

# FY 2017 Macedonia Country Opinion Survey Report

**THE WORLD BANK GROUP**

Public Opinion Research Group



**WORLD BANK GROUP**

**February 2017**



## Acknowledgements

The Macedonia Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG), led by Sharon Felzer (Senior Communications Officer, Head of PORG). Svetlana Markova, Jing Guo, and Jessica Cameron oversaw design, reporting, and analysis. Calita Woods and Dania Mendoza provided data support. PORG acknowledges the significant contribution from the Macedonia country team and the local fielding agency PUBLIK CTS. In particular, PORG is grateful for the support from Anita Bozinovska (Program Assistant) who coordinated the survey related activities from Skopje, Macedonia.



Country Opinion Surveys  
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# Table of Contents

I. Objectives .....	3
II. Methodology.....	3
III. Demographics of the Sample.....	4
IV. General Issues Facing Macedonia.....	8
V. Overall Attitudes toward the World Bank Group.....	13
VI. Sectoral Effectiveness.....	20
VII. How the World Bank Group Operates .....	24
VIII. World Bank Group's Knowledge and Instruments .....	30
IX. The Future Role of the World Bank Group in Macedonia .....	34
X. Communication and Outreach .....	38
XI. Appendices.....	42





## I. Objectives

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

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

## II. Methodology

From November to December 2016, 398 stakeholders of the WBG in Macedonia 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; bilateral/multilateral agencies; private sector organizations; private foundations; the financial sector/private banks; NGOs/community based organizations; the media; independent government institutions; trade unions; faith-based groups; youth groups; academia/research institutes/think tanks; the judiciary branch; and other organizations. A total of 206 stakeholders participated in the survey (52% response rate).

Respondents received and responded to the questionnaires via the online survey platform Qualtrics. Respondents were asked about: general issues facing Macedonia; their overall attitudes toward the WBG; the WBG's effectiveness and results; the WBG's knowledge work and activities; working with the WBG; the WBG's future role in Macedonia; and the WBG's communication and information sharing.

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.

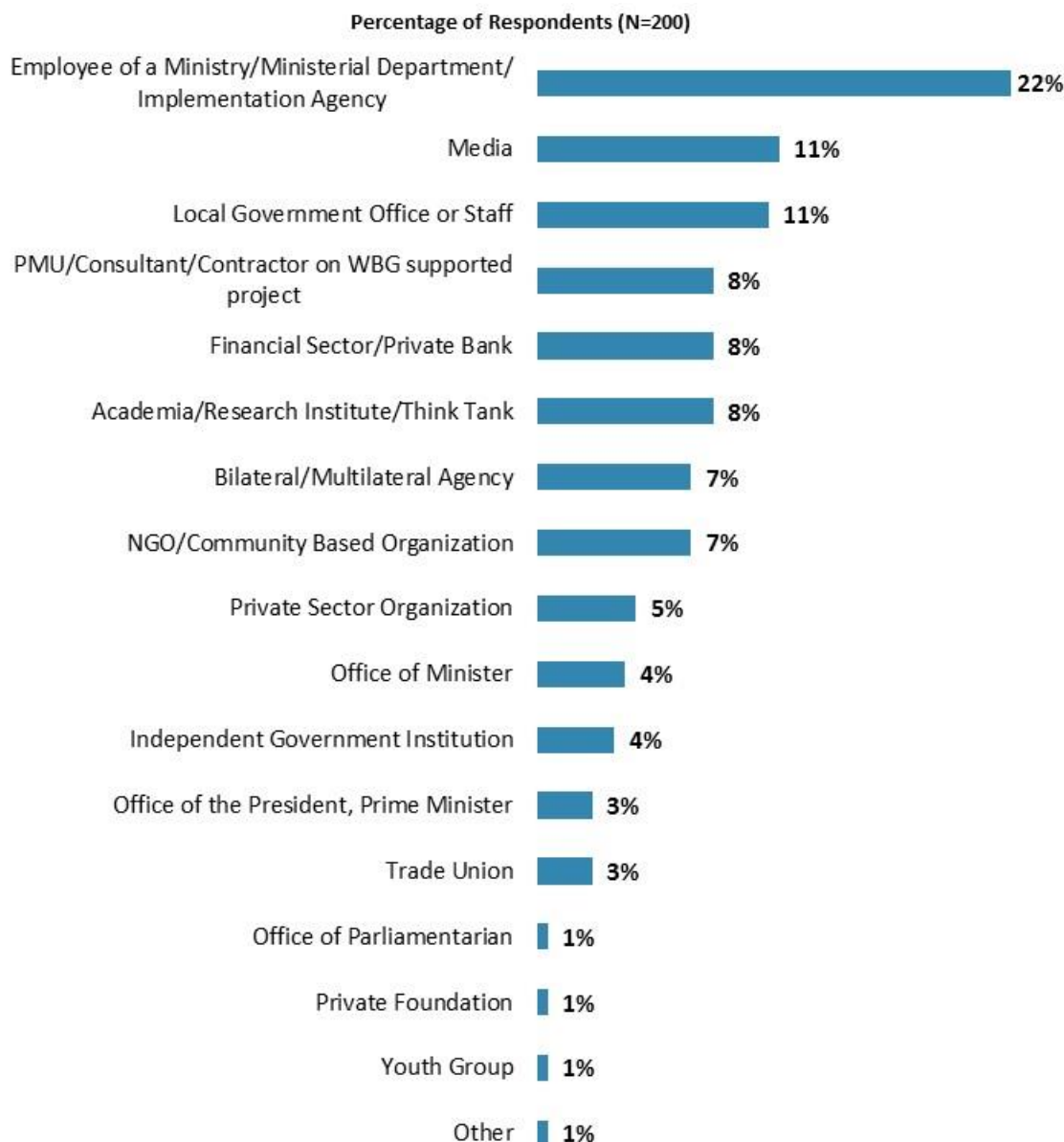
The results in this year's Country Survey were compared to those in the Country Survey conducted in FY'14 (N=208). Data were weighted to reach the same stakeholder composition in two years, which allows for year comparisons. Stakeholder groups which were not present in both fiscal years were not included in the comparison. Respondents who belonged to the "other" stakeholder category were not included either. As a result, 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'14 COS report and the non-weighted data presented in appendices A, B, C, D, and F. For the weighted stakeholder breakdown and year comparison results, please refer to Appendix E (page 88).



### III. Demographics of the Sample

#### Current Position

- For further analyses, respondents from the Office of the President/Prime Minister were combined with respondents from the office of a minister; respondents from the financial sector/private banks were combined with those from private sector organizations; respondents from NGOs/community based organizations, private foundations, trade unions, and youth groups were combined in the “CSO” category; and the small number of respondents from independent government institutions and the office of a parliamentarian were included in the “Other” category. There were no respondents from faith-based groups and the judiciary branch.

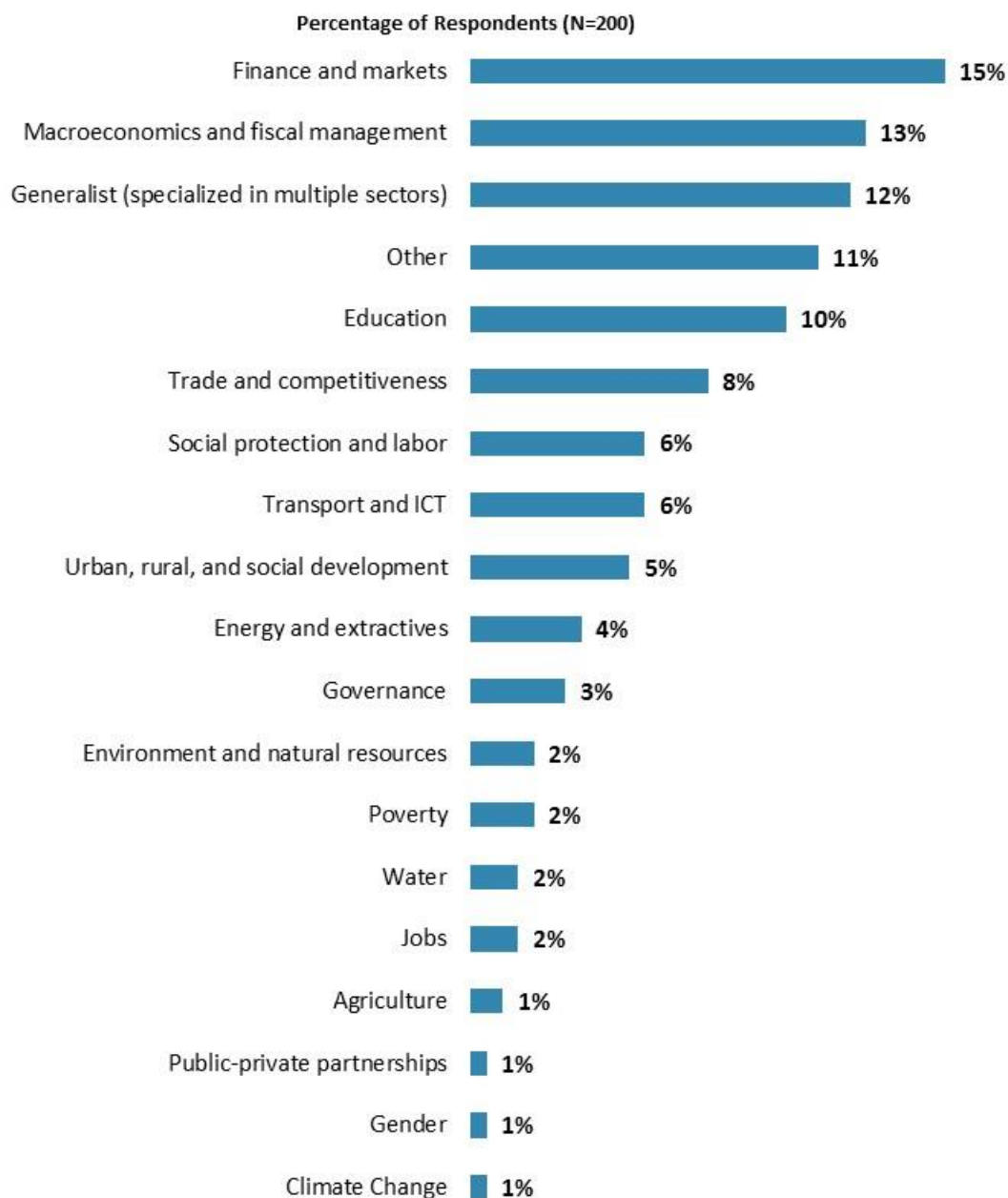


“Which of the following best describes your current position?” (Respondents chose from a list.)



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

#### Area of Primary Specialization



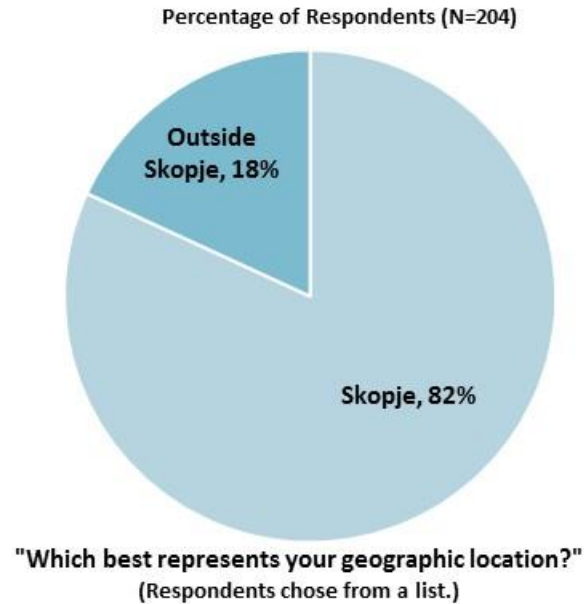
**"Please identify the primary specialization of your work."** (Respondents chose from a list.)



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

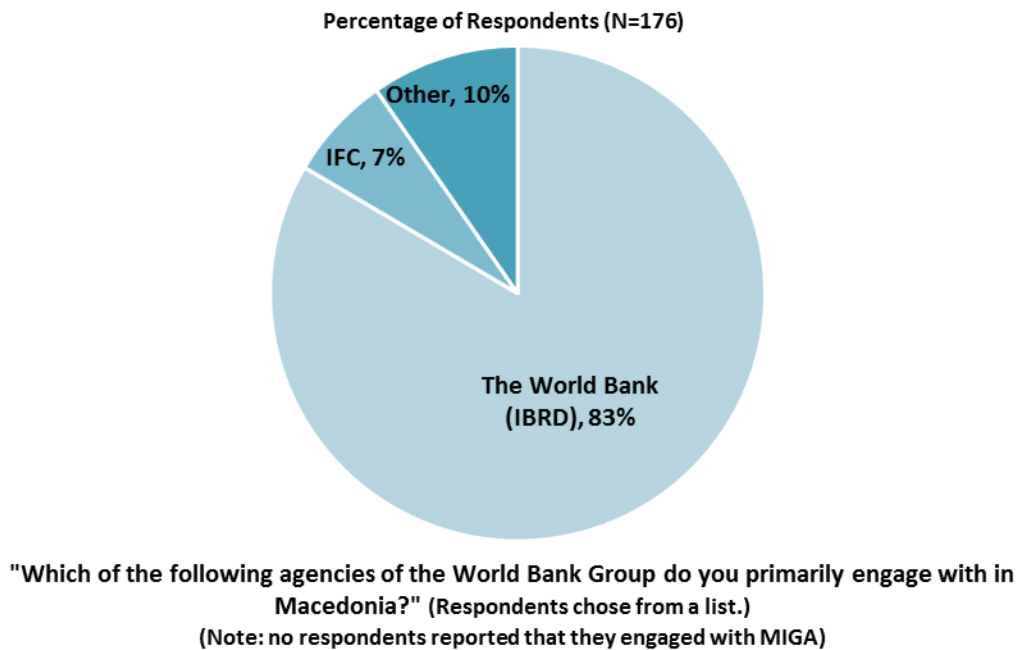
#### Geographic Locations

- Geographic location comparisons can be found in Appendix C (page 79).



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

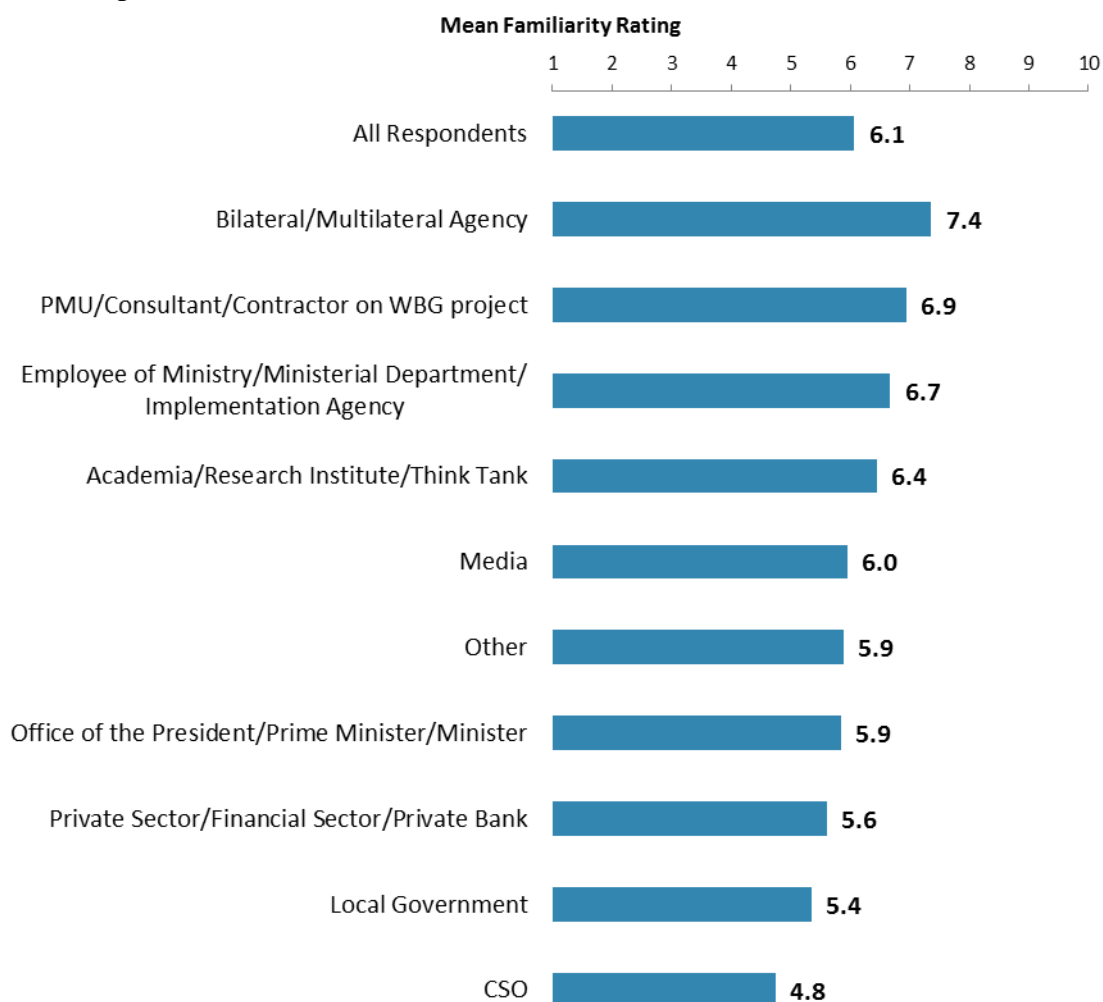




### III. Demographics of the Sample (continued)

#### Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey indicated significantly lower levels of familiarity with the WBG compared to respondents from the FY'14 Country Survey (weighted mean in FY'17 = 6.1; weighted mean in FY'14 = 6.5)<sup>1</sup>.
- Respondents' levels of familiarity with the WBG were significantly, strongly correlated with their ratings of the WBG's overall effectiveness in Macedonia, and significantly, moderately correlated with the extent to which the WBG plays a relevant role in development in Macedonia, and the extent to which the WBG contributes to the country's development results.



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

<sup>1</sup> Please refer to Appendix E (page 88) for more details on weighting. The means in the chart were calculated based on un-weighted data.

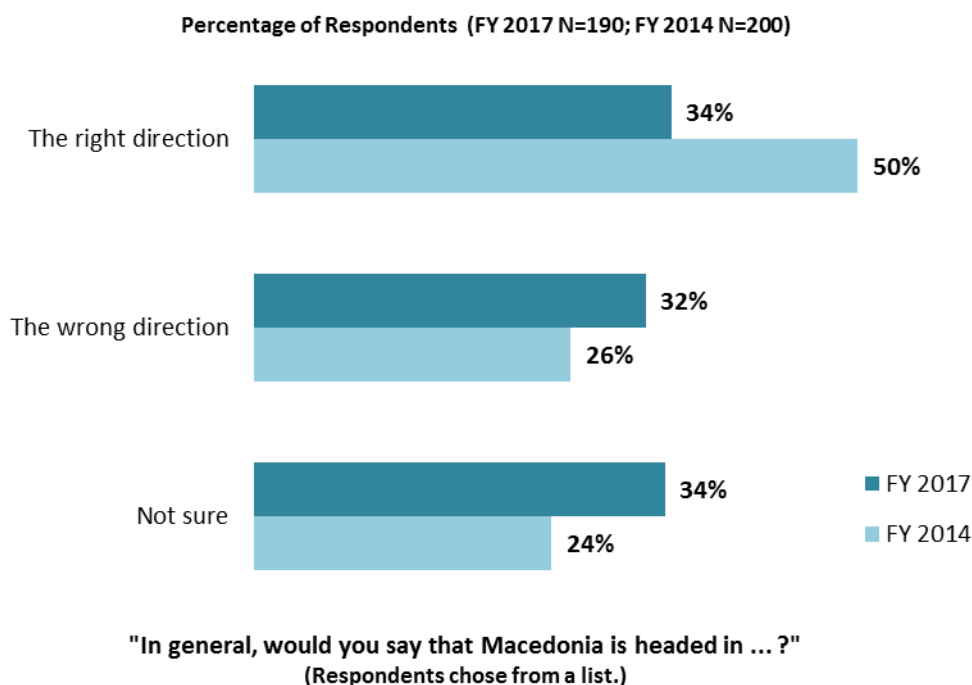




## IV. General Issues Facing Macedonia

### Headed in the Right Direction<sup>2</sup>

- **Year comparison:** This year's respondents were significantly less likely to believe that Macedonia is headed in the right direction compared to respondents in the FY'14 Country Survey.
- **Stakeholder groups:** In this year's Country Survey, respondents from the Office of the President/Prime Minister/Minister were significantly more likely to indicate that Macedonia is headed in the right direction, while respondents from academia/research institutes/think tanks were significantly less positive about the prospect of Macedonia.



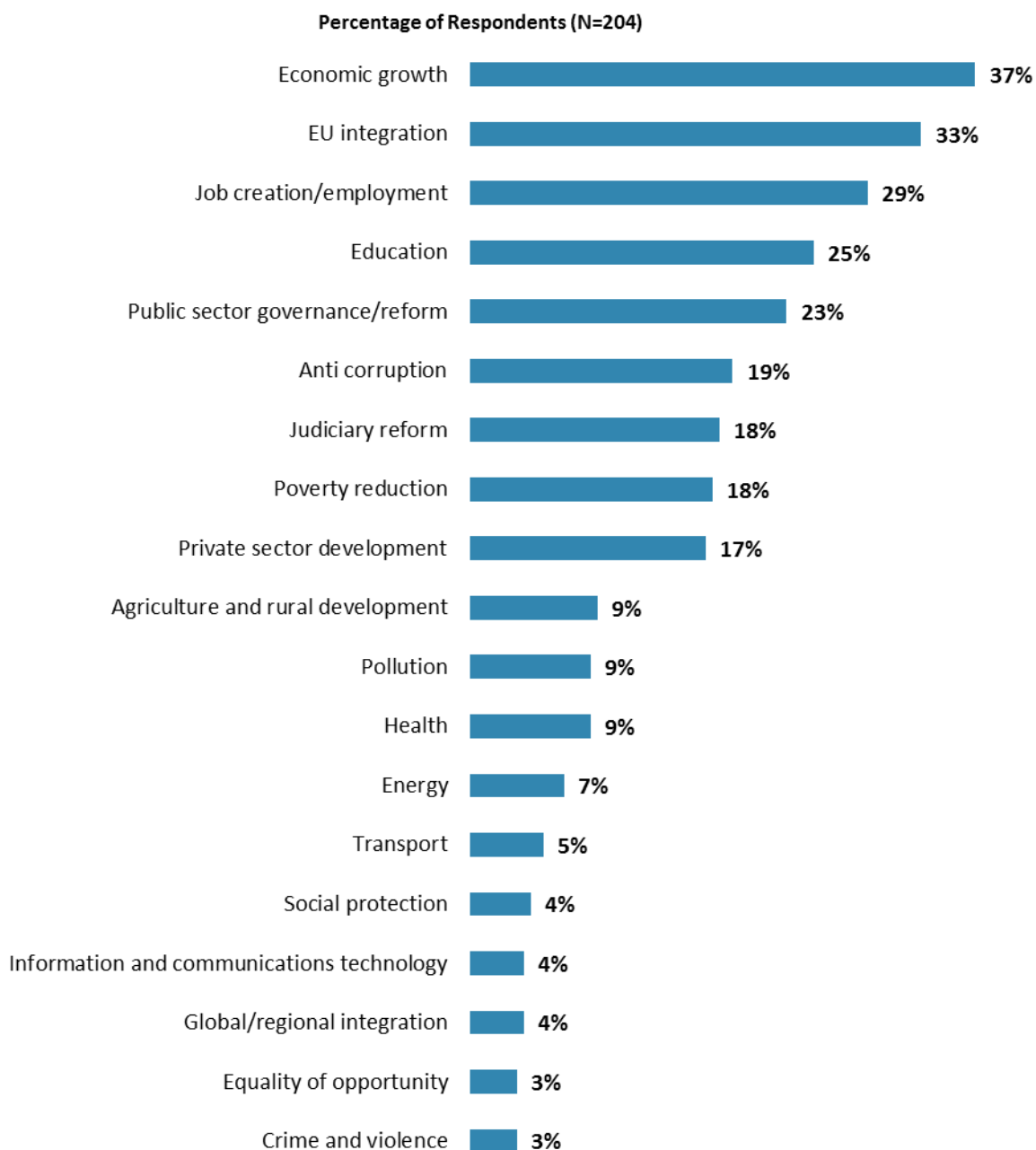
<sup>2</sup> Percentages presented in the chart were calculated based on weighted data from FY'17 and FY'14.



## IV. General Issues Facing Macedonia (continued)

### Development Priority

- **Year comparison:** Respondents in the previous FY'14 Country Survey indicated that the most important development priorities in Macedonia were “*job creation/employment*” (32%), “*economic growth*” (28%), and “*EU integration*” (27%).



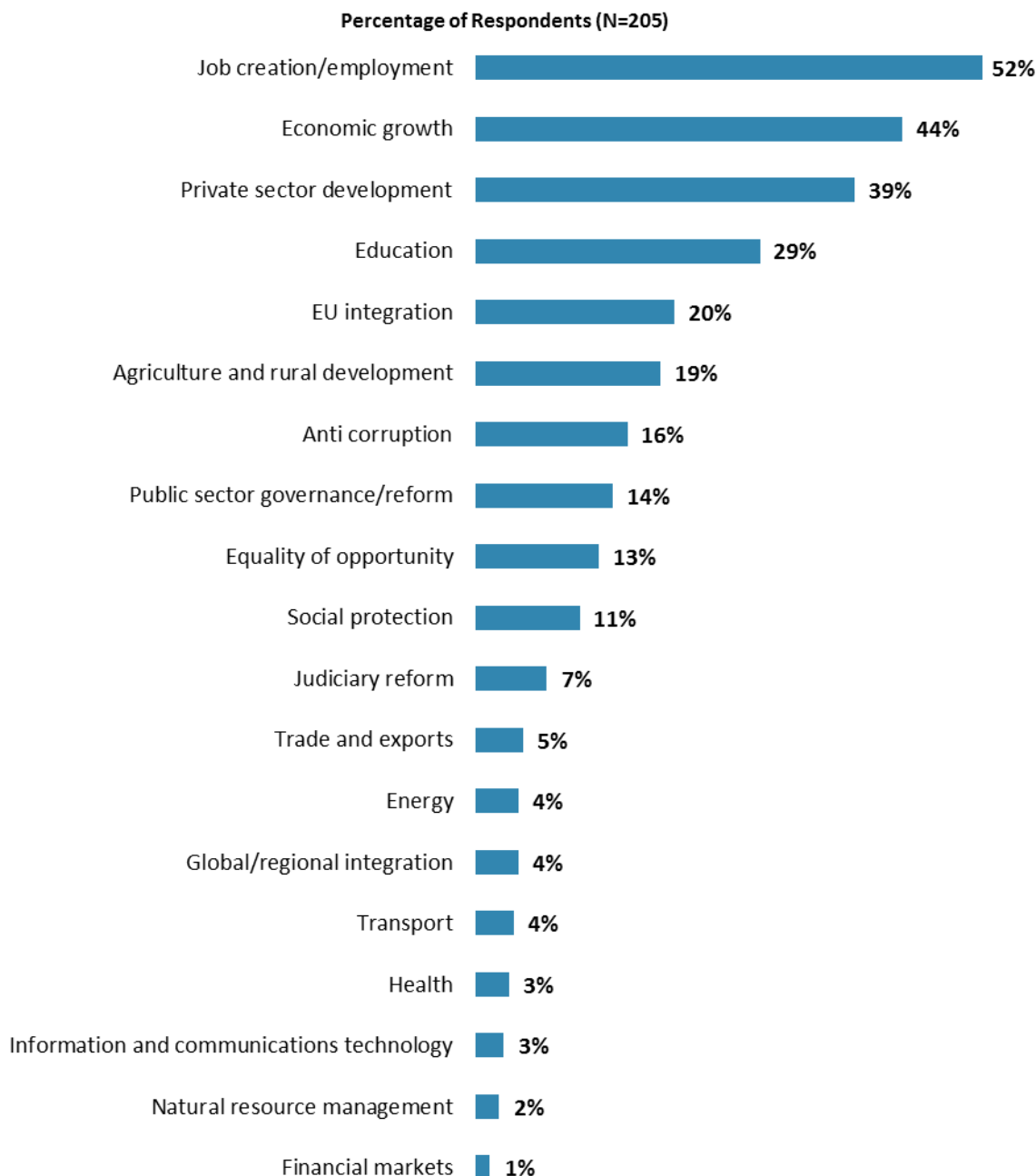
"Listed below are a number of development priorities in Macedonia. Please identify which of the following you consider the most important development priorities in Macedonia. (Choose no more than THREE)"  
(Respondents chose from a list. Responses combined. Top 19 of 29 response options shown.)



## IV. General Issues Facing Macedonia (continued)

### What Would Contribute Most to Reducing Poverty

- **Year comparison:** In the previous FY'14 Country Survey, respondents indicated that the greatest contributors to poverty reduction in Macedonia were “*economic growth*” (52%), “*job creation/employment*” (43%), and “*foreign direct investment*” (32%).



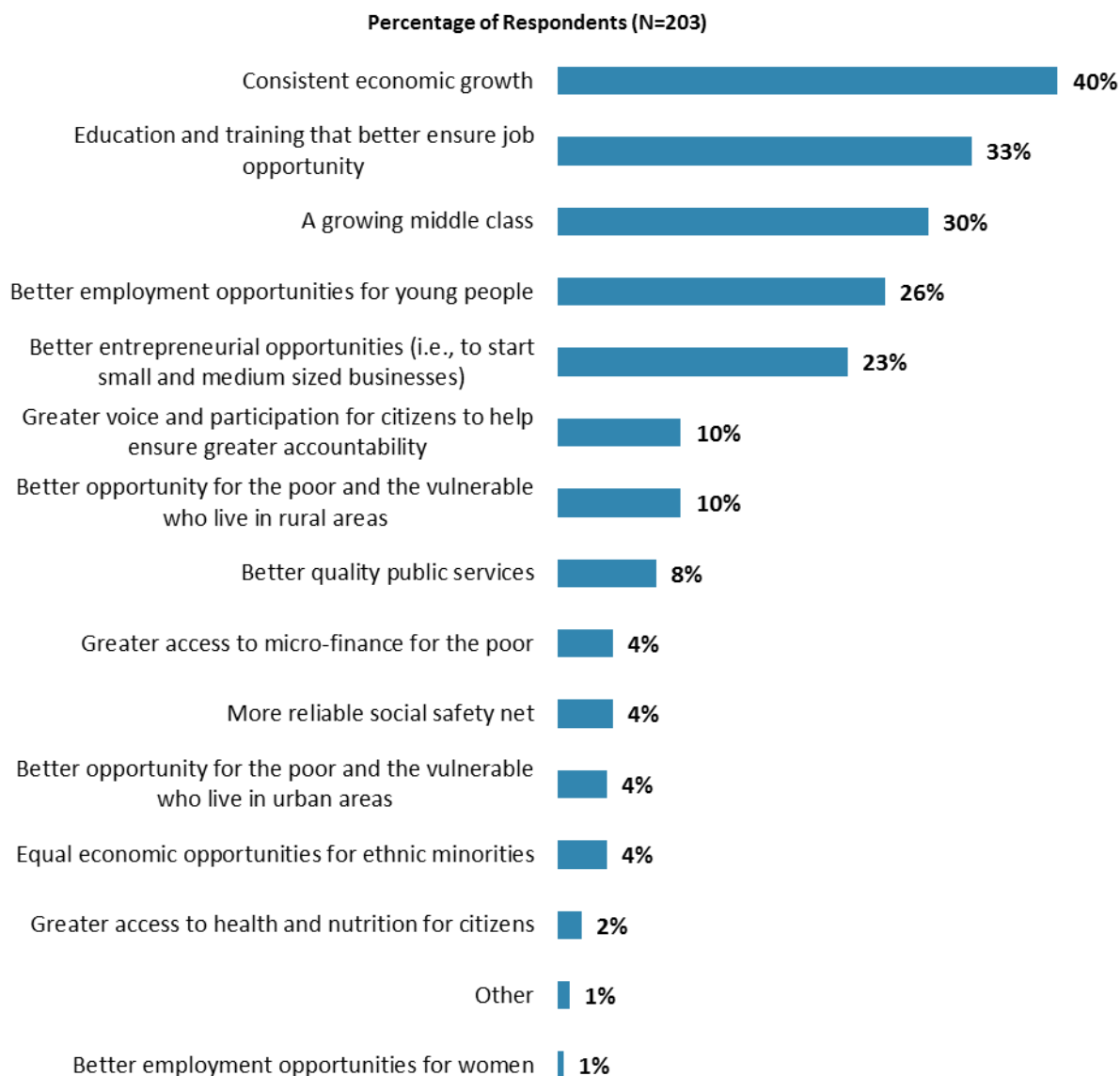
"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Macedonia? (Choose no more than THREE)" (Respondents chose from a list. Responses combined. Top 19 of 28 response options shown.)



