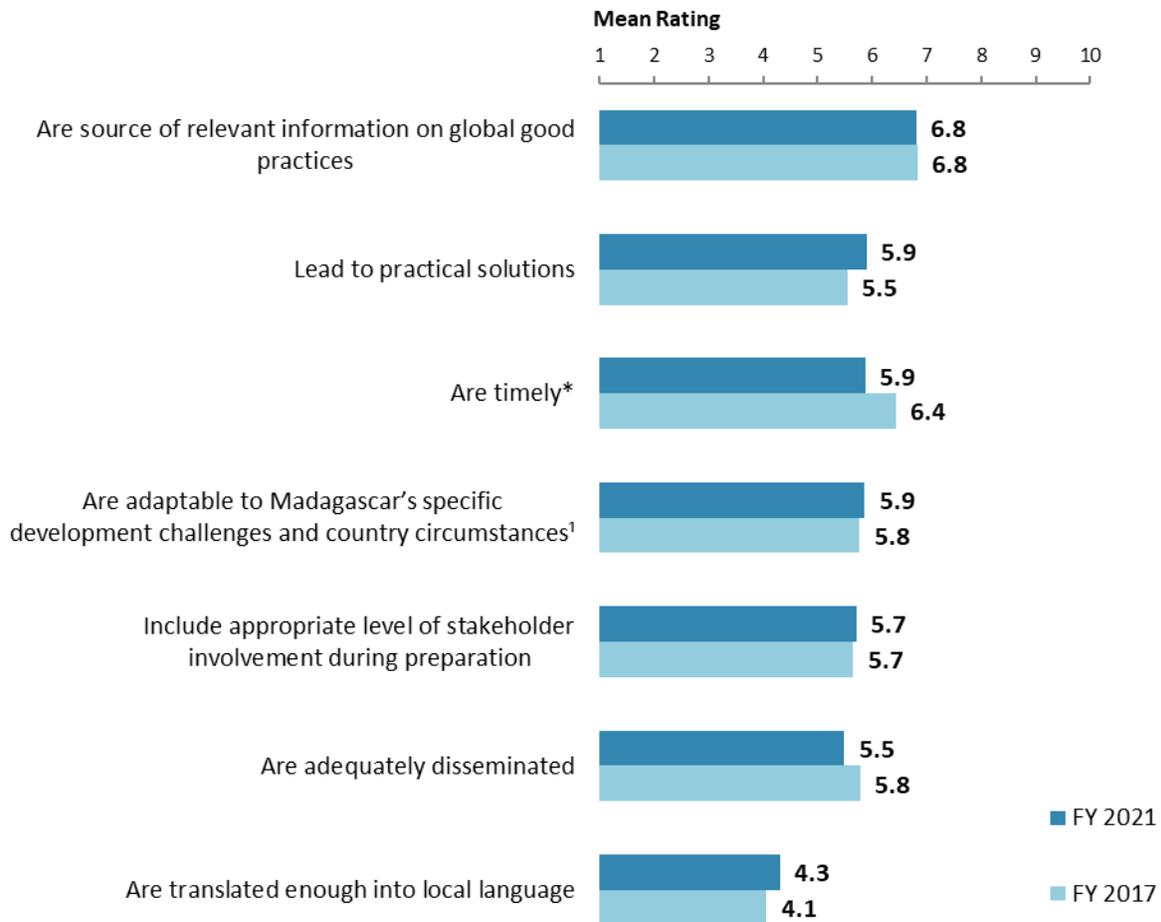
"The World Bank Group's financial instruments (i.e., investment lending, Development Policy etc.) meet the needs of Madagascar"
(1-"Strongly disagree", 10-"Strongly agree")

¹¹ Means in the charts on this page were calculated based on weighted data.



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

Qualities of the WBG's Knowledge Work and Activities¹²



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

(*Significantly different between FY 2021 and FY 2017)

¹Indicator Question

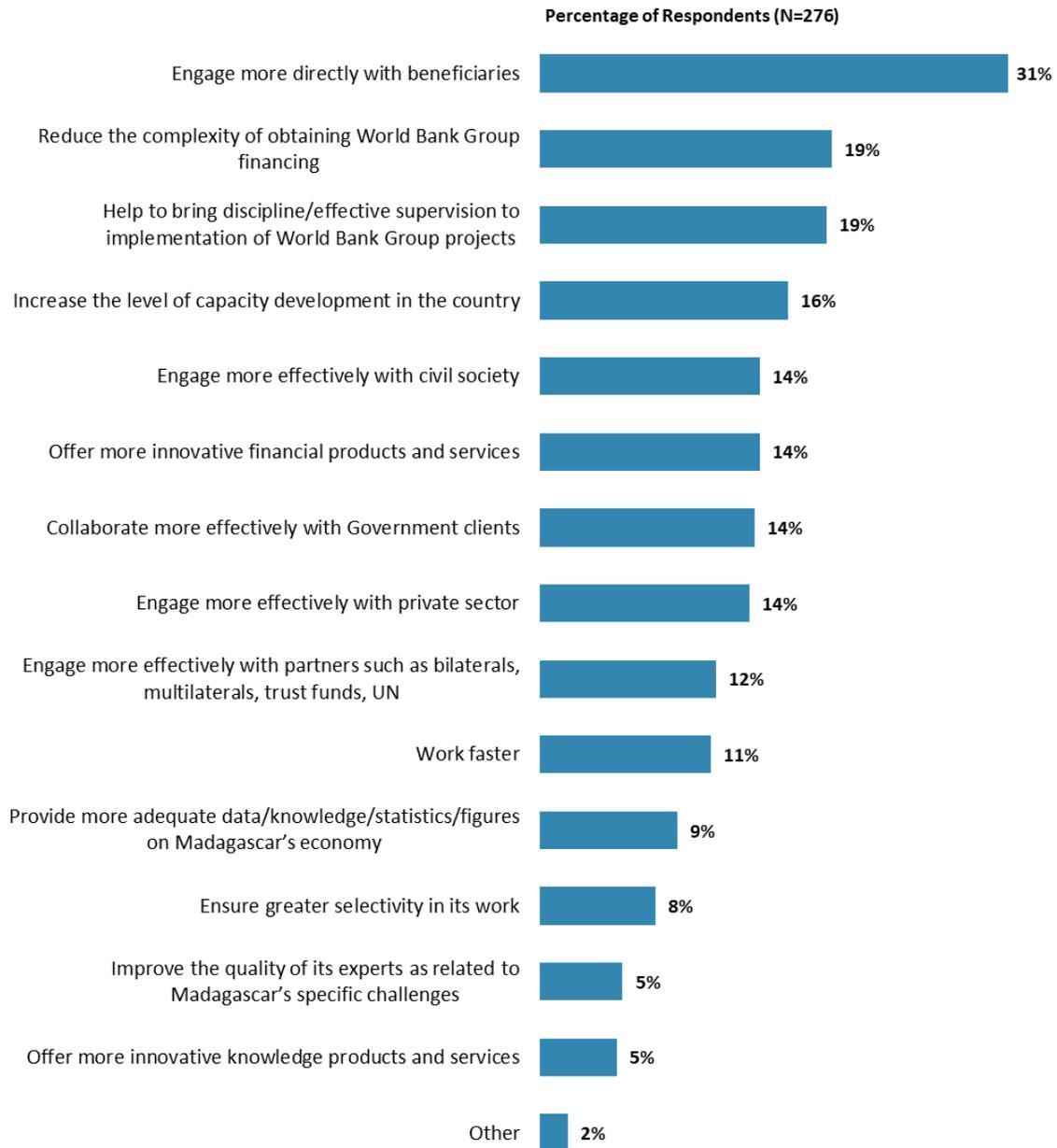
¹² Means in this chart were calculated based on weighted data.



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

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the WBG should “*reach out more to groups outside of Government*” (33%), “*collaborate more effectively with Government clients*” (25%), and “*help to bring discipline/effective supervision to implementation of investment projects*” (24%) to make itself of greater value in Madagascar.



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

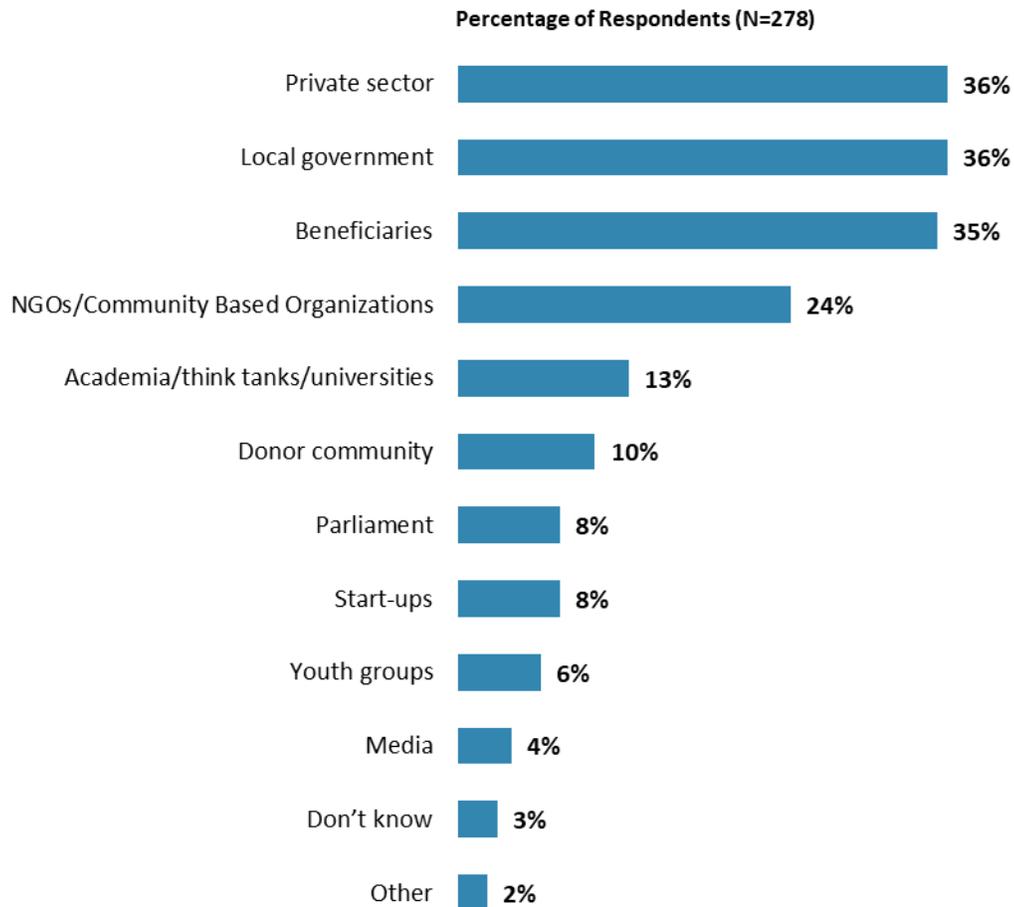
(Respondents chose from a list. Responses combined.)



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

The World Bank Group Should Collaborate More with ...

- **Year comparison:** Respondents in the FY'17 Country Survey indicated that the WBG should collaborate more with “*local government*” (40%), “*beneficiaries*” (35%), and “*private sector*” (30%) to ensure better development results in Madagascar.



"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)"

(Respondents chose from a list. Responses combined.

