



CountryOpinionSurveys

# FY 2024 Morocco

## Country Opinion Survey Report

# Acknowledgements

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

BI acknowledges the significant contribution from the Morocco country team and independent field agency, Averty. In particular, BI is grateful for the support from Estelle Allano (Senior External Affairs Officer) who coordinated the survey-related activities from Rabat, Morocco.



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# Objectives

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

- 1. Overall Context:** How familiar are stakeholders with the WBG? How much do they trust the WBG?
- 2. Key Indicators:** What opinion do key stakeholders have of the WBG regarding its effectiveness, relevance, alignment with Morocco's development priorities, and other key indicators? Are opinions improving or declining?
- 3. Development Priorities:** What areas of development are perceived to be the most important? Have the priorities changed over the past four years? How effective is the WBG perceived to be in these areas?
- 4. Engagement on the Ground:** How is the WBG perceived as a development partner in Morocco? Are opinions improving or declining?
- 5. Financial Instruments and Knowledge Work:** What do key stakeholders value the most regarding WBG's work in Morocco? What opinion do key stakeholders have of WBG financial instruments and knowledge products? Are opinions improving or declining? What are stakeholders' suggestions for improving WBG's effectiveness?
- 6. Communication and Outreach:** What are the preferred communication channels? Are there differences among stakeholder groups in terms of preferred channels?
- 7. Message Recall:** What key topics do stakeholders recall when the WBG communicates? Is there a relationship between message recall and views of the WBG's work?



# Methodology Overview

## ■ Fielded February – May 2024

- 517 potential participants were asked to complete a mostly quantitative survey
- Respondents completed the questionnaire online
- List of names provided by the WBG country team and supplemented by the field agency
- Process managed on the ground by the field agency

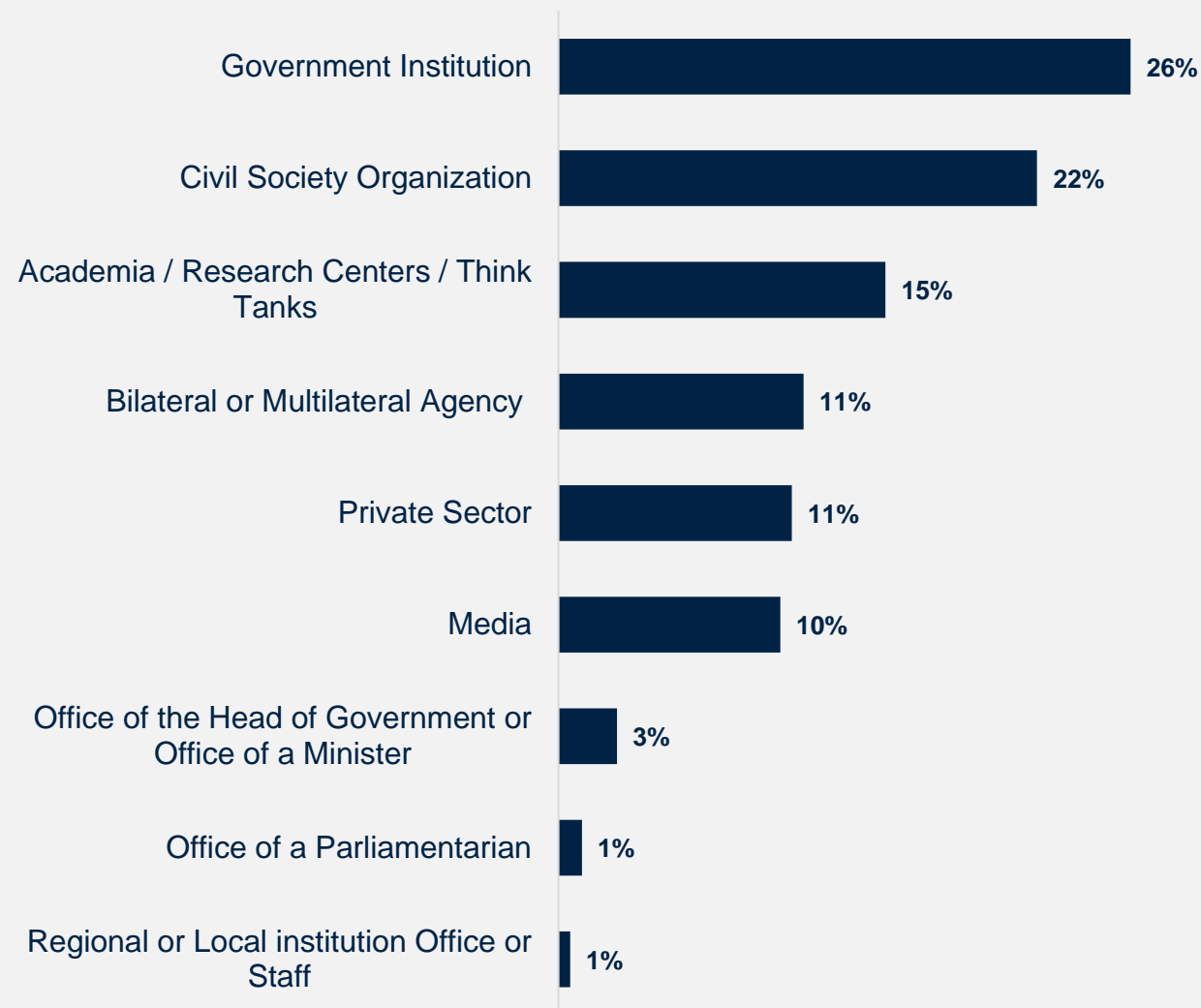
## ■ 186 participants (36% response rate)

- 88% from Rabat/Casablanca
- 69% currently collaborate with the WBG

## ■ Compared to FY19 Country Survey

- 148 participants (37% response rate)
- 73% from Central region
- 67% collaborated with the WBG

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



What is your primary current employment affiliation? (Select only 1 response)  
(Percentage of Respondents, N=186)

# Overall Context

*“Align with the orientations of the government's strategic plan to strengthen the effectiveness of sustainable development levers, social and capacity building of human capital. Establish concrete returns and tangible actions by strengthening the co-responsibility of the private and public sectors, and encourage national initiative in the areas of inclusion (access to employment opportunities, etc.), which should not be the exclusive monopoly of NGOs and international cooperation.”*

(Civil Society Respondent)



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In your opinion, what are the most important initiatives or actions the WBG could implement to increase its effectiveness in Morocco? (N=115)

# Consistent Familiarity with the World Bank Group

- Comparison of FY19 and FY24:** Respondents in this year’s Country Survey reported significantly higher familiarity with the Bank than those in the FY19 Survey. Mean familiarity:

**FY24 = 7.4**

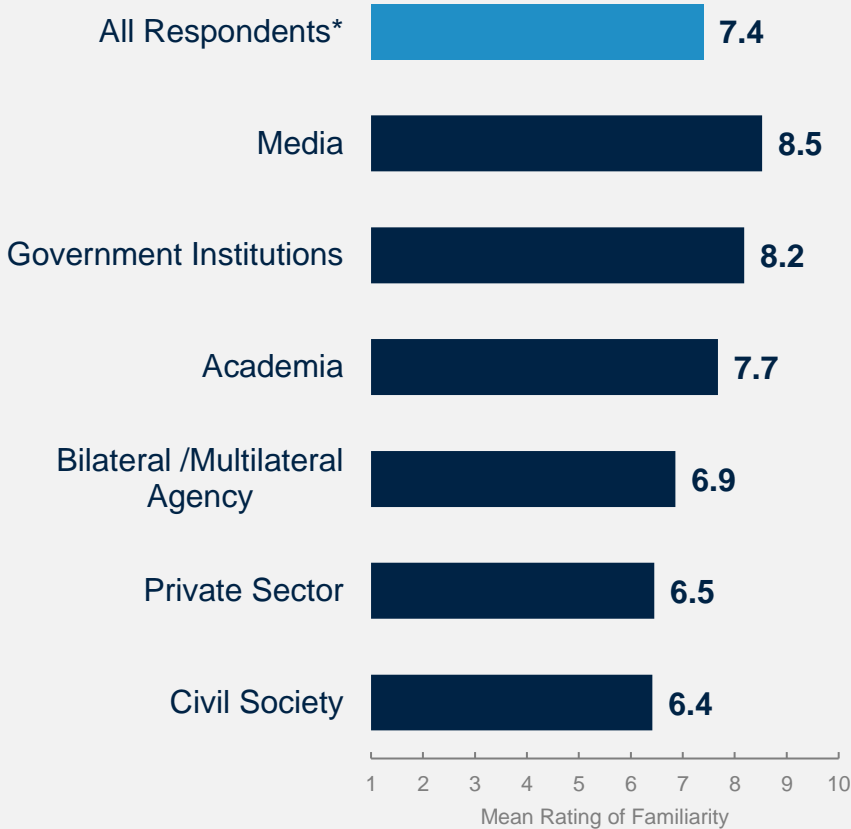
**FY19 = 6.0**

- Collaboration with the WBG:** Respondents who indicated that they collaborate with the WBG reported significantly higher levels of familiarity with the institution’s work:

Mean familiarity: **Collaborate with WBG = 7.9**

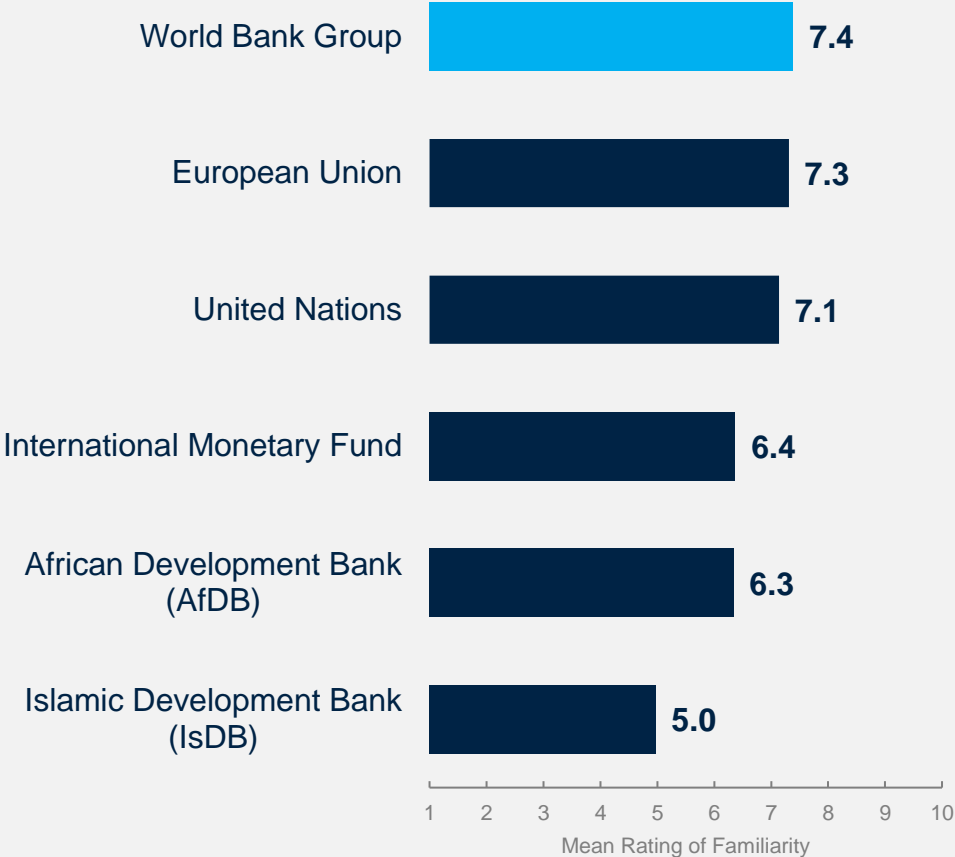
**Do not collaborate = 6.1**

- Stakeholders:** Respondents from media and government institutions indicated the highest levels of familiarity with the WBG, whereas respondents from civil society and the private sector reported much lower familiarity with its work.