## IV. General Issues Facing Macedonia (continued)

### Factors Contributing to “Shared Prosperity”

- **Year comparison:** In the previous FY’14 Country Survey, respondents indicated that “*better employment opportunities for young people*” (42%) and “*consistent economic growth*” (36%) would best illustrate how “shared prosperity” would be achieved in Macedonia.



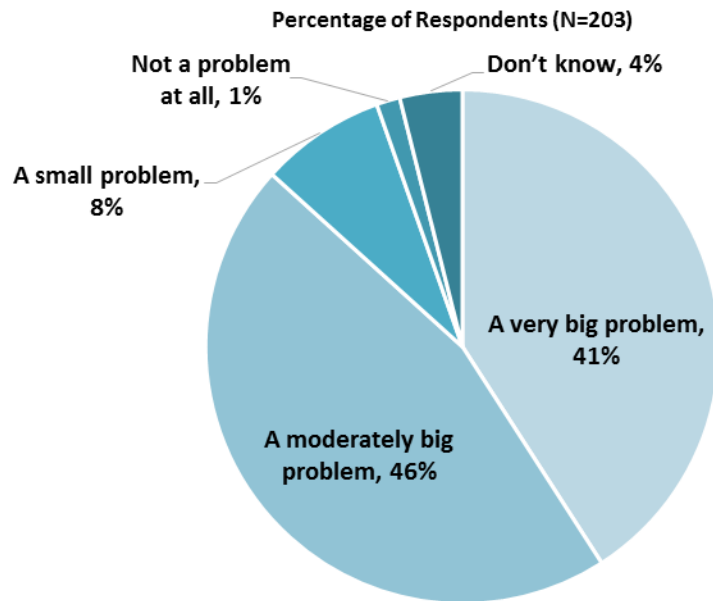
"The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When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

(Respondents chose from a list. Responses combined.)



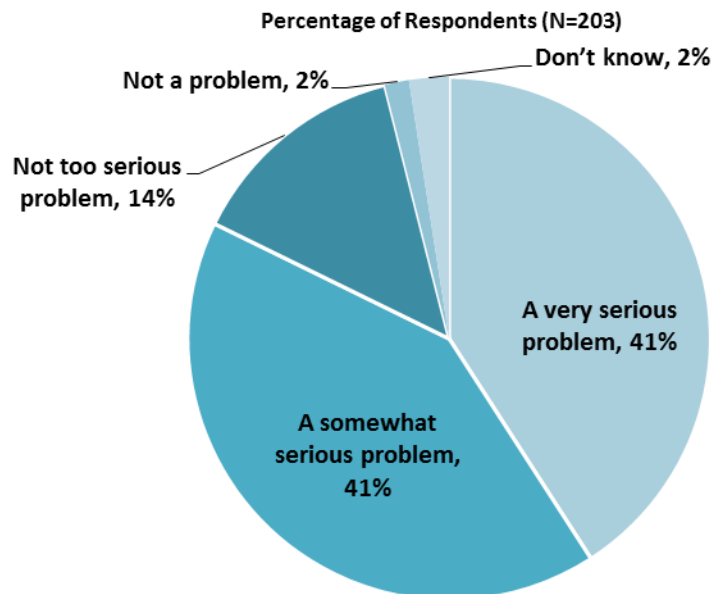
## IV. General Issues Facing Macedonia (continued)

### Gap between the Rich and the Poor



"Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Macedonia?" (Respondents chose from a list.)

### Global Climate Change



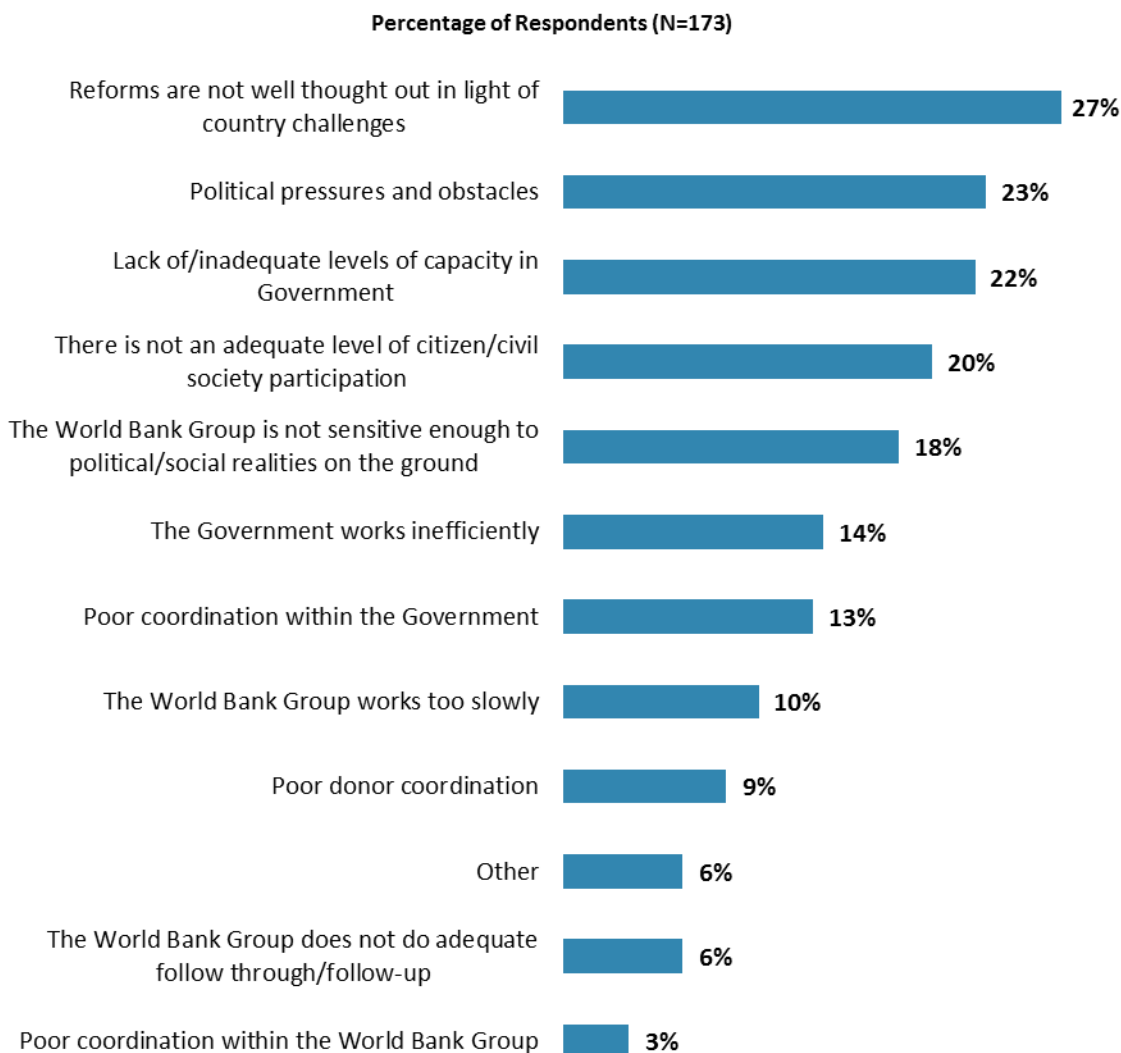
"In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem?" (Respondents chose from a list.)



## V. Overall Attitudes toward the World Bank Group

### Attributing Failed/Slow Reform Efforts

- **Year comparison:** Respondents in the previous FY'14 Country Survey most often attributed failed or slow WBG assisted reform efforts to that *“the WBG is not sensitive enough to political/social realities on the ground”* (29%), *“reforms are not well thought out in light of country challenges”* (26%), *“lack of/inadequate levels of capacity in Government”* (26%), and *“political pressures and obstacles”* (25%).



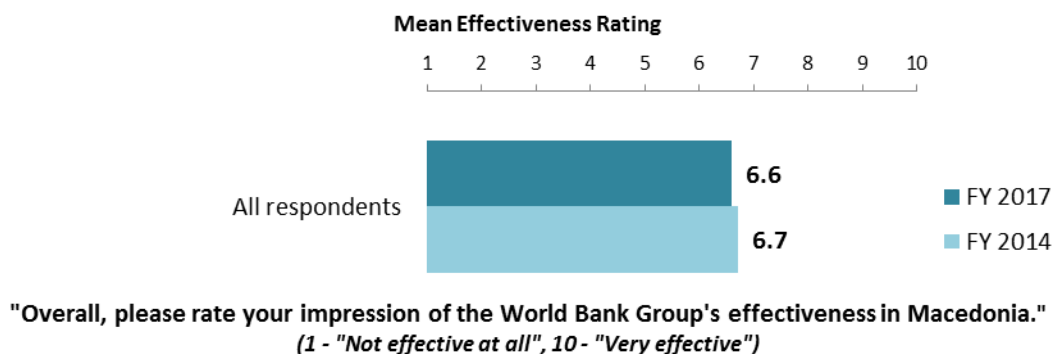
**"When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



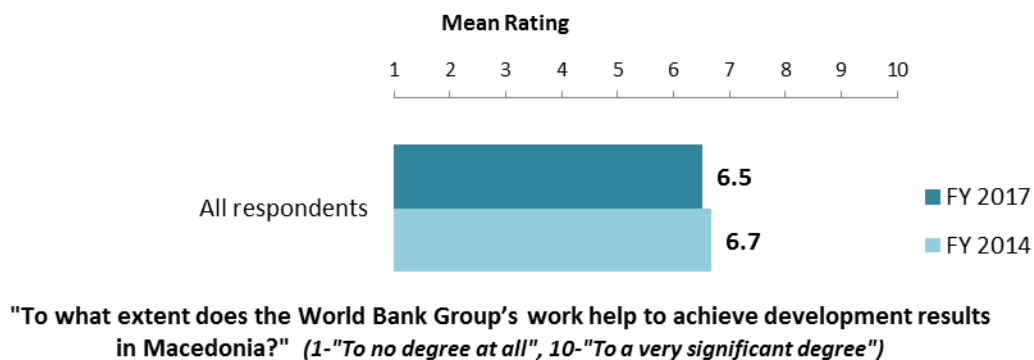
## V. Overall Attitudes toward the World Bank Group (continued)

*As noted in the "Methodology" section, the indicator questions referred to throughout the survey report are questions that are asked in every country that engages in the Country Opinion Survey. These will be aggregated for the World Bank Group's annual Corporate Scorecard.*

### The World Bank Group's Overall Effectiveness<sup>3</sup> (Indicator Question)



### Achieving Development Results (Indicator Question)

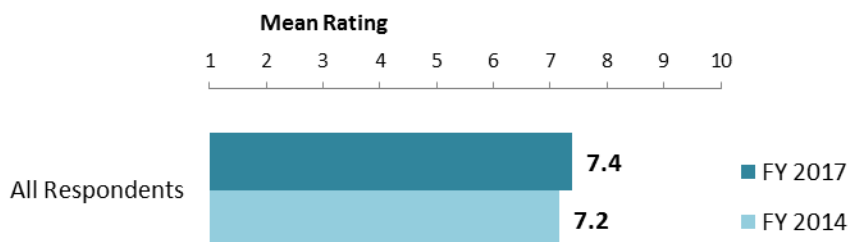


<sup>3</sup> Means presented in the charts on this page were calculated based on weighted data from FY'17 and FY'14.



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

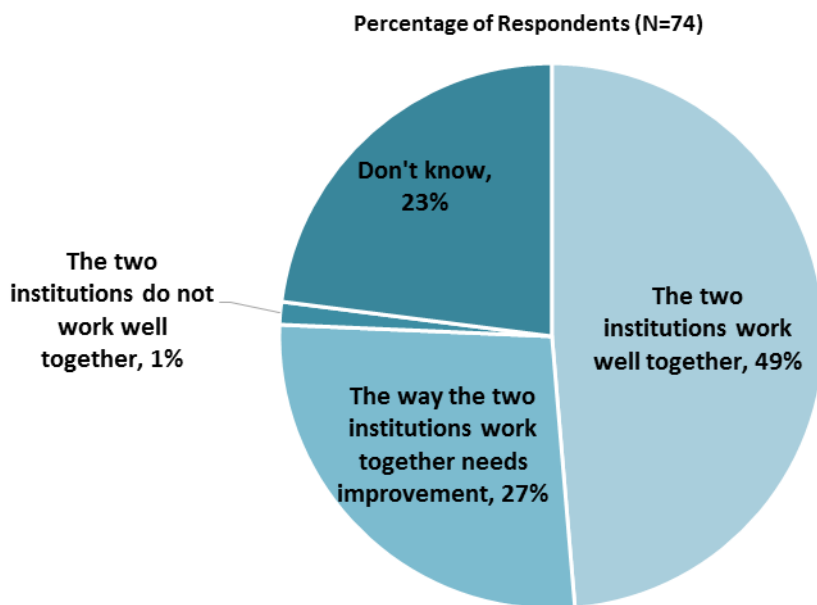
### WBG Staff Preparedness<sup>4</sup>



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

### The World Bank and the IFC Working Together

- Only those stakeholders who responded "Yes" to the question "Do your projects involve both the World Bank and the IFC?" provided their views on the working relationship between the World Bank and the IFC.



"If your projects involved both the World Bank and the IFC, what was your view on the two institutions working together in Macedonia?" (Respondents chose from a list.)

<sup>4</sup> Means presented in the chart were calculated based on weighted data.

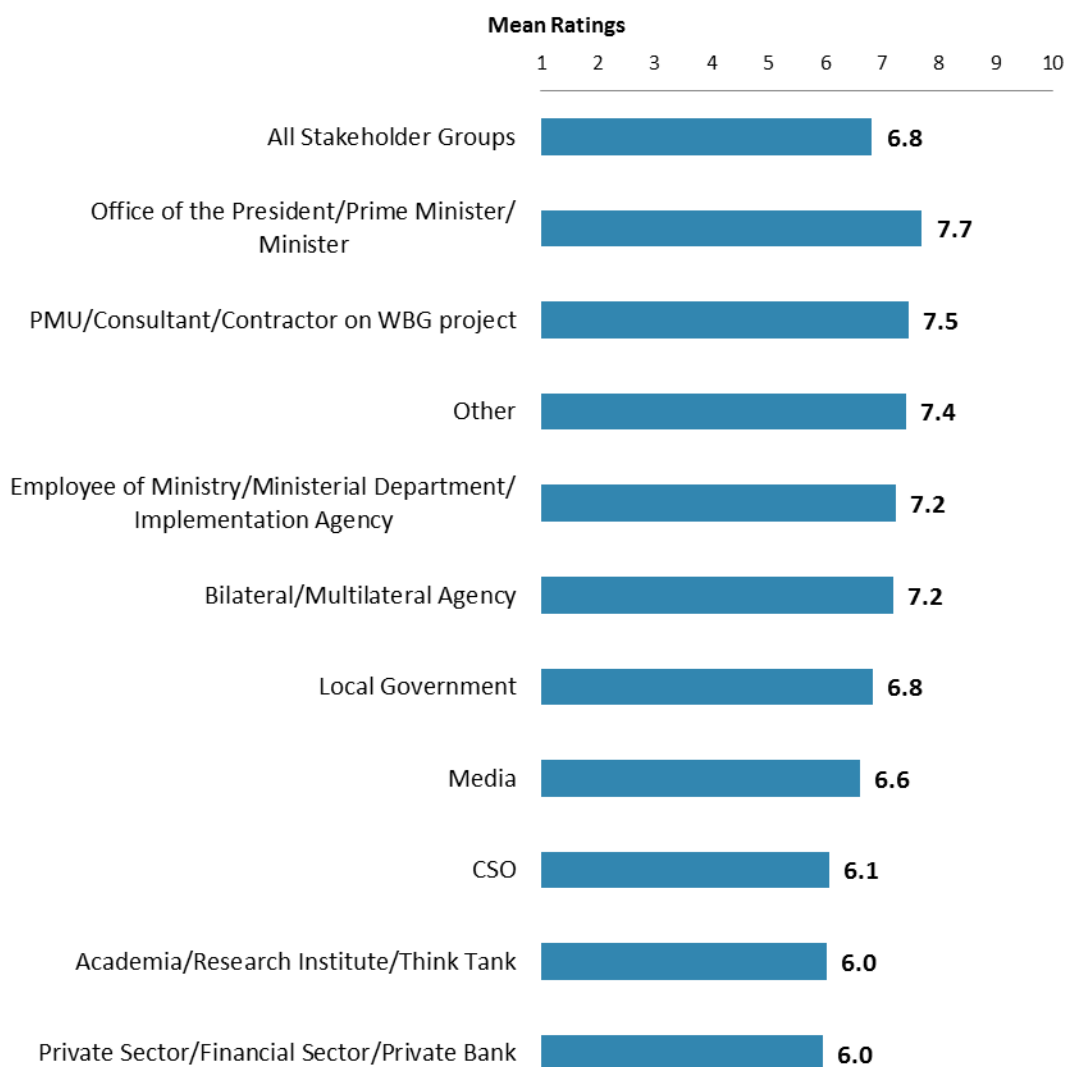




## V. Overall Attitudes toward the World Bank Group (continued)

### Overall Ratings for Indicator Questions by Stakeholder Groups

- **Stakeholder groups:** Respondents from the Office of the President/Prime Minister/Minister had the highest mean ratings for the aggregated responses to the twenty six COS indicator questions, whereas respondents from the private sector and academia had significantly lower mean ratings. Responses for individual indicator questions by stakeholder groups can be found in Appendix B (see page 58).
- **Collaboration:** Respondents who collaborate with the WBG had significantly higher mean ratings for the aggregated responses to the twenty six COS indicator questions (mean rating = 7.2) compared to respondents who do not collaborate with the WBG (mean rating = 6.0). Responses for individual indicator questions by exposure to the WBG can be found in Appendix F (page 94).



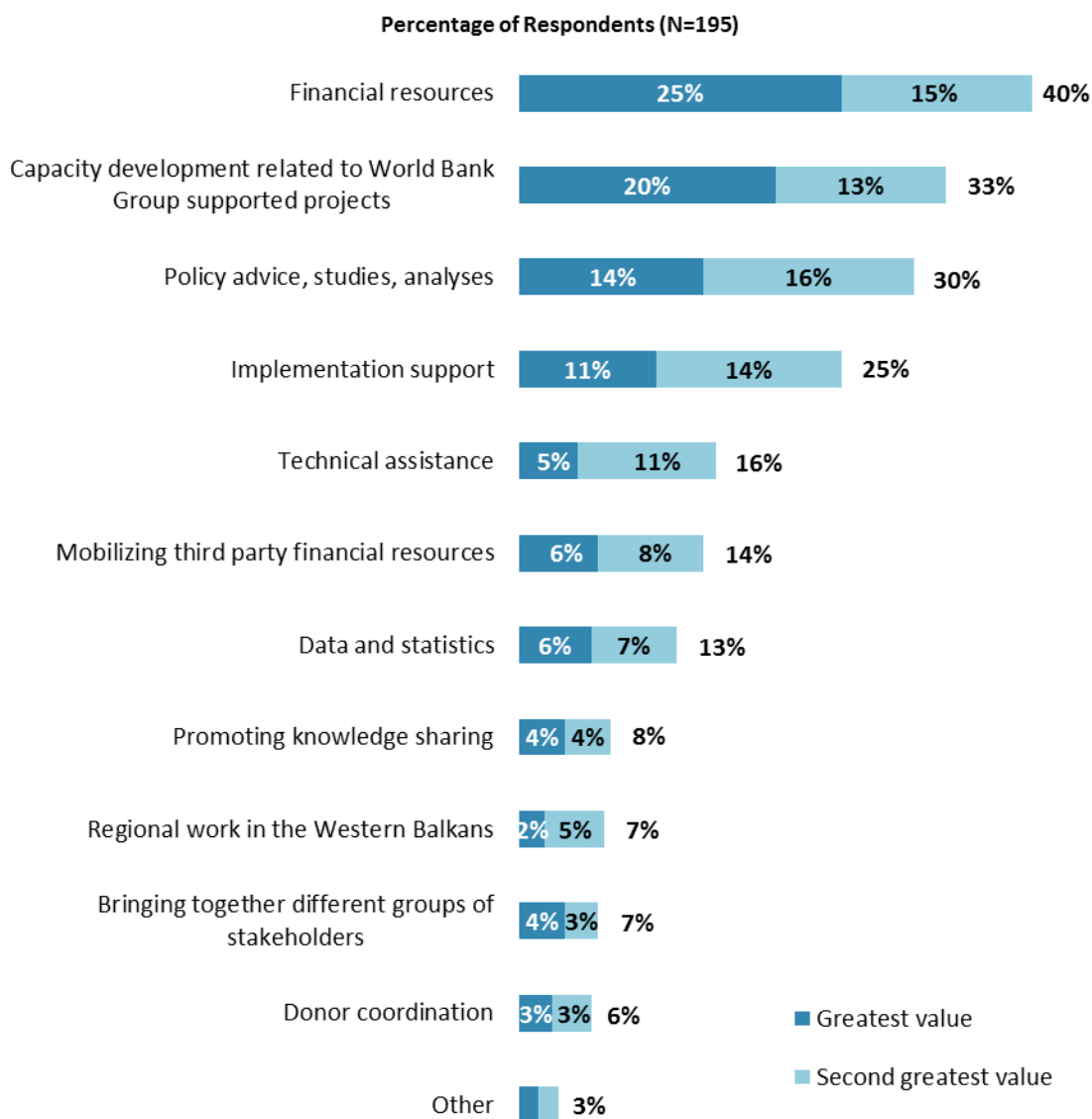
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



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

### Greatest Value

- **Year comparison:** Respondents in the previous FY'14 Country Survey indicated that the WBG's greatest values to Macedonia were "*financial resources*" (57%), "*policy advice, studies, analyses*" (38%), and "*mobilizing third party financial resources*" (31%).

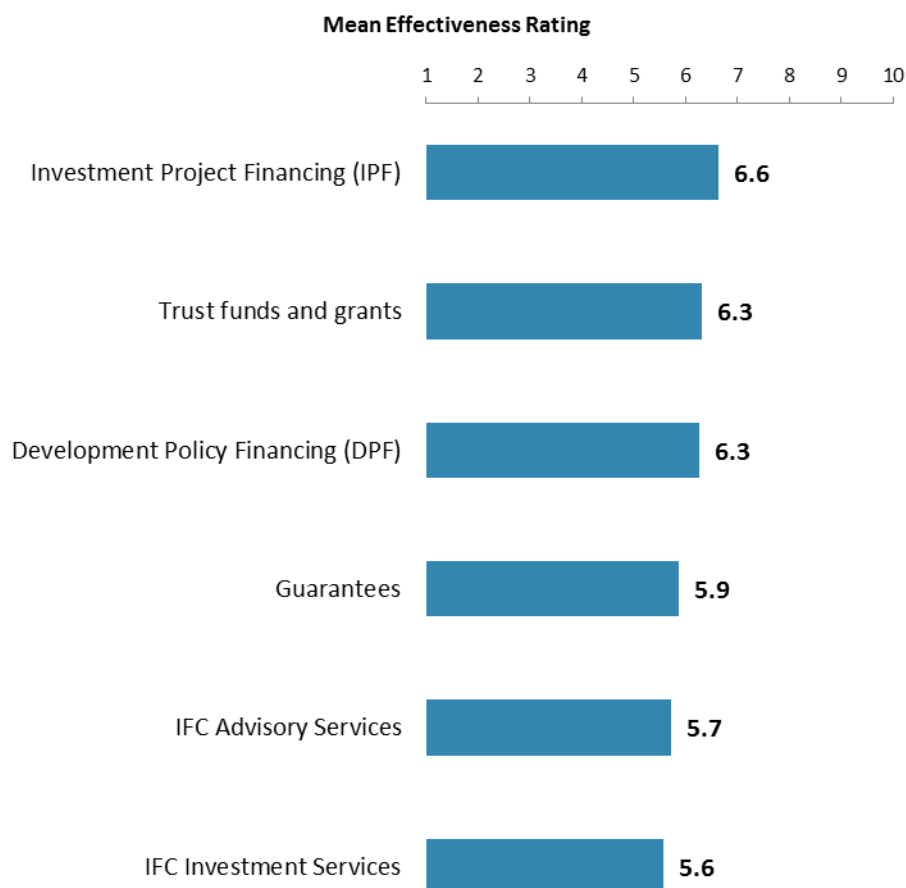


"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Macedonia?"  
(Respondents chose from a list.)



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

### Most Effective Instruments in Reducing Poverty



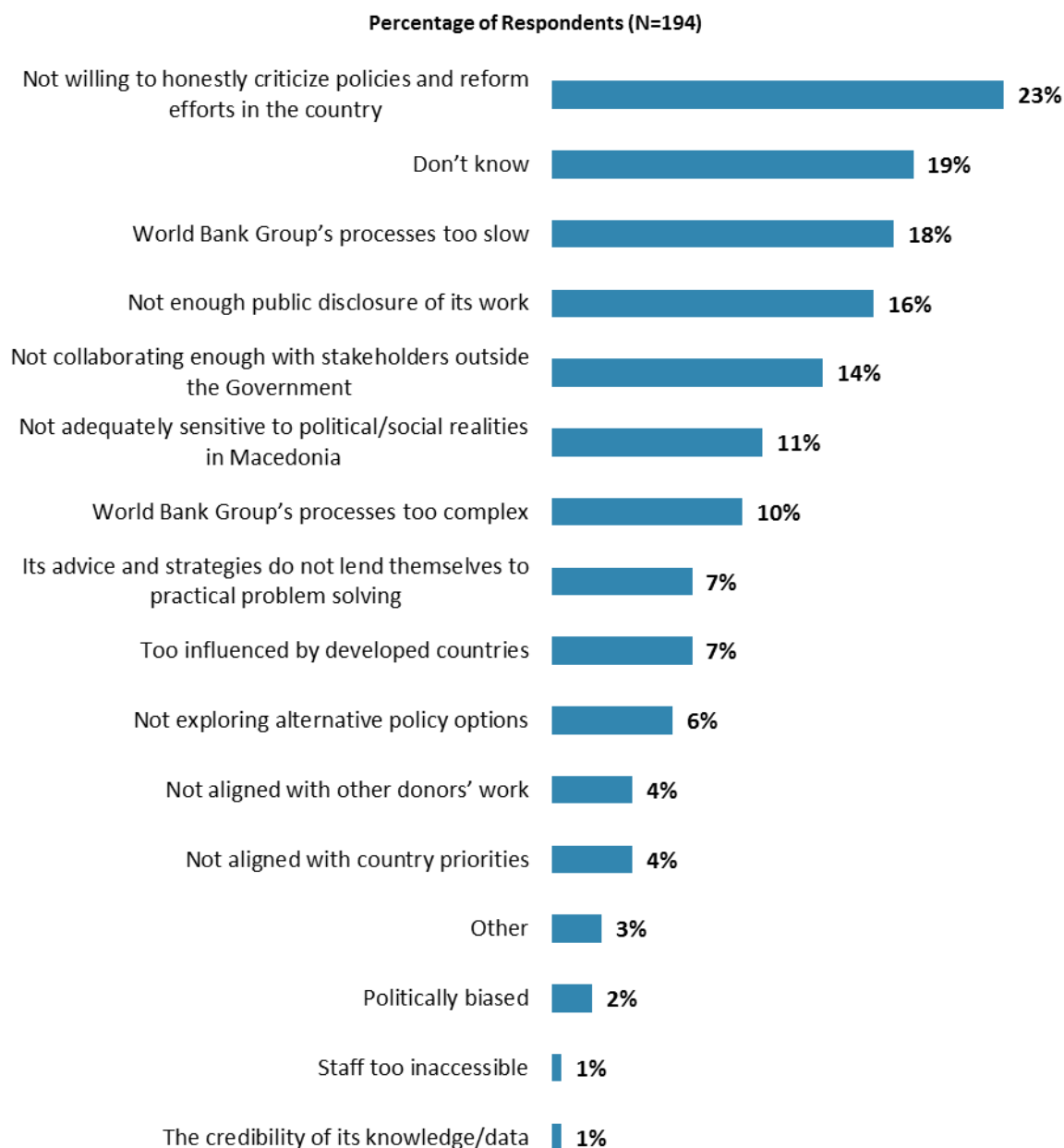
**"How EFFECTIVE do you believe the following World Bank Group's instruments are in supporting the Macedonia Government's efforts to reduce poverty?"**  
(1 - "Not effective at all", 10 - "Very effective")



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

### Greatest Weakness

- **Year comparison:** Respondents in the previous FY'14 Country Survey indicated that the WBG's greatest weakness in its work in Macedonia was being "*not adequately sensitive to political/social realities in Macedonia*" (23%).

