



## World Bank Group Country Survey FY14 – 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: GENERAL ISSUES FACING MADAGASCAR

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

## SECTION A: GENERAL ISSUES

<b>A2. Listed below are a number of development priorities in Madagascar.</b>			
<b>Please identify which of the following you consider the most important development priorities in Madagascar? (Choose no more than THREE)</b>			
1	Social protection (e.g., pensions, targeted social assistance)	18	Education
2	Transport (e.g., roads, bridges, transportation)	19	Poverty reduction
3	Peace and stability	20	Food security
4	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	21	Social cohesion
5	Global/regional integration	22	Climate change (e.g., mitigation, adaptation)
6	Gender equity	23	Agricultural development
7	Domestic private sector development	24	Trade and exports
8	Foreign direct investment	25	Crime and violence
9	Water and sanitation	26	Economic growth
10	Energy	27	Law and justice (e.g., judicial system)
11	Job creation/employment	28	Regulatory framework
12	Rural development	29	Communicable/non-communicable diseases
13	Financial markets	30	Decentralization (i.e., local governance and institutions)
14	Urban development	31	Natural resource management (e.g., oil, gas, mining)
15	Environmental sustainability	32	Anti corruption
16	Equality of opportunity (i.e., equity)	33	Disaster management
17	Health	34	Information and communications technology

## SECTION A: GENERAL ISSUES

<b>A3. Poverty reduction is a broad term that encompasses work in many different areas.</b>			
<b>Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Madagascar? (Choose no more than THREE)</b>			
1	Water and sanitation	18	Anti corruption
2	Equality of opportunity (i.e., equity)	19	Domestic private sector development
3	Economic growth	20	Foreign direct investment
4	Climate change (e.g., mitigation, adaptation)	21	Energy
5	Global/regional integration	22	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
6	Gender equity	23	Social cohesion
7	Rural development	24	Education
8	Urban development	25	Natural resource management (e.g., oil, gas, mining)
9	Regulatory framework	26	Environmental sustainability
10	Decentralization (i.e., local governance and institutions)	27	Health
11	Social protection (e.g., pensions, targeted social assistance)	28	Agricultural development
12	Law and justice (e.g., judicial system)	29	Disaster management
13	Transport (e.g., roads, bridges, transportation)	30	Job creation/employment
14	Crime and violence	31	Financial markets
15	Communicable/non-communicable diseases	32	Trade and exports
16	Information and communications technology	33	Food security
17	Peace and stability		

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

## SECTION A: GENERAL ISSUES

<b>A4. Economic growth can be driven by a number of factors.</b>			
<b>Which THREE areas below do you believe would contribute most to generating economic growth in Madagascar? (Choose no more than THREE)</b>			
1	Energy	17	Social cohesion
2	Gender equity	18	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
3	Equality of opportunity (i.e., equity)	19	Domestic private sector development
4	Global/regional integration	20	Job creation/employment
5	Social protection (e.g., pensions, targeted social assistance)	21	Agricultural development
6	Climate change (e.g., mitigation, adaptation)	22	Food security
7	Anti corruption	23	Transport (e.g., roads, bridges, transportation)
8	Disaster management	24	Peace and stability
9	Rural development	25	Education
10	Foreign direct investment	26	Natural resource management (e.g., oil, gas, mining)
11	Urban development	27	Environmental sustainability
12	Water and sanitation	28	Health
13	Trade and exports	29	Law and justice (e.g., judicial system)
14	Information and communications technology	30	Decentralization (i.e., local governance and institutions)
15	Regulatory framework	31	Crime and violence
16	Communicable/non-communicable diseases	32	Financial markets

## SECTION A: GENERAL ISSUES

**A5. The World Bank Group’s “Shared Prosperity” goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country’s population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Madagascar? (Choose no more than TWO)**

1	Better employment opportunities for young people
2	Better employment opportunities for women
3	Greater access to micro-finance for the poor
4	Greater voice and participation for citizens to help ensure greater accountability
5	Greater access to health and nutrition for citizens
6	Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)
7	A growing middle class
8	Better opportunity for the poor who live in rural areas
9	Better opportunity for the poor who live in urban areas
10	Consistent economic growth
11	More reliable social safety net
12	Greater equity of fiscal policy
13	Education and training that better ensure job opportunity
14	Better quality public services
15	Other (please specify): _____