# Stakeholders Most Familiar with the WBG and EU

- Respondents in this year’s Country Survey were asked to indicate their familiarity with the work of several international organizations and the World Bank Group. Of these organizations, respondents in Morocco indicated the highest levels of familiarity with the World Bank Group, followed by the European Union (EU) and United Nations (UN). Respondents were least familiar with the Islamic Development Bank (IsDB) work.



# *Overall Attitudes toward the World Bank Group*

*“The World Bank Group is a partner that provides financial and technical support to institutions to improve their governance system to achieve development goals. This perception is the result of 18 years of collaboration with the World Bank.”* (Government Institution Respondent)



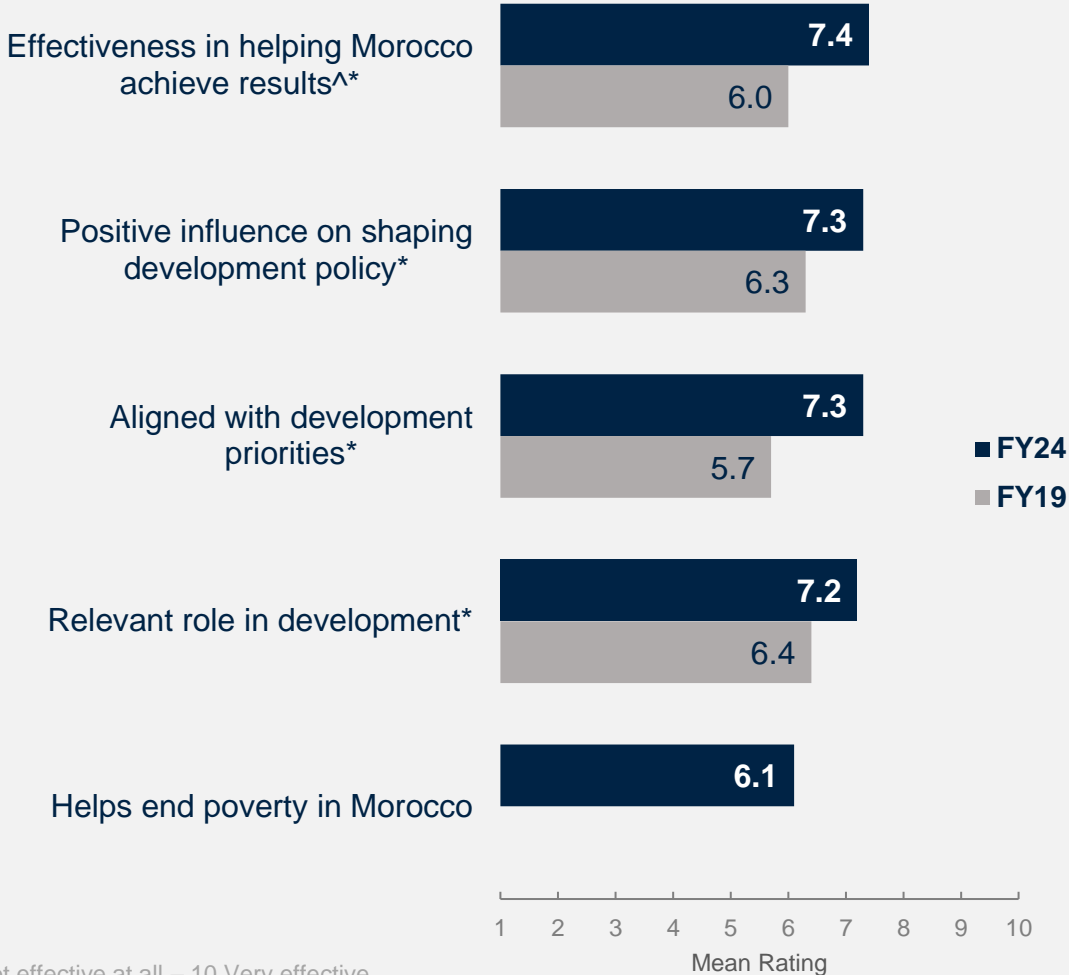
**WORLD BANK GROUP**



Please share what comes to your mind when you think about the World Bank Group in Morocco? Why do you have this perception?  
(Please be specific) (N=122)

# Key Performance Indicators Significantly Improving

In FY24, respondents gave higher ratings for the WBG's **effectiveness** in helping Morocco achieve development results, **positive influence** on shaping development policy, **alignment** with their development priorities, and relevance to development in Morocco than respondents in FY19.



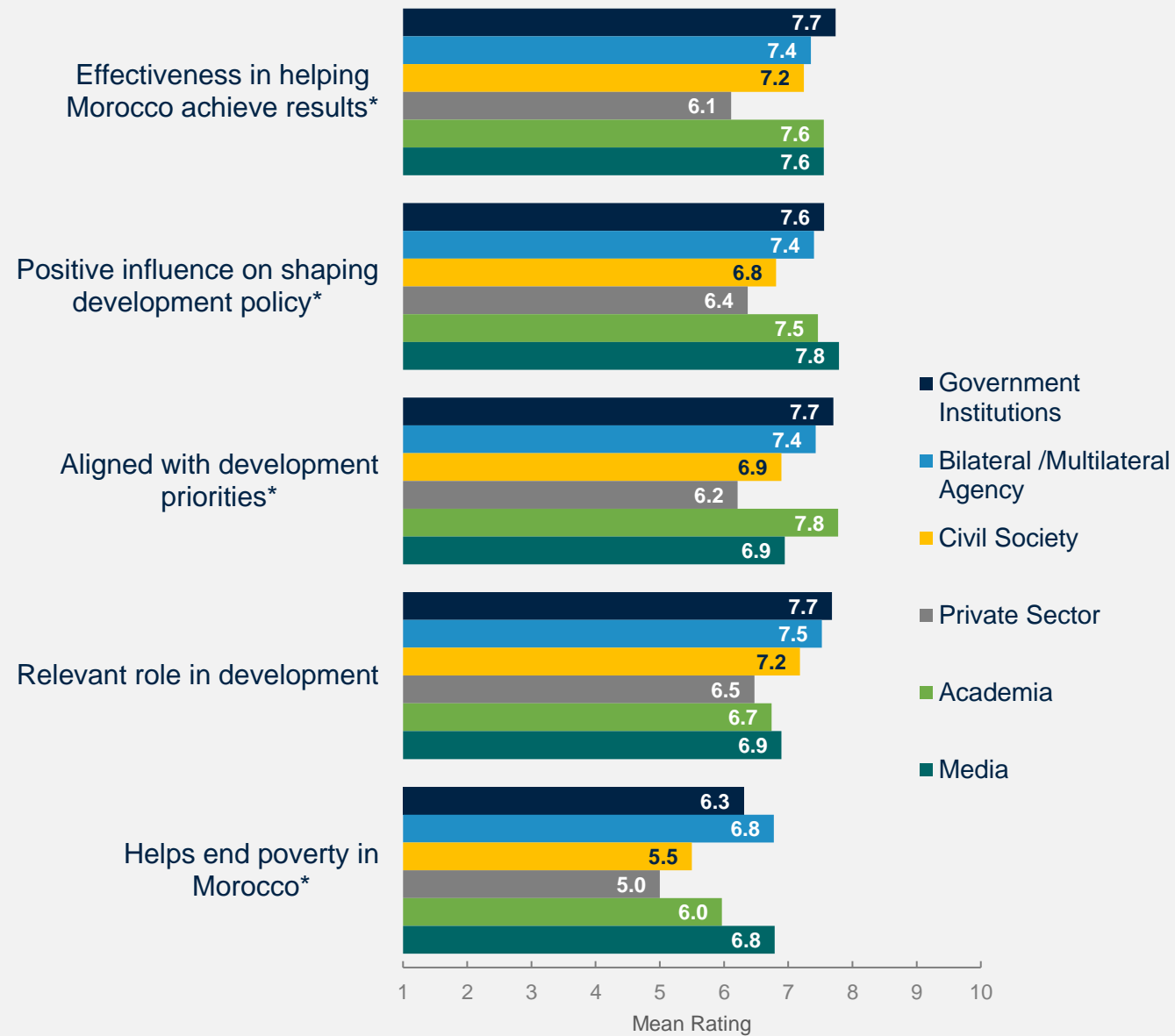
How effective is the WBG in helping Morocco achieve development results? Scale: 1 Not effective at all – 10 Very effective  
 The WBG has a positive influence on shaping the development policy in Morocco. Scale: 1 Strongly disagree – 10 Strongly agree  
 The WBG's work is aligned with what I consider the development priorities for Morocco. Scale: 1 Strongly disagree – 10 Strongly agree  
 The WBG currently plays a relevant role in development in Morocco. Scale: 1 Strongly disagree – 10 Strongly agree  
 The WBG's work helps end poverty in Morocco. Scale: 1 Strongly disagree – 10 Strongly agree

<sup>^</sup>Compared to a mean score of the two questions asked in FY19: "Overall, please rate your impression of the WBG's effectiveness in Morocco. Scale: 1 Not effective at all – 10 Very effective; To what extent does the WBG's work help to achieve development results in Morocco? Scale: 1 To no degree at all – 10 To a very significant degree \*Significant difference between years



# Government Institutions, Bilateral / Multilateral Agencies and Media Respondents Consistently Have More Positive Views of the WBG

Comparisons of ratings for key performance indicators between stakeholder groups show that respondents from government institutions, bilateral or multilateral agencies, and media gave the highest ratings for these key indicators of the WBG's performance. In contrast, respondents from the private sector gave significantly lower ratings.

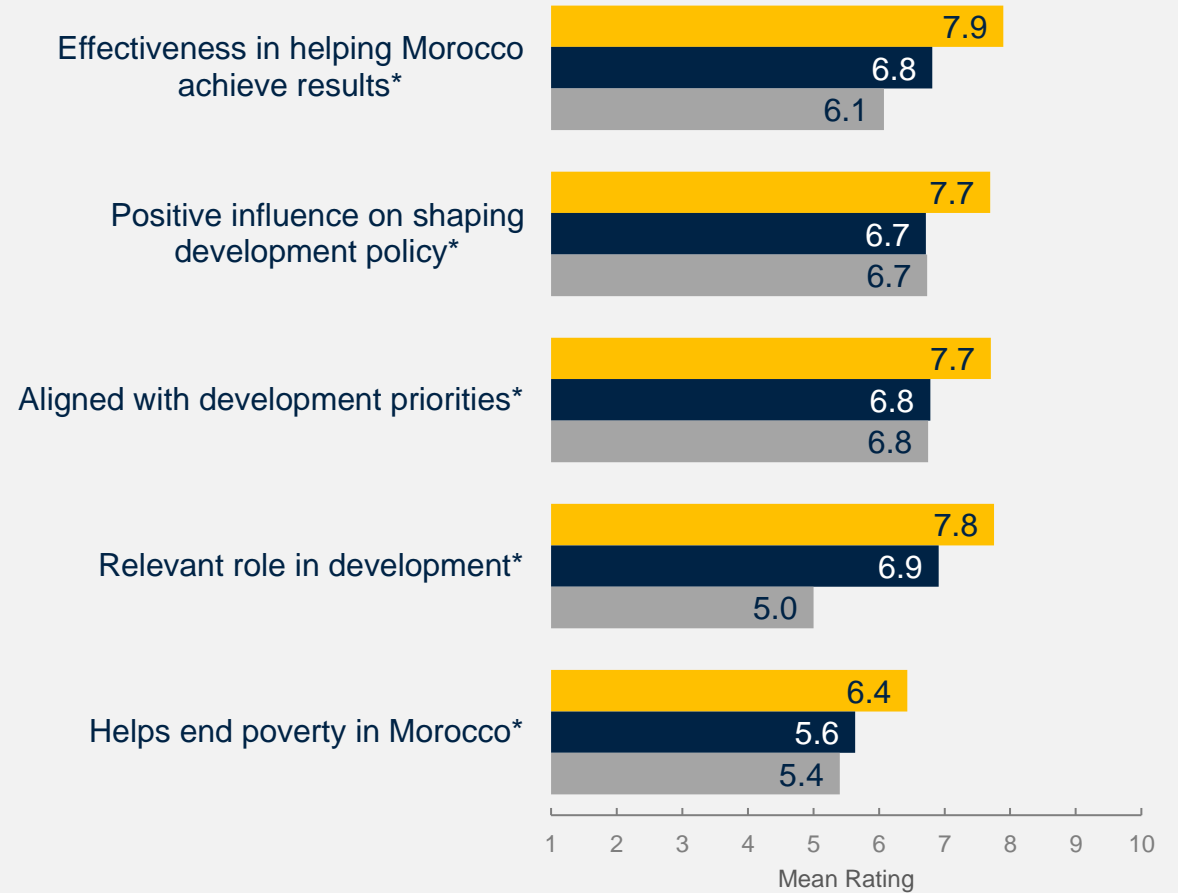


For question wording and scales, please see the previous slide.  
\*Significant difference between stakeholder groups

# Familiarity Leads to More Positive Perceptions

Comparing ratings of key performance indicators among respondents highly familiar with the WBG (ratings of 8-10 on a 10-point scale) and those with little familiarity with the WBG (ratings of 1-4 on a 10-point scale), one can see that the more familiar stakeholders are with the WBG, the more positive their perceptions of it and its work are.