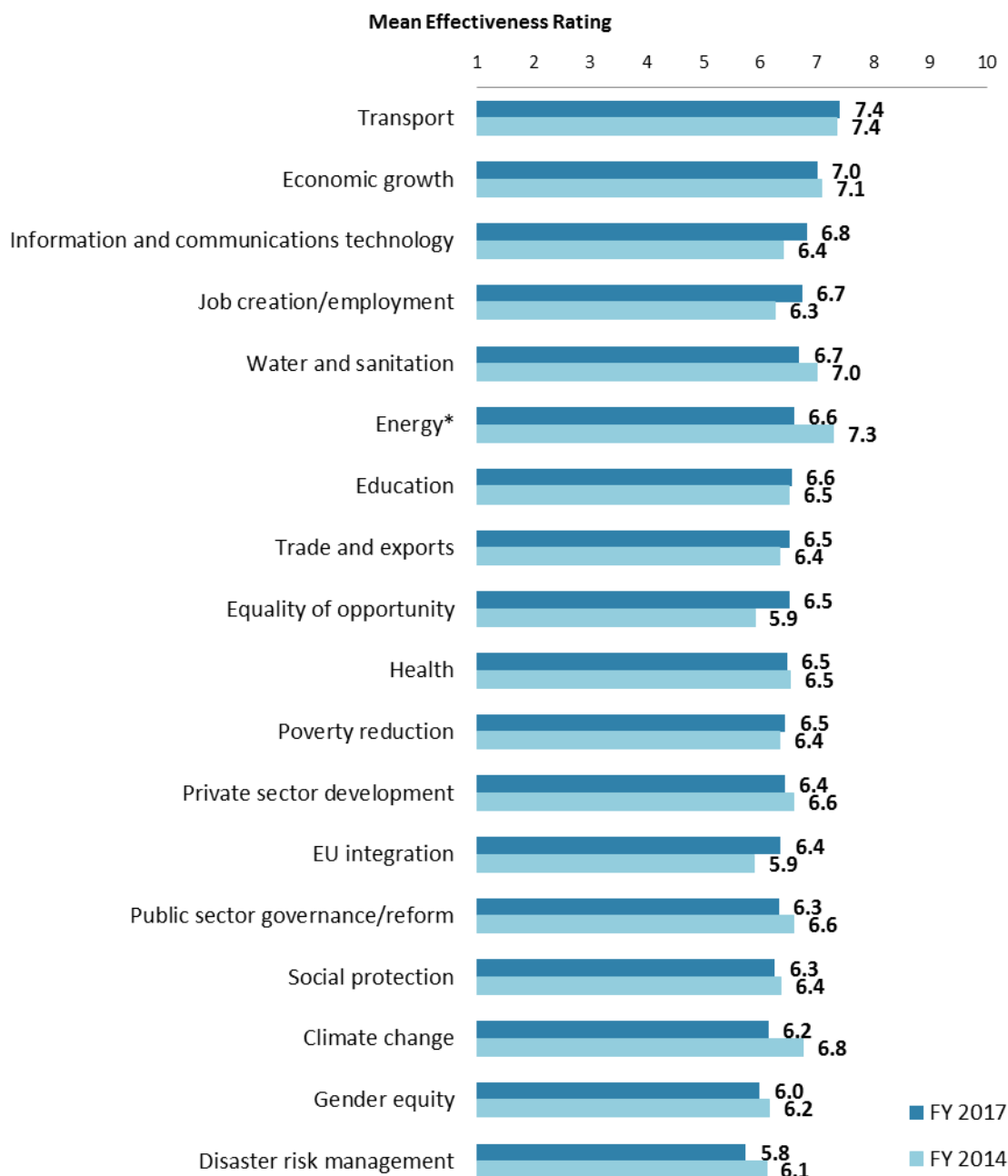


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Macedonia? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



## VI. Sectoral Effectiveness

### Effectiveness of WBG's Support in Sectoral Areas: Year Comparison<sup>5</sup>



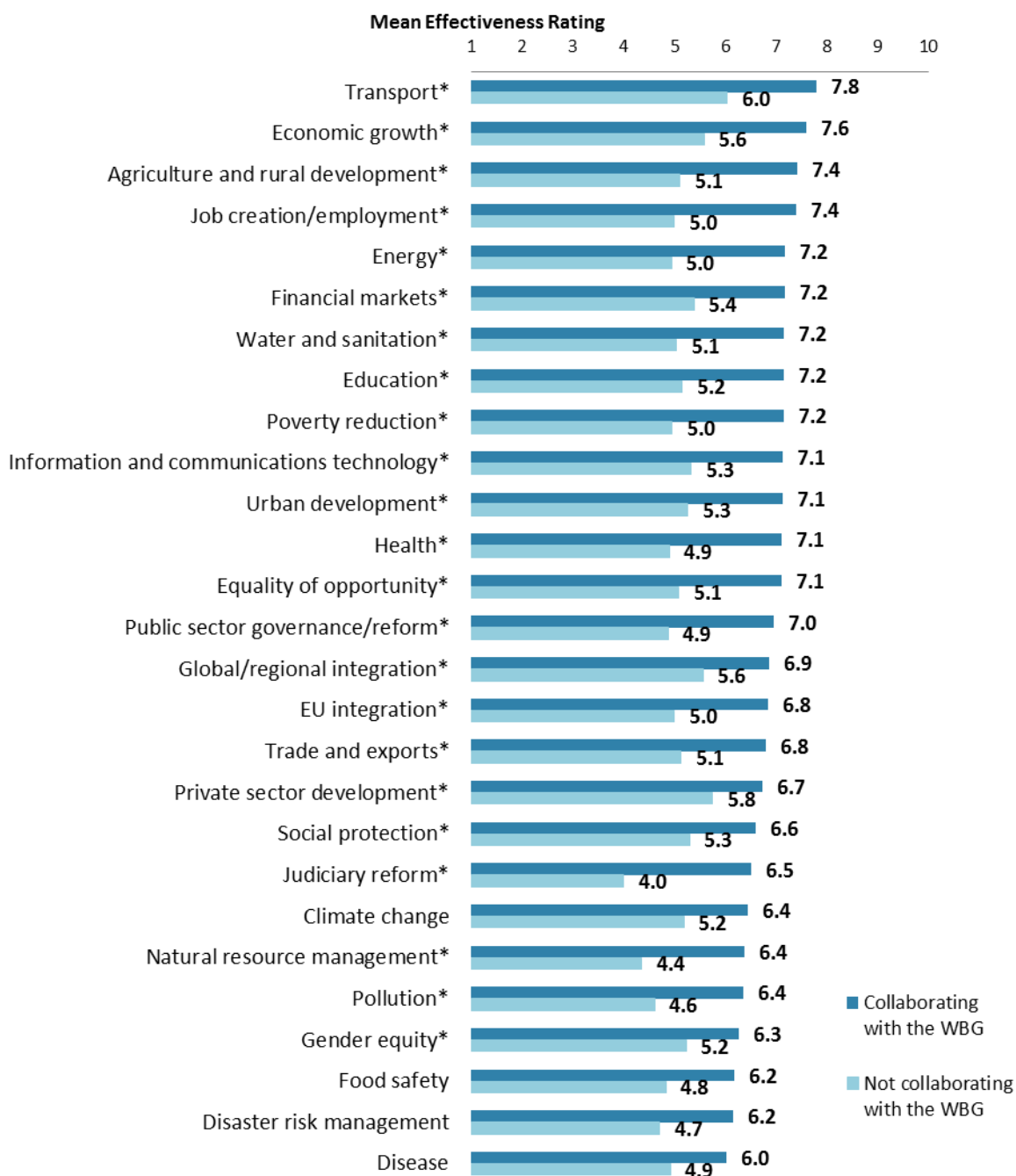
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Macedonia?" (1-"Not effective at all", 10-"Very effective")  
(\*Significantly different between FY 2017 and FY 2014)

<sup>5</sup> Means presented in this chart were calculated based on weighted data. See Appendix E for details.



## VI. Sectoral Effectiveness (continued)

### Effectiveness of WBG's Support in Sectoral Areas: Collaboration<sup>6</sup>



**"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Macedonia?" (1-"Not effective at all", 10-"Very effective")**  
 (\*Significantly different between collaborators and non-collaborators with the WBG)

<sup>6</sup> Note in the Appendix on the sectoral effectiveness (Appendix A, page 43) that primarily informed stakeholders responded to this question. Respondents were given the option of "don't know" if they did not have exposure to the WBG's work in certain development areas.

## VI. Sectoral Effectiveness (continued)

### Drivers of Effectiveness

To determine the key drivers of respondents' ratings of the World Bank Group's overall effectiveness and ratings of its ability to help achieve development results in Macedonia, bivariate correlational analyses were conducted using respondents' ratings of the twenty seven specific areas of effectiveness.

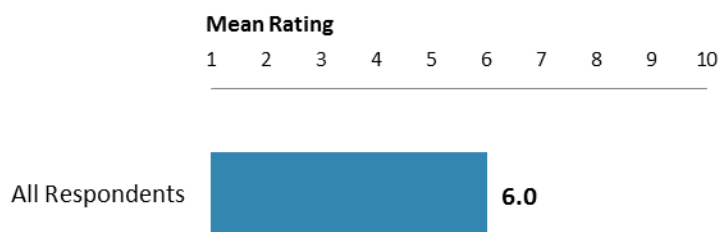
Correlational analyses, however, are not able to tell us exactly what is causing respondents' ratings of the World Bank Group's overall effectiveness or ratings of its ability to help achieve development results. Rather, these analyses tell us that as ratings of effectiveness in one area increase, respondents' ratings of the WBG's overall effectiveness increase, or as ratings of effectiveness in one area increase, ratings of the WBG's ability to help achieve development results increase. Thus, it can be inferred that respondents' perceptions of effectiveness in one specific area are related to, or drive, respondents' perceptions of the WBG's overall effectiveness or perceptions of the WBG's ability to help achieve development results.

- Overall Effectiveness: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the WBG's overall effectiveness, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's overall effectiveness in Macedonia. The areas determined to be key drivers from these analyses were:
  - The WBG's effectiveness at job creation/employment; and
  - The WBG's effectiveness at health.
- Achieving Development Results: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the WBG's ability to help achieve development results in Macedonia, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's ability to help achieve development results. The area determined to be key driver from these analyses was:
  - The WBG's effectiveness at urban development;
  - The WBG's effectiveness at economic growth;
  - The WBG's effectiveness at health; and
  - The WBG's effectiveness at job creation/employment.



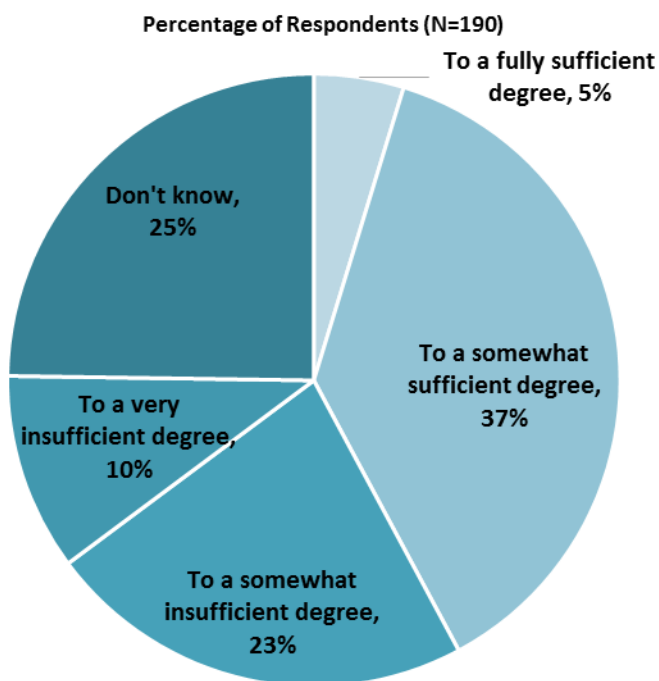
## VI. Sectoral Effectiveness (continued)

### The WBG Promoting Private Public Partnerships



**"To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Macedonia?"**  
(1 - "To no degree at all", 10 - "To a very significant degree")

### Helping the Poorest



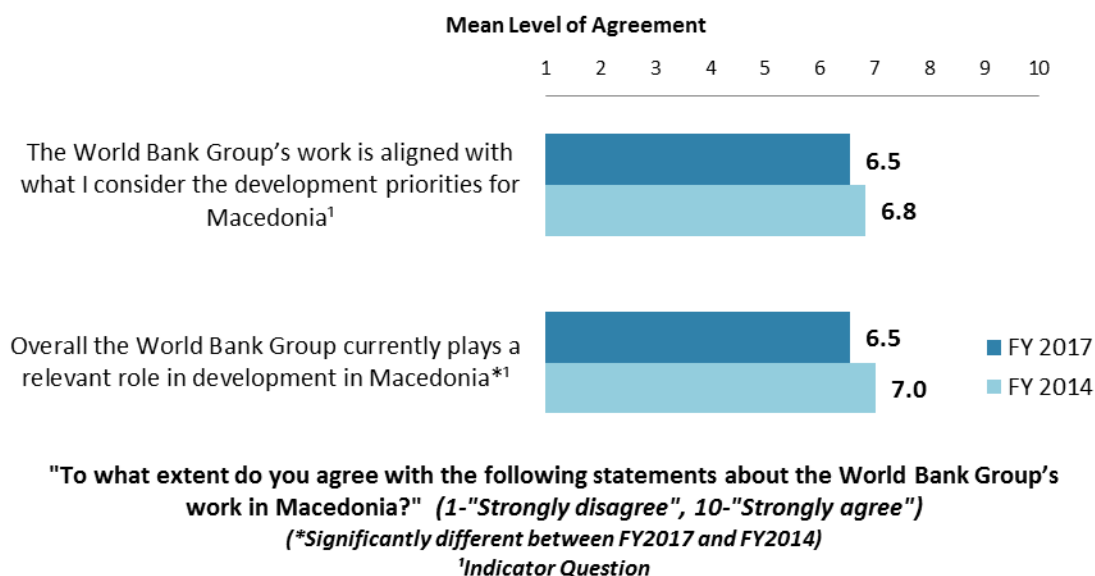
**"To what extent do you believe that the World Bank Group's work and support help the poorest in Macedonia?"** (Respondents chose from a list.)



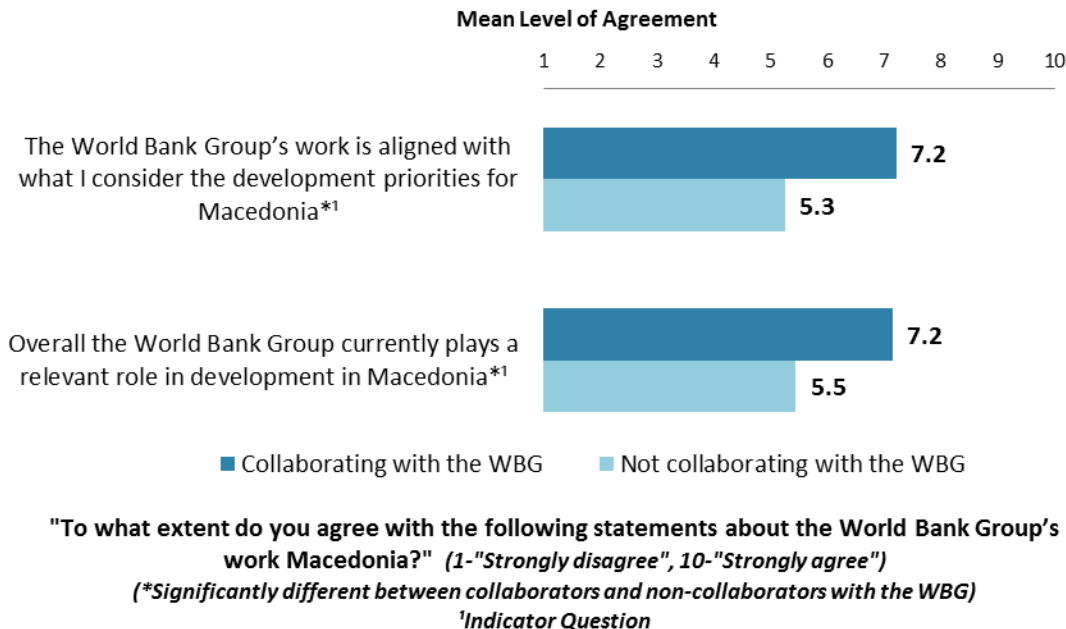


## VII. How the World Bank Group Operates

### The World Bank Group's Work in Macedonia: Year Comparison<sup>7</sup>



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

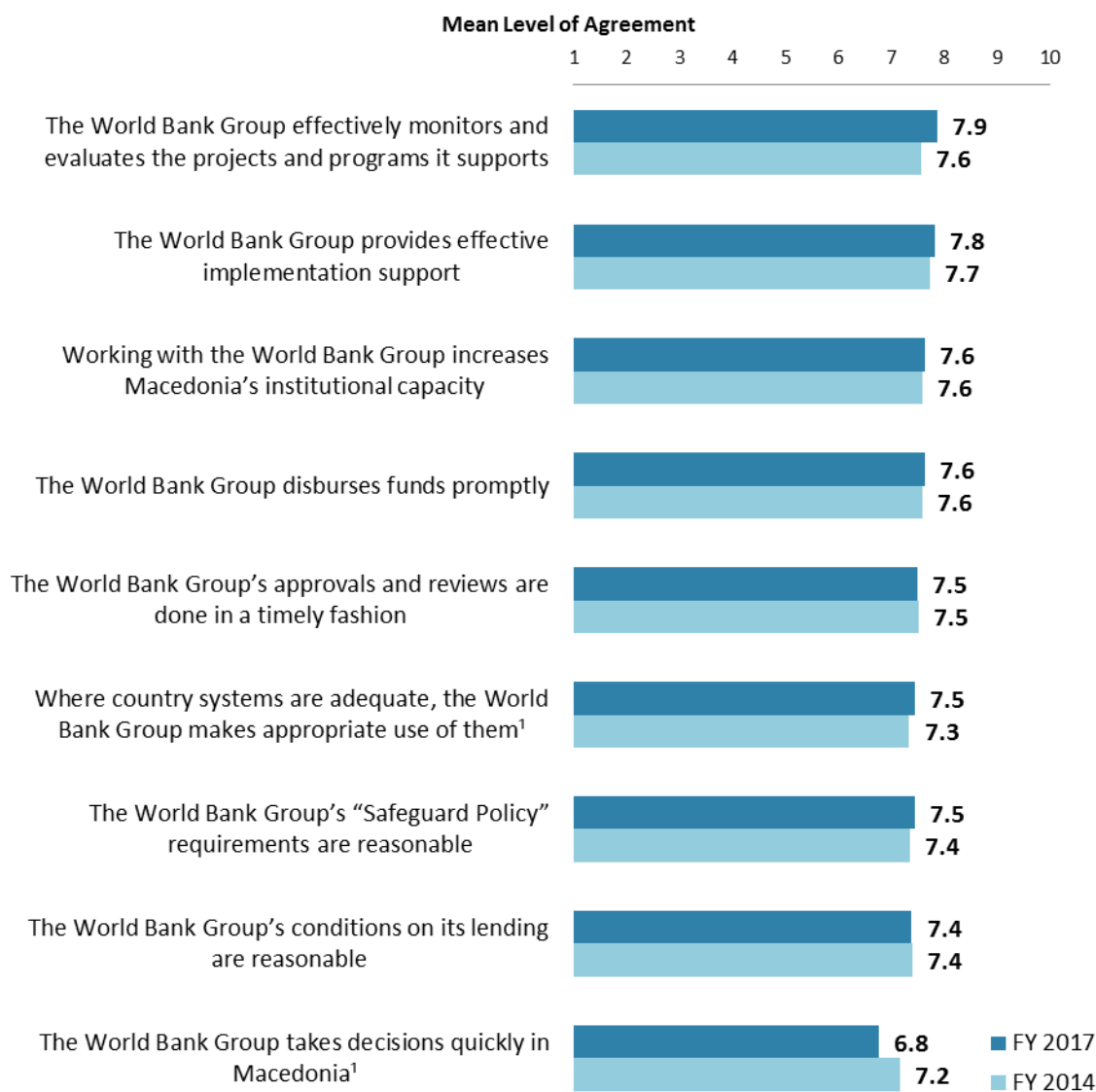


<sup>7</sup> Means in the chart were calculated based on weighted data.



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

### Overall Perceptions: Year Comparison<sup>8</sup>



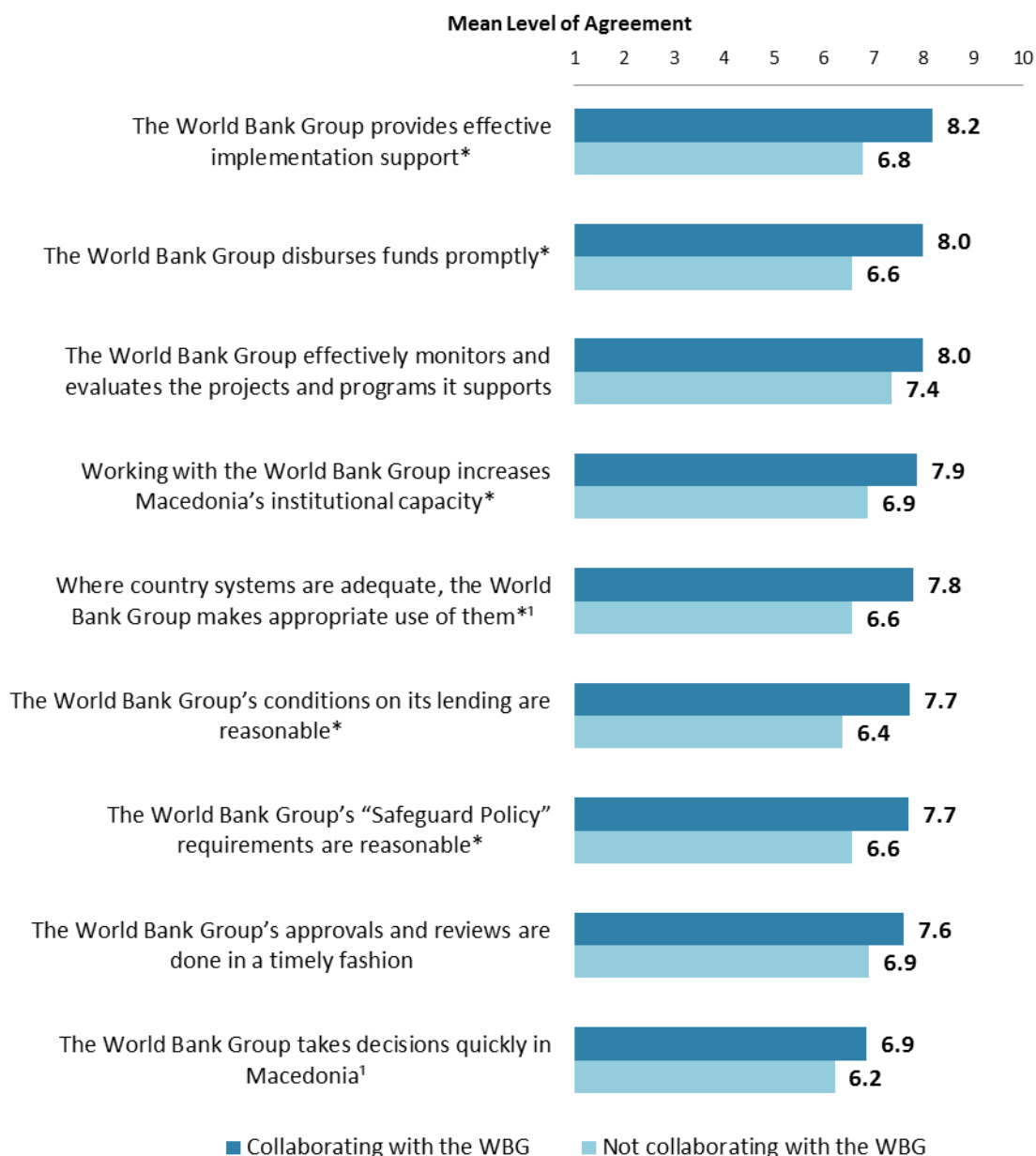
"To what extent do you agree/disagree with the following statements?"  
(1-"Strongly disagree", 10-"Strongly agree")  
<sup>1</sup>Indicator Question

<sup>8</sup> Means in the chart were calculated based on weighted data.



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

### Overall Perceptions: Collaboration

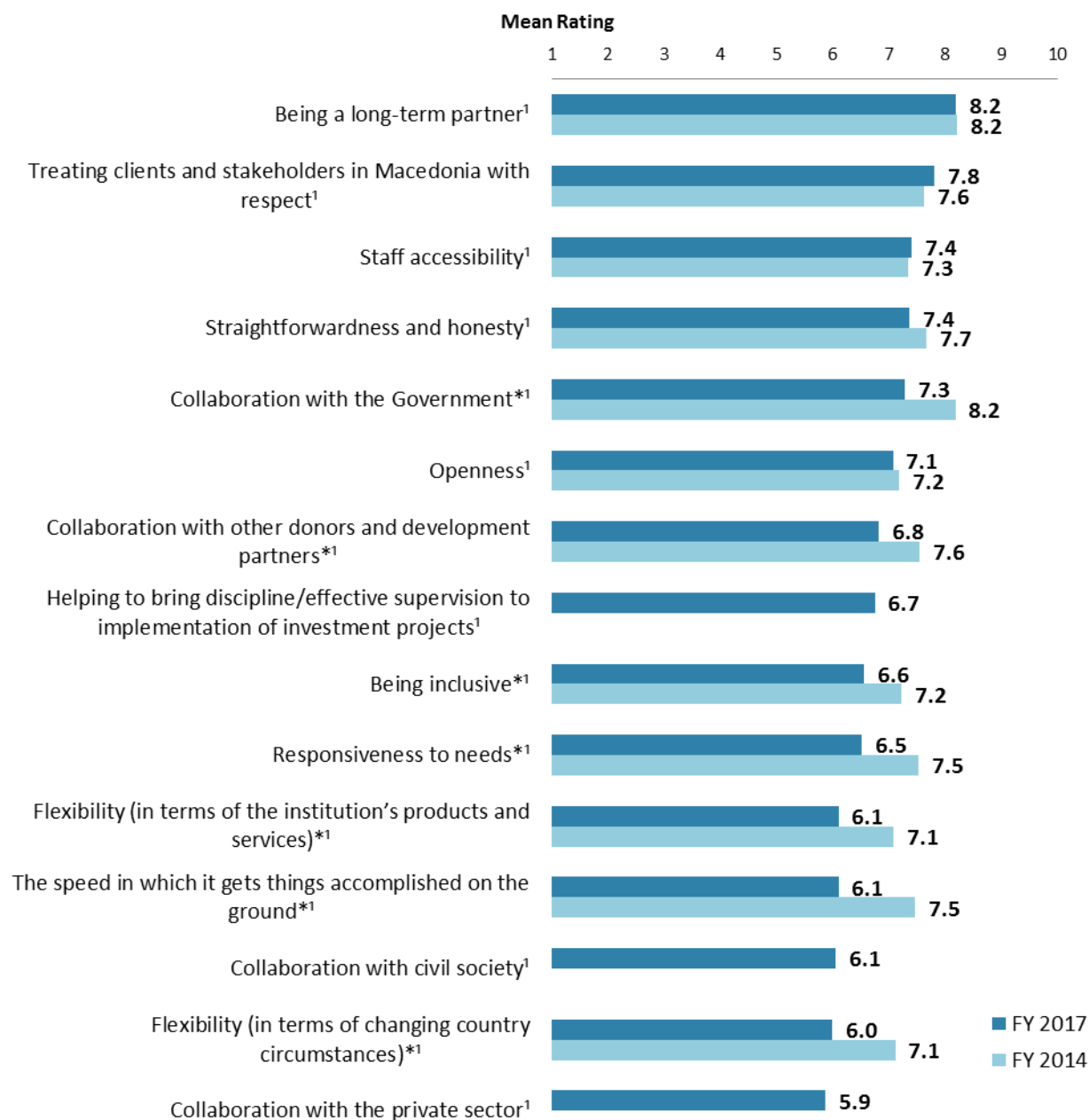


"To what extent do you agree/disagree with the following statements?"  
 (1-"Strongly disagree", 10-"Strongly agree")  
 (\*Significantly different between collaborators and non-collaborators with the WBG)  
<sup>1</sup>Indicator Question



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

### The WBG as an Effective Development Partner: Year Comparison<sup>9</sup>



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

**(\*Significantly different between FY2017 and FY2014)**

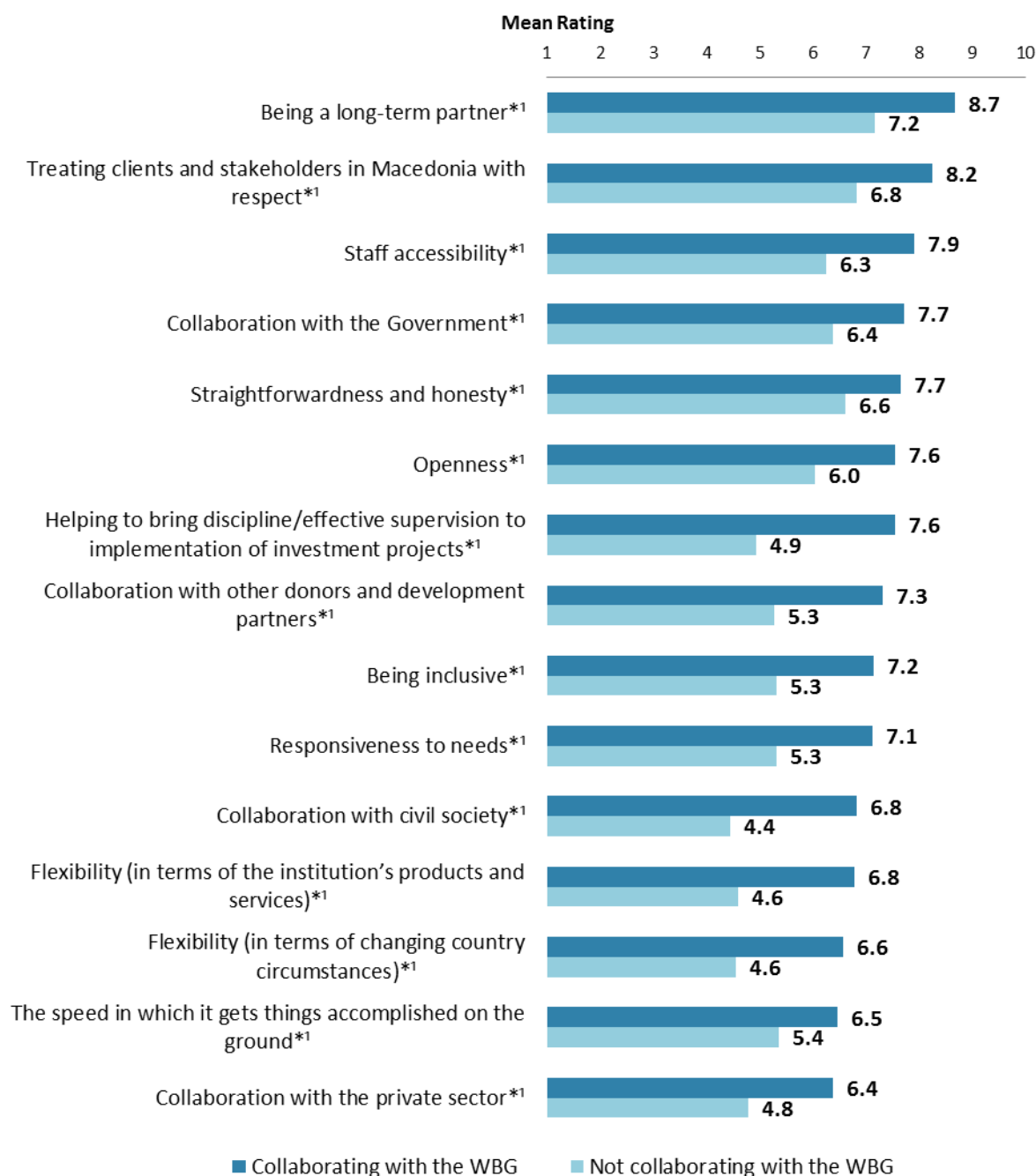
<sup>1</sup>Indicator Question

<sup>9</sup> Means in the chart were calculated based on weighted data.



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

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



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

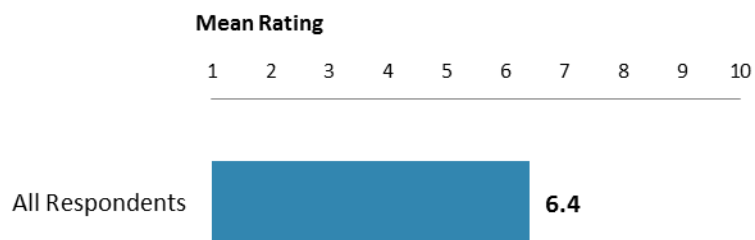
**(\*Significantly different between collaborators and non-collaborators with the WBG)**

<sup>1</sup>Indicator Question



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

### Internal Measuring and Monitoring



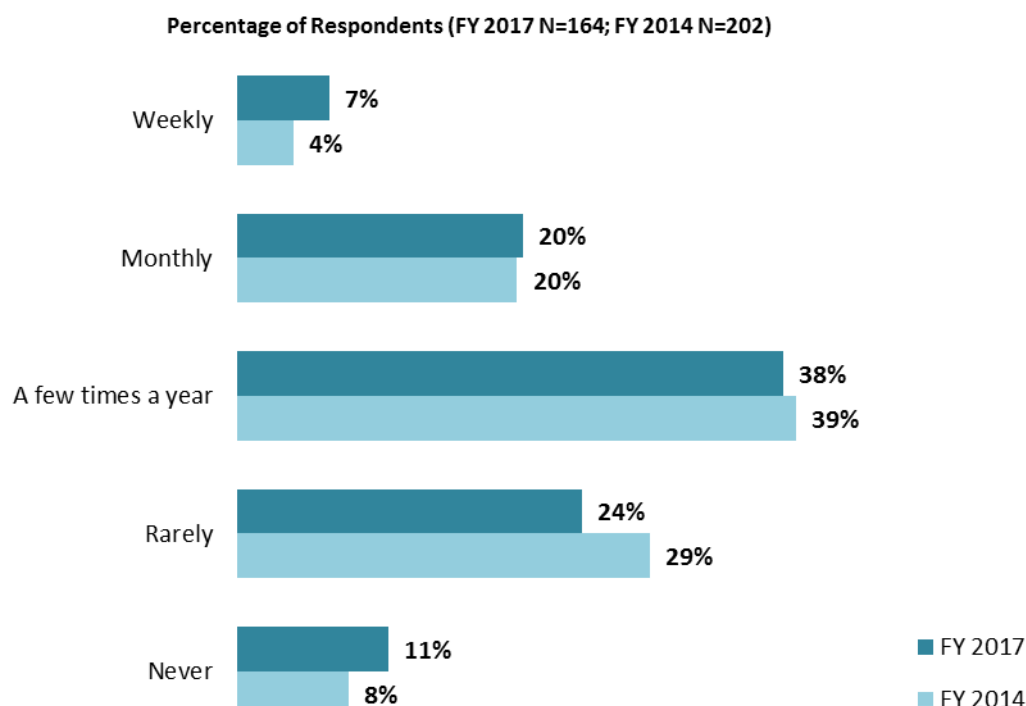
**"To what extent do you believe the World Bank Group measures and corrects its work in real time in Macedonia?" (1-"To no degree at all", 10-"To a very significant degree")**



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

### Frequency of Consulting WBG Knowledge Work and Activities<sup>10</sup>

- **Stakeholder groups:** In this year's Country Survey, respondents from the Office of the President/Prime Minister/Minister, PMUs/consultants on WBG-supported projects, and academia indicated the most frequent usage (*weekly/monthly*) of the WBG's knowledge work and activities compared to respondents from other stakeholder groups.