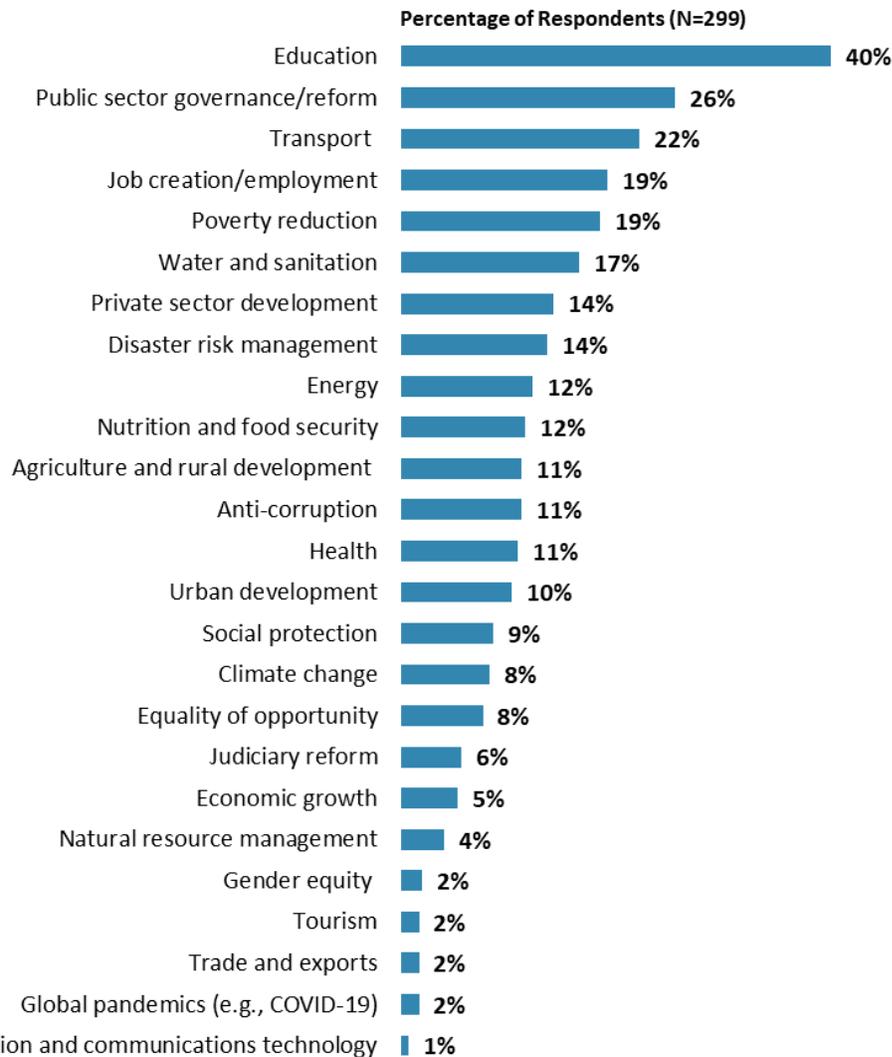
Note: No respondents selected the "Peace keeping forces" response option)



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

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the WBG should focus its resources on “education” (29%), “anti-corruption” (28%), “job creation/employment” (25%), “public sector governance/reform” (23%), and “agriculture, livestock and fisheries” (23%). In FY'21, 22% of respondents selected “Transport” among the top areas of the WBG focus, up from 12% in FY'17.



“When thinking about how the World Bank Group can have the most impact on development results in PNG, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Madagascar? (Choose no more than THREE)”
(Respondents chose from a list. Responses combined.)

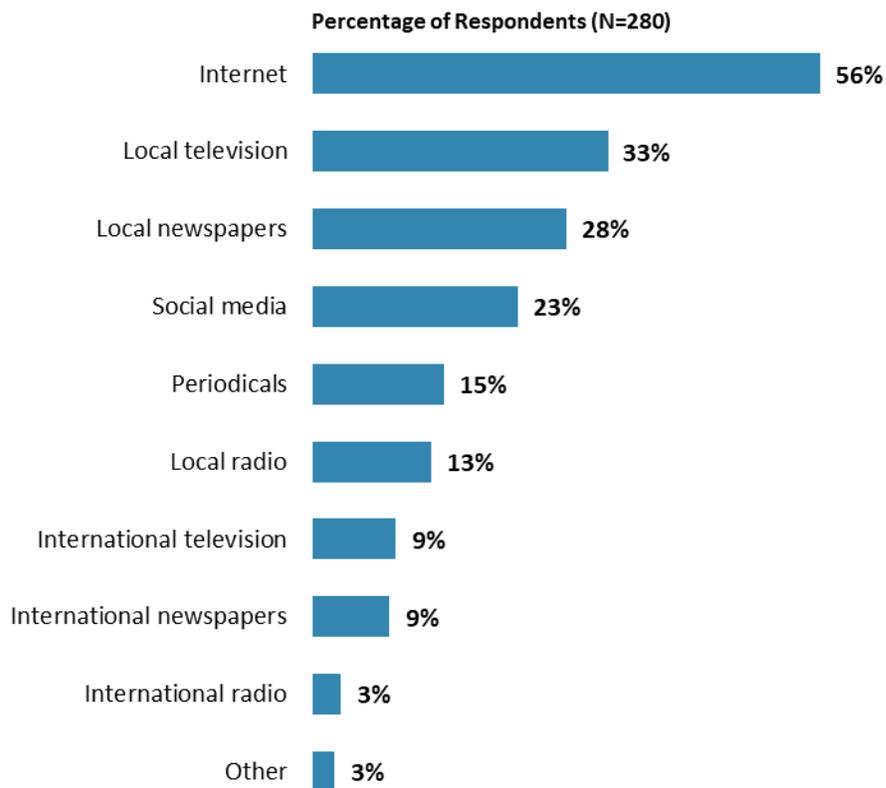


X. Communication and Outreach

Note: When considering the World Bank Group’s future outreach with key constituencies, please see Appendix B (page 51) for selected responses by stakeholder groups.

General Information Sources

- **Year comparison:** Respondents in the previous FY’17 Country Survey indicated that they got most of their information about economic and social development issues in Madagascar from “internet” (52%), “local newspapers” (42%), and from “local television” (26%).



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

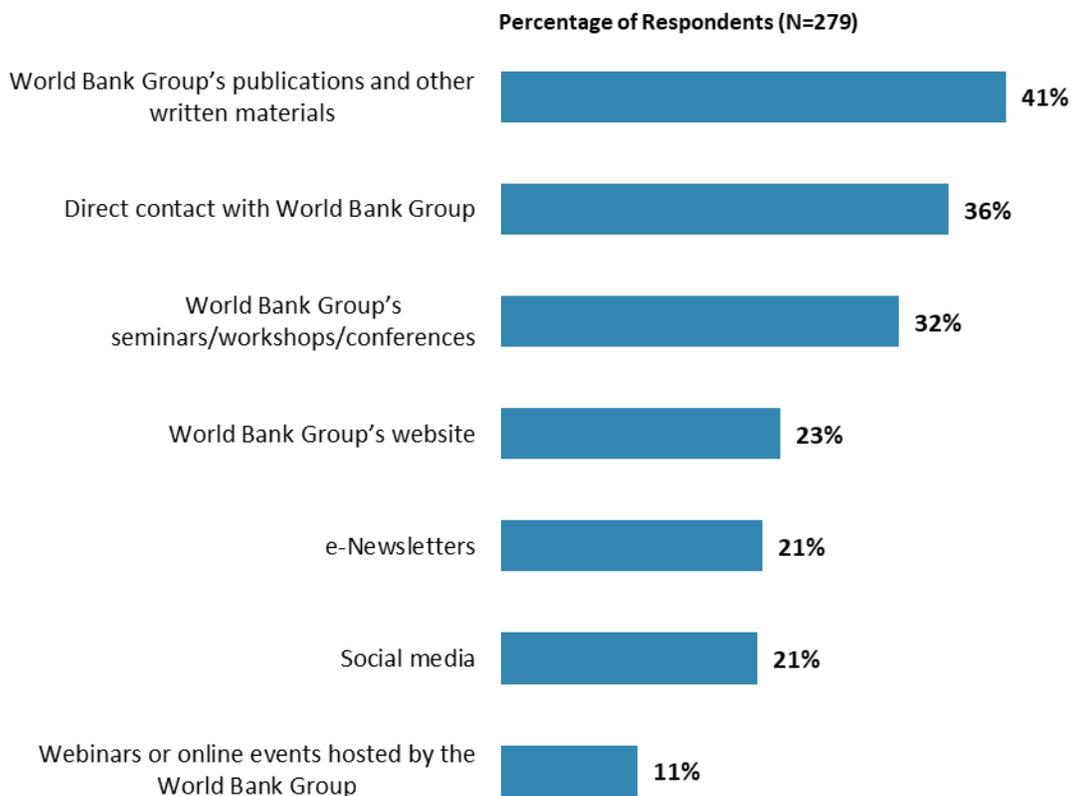


X. Communication and Outreach (continued)

Note: When considering communication methods for the World Bank Group’s future outreach, please see Appendix A (page 37) for reported frequency of interactions with key forms of World Bank Group communications.

Preferred Information Sources

- **Year comparison:** Respondents in the previous FY’17 Country Survey indicated that they would prefer to receive information from the WBG through “*e-Newsletters*” (47%), “*WBG’s seminars/workshops/conferences*” (32%), and “*WBG’s publications and other written materials*” (32%), and via “*direct contact with World Bank Group*” (30%).



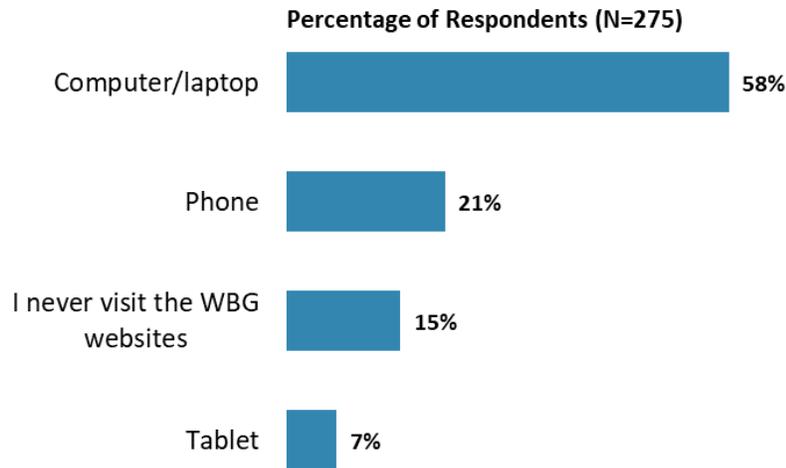
**"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)"**

(Respondents chose from a list. Responses combined.)



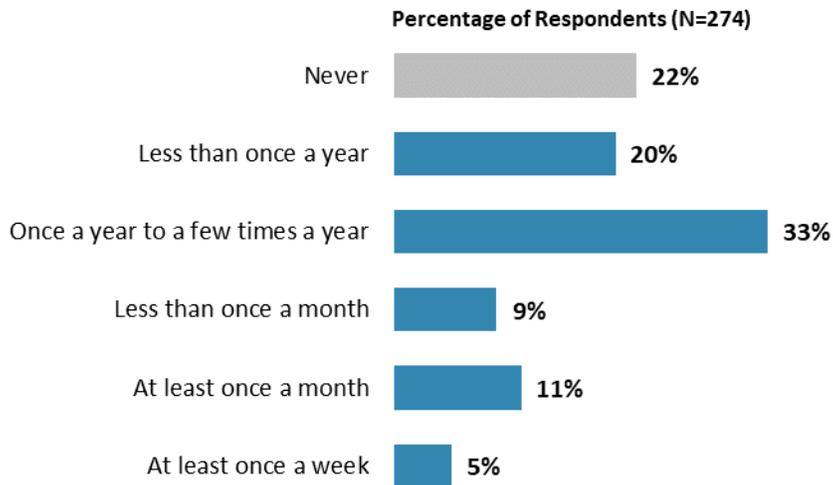
X. Communication and Outreach (continued)

Devices used to access WBG website



"What do you use primarily when visiting a World Bank Group website?"
(Respondents chose from a list. No response on Tablet)

WBG Interaction Frequency



"How frequently do you interact with the World Bank Group now in Madagascar?"
(Respondents chose from a list.)