**Meaningful engagement and outreach can continue to increase positive perceptions.**



**How familiar are you with the work of the WBG in Morocco?**  
 ■ High Familiarity (8-10) ■ Some Familiarity (5-7) ■ Low Familiarity (1-4)

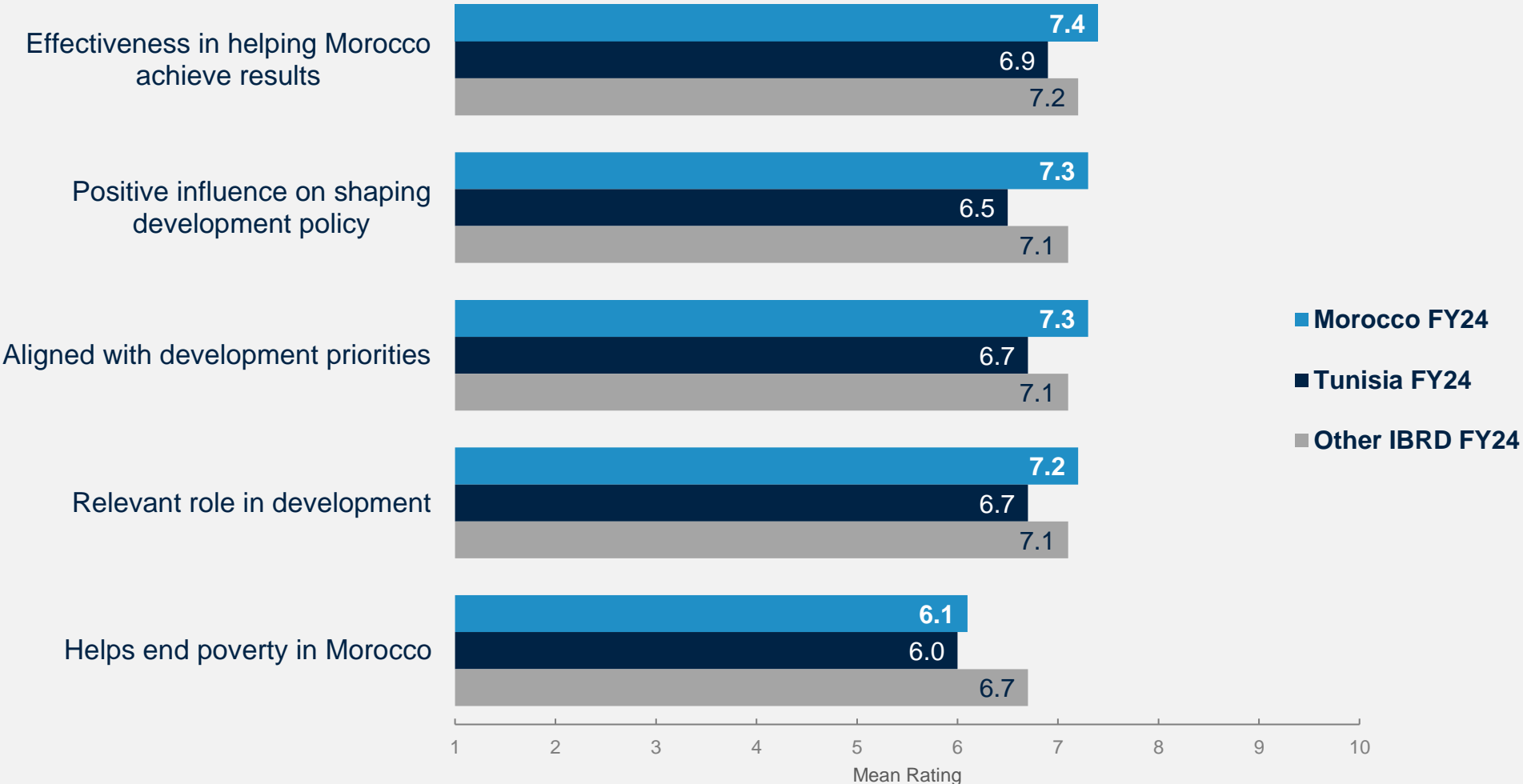


How effective is the WBG in helping Morocco achieve development results? Scale: 1 Not effective at all – 10 Very effective  
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 The WBG currently plays a relevant role in development in Morocco. Scale: 1 Strongly disagree – 10 Strongly agree  
 The WBG’s work helps end poverty in Morocco. Scale: 1 Strongly disagree – 10 Strongly agree

\*Significant difference between levels of familiarity



# Morocco is Higher than Other IBRD Countries Surveyed in FY24 and Tunisia on Most Key Performance Indicators

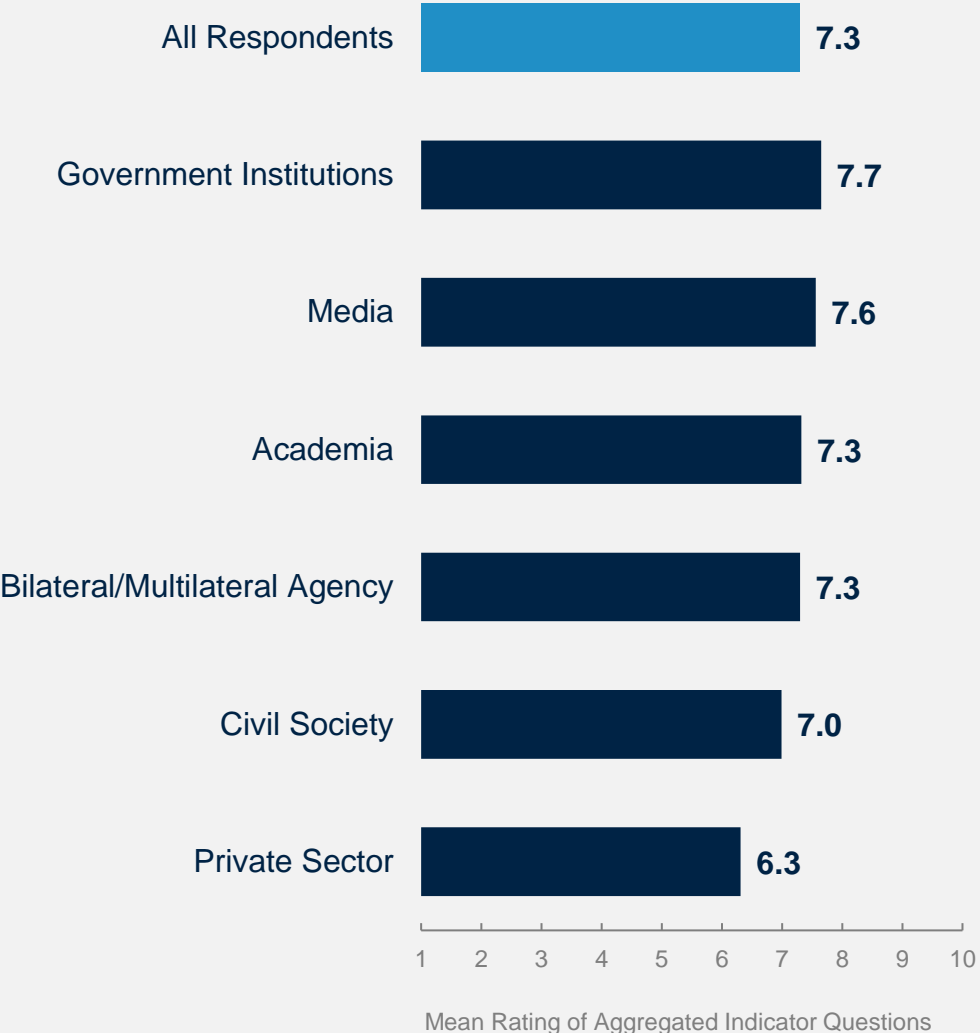


# Stakeholder Trends across Performance Indicators

Respondents from government institutions and media had the highest mean rating across the aggregated responses to the eighteen COS indicator questions. In contrast, respondents from the private sector had significantly lower ratings.

- **Collaboration with the WBG:** Respondents who indicated that they collaborate with the WBG gave significantly higher ratings across the aggregated indicator questions compared to respondents who do not collaborate with the WBG:

Mean rating:       **Collaborate with WBG = 7.5**  
                          **Do not collaborate = 6.8**



# ***World Bank Group's Support for Development Areas***

*"I strongly recommend taking the bottom-up approach and consulting not only with the government but also with known organizations based in Casablanca, Rabat. Grassroots work is highly needed and encouraged."*

(Civil Society Respondent)



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*In your opinion, what are the most important initiatives or actions the WBG could implement to increase its effectiveness in Morocco?*  
(N=115)

# Development Areas for WBG Focus

Education, social inclusion, and jobs were the top priorities for respondents in FY24, and where they want the WBG to prioritize its resources.

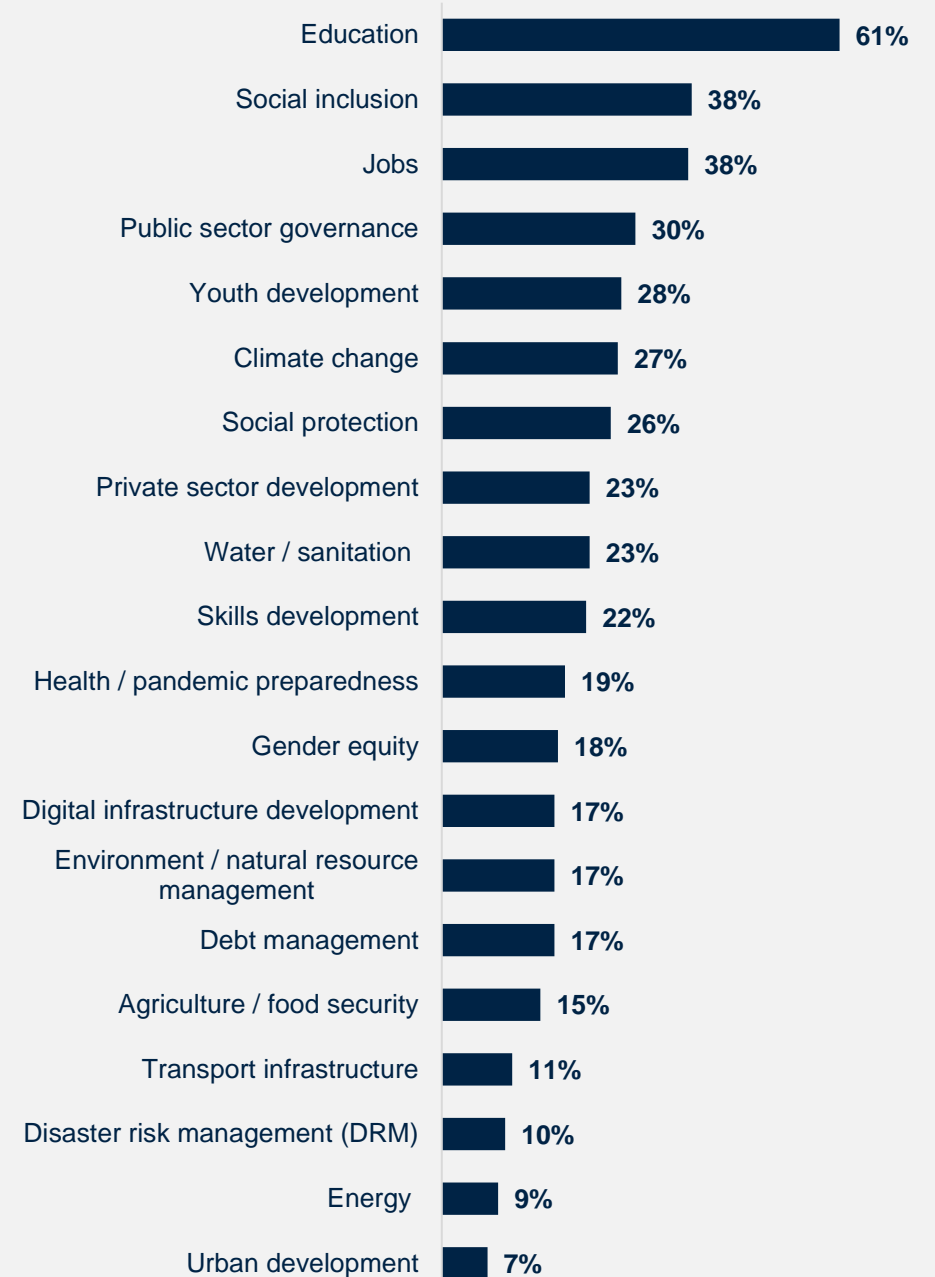
## How do you think the World Bank Group can best contribute to these development priorities?

