



Macedonia

The World Bank
Country Survey FY14

Report of Findings
March 2014



CountryOpinionSurveys
THE WORLD BANK GROUP

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) team led by Sharon Felzer (Senior Communications Officer, Head of PORG), Jessica Cameron, Svetlana Markova, and Jing Guo. Calita Woods and Dania Mendoza provided data support. The report was prepared under the overall guidance and supervision of Sumir Lal (Director, ECRGP). PORG acknowledges the significant contribution from the Macedonia country team and the local fielding agency Hogg Robinson Group. In particular, PORG is grateful to Tatiana Proskuryakova (Country Manager), Denis Boskovski (Senior Country Operations Officer) and Anita Bozinovska (Program Assistant) for their ongoing support throughout the Country Opinion Survey process.

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I. Objectives

This survey was designed to achieve the following objectives:

- Assist the World Bank in gaining a better understanding of how stakeholders in Macedonia perceive the World Bank;
- Obtain systematic feedback from stakeholders in Macedonia regarding:
 - Their views regarding the general environment in Macedonia;
 - Their overall attitudes toward the World Bank in Macedonia;
 - Overall impressions of the World Bank's effectiveness and results, project/program related issues, knowledge work and activities, and communication and information sharing in Macedonia; and
 - Perceptions of the World Bank's future role in Macedonia.
- Use data to help inform Macedonia country team's strategy.

II. Methodology

From December 2013 to January 2014, stakeholders of the World Bank Group in Macedonia were invited to provide their opinions on the Bank's assistance to the country by participating in a country survey. Paper questionnaires were sent to 843 potential respondents. Of those, 159 were completed with a representative of the fielding agency or were received and returned via post (19% response rate; all in Macedonian). Online questionnaires were sent to 23,000 potential respondents via email. Of those, 1,012 were completed (4% response rate; 950 in Macedonian and 62 in English).

Further examination of these respondents indicated that overall familiarity with the World Bank Group was quite low (Mean = 5.0) and that just 18% professionally collaborated/worked with the WBG in Macedonia. To preserve the validity of the data, especially as relates to their overall attitudes toward the Bank, perceptions of the Bank's effectiveness and results, perceptions of the Bank's knowledge work and activities, and working with the Bank, only responses from those who indicated that they professionally collaborate/work with the WBG in Macedonia are presented in the body of this report (N = 208). The responses from those who indicated that they do not professionally collaborate/work with the WBG in Macedonia are noted in regards to general issues facing Macedonia, the Bank's future role in Macedonia; and the Bank's communication and information sharing in Macedonia. A full comparison of between those who do and those who do not professionally collaborate/work with the WBG in Macedonia is presented in the Appendix (see page 121).

II. Methodology (continued)

Participants in the survey were drawn from among the office of the President or Prime Minister; the office of a Minister; the office of a Parliamentarian; employees of a ministry, ministerial department, or implementation agency; consultants/contractors working on World Bank Group-supported projects/programs; project management units (PMUs) overseeing implementation of a project; local government officials or staff; bilateral agencies; multilateral agencies; private sector organizations; private foundations; the financial sector/private banks; NGOs; community-based organizations (CBOs); the media; independent government institutions; trade unions; faith-based groups; academia/research institutes/think tanks; youth organizations; and the judiciary branch.

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 Bank's future role in Macedonia; and the Bank's communication and information sharing in Macedonia. In addition, every country that engages in the Country Survey must include specific indicator questions that will be aggregated for the WBG's annual Corporate Scorecard. These questions are identified throughout the survey report.

- A. General Issues Facing Macedonia: Respondents were asked to indicate whether Macedonia is headed in the right direction, what they thought were the top three most important development priorities, which areas would contribute most to reducing poverty, which areas would contribute most to generating economic growth, and what would best achieve "shared prosperity" in Macedonia.
- B. Overall Attitudes toward the World Bank Group: Respondents were asked to rate their familiarity with the WBG, the Bank's effectiveness in Macedonia, Bank staff preparedness to help Macedonia solve its development challenges, the effectiveness of the Bank's activities, to what extent the Bank should provide capacity building support to groups outside the government and the public sector, the importance and effectiveness of the Bank's current capacity building work, their agreement with various statements regarding the Bank's work, and the extent to which the Bank is an effective development partner. Respondents were also asked to indicate the sectoral areas on which it would be most productive for the Bank to focus its resources, the Bank's greatest values and greatest weaknesses, the Bank's most effective instruments, with which stakeholder groups the Bank should collaborate more, if the Bank should have more or less of a local presence in Macedonia, and to what they attributed slowed or failed reform efforts.
- C. World Bank Group's Effectiveness and Results: Respondents were asked to rate the extent to which the Bank's work helps achieve development results in Macedonia, the extent to which the Bank meets Macedonia's needs for knowledge services and financial instruments, the extent to which the Bank's internal evaluation mechanisms hold it accountable for achieving results, and the importance of the Bank's involvement and the Bank's level of effectiveness across twenty-five development areas. Respondents were also asked to indicate if Bank decisions regarding its Macedonia program were made primarily in country or at Headquarters.

II. Methodology (continued)

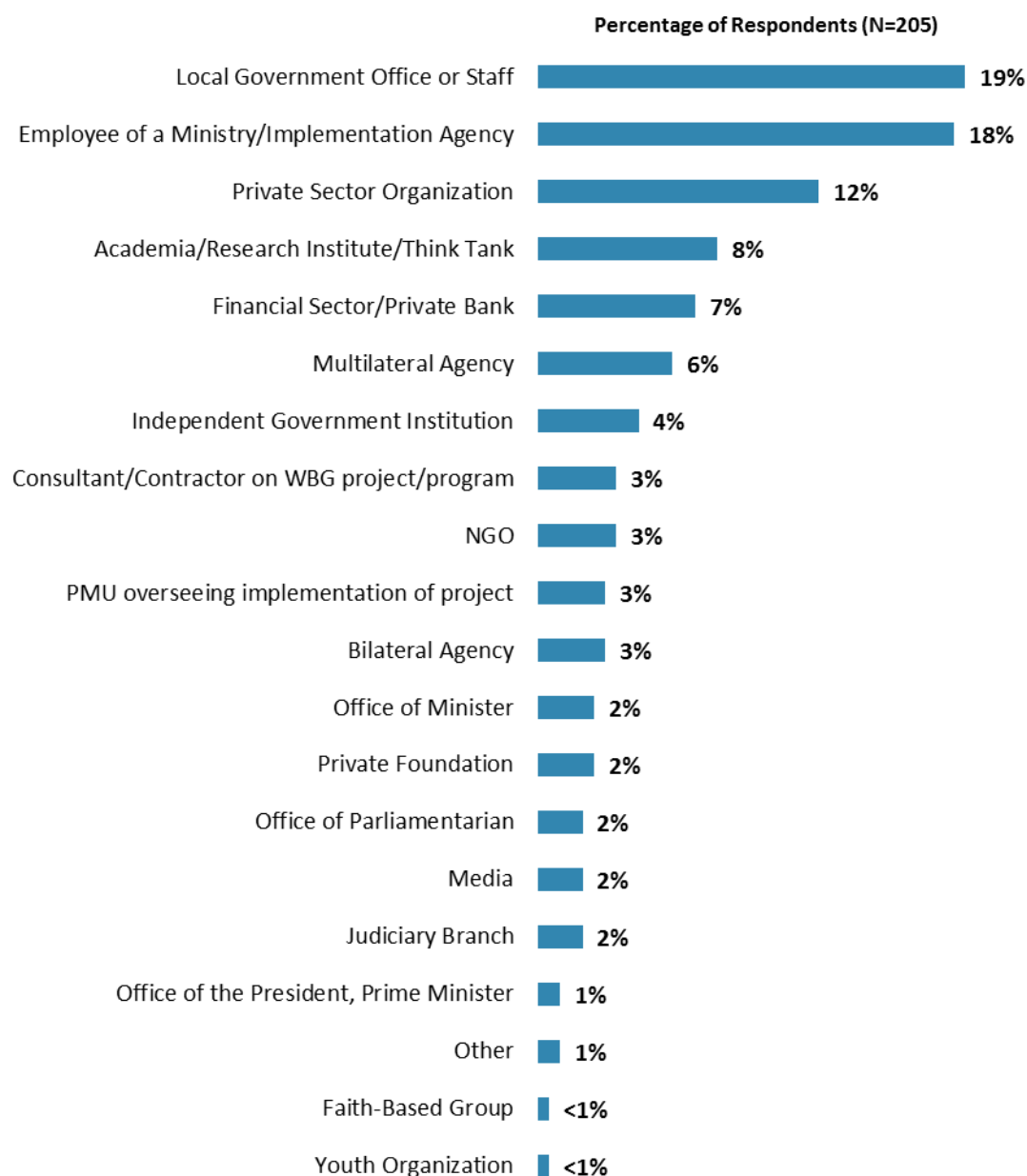
- D. The World Bank Group's Knowledge Work and Activities: Respondents were asked to indicate how frequently they consult Bank knowledge work and the sectoral areas on which it would be most valuable for the Bank to focus its knowledge work and activities. Respondents were also asked to rate the quality of the Bank's knowledge work and activities, including how significant of a contribution it makes to development results and its technical quality.
- E. Working with the World Bank: Respondents were asked to rate the extent to which various aspects of the Bank's delivery work contributes to solving Macedonia's development challenges and their level of agreement with a series of statements regarding working with the Bank. Respondents were also asked to indicate if the Bank operates with too much risk.
- F. The Future Role of the World Bank Group in Macedonia: Respondents were asked to indicate what the Bank should do to make itself of greater value in Macedonia, the two areas related to economic diversification to which the Bank should give greater support, and which of its services the Bank should offer more of in Macedonia.
- G. Communication and Information Sharing: Respondents were asked to indicate how they get information about economic and social development issues, how they prefer to receive information from the Bank, their Internet access, and their usage and evaluation of the Bank's websites. Respondents were asked about their awareness of the Bank's Access to Information policy, past information requests from the Bank, and their level of agreement that they use more data from the World Bank as a result of the Bank's Open Data policy. Respondents were also asked to evaluate the Bank's information accessibility and responsiveness to information requests.
- H. Background Information: Respondents were asked to indicate their current position, specialization, whether they professionally collaborate with the World Bank Group in Macedonia, with which of the WBG agencies they work, their exposure to the Bank in Macedonia, and their geographic location.