XI. Appendices

A. Responses to All Questions Across All Respondents	37
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Appendix A: Responses to All Questions across All Respondents (N=309)

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. Overall Context

1. In general, would you say that Madagascar is headed in ... ?	Percentage of Respondents (N=300)
The right direction	44.0%
The wrong direction	19.0%
Not sure	37.0%

2. Do you think that economic opportunity for citizens in Madagascar is ... ?	Percentage of Respondents (N=301)
Increasing	32.2%
Decreasing	26.9%
Staying about the same	40.9%

3. Listed below are a number of development priorities in Madagascar. Please identify which of the following you consider the most important development priorities in Madagascar. (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=297)
Education	41.1%
Job creation/employment	27.9%
Energy	27.9%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	25.6%
Health	25.3%
Transport (e.g., roads, bridges, transportation)	16.2%
Poverty reduction	14.8%
Water and sanitation	14.1%
Climate change (e.g., mitigation, adaptation)	13.1%
Nutrition and food security	12.5%
Anti-corruption	12.1%
Information and communications technology	9.1%
Agriculture and rural development (e.g., fisheries, land tenure)	8.8%
Private sector development	7.1%
Tourism	6.7%
Economic growth	6.4%
Judiciary reform	6.4%
Natural resource management (e.g., forests, biodiversity, mineral resources)	5.4%
Social protection (e.g., pensions, targeted social assistance)	4.4%
Equality of opportunity (i.e., social inclusion)	3.4%
Urban development	2.7%
Global pandemics (e.g., COVID-19)	2.7%
Disaster risk management	2.4%
Gender equity (closing the gap between women and men, and boys and girls)	1.7%
Trade and exports	1.3%



A. Overall Context (continued)

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 Madagascar? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=300)
Agriculture and rural development (e.g., fisheries, land tenure)	45.7%
Job creation/employment	33.3%
Education	30.7%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	28.0%
Anti-corruption	25.7%
Transport (e.g., roads, bridges, transportation)	18.3%
Natural resource management (e.g., forests, biodiversity, mineral resources)	17.7%
Health	14.7%
Energy	14.0%
Economic growth	12.7%
Private sector development	9.3%
Social protection (e.g., pensions, targeted social assistance)	7.0%
Nutrition and food security	6.7%
Information and communications technology	5.3%
Judiciary reform	5.0%
Trade and exports	4.7%
Water and sanitation	4.3%
Equality of opportunity (i.e., social inclusion)	4.3%
Tourism	2.7%
Urban development	2.3%
Climate change (e.g., mitigation, adaptation)	1.7%
Global pandemics (e.g., COVID-19)	1.3%
Gender equity (closing the gap between women and men, and boys and girls)	1.0%
Disaster risk management	1.0%

5. Please describe the direction Madagascar is moving in, when considering ... ?	N	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)	293	17.1%	25.3%	28.0%	28.7%	1.0%
Equal opportunity for girls and boys, men and women	292	1.0%	7.9%	34.9%	48.3%	7.9%
Growing Madagascar's economy in a way that leads to jobs and employment	286	10.5%	25.9%	42.3%	21.0%	0.3%
The gap between the rich and the poor	289	42.6%	31.1%	16.6%	2.1%	7.6%
Making government more effective	288	13.5%	15.3%	37.5%	30.9%	2.8%
Anti-corruption	291	17.9%	17.5%	36.8%	25.4%	2.4%
Attracting new sources of foreign investment	282	5.3%	18.8%	44.7%	28.7%	2.5%



A. Overall Context (continued)

6. Listed below are global challenges. Which do you think have the most serious impact on Madagascar? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=293)
Environmental degradation	65.5%
The gap between the rich and the poor	44.0%
Jobs/employment	43.0%
Climate change	19.5%
Geo political uncertainty	10.6%
Fragility in Madagascar or neighboring countries	5.1%
Trade constraints	4.4%
Technology based disruption	2.7%

7. When economic and/or social reform efforts fail or are slow to take place in Madagascar, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=296)
Corruption	49.0%
Reforms are not well thought out in light of country challenges	30.4%
Political pressures and obstacles	28.7%
Poor coordination within the government	24.3%
Inadequate level of citizen/civil society participation	16.2%
Inadequate level of capacity in the government	15.5%
Inadequate level of donor coordination	10.8%
Inadequate level of government accountability	10.5%
Inadequate level of private sector participation	6.8%
Private sector involvement and/or influence	3.4%
Other	2.7%

8. 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)	Degree			
	N	DK	Mean	SD
1. The national/federal government	262	21	4.92	2.21
2. Bilateral organizations (e.g., AFD, JICA, GIZ, USAID)	276	16	6.62	2.03
3. The World Bank Group*	278	13	6.56	2.09
4. The International Monetary Fund	271	21	6.23	2.22
5. The United Nations (UN)	266	20	6.46	2.09
6. Regional development banks	243	39	6.00	1.98
7. Madagascar's Central Bank	252	29	5.93	2.12
8. International private sector	249	34	5.65	1.90
9. Domestic private sector	262	16	5.89	1.79
10. International civil society (e.g., NGOs, CBOs)	269	18	6.12	1.99
11. Domestic civil society (e.g., NGOs, CBOs)	277	10	5.89	1.96
12. Faith-based institutions	255	26	6.02	2.04
13. Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	272	14	5.21	2.10
14. International media and their web presence	257	27	5.45	1.93
15. Web based media (i.e., blogs, social media, other web-based news and information sources)	265	22	5.03	1.92

**A. Overall Context (continued)**

9. To what extent do you trust private sector to engage in public service delivery in Madagascar?	Percentage of Respondents (N=297)
To a very low degree	9.8%
To a somewhat low degree	34.7%
To a somewhat high degree	37.0%
To a very high degree	7.4%
Don't know	11.1%

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 Madagascar? (1-Not familiar at all, 10-Extremely familiar)	294	N/A	5.97	2.12

To what extent do you agree/disagree with the following statements about the World Bank Group's work in Madagascar? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
2. Overall the World Bank Group currently plays a relevant role in development in Madagascar*	279	17	6.67	2.17
3. The World Bank Group's work is aligned with what I consider the development priorities for Madagascar*	268	26	6.13	2.12

Effectiveness	N	DK	Mean	SD
4. Overall, please rate your impression of the World Bank Group's effectiveness in Madagascar*(1-Not effective at all, 10-very effective)	279	21	6.25	2.11

Achieving Development Results	N	DK	Mean	SD
5. To what extent does the World Bank Group's work help to achieve development results in Madagascar?*(1-To no degree at all, 10-To a very significant degree)	281	16	6.29	2.11

Influencing the Development Agenda	N	DK	Mean	SD
6. To what extent does the World Bank Group influence the development agenda in Madagascar?*(1-To no degree at all, 10-To a very significant degree)	282	18	6.83	2.11

7. To what extent do you believe that the World Bank Group's work and support help the poorest in Madagascar? (Select only ONE response)	Percentage of Respondents (N=296)
To a fully sufficient degree	10.8%
To a somewhat sufficient degree	50.7%
To a somewhat insufficient degree	25.3%
To a very insufficient degree	6.4%
Don't know	6.8%

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

8. When thinking about the World Bank Group's role in Madagascar, which activity do you VALUE the most? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=295)
Implementation support	47.5%
Financial resources	46.8%
Data and statistics	23.1%
Capacity development related to World Bank Group supported projects	16.9%
Technical assistance	13.2%
Policy advice, studies, analyses	11.5%
Donor coordination	11.2%
Promoting knowledge sharing	9.5%
Mobilizing third party financial resources	9.2%
Bringing together different groups of stakeholders	2.7%
Other	0.7%

9. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Madagascar? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=296)
Not enough public disclosure of its work	30.7%
World Bank Group's processes too slow and complex	23.0%
Too influenced by developed countries	16.2%
Not willing to honestly criticize policies and reform efforts in the country	15.5%
Not aligned with country priorities	15.5%
Not sufficiently focused on sustainable results	14.2%
Not adequately sensitive to political/social realities in Madagascar	12.2%
Not collaborating enough with private sector	9.5%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	7.8%
Inadequate World Bank Group's staffing in Madagascar	7.8%
Staff too inaccessible	7.4%
Not adequately flexible	7.1%
Arrogant in its approach	6.8%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	3.4%
Other	3.4%
Don't know	2.7%

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

10. When thinking about how the World Bank Group can have the most impact on development results in Madagascar, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Madagascar? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=299)
Education	40.5%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	25.8%
Transport (e.g., roads, bridges, transportation)	22.4%
Job creation/employment	19.4%
Poverty reduction	18.7%
Water and sanitation	16.7%
Private sector development	14.4%
Disaster risk management	13.7%
Energy	12.4%
Nutrition and food security	11.7%
Agriculture and rural development (e.g., fisheries, land tenure)	11.4%
Anti-corruption	11.4%
Health	11.0%
Urban development	10.4%
Social protection (e.g., pensions, targeted social assistance)	8.7%
Climate change (e.g., mitigation, adaptation)	8.4%
Equality of opportunity (i.e., social inclusion)	7.7%
Judiciary reform	5.7%
Economic growth	5.4%
Natural resource management (e.g., forests, biodiversity, mineral resources)	4.0%
Gender equity (closing the gap between women and men, and boys and girls)	2.0%
Tourism	1.7%
Trade and exports	1.7%
Global pandemics (e.g., COVID-19)	1.7%
Information and communications technology	0.7%

C. World Bank Group's Work and Engagement on the Ground

Staff Preparedness	N	DK	Mean	SD
1. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills mix and knowledge) to help Madagascar solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	264	27	6.27	2.15

**C. World Bank Group's Work and Engagement on the Ground (continued)**

To what extent is the World Bank Group an effective development partner in Madagascar, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Responsiveness to needs*	250	31	5.70	1.96
3. Flexibility (in terms of the institution's products and services)*	234	41	5.25	1.81
4. Flexibility (in terms of changing country circumstances)*	240	36	5.58	1.78
5. Being inclusive*	222	54	5.79	1.89
6. Openness (sharing data and other information)*	245	33	6.25	2.05
7. Collaboration with the Government*	248	33	6.92	1.81
8. The speed in which it gets things accomplished on the ground*	258	24	5.67	2.10
9. Helping to bring discipline/effective supervision to implementation of investment projects*	245	32	6.25	2.09
10. Collaboration with civil society*	225	51	5.73	1.95
11. Staff accessibility*	230	48	5.63	2.08
12. Collaboration with other donors and development partners*	216	56	6.32	1.93
13. Collaboration with the private sector*	221	52	5.83	1.88
14. Straightforwardness and honesty*	224	55	6.25	2.24
15. Treating clients and stakeholders in Madagascar with respect*	222	55	6.55	1.98
16. Being a long-term partner*	229	46	7.03	1.96

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
17. The World Bank Group disburses funds promptly	236	48	4.95	2.21
18. The World Bank Group effectively monitors and evaluates the projects and programs it supports	255	27	6.41	2.17
19. The World Bank Group's approvals and reviews are done in a timely fashion	238	42	5.88	1.89
20. The World Bank Group's Environmental and Social Framework requirements are reasonable	214	63	6.25	1.95
21. The World Bank Group's conditions on its lending are reasonable	199	78	5.70	2.30
22. The World Bank Group takes decisions quickly in Madagascar*	228	50	5.64	2.10
23. Working with the World Bank Group increases Madagascar's institutional capacity	246	36	6.12	2.19
24. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	215	63	6.41	2.14

To what extent do you agree/disagree with the following statements about the World Bank Group in Madagascar? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
26. The World Bank Group meets Madagascar's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	247	39	6.13	2.06

**C. World Bank Group's Work and Engagement on the Ground (continued)**

27. As part of IDA18, the World Bank Group has expanded (or developed) a number of financial instruments to respond to challenges in IDA countries. In general, how familiar are you with these new or expanded financial instruments in Madagascar? (Select only ONE response)	Percentage of Respondents (N=283)
Very familiar	4.9%
Somewhat familiar	31.1%
Somewhat unfamiliar	27.2%
Very unfamiliar	18.4%
Don't know	18.4%