*“This involves supporting human resources, skills development, and establishing a system for assessing the skills of faculty and institutions. For **agriculture**, support for the development of agricultural value chains and sustainable agriculture. As for **youth development**, we strongly recommend support for non-formal education, access to employment, and, above all, participation in the development of the business network at the rural level.”*

(Civil Society Respondent)

*“**Health**: access to generalized care with territorial equity. **Education**: stop the logic of reform of the reform and invest in the teaching staff. **Agriculture**: support agriculture that responds first to the national market (food needs of Moroccans) and if water resources allow it, authorize export agriculture. **Water and sanitation**: support for IWRM and invest in a major sanitation program in rural areas. **Environment**: Support Morocco in applying its own laws (EDD framework law, law on strategic and environmental evaluation of public policies, EIA).”*

(Bilateral/Multilateral Respondent)

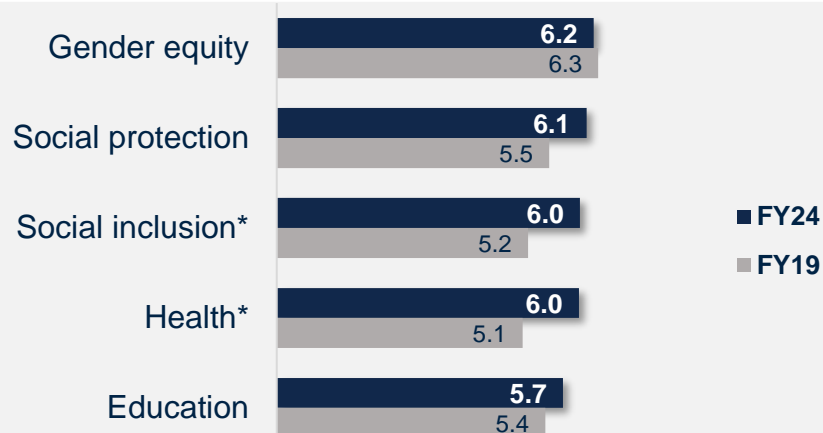


Which areas should the WBG prioritize to have the most impact on development results in Morocco? (Select up to 5) (Percentage of Respondents, N=185)

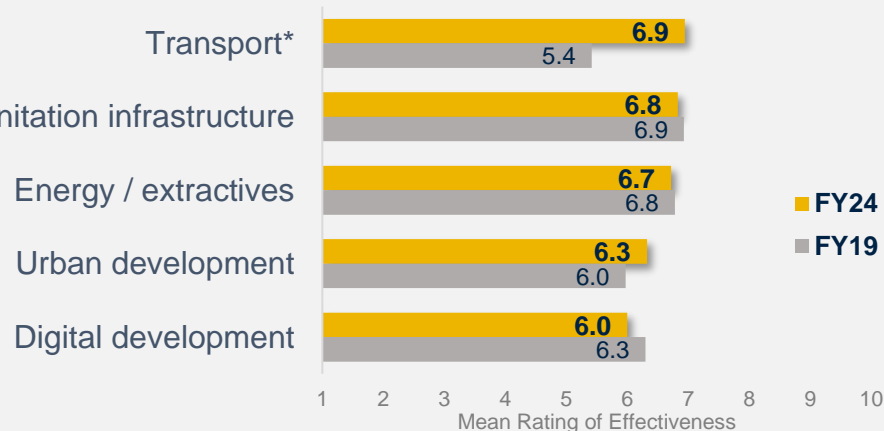
# Effectiveness of WBG's Sectoral Support

The WBG's work in **macroeconomic stability**, **access to finance**, and **transport** received the highest effectiveness ratings. Of note, perceptions of the Bank's work in **social inclusion**, **health**, **transport**, and **natural resource management** notably improved compared to FY19.

## Human Development



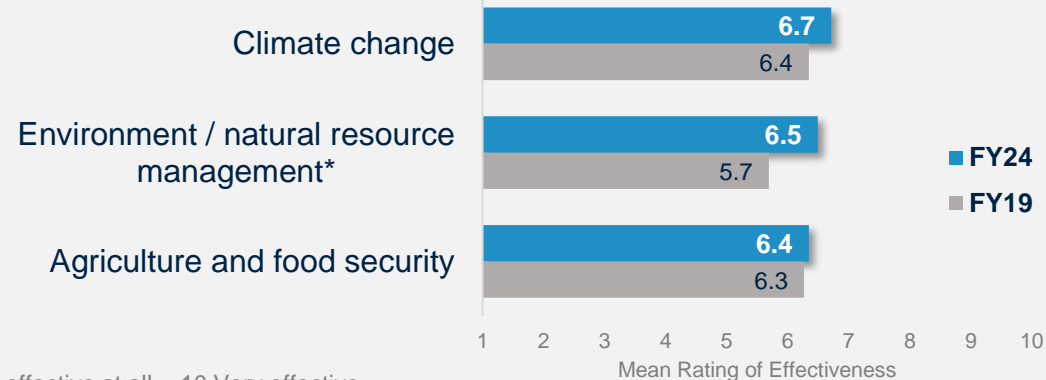
## Infrastructure



## Finance / Institutions / Economic Growth



## Environmental Sustainability



How **effective** has the WBG been at achieving development results in each of these areas in Morocco? Scale: 1 Not effective at all – 10 Very effective  
 (If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know") \*Significant difference between years

# *World Bank Group's Engagement on the Ground in Morocco*

*“Always listening to the needs of Moroccans, remaining in total harmony and coherence with public policies, and providing ongoing support through research, expertise (studies), training and financing.”*  
(Civil Society Respondent)



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*In your opinion, what are the most important initiatives or actions the WBG could implement to increase its effectiveness in Morocco?*  
(N=115)

# The WBG is Increasingly Seen as a Long-Term, Open, Responsive, and Accessible Partner

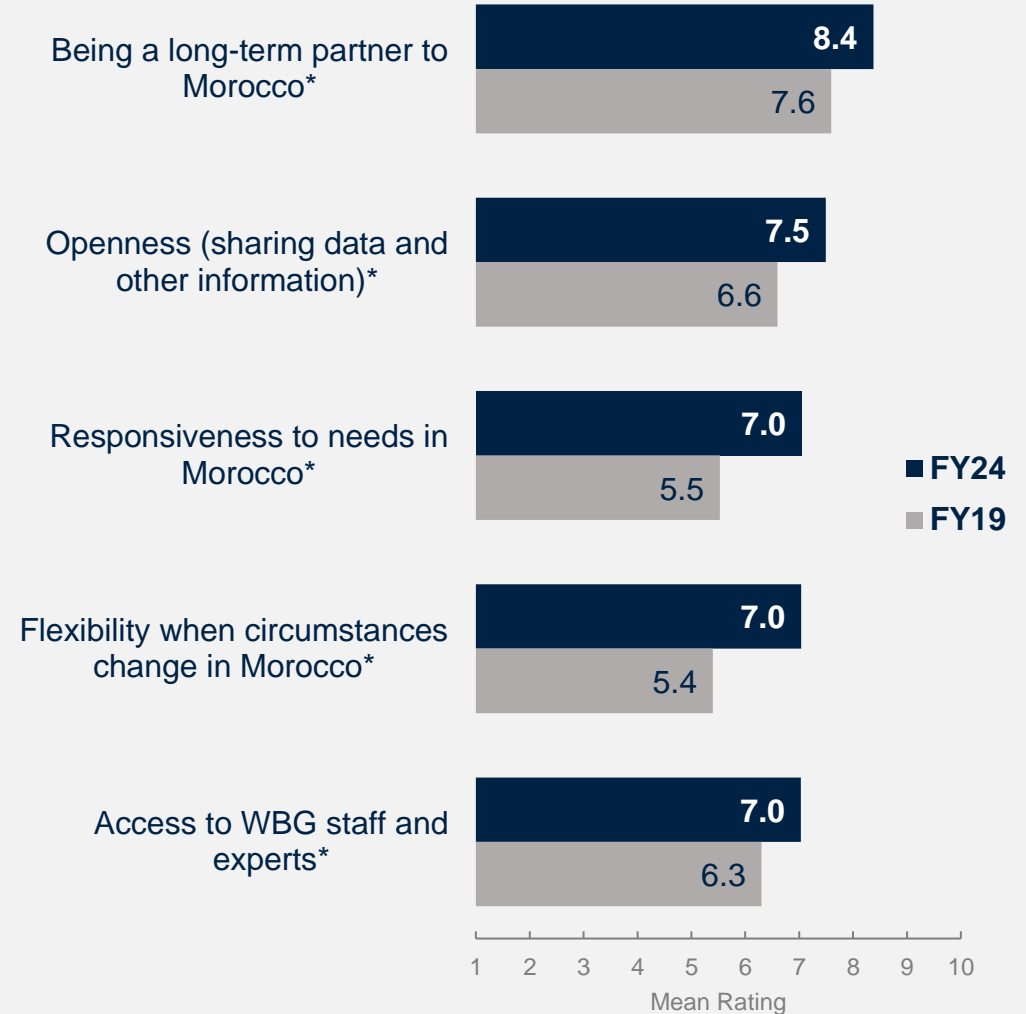
In FY24, respondents continue to view the WBG as a **long-term partner** in Morocco. Respondents also perceived the WBG as significantly more **open, responsive, accessible, and flexible** than FY19.

- Of note, respondents from the private sector had the lowest ratings for **access to WBG staff and experts, flexibility, and responsiveness** to Morocco’s needs.