In addition, when possible, responses from respondents completing this year's country survey were compared to responses from the 240 respondents (48% response rate) who completed the country survey in FY '10. Notations and/or charts are included when these comparisons were possible. Additional comparisons to the 281 respondents (64% response rate) who completed the country survey in FY '06 can be found in the Appendix (see page 140).

III. Demographics of the Sample

Current Position

- For further analyses, the few respondents from the office of a Ministry were combined with those from the office of the President/Prime Minister; respondents from PMUs were combined with consultants working on WBG-supported projects; the few respondents from the financial sector/private banks were combined with those from the private sector; those from multilateral agencies were combined with those from bilateral agencies; the few respondents from private foundations were combined with those from NGOs; and the few respondents from the office of a Parliamentarian, the media, faith-based groups, youth organizations, and the judiciary branch were included in the “Other” category.

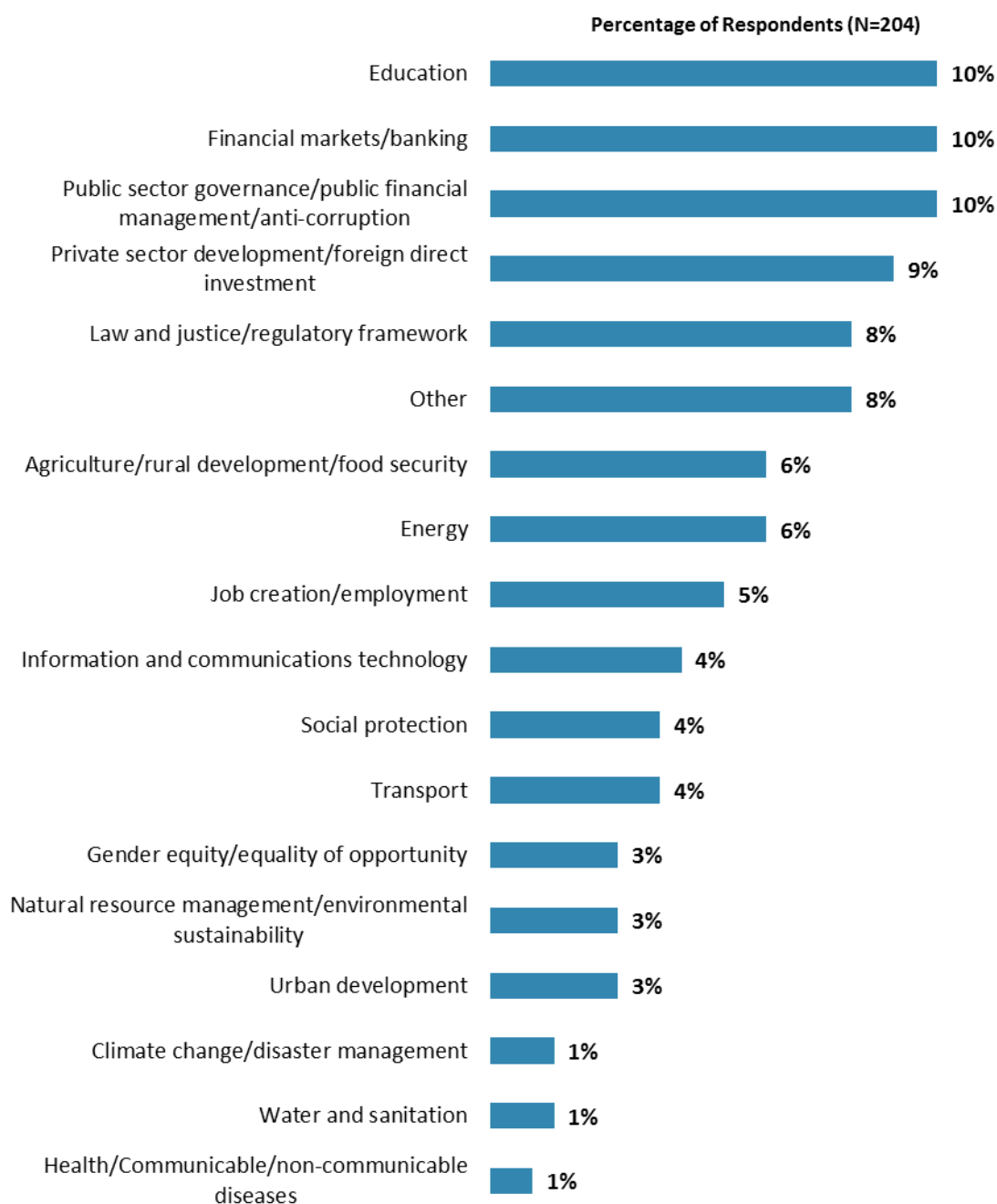


“Which of the following best describes your current position?” (Respondents chose from a list.)

III. Demographics of the Sample (continued)

Area of Primary Specialization

- Comparisons of ratings for the WBG's sector importance and effectiveness across respondents' specializations can be found in the Appendix (see page 143).

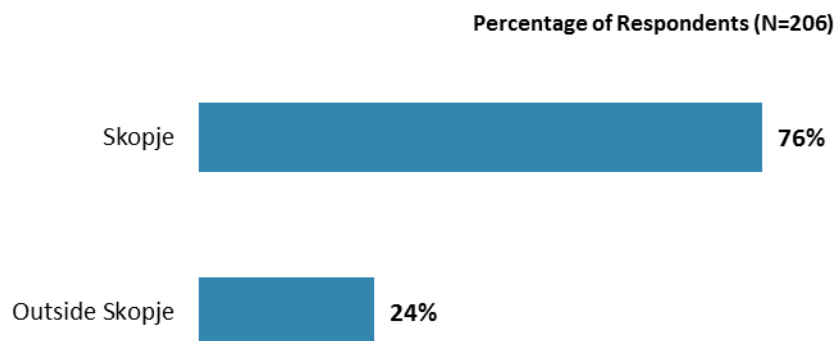


"Please identify the primary specialization of your work." (Respondents chose from a list.)

III. Demographics of the Sample (continued)

Geographic Location

- The majority of respondents were from Skopje. Only significant geographic location differences in ratings of indicator questions will be discussed in the body of this report. All geographic locations comparisons can be found in the Appendix (see page 103).



“Which best represents your geographic location?” (Respondents chose from a list.)