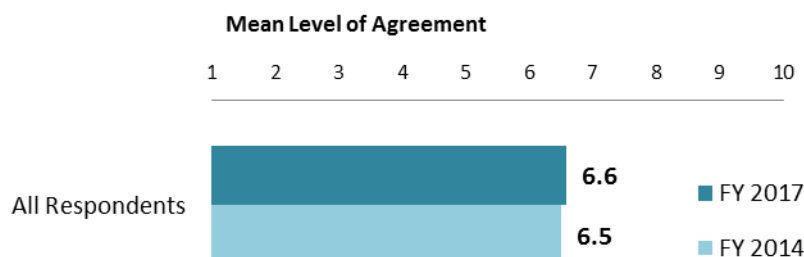
"How frequently do you consult World Bank Group's knowledge work and activities in the work you do?"  
(Respondents chose from a list.)

<sup>10</sup> Percentages in the chart were calculated based on weighted data.



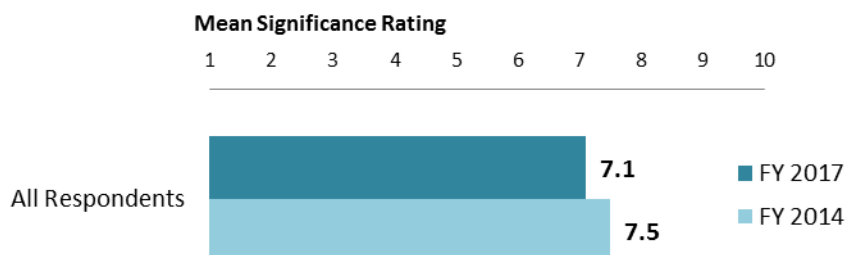
## VIII. World Bank Group's Knowledge and Instruments (continued)

### Meeting Macedonia's Knowledge Needs<sup>11</sup> (*Indicator Question*)



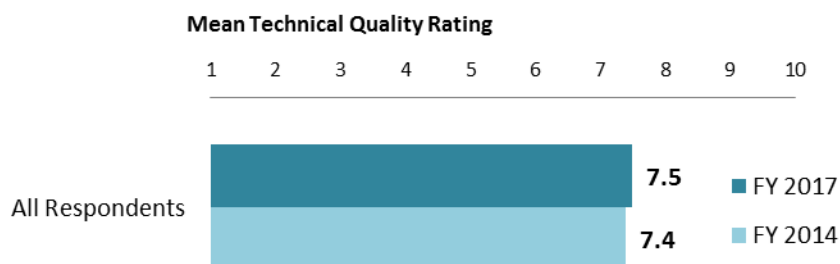
"The World Bank Group meets Macedonia's needs for knowledge services (e.g., research, analysis, data, technical assistance)" (1-"Strongly disagree", 10-"Strongly agree")

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



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

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



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

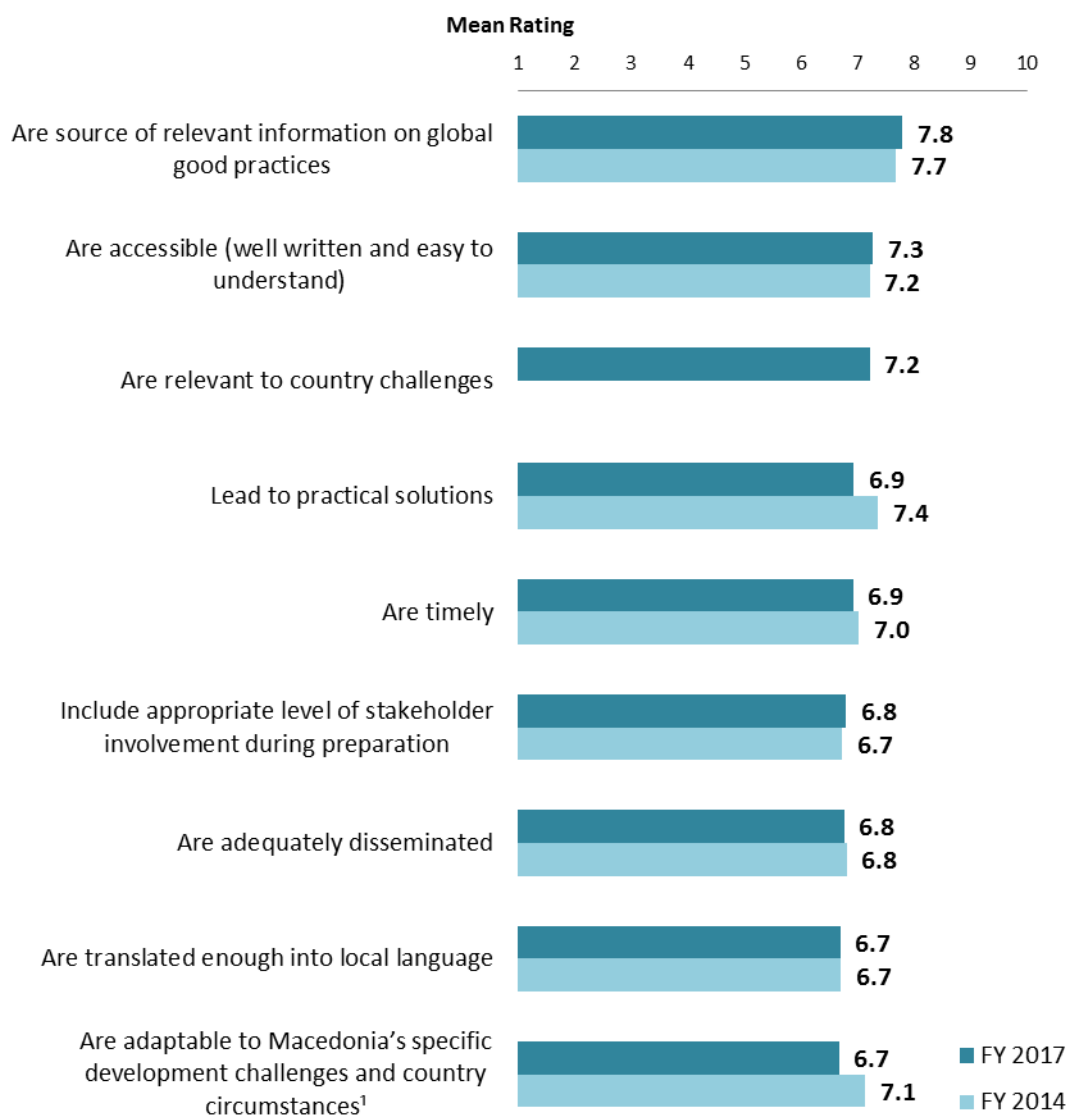
<sup>11</sup> Means in the charts on this page were calculated based on weighted data.





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

### Qualities of the WBG's Knowledge Work and Activities<sup>12</sup>



"In Macedonia, 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")

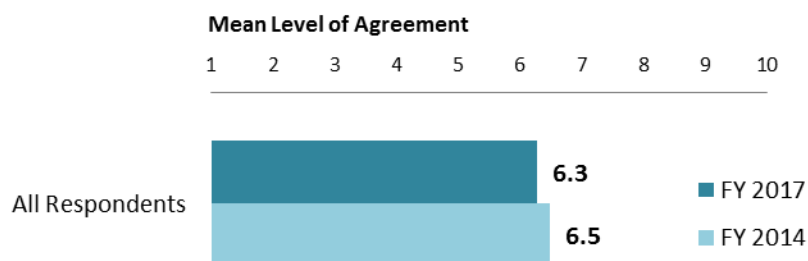
<sup>1</sup>Indicator Question

<sup>12</sup> Means in the chart were calculated based on weighted data.



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

### Meeting Macedonia's Needs for Financial Instruments<sup>13</sup> (*Indicator Question*)



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

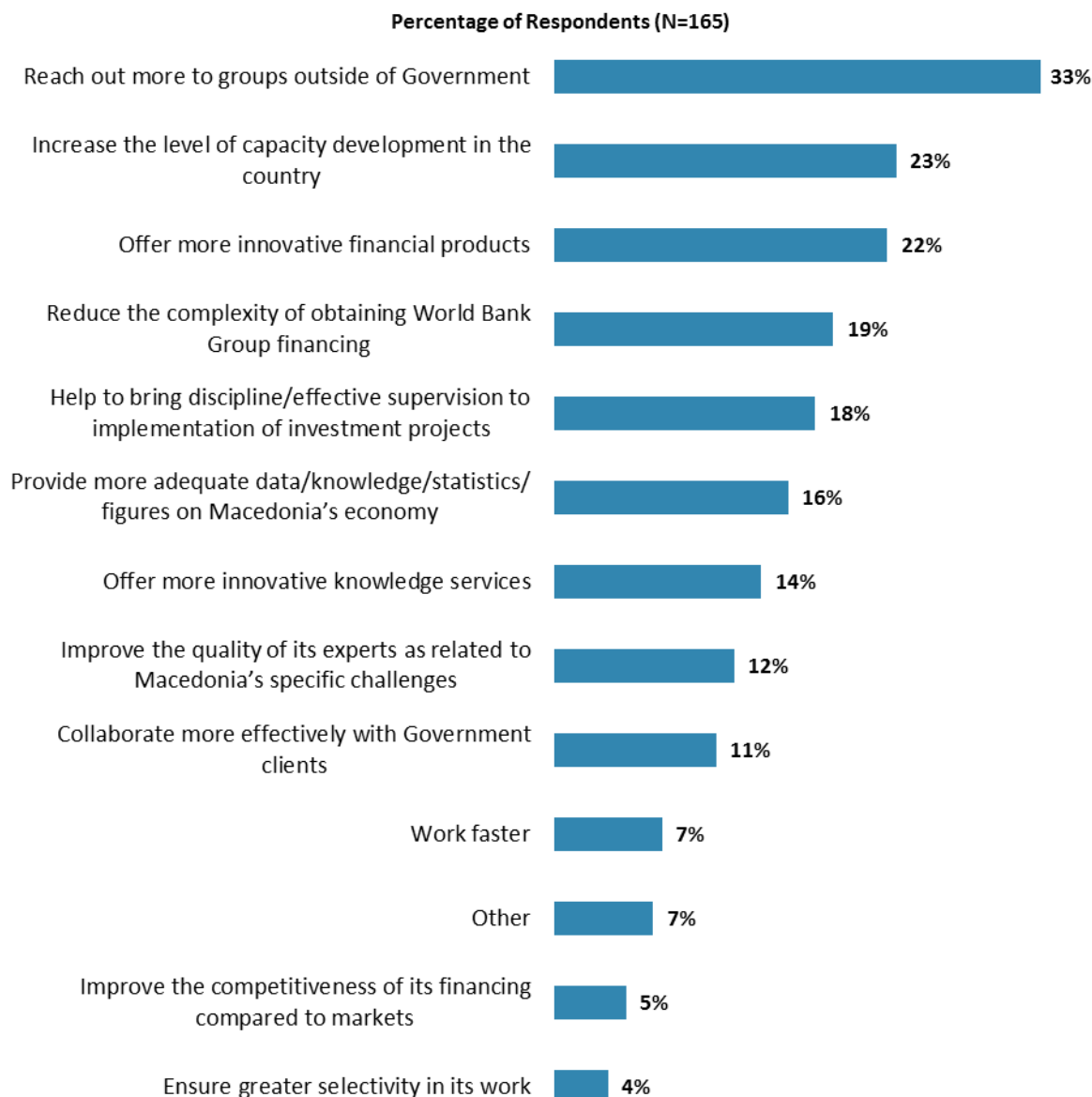
<sup>13</sup> Means in the chart were calculated based on weighted data.



## IX. The Future Role of the World Bank Group in Macedonia

### Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'14 Country Survey indicated that the WBG should “*offer more innovative financial products*” (32%) and “*reach out more to groups outside of Government*” (31%) to make itself of greater value in Macedonia.



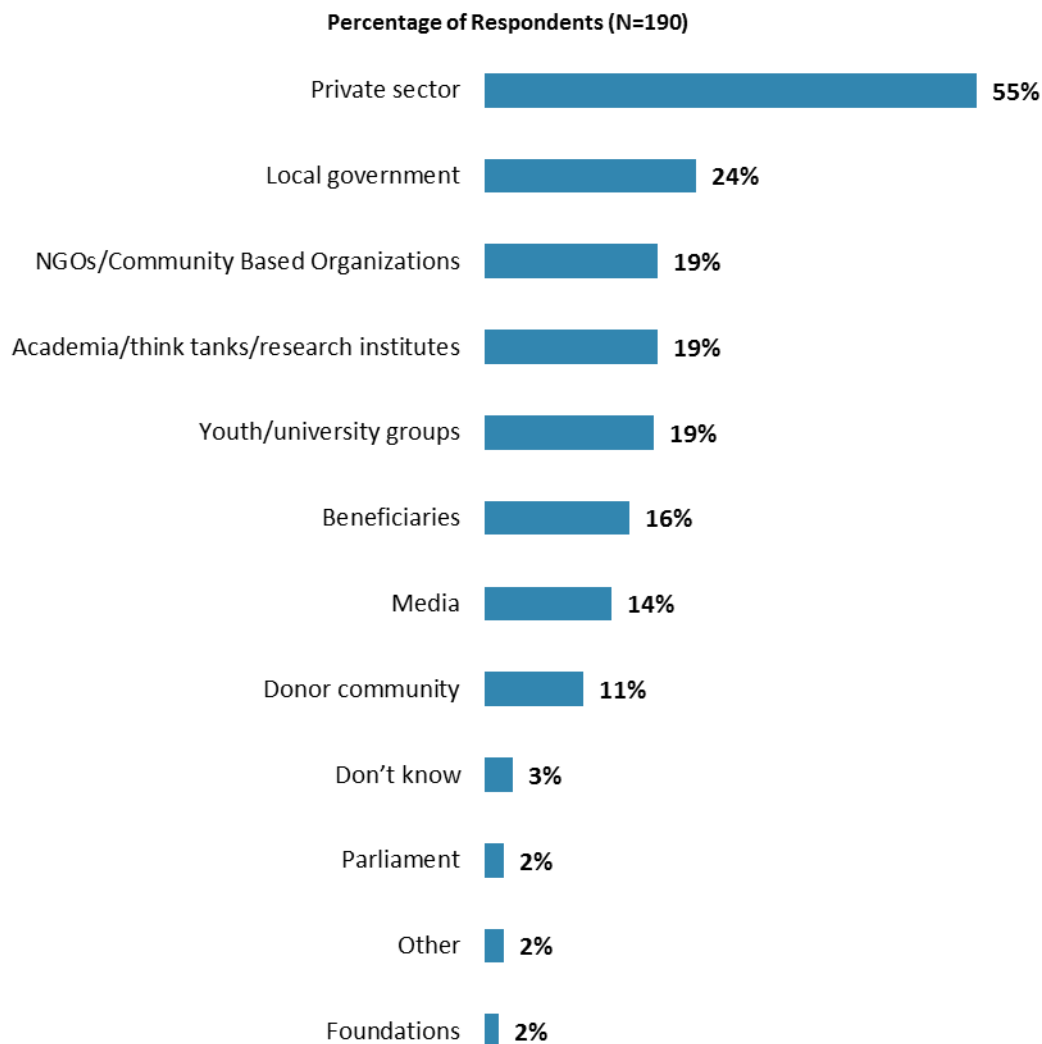
"Which of the following SHOULD the World Bank Group do to make itself of greater value in Macedonia? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



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

### The World Bank Group Should Collaborate More with ...

- **Year comparison:** Respondents in the previous FY'14 Country Survey indicated that the WBG should collaborate more with “*private sector*” (47%) and “*local government*” (33%) to ensure better development results in Macedonia.



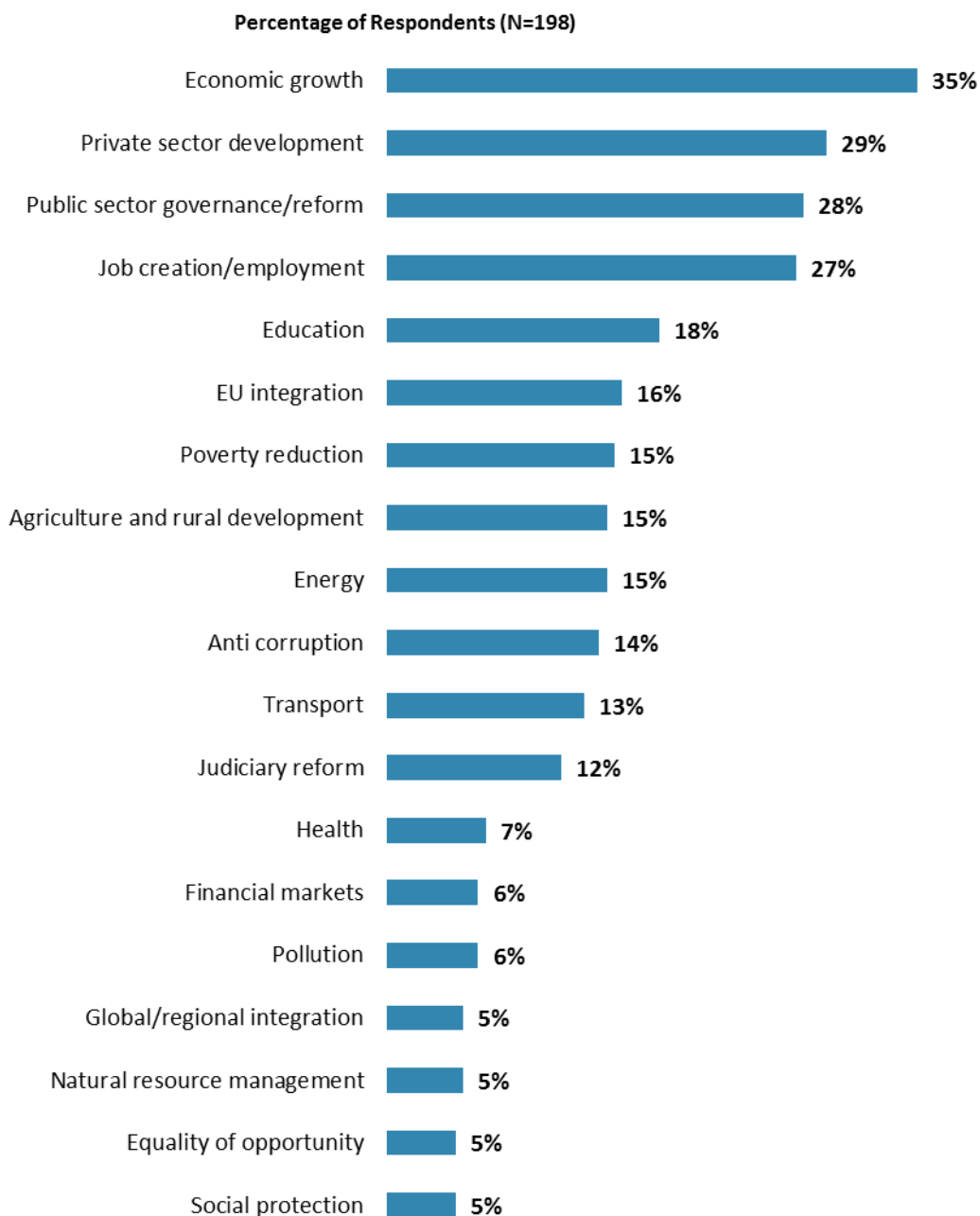
**"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country?"**  
(Respondents chose from a list. Responses combined.)



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

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

- **Year comparison:** Respondents in the previous FY'14 Country Survey indicated that the WBG should focus its resources on “*transport*” (29%) and “*economic growth*” (26%).

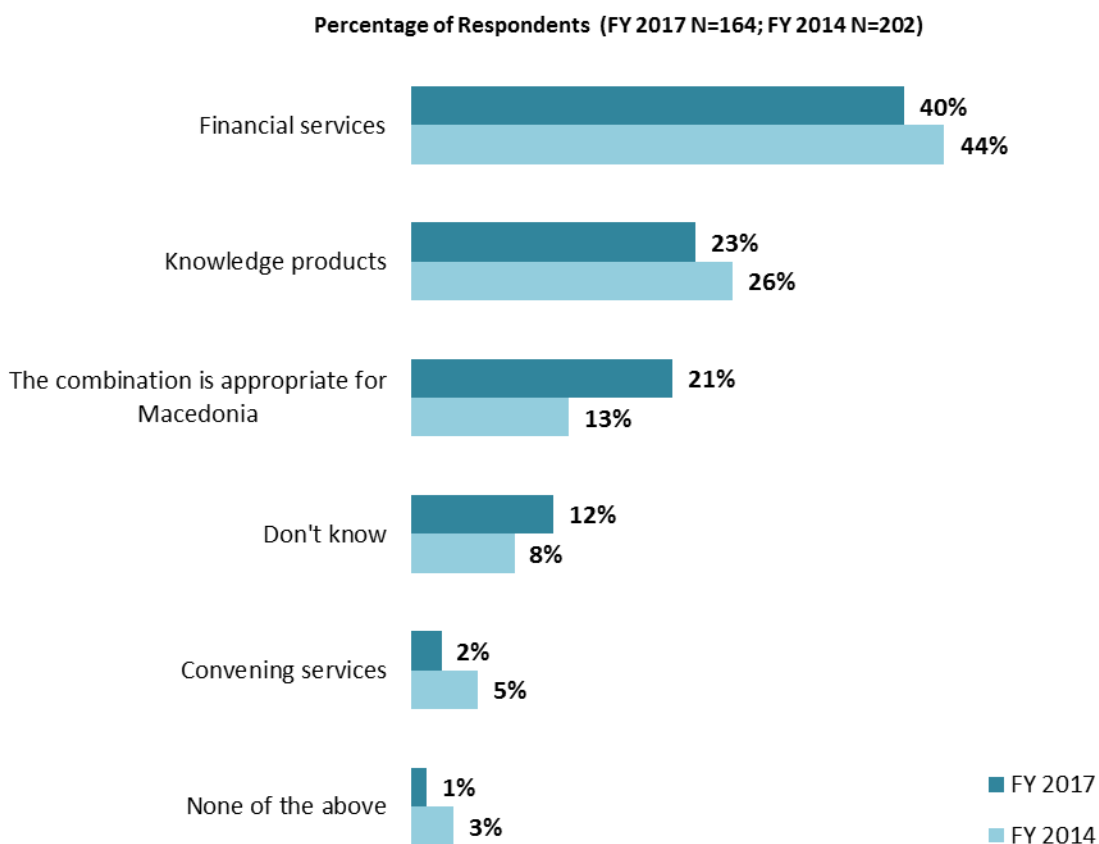


“When thinking about how the World Bank Group can have the most impact on development results in Macedonia, in which sectors do you believe the WBG should focus most of its resources in Macedonia? (Choose no more than THREE)” (Respondents chose from a list. Responses combined. Top 19 of 29 response options shown.)



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

### Future Combination of the WBG Services



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

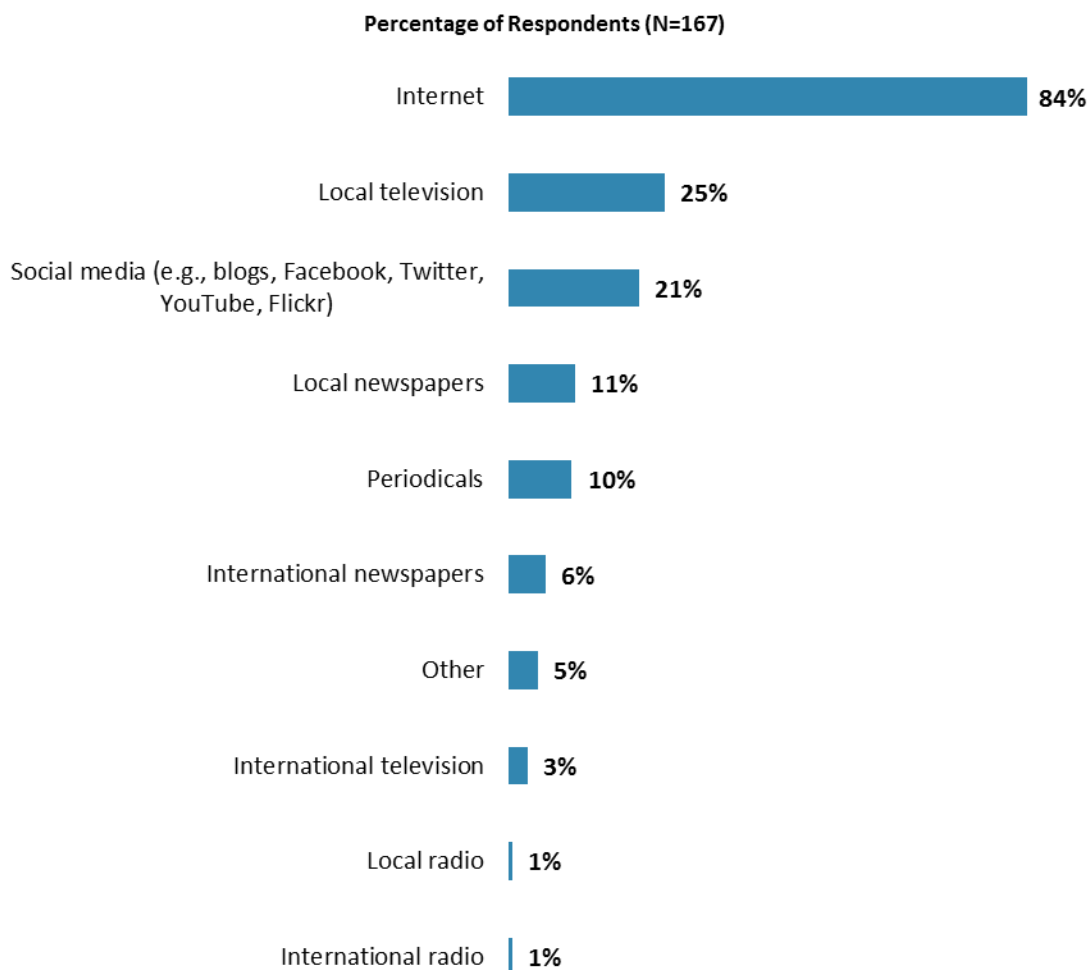


## X. Communication and Outreach

*Note: When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 58) for all responses by stakeholder groups.*

### General Information Sources

- **Year comparison:** Respondents in the previous FY'14 Country Survey indicated that they got most of their information about economic and social development issues in Macedonia from “*local television*” (41%) and “*local newspapers*” (34%).



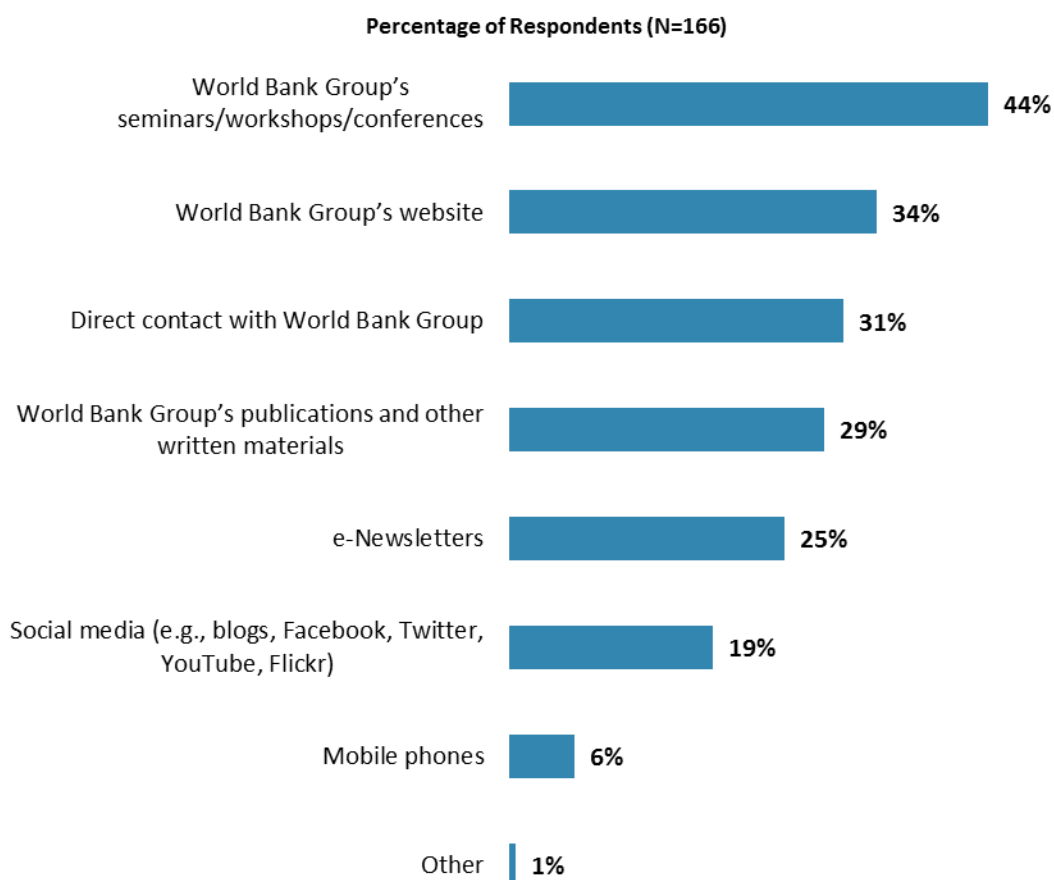
**"How do you get most of your information about economic and social development issues in Macedonia? (Choose no more than TWO)"** (Respondents chose from a list. Responses combined.)



## X. Communication and Outreach (continued)

### Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'14 Country Survey indicated that they would prefer to receive information from the WBG through its “*seminars/workshops/conference*” (40%), “*e-Newsletters*” (35%), and “*direct contact with World Bank Group*” (30%).



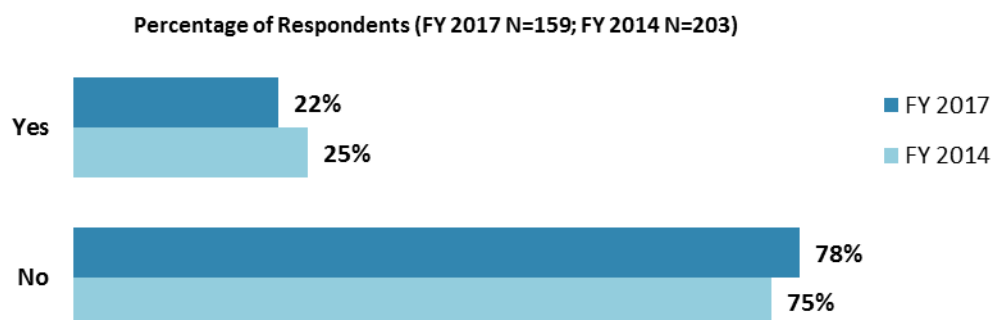
"How would you prefer to receive information from the World Bank Group?  
(Choose no more than TWO)" (Respondents chose from a list. Responses combined.)





## X. Communication and Outreach (continued)

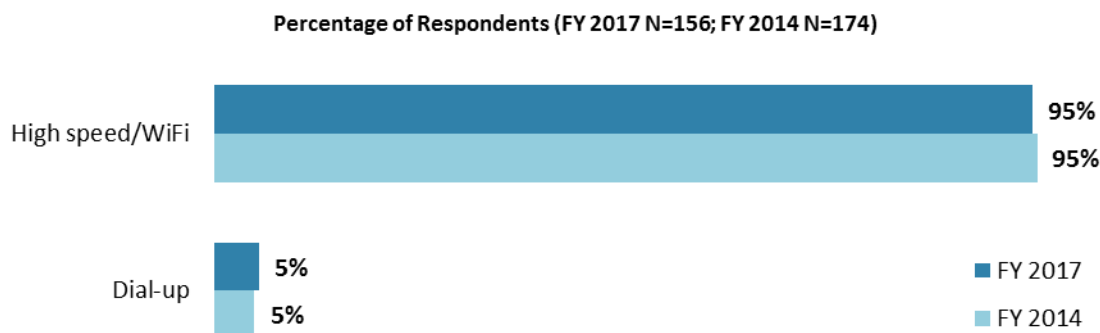
### Access to Information<sup>14</sup>



"Are you aware of the World Bank Group's Access to Information Policies under which the WBG discloses any information in its possession that is not on a list of exceptions?"

### Access to the Internet

- 97 percent of respondents in this year's Country Survey indicated that they had reliable access to the Internet.