*In your opinion, what are the most important initiatives or actions the WBG could implement to increase its effectiveness in Morocco?*

*“Set realistic and quantifiable objectives to help develop Morocco and ensure in collaboration with various third parties that these objectives are fully achieved in the long term, and communicate around this to gain seriousness and visibility.”*

(Academia Respondent)



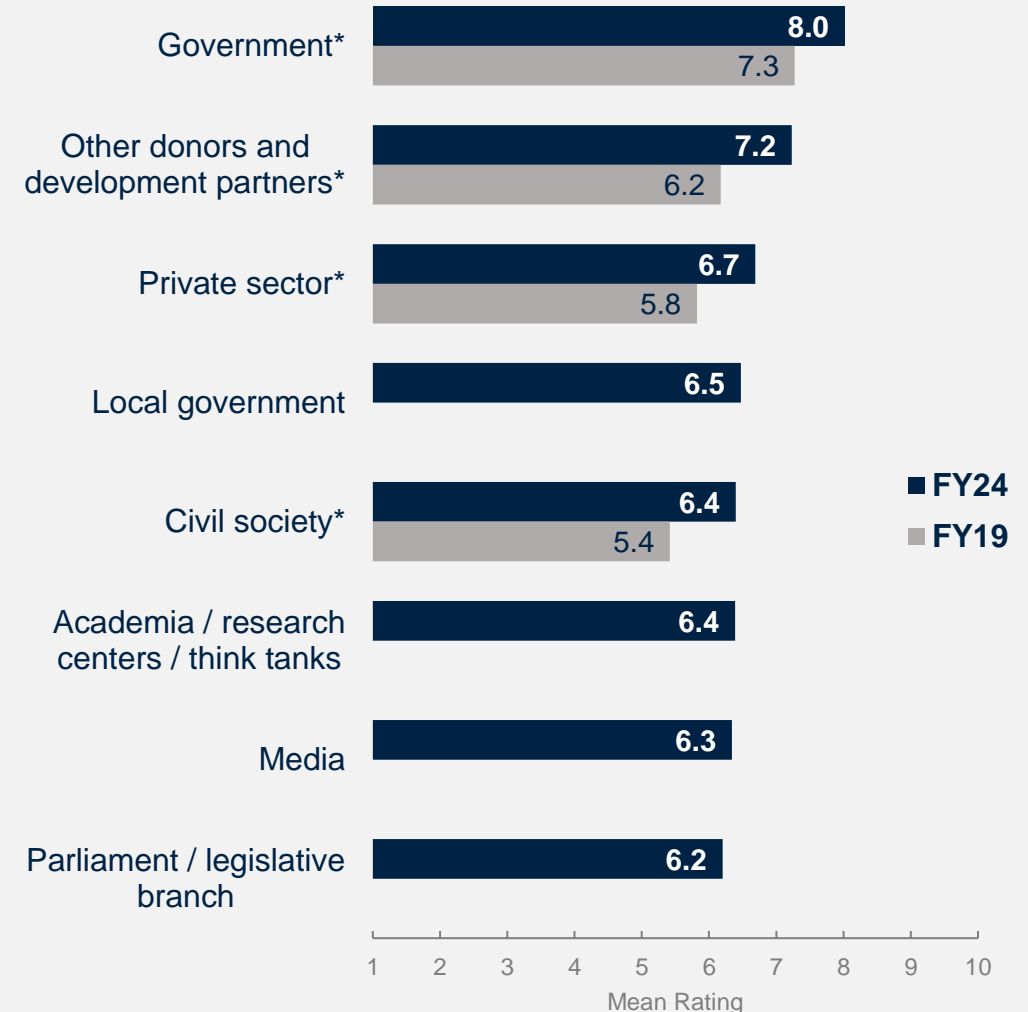
# The WBG Seen as Effectively Collaborating with Stakeholders

In FY24, respondents perceived the WBG as collaborating significantly more effectively with the **government, other donors and development partners, civil society, and the private sector** than in FY19.

*In your opinion, what are the most important initiatives or actions the WBG could implement to increase its effectiveness in Morocco?*

*“Strengthen local communities to safeguard their livelihoods and support research projects in collaboration with local communities in relation to water, food and energy security and ecosystem conservation. Collaborate with local associations and strengthen their capacity and specialization by ecosystem in Morocco and for young people and women in marginal and vulnerable areas. Create and support youth centers in remote areas. Support for women’s activities and their organization and training on topics of the solidarity economy, E-Commerce, etc. Support for sustainable tourism integrated by sector and by territory.”*

(Academia Respondent)



# Stakeholders Want the Bank to Collaborate More with Academia, Civil Society, Local Governments, and Private Sector

Respondents would like the WBG to collaborate more with academia, civil society, local government, and the private sector in FY24.

- Respondents from civil society (94%) and academia (46%) were more likely to say that the Bank should collaborate more with civil society.
- Respondents from government institutions (55%) and bilateral/multilateral agencies (52%) were more likely to say that the Bank should collaborate more with provincial and municipal governments.

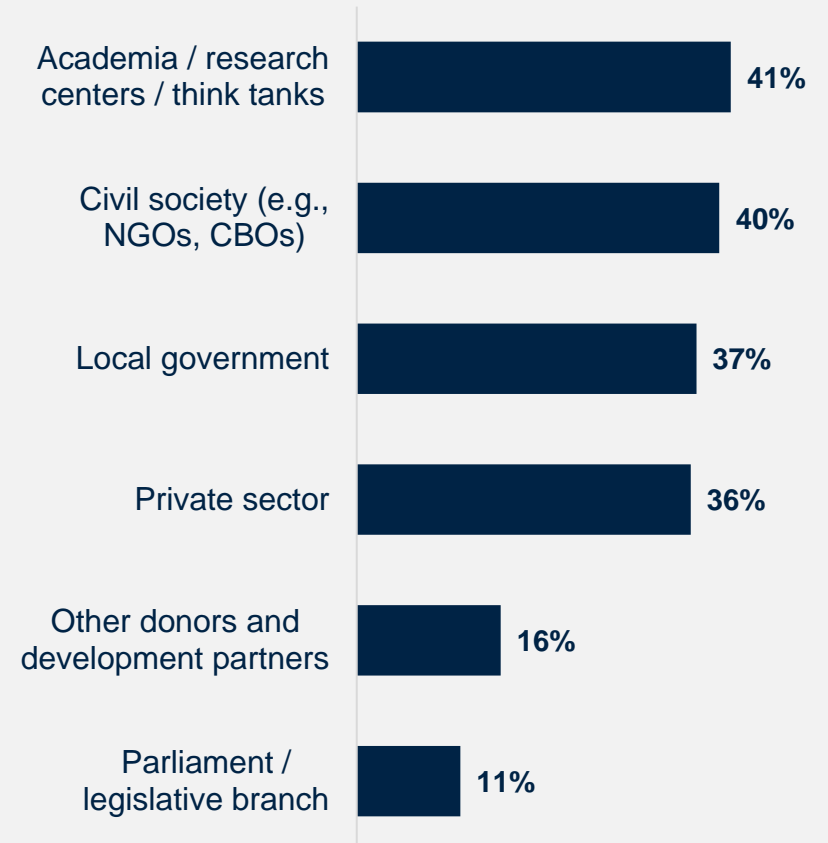
***In your opinion, what are the most important initiatives or actions the WBG could implement to increase its effectiveness in Morocco?***

*“Work more with the media and universities. The WBG is a relevant source in terms of information and content. Meetings with universities and students is a way of including young people..”*

(Media Respondent)

*“- broaden consultation with NGOs outside the capital. - Evaluations should be put at the beginning of the project, halfway through, and at the end. - facilitated access to projects and evaluation reports for NGOs and with the mother tongue..”*

(Civil Society Respondent)



**Q** In addition to its partnership with the national government, which of the following should the WBG collaborate with more to have greater impact in Morocco? (Select up to 2) (Percentage of Respondents, N=159)



# *Financial Instruments and Knowledge Work*

*“Deploy bottom-up designed programs rather than top-down HQ designed products/solutions/ approaches.”*  
(Private Sector Respondent)

*“Strengthen its coordination with cooperation agencies to have a greater impact. Focus its impact on three issues that it considers fundamental: institutionality and the fight against corruption, [the] promotion of decent employment, and [the] strengthening of social policies. Continue promoting the collection of quality data that guide the actions and policies to be developed.*

(Bilateral/Multilateral Agency Respondent)



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*In your opinion, what are the most important initiatives or actions the WBG could implement to increase its effectiveness in Morocco?*  
(N=115)

# Financial Resources, Analytical Products and Technical Assistance Considered the Bank's Greatest Values

***In your opinion, what are the most important initiatives or actions the WBG could implement to increase its effectiveness in Morocco?***

*"- work with other donors and multilateral funding agencies to finance projects. - commit to projects for longer (beyond 7 years) - couple technical support with budgetary support - further simplify procurement procedures."*

(Government Institution Respondent)

*"The WBG needs to become more involved with private sector players in order to foster the emergence of a competitive economy. This means getting more involved in financing and providing technical assistance directly to private sector companies. For the time being, this is confined to a limited number of large-scale operations, which are not having the expected knock-on effect and are not creating a real private sector."*

(Private Sector Respondent)

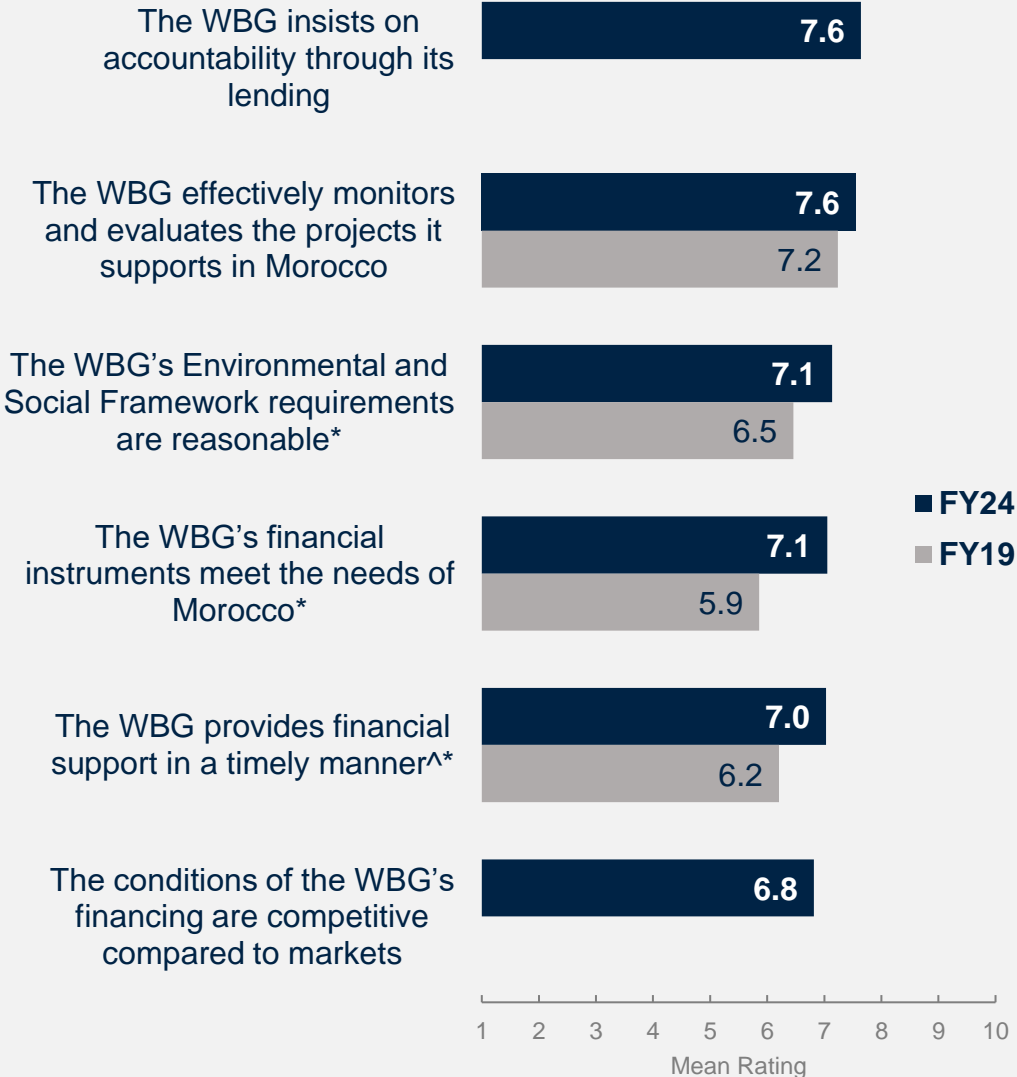


Which WBG instruments do you VALUE the most in Morocco? (Select up to 2)  
(Percentage of Respondents, N=185)

# WBG Financial Services Seen as Increasingly Relevant

Regarding the WBG’s financial instruments, respondents had the highest levels of agreement that the WBG **insists on accountability through its lending** and **effectively monitors projects it supports in Morocco**.