III. Demographics of the Sample (continued)

Collaboration with the World Bank Group

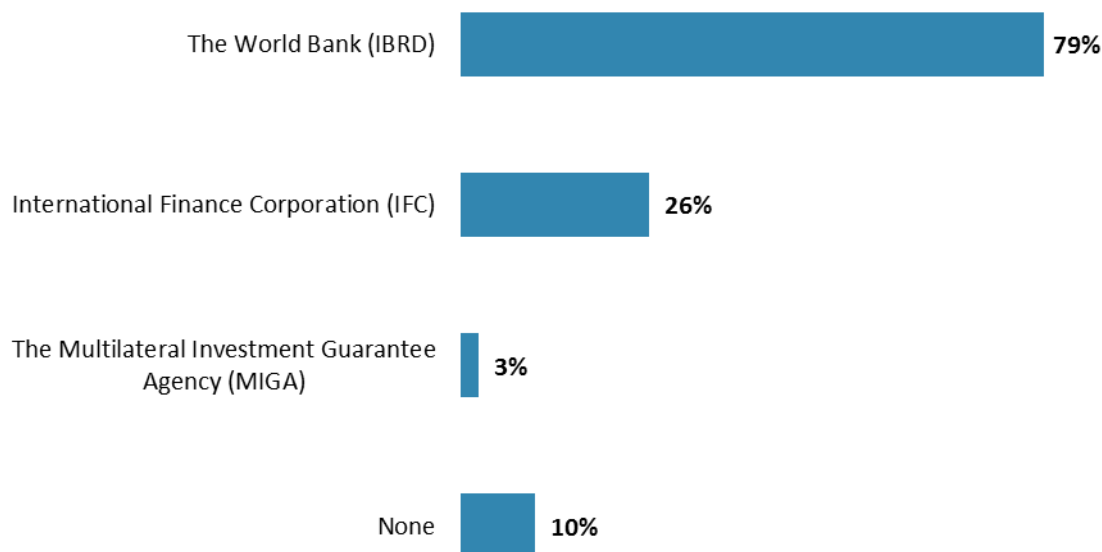
- As noted in the Methodology, responses only from those who professionally collaborate/work with the World Bank Group will be presented in the body of this report. Differences in responses to all questions, based on collaboration with the World Bank Group in Macedonia, can be found in the Appendix (see page 121).

Percentage of Respondents (N=1143)



"Currently, do you professionally collaborate/work with the World Bank Group in your country?"

Percentage of Respondents (N=200)

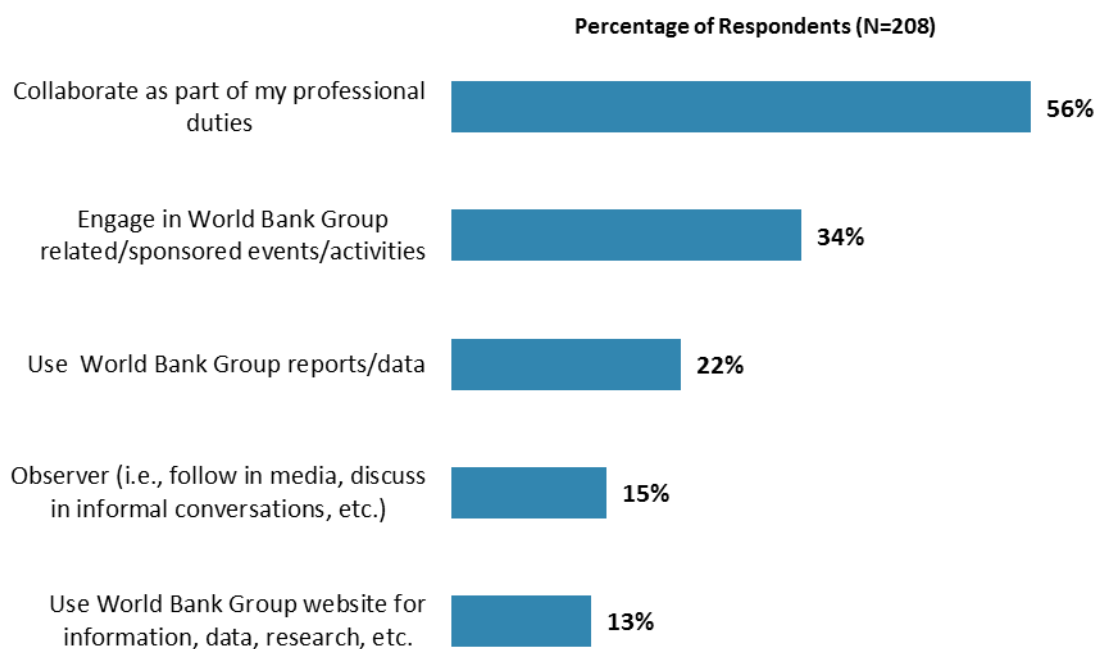


"Which of the following agencies of the World Bank Group do you work with in Macedonia?
(Select all that apply)" (Respondents chose from a list. Responses combined.)

III. Demographics of the Sample (continued)

Exposure to the World Bank Group

- Differences in responses to the indicator questions, based on exposure to the World Bank Group in Macedonia, can be found in the Appendix (see page 145). Please note that where these two factors appear to have a significant relationship with overall views of the Bank, it is highlighted in yellow in that table.

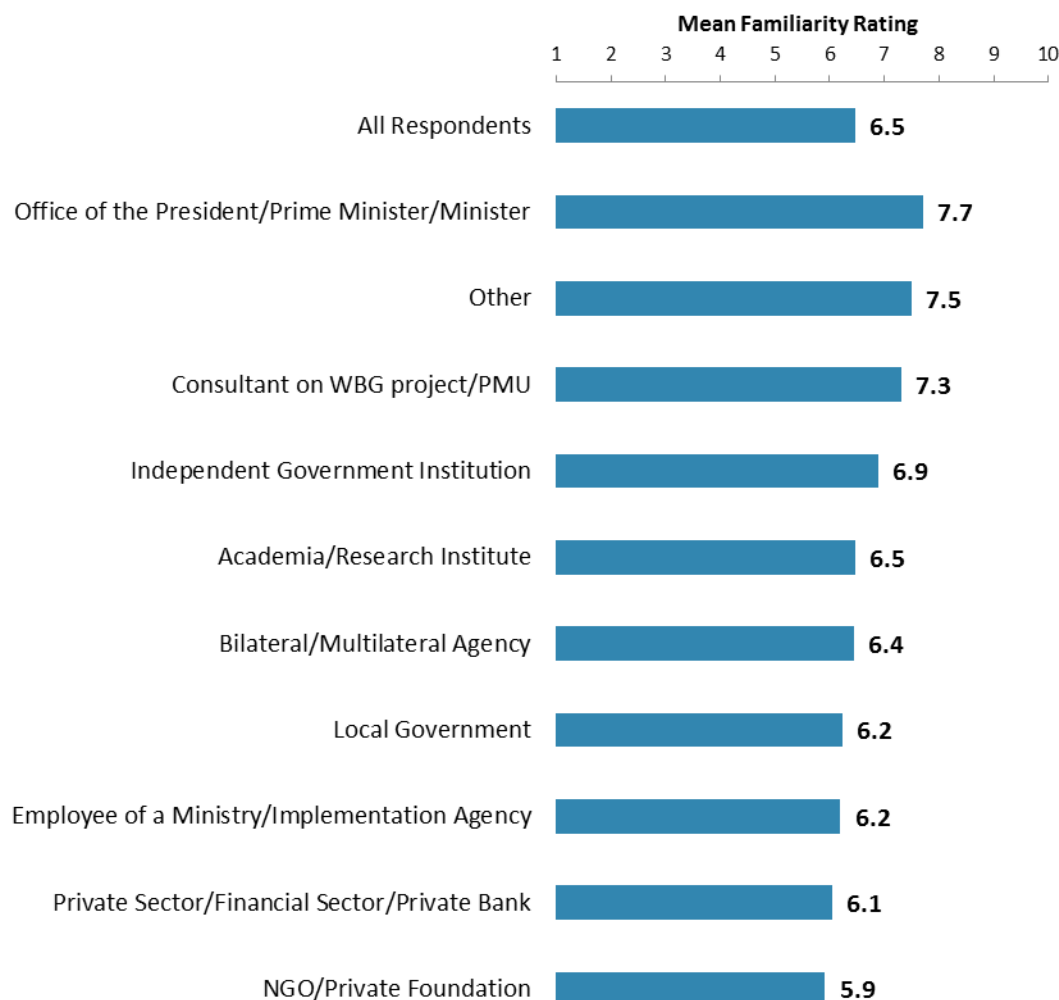


"Which of the following describes most of your exposure to the World Bank Group in Macedonia? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)

III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- Respondents' familiarity with the World Bank Group in Macedonia in this country survey was statistically similar to that of respondents in the FY '10 country survey (6.3).
- Respondents from the office of the President/Prime Minister/Minister had the highest levels of familiarity with the World Bank Group in Macedonia whereas respondents from NGOs/private foundations had the lowest levels of familiarity; however, this did not reach statistical significance.
- Respondents' ratings of familiarity with the World Bank Group were significantly, moderately correlated with their perceptions of the World Bank Group's overall effectiveness in Macedonia and perceptions of the World Bank Group's ability to help achieve development results in Macedonia.