How effectively does the World Bank Group support Madagascar's efforts ... ? (1-Not effectively at all, 10-Very effectively)	Effectiveness			
	N	DK	Mean	SD
28. To build stronger domestic resource mobilization systems in the Government (e.g., tax collection)	224	54	5.83	2.03
29. To develop better and stronger data collection/analytics systems within the Government	246	34	6.55	1.99
30. To strengthen the country's crisis preparedness	248	33	6.09	2.11
31. To identify and monitor risks	240	37	6.22	2.09

	N	DK	Mean	SD
32. How effectively does the World Bank Group's SCD and CPF activities support Madagascar's efforts to manage crisis related risks? (1-Not effectively at all, 10-Very effectively)	122	106	6.34	2.04

**D. World Bank Group's Support in Development Areas**

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 Madagascar? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance)	146	119	5.79	2.01
2. Private sector development	167	104	5.55	2.02
3. Education	195	77	6.21	2.13
4. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform, judiciary reform, anti-corruption)	207	64	5.85	2.01
5. Nutrition	176	92	6.36	2.06
6. Urban development	161	107	5.46	2.08
7. Energy	173	95	5.62	2.16
8. Health	181	89	6.22	2.24
9. Transport (e.g., roads, bridges, transportation)	178	92	5.80	2.24
10. Agriculture and rural development (e.g., fisheries, land tenure)	176	90	5.82	2.15
11. Trade and exports	135	131	5.50	2.07
12. Natural resource management (e.g., forests, biodiversity, mineral resources)	161	106	5.80	2.22
13. Climate change (e.g., mitigation, adaptation)	144	121	5.68	2.25
14. Poverty reduction	196	73	5.55	2.23
15. Economic growth	187	82	5.70	2.13
16. Disaster risk management	176	94	6.21	2.27

2. 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 (N=271)
Increased its emphasis recently	29.9%
Decreased its emphasis recently	11.4%
Emphasis has remained pretty consistent over time	31.0%
Don't know	27.7%

E. World Bank Group's Knowledge Work and Activities

1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	Percentage of Respondents (N=277)
Weekly	5.4%
Monthly	20.9%
A few times a year	40.8%
Rarely	25.6%
Never	7.2%

In Madagascar, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Are timely	211	63	5.88	1.77
3. Include appropriate level of stakeholder involvement during preparation	201	68	5.79	2.01
4. Lead to practical solutions	212	59	5.95	1.93
5. Are source of relevant information on global good practices	226	45	6.84	1.93
6. Are adequately disseminated	218	53	5.61	2.06
7. Are translated enough into local language	204	66	4.47	2.49
8. Are adaptable to Madagascar's specific development challenges and country circumstances*	219	52	5.88	2.03

**E. World Bank Group's Knowledge Work and Activities (continued)**

Overall Evaluations	N	DK	Mean	SD
9. 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)	248	30	6.06	2.04
10. 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)	241	39	6.72	1.84

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

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Madagascar? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=276)
Engage more directly with beneficiaries	30.8%
Reduce the complexity of obtaining World Bank Group financing	19.2%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	18.8%
Increase the level of capacity development in the country	16.3%
Engage more effectively with civil society (e.g., NGOs, CBOs)	14.5%
Offer more innovative financial products and services	14.5%
Collaborate more effectively with Government clients (e.g., national, state, local)	14.1%
Engage more effectively with private sector	13.8%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	11.6%
Work faster	11.2%
Provide more adequate data/knowledge/statistics/figures on Madagascar's economy	9.1%
Ensure greater selectivity in its work	7.6%
Improve the quality of its experts as related to Madagascar's specific challenges	5.4%
Offer more innovative knowledge products and services	5.1%
Other	1.8%

2. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=278)
Private sector	36.0%
Local government	36.0%
Beneficiaries	35.3%
NGOs/Community Based Organizations	24.5%
Academia/think tanks/universities	12.6%
Donor community	10.1%
Parliament	7.6%
Start-ups	7.6%
Youth groups	6.1%
Media	4.0%
Don't know	2.9%
Other	2.2%



G. Communication and Information Sharing

1. How frequently do you interact with the World Bank Group now in Madagascar?	Percentage of Respondents (N=274)
Never	21.5%
Less than once a year	19.7%
Once a year to a few times a year	33.2%
Less than once a month	9.1%
At least once a month	11.3%
At least once a week	5.1%

2. How do you get most of your information about economic and social development issues in Madagascar? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=280)
Internet	56.4%
Local television	32.9%
Local newspapers	28.2%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	22.9%
Periodicals	14.6%
Local radio	13.2%
International television	9.3%
International newspapers	8.6%
International radio	3.2%
Other	2.5%

3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=279)
World Bank Group's publications and other written materials	40.9%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	36.2%
World Bank Group's seminars/workshops/conferences	32.3%
World Bank Group's website	22.6%
e-Newsletters	21.1%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	20.8%
Webinars or online events hosted by the World Bank Group	11.1%

4. Which Internet connection do you use primarily when visiting a World Bank Group website?	Percentage of Respondents (N=275)
Computer/laptop	57.8%
Phone	20.7%
I never visit the WBG websites	14.9%
Tablet	6.5%

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

5. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?	N	Percentage of Respondents			
		Every few days	Every few weeks	Every few months	Not at all
Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	278	6.1%	23.4%	50.7%	19.8%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	266	6.8%	20.7%	48.1%	24.4%
Interacted with the WBG on Social Media (e.g., read a post or tweet, liked, commented, shared, retweeted)	266	4.1%	10.5%	16.5%	68.8%
Visited a WBG website (e.g., read a blog, used data)	266	3.0%	19.9%	47.7%	29.3%
Attended an event/conference hosted by the WBG	261	0.8%	5.7%	39.5%	54.0%
Watched a webinar or online event hosted by the WBG	264	0.8%	8.7%	23.5%	67.0%
Read some or all of a WBG research paper or publication	265	1.1%	15.1%	60.0%	23.8%
Met professionally with WBG staff	265	1.9%	12.5%	35.1%	50.6%
Read a WBG e-newsletter	261	1.5%	10.7%	34.5%	53.3%

H. Background Information

1. Which of the following best describes your current affiliation? (Select only ONE response)	Percentage of Respondents (N=303)
Employee of Ministry, Ministerial Department, Implementation Agency	15.2%
Office of Parliamentarian	12.9%
Local Government Office or Staff	9.2%
NGO/Community Based Organization	7.9%
Judicial System (e.g., courts)	7.6%
Office of Minister	6.3%
Academia/Research Institute/Think Tank	5.0%
Bilateral Agency (e.g., embassy, diplomatic, military)	4.6%
Independent Government Institution (i.e., regulatory agency, central bank/oversight institution)	4.0%
Private Sector Organization	3.6%
Media (press, radio, TV, web, etc.)	3.6%
Multilateral Agency (UN, regional development bank)	3.3%
Office of the President, Prime Minister	2.6%
Financial Sector/Private Bank	2.3%
Other	2.3%
Trade Union	2.0%
Project Management Unit overseeing implementation of WBG project/Consultant/Contractor working on WBG supported projects	1.3%
State-Owned Enterprise	1.3%
Start-ups	1.3%
Faith-Based Group	1.3%
Youth Group	1.3%
Private Foundation (e.g., Bill & Melinda Gates Foundation, Rockefeller Foundation)	1.0%

**H. Background Information (continued)**

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=296)
Governance, anti-corruption	10.5%
Education	10.1%
Health, nutrition	9.5%
Other	8.1%
Generalist (specialized in multiple sectors)	7.4%
Macroeconomics, fiscal management	6.8%
Agriculture, rural development	6.1%
Communications, public affairs	5.4%
Social protection	4.7%
Environment, natural resources	4.7%
Energy	4.1%
Urban development	4.1%
Trade and competitiveness	3.0%
Finance and markets	2.7%
Poverty	2.0%
Jobs	1.7%
Gender	1.7%
Transport	1.7%
Tourism	1.7%
Digital development and technology (ICT)	1.4%
Fragility, conflict, violence, refugees	1.0%
Climate change	0.7%
Water, sanitation	0.7%
Demographics, migration	0.3%

3. Currently, do you professionally collaborate/work with the World Bank Group (IDA, IFC, MIGA, ICSID) in Madagascar?	Percentage of Respondents (N=288)
Yes	34.4%
No	65.6%

4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Madagascar? (Select only ONE response)	Percentage of Respondents (N=96)
The World Bank (IDA)	90.6%
The International Finance Corporation (IFC)	7.3%
International Centre for Settlement of Investment Disputes (ICSID)	2.1%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%

5. Do your projects involve both the World Bank and the IFC?	Percentage of Respondents (N=143)
Yes	35.7%
No	64.3%

**H. Background Information (continued)**

6. Which of the following describes most of your exposure to the World Bank Group in Madagascar? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=275)
Collaborate as part of my professional duties	41.8%
Use World Bank Group reports/data	36.0%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	34.5%
Use World Bank Group website for information, data, research, etc.	27.3%
Engage in World Bank Group related/sponsored events/activities	15.6%

7. What's your gender?	Percentage of Respondents (N=302)
Female	32.8%
Male	67.2%

8. What's your age?	Percentage of Respondents (N=301)
25 and under	1.0%
26-35	11.6%
36-45	32.6%
46-55	27.6%
56 and above	27.2%

9. Which best represents your geographic location?	Percentage of Respondents (N=303)
Capital Antananarivo	78.5%
Regions	21.5%



Appendix B: Responses to Selected Questions by Stakeholder Groups¹³

- Office of President/PM/Minister N=27 ● Office of Parliamentarian N=39 ● Employee of a Ministry/PMU/Consultant on WBG Project N=50 ● Local Government N=28
- Other Government Institutions/Organizations N=16 ● Judicial System N=23 ● Bilateral/Multilateral Agency N=24 ● Private Sector N=22
- CSO N=41 ● Academia/Research Institute/Think Tank (Academia) N=15 ● Media N=11 ● Other N=7

A. Overall Context

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

Percentage of Respondents	Office of the President/PM/Minister	Office of Parliam.	Employee of a Ministry/PMU/Consultant	Local Government	Other Government Institutions	Judicial System	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
The right direction*	76.9%	50.0%	60.9%	67.9%	40.0%	26.1%	25.0%	31.8%	14.6%	30.8%	54.5%	14.3%
The wrong direction*	7.7%	21.1%	2.2%	3.6%	33.3%	17.4%	41.7%	22.7%	29.3%	38.5%	0.0%	42.9%
Not sure*	15.4%	28.9%	37.0%	28.6%	26.7%	56.5%	33.3%	45.5%	56.1%	30.8%	45.5%	42.9%