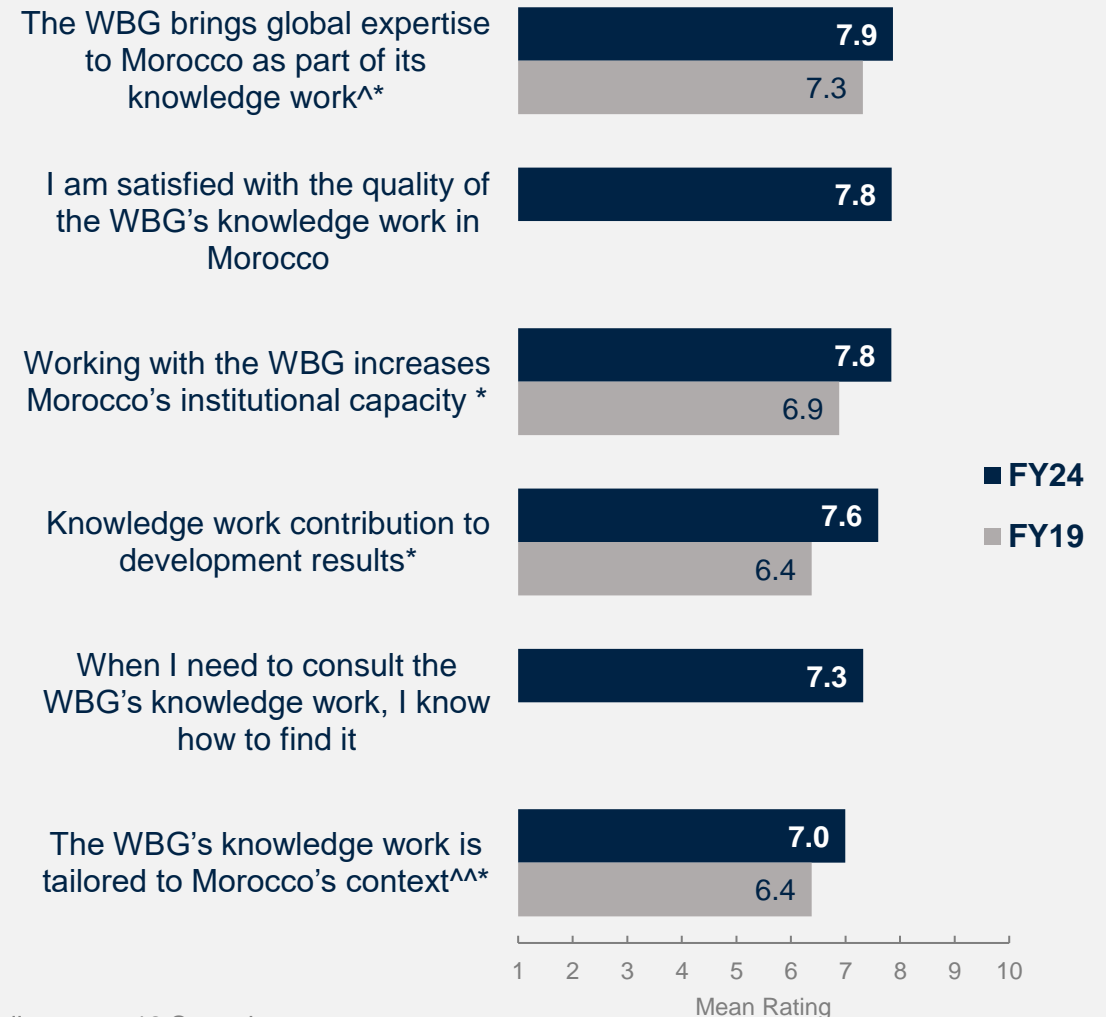
Respondents this year had significantly higher levels of agreement the WBG’s **ESF requirements are reasonable**, that the WBG’s financial instruments **meet the needs** of Morocco, and that the WBG provides financial support in a **timely manner** compared to respondents in FY19.



# Majority of Respondents Have Used the WBG Knowledge Work in the Past and Perceived it Positively

87% of respondents have used the Bank’s knowledge work in the past. Respondents had the highest levels of agreement that the WBG’s knowledge work **brings global expertise** to Morocco and that working with the WBG **increases institutional capacity**. Most respondents were also satisfied with the quality of the WBG’s knowledge work.

Few respondents think the WBG’s knowledge work is tailored to Morocco’s context. Lower agreements especially come from the private sector, civil society, and bilateral/multilateral agencies. Of note, this indicator has notably improved since FY19.



To what extent do you agree with the following statements? Scale: 1 Strongly disagree – 10 Strongly agree  
 How significant a contribution do you believe the WBG’s knowledge work makes to development results in Morocco?  
 Scale: 1 Not significant at all – 10 Very significant <sup>^</sup>Compared to “Are a source of relevant information on global good practices” asked in FY19.  
<sup>^^</sup>Compared to “Are adaptable to Morocco’s specific development challenges and country circumstances” in FY19 \*Significant difference between years

# ***The Future Role of the World Bank Group in Morocco***



# How can the WBG increase its effectiveness? Open-Ended Responses

## Engagement 25%

- More engagement and collaboration with stakeholders outside of the government
- Better understanding of the local context through collaboration with local experts, communities
- Wider consultations with civil society, NGOs

## Financial Support 10%

- Greater financial support to better meet Morocco's needs
- Increase in non-reimbursable support

## Results 9%

- Better monitoring and evaluation of projects
- Demand for better accountability of the ongoing projects

## Communication 8%

- Greater communication about the Bank's work and results



## Operational Effectiveness 18%

- More accommodation for Morocco's context
- Programs should be better aligned with Morocco's needs and priorities
- Simplifying procedures for better access to WBG financing

## Knowledge 14%

- Capacity building for institutions
- Technical support
- Utilize local resources to better understand the local context, capacity, etc.
- More capacity development

## Focus Area 14%

- More alignment with Morocco's needs and context
- Education
- Jobs
- Climate change



In your opinion, what are the most important initiatives or actions the WBG could implement to increase its effectiveness in Morocco? (N=115)

# How Do You Think the WBG Can Best Contribute to the Development Priorities?

## Open-Ended Responses

### Education (61%)

- Balancing financial support and technical expertise
- Help to build educational systems that are adaptable to the changing environment
- Training
- Local capacity building

### Social Inclusion (38%)

- Listening to NGOs with actionable solutions
- Systematic evaluation of policies
- Local capacity building
- Strengthening of local institutions

### Public sector governance (30%)

- Financing of adaptation projects
- Being a uniting force for government and non-government stakeholders
- Being a catalyst for a dialog with the government
- Support during the policy implementation
- Involve different societal groups to the dialogue

### Jobs (38%)

- Financial support to SMEs
- Skills development and training

### Youth development (28%)

- Skills development
- Digital infrastructure for better inclusion
- Increased funding for youth projects

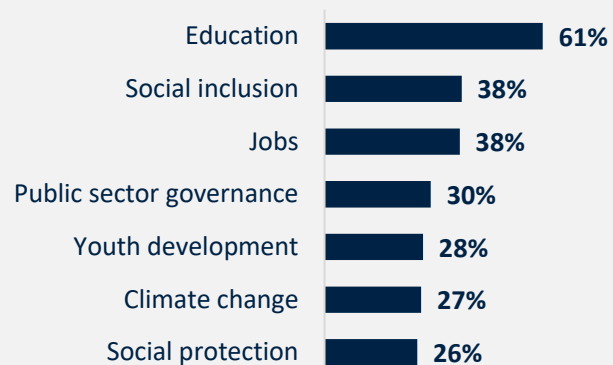
### Climate change (27%)

- Rising awareness around the topic
- Support climate-resilient policies
- Introducing a more efficient agricultural models

### Social protection (26%)

- Assistance in policy formulation, implementation and monitoring
- Mobilization of resources
- Provide benchmarks and successful examples

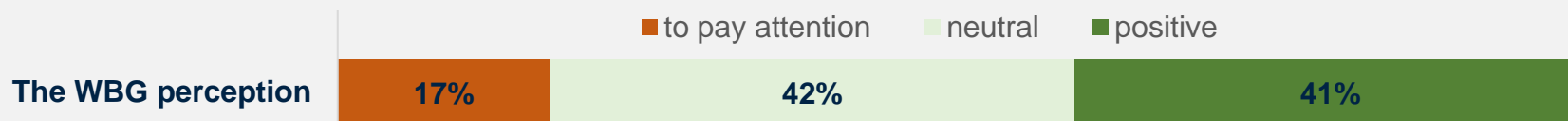
### Top 7 Priorities for WBG's Focus



Earlier in survey you have selected these development priorities for Morocco. How do you think the World Bank Group can best contribute to these development priorities? (Please be specific) (N=112)

# Please Share What Comes To Your Mind About the WBG in Morocco.

## Open-Ended Responses



- A majority of respondents shared **positive (42%) and neutral (41%) perceptions** of the WBG in Morocco
- Respondents view the Bank as a **credible, influential partner** that is **dedicated to developmental goals**
- Respondents recall the WBG’s projects on the ground and positively assess the Bank’s support and results
- Better communication about the WBG’s mission and its work in Morocco is recommended to address comments marked as “to pay attention”

*“I think the World Bank still has this perception in Moroccan society as a debt or loan organization. They think of it as a bank.  
For me, the idea changed when I started getting in touch with the IMF and the World Bank. The perception now is more towards financial consulting, financial aids and organizational support.”*  
(Civil Society Respondent)

*“It is an **institution that plays an important role in Morocco**. For example, its Doing Business report was very useful for Moroccan lawyers and officials to assess the Moroccan legal environment and support reform proposals.”*  
(Academia Respondent)

*“[The WBG is] a partner for the **mobilization of sources of financing** for development programs.”*  
(Government Respondent)

*“We have worked closely on the theme of the economic integration of young people through **the INDH program**, and **I am very proud and grateful for that.**”*  
(Civil Society Respondent)

*“The World Bank had a very **bad reputation** in Morocco, especially for community actors, because it was associated with the structural adjustment plan with all the social damage it caused. A good number of actors continue to believe that the World Bank is dragging Morocco as easy prey for large multinationals and is turning a blind eye to the embezzlement and bad practices of certain officials and certain failing economic and social policies. It is true that the **World Bank has changed** a lot, but there is still a long way to go in several areas and to strengthen ties with citizen stakeholders and new social dynamics.”*  
(Civil Society Respondent)



# Communication and Outreach

*“Conduct in-depth studies that help inform public policies in these areas; Strengthen the capacities of institutional actors, civil society, and the private sector; Promote platforms for exchanges and reflection on these themes with the academic and university community by encouraging young people to contribute actively; Increase financial support for the implementation of reforms in these areas .”*

(Bilateral/Multilateral Agency Respondent)

*“-Respond as best as possible to the expectations of the Kingdom of Morocco in social matters  
-Ensure the improvement of social indicators  
-Communicate more on the initiatives of the GBM and the results achieved.”*

(Government Institution Respondent)



*In your opinion, what are the most important initiatives or actions the WBG could implement to increase its effectiveness in Morocco?*  
(N=115)



# Events and Direct Contact with Staff Were the Most Preferred Channels for Receiving WBG Communication

Respondents most preferred to receive Bank communications at **events/conferences/seminars/workshops** (in person or online), followed by **direct contact with WBG staff** and **e-newsletters**.