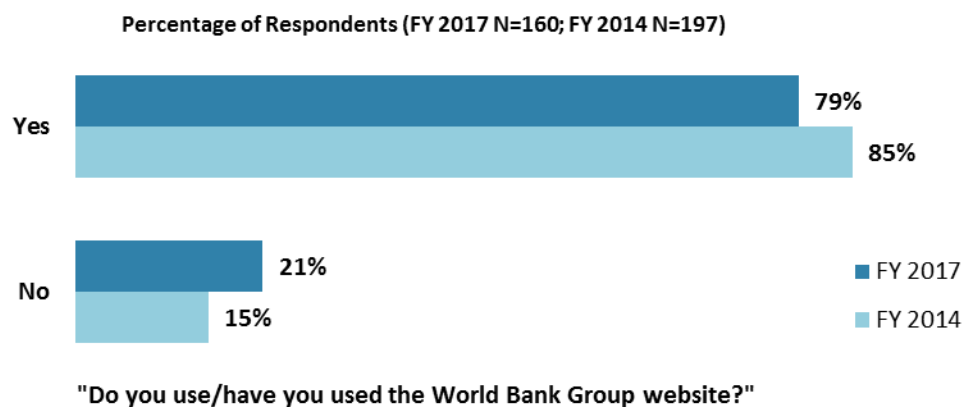
"Which Internet connection do you use primarily when visiting a World Bank Group website?"  
(Respondents chose from a list.)

<sup>14</sup> Percentages presented in the charts on this page were calculated based on weighted data.

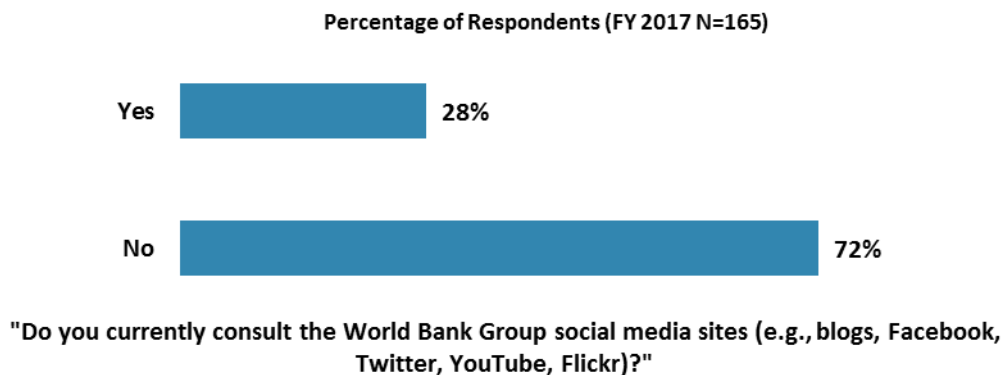


## X. Communication and Outreach (continued)

### The WBG Website Usage<sup>15</sup>



### Use of the WBG's Social Media Channels



<sup>15</sup> Percentages presented in the chart were calculated based on weighted data.



## XI. Appendices

A. Responses to All Questions across All Respondents.....	43
B. Responses to All Questions by Stakeholder Groups.....	58
C. Responses to Indicator Questions by Geographic Location.....	79
D. Responses to Selected Questions by Level of Collaboration with the World Bank Group .....	81
E. Responses to Selected Questions by Year.....	88
F. Indicator Questions as a Function of Exposure to the WBG .....	94
G. WBG Country Opinion Survey FY17 – Macedonia Questionnaire	95

**Macedonia**





## Appendix A: Responses to All Questions across All Respondents (N=206)

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

### A. General Issues Facing Macedonia

1. In general would you say that Macedonia is headed in ... ?	Percentage of Respondents (N=198)
The right direction	33.3%
The wrong direction	33.3%
Not sure	33.3%

2. Listed below are a number of development priorities in Macedonia. Please identify which of the following you consider the most important development priorities in Macedonia? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=204)
Economic growth	36.8%
EU integration	32.8%
Job creation/employment	28.9%
Education	25.0%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	23.0%
Anti corruption	19.1%
Judiciary reform	18.1%
Poverty reduction	17.6%
Private sector development	17.2%
Agriculture and rural development	9.3%
Pollution	8.8%
Health	8.8%
Energy (including renewable energy)	6.9%
Transport (e.g., roads, bridges, transportation)	5.4%
Social protection (e.g., pensions, targeted social assistance)	4.4%
Information and communications technology	3.9%
Global/regional integration	3.9%
Equality of opportunity (i.e., social inclusion)	3.4%
Crime and violence	3.4%
Urban development	2.9%
Trade and exports	2.9%
Water and sanitation	2.5%
Financial markets	2.5%
Natural resource management	2.0%
Climate change (e.g., mitigation, adaptation)	2.0%
Disaster risk management	1.5%
Food safety	1.0%
Gender equity	0.0%
Disease (e.g., HIV/AIDS)	0.0%

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

<b>3. 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 Macedonia? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=205)</b>
Job creation/employment	52.2%
Economic growth	43.9%
Private sector development	39.0%
Education	29.3%
EU integration	20.5%
Agriculture and rural development	19.0%
Anti corruption	15.6%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	14.1%
Equality of opportunity (i.e., social inclusion)	12.7%
Social protection (e.g., pensions, targeted social assistance)	10.7%
Judiciary reform	7.3%
Trade and exports	4.9%
Energy (including renewable energy)	4.4%
Global/regional integration	4.4%
Transport (e.g., roads, bridges, transportation)	3.9%
Health	3.4%
Information and communications technology	2.9%
Natural resource management	2.4%
Financial markets	1.5%
Crime and violence	1.0%
Water and sanitation	1.0%
Pollution	1.0%
Urban development	0.5%
Disaster risk management	0.0%
Disease (e.g., HIV/AIDS)	0.0%
Climate change (e.g., mitigation, adaptation)	0.0%
Gender equity	0.0%
Food safety	0.0%

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

<b>4. 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 Macedonia? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=203)</b>
Consistent economic growth	39.9%
Education and training that better ensure job opportunity	33.0%
A growing middle class	29.6%
Better employment opportunities for young people	26.1%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	23.2%
Greater voice and participation for citizens to help ensure greater accountability	9.9%
Better opportunity for the poor and the vulnerable who live in rural areas	9.9%
Better quality public services	7.9%
Greater access to micro-finance for the poor	4.4%
More reliable social safety net	4.4%
Better opportunity for the poor and the vulnerable who live in urban areas	3.9%
Equal economic opportunities for ethnic minorities	3.9%
Greater access to health and nutrition for citizens	2.0%
Other	1.0%
Better employment opportunities for women	0.5%

<b>5. Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem, or not a problem at all in Macedonia? (Select only ONE response)</b>	<b>Percentage of Respondents (N=203)</b>
A very big problem	40.9%
A moderately big problem	45.8%
A small problem	7.9%
Not a problem at all	1.5%
Don't know	3.9%

<b>6. In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)</b>	<b>Percentage of Respondents (N=203)</b>
A very serious problem	40.9%
A somewhat serious problem	41.4%
Not too serious problem	13.8%
Not a problem	1.5%
Don't know	2.5%

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

<b>Familiarity</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. How familiar are you with the work of the World Bank Group in Macedonia? (1-Not familiar at all, 10-Extremely familiar)	201	0	6.07	2.25
<b>Effectiveness*</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
2. Overall, please rate your impression of the World Bank Group's effectiveness in Macedonia. (1-Not effective at all, 10-Very effective)	177	22	6.55	2.04

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

<b>Staff Preparedness</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
3. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Macedonia solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	173	27	7.35	1.92

<b>4. When thinking about how the World Bank Group can have the most impact on development results in Macedonia, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Macedonia? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=198)</b>
Economic growth	35.4%
Private sector development	29.3%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	27.8%
Job creation/employment	27.3%
Education	18.2%
EU integration	15.7%
Poverty reduction	15.2%
Agriculture and rural development	14.6%
Energy (including renewable energy)	14.6%
Anti corruption	14.1%
Transport (e.g., roads, bridges, transportation)	13.1%
Judiciary reform	11.6%
Health	6.6%
Financial markets	6.1%
Pollution	6.1%
Global/regional integration	5.1%
Natural resource management	5.1%
Equality of opportunity (i.e., social inclusion)	4.5%
Social protection (e.g., pensions, targeted social assistance)	4.5%
Climate change (e.g., mitigation, adaptation)	4.0%
Trade and exports	4.0%
Urban development	3.5%
Water and sanitation	2.0%
Information and communications technology	2.0%
Crime and violence	0.5%
Food safety	0.5%
Gender equity	0.0%
Disaster risk management	0.0%
Disease (e.g., HIV/AIDS)	0.0%

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

5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Macedonia?	Percentage of Respondents (N=195)		
	Greatest Value	2 <sup>nd</sup> Greatest Value	Combined
Financial resources	25.1%	14.9%	40.0%
Capacity development related to World Bank Group supported projects	20.0%	13.3%	33.3%
Policy advice, studies, analyses	14.4%	16.4%	30.8%
Implementation support	10.8%	14.4%	25.1%
Technical assistance	4.6%	10.8%	15.4%
Mobilizing third party financial resources	6.2%	8.2%	14.4%
Data and statistics	5.6%	6.7%	12.3%
Promoting knowledge sharing	3.6%	3.6%	7.2%
Regional work in the Western Balkans	2.1%	4.6%	6.7%
Bringing together different groups of stakeholders	3.6%	2.6%	6.2%
Donor coordination	2.6%	3.1%	5.6%
Other	1.5%	1.5%	3.1%

6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Macedonia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=194)
Not willing to honestly criticize policies and reform efforts in the country	23.2%
Don't know	18.6%
World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)	17.5%
Not enough public disclosure of its work	16.5%
Not collaborating enough with stakeholders outside the Government	13.9%
Not adequately sensitive to political/social realities in Macedonia	10.8%
World Bank Group's processes too complex	9.8%
Its advice and strategies do not lend themselves to practical problem solving	7.2%
Too influenced by developed countries	7.2%
Not exploring alternative policy options	6.2%
Not aligned with other donors' work	4.1%
Not aligned with country priorities	4.1%
Other	2.6%
Politically biased	2.1%
Staff too inaccessible	0.5%
The credibility of its knowledge/data	0.5%
Arrogant in its approach	0.0%
Not client focused	0.0%

7. To what extent do you believe that the World Bank Group's work and support help the poorest in Macedonia? (Select only ONE response)	Percentage of Respondents (N=190)
To a fully sufficient degree	4.7%
To a somewhat sufficient degree	37.4%
To a somewhat insufficient degree	22.6%
To a very insufficient degree	10.5%
Don't know	24.7%



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

8. How EFFECTIVE do you believe the following World Bank Group's instruments are in supporting the Macedonia Government's efforts to reduce poverty? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	N/A	Mean	SD
1. Investment Project Financing (IPF)	115	65	6.63	2.37
2. Development Policy Financing (DPF)	112	65	6.27	2.30
3. Trust funds and grants	98	76	6.30	2.51
4. Guarantees	80	93	5.86	2.46
5. IFC Investment Services	84	87	5.58	2.26
6. IFC Advisory Services	94	80	5.71	2.40

9. 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=190)
Private sector	55.3%
Local government	23.7%
NGOs/Community Based Organizations	19.5%
Academia/think tanks/research institutes	19.5%
Youth/university groups	18.9%
Beneficiaries	16.3%
Media	14.2%
Donor community	11.1%
Don't know	3.2%
Parliament	2.1%
Other	2.1%
Foundations	1.6%

To what extent do you agree with the following statements about the World Bank Group's work in Macedonia? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
10. Overall the World Bank Group currently plays a relevant role in development in Macedonia*	171	20	6.53	2.09
11. The World Bank Group's work is aligned with what I consider the development priorities for Macedonia*	172	18	6.53	2.18

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

To what extent is the World Bank Group an effective development partner in Macedonia, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
12. Responsiveness to needs*	124	51	6.50	2.10
13. Flexibility (in terms of the institution's products and services)*	128	47	6.13	2.20
14. Flexibility (in terms of changing country circumstances)*	123	49	5.93	2.18
15. Being inclusive*	130	43	6.51	2.21
16. Openness (sharing data and other information)*	137	31	7.01	2.26
17. Collaboration with the Government*	123	51	7.21	2.10
18. The speed in which it gets things accomplished on the ground*	124	49	6.07	2.17
19. Helping to bring discipline/effective supervision to implementation of investment projects*	113	56	6.69	2.30
20. Collaboration with civil society*	112	61	6.01	2.38
21. Staff accessibility*	139	32	7.37	2.39
22. Collaboration with other donors and development partners*	103	68	6.73	2.24
23. Collaboration with the private sector*	100	71	5.79	2.34
24. Straightforwardness and honesty*	131	42	7.33	2.13
25. Treating clients and stakeholders in Macedonia with respect*	135	39	7.77	2.28
26. Being a long-term partner*	139	36	8.15	2.13

27. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=173)
Reforms are not well thought out in light of country challenges	26.6%
Political pressures and obstacles	22.5%
Lack of/inadequate levels of capacity in Government	22.0%
There is not an adequate level of citizen/civil society participation	19.7%
The World Bank Group is not sensitive enough to political/social realities on the ground	17.9%
The Government works inefficiently	13.9%
Poor coordination within the Government	13.3%
The World Bank Group works too slowly	10.4%
Poor donor coordination	8.7%
Other	6.4%
The World Bank Group does not do adequate follow through/follow-up	6.4%
Poor coordination within the World Bank Group	3.5%

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

1. In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Macedonia? (1-Not important at all, 10-Very important)	Importance			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance)	154	13	6.99	2.51
2. Gender equity	145	16	5.96	2.51
3. Private sector development	157	7	8.35	1.83
4. Education	157	7	8.52	1.91
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	158	9	8.49	1.87
6. Global/regional integration	155	7	7.68	2.09
7. Food safety	145	16	6.79	2.51
8. Urban development	144	16	7.10	2.20
9. Energy (including renewable energy)	154	8	8.21	1.91
10. Water and sanitation	152	10	7.62	2.12
11. EU integration	155	7	7.72	2.42
12. Pollution	152	9	8.28	2.05
13. Job creation/employment	156	6	8.46	2.02
14. Health	151	9	7.99	2.20
15. Financial markets	148	11	8.02	1.97
16. Transport (e.g., roads, bridges, transportation)	156	6	8.36	1.91
17. Agriculture and rural development	153	10	7.90	1.97
18. Trade and exports	145	14	7.52	2.19
19. Crime and violence	144	18	6.74	2.64
20. Natural resource management	148	13	7.22	2.38
21. Climate change (e.g., mitigation, adaptation)	148	13	7.57	2.44
22. Poverty reduction	156	5	8.44	1.85
23. Anti corruption	150	11	8.23	2.14
24. Judiciary reform	152	12	8.24	2.14
25. Economic growth	163	2	8.70	1.87
26. Disaster risk management	143	19	7.08	2.26
27. Equality of opportunity (i.e., social inclusion)	144	18	7.60	2.42
28. Disease (e.g., HIV/AIDS)	143	19	6.52	2.60
29. Information and communications technology	147	15	7.25	2.55

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

2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Macedonia? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance)	65	102	6.15	2.30
2. Gender equity	64	102	5.88	1.99
3. Private sector development	88	73	6.40	2.09
4. Education	83	82	6.49	2.10
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	84	80	6.26	2.27
6. Global/regional integration	60	102	6.43	2.02
7. Food safety	44	118	5.73	2.12
8. Urban development	63	99	6.65	2.24
9. Energy (including renewable energy)	74	89	6.47	2.25
10. Water and sanitation	68	93	6.50	2.15
11. EU integration	62	99	6.26	2.30
12. Pollution	64	98	5.80	2.53
13. Job creation/employment	83	79	6.63	2.27
14. Health	62	99	6.31	2.39
15. Financial markets	69	92	6.64	2.09
16. Transport (e.g., roads, bridges, transportation)	82	79	7.21	2.25
17. Agriculture and rural development	68	93	6.74	2.31
18. Trade and exports	64	98	6.34	2.27
19. Natural resource management	48	115	5.73	2.45
20. Climate change (e.g., mitigation, adaptation)	63	98	6.06	2.46
21. Poverty reduction	85	77	6.36	2.47
22. Judiciary reform	57	104	5.56	2.56
23. Economic growth	90	72	6.92	2.28
24. Disaster risk management	53	106	5.62	2.49
25. Equality of opportunity (i.e., social inclusion)	66	96	6.36	2.58
26. Disease (e.g., HIV/AIDS)	44	117	5.64	2.51
27. Information and communications technology	60	102	6.62	2.34

Achieving Development Results*	N	DK	Mean	SD
3. To what extent does the World Bank Group's work help to achieve development results in Macedonia? (1-To no degree at all, 10-To a very significant degree)	151	23	6.48	2.04

To what extent do you agree with the following statements about the World Bank Group in Macedonia? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
4. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Macedonia*	141	31	6.24	2.23
5. The World Bank Group meets Macedonia's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	147	24	6.56	2.28

**D. The 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=174)
Weekly	6.9%
Monthly	19.5%
A few times a year	39.1%
Rarely	23.0%
Never	11.5%

In Macedonia, 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	116	47	6.84	2.07
3. Include appropriate level of stakeholder involvement during preparation	125	38	6.74	2.10
4. Lead to practical solutions	127	36	6.87	2.07
5. Are accessible (well written and easy to understand)	132	30	7.23	2.11
6. Are source of relevant information on global good practices	133	29	7.78	1.92
7. Are relevant to country challenges	130	30	7.23	2.01
8. Are adequately disseminated	125	37	6.70	2.36
9. Are translated enough into local language	116	48	6.69	2.39
10. Are adaptable to Macedonia's specific development challenges and country circumstances*	123	38	6.65	2.20

Overall Evaluations	N	DK	Mean	SD
11. 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)	146	22	7.12	2.15
12. 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)	141	28	7.50	1.91

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

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
1. The World Bank Group disburses funds promptly	89	77	7.51	2.05
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	124	42	7.77	1.76
3. The World Bank Group's approvals and reviews are done in a timely fashion	104	61	7.40	2.06
4. The World Bank Group's "Safeguard Policy" requirements are reasonable	92	73	7.40	1.97
5. The World Bank Group's conditions on its lending are reasonable	95	67	7.32	2.07
6. The World Bank Group takes decisions quickly in Macedonia*	103	59	6.70	2.27
7. Working with the World Bank Group increases Macedonia's institutional capacity	119	42	7.59	2.17
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	83	77	7.43	2.24
9. The World Bank Group provides effective implementation support (i.e., supervision of projects)	109	52	7.79	1.99

**E. Working with the World Bank Group (continued)**

<b>WBG Promoting PPP in Macedonia</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
10. To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Macedonia? (1-To no degree at all, 10-To a very significant degree)	102	64	6.02	2.29

<b>Measuring/Correcting the World Bank Group's Work</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
11. To what extent do you believe the World Bank Group measures and corrects its work in real time in Macedonia? (1-To no degree at all, 10-To a very significant degree)	105	59	6.42	2.35

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

<b>1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Macedonia? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=165)</b>
Reach out more to groups outside of Government	32.7%
Increase the level of capacity development in the country	23.0%
Offer more innovative financial products	22.4%
Reduce the complexity of obtaining World Bank Group financing	18.8%
Help to bring discipline/effective supervision to implementation of investment projects	17.6%
Provide more adequate data/knowledge/statistics/figures on Macedonia's economy	15.8%
Offer more innovative knowledge services	13.9%
Improve the quality of its experts as related to Macedonia's specific challenges	12.1%
Collaborate more effectively with Government clients (e.g., national, state, local)	10.9%
Work faster	7.3%
Other	6.7%
Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)	4.8%
Ensure greater selectivity in its work	3.6%

<b>2. When considering the combination of services that the World Bank Group offers in Macedonia, 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 Macedonia? (Select only ONE response)</b>	<b>Percentage of Respondents (N=168)</b>
Financial services	39.3%
Knowledge products	23.2%
The combination is appropriate for Macedonia	21.4%
Don't know	12.5%
Convening services	2.4%
None of the above	1.2%

**G. Communication and Information Sharing**

<b>1. How do you get most of your information about economic and social development issues in Macedonia? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=167)</b>
Internet	83.8%
Local television	25.1%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	21.0%
Local newspapers	10.8%
Periodicals	10.2%
International newspapers	6.0%
Other	4.8%
International television	3.0%
Local radio	0.6%
International radio	0.6%

<b>2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=166)</b>
World Bank Group's seminars/workshops/conferences	44.0%
World Bank Group's website	33.7%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	30.7%
World Bank Group's publications and other written materials	28.9%
e-Newsletters	25.3%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	18.7%
Mobile phones	6.0%
Other	0.6%

<b>3. Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions?</b>	<b>Percentage of Respondents (N=165)</b>
Yes	23.6%
No	76.4%

<b>4. Do you have reliable access to the Internet?</b>	<b>Percentage of Respondents (N=167)</b>
Yes	97.0%
No	3.0%

<b>5. Do you use/have you used the World Bank Group website?</b>	<b>Percentage of Respondents (N=164)</b>
Yes	80.5%
No	19.5%

<b>6. Do you currently consult the World Bank Group social media sites (e.g., blogs, Facebook, Twitter, YouTube, and Flickr)?</b>	<b>Percentage of Respondents (N=165)</b>
Yes	27.9%
No	72.1%

<b>7. Which Internet connection do you use primarily when visiting a World Bank Group website?</b>	<b>Percentage of Respondents (N=160)</b>
High speed/WiFi	95.0%
Dial-up	5.0%

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

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
8. I find the World Bank Group's websites easy to navigate	135	26	7.40	2.05
9. I find the information on the World Bank Group's websites useful	135	22	7.90	1.90
10. The World Bank Group's social media channels (e.g., blogs, Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution	85	73	6.68	2.36
11. 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.)	138	20	7.44	2.31
12. The World Bank Group is responsive to my information requests and inquiries	108	49	7.89	2.10

**H. Background Information**

1. Which of the following best describes your current position? (Select only ONE response)	Percentage of Respondents (N=200)
Employee of a Ministry, Ministerial Department or Implementation Agency	21.5%
Media (press, radio, TV, web, etc.)	11.0%
Local Government Office or Staff	10.5%
Project Management Unit (PMU) overseeing implementation of project/Consultant/Contractor working on World Bank Group supported project/program	8.0%
Financial Sector/Private Bank	8.0%
Academia/Research Institute/Think Tank	8.0%
Bilateral/Multilateral Agency	7.0%
NGO/Community Based Organization	7.0%
Private Sector Organization	4.5%
Office of Minister	4.0%
Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)	3.5%
Office of the President, Prime Minister	2.5%
Trade Union	2.5%
Office of Parliamentarian	0.5%
Private Foundation	0.5%
Youth Group	0.5%
Other	0.5%



**H. Background Information (continued)**

<b>2. Please identify the primary specialization of your work. (Select only ONE response)</b>	<b>Percentage of Respondents (N=200)</b>
Finance and markets	15.0%
Macroeconomics and fiscal management	12.5%
Generalist (specialized in multiple sectors)	12.0%
Other	11.0%
Education	10.0%
Trade and competitiveness	7.5%
Social protection and labor	5.5%
Transport and ICT	5.5%
Urban, rural, and social development	5.0%
Energy and extractives	3.5%
Governance	3.0%
Environment and natural resources	2.0%
Poverty	2.0%
Water	1.5%
Jobs	1.5%
Agriculture	1.0%
Public-private partnerships	0.5%
Gender	0.5%
Climate Change	0.5%

<b>3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, or MIGA) in your country? (Select only ONE response)</b>	<b>Percentage of Respondents (N=199)</b>
Yes	64.3%
No	35.7%

<b>4. Which of the following agencies of the World Bank Group do you primarily engage with in Macedonia? (Select only ONE response)</b>	<b>Percentage of Respondents (N=176)</b>
The World Bank (IBRD)	83.5%
The International Finance Corporation (IFC)	6.8%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%
Other	9.7%

<b>5. Do your projects involve both the World Bank and the IFC?</b>	<b>Percentage of Respondents (N=196)</b>
Yes	37.8%
No	62.2%

<b>6. If yes, what was your view of how the two institutions work together in Macedonia? (Select only ONE response)</b>	<b>Percentage of Respondents (N=74)</b>
The two institutions work well together	48.6%
The way the two institutions work together needs improvement	27.0%
The two institutions do not work well together	1.4%
Don't know	23.0%

**H. Background Information (continued)**

<b>7. Which of the following describes most of your exposure to the World Bank Group in Macedonia? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=200)</b>
Collaborate as part of my professional duties	46.5%
Use World Bank Group reports/data	35.5%
Engage in World Bank Group related/sponsored events/activities	25.0%
Use World Bank Group website for information, data, research, etc.	22.0%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	18.0%

<b>8. What's your gender?</b>	<b>Percentage of Respondents (N=204)</b>
Female	53.4%
Male	46.6%

<b>9. Which best represents your geographic location?</b>	<b>Percentage of Respondents (N=204)</b>
Skopje	81.9%
Outside Skopje	18.1%



## Appendix B: Responses to All Questions by Stakeholder Groups<sup>16</sup>

- Office of President/Prime Minister/Minister N=13    ● Employee of a Ministry N=43    ● PMU/Consultant on WBG-supported Project N=16
- Local Government N=21    ● Bilateral/Multilateral Agency N=14    ● Private Sector/Financial Sector/Private Bank N=25    ● CSO N=21
- Media N=22    ● Academia/Research Institute/Think Tank N=16    ● Other N=9

### A. General Issues facing Macedonia

In general, would you say that Macedonia is headed in ... ?\*

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
The right direction	76.9%	43.9%	50.0%	61.1%	0.0%	12.0%	25.0%	13.6%	6.7%	50.0%
The wrong direction	7.7%	19.5%	6.3%	11.1%	64.3%	32.0%	45.0%	63.6%	86.7%	0.0%
Not sure	15.4%	36.6%	43.8%	27.8%	35.7%	56.0%	30.0%	22.7%	6.7%	50.0%

\*Significantly different between stakeholder groups

<sup>16</sup> Only 200 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

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

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Social protection	7.7%	7.0%	13.3%	0.0%	7.1%	0.0%	9.5%	0.0%	0.0%	0.0%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Private sector development*	30.8%	7.0%	33.3%	10.0%	21.4%	36.0%	28.6%	0.0%	6.3%	11.1%
Education	30.8%	30.2%	40.0%	10.0%	28.6%	28.0%	23.8%	18.2%	25.0%	11.1%
Public sector governance/reform*	23.1%	11.6%	13.3%	10.0%	28.6%	36.0%	14.3%	27.3%	62.5%	22.2%
EU integration	38.5%	32.6%	26.7%	35.0%	28.6%	24.0%	28.6%	31.8%	56.3%	11.1%
Global/regional integration	0.0%	7.0%	0.0%	0.0%	7.1%	0.0%	4.8%	4.5%	12.5%	0.0%
Food safety	0.0%	2.3%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Urban development	0.0%	2.3%	0.0%	15.0%	7.1%	0.0%	0.0%	4.5%	0.0%	0.0%
Energy	0.0%	11.6%	6.7%	15.0%	0.0%	0.0%	0.0%	9.1%	12.5%	0.0%
Water and sanitation	0.0%	0.0%	13.3%	5.0%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%
Pollution*	7.7%	7.0%	6.7%	5.0%	0.0%	4.0%	14.3%	13.6%	0.0%	44.4%
Job creation/employment	38.5%	34.9%	13.3%	45.0%	21.4%	24.0%	28.6%	18.2%	25.0%	44.4%
Health	15.4%	9.3%	6.7%	5.0%	7.1%	12.0%	14.3%	9.1%	0.0%	0.0%
Financial markets	7.7%	0.0%	0.0%	0.0%	0.0%	12.0%	4.8%	0.0%	0.0%	0.0%
Transport	0.0%	9.3%	13.3%	15.0%	0.0%	0.0%	4.8%	0.0%	0.0%	11.1%
Agriculture and rural development*	0.0%	4.7%	20.0%	30.0%	7.1%	8.0%	4.8%	18.2%	0.0%	0.0%
Trade and exports	0.0%	4.7%	6.7%	0.0%	7.1%	4.0%	4.8%	0.0%	0.0%	0.0%
Crime and violence	0.0%	4.7%	0.0%	0.0%	7.1%	4.0%	0.0%	4.5%	6.3%	11.1%
Natural resource management	0.0%	0.0%	6.7%	10.0%	0.0%	4.0%	0.0%	0.0%	0.0%	0.0%
Climate change	7.7%	4.7%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Poverty reduction	23.1%	16.3%	6.7%	10.0%	7.1%	16.0%	28.6%	27.3%	12.5%	33.3%
Anti corruption	7.7%	16.3%	13.3%	15.0%	35.7%	24.0%	19.0%	27.3%	12.5%	22.2%
Judiciary reform	0.0%	14.0%	20.0%	10.0%	21.4%	28.0%	14.3%	27.3%	37.5%	11.1%
Economic growth	23.1%	46.5%	33.3%	40.0%	50.0%	32.0%	42.9%	31.8%	12.5%	33.3%
Disaster risk management	0.0%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%	0.0%	11.1%
Equality of opportunity	0.0%	2.3%	6.7%	0.0%	0.0%	4.0%	9.5%	0.0%	12.5%	0.0%
Disease	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology*	15.4%	4.7%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	22.2%

\*Significantly different between stakeholder groups

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

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 Macedonia? (Choose no more than **THREE**)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Economic growth	15.4%	48.8%	31.3%	55.0%	42.9%	56.0%	47.6%	40.9%	25.0%	44.4%
Disaster risk management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	23.1%	7.0%	18.8%	0.0%	28.6%	4.0%	14.3%	9.1%	31.3%	11.1%
Disease	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	7.7%	4.7%	0.0%	0.0%	0.0%	4.0%	0.0%	4.5%	0.0%	11.1%
Social protection	7.7%	14.0%	25.0%	5.0%	7.1%	0.0%	9.5%	9.1%	25.0%	11.1%
Agriculture and rural development	30.8%	16.3%	25.0%	40.0%	7.1%	12.0%	28.6%	13.6%	6.3%	11.1%
Trade and exports	0.0%	7.0%	6.3%	5.0%	7.1%	8.0%	9.5%	0.0%	0.0%	0.0%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%	6.3%	0.0%
Climate change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transport	7.7%	7.0%	6.3%	5.0%	0.0%	4.0%	4.8%	0.0%	0.0%	0.0%
Energy	0.0%	4.7%	0.0%	10.0%	0.0%	12.0%	0.0%	4.5%	6.3%	0.0%
Anti corruption	15.4%	9.3%	12.5%	10.0%	28.6%	16.0%	14.3%	31.8%	25.0%	0.0%
Judiciary reform	0.0%	7.0%	12.5%	10.0%	0.0%	0.0%	4.8%	13.6%	25.0%	0.0%
Water and sanitation	0.0%	2.3%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
EU integration	15.4%	32.6%	12.5%	20.0%	7.1%	24.0%	14.3%	27.3%	12.5%	0.0%
Pollution	0.0%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%
Job creation/employment	53.8%	44.2%	50.0%	45.0%	57.1%	56.0%	57.1%	54.5%	43.8%	100.0%
Health	7.7%	4.7%	6.3%	5.0%	0.0%	4.0%	0.0%	0.0%	6.3%	0.0%
Financial markets	0.0%	0.0%	6.3%	0.0%	0.0%	4.0%	0.0%	4.5%	0.0%	0.0%
Public sector governance/reform	0.0%	16.3%	18.8%	20.0%	7.1%	8.0%	9.5%	13.6%	31.3%	0.0%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Private sector development	53.8%	25.6%	56.3%	40.0%	42.9%	40.0%	42.9%	45.5%	25.0%	44.4%
Education	46.2%	30.2%	12.5%	15.0%	50.0%	36.0%	33.3%	18.2%	18.8%	44.4%
Global/regional integration	7.7%	7.0%	0.0%	5.0%	14.3%	4.0%	4.8%	0.0%	0.0%	0.0%
Food safety	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Urban development	0.0%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	0.0%	4.7%	0.0%	5.0%	0.0%	4.0%	0.0%	0.0%	0.0%	11.1%

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

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 Macedonia? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Greater access to health and nutrition for citizens	7.7%	4.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%
Better entrepreneurial opportunities	7.7%	14.0%	25.0%	40.0%	50.0%	25.0%	25.0%	22.7%	12.5%	22.2%
A growing middle class	30.8%	20.9%	31.3%	30.0%	28.6%	33.3%	20.0%	63.6%	25.0%	11.1%
Better opportunity for the poor and the vulnerable who live in rural areas	30.8%	7.0%	12.5%	10.0%	7.1%	12.5%	15.0%	0.0%	0.0%	22.2%
Better opportunity for the poor and the vulnerable who live in urban areas	0.0%	2.3%	0.0%	5.0%	0.0%	8.3%	10.0%	4.5%	0.0%	11.1%
Consistent economic growth*	46.2%	44.2%	68.8%	45.0%	14.3%	41.7%	10.0%	31.8%	25.0%	55.6%
More reliable social safety net	0.0%	2.3%	0.0%	0.0%	7.1%	0.0%	15.0%	4.5%	12.5%	0.0%
Equal economic opportunities for ethnic minorities	0.0%	9.3%	0.0%	0.0%	7.1%	0.0%	10.0%	0.0%	6.3%	0.0%
Greater access to micro-finance for the poor	0.0%	2.3%	6.3%	0.0%	0.0%	4.2%	5.0%	13.6%	12.5%	0.0%
Greater voice and participation for citizens to help ensure greater accountability	7.7%	7.0%	6.3%	10.0%	14.3%	20.8%	15.0%	0.0%	18.8%	0.0%
Education and training that better ensure job opportunity	38.5%	37.2%	31.3%	25.0%	50.0%	29.2%	50.0%	13.6%	25.0%	44.4%
Better quality public services	23.1%	9.3%	6.3%	5.0%	0.0%	0.0%	5.0%	18.2%	12.5%	0.0%
Better employment opportunities for young people	7.7%	37.2%	12.5%	30.0%	21.4%	16.7%	20.0%	27.3%	37.5%	33.3%
Better employment opportunities for women	0.0%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%	0.0%	0.0%	6.3%	0.0%