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

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

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

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

<b>B4. When thinking about how the World Bank Group can have the most impact on development results in Madagascar, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Madagascar? (Choose no more than THREE)</b>			
1	Social protection (e.g., pensions, targeted social assistance)	18	Environmental sustainability
2	Peace and stability	19	Equality of opportunity (i.e., equity)
3	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	20	Health
4	Transport (e.g., roads, bridges, transportation)	21	Education
5	Poverty reduction	22	Food security
6	Global/regional integration	23	Climate change (e.g., mitigation, adaptation)
7	Gender equity	24	Agricultural development
8	Crime and violence	25	Trade and exports
9	Rural development	26	Economic growth
10	Domestic private sector development	27	Law and justice (e.g., judicial system)
11	Foreign direct investment	28	Decentralization (i.e., local governance and institutions)
12	Water and sanitation	29	Regulatory framework
13	Energy	30	Communicable/non-communicable diseases
14	Social cohesion	31	Natural resource management (e.g., oil, gas, mining)
15	Job creation/employment	32	Information and communications technology
16	Financial markets	33	Anti corruption
17	Urban development	34	Disaster management

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

<b>B5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Madagascar?</b>		<b>Greatest Value (Choose only ONE)</b>	<b>Second Greatest Value (Choose only ONE)</b>
1	Convening/facilitating	<input type="checkbox"/>	<input type="checkbox"/>
2	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
3	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
4	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
5	Capacity development (e.g., institutional development, training for staff at state institutions)	<input type="checkbox"/>	<input type="checkbox"/>
6	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
7	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
8	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
9	Linkage to non-Bank expertise (e.g., South-South knowledge sharing)	<input type="checkbox"/>	<input type="checkbox"/>
10	Strategy formulation (e.g., PRSP assistance)	<input type="checkbox"/>	<input type="checkbox"/>
11	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

<b>How effectively do the World Bank Group's activities below support Madagascar's efforts to achieve development results?</b>													
		<b>Not effective at all</b>										<b>Very effective</b>	<b>Don't know</b>
		1	2	3	4	5	6	7	8	9	10		
<b>B6</b>	Convening/facilitating	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B7</b>	Data and statistics	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B8</b>	Policy advice, studies, analyses	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B9</b>	Financial resources	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B10</b>	Technical assistance	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B11</b>	Mobilizing third party financial resources	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B12</b>	Donor coordination	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B13</b>	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B14</b>	Strategy formulation (e.g., PRSP assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

The World Bank Group can provide capacity building support in a number of ways in Madagascar. To which degree would Madagascar benefit, if capacity building were to support...?												
		To no degree at all								To a very significant degree		Don't know
<b>B15</b>	Groups outside of government (e.g., civil society, media) to help them more effectively engage and participate in development efforts	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B16</b>	The public sector, related to implementation of specific development projects on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B17</b>	The public sector, related to changing institutions (organizations or sociopolitical conditions)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B18</b>	The private sector, related to institutional and policy change	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

How EFFECTIVE do you believe the World Bank Group is in terms of the capacity building work it does in each of the following areas in Madagascar? (If you have NO exposure to/experience in any of the areas listed below, please respond "Don't know")												
		Not effective at all								Very effective		Don't know
<b>B19</b>	Project implementation (or other organizational strengthening)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B20</b>	Citizen engagement (incorporating citizens' voices into development)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B21</b>	Policy design (for clarity and better incentives to achieve development goals)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

When thinking about how to improve capacity building in Madagascar to help ensure better development results, looking forward, how IMPORTANT is it for the World Bank Group to be involved in the following aspects of capacity building? (If you have NO exposure to/experience in any of the areas listed below, please respond "Don't know")												
		Not important at all								Very important		Don't know
<b>B22</b>	Project implementation (or other organizational strengthening)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B23</b>	Citizen engagement (incorporating citizens' voices into development)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B24</b>	Policy design (for clarity and better incentives to achieve development goals)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