*Significantly different between stakeholder groups

¹³ Only 303 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

**A. Overall Context (continued)**

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

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Office of Parliam.	Employee of a Ministry/PMU/Consultant	Local Government	Other Government Institutions	Judicial System	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Energy	28.0%	37.1%	31.3%	22.2%	50.0%	18.2%	25.0%	31.8%	14.6%	23.1%	27.3%	42.9%
Water and sanitation	12.0%	14.3%	4.2%	18.5%	12.5%	27.3%	12.5%	18.2%	14.6%	0.0%	27.3%	28.6%
Job creation/employment	32.0%	28.6%	27.1%	51.9%	18.8%	36.4%	8.3%	22.7%	24.4%	15.4%	45.5%	28.6%
Health	24.0%	31.4%	27.1%	29.6%	6.3%	31.8%	8.3%	18.2%	34.1%	15.4%	36.4%	28.6%
Social protection	8.0%	5.7%	8.3%	3.7%	6.3%	0.0%	0.0%	0.0%	4.9%	0.0%	0.0%	14.3%
Gender equity	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%	0.0%	4.9%	0.0%	0.0%	14.3%
Private sector development*	4.0%	2.9%	8.3%	3.7%	25.0%	0.0%	4.2%	22.7%	4.9%	7.7%	9.1%	0.0%
Education	28.0%	40.0%	35.4%	25.9%	37.5%	45.5%	37.5%	40.9%	43.9%	76.9%	63.6%	57.1%
Public sector governance/reform*	44.0%	5.7%	31.3%	7.4%	43.8%	18.2%	50.0%	31.8%	14.6%	46.2%	18.2%	0.0%
Nutrition and food security	24.0%	11.4%	14.6%	11.1%	0.0%	22.7%	8.3%	13.6%	12.2%	7.7%	9.1%	0.0%
Urban development	0.0%	2.9%	2.1%	7.4%	0.0%	0.0%	0.0%	0.0%	9.8%	0.0%	0.0%	0.0%
Disaster risk management	0.0%	0.0%	6.3%	3.7%	0.0%	0.0%	8.3%	0.0%	2.4%	0.0%	0.0%	0.0%
Global pandemics	0.0%	2.9%	0.0%	11.1%	0.0%	9.1%	0.0%	0.0%	4.9%	0.0%	0.0%	0.0%
Judiciary reform	12.0%	11.4%	6.3%	3.7%	6.3%	9.1%	0.0%	4.5%	2.4%	7.7%	0.0%	0.0%
Economic growth	4.0%	5.7%	4.2%	0.0%	12.5%	4.5%	16.7%	13.6%	4.9%	7.7%	9.1%	0.0%
Equality of opportunity	0.0%	2.9%	2.1%	0.0%	6.3%	0.0%	0.0%	4.5%	9.8%	15.4%	0.0%	0.0%
Information and communications technology	16.0%	14.3%	2.1%	14.8%	0.0%	13.6%	0.0%	13.6%	4.9%	7.7%	9.1%	28.6%
Transport	8.0%	31.4%	16.7%	22.2%	18.8%	9.1%	20.8%	13.6%	7.3%	23.1%	0.0%	28.6%
Agriculture and rural development	12.0%	11.4%	16.7%	0.0%	0.0%	0.0%	4.2%	9.1%	14.6%	7.7%	9.1%	0.0%
Tourism*	8.0%	2.9%	6.3%	25.9%	0.0%	9.1%	0.0%	9.1%	4.9%	0.0%	9.1%	0.0%
Poverty reduction	16.0%	8.6%	25.0%	7.4%	6.3%	13.6%	25.0%	9.1%	17.1%	15.4%	9.1%	0.0%
Natural resource management*	4.0%	2.9%	2.1%	3.7%	6.3%	0.0%	25.0%	9.1%	7.3%	0.0%	0.0%	0.0%
Climate change	12.0%	25.7%	8.3%	14.8%	6.3%	13.6%	16.7%	0.0%	12.2%	0.0%	18.2%	28.6%
Anti-corruption*	0.0%	0.0%	12.5%	3.7%	25.0%	13.6%	25.0%	9.1%	24.4%	23.1%	0.0%	0.0%
Trade and exports*	0.0%	0.0%	0.0%	0.0%	12.5%	4.5%	0.0%	4.5%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups



A. Overall Context (continued)

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Office of Parliam.	Employee of a Ministry/PMU/ Consultant	Local Government	Other Government Institutions	Judicial System	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Inadequate level of donor coordination	11.5%	16.2%	16.3%	7.7%	0.0%	8.7%	4.2%	14.3%	10.3%	7.7%	10.0%	14.3%
Reforms are not well thought out in light of country challenges*	26.9%	21.6%	34.7%	11.5%	46.7%	52.2%	25.0%	23.8%	23.1%	61.5%	30.0%	28.6%
Poor coordination within the government	23.1%	27.0%	22.4%	30.8%	20.0%	17.4%	33.3%	33.3%	17.9%	15.4%	20.0%	57.1%
Inadequate level of government accountability	0.0%	13.5%	12.2%	11.5%	13.3%	4.3%	12.5%	4.8%	17.9%	15.4%	10.0%	0.0%
Inadequate level of capacity in the government	15.4%	18.9%	12.2%	7.7%	26.7%	13.0%	37.5%	14.3%	15.4%	7.7%	0.0%	14.3%
Corruption	38.5%	51.4%	38.8%	57.7%	33.3%	52.2%	50.0%	42.9%	59.0%	38.5%	60.0%	57.1%
Private sector involvement and/or influence	0.0%	2.7%	2.0%	7.7%	6.7%	0.0%	0.0%	4.8%	7.7%	7.7%	0.0%	0.0%
Political pressures and obstacles	30.8%	29.7%	34.7%	26.9%	46.7%	34.8%	29.2%	14.3%	12.8%	23.1%	60.0%	28.6%
Inadequate level of private sector participation	7.7%	5.4%	8.2%	7.7%	6.7%	0.0%	0.0%	23.8%	7.7%	0.0%	0.0%	0.0%
Inadequate level of citizen/civil society participation*	38.5%	10.8%	16.3%	23.1%	0.0%	8.7%	4.2%	19.0%	23.1%	23.1%	0.0%	0.0%
Other	7.7%	0.0%	0.0%	0.0%	0.0%	8.7%	4.2%	0.0%	5.1%	0.0%	10.0%	0.0%

*Significantly different between stakeholder groups

	Office of the President/ PM/Minister		Office of Parliam.		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institution		Judicial System		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent do you trust the World Bank Group to do what is right?*	26	6.81	34	6.76	47	6.96	21	7.90	15	6.60	19	5.21	24	6.96	20	5.10	35	6.60	15	5.47	10	5.90	7	7.00

(1-To no degree at all, 10-To a very significant degree) *Significantly different between stakeholder groups



B. Overall Attitudes Toward the World Bank Group

	Office of the President/ PM/Minister		Office of Parliam.		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institution		Judicial System		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
How familiar are you with the work of the World Bank Group in Madagascar?*	26	6.35	36	6.06	47	6.32	27	5.93	15	7.20	22	4.77	24	7.33	21	4.90	38	5.32	14	5.79	10	5.50	7	5.43

(1-Not familiar at all, 10-Extremely familiar) *Significantly different between stakeholder groups

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

	Office of the President/ PM/Minister		Office of Parliam.		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institution		Judicial System		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall the World Bank Group currently plays a relevant role in development in Madagascar*	25	7.52	36	6.86	46	7.02	25	7.44	15	6.73	19	5.74	24	7.13	19	5.58	34	6.44	15	5.47	10	5.70	7	6.57
The World Bank Group's work is aligned with what I consider the development priorities for Madagascar*	26	6.58	34	6.56	45	6.49	24	7.17	15	6.27	18	5.11	23	6.91	17	5.18	30	5.77	15	4.80	10	5.00	7	5.57

*Significantly different between stakeholder groups

	Office of the President/ PM/Minister		Office of Parliam.		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institution		Judicial System		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall, please rate your impression of the World Bank Group's effectiveness in Madagascar.*	26	6.65	36	6.33	45	7.07	25	7.56	15	6.47	20	5.25	23	6.30	19	4.89	34	5.79	14	5.14	10	5.10	7	6.57

(1-Not effective at all, 10-Very effective) *Significantly different between stakeholder groups



B. Overall Attitudes Toward the World Bank Group (continued)

	Office of the President/ PM/Minister		Office of Parliam.		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institution		Judicial System		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent does the World Bank Group's work help to achieve development results in Madagascar?*	26	6.77	36	6.83	45	7.13	26	7.12	15	6.27	20	5.15	24	6.04	19	5.11	34	5.88	14	5.36	10	5.10	7	6.57

(1-To no degree at all, 10-To a very significant degree) *Significantly different between stakeholder groups

	Office of the President/ PM/Minister		Office of Parliam.		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institution		Judicial System		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent does the World Bank Group influence the development agenda in Madagascar?*	27	7.37	36	7.08	46	7.37	25	7.20	15	7.33	20	5.65	23	6.83	20	5.75	35	6.77	14	6.57	10	5.70	6	7.00

(1-To no degree at all, 10-To a very significant degree) *Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Office of Parliam.	Employee of a Ministry/PMU/ Consultant	Local Government	Other Government Institutions	Judicial System	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Social protection	7.7%	18.9%	6.3%	3.6%	6.7%	8.7%	4.2%	0.0%	15.4%	6.7%	0.0%	14.3%
Gender equity	3.8%	0.0%	0.0%	3.6%	0.0%	8.7%	0.0%	0.0%	5.1%	0.0%	0.0%	0.0%
Private sector development	15.4%	13.5%	12.5%	14.3%	26.7%	13.0%	12.5%	23.8%	12.8%	13.3%	0.0%	14.3%
Education*	19.2%	43.2%	33.3%	32.1%	46.7%	26.1%	25.0%	42.9%	46.2%	73.3%	80.0%	71.4%
Public sector governance/reform	34.6%	13.5%	27.1%	14.3%	33.3%	13.0%	50.0%	19.0%	30.8%	13.3%	20.0%	14.3%
Nutrition and food security	19.2%	24.3%	12.5%	3.6%	0.0%	8.7%	12.5%	9.5%	10.3%	13.3%	0.0%	14.3%
Global pandemics	0.0%	2.7%	2.1%	0.0%	0.0%	4.3%	4.2%	0.0%	0.0%	0.0%	10.0%	0.0%
Urban development	15.4%	16.2%	12.5%	17.9%	13.3%	17.4%	4.2%	0.0%	2.6%	0.0%	10.0%	14.3%
Energy	7.7%	16.2%	14.6%	14.3%	20.0%	4.3%	16.7%	14.3%	5.1%	20.0%	10.0%	14.3%
Water and sanitation*	42.3%	21.6%	6.3%	39.3%	6.7%	30.4%	12.5%	4.8%	0.0%	0.0%	30.0%	28.6%
Job creation/employment*	7.7%	10.8%	25.0%	35.7%	13.3%	26.1%	8.3%	4.8%	23.1%	40.0%	10.0%	28.6%
Health*	11.5%	0.0%	22.9%	0.0%	0.0%	0.0%	8.3%	28.6%	17.9%	13.3%	10.0%	14.3%
Disaster risk management	23.1%	29.7%	8.3%	17.9%	0.0%	21.7%	12.5%	9.5%	5.1%	13.3%	10.0%	0.0%
Transport	15.4%	37.8%	18.8%	25.0%	33.3%	13.0%	29.2%	23.8%	10.3%	20.0%	20.0%	42.9%
Agriculture and rural development	7.7%	5.4%	18.8%	3.6%	6.7%	8.7%	8.3%	28.6%	10.3%	13.3%	30.0%	0.0%
Trade and exports	0.0%	0.0%	0.0%	0.0%	6.7%	4.3%	0.0%	4.8%	0.0%	6.7%	10.0%	0.0%
Equality of opportunity	11.5%	8.1%	4.2%	10.7%	13.3%	8.7%	0.0%	9.5%	2.6%	13.3%	10.0%	14.3%
Natural resource management	0.0%	2.7%	4.2%	3.6%	6.7%	0.0%	12.5%	0.0%	7.7%	0.0%	10.0%	0.0%
Climate change*	23.1%	5.4%	6.3%	10.7%	0.0%	21.7%	0.0%	4.8%	12.8%	0.0%	0.0%	0.0%
Poverty reduction*	15.4%	5.4%	22.9%	10.7%	13.3%	13.0%	45.8%	28.6%	23.1%	6.7%	10.0%	14.3%
Anti-corruption	11.5%	5.4%	18.8%	10.7%	6.7%	21.7%	16.7%	4.8%	10.3%	6.7%	10.0%	0.0%
Judiciary reform	0.0%	8.1%	8.3%	14.3%	0.0%	4.3%	4.2%	0.0%	5.1%	6.7%	10.0%	0.0%
Economic growth	7.7%	0.0%	6.3%	0.0%	13.3%	0.0%	8.3%	9.5%	12.8%	0.0%	0.0%	0.0%
Tourism	0.0%	0.0%	2.1%	0.0%	0.0%	4.3%	0.0%	4.8%	2.6%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	2.6%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