\*Significantly different between stakeholder groups

Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem, or not a problem at all in Macedonia? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
A very big problem	30.8%	27.9%	31.3%	45.0%	42.9%	25.0%	55.0%	81.8%	50.0%	11.1%
A moderately big problem	69.2%	41.9%	50.0%	55.0%	57.1%	58.3%	40.0%	13.6%	31.3%	77.8%
A small problem	0.0%	23.3%	6.3%	0.0%	0.0%	4.2%	5.0%	4.5%	12.5%	0.0%
Not a problem at all	0.0%	0.0%	6.3%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%
Don't know	0.0%	7.0%	6.3%	0.0%	0.0%	4.2%	0.0%	0.0%	6.3%	11.1%

\*Significantly different between stakeholder groups

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

In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
A very serious problem	53.8%	41.9%	31.3%	50.0%	21.4%	20.8%	55.0%	77.3%	25.0%	22.2%
A somewhat serious problem	30.8%	34.9%	43.8%	35.0%	71.4%	50.0%	25.0%	18.2%	62.5%	55.6%
Not too serious problem	15.4%	18.6%	12.5%	10.0%	7.1%	25.0%	10.0%	4.5%	12.5%	22.2%
Not a problem	0.0%	2.3%	0.0%	5.0%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%
Don't know	0.0%	2.3%	12.5%	0.0%	0.0%	4.2%	5.0%	0.0%	0.0%	0.0%

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

	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Macedonia?*	13	5.85	2.88	43	6.67	2.43	16	6.94	1.65	20	5.35	1.76	14	7.36	1.28	23	5.61	2.35	20	4.75	1.80	22	5.95	2.28	16	6.44	2.25	8	5.88	2.85

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

	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Macedonia.*	11	7.09	1.92	42	7.10	2.14	16	7.25	2.05	18	6.89	1.68	12	6.92	1.44	18	6.06	1.80	14	5.07	1.64	21	6.05	2.13	14	5.50	2.31	6	7.67	1.03

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

	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Macedonia solve its most complicated development challenges?	10	7.40	1.84	41	7.49	2.03	14	7.50	2.14	19	7.63	1.89	13	8.38	1.12	15	6.80	1.82	15	6.40	1.59	20	7.30	2.03	15	7.07	2.15	6	7.50	1.97

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

**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 Macedonia, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Macedonia? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Energy*	8.3%	9.3%	12.5%	40.0%	21.4%	0.0%	15.8%	9.1%	12.5%	25.0%
Water and sanitation*	0.0%	0.0%	12.5%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Pollution	0.0%	9.3%	0.0%	10.0%	7.1%	0.0%	0.0%	13.6%	0.0%	12.5%
Job creation/employment	16.7%	32.6%	37.5%	30.0%	14.3%	17.4%	31.6%	27.3%	25.0%	37.5%
Health	0.0%	4.7%	0.0%	10.0%	7.1%	17.4%	5.3%	9.1%	6.3%	0.0%
Financial markets*	16.7%	2.3%	6.3%	0.0%	7.1%	26.1%	0.0%	0.0%	0.0%	12.5%
Social protection	0.0%	4.7%	12.5%	0.0%	7.1%	4.3%	5.3%	0.0%	6.3%	0.0%
EU integration	16.7%	18.6%	0.0%	30.0%	0.0%	17.4%	15.8%	18.2%	6.3%	25.0%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Private sector development	50.0%	23.3%	31.3%	20.0%	42.9%	30.4%	31.6%	40.9%	12.5%	25.0%
Education	16.7%	25.6%	18.8%	5.0%	21.4%	13.0%	15.8%	18.2%	18.8%	37.5%
Public sector governance/reform*	16.7%	25.6%	31.3%	5.0%	35.7%	30.4%	15.8%	40.9%	68.8%	12.5%
Global/regional integration	8.3%	2.3%	6.3%	5.0%	0.0%	4.3%	15.8%	4.5%	0.0%	0.0%
Food safety	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%
Urban development	0.0%	7.0%	6.3%	15.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Judiciary reform	8.3%	7.0%	6.3%	0.0%	0.0%	26.1%	21.1%	13.6%	25.0%	12.5%
Economic growth	33.3%	39.5%	25.0%	45.0%	21.4%	52.2%	31.6%	9.1%	37.5%	37.5%
Disaster risk management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	0.0%	4.7%	18.8%	0.0%	7.1%	4.3%	0.0%	4.5%	6.3%	0.0%
Disease	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	16.7%	2.3%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transport	25.0%	9.3%	18.8%	20.0%	28.6%	8.7%	10.5%	9.1%	12.5%	0.0%
Agriculture and rural development	16.7%	9.3%	0.0%	30.0%	14.3%	17.4%	21.1%	13.6%	6.3%	25.0%
Trade and exports	8.3%	7.0%	0.0%	0.0%	7.1%	4.3%	10.5%	0.0%	0.0%	0.0%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%
Natural resource management	8.3%	7.0%	6.3%	0.0%	0.0%	8.7%	10.5%	0.0%	0.0%	12.5%
Climate change	0.0%	7.0%	6.3%	10.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%
Poverty reduction	16.7%	14.0%	31.3%	10.0%	14.3%	13.0%	15.8%	13.6%	12.5%	0.0%
Anti corruption	8.3%	16.3%	6.3%	5.0%	21.4%	4.3%	26.3%	27.3%	18.8%	0.0%

\*Significantly different between stakeholder groups



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

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 Macedonia?

Greatest Value Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Bringing together different groups of stakeholders	0.0%	4.8%	0.0%	5.3%	0.0%	0.0%	0.0%	13.6%	6.7%	0.0%
Capacity development related to World Bank Group supported projects	8.3%	23.8%	31.3%	21.1%	7.1%	13.0%	21.1%	31.8%	13.3%	11.1%
Technical assistance*	0.0%	0.0%	6.3%	5.3%	14.3%	0.0%	10.5%	0.0%	0.0%	33.3%
Policy advice, studies, analyses*	0.0%	9.5%	6.3%	5.3%	42.9%	21.7%	31.6%	4.5%	13.3%	11.1%
Financial resources	25.0%	23.8%	31.3%	26.3%	28.6%	34.8%	15.8%	27.3%	6.7%	22.2%
Regional work in the Western Balkans	8.3%	0.0%	0.0%	0.0%	0.0%	8.7%	0.0%	0.0%	0.0%	11.1%
Data and statistics	16.7%	4.8%	0.0%	0.0%	0.0%	4.3%	10.5%	4.5%	20.0%	0.0%
Promoting knowledge sharing	0.0%	4.8%	6.3%	0.0%	0.0%	0.0%	5.3%	0.0%	20.0%	0.0%
Implementation support	25.0%	21.4%	6.3%	5.3%	0.0%	17.4%	5.3%	9.1%	0.0%	0.0%
Mobilizing third party financial resources*	8.3%	4.8%	6.3%	26.3%	7.1%	0.0%	0.0%	4.5%	0.0%	11.1%
Donor coordination	0.0%	2.4%	6.3%	5.3%	0.0%	0.0%	0.0%	0.0%	13.3%	0.0%
Other	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%	6.7%	0.0%

\*Significantly different between stakeholder groups

2nd Greatest Value Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Bringing together different groups of stakeholders	0.0%	4.8%	0.0%	0.0%	0.0%	8.7%	5.3%	0.0%	0.0%	0.0%
Capacity development related to World Bank Group supported projects	8.3%	7.1%	6.3%	26.3%	14.3%	13.0%	10.5%	9.1%	13.3%	44.4%
Technical assistance	8.3%	14.3%	12.5%	10.5%	14.3%	8.7%	5.3%	9.1%	6.7%	11.1%
Policy advice, studies, analyses	25.0%	9.5%	25.0%	5.3%	14.3%	13.0%	21.1%	27.3%	26.7%	11.1%
Financial resources	16.7%	19.0%	0.0%	21.1%	21.4%	0.0%	10.5%	18.2%	26.7%	11.1%
Regional work in the Western Balkans	0.0%	2.4%	6.3%	5.3%	7.1%	4.3%	10.5%	9.1%	0.0%	0.0%
Data and statistics	0.0%	7.1%	0.0%	0.0%	7.1%	4.3%	15.8%	9.1%	13.3%	11.1%
Promoting knowledge sharing	8.3%	4.8%	0.0%	0.0%	0.0%	8.7%	0.0%	0.0%	6.7%	0.0%
Implementation support	16.7%	26.2%	31.3%	10.5%	14.3%	13.0%	5.3%	9.1%	0.0%	0.0%
Mobilizing third party financial resources	8.3%	2.4%	12.5%	15.8%	7.1%	13.0%	10.5%	9.1%	0.0%	11.1%
Donor coordination	0.0%	2.4%	6.3%	5.3%	0.0%	13.0%	0.0%	0.0%	0.0%	0.0%
Other	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	6.7%	0.0%

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

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
World Bank Group's processes too complex*	33.3%	9.8%	13.3%	21.1%	0.0%	13.0%	10.0%	0.0%	0.0%	0.0%
Not willing to honestly criticize policies and reform efforts in the country*	8.3%	9.8%	13.3%	10.5%	57.1%	17.4%	20.0%	40.9%	60.0%	0.0%
Staff too inaccessible	0.0%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
World Bank Group's processes too slow	25.0%	17.1%	40.0%	36.8%	7.1%	13.0%	20.0%	9.1%	0.0%	11.1%
Not aligned with other donors' work	8.3%	2.4%	0.0%	5.3%	7.1%	0.0%	5.0%	0.0%	20.0%	0.0%
Not aligned with country priorities	8.3%	4.9%	6.7%	5.3%	0.0%	8.7%	5.0%	0.0%	0.0%	0.0%
Not adequately sensitive to political/social realities in Macedonia	0.0%	2.4%	6.7%	15.8%	7.1%	17.4%	10.0%	13.6%	20.0%	22.2%
Too influenced by developed countries	8.3%	4.9%	20.0%	10.5%	0.0%	4.3%	5.0%	9.1%	6.7%	0.0%
Politically biased	0.0%	2.4%	6.7%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%
Not exploring alternative policy options	8.3%	14.6%	0.0%	0.0%	0.0%	0.0%	5.0%	4.5%	13.3%	11.1%
Not collaborating enough with stakeholders outside the Government*	0.0%	0.0%	0.0%	10.5%	21.4%	26.1%	30.0%	9.1%	53.3%	0.0%
Its advice and strategies do not lend themselves to practical problem solving	16.7%	9.8%	6.7%	5.3%	0.0%	8.7%	5.0%	9.1%	0.0%	11.1%
Not enough public disclosure of its work	8.3%	17.1%	6.7%	15.8%	21.4%	13.0%	20.0%	36.4%	0.0%	11.1%
Arrogant in its approach	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not client focused	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
The credibility of its knowledge/data	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%
Other	0.0%	4.9%	0.0%	0.0%	7.1%	0.0%	5.0%	0.0%	0.0%	11.1%
Don't know	25.0%	26.8%	13.3%	21.1%	7.1%	30.4%	20.0%	4.5%	0.0%	22.2%

\*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
To a fully sufficient degree	20.0%	7.1%	6.3%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	12.5%
To a somewhat sufficient degree	50.0%	42.9%	37.5%	73.7%	35.7%	23.8%	22.2%	36.4%	26.7%	0.0%
To a somewhat insufficient degree	20.0%	16.7%	31.3%	10.5%	21.4%	19.0%	22.2%	27.3%	53.3%	25.0%
To a very insufficient degree	10.0%	11.9%	0.0%	0.0%	21.4%	4.8%	22.2%	18.2%	13.3%	0.0%
Don't know	0.0%	21.4%	25.0%	15.8%	14.3%	52.4%	33.3%	18.2%	6.7%	62.5%

\*Significantly different between stakeholder groups

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

How EFFECTIVE do you believe the following World Bank Group's instruments are in supporting the Macedonia Government's efforts to reduce poverty? (1-Not effective at all, 10-Very effective)

	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Investment Project Financing (IPF)*	7	7.14	2.19	26	7.35	2.61	11	8.09	2.07	16	7.44	1.90	7	6.57	1.62	11	5.18	1.72	7	6.00	1.63	13	5.69	2.21	12	5.33	3.08	3	7.00	1.73
Development Policy Financing (DPF)*	7	7.14	2.12	27	7.00	2.39	10	8.00	1.49	13	6.38	2.06	8	5.25	1.98	12	5.75	2.18	7	5.43	1.90	11	5.55	2.30	11	4.82	2.75	3	6.67	2.31
Trust funds and grants*	7	8.00	1.53	23	6.74	2.68	10	8.20	1.14	13	7.54	1.98	5	5.80	1.92	11	5.09	2.51	5	4.80	2.28	9	4.89	2.03	11	4.45	2.70	2	7.00	2.83
Guarantees	6	7.17	2.40	19	6.26	2.60	5	7.40	1.52	11	6.73	2.49	4	4.00	1.15	8	5.13	1.89	3	5.33	1.15	10	5.20	2.35	9	4.44	3.00	3	7.00	3.46
IFC Investment Services	6	6.33	2.07	15	5.20	2.08	4	7.75	1.71	11	7.00	2.41	5	4.80	1.92	12	5.00	1.76	6	5.83	1.72	11	5.64	2.50	10	4.50	2.92	2	4.50	2.12
IFC Advisory Services	7	6.43	2.23	22	5.50	2.41	5	7.00	2.24	11	7.27	2.05	6	5.00	2.10	11	5.09	1.92	7	5.57	1.72	9	5.56	2.88	10	4.90	3.35	4	5.50	2.89

\*Significantly different between stakeholder groups

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 President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Beneficiaries*	0.0%	33.3%	28.6%	10.5%	7.1%	9.1%	11.1%	4.5%	20.0%	0.0%
Youth/university groups*	30.0%	26.2%	7.1%	5.3%	14.3%	18.2%	0.0%	13.6%	60.0%	12.5%
Private sector*	60.0%	52.4%	71.4%	42.1%	57.1%	90.9%	55.6%	45.5%	20.0%	75.0%
Local government*	0.0%	19.0%	35.7%	73.7%	28.6%	22.7%	11.1%	13.6%	0.0%	37.5%
Donor community*	30.0%	7.1%	35.7%	0.0%	28.6%	4.5%	5.6%	4.5%	6.7%	12.5%
NGOs/Community Based Organizations*	10.0%	14.3%	7.1%	31.6%	21.4%	4.5%	77.8%	13.6%	6.7%	0.0%
Academia/think tanks/research institutes*	20.0%	14.3%	7.1%	10.5%	28.6%	22.7%	11.1%	13.6%	66.7%	12.5%
Parliament	10.0%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%	6.7%	0.0%
Foundations	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%
Media*	0.0%	4.8%	0.0%	0.0%	7.1%	18.2%	5.6%	68.2%	13.3%	12.5%
Other*	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%
Don't know	10.0%	4.8%	0.0%	5.3%	0.0%	4.5%	0.0%	0.0%	0.0%	12.5%

\*Significantly different between stakeholder groups

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

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

	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Macedonia*	9	7.00	2.18	38	6.66	2.37	16	7.69	1.58	16	6.75	1.88	14	7.21	1.31	17	5.41	1.62	15	5.60	1.80	20	6.70	2.13	15	5.53	2.23	5	7.60	1.52
The World Bank Group's work is aligned with what I consider the development priorities for Macedonia*	8	7.25	2.38	41	7.05	2.34	15	7.53	1.81	17	6.76	1.64	14	7.07	1.49	17	5.82	1.78	14	5.14	1.92	20	6.75	2.20	15	4.87	2.50	5	6.80	1.10

\*Significantly different between stakeholder groups

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

	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	7	7.29	1.38	27	7.22	2.12	14	7.43	1.40	11	6.91	1.92	11	6.73	1.27	13	5.31	1.84	8	5.88	2.23	12	6.33	2.42	13	4.38	2.29	5	7.40	1.52
Flexibility (in terms of the institution's products and services)*	7	7.29	2.36	28	6.96	2.20	16	7.00	1.86	11	5.64	2.11	11	6.36	1.21	12	5.25	1.60	8	4.13	1.13	13	6.31	2.56	12	4.25	2.45	6	6.50	2.07
Flexibility (in terms of changing country circumstances)*	6	7.17	2.56	27	6.96	2.14	15	7.20	1.78	10	6.20	2.30	12	6.33	1.50	11	4.82	1.47	9	4.67	1.41	12	4.75	1.96	13	4.00	2.24	5	6.00	1.87
Being inclusive*	7	7.71	2.43	27	7.37	2.00	15	7.73	1.91	11	6.82	1.83	14	6.50	1.70	10	5.80	2.15	11	4.91	1.81	13	6.15	2.64	15	5.13	2.45	4	6.25	0.96
Openness (sharing data and other information)	7	7.57	3.10	27	7.41	2.27	15	7.40	1.99	12	7.42	1.56	13	7.31	1.97	13	5.92	2.14	12	6.33	2.64	14	6.50	2.65	15	6.87	2.61	6	8.00	1.10
Collaboration with the Government*	7	8.14	1.68	28	7.89	2.01	14	7.64	1.74	9	7.67	1.66	13	7.92	1.89	12	6.00	2.04	11	5.73	2.41	12	6.67	2.64	13	6.85	1.86	2	7.00	1.41
The speed in which it gets things accomplished on the ground	7	6.43	2.30	27	6.70	2.32	15	6.53	2.42	13	5.77	1.48	8	6.50	1.60	11	5.36	2.11	8	5.38	2.56	12	5.42	2.47	14	5.43	2.14	5	7.00	1.87
Helping to bring discipline/effective supervision to implementation of investment projects	7	7.14	2.73	27	7.26	2.49	13	7.54	1.98	13	7.69	1.65	8	6.50	1.69	11	5.18	2.04	7	6.00	2.16	11	6.09	2.88	10	5.50	2.17	4	6.75	1.71
Collaboration with civil society	6	7.00	2.97	24	6.75	2.33	11	6.91	1.97	12	6.67	2.10	8	6.00	1.31	11	5.36	1.69	12	4.42	2.64	13	5.77	2.95	10	4.70	2.41	2	7.50	0.71
Staff accessibility	7	7.57	2.88	34	8.03	2.38	13	7.77	2.17	13	7.23	1.64	13	8.08	1.71	14	6.29	2.27	10	5.90	2.77	11	6.55	2.88	15	7.27	2.84	6	8.33	1.03
Collaboration with other donors and development partners*	6	7.33	1.97	25	7.60	2.27	11	6.73	1.62	9	7.56	2.07	12	7.58	2.23	12	5.50	2.07	5	5.80	2.59	9	4.89	2.57	9	5.67	1.73	2	7.50	0.71
Collaboration with the private sector	5	6.60	3.05	20	6.80	2.82	9	5.78	1.48	7	6.43	1.81	8	6.75	1.58	14	5.36	2.31	9	4.67	2.06	11	5.18	2.60	12	4.75	2.26	2	6.00	1.41
Straightforwardness and honesty	6	7.67	2.07	28	7.75	2.29	15	8.00	1.56	11	7.73	1.49	11	6.55	1.75	13	6.85	2.19	10	6.60	2.80	15	6.93	2.58	14	7.14	2.35	5	8.00	1.58
Treating clients and stakeholders in Macedonia with respect	7	8.29	1.80	29	7.93	2.34	15	8.00	2.04	10	7.40	1.96	11	8.18	1.99	14	7.29	2.33	12	7.58	2.61	14	7.21	2.91	15	7.80	2.68	5	8.80	1.30
Being a long-term partner	7	8.71	1.80	31	8.65	2.11	12	9.08	0.79	12	7.92	1.62	12	8.67	1.92	13	7.15	2.34	13	7.08	2.75	16	7.69	2.91	15	8.13	1.77	5	8.60	1.14

\*Significantly different between stakeholder groups

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

When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
The World Bank Group does not do adequate follow through/follow-up	11.1%	10.8%	0.0%	6.3%	7.1%	5.9%	5.6%	4.8%	6.7%	0.0%
Political pressures and obstacles*	22.2%	16.2%	13.3%	12.5%	14.3%	47.1%	16.7%	23.8%	53.3%	0.0%
Reforms are not well thought out in light of country challenges	33.3%	27.0%	26.7%	25.0%	14.3%	35.3%	38.9%	23.8%	13.3%	37.5%
Poor coordination within the Government	0.0%	16.2%	20.0%	12.5%	21.4%	11.8%	5.6%	9.5%	13.3%	12.5%
The Government works inefficiently*	0.0%	10.8%	0.0%	0.0%	21.4%	0.0%	16.7%	33.3%	33.3%	0.0%
Poor donor coordination	22.2%	8.1%	6.7%	25.0%	0.0%	11.8%	0.0%	4.8%	6.7%	12.5%
The World Bank Group is not sensitive enough to political/social realities on the ground	11.1%	13.5%	26.7%	25.0%	21.4%	11.8%	16.7%	28.6%	13.3%	12.5%
Lack of/inadequate levels of capacity in Government*	33.3%	16.2%	6.7%	6.3%	71.4%	5.9%	11.1%	42.9%	26.7%	12.5%
There is not an adequate level of citizen/civil society participation	11.1%	18.9%	20.0%	25.0%	7.1%	35.3%	38.9%	9.5%	13.3%	12.5%
The World Bank Group works too slowly*	11.1%	13.5%	33.3%	18.8%	0.0%	5.9%	11.1%	0.0%	0.0%	0.0%
Poor coordination within the World Bank Group	11.1%	2.7%	6.7%	0.0%	0.0%	5.9%	5.6%	4.8%	0.0%	0.0%
Other	11.1%	10.8%	6.7%	6.3%	0.0%	0.0%	11.1%	0.0%	0.0%	25.0%

\*Significantly different between stakeholder groups



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

In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Macedonia? (1-Not important at all, 10-Very important)

	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Social protection	8	5.62	3.34	30	7.83	1.86	14	7.07	2.40	11	5.82	2.64	13	7.31	2.06	18	7.11	2.32	17	6.00	3.18	20	7.50	2.59	14	7.43	2.41	5	6.20	3.56
Gender equity	5	5.60	3.58	27	6.48	2.44	12	6.08	3.23	12	5.67	2.27	12	6.42	1.98	18	5.50	2.28	17	5.71	3.18	19	6.58	2.34	14	5.64	1.98	5	4.80	2.59
Private sector development*	7	9.71	0.76	32	8.69	1.33	13	8.69	1.25	12	7.08	1.68	12	8.50	1.38	18	8.28	1.84	18	8.33	2.28	20	8.55	1.88	14	7.29	2.73	7	9.00	1.15
Education	8	8.00	3.30	33	9.00	1.35	13	8.23	1.74	12	7.50	2.50	13	8.38	1.89	17	8.24	1.99	18	8.67	1.81	19	8.74	1.88	14	8.64	1.98	7	9.14	1.21
Public sector governance/reform	8	8.75	1.16	32	8.69	1.55	14	8.43	1.65	12	7.83	2.41	13	8.15	2.34	17	7.88	2.23	17	8.59	2.06	20	9.05	1.64	14	8.86	1.88	7	8.14	1.46
Global/regional integration	6	7.83	1.94	33	8.73	1.26	13	7.85	2.23	13	7.85	1.86	12	7.00	2.09	17	7.24	1.99	18	7.17	2.57	20	7.45	2.11	14	6.79	2.99	6	8.33	1.21
Food safety	6	6.67	2.94	28	8.00	1.76	11	7.09	3.02	13	6.62	2.57	12	5.50	2.65	17	6.76	1.89	18	6.67	2.95	19	7.05	2.68	13	5.15	2.15	5	7.00	3.00
Urban development*	6	8.67	1.51	29	8.48	1.45	10	7.50	2.17	14	7.71	1.77	12	6.17	2.04	17	6.76	1.71	17	6.29	2.73	18	7.06	2.55	13	5.54	2.18	5	6.20	1.64
Energy	7	9.43	1.13	31	8.65	1.33	12	8.92	1.44	15	7.80	1.90	13	8.15	1.63	16	7.31	2.24	18	8.00	2.30	19	8.26	2.45	13	8.23	1.83	7	7.71	2.06
Water and sanitation	6	8.17	2.14	29	8.38	1.68	12	7.42	2.68	15	8.27	1.53	13	7.15	2.34	18	6.67	1.46	18	7.83	2.43	19	7.89	2.21	13	6.31	2.36	6	7.33	2.34
EU integration	8	7.75	2.31	32	8.00	2.20	11	7.00	3.19	14	7.79	1.81	12	6.92	2.50	17	7.65	2.40	18	7.89	2.68	20	8.55	2.31	13	7.08	3.01	6	6.83	1.83
Pollution*	6	8.83	1.17	32	8.88	1.34	12	7.92	2.75	13	7.85	2.34	13	7.15	1.57	17	7.94	1.92	17	8.00	2.72	19	9.37	1.34	13	7.31	2.66	7	9.14	1.21
Job creation/employment	7	9.43	0.79	33	8.79	1.88	12	8.42	1.83	13	7.77	2.28	13	8.38	1.33	17	7.53	2.35	17	8.71	2.26	19	8.53	2.04	15	8.20	2.54	7	9.43	0.79
Health	7	8.43	1.81	29	8.52	1.74	12	7.92	1.68	13	7.54	2.22	13	7.15	2.76	16	7.44	2.37	17	7.82	2.90	19	8.84	1.64	15	7.33	2.61	7	8.71	1.50
Financial markets	9	9.00	1.58	28	8.54	1.43	13	8.15	1.72	12	7.42	1.78	13	7.54	2.63	17	7.35	2.06	17	8.41	2.12	18	8.33	1.81	13	6.92	2.43	6	8.67	1.63
Transport	7	9.57	0.79	33	8.70	1.55	13	8.23	2.42	14	8.64	1.39	13	8.62	1.33	17	7.53	2.29	17	8.12	2.32	18	8.67	2.20	14	7.64	1.86	7	8.43	1.90
Agriculture and rural development	8	8.75	1.28	30	8.53	1.55	13	7.46	2.40	13	8.00	1.78	13	7.46	1.45	17	6.82	2.16	18	7.83	2.18	19	8.21	2.18	13	7.54	2.26	6	8.50	1.87
Trade and exports	7	8.00	1.53	29	8.28	1.98	11	6.91	3.02	12	7.42	1.78	11	7.64	2.11	17	6.59	1.91	17	7.71	2.37	19	7.63	2.54	13	6.85	2.03	6	8.17	2.23
Crime and violence	6	6.33	3.20	28	7.39	2.36	12	6.75	2.93	13	6.15	2.54	13	5.00	2.74	17	6.82	2.24	17	6.41	2.72	19	7.84	2.48	13	6.92	3.01	3	5.67	3.51
Natural resource management	6	7.50	1.87	29	8.14	1.36	13	7.00	2.83	13	6.62	2.66	12	5.58	2.78	17	7.00	2.62	17	7.35	2.69	19	7.84	2.09	13	6.31	2.59	6	8.33	1.63
Climate change*	6	8.83	1.60	29	8.62	1.68	12	8.33	2.50	12	6.83	2.33	13	7.15	1.21	16	5.94	2.89	18	7.11	2.95	19	7.79	2.66	14	7.43	2.38	6	7.50	2.95
Poverty reduction	8	9.12	0.99	30	8.77	1.63	13	8.54	1.71	13	7.77	2.24	13	7.92	1.66	17	7.53	1.87	18	8.83	2.09	20	8.70	1.75	14	8.36	2.37	6	9.33	0.52
Anti corruption	8	8.38	2.20	30	8.23	2.01	13	7.54	2.85	12	7.67	2.31	13	7.92	1.50	16	8.25	2.24	18	8.94	1.95	17	8.71	1.83	13	8.31	2.84	7	7.86	1.77
Judiciary reform	7	7.71	2.63	30	8.40	1.99	13	7.62	2.57	12	7.42	2.47	13	7.69	1.60	18	8.39	2.00	16	8.63	2.28	19	8.95	1.68	14	8.36	2.76	6	8.50	1.87
Economic growth	9	8.78	1.72	35	8.89	1.73	11	9.27	1.01	16	8.38	1.96	13	8.46	1.90	18	8.39	1.82	18	8.56	2.20	19	8.84	2.01	14	8.29	2.46	7	9.71	0.49
Disaster risk management	6	7.67	2.25	28	8.14	1.43	11	7.00	2.53	12	7.00	2.22	13	6.54	1.76	16	6.06	2.54	17	6.29	2.69	19	7.74	2.13	13	6.77	2.52	4	7.75	2.63
Equality of opportunity	6	8.00	1.90	29	8.34	2.04	12	7.50	3.09	12	6.50	2.71	12	7.42	1.51	15	6.60	2.32	18	8.06	2.67	19	8.26	2.38	14	7.57	2.62	4	6.75	2.22
Disease	6	7.50	2.43	25	7.52	2.08	12	6.58	3.03	12	5.50	2.15	13	5.69	2.21	16	5.69	2.47	18	6.89	3.07	19	7.37	2.41	14	6.07	2.81	4	4.50	3.79
Information and communications technology*	7	8.00	1.73	29	8.38	1.76	13	5.77	3.37	11	7.45	2.38	13	6.08	2.14	16	5.94	2.43	18	7.50	2.83	20	8.40	1.85	13	6.23	2.95	4	9.50	0.58

\*Significantly different between stakeholder groups

**C. World Bank Group's Effectiveness and Results (continued)****How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Macedonia? (1-Not effective at all, 10-Very effective)**