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

<b>B25. 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)</b>	
1	Staff too inaccessible
2	Not exploring alternative policy options
3	Not adequately sensitive to political/social realities in Madagascar
4	Not enough public disclosure of its work
5	Arrogant in its approach
6	Not aligned with country priorities
7	The credibility of its knowledge/data
8	World Bank Group's processes too complex
9	Not willing to honestly criticize policies and reform efforts in the country
10	Too influenced by developed countries
11	Imposing technocratic solutions without regard to political realities
12	World Bank Group's processes too slow
13	Too bureaucratic in its operational policies and procedures
14	Not aligned with other donors' work
15	Not collaborating enough with non-state actors
16	Not client focused
17	Its advice and strategies do not lend themselves to practical problem solving
18	Not focused enough on issues that are unique to post-conflict countries
19	Inadequate number of World Bank Group staff members located in the country
20	Other (please specify): _____
21	Don't know

<b>B26. Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Madagascar? (Choose no more than TWO)</b>	
1	Capacity development (e.g., institutional development, training for staff at state institutions)
2	Policy based lending / budget support to the Government
3	Knowledge products/services (analytical work, studies, surveys, etc.)
4	Investment lending (financing specific projects)
5	Technical assistance (advice, best practice, international experience, etc.)
6	Trust Fund management
7	Co-financing arrangements (i.e., with other donors)
8	Sector-wide approaches
9	Emergency Recovery lending
10	Other (please specify): _____
11	Don't know

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

**B27. In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there? (Choose no more than TWO)**

1	Academia/think tanks/research institutes
2	Donor community
3	Media
4	NGOs
5	Local Government
6	Private sector
7	Parliament
8	Community Based Organizations (CBOs)
9	Beneficiaries
10	Foundations
11	Faith based organizations
12	UN and regional peace keeping forces
13	Emerging donors
14	UN agencies
15	Regional organizations (e.g., COI, SADC, COMESA)
16	Other (please specify): _____
17	Don't know

**To what extent do you agree with the following statements about the World Bank Group's work in Madagascar?**

		Strongly disagree										Strongly agree	Don't know
<b>B28</b>	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"/>	
<b>B29</b>	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"/>	
<b>B30</b>	The World Bank Group supports programs and strategies that are realistic for Madagascar	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B31</b>	The World Bank Group treats clients and stakeholders in Madagascar with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

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		
<b>B32</b>	Responsiveness	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B33</b>	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B34</b>	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B35</b>	Being inclusive	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B36</b>	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B37</b>	Staff accessibility	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B38</b>	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B39</b>	Ease of access to the people at the World Bank Group who are making decisions important to my work	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B40</b>	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B41</b>	Collaboration with the UN	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B42</b>	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B43</b>	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B44</b>	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B45</b>	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>B46</b>	Being a long-term partner	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

**B47. To be a more effective development partner in Madagascar, do you believe that the World Bank Group should have ... ? (Select only ONE response)**

<input type="checkbox"/> More local presence	<input type="checkbox"/> The current level of local presence is adequate	<input type="checkbox"/> Less local presence	<input type="checkbox"/> Don't know
--	--	--	-------------------------------------

**B48. In the past year, have you seen more, less, or just about the same level of effective collaboration between the UN and the World Bank Group in your country? (Select only ONE response)**

<input type="checkbox"/> More effective collaboration	<input type="checkbox"/> The same level of effective collaboration	<input type="checkbox"/> Less effective collaboration	<input type="checkbox"/> Don't know
---	--	---	-------------------------------------

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

<b>B49. When World Bank Group assisted reform efforts fail or are slow to take place, which THREE of the following would you attribute this to? (Choose no more than THREE)</b>	
1	The World Bank Group does not do adequate follow through/follow-up
2	There is not an adequate level of citizen/civil society participation
3	The World Bank Group is not sensitive enough to political/social realities on the ground
4	Lack of/inadequate levels of capacity in Government
5	Poor donor coordination
6	The World Bank Group works too slowly
7	The Government works inefficiently
8	Political pressures and obstacles
9	Reforms are not well thought out in light of country challenges
10	Ongoing conflict and instability
11	Inadequate funding
12	Other (please specify): _____