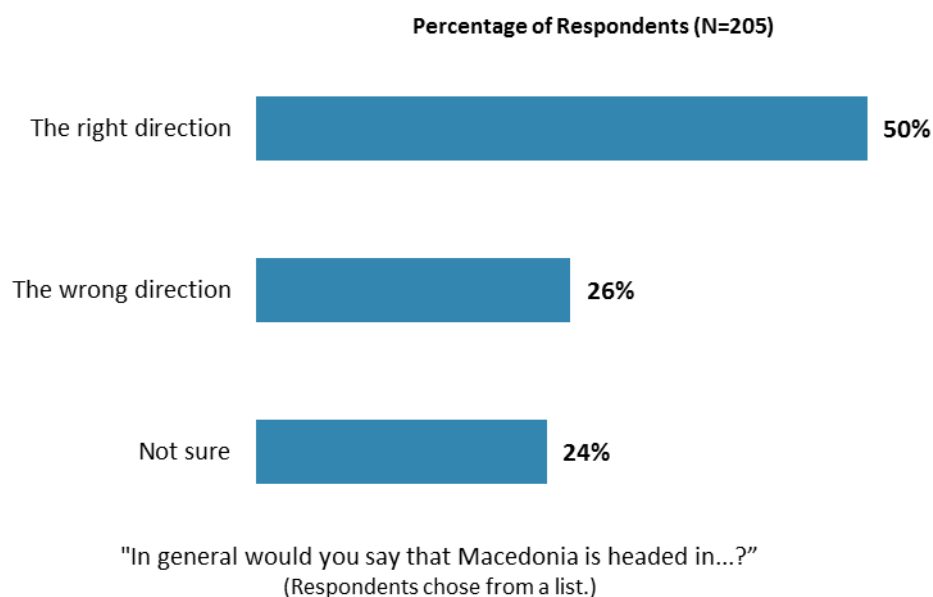


"How familiar are you with the work of the World Bank Group in Macedonia?"
(1 - "Not familiar at all", 10 - "Extremely familiar")

IV. General Issues Facing Macedonia

Macedonia Heading in the Right Direction

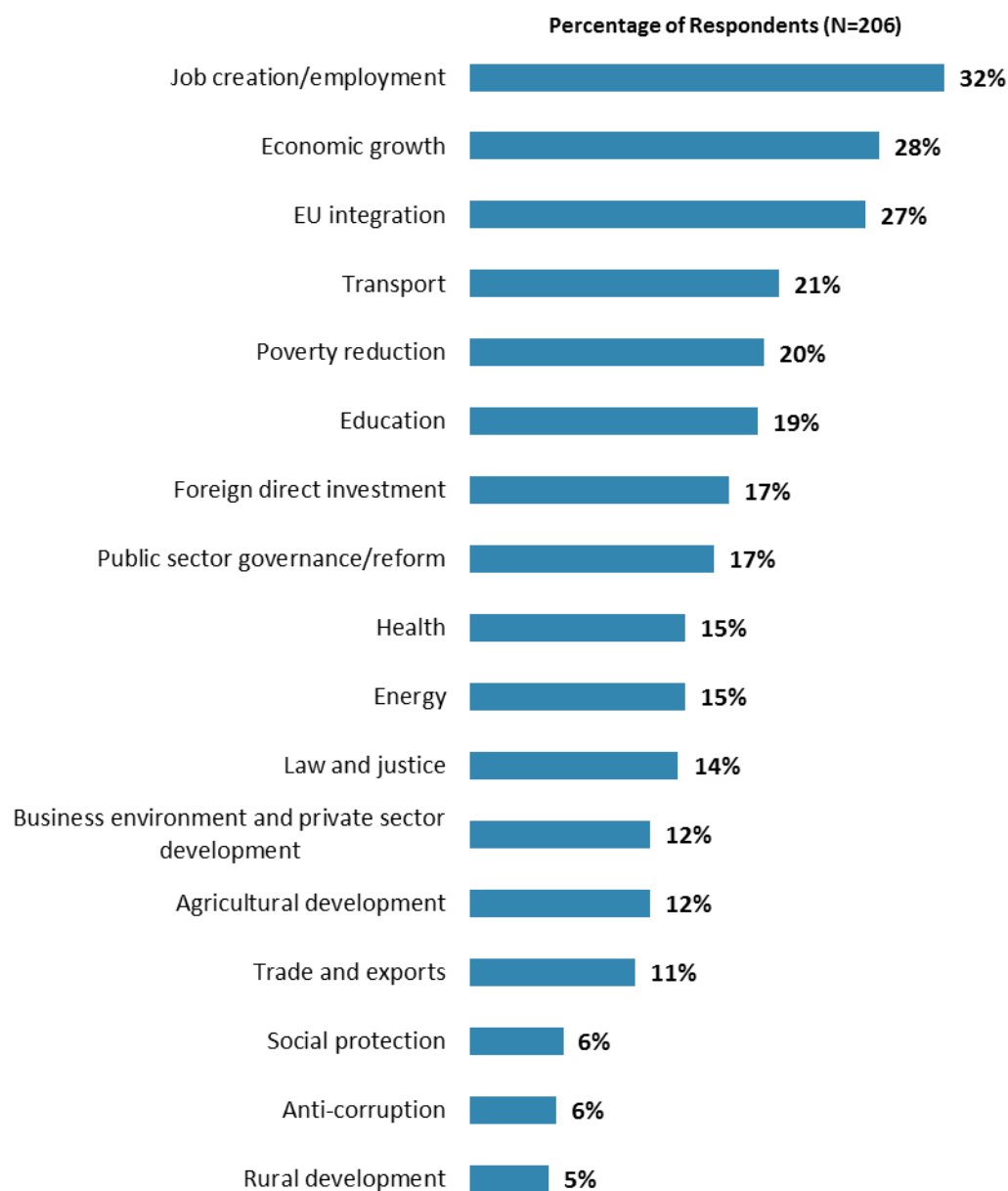
- A majority of respondents from the office of the President/Prime Minister/Minister, employees of ministries, local government, NGOs/private foundations, and independent government institutions indicated that Macedonia was headed in the right direction. Respondents from other stakeholder groups were divided as to whether Macedonia was headed in the right direction, wrong direction, or unsure.
- Among those respondents who indicated that they do not professionally collaborate with the World Bank Group, a plurality indicated that Macedonia was headed in the wrong direction.



IV. General Issues Facing Macedonia (continued)

Development Priority

- Respondents in the FY '10 country survey indicated that economic growth (67%) and EU accession (49%) were the most important development priorities for Macedonia.
- Respondents from bilateral/multilateral agencies and academia indicated that education was the most important development priority for Macedonia.
- Among those respondents who indicated that they do not professionally collaborate with the World Bank Group, EU integration, economic growth, and poverty reduction were considered the most important development priorities.