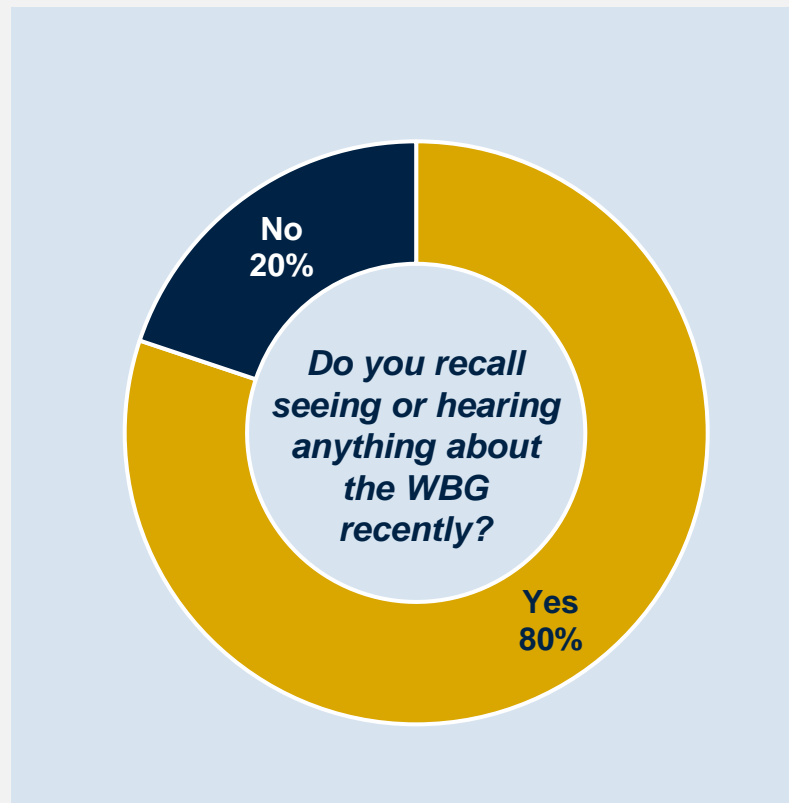
	Preferred WBG Channel						
	All Respondents	Government Institutions	Bilateral/Multilateral Agency	Civil Society	Private Sector	Academia	Media
Event / conference / seminar / workshop (in person or online)	71.8%	80.4%	60.0%	80.0%	50.0%	75.0%	56.3%
Direct contact with staff (e.g., in person, virtually, phone, email)	49.4%	50.0%	35.0%	54.3%	71.4%	41.7%	50.0%
e-Newsletters	44.9%	39.1%	75.0%	37.1%	35.7%	45.8%	43.8%
Direct messaging (e.g., WhatsApp, Telegram, Viber)	21.2%	15.2%	15.0%	20.0%	14.3%	33.3%	37.5%
Social media (e.g., Facebook, Twitter)	8.3%	6.5%	15.0%	8.6%	7.1%	4.2%	12.5%



How would you prefer to receive communication from the WBG? (Select up to 2)  
(Percentage of Respondents, N=156)

# 8 in 10 Engaged with the WBG Recently, Most Often through Events, Direct Contact with WBG Staff, Social Media, and WBG Website

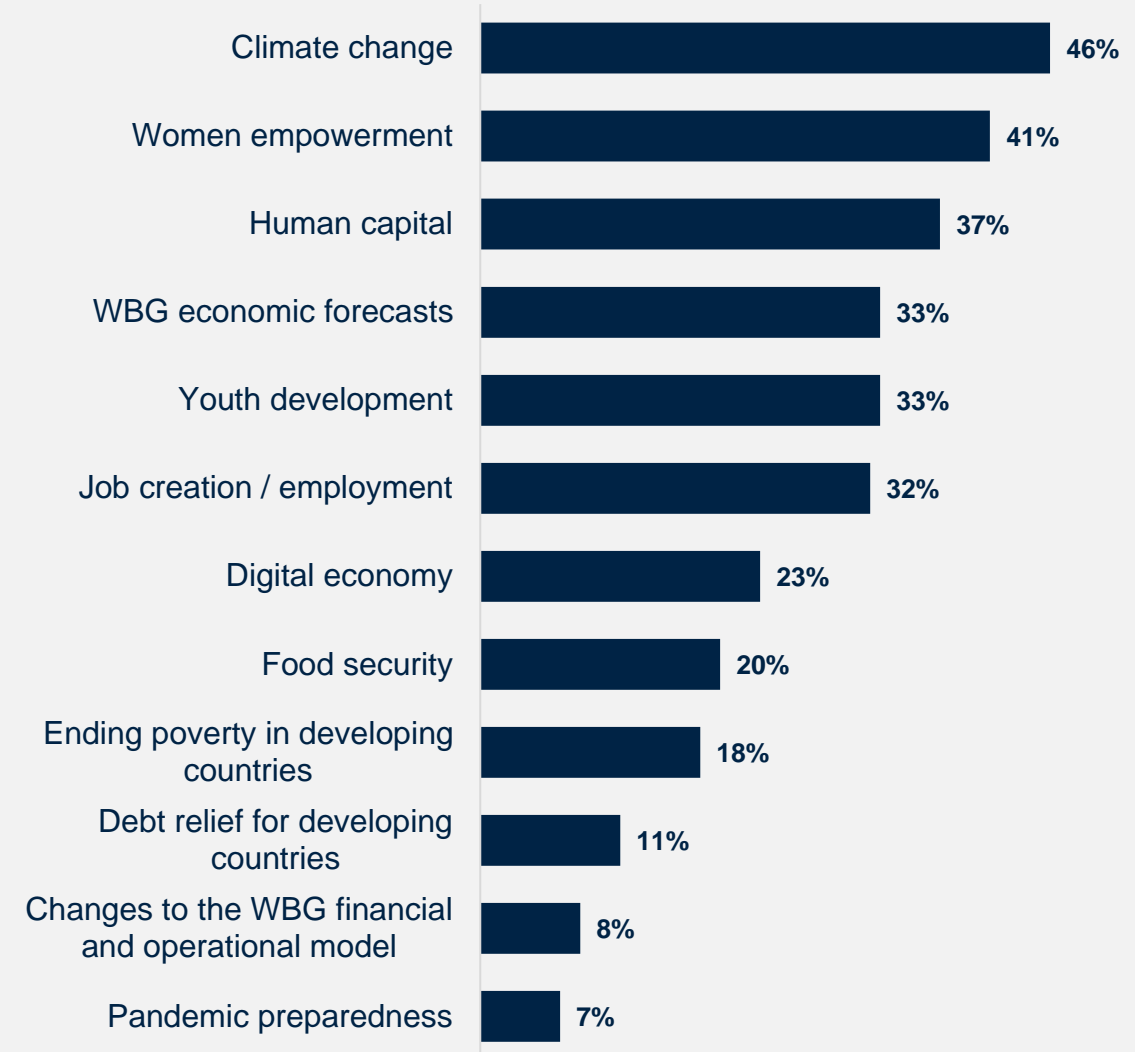
80% of respondents recalled hearing or seeing something about the WBG recently. Respondents most often reported seeing/hearing about the WBG on events, through **direct contact**, followed by **social media** and WBG websites.



# The WBG's Work on Climate Change, Poverty, and Human Capital Were the Most Commonly Recalled Topics

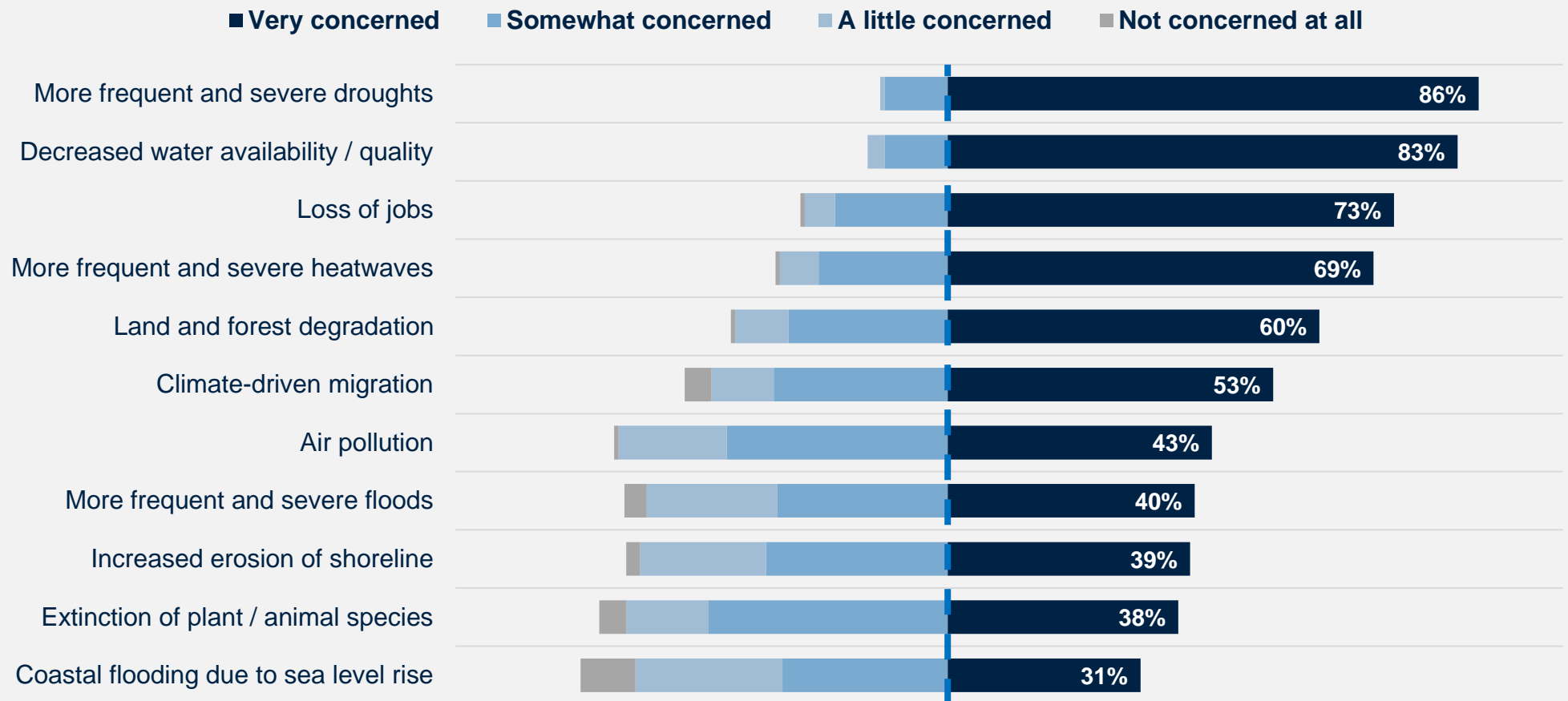
Respondents most frequently recalled WBG work or research on **climate change**, **women empowerment**, and **human capital**.

- Respondents from **civil society** were more likely to recall WBG's work on youth development (56%).



# Climate Change Communications can be More Impactful when Related to Stakeholders' Top Concerns: Frequent Droughts and Water Availability

A greater number of respondents were **very concerned** about **more frequent and severe droughts** and **decreased water availability/quality** as potential impacts of climate change in Morocco. **Loss of jobs** and **more frequent and severe heatwaves** were also of great concern to respondents. These key areas of concern should be considered to make communications about climate change more impactful.