**C. World Bank Group's Work and Engagement on the Ground**

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

	Office of the President/ PM/Minister		Office of Parliam.		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institution		Judicial System		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Responsiveness to needs*	22	5.86	26	5.96	33	6.64	20	6.60	12	6.33	15	4.93	23	6.57	16	4.38	28	5.18	13	4.92	9	5.67	5	4.80
Flexibility (in terms of the institution's products and services)*	20	5.50	23	5.87	26	5.58	19	5.68	8	4.88	10	4.00	18	6.06	13	4.08	19	4.95	9	4.00	6	5.00	4	4.25
Flexibility (in terms of changing country circumstances)*	26	5.85	28	5.89	39	5.77	17	5.94	15	5.60	14	4.86	23	6.61	15	4.40	30	5.33	14	4.50	8	5.25	7	5.86
Being inclusive	25	6.36	24	5.79	34	6.32	15	6.20	14	6.64	15	5.13	20	6.10	16	4.94	28	5.25	14	5.36	8	5.50	6	5.00
Openness (sharing data and other information)*	25	6.52	26	6.38	40	6.85	19	7.21	15	6.67	15	5.00	23	6.74	18	4.78	31	5.71	15	6.40	8	5.50	6	5.67
Collaboration with the Government	26	6.92	32	7.09	41	7.32	21	7.05	13	6.85	14	6.21	22	7.14	15	5.80	31	7.19	14	7.07	8	6.00	7	6.29
The speed in which it gets things accomplished on the ground*	27	6.00	32	5.75	43	6.28	23	6.74	14	5.64	15	5.20	22	6.05	18	4.11	31	4.97	15	5.20	8	5.00	7	5.86
Helping to bring discipline/effective supervision to implementation of investment projects*	27	6.19	28	6.18	41	7.32	21	7.24	13	6.31	16	5.56	20	5.55	18	4.94	29	5.76	15	6.27	7	6.86	6	6.50
Collaboration with civil society	24	6.21	28	6.00	31	6.42	16	6.56	12	6.00	14	5.07	21	5.43	16	5.00	34	5.06	12	5.58	6	5.17	7	5.71
Staff accessibility*	24	5.54	28	5.54	35	6.23	19	6.89	13	5.92	12	4.83	24	6.83	18	4.17	29	4.79	12	5.17	6	5.17	6	5.17
Collaboration with other donors and development partners*	24	6.67	28	6.36	35	7.11	13	7.23	11	6.00	10	5.90	24	6.38	16	5.25	27	5.78	11	6.18	6	5.33	7	6.00
Collaboration with the private sector*	26	6.04	25	5.68	35	6.51	16	6.31	12	5.75	14	5.00	20	7.00	16	4.63	29	5.31	10	5.20	7	5.43	7	5.86
Straightforwardness and honesty*	27	6.63	25	6.88	35	6.63	19	7.26	12	5.75	13	5.15	23	6.65	16	5.19	27	6.00	10	5.30	7	5.00	6	5.50
Treating clients and stakeholders in Madagascar with respect*	26	7.15	25	6.60	37	7.08	16	7.06	13	6.77	13	5.69	21	7.05	15	5.80	30	6.23	12	5.67	7	5.57	4	4.75
Being a long-term partner*	25	7.52	26	6.96	34	7.82	19	7.79	14	7.21	14	6.71	23	7.26	16	6.00	29	6.55	12	6.50	8	6.13	6	5.67

*Significantly different between stakeholder groups



C. World Bank Group's Work and Engagement on the Ground (continued)

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

	Office of the President/ PM/Minister		Office of Parliam.		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institution		Judicial System		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank Group takes decisions quickly in Madagascar*	25	5.64	28	5.07	38	6.92	15	6.40	12	6.00	16	4.94	22	6.95	16	4.25	27	4.85	12	5.33	8	4.38	5	4.60
Where country systems are adequate, the World Bank Group makes appropriate use of them	25	7.00	28	6.36	36	6.75	16	7.00	12	7.25	13	5.54	18	6.56	12	6.08	27	5.67	10	6.00	7	6.14	7	6.14

*Significantly different between stakeholder groups

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

	Office of the President/ PM/Minister		Office of Parliam.		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institution		Judicial System		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank Group's financial instruments meet the needs of Madagascar*	26	6.46	31	5.94	41	6.88	18	6.44	14	6.00	18	5.00	19	6.42	17	4.76	30	5.03	14	4.71	9	5.22	6	5.17
The World Bank Group meets Madagascar's needs for knowledge services*	27	6.56	31	5.87	41	6.88	16	6.63	14	6.86	17	5.24	21	6.67	17	5.76	30	5.37	14	5.71	9	5.00	6	5.83

*Significantly different between stakeholder groups

E. World Bank Group's Knowledge Work and Activities

How frequently do you consult World Bank Group's knowledge work and activities in the work you do?

Percentage of Respondents	Office of the President/ PM/Minister	Office of Parliam.	Employee of a Ministry/PMU/ Consultant	Local Government	Other Government Institutions	Judicial System	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Weekly	11.1%	5.9%	4.5%	12.0%	6.7%	0.0%	4.8%	0.0%	2.9%	0.0%	25.0%	0.0%
Monthly	25.9%	17.6%	22.7%	32.0%	13.3%	4.3%	38.1%	15.8%	20.0%	15.4%	12.5%	0.0%
A few times a year*	37.0%	32.4%	36.4%	8.0%	73.3%	26.1%	52.4%	47.4%	57.1%	61.5%	50.0%	57.1%
Rarely	25.9%	35.3%	27.3%	36.0%	6.7%	43.5%	4.8%	21.1%	20.0%	15.4%	12.5%	42.9%
Never*	0.0%	8.8%	9.1%	12.0%	0.0%	26.1%	0.0%	15.8%	0.0%	7.7%	0.0%	0.0%

*Significantly different between stakeholder groups



E. World Bank Group's Knowledge Work and Activities (continued)

	Office of the President/ PM/Minister		Office of Parliam.		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institution		Judicial System		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
In Madagascar, to what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Madagascar's specific development challenges and country circumstances*	25	6.40	24	4.75	34	6.50	18	5.89	13	5.62	12	5.08	21	6.76	13	5.77	31	6.03	11	5.36	7	5.43	6	5.17

(1-To no degree at all, 10-To a very significant degree) *Significantly different between stakeholder groups

	Office of the President/ PM/Minister		Office of Parliam.		Employee of a Ministry/PMU/ Consultant		Local Government		Other Government Institution		Judicial System		Bilateral/ Multilateral Agency		Private Sector		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	26	6.77	31	5.71	40	6.90	22	6.41	14	6.14	17	5.00	20	6.35	16	4.94	31	6.00	11	5.27	8	5.63	7	6.00
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	25	7.28	31	5.74	37	7.35	21	7.19	15	6.93	17	6.00	22	7.27	15	6.07	29	6.83	11	6.36	7	6.71	6	6.17

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality) *Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Office of Parliam.	Employee of a Ministry/PMU/ Consultant	Local Government	Other Government Institutions	Judicial System	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Help to bring discipline/effective supervision to implementation of World Bank Group projects	11.5%	21.2%	16.3%	18.5%	33.3%	31.8%	22.7%	15.8%	8.3%	23.1%	25.0%	16.7%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN*	7.7%	6.1%	14.0%	0.0%	0.0%	0.0%	54.5%	15.8%	13.9%	0.0%	12.5%	0.0%
Offer more innovative financial products and services	26.9%	21.2%	11.6%	18.5%	13.3%	0.0%	0.0%	21.1%	13.9%	23.1%	0.0%	16.7%
Ensure greater selectivity in its work	0.0%	3.0%	2.3%	7.4%	6.7%	18.2%	13.6%	5.3%	13.9%	7.7%	25.0%	0.0%
Provide more adequate data/knowledge/statistics/figures on Madagascar's economy	7.7%	3.0%	7.0%	3.7%	0.0%	13.6%	13.6%	15.8%	11.1%	0.0%	25.0%	33.3%
Engage more effectively with civil society*	3.8%	12.1%	7.0%	11.1%	0.0%	13.6%	13.6%	5.3%	47.2%	23.1%	12.5%	16.7%
Increase the level of capacity development in the country	15.4%	9.1%	25.6%	11.1%	33.3%	22.7%	22.7%	10.5%	5.6%	23.1%	0.0%	16.7%
Engage more directly with beneficiaries	23.1%	42.4%	34.9%	37.0%	20.0%	40.9%	9.1%	31.6%	25.0%	30.8%	25.0%	66.7%
Improve the quality of its experts as related to Madagascar's specific challenges	7.7%	3.0%	4.7%	3.7%	6.7%	0.0%	4.5%	0.0%	5.6%	23.1%	12.5%	0.0%
Engage more effectively with private sector*	11.5%	24.2%	4.7%	11.1%	26.7%	9.1%	4.5%	42.1%	8.3%	15.4%	0.0%	0.0%
Offer more innovative knowledge products and services	11.5%	3.0%	2.3%	3.7%	6.7%	0.0%	4.5%	0.0%	5.6%	23.1%	0.0%	16.7%
Collaborate more effectively with Government clients	30.8%	18.2%	16.3%	22.2%	20.0%	9.1%	9.1%	0.0%	5.6%	0.0%	25.0%	0.0%
Work faster	7.7%	3.0%	14.0%	3.7%	13.3%	13.6%	9.1%	31.6%	16.7%	0.0%	25.0%	0.0%
Reduce the complexity of obtaining World Bank Group financing	23.1%	30.3%	23.3%	33.3%	20.0%	18.2%	4.5%	5.3%	13.9%	0.0%	12.5%	16.7%
Other	0.0%	0.0%	4.7%	3.7%	0.0%	0.0%	9.1%	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 Madagascar (continued)**

In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Office of Parliam.	Employee of a Ministry/PMU/Consultant	Local Government	Other Government Institutions	Judicial System	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Private sector*	38.5%	35.5%	40.0%	17.9%	46.7%	27.3%	31.8%	73.7%	30.6%	23.1%	50.0%	14.3%
Local government*	61.5%	45.2%	35.6%	57.1%	33.3%	31.8%	31.8%	10.5%	25.0%	7.7%	25.0%	42.9%
Beneficiaries	26.9%	29.0%	51.1%	39.3%	40.0%	45.5%	31.8%	42.1%	16.7%	23.1%	37.5%	28.6%
Youth groups	0.0%	12.9%	2.2%	7.1%	0.0%	0.0%	0.0%	5.3%	16.7%	7.7%	12.5%	14.3%
Donor community*	3.8%	3.2%	8.9%	0.0%	0.0%	13.6%	68.2%	5.3%	5.6%	7.7%	0.0%	0.0%
NGOs/Community Based Organizations*	15.4%	19.4%	15.6%	21.4%	26.7%	9.1%	13.6%	15.8%	72.2%	23.1%	12.5%	42.9%
Start-ups*	11.5%	3.2%	13.3%	3.6%	6.7%	4.5%	0.0%	15.8%	0.0%	15.4%	37.5%	0.0%
Media	3.8%	0.0%	2.2%	0.0%	0.0%	4.5%	4.5%	5.3%	11.1%	0.0%	25.0%	0.0%
Academia/think tanks/universities*	15.4%	3.2%	8.9%	0.0%	13.3%	9.1%	9.1%	10.5%	13.9%	69.2%	0.0%	42.9%
Parliament*	3.8%	48.4%	0.0%	0.0%	6.7%	4.5%	0.0%	0.0%	2.8%	0.0%	0.0%	0.0%
Other*	0.0%	0.0%	2.2%	0.0%	20.0%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%
Don't know*	0.0%	0.0%	4.4%	10.7%	0.0%	13.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

G. Communication and Information Sharing

How frequently do you interact with the World Bank Group now in Madagascar?