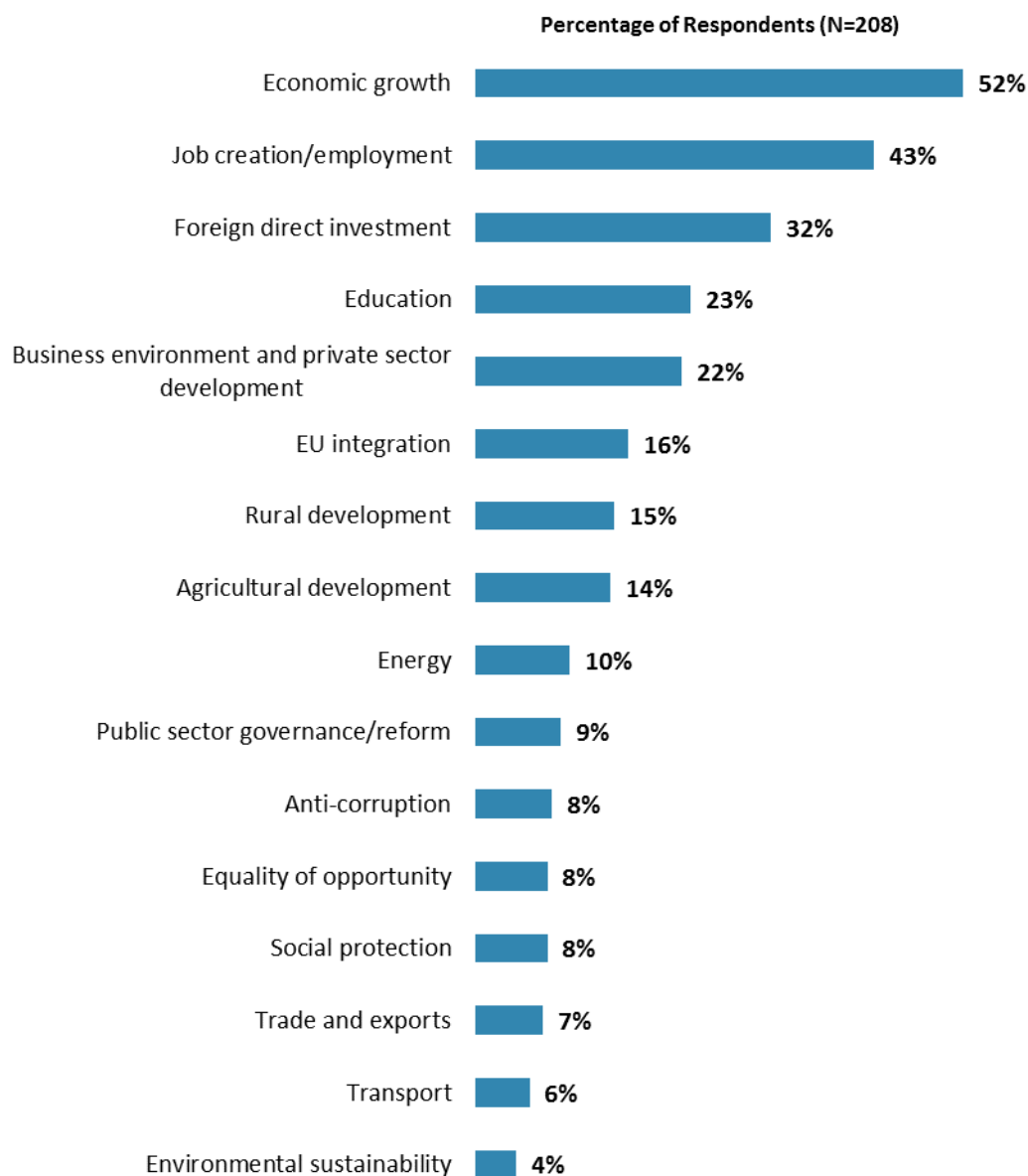


"Listed below are a number of development priorities in Macedonia. Please identify which of the following you consider the most important development priorities in Macedonia. (Choose no more than THREE)" (Respondents chose from a list. Responses combined. Top 17 shown.)

IV. General Issues Facing Macedonia (continued)

Factors Contributing to Poverty Reduction

- Respondents in the FY '10 country survey indicated that increasing economic growth (39%), increasing employment (25%), and agriculture development (25%) would contribute most to poverty reduction in Macedonia.
- Those respondents who indicated that they do not professionally collaborate with the World Bank Group also considered economic growth, job creation/employment, and foreign direct investment as the factors that would contribute most to poverty reduction in Macedonia.

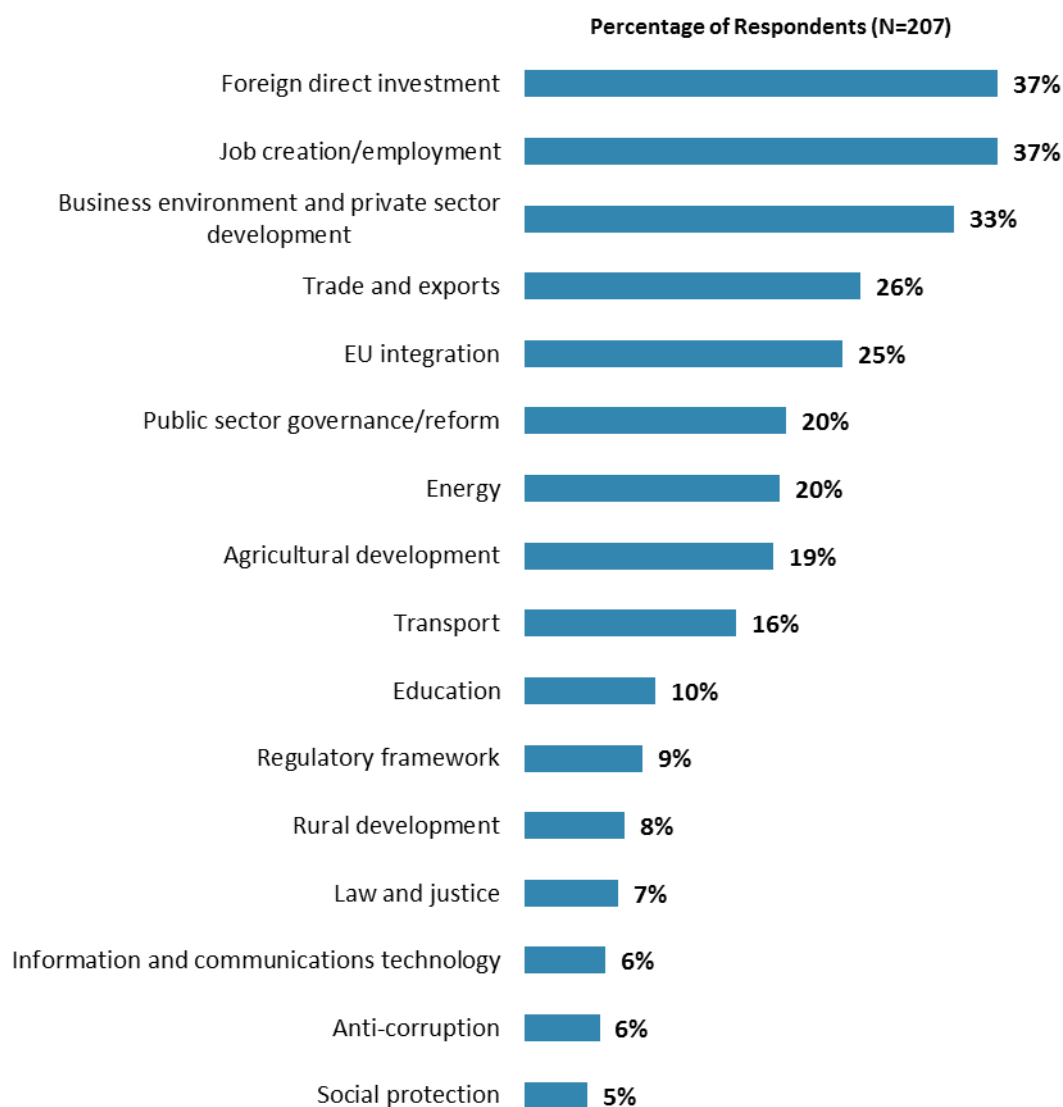


“Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Macedonia?”
(Respondents chose from a list. Responses combined. Top 16 shown.)

IV. General Issues Facing Macedonia (continued)

Factors Contributing to Economic Growth

- Respondents in the FY '10 country survey indicated that enhancing the environment for private sector growth (31%) and increasing agricultural productivity and adapting it to climate changes (28%) would contribute most to economic growth in Macedonia.
- Consultants on WBG-supported projects/PMUs and respondents from academia indicated that public sector governance/reform would contribute most to economic growth. Respondents from NGOs/private foundations indicated that energy would contribute most to economic growth.
- Those respondents who indicated that they do not professionally collaborate with the World Bank Group also considered business environment/private sector development, foreign direct investment, EU integration, job creation/employment, and trade and exports as the factors that would contribute most to economic growth.