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

C1. In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Madagascar?												
		Not important at all									Very important	Don't know
		1	2	3	4	5	6	7	8	9	10	
1	Crime and violence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	Law and justice (e.g., judicial system)	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	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
8	Regulatory framework	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
9	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
10	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
11	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
12	Domestic private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
13	Foreign direct investment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
14	Decentralization (i.e., local governance and institutions)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
15	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
16	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
17	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
18	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
19	Disaster management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
20	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
21	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
22	Social cohesion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
23	Communicable/non-communicable diseases	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
24	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
25	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
26	Rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
27	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
28	Food security	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
29	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
30	Peace and stability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
31	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
32	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
33	Agricultural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
34	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

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

C2. 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	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	Crime and violence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	Law and justice (e.g., judicial system)	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	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
8	Regulatory framework	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
9	Communicable/non-communicable diseases	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
10	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
11	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
12	Domestic private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
13	Foreign direct investment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
14	Decentralization (i.e., local governance and institutions)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
15	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
16	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
17	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
18	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
19	Disaster management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
20	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
21	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
22	Social cohesion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
23	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
24	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
25	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
26	Rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
27	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
28	Food security	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
29	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
30	Peace and stability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
31	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
32	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
33	Agricultural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
34	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

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

<b>C3. Where are the World Bank Group's decisions made primarily that support the program in Madagascar? (Select only ONE response)</b>	
1	At the Headquarters (in Washington D.C.)
2	In the country
3	Don't know

<b>C4. To what extent does the World Bank Group's work help to achieve development results in Madagascar?</b>											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

<b>C5. To what extent does the World Bank Group help to build/strengthen existing country systems (e.g., procurement, financial management, etc.) in Madagascar?</b>											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

<b>To what extent do you agree with the following statements about the World Bank Group in Madagascar?</b>																					
										Strongly disagree		Strongly agree		Don't know							
<b>C6</b>	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Madagascar										1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
	<b>C7</b>	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

<b>C8. To what extent do you believe the World Bank Group measures and corrects its work in real time in Madagascar?</b>											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

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

**D1. 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
		1	2	3	4	5	6	7	8	9	10	9	10	<input type="checkbox"/>
<b>D2</b>	Are timely	1	2	3	4	5	6	7	8	9	10	9	10	<input type="checkbox"/>
<b>D3</b>	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	9	10	<input type="checkbox"/>
<b>D4</b>	Are relevant to Madagascar's development priorities	1	2	3	4	5	6	7	8	9	10	9	10	<input type="checkbox"/>
<b>D5</b>	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	9	10	<input type="checkbox"/>
<b>D6</b>	Are accessible (well written and easy to understand)	1	2	3	4	5	6	7	8	9	10	9	10	<input type="checkbox"/>
<b>D7</b>	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	9	10	<input type="checkbox"/>
<b>D8</b>	Enhance your knowledge and/or skills	1	2	3	4	5	6	7	8	9	10	9	10	<input type="checkbox"/>
<b>D9</b>	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	9	10	<input type="checkbox"/>
<b>D10</b>	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	9	10	<input type="checkbox"/>
<b>D11</b>	Are adaptable to Madagascar's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	9	10	<input type="checkbox"/>

**D12. 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

**D13. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Very low technical quality									Very high technical quality	Don't know

## SECTION E: WORKING WITH THE WORLD BANK GROUP

To what extent does each of the following aspects of the World Bank Group's technical assistance/ advisory work contribute to solving Madagascar's development challenges?													
		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>E1</b>	Conceptualization (understanding and framing the problem)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E2</b>	Design (appraising and planning the solutions)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E3</b>	Implementation (Executing, carrying out, monitoring and making appropriate adjustments)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E4</b>	Evaluation (assessing the impact and results)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>E5</b>	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E6</b>	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"/>	
<b>E7</b>	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"/>	
<b>E8</b>	The World Bank Group's "Safeguard Policy" requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E9</b>	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E10</b>	The World Bank Group takes decisions quickly in Madagascar	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E11</b>	Working with the World Bank Group increases Madagascar's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E12</b>	The World Bank Group ensures consistency and continuity through staff changes	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E13</b>	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"/>	
<b>E14</b>	The World Bank Group provides effective implementation support (i.e., supervision of projects)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