Percentage of Respondents	Office of the President/PM/Minister	Office of Parliam.	Employee of a Ministry/PMU/Consultant	Local Government	Other Government Institutions	Judicial System	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Never*	15.4%	38.2%	13.6%	30.4%	0.0%	52.2%	0.0%	31.6%	17.1%	7.7%	0.0%	57.1%
Less than once a year*	11.5%	17.6%	9.1%	39.1%	21.4%	17.4%	0.0%	21.1%	37.1%	38.5%	12.5%	0.0%
Once a year to a few times a year	38.5%	38.2%	22.7%	21.7%	57.1%	30.4%	18.2%	31.6%	42.9%	30.8%	37.5%	42.9%
Less than once a month	15.4%	5.9%	11.4%	0.0%	7.1%	0.0%	22.7%	15.8%	2.9%	15.4%	25.0%	0.0%
At least once a month*	15.4%	0.0%	25.0%	8.7%	14.3%	0.0%	45.5%	0.0%	0.0%	7.7%	12.5%	0.0%
At least once a week*	3.8%	0.0%	18.2%	0.0%	0.0%	0.0%	13.6%	0.0%	0.0%	0.0%	12.5%	0.0%

*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Office of Parliam.	Employee of a Ministry/PMU/Consultant	Local Government	Other Government Institutions	Judicial System	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Local radio*	3.8%	30.3%	8.9%	18.5%	6.7%	17.4%	0.0%	0.0%	11.1%	14.3%	12.5%	71.4%
International radio	0.0%	0.0%	2.2%	7.4%	0.0%	4.3%	4.5%	0.0%	5.6%	14.3%	0.0%	0.0%
Social media	15.4%	15.2%	24.4%	37.0%	33.3%	26.1%	4.5%	42.1%	25.0%	7.1%	25.0%	14.3%
International newspapers	7.7%	0.0%	6.7%	3.7%	6.7%	13.0%	18.2%	15.8%	8.3%	21.4%	0.0%	0.0%
Local television*	57.7%	45.5%	37.8%	44.4%	20.0%	39.1%	4.5%	10.5%	25.0%	14.3%	12.5%	42.9%
Internet*	34.6%	45.5%	62.2%	25.9%	73.3%	39.1%	81.8%	78.9%	75.0%	57.1%	75.0%	28.6%
Periodicals	26.9%	15.2%	17.8%	11.1%	13.3%	17.4%	9.1%	5.3%	5.6%	35.7%	12.5%	0.0%
International television	7.7%	18.2%	17.8%	3.7%	0.0%	0.0%	13.6%	10.5%	8.3%	7.1%	0.0%	0.0%
Local newspapers	34.6%	27.3%	15.6%	29.6%	33.3%	39.1%	50.0%	31.6%	22.2%	21.4%	25.0%	14.3%
Other	0.0%	0.0%	2.2%	0.0%	6.7%	0.0%	9.1%	0.0%	2.8%	7.1%	12.5%	0.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of the President/PM/Minister	Office of Parliam.	Employee of a Ministry/PMU/Consultant	Local Government	Other Government Institutions	Judicial System	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
World Bank Group's publications and other written materials	26.9%	50.0%	33.3%	37.0%	46.7%	36.4%	72.7%	36.8%	36.1%	35.7%	37.5%	33.3%
e-Newsletters*	30.8%	8.8%	28.9%	0.0%	13.3%	9.1%	27.3%	31.6%	33.3%	28.6%	25.0%	16.7%
World Bank Group's seminars/workshops/conferences	30.8%	35.3%	40.0%	55.6%	26.7%	27.3%	22.7%	21.1%	27.8%	14.3%	25.0%	33.3%
World Bank Group's website*	19.2%	26.5%	31.1%	3.7%	20.0%	36.4%	9.1%	10.5%	30.6%	35.7%	12.5%	0.0%
Direct contact with World Bank Group	38.5%	44.1%	22.2%	40.7%	26.7%	27.3%	54.5%	42.1%	33.3%	28.6%	50.0%	66.7%
Social media	19.2%	32.4%	11.1%	37.0%	20.0%	27.3%	4.5%	26.3%	13.9%	14.3%	37.5%	16.7%
Webinars or online events hosted by the World Bank Group	15.4%	2.9%	15.6%	7.4%	26.7%	13.6%	4.5%	15.8%	8.3%	21.4%	0.0%	0.0%

*Significantly different between stakeholder groups

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

What do you use primarily when visiting a World Bank Group website?* (Select only ONE response)

Percentage of Respondents	Office of the President/PM/Minister	Office of Parliam.	Employee of a Ministry/PMU/Consultant	Local Government	Other Government Institutions	Judicial System	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Phone	30.8%	48.5%	18.2%	24.0%	0.0%	26.1%	4.5%	15.8%	17.1%	0.0%	12.5%	0.0%
Tablet	0.0%	18.2%	2.3%	4.0%	13.3%	0.0%	4.5%	5.3%	5.7%	7.1%	0.0%	50.0%
Computer/Laptop	61.5%	21.2%	70.5%	40.0%	80.0%	30.4%	86.4%	68.4%	65.7%	78.6%	87.5%	16.7%
I never visit the WBG websites	7.7%	12.1%	9.1%	32.0%	6.7%	43.5%	4.5%	10.5%	11.4%	14.3%	0.0%	33.3%

*Significantly different between stakeholder groups

H. Background Information

Currently, do you professionally collaborate/work with the World Bank Group (IDA, IFC, MIGA, ICSID) in Madagascar?*

Percentage of Respondents	Office of the President/PM/Minister	Office of Parliam.	Employee of a Ministry/PMU/Consultant	Local Government	Other Government Institutions	Judicial System	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Yes	52.0%	5.6%	69.6%	30.4%	73.3%	8.7%	75.0%	35.0%	12.8%	7.7%	9.1%	0.0%
No	48.0%	94.4%	30.4%	69.6%	26.7%	91.3%	25.0%	65.0%	87.2%	92.3%	90.9%	100.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of the President/PM/Minister	Office of Parliam.	Employee of a Ministry/PMU/Consultant	Local Government	Other Government Institutions	Judicial System	Bilateral/Multilateral Agency	Private Sector	CSO	Academia	Media	Other
IDA	100.0%	0.0%	96.9%	100.0%	83.3%	0.0%	88.9%	71.4%	100.0%	100.0%	100.0%	100.0%
IFC	0.0%	100.0%	3.1%	0.0%	16.7%	0.0%	5.6%	28.6%	0.0%	0.0%	0.0%	0.0%
MIGA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
ICSID	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

**H. Background Information (continued)**

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

Percentage of Respondents (Responses combined)	Office of the President/ PM/Minister	Office of Parliam.	Employee of a Ministry/PMU/ Consultant	Local Government	Other Government Institutions	Judicial System	Bilateral/ Multilateral Agency	Private Sector	CSO	Academia	Media	Other
Observer*	20.8%	71.0%	4.3%	40.9%	6.7%	57.9%	12.5%	40.9%	45.0%	46.2%	30.0%	75.0%
Use World Bank Group reports/data	37.5%	32.3%	30.4%	18.2%	40.0%	26.3%	54.2%	27.3%	47.5%	46.2%	50.0%	25.0%
Engage in World Bank Group related/sponsored events/activities	8.3%	3.2%	28.3%	22.7%	26.7%	15.8%	20.8%	18.2%	5.0%	7.7%	10.0%	0.0%
Collaborate as part of my professional duties*	50.0%	9.7%	78.3%	40.9%	73.3%	15.8%	79.2%	27.3%	27.5%	15.4%	20.0%	0.0%
Use World Bank Group website for information, data, research, etc.	33.3%	38.7%	15.2%	13.6%	20.0%	31.6%	20.8%	22.7%	27.5%	38.5%	50.0%	50.0%

*Significantly different between stakeholder groups

**Appendix C: Responses to Indicator Questions by Collaboration with the WBG**

Indicator Question	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Not collaborating with the WBG	Collaborating with the WBG
To what extent do you trust the World Bank Group to do what is right?	6.26	6.93
Overall the World Bank Group currently plays a relevant role in development in Madagascar	6.36	7.09
The World Bank Group's work is aligned with what I consider the development priorities for Madagascar	5.74	6.69
Overall, please rate your impression of the World Bank Group's effectiveness in Madagascar	5.90	6.76
To what extent does the World Bank Group's work help to achieve development results in Madagascar?	5.98	6.70
To what extent does the World Bank Group influence the development agenda in Madagascar?	6.62	7.04
Responsiveness to needs	5.45	6.21
Flexibility (in terms of the institution's products and services)	5.09	5.52
Flexibility (in terms of changing country circumstances)	5.35	6.06
Being inclusive	5.57	6.28
Openness (sharing data and other information)	5.88	6.73
Collaboration with the Government	6.68	7.34
The speed in which it gets things accomplished on the ground	5.40	5.95
Helping to bring discipline/effective supervision to implementation of investment projects	6.01	6.61
Collaboration with civil society	5.54	6.04
Staff accessibility	5.23	6.32
Collaboration with other donors and development partners	6.16	6.67
Collaboration with the private sector	5.59	6.21
Straightforwardness and honesty	6.03	6.55
Treating clients and stakeholders in Madagascar with respect	6.19	7.07
Being a long-term partner	6.73	7.53
The World Bank Group takes decisions quickly in Madagascar	5.15	6.41
Where country systems are adequate, the World Bank Group makes appropriate use of them	6.16	6.84
The World Bank Group's financial instruments meet the needs of Madagascar	5.49	6.36
The World Bank Group meets Madagascar's needs for knowledge services	5.75	6.73
In Madagascar, to what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Madagascar's specific development challenges and country circumstances	5.52	6.37
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	5.87	6.35
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	6.50	7.02

Yellow highlight indicates significant difference between Yes and No means.



Appendix D: Madagascar FY21 COS Questionnaire



World Bank Group Country Survey FY 2021 – Madagascar

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

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

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

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

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

**SECTION A: OVERALL CONTEXT**

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

A2. Do you think that economic opportunity for citizens in Madagascar is ... ?	
1	Increasing
2	Decreasing
3	Staying about the same

A3. Listed below are a number of development priorities in Madagascar.			
Please identify which of the following you consider the most important development priorities in Madagascar. (Choose no more than THREE)			
1	Energy	14	Judiciary reform
2	Water and sanitation	15	Economic growth
3	Job creation/employment	16	Equality of opportunity (i.e., social inclusion)
4	Health	17	Information and communications technology
5	Social protection (e.g., pensions, targeted social assistance)	18	Transport (e.g., roads, bridges, transportation)
6	Gender equity (closing the gap between women and men, and boys and girls)	19	Agriculture and rural development (e.g., fisheries, land tenure)
7	Private sector development	20	Tourism
8	Education	21	Poverty reduction
9	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	22	Natural resource management (e.g., forests, biodiversity, mineral resources)
10	Nutrition and food security	23	Climate change (e.g., mitigation, adaptation)
11	Urban development	24	Anti-corruption
12	Disaster risk management	25	Trade and exports
13	Global pandemics (e.g., COVID-19)		

**SECTION A: OVERALL CONTEXT**

A4. Poverty reduction is a broad term that encompasses work in many different areas.			
Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Madagascar? (Choose no more than THREE)			
1	Information and communications technology	13	Health
2	Natural resource management (e.g., forests, biodiversity, mineral resources)	14	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
3	Agriculture and rural development (e.g., fisheries, land tenure)	15	Social protection (e.g., pensions, targeted social assistance)
4	Economic growth	16	Water and sanitation
5	Equality of opportunity (i.e., social inclusion)	17	Job creation/employment
6	Trade and exports	18	Disaster risk management
7	Climate change (e.g., mitigation, adaptation)	19	Private sector development
8	Transport (e.g., roads, bridges, transportation)	20	Education
9	Energy	21	Nutrition and food security
10	Judiciary reform	22	Urban development
11	Tourism	23	Global pandemics (e.g., COVID-19)
12	Anti-corruption	24	Gender equity (closing the gap between women and men, and boys and girls)

A5. Please describe the direction Madagascar 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 Madagascar'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"/>