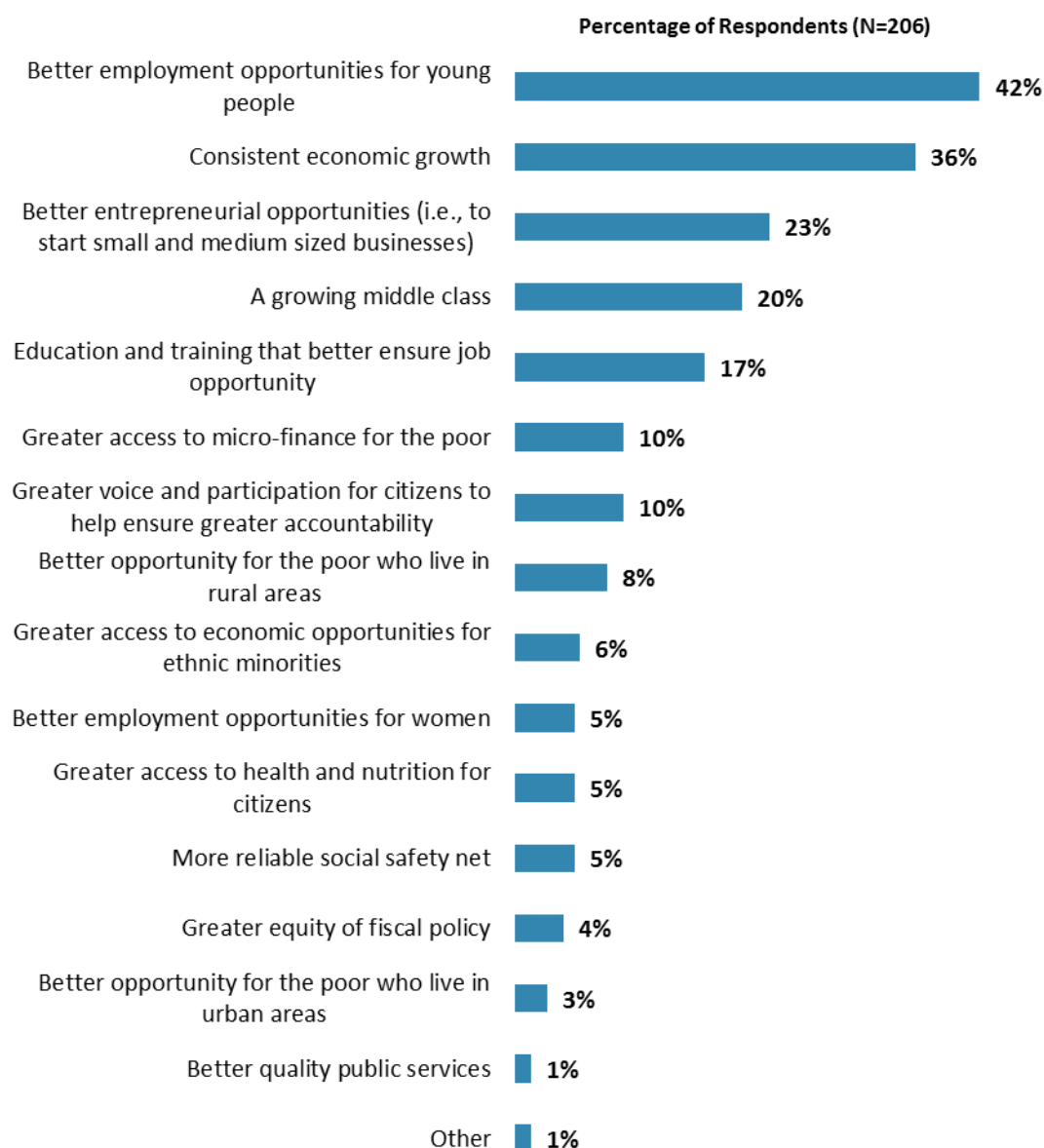


“Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Macedonia? (Choose no more than THREE)” (Respondents chose from a list. Responses combined. Top 16 shown.)

IV. General Issues Facing Macedonia (continued)

Achieving “Shared Prosperity”

- Those respondents who indicated that they do not professionally collaborate with the World Bank Group also considered better employment opportunities for young people and consistent economic growth, as well as a growing middle class, as the best ways to achieve “shared prosperity”.



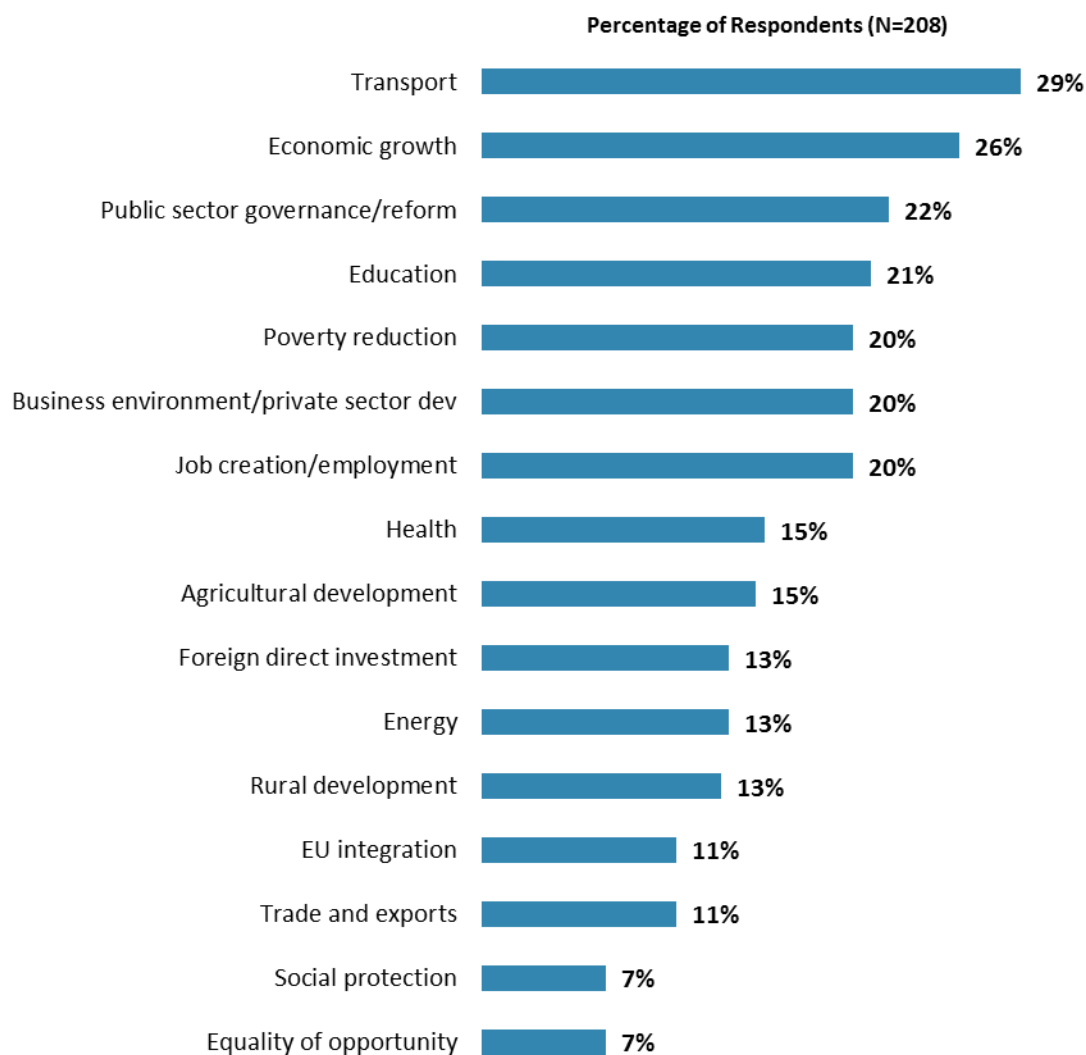
“When thinking about the idea of 'shared prosperity' in your country, which of the following TWO best illustrate how this would be achieved in Macedonia? (Choose no more than TWO)”
(Respondents chose from a list. Responses combined.)

V. Overall Attitudes toward the World Bank Group

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 Survey. These will be aggregated for the World Bank Group’s annual Corporate Scorecard.

Focusing World Bank Group Resources

- Respondents in the FY '10 country survey indicated that it would be most productive for the Bank to focus most of its resources on economic growth (25%) in Macedonia.
- Those respondents who indicated that they do not professionally collaborate with the World Bank Group also considered transport and economic growth as the areas on which the Bank should focus most of its resources.