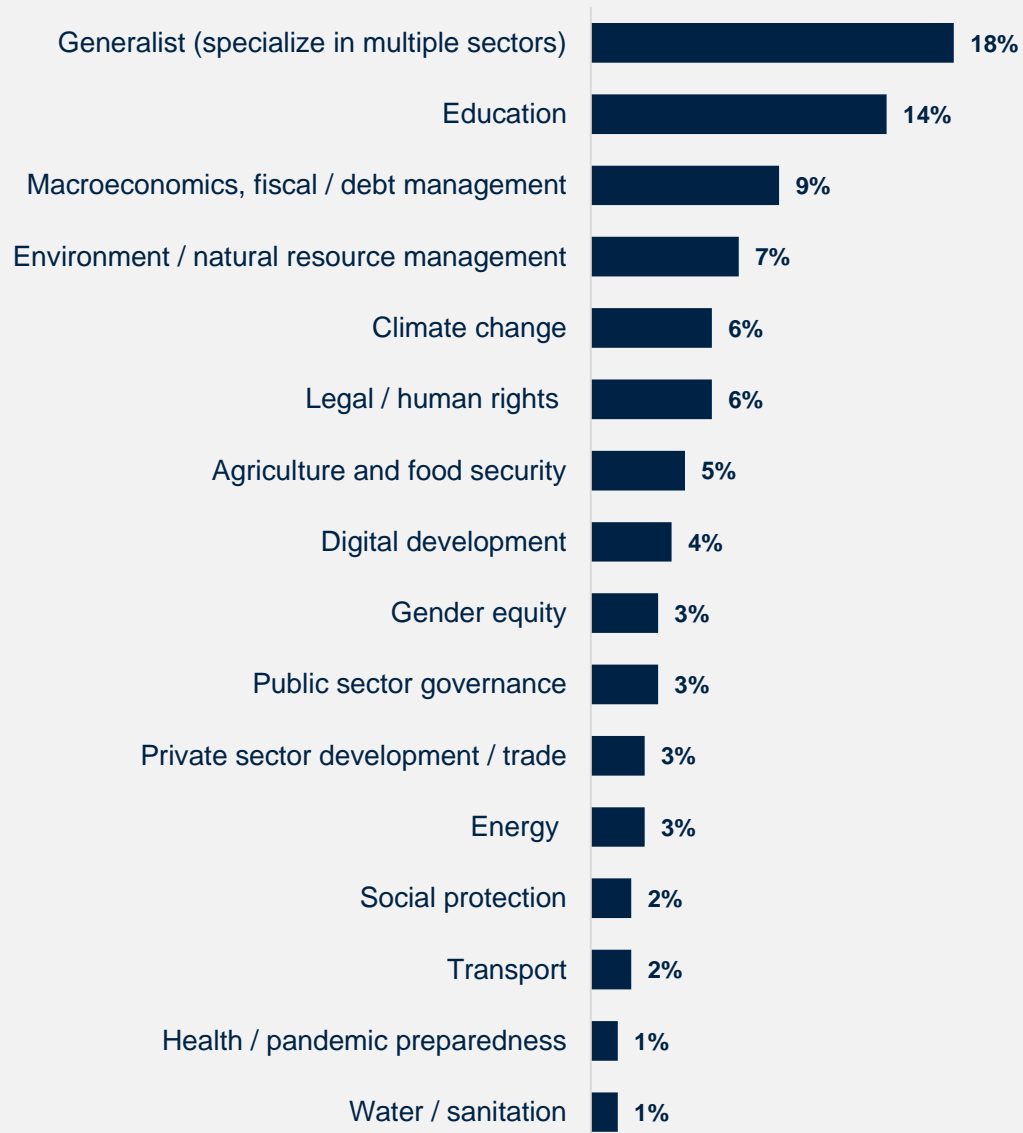


# ***Sample Demographics and Detailed Methodology***

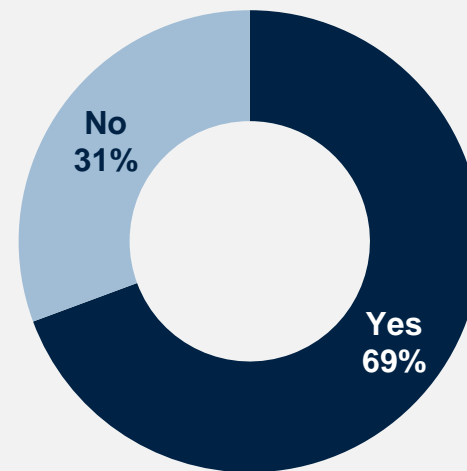


# Sample Demographics

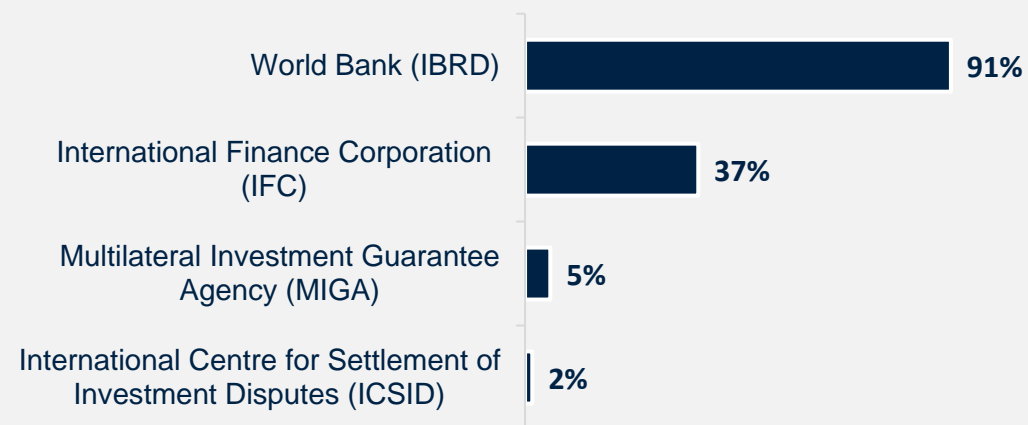
What is the primary specialization of your work? (N=154)



Do you collaborate/work with the World Bank Group (WBG) in Morocco? (N=186)



Which of the following WBG agencies do you collaborate/work with in Morocco? (N=129)

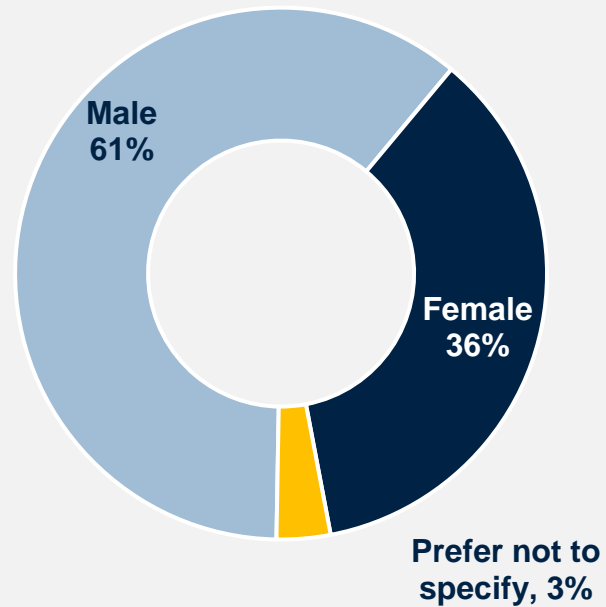


Percentages equal more than 100% because respondents could choose multiple agencies within the WBG.

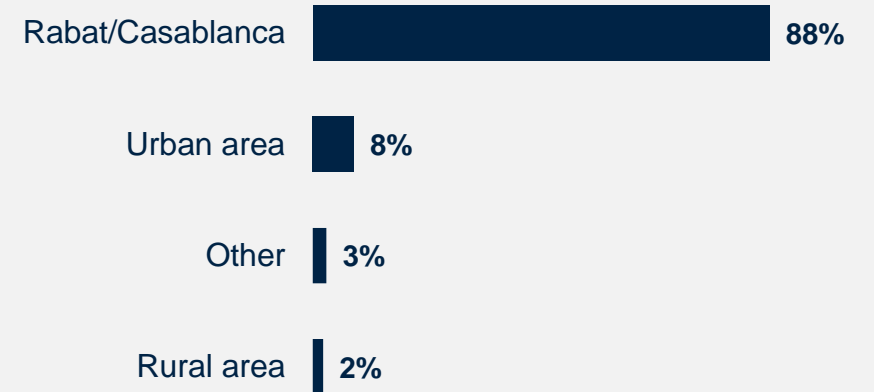


# Sample Demographics (continued)

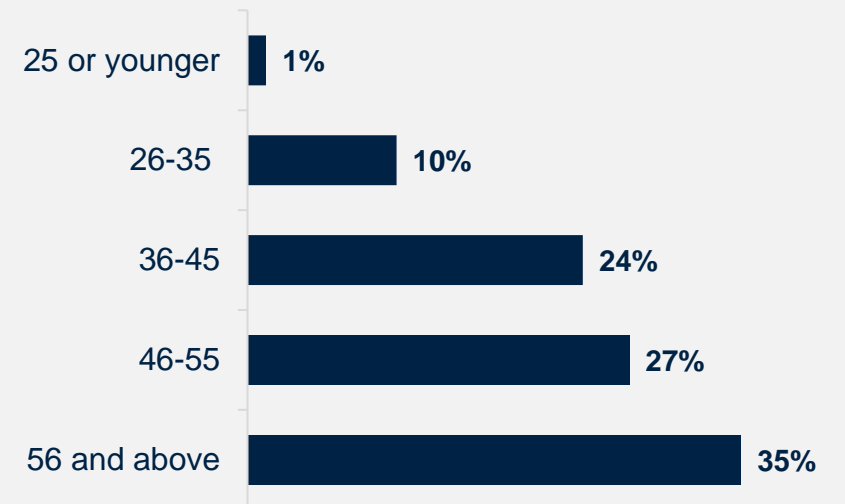
What is your gender?  
(N=153)



Which best represents your geographic location?  
(N=152)



What's your age? (N=153)



# Detailed Methodology

From **February to May 2024**, a total of 517 stakeholders in Morocco were invited to provide their opinions on the WBG’s work by participating in a Country Opinion Survey (COS). A list of potential participants was compiled by the WBG country team and the field agency. Participants were drawn from the Offices of the President, Office of Vice President, Minister, and Parliament, government institutions, local governments, bilateral or multilateral agencies, the private sector, civil society, academia, and the media.

Of these stakeholders, **186 participated in the survey (36% response rate)**. Respondents completed the questionnaire via an online platform.

**The results of this year’s survey were compared to the FY19 Survey, with a response rate of 37% (N=148).**

Comparing responses across Country Surveys reflects changes in attitudes over time, as well as changes in respondent samples, methodology, and the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. This year’s survey saw a different distribution of respondents across stakeholder groups, with outreach to the private sector and a somewhat lower proportion of respondents from government institutions. These differences in stakeholder composition between the two years should be considered when interpreting the results of the past-year comparison analyses.

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

Breakdowns for individual questions by stakeholder group can be found in the “Morocco COS FY24 Appendices with data breakdowns.xlsx” file published in the WBG Microdata Library, along with the survey microdata and this report.

Percentage of Respondents	FY 2019	FY 2024
<b>Government Principals:</b> Office of the President, Office of Vice President, Minister, Parliamentarian	6%	4%
<b>Government Institutions:</b> Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	37%	26%
<b>Local Government</b>	1%	0.5%
<b>Bilateral/Multilateral Agency:</b> Embassy, Development Organization, Development Bank, UN Agency	8%	11%
<b>Civil Society Organization:</b> Local and regional NGOs, Community-Based Organization, Private Foundation, Professional/Trade Association, Faith-Based Group, Youth Group	18%	22%
<b>Private Sector:</b> Private Company, Financial Sector Organization, Private Bank	0%	11%
<b>Academia / Research Center</b>	16%	15%
<b>Media</b>	5%	10%
<b>Other</b>	7%	0%
<b>Total Number of Respondents</b>	<b>146*</b>	<b>186</b>



\*Not all respondents provided information about their professional affiliation; hence the difference from the total N. The total N was 148.

# Indicator Questions

Every country that engages in the Country Opinion Survey (COS) must include specific indicator questions, several of which are aggregated for the World Bank Group's annual Corporate Scorecard and are highlighted in red below.

**A1.** In your opinion, how effective is the World Bank Group (WBG) in helping Morocco achieve development results? Scale: 1 Not effective at all – 10 Very effective

**A2.** How significant a contribution do you believe the WBG's knowledge work makes to development results in Morocco?

Scale: 1 Not significant at all – 10 Very significant

To what extent do you agree with the following statements? Scale: 1 Strongly disagree – 10 Strongly agree

**A3.** The WBG currently plays a relevant role in development in Morocco.

**A4.** The WBG's work is aligned with what I consider the development priorities for Morocco.

**A5.** The WBG has a positive influence on shaping development policy in Morocco.

**A6.** The WBG's work helps end poverty in Morocco

To what extent is the WBG an effective development partner in terms of each of the following? Scale: 1 To no degree at all – 10 To a very significant degree

**C1\_1.** Responsiveness to needs in Morocco

**C1\_2.** Access to WBG staff and experts

**C1\_3.** Flexibility when circumstances change in Morocco

**C1\_5.** Being a long-term partner to Morocco

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

Scale: 1 To no degree at all – 10 To a very significant degree

**C2\_1.** National government

**C2\_4.** Private sector

**C2\_5.** Civil society

**C2\_6.** Other donors and development partners

To what extent do you agree with the following statements? Scale: 1 Strongly disagree – 10 Strongly agree

**C4\_1.** The WBG's financial instruments (i.e., budget support, loans, grants, trust funds) meet the needs of Morocco.

**C4\_3.** The WBG provides financial support in a timely manner

**C6\_1.** I am satisfied with the quality of the WBG's knowledge work in Morocco.

**C6\_4.** The WBG's knowledge work is tailored to Morocco's context.





CountryOpinionSurveys

# Thank you

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

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