A6. Listed below are global challenges. Which do you think have the most serious impact on Madagascar? (Choose no more than TWO)			
1	Environmental degradation	5	Climate change
2	Fragility in Madagascar or neighboring countries	6	Jobs/employment
3	Technology based disruption	7	Trade constraints
4	Geo political uncertainty	8	The gap between the rich and the poor

**SECTION A: OVERALL CONTEXT**

A7. When economic and/or social reform efforts fail or are slow to take place in Madagascar, which of the following would you attribute this to? (Choose no more than TWO)	
1	Inadequate level of donor coordination
2	Reforms are not well thought out in light of country challenges
3	Poor coordination within the government
4	Inadequate level of government accountability
5	Inadequate level of capacity in the government
6	Corruption
7	Private sector involvement and/or influence
8	Political pressures and obstacles
9	Inadequate level of private sector participation
10	Inadequate level of citizen/civil society participation
11	Other (please specify): _____

A8. 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., AFD, 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	The United Nations (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	Madagascar'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"/>

A9. To what extent do you trust private sector to engage in public service delivery in Madagascar?	
1	To a very low degree
2	To a somewhat low degree
3	To a somewhat high degree
4	To a very high degree
5	Don't know

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

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

To what extent do you agree/disagree with the following statements about the World Bank Group's work in Madagascar?																						
												Strongly disagree		Strongly agree		Don't know						
B2	Overall the World Bank Group currently plays a relevant role in development in Madagascar											1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B3	The World Bank Group's work is aligned with what I consider the development priorities for Madagascar											1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

B4. Overall, please rate your impression of the World Bank Group's effectiveness in Madagascar.											
1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
Not effective at all									Very effective		Don't know

B5. To what extent does the World Bank Group's work help to achieve development results in Madagascar?											
1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
To no degree at all									To a very significant degree		Don't know

B6. To what extent does the World Bank Group influence the development agenda in Madagascar?											
1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
To no degree at all									To a very significant degree		Don't know

B7. To what extent do you believe that the World Bank Group's work and support help the poorest in Madagascar? (Select only ONE response)	
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

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP****B8. When thinking about the World Bank Group's role in Madagascar, which activity do you VALUE the most? (Choose no more than TWO)**

1	Data and statistics
2	Promoting knowledge sharing
3	Implementation support
4	Mobilizing third party financial resources
5	Donor coordination
6	Bringing together different groups of stakeholders
7	Capacity development related to World Bank Group supported projects
8	Technical assistance
9	Policy advice, studies, analyses
10	Financial resources
11	Other (please specify): _____

B9. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Madagascar? (Choose no more than TWO)

1	Not enough public disclosure of its work
2	Arrogant in its approach
3	Inadequate World Bank Group's staffing in Madagascar
4	Not willing to honestly criticize policies and reform efforts in the country
5	Staff too inaccessible
6	Not collaborating enough with private sector
7	Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN
8	Not aligned with country priorities
9	Not adequately sensitive to political/social realities in Madagascar
10	Too influenced by developed countries
11	World Bank Group's processes too slow and complex
12	Not adequately flexible
13	Not sufficiently focused on sustainable results
14	Not collaborating enough with civil society (e.g., NGOs, CBOs)
15	Other (please specify): _____
16	Don't know

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

B10. When thinking about how the World Bank Group can have the most impact on development results in Madagascar, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Madagascar? (Choose no more than THREE)

1	Social protection (e.g., pensions, targeted social assistance)	14	Transport (e.g., roads, bridges, transportation)
2	Gender equity (closing the gap between women and men, and boys and girls)	15	Agriculture and rural development (e.g., fisheries, land tenure)
3	Private sector development	16	Trade and exports
4	Education	17	Equality of opportunity (i.e., social inclusion)
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	18	Natural resource management (e.g., forests, biodiversity, mineral resources)
6	Nutrition and food security	19	Climate change (e.g., mitigation, adaptation)
7	Global pandemics (e.g., COVID-19)	20	Poverty reduction
8	Urban development	21	Anti-corruption
9	Energy	22	Judiciary reform
10	Water and sanitation	23	Economic growth
11	Job creation/employment	24	Tourism
12	Health	25	Information and communications technology
13	Disaster risk management		

**SECTION C: WORLD BANK GROUP'S WORK AND ENGAGEMENT ON THE GROUND**

C1. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills mix and knowledge) to help Madagascar solve its most complicated development challenges?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all						To a very significant degree						Don't know

To what extent is the World Bank Group an effective development partner in Madagascar, in terms of each of the following?												
		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C2	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C3	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C4	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C5	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C6	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C7	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C8	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C9	Helping to bring discipline/effective supervision to implementation of investment projects	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C10	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C11	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C12	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C13	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C14	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C15	Treating clients and stakeholders in Madagascar with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C16	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

**SECTION C: WORLD BANK GROUP'S WORK AND ENGAGEMENT ON THE GROUND**

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	
C17	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C18	The World Bank Group effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C19	The World Bank Group's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C20	The World Bank Group's Environmental and Social Framework requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C21	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C22	The World Bank Group takes decisions quickly in Madagascar	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C23	Working with the World Bank Group increases Madagascar's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C24	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

To what extent do you agree/disagree with the following statements about the World Bank Group in Madagascar?												
		Strongly disagree								Strongly agree		Don't know
		1	2	3	4	5	6	7	8	9	10	
C25	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Madagascar	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C26	The World Bank Group meets Madagascar's needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

**SECTION C: WORLD BANK GROUP'S WORK AND ENGAGEMENT ON THE GROUND**

C27. As part of IDA18, the World Bank Group has expanded (or developed) a number of financial instruments to respond to challenges in IDA countries. These include the Crisis Response Window (CRW), Catastrophe Deferred Draw Down Option (CAT-DDO), and the Private Sector Window (PSW). In general, how familiar are you with these new or expanded financial instruments in Madagascar? (Select only ONE response)

1	Very familiar
2	Somewhat familiar
3	Somewhat unfamiliar
4	Very unfamiliar
5	Don't know

How effectively does the World Bank Group support Madagascar's efforts ... ?

		Not effectively at all										Very effectively	Don't know
		1	2	3	4	5	6	7	8	9	10		
C28	To build stronger domestic resource mobilization systems in the Government (e.g., tax collection)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C29	To develop better and stronger data collection/analytics systems within the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C30	To strengthen the country's crisis preparedness	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C31	To identify and monitor risks	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

C32. How effectively does the World Bank Group's SCD and CPF activities support Madagascar's efforts to manage crisis related risks? [Please only respond if you are familiar with the WBG's Systematic Country Diagnostic (SCD) and Country Partnership Framework (CPF)]

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
Not effectively at all										Very effectively	Don't know

**SECTION D: WORLD BANK GROUP'S SUPPORT IN DEVELOPMENT AREAS**

D1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Madagascar? (If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	Private sector development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	Education	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
4	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform, judiciary reform, anti-corruption)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
5	Nutrition	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
6	Urban development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
7	Energy	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
8	Health	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
9	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
10	Agriculture and rural development (e.g., fisheries, land tenure)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
11	Trade and exports	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
12	Natural resource management (e.g., forests, biodiversity, mineral resources)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
13	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
14	Poverty reduction	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
15	Economic growth	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
16	Disaster risk management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

D2. 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)?	
1	Increased its emphasis recently
2	Decreased its emphasis recently
3	Emphasis has remained pretty consistent over time
4	Don't know



SECTION E: WORLD BANK GROUP'S KNOWLEDGE WORK AND ACTIVITIES (i.e., analysis, studies, research, data, reports, conferences)

E1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	
1	Weekly
2	Monthly
3	A few times a year
4	Rarely
5	Never

In Madagascar, 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
E2	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E3	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E4	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E5	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E6	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E7	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E8	Are adaptable to Madagascar's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

E9. 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

E10. 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 F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN MADAGASCAR**

F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Madagascar? (Choose no more than TWO)	
1	Help to bring discipline/effective supervision to implementation of World Bank Group projects
2	Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN
3	Offer more innovative financial products and services
4	Ensure greater selectivity in its work
5	Provide more adequate data/knowledge/statistics/figures on Madagascar's economy
6	Engage more effectively with civil society (e.g., NGOs, CBOs)
7	Increase the level of capacity development in the country
8	Engage more directly with beneficiaries
9	Improve the quality of its experts as related to Madagascar's specific challenges
10	Engage more effectively with private sector
11	Offer more innovative knowledge products and services
12	Collaborate more effectively with Government clients (e.g., national, state, local)
13	Work faster
14	Reduce the complexity of obtaining World Bank Group financing
15	Other (please specify): _____

F2. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)			
1	Private sector	7	Start-ups
2	Local government	8	Media
3	Beneficiaries	9	Academia/think tanks/universities
4	Youth groups	10	Parliament
5	Donor community	11	Other (please specify): _____
6	NGOs/Community Based Organizations	12	Don't know

**SECTION G: COMMUNICATION AND INFORMATION SHARING****G1. How frequently do you interact with the World Bank Group now in Madagascar?**

1	Never
2	Less than once a year
3	Once a year to a few times a year
4	Less than once a month
5	At least once a month
6	At least once a week

G2. How do you get most of your information about economic and social development issues in Madagascar? (Choose no more than TWO)

1	Local radio	6	Internet
2	International radio	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): _____

G3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)

1	World Bank Group's publications and other written materials	5	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
2	e-Newsletters	6	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)
3	World Bank Group's seminars/workshops/conferences	7	Webinars or online events hosted by the World Bank Group
4	World Bank Group's website		

G4. What do you use primarily when visiting a World Bank Group website? (Select only ONE response)

1	Phone
2	Tablet
3	Computer/laptop
4	I never visit the WBG websites

**SECTION G: COMMUNICATION AND INFORMATION SHARING**

G5. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?		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"/>
9	Read a WBG e-newsletter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECTION H: BACKGROUND INFORMATION**

H1. Which of the following best describes your current affiliation? (Select only ONE response)			
1	Office of the President, Prime Minister	12	Private Sector Organization
2	Office of Minister	13	Financial Sector/Private Bank
3	Office of Parliamentarian	14	Start-ups
4	Employee of Ministry, Ministerial Department, Implementation Agency	15	Private Foundation (e.g., Bill & Melinda Gates Foundation, Rockefeller Foundation)
5	Project Management Unit (PMU) overseeing implementation of WBG project/ Consultant/Contractor working on WBG supported project/program	16	NGO/Community Based Organization
6	Local Government Office or Staff	17	Trade Union
7	Independent Government Institution (i.e., regulatory agency, central bank/oversight institution)	18	Faith-Based Group
8	Judicial System (e.g., courts)	19	Youth Group
9	State-Owned Enterprise	20	Academia/Research Institute/Think Tank
10	Bilateral Agency (e.g., embassy, diplomatic, military)	21	Media (press, radio, TV, web, etc.)
11	Multilateral Agency (UN, regional development bank)	22	Other (please specify): _____

H2. Please identify the primary specialization of your work. (Select only ONE response)			
1	Poverty	13	Agriculture, rural development
2	Macroeconomics, fiscal management	14	Urban development
3	Governance, anti-corruption	15	Transport
4	Education	16	Digital development and technology (ICT)
5	Health, nutrition	17	Tourism
6	Social protection	18	Fragility, conflict, violence, refugees
7	Jobs	19	Demographics, migration
8	Energy	20	Trade and competitiveness
9	Environment, natural resources	21	Finance and markets
10	Climate change	22	Communications, public affairs
11	Water, sanitation	23	Generalist (specialized in multiple sectors)
12	Gender	24	Other (please specify): _____

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

H4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Madagascar? (Select only ONE response)	
1	The World Bank (IDA)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	International Centre for Settlement of Investment Disputes (ICSID)

**SECTION H: BACKGROUND INFORMATION**

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 Madagascar? (Choose no more than TWO)	
1	Observer (i.e., follow in media, discuss in informal conversations, etc.)
2	Use World Bank Group reports/data
3	Engage in World Bank Group related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank Group website for information, data, research, etc.

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	Capital Antananarivo
2	Regions

Thank you for completing the survey!