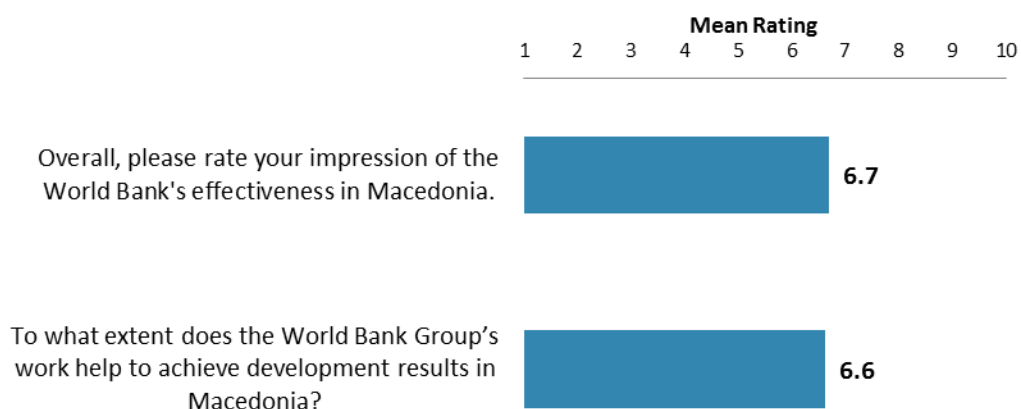


“When thinking about how the World Bank Group can have the most impact on development results in Macedonia, in which sectoral areas do you believe the World Bank Group should focus most of its attention and resources in Macedonia? (Choose no more than THREE)”
(Respondents chose from a list. Responses combined. Top 16 shown.)

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

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

- Respondents' ratings for the World Bank Group's effectiveness in this country survey were statistically similar to that of respondents in the FY '10 country survey (6.4).
- Respondents from the office of the President/Prime Minister/Minister and consultants on WBG-supported projects/PMUs gave the highest ratings for the World Bank Group's effectiveness in Macedonia whereas respondents from the private sector/financial sector/private banks and other organizations gave significantly lower ratings.
- Respondents from local government, the office of the President/Prime Minister/Minister, and independent government institutions gave the highest ratings for the extent to which the World Bank's work achieves development results in Macedonia whereas respondents from the private sector/financial sector/private banks gave significantly lower ratings.

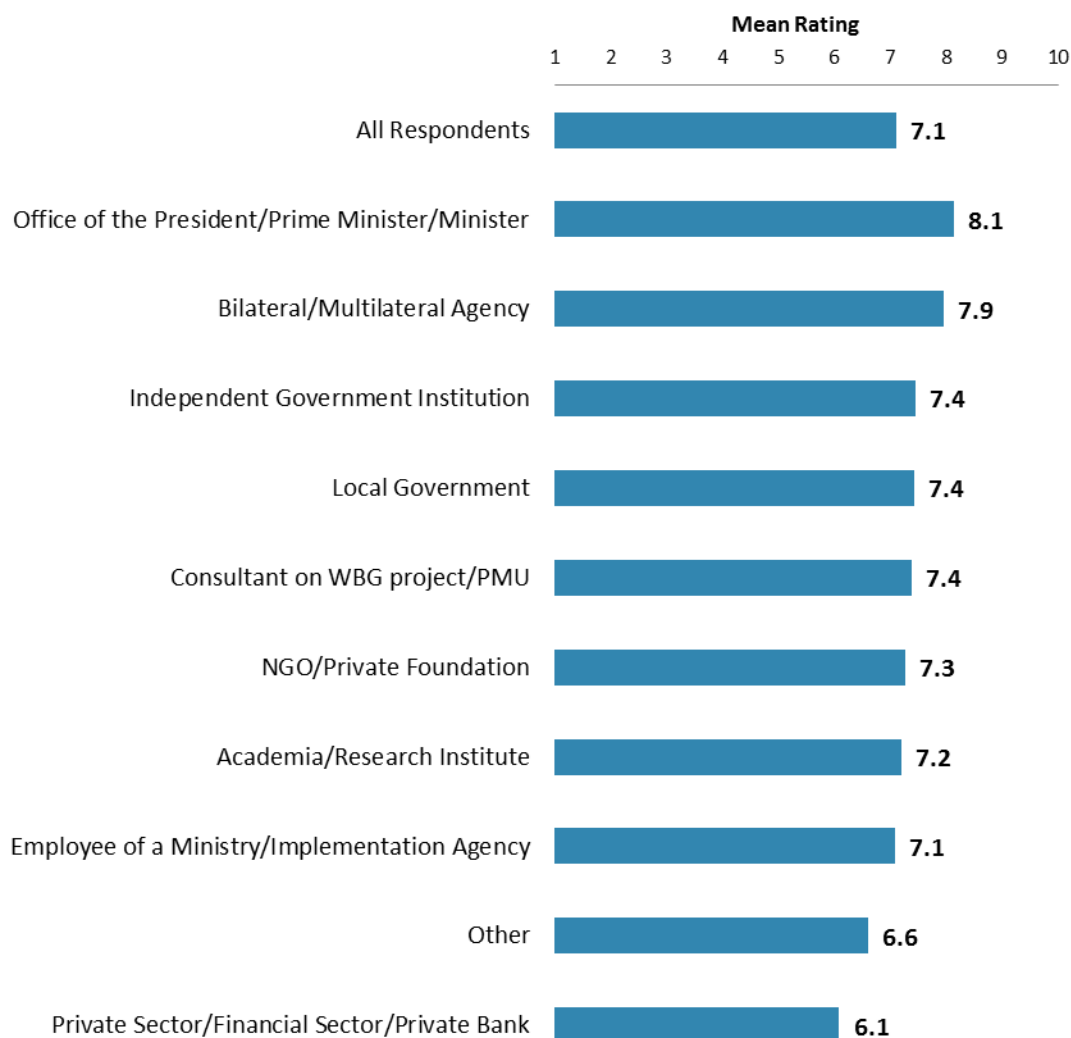


(1-"Not effective at all", 10-"Very effective" and 1-"To no degree at all", 10-"To a very significant degree")

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

Staff Preparedness (*Indicator Question*)

- Respondents from the office of the President/Prime Minister/Minister and bilateral or multilateral agencies gave the highest ratings for the extent to which the World Bank Group's staff is well prepared to help Macedonia solve its most complicated development challenges whereas respondents from the private sector/financial sector/private banks and other organizations gave significantly lower ratings.