**SECTION E: WORKING WITH THE WORLD BANK GROUP**

<b>E15. Which of the following best describes the way the World Bank Group operates in Madagascar? (Select only one response)</b>	
1	The World Bank Group takes too much risk in Madagascar
2	The World Bank Group does not take enough risk in Madagascar
3	The World Bank Group's approach to risk is appropriate
4	Don't know
5	Prefer not to answer

<b>E16. To what extent do you believe the World Bank Group is adequately staffed in Madagascar?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all									To a very significant degree	Don't know

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

<b>F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Madagascar? (Choose no more than TWO)</b>	
1	Provide more adequate data/knowledge/statistics/figures on Madagascar's economy
2	Collaborate more effectively with Government clients (e.g., national, state, local)
3	Offer more innovative financial products
4	Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)
5	Reach out more to groups outside of Government
6	Improve the quality of its experts as related to Madagascar's specific challenges
7	Offer more innovative knowledge services
8	Ensure greater selectivity in its work
9	Increase the level of capacity development in the country
10	Reduce the complexity of obtaining World Bank Group financing
11	Work faster
12	Increase the level of World Bank Group staffing in Madagascar's office
13	Other (please specify): _____

<b>F2. When considering the combination of services that the World Bank Group offers in Madagascar, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Madagascar? (Select only ONE response)</b>	
1	Financial services
2	Knowledge products
3	Convening services
4	None of the above
5	The combination is appropriate for Madagascar
6	Don't know

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

<b>F3. Please answer the following questions:</b>		<b>(Choose no more than THREE for each column)</b>	
		<b>A. Which THREE areas below would benefit most from the World Bank Group playing a leading role among international partners in Madagascar?</b>	<b>B. Which THREE areas below would benefit most from other donors in Madagascar?</b>
1	Social safety nets	<input type="checkbox"/>	<input type="checkbox"/>
2	Public financial management	<input type="checkbox"/>	<input type="checkbox"/>
3	Conflict resolution mechanisms	<input type="checkbox"/>	<input type="checkbox"/>
4	Access to basic services	<input type="checkbox"/>	<input type="checkbox"/>
5	Capacity of state institutions	<input type="checkbox"/>	<input type="checkbox"/>
6	Jobs	<input type="checkbox"/>	<input type="checkbox"/>
7	Improving livelihoods	<input type="checkbox"/>	<input type="checkbox"/>
8	Social cohesion	<input type="checkbox"/>	<input type="checkbox"/>
9	Stimulating dialogue to promote peace and stability	<input type="checkbox"/>	<input type="checkbox"/>

<b>F4. What should the World Bank Group do to improve collaboration with the UN in the field? (Choose no more than THREE)</b>	
1	Share more information about the World Bank Group's activities, products, and knowledge
2	Collaborate on analysis, assessments and planning, including on rapid assessments on emerging crisis and changing circumstances when both institutions are engaged
3	Develop joint or complementary projects with the UN, leveraging each organization's comparative advantages
4	Develop guidelines, framework and tools to facilitate operational cooperation and cross-financing
5	Organize more joint meetings and missions with the UN
6	Involve UN experts to a greater degree in World Bank Group activities
7	Other (please specify): _____

## SECTION G: COMMUNICATION AND INFORMATION SHARING

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

<b>G2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)</b>	
1	Blogs
2	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
3	e-Newsletters
4	Instant messaging
5	World Bank Group's seminars/workshops/conferences
6	World Bank Group's publications and other written materials
7	Mobile phones
8	Social media (e.g., Facebook, Twitter, YouTube, Flickr)
9	World Bank Group's website
10	Other (please specify): _____