	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Social protection	2	8.50	0.71	12	7.50	2.20	8	6.50	2.83	2	7.00	1.41	9	6.22	1.56	6	5.33	2.25	4	5.25	3.30	9	5.00	1.94	9	5.78	2.64	2	5.50	2.12
Gender equity	1	6.00	-	11	6.73	2.45	10	6.80	2.20	3	7.00	1.00	6	5.50	1.05	7	5.57	0.98	5	5.80	2.59	9	4.67	2.00	8	5.38	2.07	2	5.50	2.12
Private sector development	4	7.75	1.26	17	7.82	1.70	9	5.67	1.73	4	6.75	1.50	9	6.11	1.90	11	6.00	2.19	6	5.83	1.72	10	6.00	2.79	12	5.58	2.35	3	7.00	2.00
Education*	3	7.00	1.00	20	7.95	2.09	9	6.22	1.99	5	7.40	1.67	8	6.50	1.31	9	5.33	1.94	5	4.60	2.51	9	6.00	2.40	10	6.10	1.79	2	5.50	2.12
Public sector governance/reform*	3	7.33	1.53	15	7.73	2.02	10	6.00	2.45	5	6.20	1.79	11	7.45	1.57	9	5.22	2.68	5	5.60	2.88	10	5.60	2.07	10	4.80	2.25	3	6.67	0.58
Global/regional integration	-	-	-	13	7.38	1.80	5	6.20	2.95	5	6.80	1.10	7	7.00	1.83	9	5.89	2.15	3	6.33	2.52	8	5.50	2.27	6	6.33	2.16	2	6.50	0.71
Food safety	1	9.00	-	9	7.22	1.92	3	4.33	3.06	3	6.00	1.73	3	5.00	1.00	7	6.00	1.73	2	3.50	2.12	8	4.75	2.12	5	5.80	2.28	1	7.00	-
Urban development*	2	8.00	1.41	13	8.00	1.29	5	7.40	2.07	9	8.22	1.72	5	5.80	1.30	8	5.88	1.96	2	4.00	1.41	8	4.62	2.26	8	6.00	2.51	1	10.00	-
Energy*	2	9.50	0.71	13	7.62	2.02	7	6.57	2.44	5	7.20	1.30	10	7.30	1.77	10	6.10	1.91	3	4.00	1.00	10	5.80	2.10	10	5.00	2.67	2	8.00	2.83
Water and sanitation*	1	9.00	-	10	7.80	1.40	7	7.14	2.34	9	8.11	1.76	9	6.89	1.27	9	6.00	1.73	5	4.20	1.30	9	5.56	2.40	7	5.14	2.48	-	-	-
EU integration	-	-	-	14	7.86	1.83	5	5.00	2.55	4	6.25	2.06	7	6.00	2.52	8	5.88	2.30	4	6.75	3.30	8	5.25	1.98	7	5.43	2.23	3	7.67	1.15
Pollution	1	8.00	-	12	6.58	2.54	8	6.00	3.16	6	7.67	1.37	6	4.50	2.07	7	5.71	2.29	3	3.67	2.08	8	5.25	2.25	9	5.22	2.86	2	7.50	3.54
Job creation/employment*	3	8.00	1.00	18	7.83	2.23	10	7.30	1.70	6	7.00	2.00	9	7.00	1.22	9	5.78	2.11	4	6.00	2.83	9	5.56	2.55	11	5.18	2.52	2	8.00	1.41
Health*	1	9.00	-	12	8.08	1.68	3	6.00	1.00	6	7.67	2.16	6	6.33	1.21	10	6.40	2.55	3	4.00	1.73	8	5.25	2.38	9	4.56	2.51	2	7.50	3.54
Financial markets	1	7.00	-	13	7.92	1.61	6	7.00	1.26	7	7.14	2.27	7	6.86	2.04	9	6.67	1.66	3	5.33	1.53	10	5.70	2.58	7	5.29	2.56	4	7.25	2.06
Transport*	3	9.33	0.58	12	8.42	1.38	8	7.25	2.19	12	8.17	1.90	12	8.25	1.48	9	6.78	1.79	3	4.00	1.00	9	5.56	2.55	10	5.80	2.49	2	8.50	2.12
Agriculture and rural development	1	9.00	-	11	7.91	1.81	8	7.25	2.05	10	8.20	1.87	5	6.20	1.10	8	6.50	2.00	4	4.75	1.26	9	5.89	2.57	8	5.50	3.02	2	7.00	4.24
Trade and exports	3	8.67	0.58	13	7.31	1.93	6	5.33	2.34	6	6.83	1.94	6	7.00	1.10	8	7.12	2.23	4	5.25	2.06	8	4.62	2.07	6	5.33	2.94	2	6.50	4.95
Natural resource management	-	-	-	10	7.60	2.01	4	5.50	3.11	5	7.00	2.12	4	5.50	1.29	7	5.00	1.73	1	3.00	-	8	4.75	1.83	5	4.60	3.21	2	5.50	6.36
Climate change	2	9.00	0.00	14	7.00	2.29	5	5.80	3.42	5	6.40	1.82	8	6.00	1.77	9	6.00	2.29	2	2.50	0.71	8	5.50	2.39	6	5.67	2.66	2	5.50	6.36
Poverty reduction	3	7.67	1.15	17	7.65	2.12	10	6.30	2.79	5	6.60	2.07	8	6.63	1.41	10	6.60	2.37	6	4.17	1.83	10	5.90	2.85	12	5.17	2.86	2	9.00	1.41
Judiciary reform	-	-	-	12	7.25	2.38	4	4.50	2.89	4	7.00	2.94	4	5.25	0.50	8	5.37	2.39	4	4.00	2.94	8	5.00	2.39	9	4.56	2.96	2	7.00	1.41
Economic growth*	3	8.00	1.73	20	8.00	1.69	8	7.25	1.83	6	7.17	2.32	10	7.10	1.60	11	6.82	2.44	4	5.50	3.42	9	6.22	2.44	12	5.25	2.70	5	8.40	1.52
Disaster risk management	-	-	-	10	6.90	2.13	4	5.50	3.42	5	6.00	2.00	5	6.40	1.82	7	4.71	1.89	2	3.50	0.71	8	4.62	2.26	7	5.29	3.55	3	7.33	3.79
Equality of opportunity	-	-	-	11	7.91	1.92	10	7.10	2.60	6	7.17	2.14	3	5.33	1.53	9	6.00	2.78	6	5.17	3.31	8	4.75	2.60	9	5.78	2.54	2	9.00	1.41
Disease	-	-	-	9	7.22	2.49	4	5.50	3.11	5	5.40	2.41	2	4.50	0.71	8	6.00	2.14	1	2.00	-	8	4.25	2.12	4	5.50	3.00	1	10.00	-
Information and communications technology	3	7.67	1.53	14	7.71	2.05	7	7.14	3.08	5	7.20	2.17	4	6.00	1.83	8	7.38	1.92	2	4.50	3.54	8	4.62	1.92	5	5.20	2.59	2	7.50	0.71

\*Significantly different between stakeholder groups

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

	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Macedonia?*	9	7.33	2.69	30	7.17	1.84	15	7.93	1.58	16	6.44	1.97	14	6.43	1.74	13	5.62	1.85	14	5.07	2.02	20	6.00	1.95	13	5.77	2.13	3	7.33	2.08

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

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

	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Macedonia*	9	7.11	3.22	28	6.93	2.26	14	7.21	1.89	16	6.56	1.93	11	6.73	2.28	14	5.64	1.39	12	4.42	1.56	17	5.82	1.98	12	4.92	2.61	4	7.00	2.58
The World Bank Group meets Macedonia's needs for knowledge services	9	7.44	3.00	31	6.84	2.42	15	7.40	1.72	14	6.21	1.72	13	7.15	1.82	13	6.00	2.08	14	5.86	2.60	17	6.65	2.67	12	5.50	1.78	5	7.20	2.68

\*Significantly different between stakeholder groups

**D. The 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 President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Weekly	11.1%	11.1%	18.8%	0.0%	7.7%	0.0%	0.0%	14.3%	0.0%	0.0%
Monthly	33.3%	11.1%	18.8%	15.8%	23.1%	16.7%	25.0%	14.3%	50.0%	14.3%
A few times a year	11.1%	52.8%	50.0%	26.3%	61.5%	27.8%	18.8%	47.6%	35.7%	42.9%
Rarely	11.1%	19.4%	12.5%	36.8%	7.7%	50.0%	37.5%	19.0%	14.3%	14.3%
Never	33.3%	5.6%	0.0%	21.1%	0.0%	5.6%	18.8%	4.8%	0.0%	28.6%

\*Significantly different between stakeholder groups



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

In Macedonia, 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)

	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are timely*	7	7.86	1.68	23	7.65	1.70	13	6.46	2.57	10	7.10	1.73	11	8.00	1.73	11	5.91	1.58	7	5.14	1.95	16	6.25	2.29	12	6.42	2.31	3	8.33	0.58
Include appropriate level of stakeholder involvement during preparation*	8	8.00	2.56	27	7.59	1.78	14	7.50	1.79	10	6.70	1.83	10	7.10	1.52	11	5.73	1.74	11	5.36	2.20	15	5.87	2.29	13	6.00	2.31	3	8.33	1.53
Lead to practical solutions	8	7.38	2.56	26	7.35	1.87	14	7.07	1.90	10	7.30	1.83	11	7.36	1.96	11	6.00	1.55	11	5.64	2.69	17	6.18	2.43	13	7.00	1.73	3	8.67	0.58
Are accessible (well written and easy to understand)	8	7.75	2.60	25	7.76	1.71	15	7.53	1.92	11	6.73	2.00	12	7.83	1.80	11	6.45	1.86	13	6.31	2.36	18	6.39	2.79	13	7.85	1.63	3	9.00	1.73
Are source of relevant information on global good practices	8	8.63	1.30	25	8.00	1.73	15	7.87	1.64	11	7.64	1.86	12	8.17	1.34	11	6.82	1.99	14	7.14	2.54	18	7.39	2.59	13	8.38	1.39	3	8.67	1.15
Are relevant to country challenges	8	8.25	1.75	25	7.32	1.89	12	6.83	2.12	11	7.09	1.81	12	8.33	1.23	12	6.50	1.93	13	6.00	2.27	18	7.11	2.40	13	7.31	1.84	3	9.33	1.15
Are adequately disseminated*	8	7.25	2.60	21	7.38	1.91	14	7.14	2.21	10	7.30	1.70	12	7.58	1.93	11	5.82	2.56	13	4.85	2.51	17	6.29	2.57	13	6.23	2.45	3	9.00	1.73
Are translated enough into local language	7	8.00	2.00	19	7.16	2.01	14	6.14	3.23	11	7.09	2.12	8	6.75	2.12	11	6.36	1.75	13	5.69	2.63	16	6.63	2.53	12	6.50	2.71	2	8.50	2.12
Are adaptable to Macedonia's specific development challenges and country circumstances*	8	7.88	2.59	22	7.36	2.26	14	6.50	2.03	11	6.64	1.96	12	7.50	1.73	11	5.82	1.47	11	5.45	2.07	16	6.31	2.30	12	5.67	2.61	3	8.67	1.15

\*Significantly different between stakeholder groups

	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	9	8.56	1.24	31	7.19	2.15	15	8.00	1.69	16	6.69	1.99	11	7.36	1.91	13	7.15	1.95	13	5.62	2.36	18	7.17	2.36	13	6.15	2.44	3	9.00	0.00
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	8	9.00	1.41	30	7.37	2.04	15	7.93	1.53	16	7.19	2.01	12	8.25	1.42	12	6.42	1.88	10	6.70	2.06	16	7.50	2.10	13	7.54	1.66	5	8.00	1.73

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

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

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

	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	5	9.00	1.22	23	8.52	1.31	12	8.25	2.18	14	8.00	1.41	5	7.00	0.71	6	6.67	1.37	5	6.40	2.88	6	5.17	2.04	8	5.63	2.45	3	7.67	2.08
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	9	8.78	1.64	30	7.93	1.39	15	8.20	1.74	17	8.71	1.21	9	7.22	0.83	9	6.89	1.83	9	7.56	1.88	10	6.10	2.47	10	7.40	1.96	4	8.25	1.26
The World Bank Group's approvals and reviews are done in a timely fashion	7	7.86	1.95	29	7.76	1.77	14	7.71	2.30	16	8.00	2.07	5	7.40	1.14	8	6.63	2.33	6	7.00	2.37	7	5.00	1.73	8	6.88	1.96	2	8.50	2.12
The World Bank Group's "Safeguard Policy" requirements are reasonable*	7	8.29	1.70	24	7.96	1.46	15	8.07	1.53	14	6.86	2.32	4	7.50	1.29	6	6.83	1.60	3	5.33	2.52	8	5.25	2.12	7	7.71	2.14	2	8.50	2.12
The World Bank Group's conditions on its lending are reasonable	6	8.17	2.14	23	7.52	1.93	10	7.70	2.21	16	7.81	2.10	7	7.43	1.13	9	6.56	1.59	4	5.25	2.06	8	5.75	2.87	8	7.38	1.51	2	9.50	0.71
The World Bank Group takes decisions quickly in Macedonia	6	7.00	2.68	26	7.35	1.96	14	6.64	2.47	16	6.75	2.24	6	6.50	2.07	6	6.17	2.14	6	5.33	1.86	10	5.20	2.62	8	7.13	2.42	3	8.33	1.15
Working with the World Bank Group increases Macedonia's institutional capacity	7	7.71	2.75	28	7.68	2.28	14	8.21	1.76	16	7.88	1.45	9	6.78	2.54	10	7.10	2.18	10	7.00	2.71	9	6.00	2.45	10	8.50	1.35	4	9.25	0.50
Where country systems are adequate, the World Bank Group makes appropriate use of them*	5	8.60	1.52	22	8.09	1.97	11	8.09	2.07	11	6.64	2.46	4	6.50	1.29	6	6.00	1.55	6	6.83	2.64	7	5.29	2.69	8	8.63	1.41	1	10.00	-
The World Bank Group provides effective implementation support	7	8.14	1.77	29	7.79	2.04	13	8.54	1.45	17	8.35	1.73	7	7.00	1.53	8	6.38	1.77	8	7.00	2.51	8	7.00	3.02	8	8.63	1.30	2	8.50	0.71

\*Significantly different between stakeholder groups

	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Macedonia?	4	6.25	4.50	19	6.16	2.19	12	7.17	1.53	7	5.29	1.38	9	5.78	2.22	10	5.90	1.79	12	5.92	2.68	12	5.42	1.93	11	5.09	3.02	3	8.67	1.15
To what extent do you believe the World Bank Group measures and corrects its work in real time in Macedonia?	7	6.86	3.24	19	6.21	2.68	12	7.67	2.10	10	6.10	1.85	10	6.60	1.58	9	5.78	1.56	10	6.20	2.66	13	5.69	2.36	10	6.40	2.91	3	7.33	1.15

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



## F. The Future Role of the World Bank Group in Macedonia

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Offer more innovative knowledge services	22.2%	17.1%	28.6%	5.9%	23.1%	16.7%	12.5%	5.3%	0.0%	12.5%
Collaborate more effectively with Government clients*	0.0%	17.1%	7.1%	41.2%	7.7%	5.6%	6.3%	5.3%	0.0%	0.0%
Work faster	22.2%	8.6%	21.4%	11.8%	0.0%	0.0%	0.0%	5.3%	0.0%	12.5%
Reduce the complexity of obtaining World Bank Group financing	33.3%	8.6%	21.4%	35.3%	0.0%	22.2%	6.3%	36.8%	16.7%	12.5%
Help to bring discipline/effective supervision to implementation of investment projects	22.2%	20.0%	14.3%	17.6%	15.4%	16.7%	18.8%	21.1%	16.7%	0.0%
Offer more innovative financial products	33.3%	28.6%	0.0%	23.5%	23.1%	33.3%	6.3%	21.1%	25.0%	12.5%
Ensure greater selectivity in its work*	22.2%	2.9%	0.0%	0.0%	15.4%	0.0%	6.3%	0.0%	0.0%	0.0%
Provide more adequate data/knowledge/statistics/figures on Macedonia's economy	22.2%	11.4%	28.6%	0.0%	15.4%	11.1%	31.3%	21.1%	8.3%	12.5%
Improve the competitiveness of its financing compared to markets	0.0%	2.9%	7.1%	5.9%	0.0%	0.0%	6.3%	15.8%	0.0%	12.5%
Reach out more to groups outside of Government	11.1%	20.0%	14.3%	29.4%	38.5%	50.0%	56.3%	42.1%	33.3%	25.0%
Increase the level of capacity development in the country	11.1%	14.3%	28.6%	29.4%	30.8%	16.7%	37.5%	10.5%	50.0%	25.0%
Improve the quality of its experts as related to Macedonia's specific challenges	0.0%	20.0%	21.4%	0.0%	7.7%	16.7%	0.0%	5.3%	16.7%	37.5%
Other	0.0%	11.4%	0.0%	0.0%	7.7%	0.0%	6.3%	5.3%	25.0%	12.5%

\*Significantly different between stakeholder groups

When considering the combination of services that the World Bank Group offers in Macedonia, 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 Macedonia? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Financial services	44.4%	36.1%	40.0%	64.7%	15.4%	61.1%	25.0%	42.1%	33.3%	25.0%
Knowledge products	22.2%	25.0%	20.0%	11.8%	30.8%	22.2%	31.3%	15.8%	25.0%	37.5%
Convening services	0.0%	2.8%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	8.3%	0.0%
None of the above	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%	8.3%	0.0%
The combination is appropriate for Macedonia	22.2%	30.6%	13.3%	17.6%	38.5%	16.7%	18.8%	21.1%	16.7%	0.0%
Don't know	11.1%	5.6%	26.7%	5.9%	15.4%	0.0%	6.3%	21.1%	8.3%	37.5%



## G. Communication and Information Sharing

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Local radio	0.0%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
International radio	0.0%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social media*	11.1%	19.4%	33.3%	17.6%	8.3%	11.1%	50.0%	5.0%	45.5%	25.0%
International newspapers	11.1%	5.6%	6.7%	5.9%	8.3%	5.6%	6.3%	5.0%	0.0%	0.0%
Local television*	0.0%	41.7%	40.0%	17.6%	50.0%	27.8%	12.5%	10.0%	18.2%	12.5%
Internet	77.8%	77.8%	80.0%	94.1%	83.3%	94.4%	100.0%	85.0%	63.6%	62.5%
Periodicals	11.1%	8.3%	0.0%	11.8%	16.7%	27.8%	12.5%	0.0%	9.1%	12.5%
International television	0.0%	5.6%	6.7%	0.0%	0.0%	0.0%	0.0%	5.0%	9.1%	0.0%
Local newspapers*	44.4%	5.6%	13.3%	0.0%	8.3%	5.6%	12.5%	15.0%	18.2%	0.0%
Other	11.1%	2.8%	0.0%	0.0%	8.3%	0.0%	0.0%	10.0%	9.1%	25.0%

\*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 President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
World Bank Group's publications and other written materials	44.4%	30.6%	33.3%	11.8%	36.4%	44.4%	18.8%	10.0%	41.7%	37.5%
e-Newsletters*	0.0%	25.0%	6.7%	17.6%	36.4%	44.4%	50.0%	15.0%	25.0%	25.0%
World Bank Group's seminars/workshops/conferences	33.3%	47.2%	73.3%	58.8%	36.4%	27.8%	43.8%	40.0%	25.0%	37.5%
Mobile phones	22.2%	2.8%	6.7%	5.9%	0.0%	5.6%	0.0%	15.0%	8.3%	0.0%
Direct contact with World Bank Group	22.2%	38.9%	20.0%	47.1%	27.3%	5.6%	18.8%	50.0%	33.3%	25.0%
World Bank Group's website	44.4%	25.0%	26.7%	17.6%	45.5%	38.9%	31.3%	35.0%	50.0%	37.5%
Social media	22.2%	13.9%	13.3%	23.5%	18.2%	11.1%	37.5%	25.0%	8.3%	25.0%
Other*	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/ Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Yes	44.4%	26.5%	40.0%	11.8%	25.0%	16.7%	6.3%	42.1%	16.7%	0.0%
No	55.6%	73.5%	60.0%	88.2%	75.0%	83.3%	93.8%	57.9%	83.3%	100.0%

**G. Communication and Information Sharing (continued)****Do you have reliable access to the Internet?**

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	100.0%	94.3%	93.3%	94.1%	91.7%	100.0%	100.0%	100.0%	100.0%	100.0%
No	0.0%	5.7%	6.7%	5.9%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%

**Do you use/have you used the World Bank Group website?**

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	66.7%	76.5%	100.0%	70.6%	100.0%	72.2%	68.8%	89.5%	100.0%	62.5%
No	33.3%	23.5%	0.0%	29.4%	0.0%	27.8%	31.3%	10.5%	0.0%	37.5%

**Do you currently consult the World Bank Group social media sites?**

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	22.2%	22.9%	26.7%	29.4%	50.0%	16.7%	13.3%	30.0%	58.3%	14.3%
No	77.8%	77.1%	73.3%	70.6%	50.0%	83.3%	86.7%	70.0%	41.7%	85.7%

**Which Internet connection do you use primarily when visiting a World Bank Group website?**

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
High speed/WiFi	100.0%	91.4%	93.3%	93.3%	91.7%	94.4%	100.0%	94.4%	100.0%	100.0%
Dial-up	0.0%	8.6%	6.7%	6.7%	8.3%	5.6%	0.0%	5.6%	0.0%	0.0%

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

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)

	Office of President/Prime Minister/Minister			Employee of a Ministry			PMU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
I find the World Bank Group's websites easy to navigate	6	7.67	1.03	30	7.17	2.15	14	7.71	1.73	12	8.00	1.65	12	8.00	1.95	14	7.00	1.57	9	6.67	3.32	19	6.63	2.22	11	8.27	1.35	5	7.80	2.68
I find the information on the World Bank Group's websites useful	6	9.00	0.89	30	7.70	1.97	14	8.36	1.45	11	8.00	1.34	12	8.25	1.54	14	7.21	1.67	9	7.22	2.68	20	7.30	2.45	11	9.00	0.89	5	8.60	2.07
The World Bank Group's social media channels are valuable sources of information about the institution	3	8.67	0.58	19	6.32	2.19	9	6.22	1.86	8	7.63	2.13	7	6.57	2.64	9	6.44	2.74	4	5.00	2.94	16	6.06	2.62	6	8.00	1.41	2	8.00	1.41
When I need information from the World Bank Group I know how to find it	6	8.83	1.60	29	7.59	2.31	14	7.50	2.28	15	7.20	2.65	12	7.92	1.83	13	6.69	2.18	10	6.60	2.41	20	7.45	2.48	11	7.73	2.24	5	7.20	2.39
The World Bank Group is responsive to my information requests and inquiries	5	8.40	2.19	27	7.78	2.34	11	8.36	1.50	10	7.70	2.26	11	8.45	1.69	9	6.89	1.96	4	7.25	3.59	19	7.89	2.08	7	7.86	1.86	2	9.00	0.00

**H. Background Information**

Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, or MIGA) in your country? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	76.9%	74.4%	100.0%	85.0%	78.6%	52.0%	10.0%	71.4%	18.8%	88.9%
No	23.1%	25.6%	0.0%	15.0%	21.4%	48.0%	90.0%	28.6%	81.3%	11.1%

\*Significantly different between stakeholder groups

Which of the following agencies of the World Bank Group do you primarily engage with in Macedonia? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
The World Bank (IBRD)	76.9%	95.2%	93.8%	94.4%	100.0%	44.4%	66.7%	86.4%	83.3%	66.7%
The International Finance Corporation (IFC)	0.0%	2.4%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	22.2%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	23.1%	2.4%	6.3%	5.6%	0.0%	5.6%	33.3%	13.6%	16.7%	11.1%

\*Significantly different between stakeholder groups

**H. Background Information (continued)****Do your projects involve both the World Bank and the IFC?\***

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	61.5%	51.2%	31.3%	45.0%	57.1%	20.8%	0.0%	42.9%	20.0%	55.6%
No	38.5%	48.8%	68.8%	55.0%	42.9%	79.2%	100.0%	57.1%	80.0%	44.4%

\*Significantly different between stakeholder groups

**If yes, what was your view of how the two institutions work together in Macedonia?\*** (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
The two institutions work well together	37.5%	50.0%	0.0%	66.7%	50.0%	40.0%	0.0%	77.8%	33.3%	40.0%
The way the two institutions work together needs improvement	50.0%	40.9%	80.0%	0.0%	12.5%	40.0%	0.0%	0.0%	0.0%	0.0%
The two institutions do not work well together	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%
Don't know	12.5%	9.1%	20.0%	33.3%	37.5%	0.0%	0.0%	22.2%	66.7%	60.0%

\*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Observer*	23.1%	9.5%	6.3%	15.0%	0.0%	16.0%	57.1%	18.2%	20.0%	11.1%
Use World Bank Group reports/data*	38.5%	26.2%	12.5%	10.0%	64.3%	48.0%	28.6%	63.6%	40.0%	44.4%
Engage in World Bank Group related/sponsored events/activities*	38.5%	40.5%	50.0%	25.0%	14.3%	16.0%	14.3%	0.0%	20.0%	11.1%
Collaborate as part of my professional duties*	38.5%	66.7%	62.5%	65.0%	71.4%	36.0%	19.0%	18.2%	20.0%	77.8%
Use World Bank Group website for information, data, research, etc.*	0.0%	14.3%	0.0%	10.0%	28.6%	24.0%	28.6%	31.8%	66.7%	22.2%

\*Significantly different between stakeholder groups

**What's your gender?**

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	PMU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Female	61.5%	58.1%	68.8%	40.0%	71.4%	36.0%	42.9%	54.5%	43.8%	66.7%
Male	38.5%	41.9%	31.3%	60.0%	28.6%	64.0%	57.1%	45.5%	56.3%	33.3%



## Appendix C: Responses to Indicator Questions by Geographic Location<sup>17</sup>

● Skopje N=167    ● Outside Skopje N=37

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

	Skopje			Outside Skopje		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Macedonia.	148	6.54	2.08	28	6.54	1.79

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

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

(1-Strongly disagree, 10-Strongly agree)

	Skopje			Outside Skopje		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Macedonia	140	6.49	2.12	30	6.60	1.90
The World Bank Group's work is aligned with what I consider the development priorities for Macedonia	140	6.54	2.25	31	6.42	1.86

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

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

	Skopje			Outside Skopje		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	104	6.50	2.15	19	6.42	1.87
Flexibility (in terms of the institution's products and services)	109	6.19	2.24	18	5.72	1.99
Flexibility (in terms of changing country circumstances)	105	5.93	2.22	17	5.88	2.09
Being inclusive	109	6.50	2.30	20	6.65	1.73
Openness (sharing data and other information)	114	6.95	2.34	22	7.41	1.82
Collaboration with the Government	105	7.22	2.16	18	7.17	1.72
The speed in which it gets things accomplished on the ground	103	6.20	2.24	20	5.45	1.73
Helping to bring discipline/effective supervision to implementation of investment projects	93	6.59	2.33	20	7.15	2.16
Collaboration with civil society	93	6.01	2.35	18	6.11	2.59
Staff accessibility	116	7.41	2.44	22	7.05	2.17
Collaboration with other donors and development partners	86	6.71	2.23	16	6.75	2.41
Collaboration with the private sector	84	5.92	2.36	15	5.20	2.27
Straightforwardness and honesty	111	7.24	2.17	19	7.79	1.90
Treating clients and stakeholders in Macedonia with respect	115	7.79	2.35	19	7.58	1.89
Being a long-term partner	118	8.16	2.19	20	8.00	1.84

<sup>17</sup> 204 respondents provided information about their geographic location. Only these respondents were included in the analysis presented in this appendix.



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

	Skopje			Outside Skopje		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Macedonia?	123	6.42	2.06	26	6.58	1.96

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

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

	Skopje			Outside Skopje		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Macedonia	113	6.26	2.23	26	6.00	2.23
The World Bank Group meets Macedonia's needs for knowledge services	120	6.63	2.30	25	6.28	2.07

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

**In Macedonia, 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)

	Skopje			Outside Skopje		
	N	Mean	SD	N	Mean	SD
Are adaptable to Macedonia's specific development challenges and country circumstances	99	6.76	2.22	22	6.14	2.08

	Skopje			Outside Skopje		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	116	7.12	2.20	28	6.93	1.96
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	114	7.55	1.92	25	7.12	1.90

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

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

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

	Skopje			Outside Skopje		
	N	Mean	SD	N	Mean	SD
The World Bank Group takes decisions quickly in Macedonia	79	6.65	2.23	23	6.74	2.42
Where country systems are adequate, the World Bank Group makes appropriate use of them	64	7.45	2.26	18	7.22	2.21



## Appendix D: Responses to Selected Questions by Level of Collaboration with the World Bank Group<sup>18</sup>

*Note that this appendix presents comparative analysis of the data from those respondents who collaborate with the WBG vs. those respondents who do not collaborate with the WBG and covers the following selected questions from the FY16 Macedonia COS questionnaire: All 10-point scale questions and question B4 "When thinking about how the World Bank Group can have the most impact on development results in Macedonia, in which sectoral areas do you believe the World Bank Group should focus most of its resources in Macedonia?"*

● Collaborating with the WBG N=128      ● Not collaborating with the WBG N=71

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Macedonia?*	125	6.62	2.08	70	5.14	2.32

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Macedonia.*	118	7.07	1.90	53	5.45	1.87

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Macedonia solve its most complicated development challenges?*	113	7.68	1.85	54	6.67	1.89

(1-To no degree at all, 10-To a very significant degree) \*Significantly different between collaborators and non-collaborators

<sup>18</sup> 199 respondents provided information about their level of collaboration with the World Bank Group (question H3 in the questionnaire). Therefore, only these respondents were included in the analysis presented in this appendix.



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

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Energy	17.1%	8.7%
Water and sanitation	3.3%	0.0%
Pollution	4.9%	7.2%
Job creation/employment*	34.1%	14.5%
Health	6.5%	7.2%
Financial markets	4.1%	10.1%
Social protection	4.1%	4.3%
EU integration	13.0%	18.8%
Gender equity	0.0%	0.0%
Private sector development	26.8%	31.9%
Education	18.7%	18.8%
Public sector governance/reform	27.6%	30.4%
Global/regional integration	4.1%	7.2%
Food safety	0.8%	0.0%
Urban development	4.9%	1.4%
Judiciary reform*	7.3%	18.8%
Economic growth	34.1%	36.2%
Disaster risk management	0.0%	0.0%
Equality of opportunity	4.9%	4.3%
Disease	0.0%	0.0%
Information and communications technology	3.3%	0.0%
Transport	13.8%	13.0%
Agriculture and rural development	13.8%	15.9%
Trade and exports	2.4%	7.2%
Crime and violence	0.0%	1.4%
Natural resource management	4.9%	5.8%
Climate change*	6.5%	0.0%
Poverty reduction	17.1%	11.6%
Anti corruption	12.2%	17.4%

\*Significantly different between collaborators and non-collaborators

How EFFECTIVE do you believe the following World Bank Group's instruments are in supporting the Macedonia Government's efforts to reduce poverty? (1-Not effective at all, 10-Very effective)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Investment Project Financing*	76	7.28	2.11	37	5.41	2.42
Development Policy Financing*	73	6.86	2.14	36	5.11	2.26
Trust funds and grants*	67	7.03	2.29	29	4.69	2.33
Guarantees*	52	6.56	2.42	26	4.54	2.08
IFC Investment Services*	51	6.18	2.14	31	4.65	2.23
IFC Advisory Services*	57	6.32	2.35	35	4.77	2.26

\*Significantly different between collaborators and non-collaborators

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Macedonia*	108	7.15	1.81	58	5.45	2.07
The World Bank Group's work is aligned with what I consider the development priorities for Macedonia*	111	7.22	1.87	57	5.25	2.13

\*Significantly different between collaborators and non-collaborators

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	79	7.13	1.77	41	5.32	2.24
Flexibility (in terms of the institution's products and services)*	86	6.78	1.97	37	4.59	2.07
Flexibility (in terms of changing country circumstances)*	81	6.58	2.02	38	4.55	1.98
Being inclusive*	84	7.15	1.95	42	5.31	2.26
Openness (sharing data and other information)*	87	7.55	1.85	46	6.04	2.68
Collaboration with the Government*	79	7.71	1.83	41	6.37	2.33
The speed in which it gets things accomplished on the ground*	79	6.46	1.99	40	5.35	2.42
Helping to bring discipline/effective supervision to implementation of investment projects*	75	7.55	1.85	36	4.94	2.20
Collaboration with civil society*	72	6.83	2.13	36	4.44	2.14
Staff accessibility*	91	7.91	1.90	44	6.25	2.91
Collaboration with other donors and development partners*	71	7.31	1.96	29	5.28	2.36
Collaboration with the private sector*	62	6.37	2.20	34	4.79	2.37
Straightforwardness and honesty*	85	7.66	1.94	42	6.62	2.39
Treating clients and stakeholders in Macedonia with respect*	87	8.24	1.87	44	6.82	2.74
Being a long-term partner*	88	8.67	1.67	47	7.17	2.56

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



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

In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Macedonia? (1-Not important at all, 10-Very important)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Social protection	94	7.26	2.41	55	6.58	2.69
Gender equity*	86	6.34	2.53	54	5.46	2.42
Private sector development	97	8.45	1.70	55	8.16	2.02
Education	96	8.59	1.83	56	8.37	2.05
Public sector governance/reform	97	8.61	1.82	56	8.25	1.93
Global/regional integration*	94	7.99	1.91	56	7.12	2.32
Food safety*	85	7.09	2.51	55	6.24	2.47
Urban development*	84	7.50	2.11	55	6.55	2.24
Energy*	95	8.57	1.74	54	7.61	2.07
Water and sanitation	93	7.81	2.16	54	7.20	2.01
EU integration	94	7.86	2.30	56	7.37	2.60
Pollution	96	8.45	1.94	51	7.92	2.23
Job creation/employment	96	8.68	1.88	55	8.02	2.20
Health	91	8.24	2.12	55	7.51	2.29
Financial markets	91	8.18	1.91	53	7.72	2.05
Transport	96	8.55	1.85	55	8.02	1.99
Agriculture and rural development	97	8.00	1.99	51	7.65	1.93
Trade and exports	86	7.77	2.17	54	7.09	2.17
Crime and violence	85	6.91	2.77	54	6.39	2.44
Natural resource management	89	7.26	2.42	54	7.11	2.34
Climate change*	90	8.02	2.18	53	6.72	2.66
Poverty reduction	95	8.57	1.88	56	8.21	1.79
Anti corruption	91	8.19	2.14	54	8.26	2.17
Judiciary reform	93	8.24	2.14	54	8.22	2.19
Economic growth	101	8.87	1.83	57	8.37	1.90
Disaster risk management*	86	7.44	2.19	52	6.50	2.22
Equality of opportunity	87	7.79	2.39	52	7.37	2.43
Disease	85	6.67	2.60	53	6.25	2.59
Information and communications technology	88	7.52	2.53	54	6.85	2.53