<b>G3</b>	Are you aware of the World Bank Group's Access to Information Policy under which the Bank will now disclose any information in its possession that is not on a list of exceptions?	<b>Yes</b>	<b>No</b>
<b>G4</b>	Have you requested information from the World Bank Group on its activities in the past year? <b>(If YES please go to Question G5; if NO please go to G6)</b>	<b>Yes</b>	<b>No</b>
<b>G5</b>	Were you able to obtain this information?	<b>Yes</b>	<b>No</b>
<b>G6</b>	Do you have access to the Internet?	<b>Yes</b>	<b>No</b>
<b>G7</b>	Do you use/have you used the World Bank Group website?	<b>Yes</b>	<b>No</b>

## SECTION G: COMMUNICATION AND INFORMATION SHARING

<b>G8. Which do you primarily use? (Select only ONE response)</b>	
1	The World Bank Group's country website (www.worldbank.org/madagascar or www.banquemondiale.org/madagascar)
2	The World Bank Group's main website (www.worldbank.org)

<b>G9. Which Internet connection do you use primarily when visiting a World Bank Group website? (Select only ONE response)</b>	
1	High speed
2	Dial-up

<b>Please rate how much you agree with the following statements.</b>														
		<b>Strongly disagree</b>										<b>Strongly agree</b>		<b>Don't know</b>
		1	2	3	4	5	6	7	8	9	10			<input type="checkbox"/>
<b>G10</b>	I use/consult World Bank Group's data more often than I did a few years ago	1	2	3	4	5	6	7	8	9	10			<input type="checkbox"/>
<b>G11</b>	I find the World Bank Group's websites easy to navigate. <i>(Only answer if you have used a World Bank Group website)</i>	1	2	3	4	5	6	7	8	9	10			<input type="checkbox"/>
<b>G12</b>	I find the information on the World Bank Group's websites useful. <i>(Only answer if you have used a World Bank Group website)</i>	1	2	3	4	5	6	7	8	9	10			<input type="checkbox"/>
<b>G13</b>	The World Bank Group's social media channels (e.g., Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution	1	2	3	4	5	6	7	8	9	10			<input type="checkbox"/>
<b>G14</b>	When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.)	1	2	3	4	5	6	7	8	9	10			<input type="checkbox"/>
<b>G15</b>	The World Bank Group is responsive to my information requests and inquiries	1	2	3	4	5	6	7	8	9	10			<input type="checkbox"/>

**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 H: BACKGROUND INFORMATION

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

<b>H2. Please identify the primary specialization of your work. (Select only ONE response)</b>			
1	Agriculture/ rural development / food security	11	Natural resource management / environmental sustainability
2	Climate change / disaster management	12	Private sector development / foreign direct investment
3	Education	13	Public sector governance / public financial management / anti corruption
4	Energy	14	Social protection
5	Financial markets / banking	15	Transport
6	Gender equity / equality of opportunity	16	Urban development
7	Health / communicable/non-communicable diseases	17	Water and sanitation
8	Information and communications technology	18	Generalist
9	Job creation/employment	19	Other (please specify): _____
10	Law and justice / regulatory framework		

## SECTION H: BACKGROUND INFORMATION

**H3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IDA, IFC, or MIGA) in your country?**

- |   |     |
|---|-----|
| 1 | Yes |
| 2 | No  |

**H4. Which of the following agencies of the World Bank Group do you primarily engage 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 | Other (please specify): _____                       |

**H5. Do your projects involve both the World Bank and the IFC?**  
*(If YES please go to Question H6; If NO please go to H7)*

- |   |     |
|---|-----|
| 1 | Yes |
| 2 | No  |

**H6. If yes, what was your view on the two institutions working together in Madagascar?**  
**(Select only ONE response)**

- |   |                                     |
|---|-------------------------------------|
| 1 | Working well together               |
| 2 | Collaborating but needs improvement |
| 3 | In conflict                         |
| 4 | Other (please specify): _____       |
| 5 | Don't know                          |

**H7. 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.        |

**H8. Which best represents your geographic location?**

- |   |                      |
|---|----------------------|
| 1 | Antananarivo         |
| 2 | Outside Antananarivo |

**Thank you for completing the survey!**