\*Significantly different between collaborators and non-collaborators

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Social protection*	43	6.60	2.31	20	5.30	2.15
Gender equity*	40	6.27	1.92	22	5.23	2.05
Private sector development*	56	6.73	2.18	28	5.75	1.86
Education*	55	7.15	1.91	25	5.16	1.97
Public sector governance/reform*	55	6.96	2.16	26	4.88	1.90
Global/regional integration*	39	6.87	1.94	18	5.56	1.92
Food safety	30	6.17	2.25	12	4.83	1.59
Urban development*	45	7.13	2.02	15	5.27	2.25
Energy*	51	7.18	2.02	21	4.95	2.06
Water and sanitation*	45	7.16	2.00	20	5.05	1.67
EU integration*	43	6.84	2.22	17	5.00	2.03
Pollution*	44	6.36	2.49	18	4.61	2.28
Job creation/employment*	57	7.40	1.91	24	5.00	2.13
Health*	40	7.10	2.17	20	4.90	2.22
Financial markets*	49	7.18	1.92	18	5.39	1.97
Transport*	56	7.80	2.06	24	6.04	2.18
Agriculture and rural development*	46	7.43	2.02	19	5.11	2.11
Trade and exports*	45	6.80	2.23	16	5.13	2.09
Natural resource management*	32	6.37	2.54	14	4.36	1.78
Climate change	45	6.44	2.50	16	5.19	2.23
Poverty reduction*	55	7.15	2.21	28	4.96	2.38
Judiciary reform*	35	6.51	2.38	20	4.00	2.20
Economic growth*	61	7.59	1.96	27	5.59	2.36
Disaster risk management	34	6.15	2.61	17	4.71	2.11
Equality of opportunity*	42	7.10	2.47	22	5.09	2.41
Disease	29	6.03	2.72	13	4.92	2.02
Information and communications technology*	43	7.14	2.24	15	5.33	2.26

\*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Macedonia?*	97	6.95	1.78	47	5.51	2.27

(1-To no degree at all, 10-To a very significant degree) \*Significantly different between collaborators and non-collaborators

**To what extent do you agree with the following statements about the World Bank Group in Macedonia?**

(1-Strongly disagree, 10-Strongly agree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Macedonia*	90	6.86	1.98	44	4.98	2.28
The World Bank Group meets Macedonia's needs for knowledge services*	94	7.15	1.96	46	5.37	2.43

\*Significantly different between collaborators and non-collaborators



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

In Macedonia, to what extent do you believe that the World Bank Group's knowledge work and activities:

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely*	75	7.24	1.94	36	6.08	2.14
Include appropriate level of stakeholder involvement during preparation*	78	7.22	1.91	43	5.88	2.22
Lead to practical solutions*	81	7.26	1.89	41	6.00	2.18
Are accessible (well written and easy to understand)*	84	7.50	2.02	43	6.63	2.24
Are source of relevant information on global good practices*	84	8.12	1.59	44	7.07	2.29
Are relevant to country challenges*	81	7.67	1.81	44	6.30	2.12
Are adequately disseminated*	78	7.24	2.05	42	5.71	2.63
Are translated enough into local language	72	6.93	2.32	39	6.21	2.54
Are adaptable to Macedonia's specific development challenges and country circumstances*	77	7.01	2.05	41	5.95	2.37

\*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	93	7.57	1.83	48	6.19	2.44
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	94	7.84	1.67	41	6.63	2.12

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

\*Significantly different between collaborators and non-collaborators

### E. Working with the World Bank Group

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	58	8.00	1.70	28	6.57	2.33
The World Bank Group effectively monitors and evaluates the projects and programs it supports	84	7.99	1.62	36	7.36	1.88
The World Bank Group's approvals and reviews are done in a timely fashion	70	7.61	2.05	30	6.90	1.99
The World Bank Group's "Safeguard Policy" requirements are reasonable*	66	7.70	1.83	24	6.58	2.10
The World Bank Group's conditions on its lending are reasonable*	62	7.73	1.98	30	6.37	1.92
The World Bank Group takes decisions quickly in Macedonia	72	6.85	2.25	27	6.22	2.22
Working with the World Bank Group increases Macedonia's institutional capacity*	77	7.87	1.81	38	6.89	2.65
Where country systems are adequate, the World Bank Group makes appropriate use of them*	54	7.80	2.07	26	6.58	2.37
The World Bank Group provides effective implementation support*	76	8.18	1.59	29	6.79	2.48

\*Significantly different between collaborators and non-collaborators

**E. Working with the World Bank Group (continued)**

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Macedonia?*	60	6.4	2.13	38	5.26	2.37
To what extent do you believe the World Bank Group measures and corrects its work in real time in Macedonia?	66	6.67	2.19	35	5.83	2.53

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

\*Significantly different between collaborators and non-collaborators

**G. Communication and Information Sharing**

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
I find the World Bank Group's websites easy to navigate*	91	7.70	1.80	39	6.54	2.33
I find the information on the World Bank Group's websites useful*	92	8.16	1.65	38	7.18	2.25
The World Bank Group's social media channels are valuable sources of information about the institution*	61	7.02	2.16	22	5.45	2.44
When I need information from the World Bank Group I know how to find it*	94	7.74	2.16	39	6.79	2.21
The World Bank Group is responsive to my information requests and inquiries*	80	8.15	1.94	24	6.92	2.26

\*Significantly different between collaborators and non-collaborators





## Appendix E: Responses to Selected Questions by Year<sup>19</sup>

*All data presented in this appendix are weighted. As a result, means of the FY 2017 data and the total number of respondents indicated will be slightly different from the aggregated responses in Appendix A. Similarly, responses from FY 2014 respondents and the total number of respondents indicated may differ from those reported in the FY 2014 COS report.*

- FY 2014 Number of comparable respondents = 205 • FY 2017 Number of comparable respondents = 200

*By weighting, the FY 2014 and FY 2017 samples have the same stakeholder composition and thus are comparable. The weighted percentage of a stakeholder group is determined by the extent to which the World Bank Group interacts with them in the country and the percentage this group usually makes up in the past aggregated annual global data. The weighted stakeholder breakdown is presented below:*

Percentage of Respondents	FY 2014	FY 2017
Office of the President/Prime Minister/Minister	6.0%	6.0%
Office of Parliamentarian	1.0%	1.0%
Government institutions	33.0%	33.0%
Local Government	14.0%	14.0%
Bilateral/multilateral agencies	8.0%	8.0%
Civil society	10.0%	10.0%
Private sector	14.0%	14.0%
Academia	8.0%	8.0%
Media	6.0%	6.0%

### A. General Issues facing Macedonia

**In general would you say that Macedonia is headed in...?\***

Percentage of Respondents	FY 2014	FY 2017
The right direction	49.5%	34.2%
The wrong direction	26.0%	32.1%
Not sure	24.5%	33.7%

*\*Significantly different between FY2017 and FY2014*

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

	FY 2014			FY 2017		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Macedonia?*	201	6.50	1.85	194	6.08	2.27

*(1-Not familiar at all, 10-Extremely familiar) \*Significantly different between FY2017 and FY2014*

	FY 2014			FY 2017		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Macedonia.	194	6.71	2.04	169	6.60	2.01

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

	FY 2014			FY 2017		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Macedonia solve its most complicated development challenges?	191	7.16	1.86	166	7.38	1.91

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

<sup>19</sup> Only those questions that were asked in the FY 2014 and FY 2017 country opinion surveys, with similar response scales/options, are presented in this appendix.

**B. Overall Attitudes toward the World Bank Group (continued)****To what extent do you agree with the following statements about the World Bank Group's work in Macedonia?***(1-Strongly disagree, 10-Strongly agree)*

	FY 2014			FY 2017		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Macedonia*	189	7.01	2.04	162	6.54	2.05
The World Bank Group's work is aligned with what I consider the development priorities for Macedonia	187	6.82	1.90	164	6.55	2.14

*\*Significantly different between FY2017 and FY2014***To what extent is the World Bank Group an effective development partner in Macedonia, in terms of each of the following?***(1-To no degree at all, 10-To a very significant degree)*

	FY 2014			FY 2017		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	171	7.53	1.88	120	6.51	2.09
Flexibility (in terms of the institution's products and services)*	170	7.08	1.83	122	6.10	2.19
Flexibility (in terms of changing country circumstances)*	171	7.11	2.02	118	6.00	2.20
Being inclusive*	167	7.23	1.94	125	6.56	2.19
Openness (sharing data and other information)	186	7.19	2.15	132	7.07	2.24
Collaboration with the Government*	178	8.18	1.62	119	7.28	2.07
The speed in which it gets things accomplished on the ground*	176	7.47	1.80	119	6.10	2.15
Helping to bring discipline/effective supervision to implementation of investment projects				110	6.75	2.28
Collaboration with civil society				107	6.05	2.35
Staff accessibility	176	7.34	2.19	136	7.41	2.35
Collaboration with other donors and development partners*	156	7.55	1.89	100	6.81	2.24
Collaboration with the private sector				95	5.87	2.34
Straightforwardness and honesty	168	7.66	1.96	125	7.37	2.11
Treating clients and stakeholders in Macedonia with respect	185	7.62	1.91	129	7.80	2.26
Being a long-term partner	183	8.21	1.75	133	8.19	2.08

*\*Significantly different between FY2017 and FY2014*



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

In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Macedonia? (1-Not effective at all, 10-Very effective)

	FY 2014			FY 2017		
	N	Mean	SD	N	Mean	SD
Social protection	183	7.30	2.30	146	6.98	2.53
Gender equity*	182	6.74	2.49	137	5.95	2.50
Private sector development	191	8.41	1.72	149	8.33	1.82
Education*	187	8.02	1.92	150	8.50	1.92
Public sector governance/reform*	188	7.86	1.86	150	8.44	1.90
Global/regional integration				148	7.70	2.10
Food safety				138	6.75	2.52
Urban development				138	7.16	2.17
Energy	189	8.39	1.75	148	8.21	1.87
Water and sanitation	186	7.83	1.94	146	7.60	2.11
EU integration	190	7.29	2.54	147	7.65	2.41
Pollution				146	8.20	2.07
Job creation/employment	192	8.29	1.83	149	8.41	2.03
Health	188	7.90	1.97	144	7.91	2.24
Financial markets				143	7.98	1.99
Transport	192	8.59	1.73	150	8.36	1.89
Agriculture and rural development				146	7.86	1.96
Trade and exports	185	7.55	2.05	138	7.51	2.17
Crime and violence				139	6.65	2.66
Natural resource management				142	7.16	2.43
Climate change	190	7.42	2.22	141	7.51	2.44
Poverty reduction	191	8.32	1.76	149	8.40	1.87
Anti corruption*	179	7.40	2.44	144	8.19	2.16
Judiciary reform				145	8.18	2.17
Economic growth	194	8.57	1.58	157	8.68	1.86
Disaster risk management*	181	6.54	2.34	136	7.06	2.26
Equality of opportunity*	181	6.95	2.38	138	7.58	2.41
Disease				136	6.44	2.61
Information and communications technology	187	7.25	2.11	140	7.20	2.56

\*Significantly different between FY2017 and FY2014

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

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

	FY 2014			FY 2017		
	N	Mean	SD	N	Mean	SD
Social protection	101	6.38	2.56	61	6.27	2.31
Gender equity	83	6.16	2.61	60	6.00	1.96
Private sector development	117	6.59	2.21	83	6.44	2.06
Education	114	6.52	2.51	79	6.56	2.10
Public sector governance/reform	122	6.59	2.22	80	6.34	2.29
Global/regional integration				58	6.57	1.97
Food safety				40	5.88	2.10
Urban development				61	6.89	2.17
Energy*	117	7.30	2.28	71	6.60	2.23
Water and sanitation	117	7.01	2.21	67	6.69	2.11
EU integration	103	5.90	2.59	59	6.37	2.31
Pollution				62	5.93	2.54
Job creation/employment	121	6.26	2.48	80	6.75	2.20
Health	108	6.54	2.33	60	6.48	2.38
Financial markets				66	6.79	2.03
Transport	136	7.36	1.94	82	7.42	2.16
Agriculture and rural development				66	6.92	2.27
Trade and exports	99	6.36	2.39	61	6.52	2.24
Natural resource management				45	5.87	2.50
Climate change	104	6.76	2.43	61	6.15	2.45
Poverty reduction	121	6.36	2.45	82	6.45	2.44
Judiciary reform				54	5.67	2.61
Economic growth	119	7.08	2.22	88	7.02	2.25
Disaster risk management	80	6.11	2.46	50	5.75	2.50
Equality of opportunity	85	5.91	2.63	63	6.52	2.56
Disease				41	5.81	2.52
Information and communications technology	87	6.40	2.40	57	6.82	2.31

\*Significantly different between FY2017 and FY2014

	FY 2014			FY 2017		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Macedonia?	189	6.67	1.86	145	6.51	2.05

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

**To what extent do you agree with the following statements about the World Bank Group in Macedonia?**

(1-Strongly disagree, 10-Strongly agree)

	FY 2014			FY 2017		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Macedonia	184	6.49	2.02	136	6.29	2.25
The World Bank Group meets Macedonia's needs for knowledge services	181	6.51	2.08	141	6.59	2.23



#### D. The 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	FY 2014	FY 2017
Weekly	3.9%	6.5%
Monthly	19.7%	20.1%
A few times a year	39.4%	38.5%
Rarely	29.1%	24.3%
Never	7.9%	10.7%

In Macedonia, 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)

	FY 2014			FY 2017		
	N	Mean	SD	N	Mean	SD
Are timely	164	7.02	1.99	111	6.93	2.05
Include appropriate level of stakeholder involvement during preparation	167	6.73	2.04	120	6.80	2.08
Lead to practical solutions	171	7.37	1.92	121	6.93	2.04
Are accessible (well written and easy to understand)	178	7.22	1.96	126	7.28	2.06
Are source of relevant information on global good practices	174	7.69	1.90	127	7.80	1.86
Are relevant to country challenges				124	7.22	1.98
Are adequately disseminated	164	6.81	2.29	119	6.77	2.34
Are translated enough into local language	158	6.71	2.20	110	6.69	2.38
Are adaptable to Macedonia's specific development challenges and country circumstances	169	7.14	2.10	118	6.67	2.18

	FY 2014			FY 2017		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	193	7.49	1.85	140	7.10	2.13
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	178	7.38	1.77	136	7.49	1.89

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

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

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

	FY 2014			FY 2017		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	138	7.59	1.92	89	7.64	1.95
The World Bank Group effectively monitors and evaluates the projects and programs it supports	176	7.56	1.95	124	7.88	1.66
The World Bank Group's approvals and reviews are done in a timely fashion	157	7.51	1.96	104	7.50	2.02
The World Bank Group's "Safeguard Policy" requirements are reasonable	143	7.36	1.95	91	7.45	1.92
The World Bank Group's conditions on its lending are reasonable	158	7.40	1.98	96	7.39	2.00
The World Bank Group takes decisions quickly in Macedonia	151	7.18	2.04	102	6.76	2.21
Working with the World Bank Group increases Macedonia's institutional capacity	181	7.59	1.96	119	7.64	2.11
Where country systems are adequate, the World Bank Group makes appropriate use of them	142	7.34	1.97	82	7.46	2.19
The World Bank Group provides effective implementation support	170	7.73	1.88	110	7.83	1.93

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

When considering the combination of services that the World Bank Group offers in Macedonia, 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 Macedonia?

Percentage of Respondents	FY 2014	FY 2017
Financial services	43.6%	40.2%
Knowledge products	26.2%	23.2%
Convening services	5.4%	2.4%
None of the above	3.5%	1.2%
The combination is appropriate for Macedonia	12.9%	21.3%
Don't know	8.4%	11.6%

**G. Communication and Information Sharing**

Are you aware of the World Bank Group's Access to Information Policies under which the WBG discloses any information in its possession that is not a list of exceptions?

Percentage of Respondents	FY 2014	FY 2017
Yes	25.1%	22.0%
No	74.9%	78.0%

Do you have access to the Internet?

Percentage of Respondents	FY 2014	FY 2017
Yes	99.5%	96.9%
No	0.5%	3.1%

Do you use/have used the World Bank Group website?

Percentage of Respondents	FY 2014	FY 2017
Yes	85.3%	79.4%
No	14.7%	20.6%

Which Internet connection do you use primarily when visiting a World Bank Group website?

Percentage of Respondents	FY 2014	FY 2017
High speed/WiFi	95.4%	94.9%
Dial-up	4.6%	5.1%

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)

	FY 2014			FY 2017		
	N	Mean	SD	N	Mean	SD
I find the World Bank Group's websites easy to navigate	170	7.22	1.88	129	7.46	2.00
I find the information on the World Bank Group's websites useful	169	7.82	1.83	128	7.94	1.82
The World Bank Group's social media channels (e.g., blogs, Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution	142	6.44	2.42	80	6.68	2.30
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.)	198	7.38	2.25	133	7.42	2.27
The World Bank Group is responsive to my information requests and inquiries	173	7.61	2.28	101	7.88	2.08



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

Indicator Question	Currently, do you professionally collaborate/work with the World Bank Group in your country?		Which of the following describes most of your exposure to the World Bank Group in Macedonia? (Choose no more than TWO)									
			Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
	Not collaborating with the WBG	Collaborating with the WBG	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
Overall, please rate your impression of the World Bank Group's effectiveness in Macedonia.	5.45	7.07	6.73	5.52	6.68	6.31	6.49	6.69	6.02	7.11	6.54	6.56
Overall the World Bank Group currently plays a relevant role in development in Macedonia	5.45	7.15	6.72	5.52	6.51	6.53	6.53	6.48	6.20	6.87	6.52	6.51
The World Bank Group's work is aligned with what I consider the development priorities for Macedonia	5.25	7.22	6.75	5.22	6.39	6.72	6.53	6.43	6.14	6.91	6.59	6.23
Responsiveness to needs	5.32	7.13	6.62	5.83	6.53	6.45	6.40	6.81	6.29	6.73	6.55	6.35
Flexibility (in terms of the institution's products and services)	4.59	6.78	6.32	5.06	6.05	6.33	6.06	6.38	5.81	6.47	6.29	5.72
Flexibility (in terms of changing country circumstances)	4.55	6.58	6.12	4.76	5.99	5.83	5.79	6.34	5.38	6.48	6.13	5.38
Being inclusive	5.31	7.15	6.81	5.00	6.26	7.02	6.39	6.97	6.25	6.83	6.77	5.89
Openness (sharing data and other information)	6.04	7.55	7.20	6.14	6.66	7.68	6.93	7.35	6.96	7.13	7.08	6.91
Collaboration with the Government	6.37	7.71	7.48	5.56	7.20	7.19	7.03	7.68	6.68	7.75	7.33	6.80
The speed in which it gets things accomplished on the ground	5.35	6.46	6.32	4.65	5.92	6.40	5.98	6.39	5.84	6.36	6.18	5.79
Helping to bring discipline/effective supervision to implementation of investment projects	4.94	7.55	6.92	5.33	6.65	6.83	6.72	6.67	6.13	7.26	6.75	6.56
Collaboration with civil society	4.44	6.83	6.23	5.06	5.92	6.26	5.94	6.31	5.67	6.49	6.04	6.03
Staff accessibility	6.25	7.91	7.58	6.00	7.03	7.98	7.17	7.89	6.91	7.75	7.58	6.68
Collaboration with other donors and development partners	5.28	7.31	6.88	5.71	6.63	6.89	6.54	7.23	6.18	7.23	6.91	6.15
Collaboration with the private sector	4.79	6.37	6.04	5.00	5.69	6.08	5.58	6.60	5.53	6.23	6.14	5.00
Straightforwardness and honesty	6.62	7.66	7.46	6.55	6.99	7.93	7.08	7.97	7.45	7.18	7.38	7.16
Treating clients and stakeholders in Macedonia with respect	6.82	8.24	7.91	6.90	7.33	8.55	7.67	8.00	7.61	7.92	7.74	7.82
Being a long-term partner	7.17	8.67	8.38	6.80	7.80	8.71	7.98	8.63	8.08	8.21	8.08	8.36
To what extent does the World Bank Group's work help to achieve development results in Macedonia?	5.51	6.95	6.55	6.08	6.56	6.30	6.39	6.66	6.27	6.70	6.48	6.42
The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Macedonia	4.98	6.86	6.40	5.41	6.24	6.24	6.30	6.10	5.76	6.82	6.23	6.29
The World Bank Group meets Macedonia's needs for knowledge services (e.g., research, analysis, data, technical assistance)	5.37	7.15	6.69	6.13	6.34	7.04	6.84	5.98	6.25	7.00	6.54	6.78
The World Bank Group's knowledge work and activities are adaptable to Macedonia's specific development challenges and country circumstances	5.95	7.01	6.78	5.89	6.37	7.09	6.64	6.66	6.60	6.70	6.60	6.77
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.19	7.57	7.12	6.88	6.94	7.35	7.11	7.00	7.01	7.16	7.05	7.16
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	6.63	7.84	7.48	7.42	7.39	7.63	7.51	7.40	7.49	7.46	7.41	7.72
The World Bank Group takes decisions quickly in Macedonia	6.22	6.85	6.65	6.79	6.76	6.41	6.80	6.32	6.24	7.00	6.74	6.41
Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	6.58	7.80	7.48	6.91	7.29	7.79	7.34	7.54	7.11	7.66	7.33	7.62

Yellow highlight indicates significant difference between Yes and No means.



## Appendix G: Macedonia FY 2017 Questionnaire



### **World Bank Group Country Survey FY 2017 – Macedonia**

The World Bank Group is interested in gauging the views of clients and partners who are either involved in development in Macedonia or who observe activities related to social and economic development. The following survey will give the World Bank Group's team that works in Macedonia, 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 Macedonia.

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 MACEDONIA**

<b>A1. In general would you say that Macedonia 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 Macedonia.</b>			
<b>Please identify which of the following you consider the most important development priorities in Macedonia. (Choose no more than THREE)</b>			
1	Social protection (e.g., pensions, targeted social assistance)	16	Transport (e.g., roads, bridges, transportation)
2	Gender equity	17	Agriculture and rural development
3	Private sector development	18	Trade and exports
4	Education	19	Crime and violence
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	20	Natural resource management
6	EU integration	21	Climate change (e.g., mitigation, adaptation)
7	Global/regional integration	22	Poverty reduction
8	Food safety	23	Anti corruption
9	Urban development	24	Judiciary reform
10	Energy (incl. renewable energy)	25	Economic growth
11	Water and sanitation	26	Disaster risk management
12	Pollution	27	Equality of opportunity (i.e., social inclusion)
13	Job creation/employment	28	Disease (e.g., HIV/AIDS)
14	Health	29	Information and communications technology
15	Financial markets		

<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 Macedonia? (Choose no more than THREE)</b>			
1	Economic growth	15	Water and sanitation
2	Disaster risk management	16	EU integration
3	Equality of opportunity (i.e., social inclusion)	17	Pollution
4	Disease (e.g., HIV/AIDS)	18	Job creation/employment
5	Information and communications technology	19	Health
6	Social protection (e.g., pensions, targeted social assistance)	20	Financial markets
7	Agriculture and rural development	21	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
8	Trade and exports	22	Gender equity
9	Crime and violence	23	Private sector development
10	Climate change (e.g., mitigation, adaptation)	24	Education
11	Transport (e.g., roads, bridges, transportation)	25	Global/regional integration
12	Energy (incl. renewable energy)	26	Food safety
13	Anti corruption	27	Urban development
14	Judiciary reform	28	Natural resource management

**SECTION A: GENERAL ISSUES**

**A4. 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 Macedonia? (Choose no more than TWO)**

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

**A5. Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Macedonia? (Select only ONE response)**

1	A very big problem
2	A moderately big problem
3	A small problem
4	Not a problem at all
5	Don't know

**A6. In your view, is climate change a very serious problem, somewhat serious, not too serious, or not a problem in your country? (Select only ONE response)**

1	A very serious problem
2	A somewhat serious problem
3	Not too serious problem
4	Not a problem
5	Don't know

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

<b>B1. How familiar are you with the work of the World Bank Group in Macedonia?</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 Macedonia.</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 Macedonia 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 Macedonia, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Macedonia? (Choose no more than THREE)</b>				
1	Energy (incl. renewable energy)		16	Judiciary reform
2	Water and sanitation		17	Economic growth
3	Pollution		18	Disaster risk management
4	Job creation/employment		19	Equality of opportunity (i.e., social inclusion)
5	Health		20	Disease (e.g., HIV/AIDS)
6	Financial markets		21	Information and communications technology
7	Social protection (e.g., pensions, targeted social assistance)		22	Transport (e.g., roads, bridges, transportation)
8	EU integration		23	Agriculture and rural development
9	Gender equity		24	Trade and exports
10	Private sector development		25	Crime and violence
11	Education		26	Natural resource management
12	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)		27	Climate change (e.g., mitigation, adaptation)
13	Global/regional integration		28	Poverty reduction
14	Food safety		29	Anti corruption
15	Urban development			

**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 Macedonia?</b>			
		<b>Greatest Value (Choose only ONE)</b>	<b>Second Greatest Value (Choose only ONE)</b>
1	Bringing together different groups of stakeholders	<input type="checkbox"/>	<input type="checkbox"/>
2	Capacity development related to World Bank Group supported projects	<input type="checkbox"/>	<input type="checkbox"/>
3	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
4	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
5	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
6	Regional work in the Western Balkans	<input type="checkbox"/>	<input type="checkbox"/>
7	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
8	Promoting knowledge sharing	<input type="checkbox"/>	<input type="checkbox"/>
9	Implementation support	<input type="checkbox"/>	<input type="checkbox"/>
10	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
11	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
12	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

<b>B6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Macedonia? (Choose no more than TWO)</b>	
1	World Bank Group's processes too complex
2	Not willing to honestly criticize policies and reform efforts in the country
3	Staff too inaccessible
4	World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)
5	Not aligned with other donors' work
6	Not aligned with country priorities
7	Not adequately sensitive to political/social realities in Macedonia
8	Too influenced by developed countries
9	Politically biased
10	Not exploring alternative policy options
11	Not collaborating enough with stakeholders outside the Government
12	Its advice and strategies do not lend themselves to practical problem solving
13	Not enough public disclosure of its work
14	Arrogant in its approach
15	Not client focused
16	The credibility of its knowledge/data
17	Other (please specify): _____
18	Don't know

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

**B7. To what extent do you believe that the World Bank Group's work and support help the poorest in Macedonia? (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

**B8. How EFFECTIVE do you believe the following World Bank Group's instruments are in supporting the Macedonia Government's efforts to reduce poverty? (If you have NO exposure to/experience with the instruments listed below, please select "N/A")**

Not effective  
at all

Very

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

To what extent is the World Bank Group an effective development partner in Macedonia, 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>B12</b>	Responsiveness to needs											<input type="checkbox"/>
<b>B13</b>	Flexibility (in terms of the institution's products and services)											<input type="checkbox"/>
<b>B14</b>	Flexibility (in terms of changing country circumstances)											<input type="checkbox"/>
<b>B15</b>	Being inclusive											<input type="checkbox"/>
<b>B16</b>	Openness (sharing data and other information)											<input type="checkbox"/>
<b>B17</b>	Collaboration with the Government											<input type="checkbox"/>
<b>B18</b>	The speed in which it gets things accomplished on the ground											<input type="checkbox"/>
<b>B19</b>	Helping to bring discipline/effective supervision to implementation of investment projects											<input type="checkbox"/>
<b>B20</b>	Collaboration with civil society											<input type="checkbox"/>
<b>B21</b>	Staff accessibility											<input type="checkbox"/>
<b>B22</b>	Collaboration with other donors and development partners											<input type="checkbox"/>
<b>B23</b>	Collaboration with the private sector											<input type="checkbox"/>
<b>B24</b>	Straightforwardness and honesty											<input type="checkbox"/>
<b>B25</b>	Treating clients and stakeholders in Macedonia with respect											<input type="checkbox"/>
<b>B26</b>	Being a long-term partner											<input type="checkbox"/>

<b>B27. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)</b>	
1	The World Bank Group does not do adequate follow through/follow-up
2	Political pressures and obstacles
3	Reforms are not well thought out in light of country challenges
4	Poor coordination within the Government
5	The Government works inefficiently
6	Poor donor coordination
7	The World Bank Group is not sensitive enough to political/social realities on the ground
8	Lack of/inadequate levels of capacity in Government
9	There is not an adequate level of citizen/civil society participation
10	The World Bank Group works too slowly
11	Poor coordination within the World Bank Group
12	Other (please specify): _____

**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 Macedonia?													
		Not important at all										Very important	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Food safety	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Energy (incl. renewable energy)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	EU integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Pollution	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
17	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Crime and violence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Natural resource management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
22	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Judiciary reform	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
26	Disaster risk management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
27	Equality of opportunity (i.e., social inclusion)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
28	Disease (e.g., HIV/AIDS)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
29	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

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 Macedonia? (If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")													
		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Food safety	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Energy (incl. renewable energy)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	EU integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Pollution	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
17	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Natural resource management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
22	Judiciary reform	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Disaster risk management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Equality of opportunity (i.e., social inclusion)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
26	Disease (e.g., HIV/AIDS)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
27	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	



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

<b>C3. To what extent does the World Bank Group's work help to achieve development results in Macedonia?</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 Macedonia?</b>														
		<b>Strongly disagree</b>										<b>Strongly agree</b>		Don't know
<b>C4</b>	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Macedonia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
<b>C5</b>	The World Bank Group meets Macedonia'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"/>		

**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 Macedonia, 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
<b>D2</b>	Are timely	1	2	3	4	5	6	7	8	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	<input type="checkbox"/>
<b>D4</b>	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D5</b>	Are accessible (well written and easy to understand)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D6</b>	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D7</b>	Are relevant to country challenges	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D8</b>	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D9</b>	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D10</b>	Are adaptable to Macedonia's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

**D11. 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

**D12. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?**

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

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

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
<b>E1</b>	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E2</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>E3</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>E4</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>E5</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>E6</b>	The World Bank Group takes decisions quickly in Macedonia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E7</b>	Working with the World Bank Group increases Macedonia's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E8</b>	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E9</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"/>	

<b>E10. To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Macedonia?</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>E11. To what extent do you believe the World Bank Group measures and corrects its work in real time in Macedonia?</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	

**SECTION F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN MACEDONIA**

**F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Macedonia? (Choose no more than TWO)**

1	Offer more innovative knowledge services
2	Collaborate more effectively with Government clients (e.g., national, state, local)
3	Work faster
4	Reduce the complexity of obtaining World Bank Group financing
5	Help to bring discipline/effective supervision to implementation of investment projects
6	Offer more innovative financial products
7	Ensure greater selectivity in its work
8	Provide more adequate data/knowledge/statistics/figures on Macedonia's economy
9	Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)
10	Reach out more to groups outside of Government
11	Increase the level of capacity development in the country
12	Improve the quality of its experts as related to Macedonia's specific challenges
13	Other (please specify): _____

**F2. When considering the combination of services that the World Bank Group offers in Macedonia, 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 Macedonia? (Select only ONE response)**

1	Financial services
2	Knowledge products
3	Convening services
4	None of the above
5	The combination is appropriate for Macedonia
6	Don't know

**SECTION G: COMMUNICATION AND INFORMATION SHARING****G1. How do you get most of your information about economic and social development issues in Macedonia? (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): _____

**G2. 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	World Bank Group's website
3	World Bank Group's seminars/workshops/conferences	7	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)
4	Mobile phones	8	Other (please specify): _____

<b>G3</b>	Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions?	<b>Yes</b>	<b>No</b>
<b>G4</b>	Do you have reliable access to the Internet?	<b>Yes</b>	<b>No</b>
<b>G5</b>	Do you use/have you used the World Bank Group website?	<b>Yes</b>	<b>No</b>
<b>G6</b>	Do you currently consult the World Bank Group social media sites (e.g., blogs, Facebook, Twitter, YouTube, and Flickr)?	<b>Yes</b>	<b>No</b>

**G7. Which Internet connection do you use primarily when visiting a World Bank Group website?**

1	High speed/WiFi
2	Dial-up

**Please rate how much you agree with the following statements.**

		Strongly disagree										Strongly agree	Don't know
G8	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"/>	
G9	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"/>	
G10	The World Bank Group's social media channels (e.g., blogs, 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"/>	
G11	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"/>	
G12	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"/>	

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

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

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

<b>H4. Which of the following agencies of the World Bank Group do you primarily engage with in Macedonia? (Select only ONE response)</b>	
1	The World Bank (IBRD)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	Other (please specify): _____

**SECTION H: BACKGROUND INFORMATION****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 of how the two institutions work together in Macedonia?****(Select only ONE response)**

1	The two institutions work well together
2	The way the two institutions work together needs improvement
3	The two institutions do not work well together
4	Don't know

**H7. Which of the following describes most of your exposure to the World Bank Group in Macedonia?****(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. What's your gender?**

1	Female
2	Male

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

1	Skopje
2	Outside Skopje

**Thank you for completing the survey!**