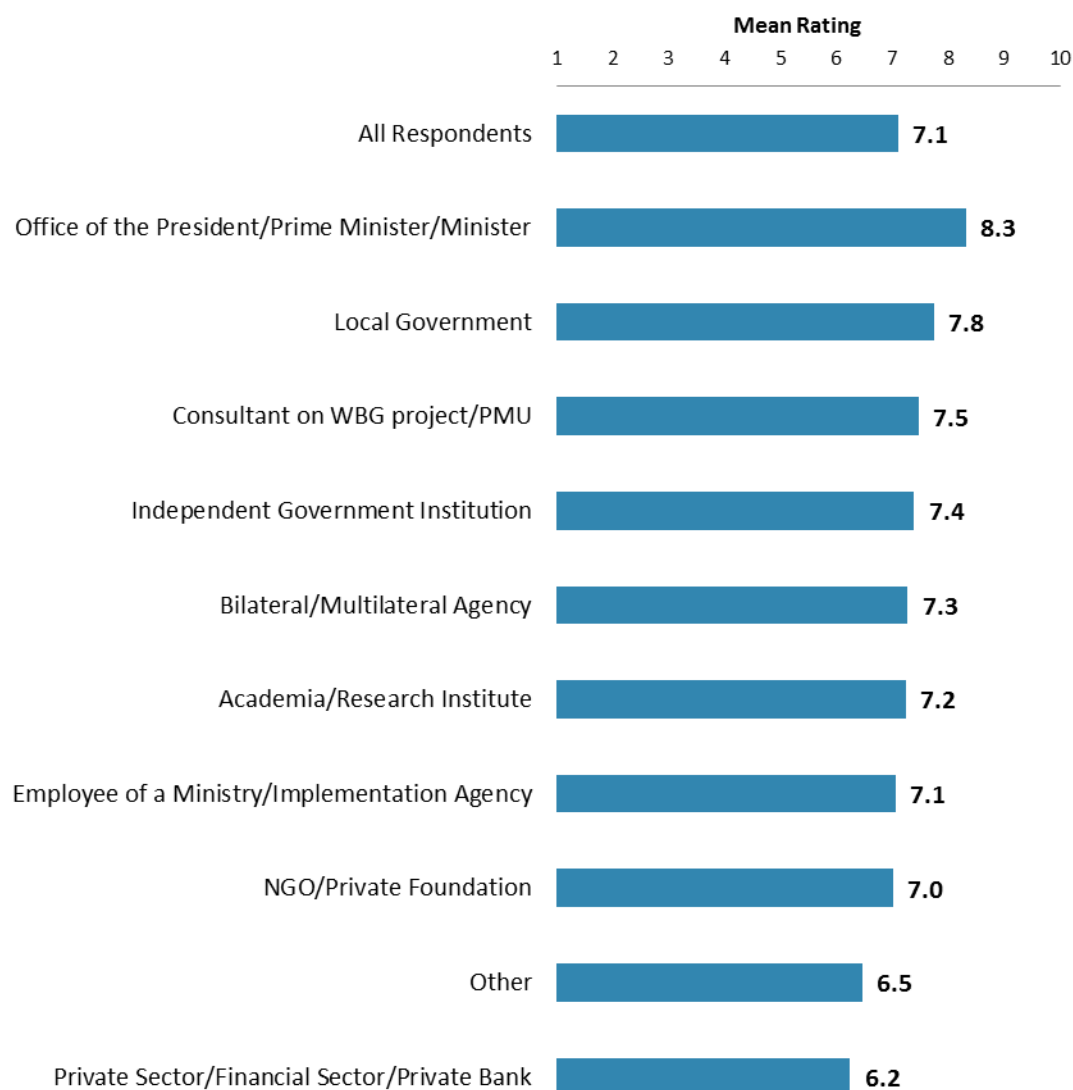


"To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Macedonia solve its most complicated development challenges?"
 (1-"To no degree at all", 10-"To a very significant degree")

V. Overall Attitudes toward the World Bank (continued)

Overall Ratings for Indicator Questions

- Respondents from the office of the President/Prime Minister/Minister gave the highest ratings across all of the country survey indicator questions whereas respondents from the private sector/financial sector/private banks and other organizations gave significantly lower ratings. Responses for individual indicator questions by stakeholder groups can be found in the Appendix (see page 146).

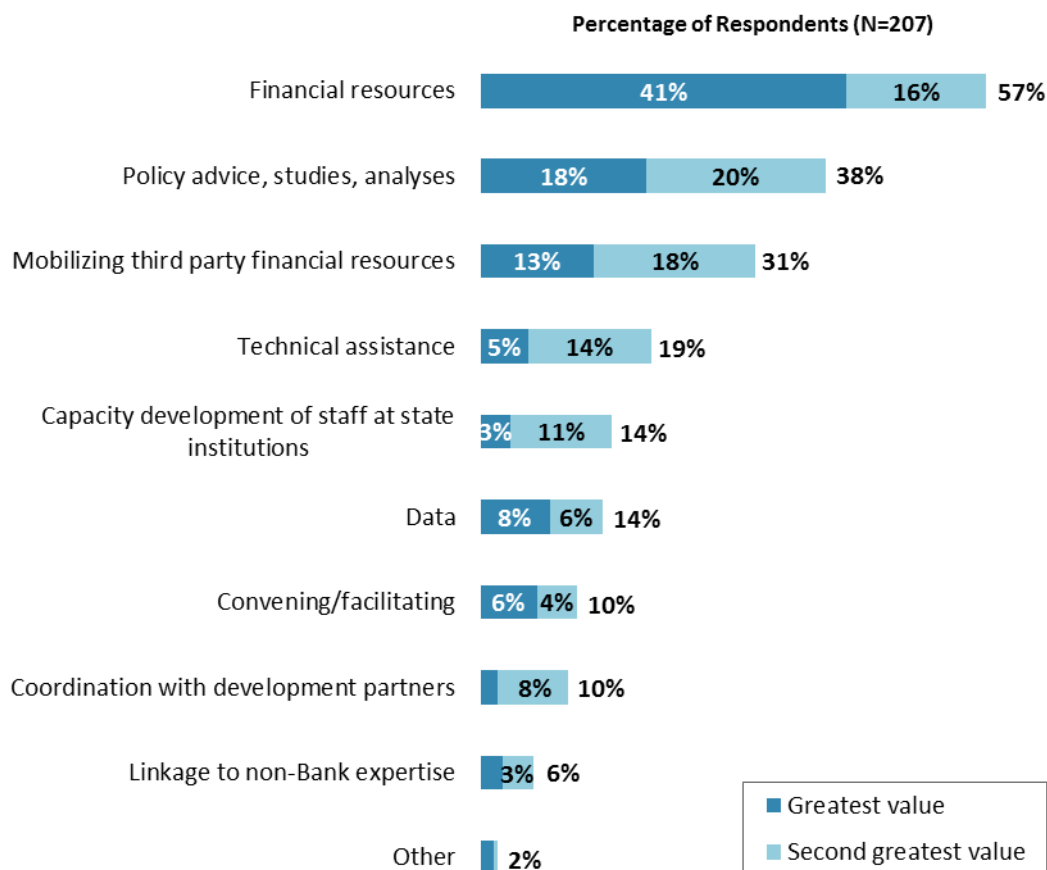


Mean Ratings across all Indicator Questions, all asked on 1 to 10 scales

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

WBG Activities: Greatest Value

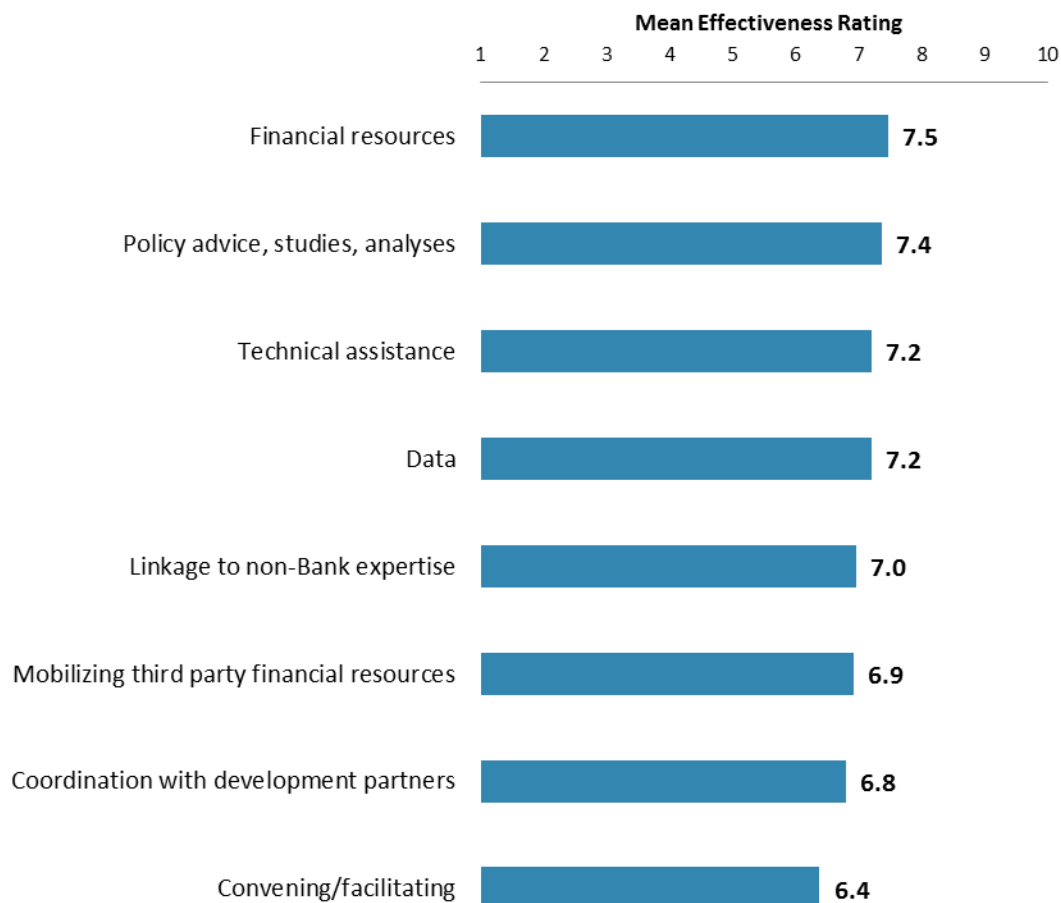
- Respondents in the FY '10 country survey indicated that the Bank's greatest values to Macedonia were its financial resources (41%), the Bank's knowledge (38%), and policy and economic advice (33%).



“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)

WBG Activities: Effectiveness

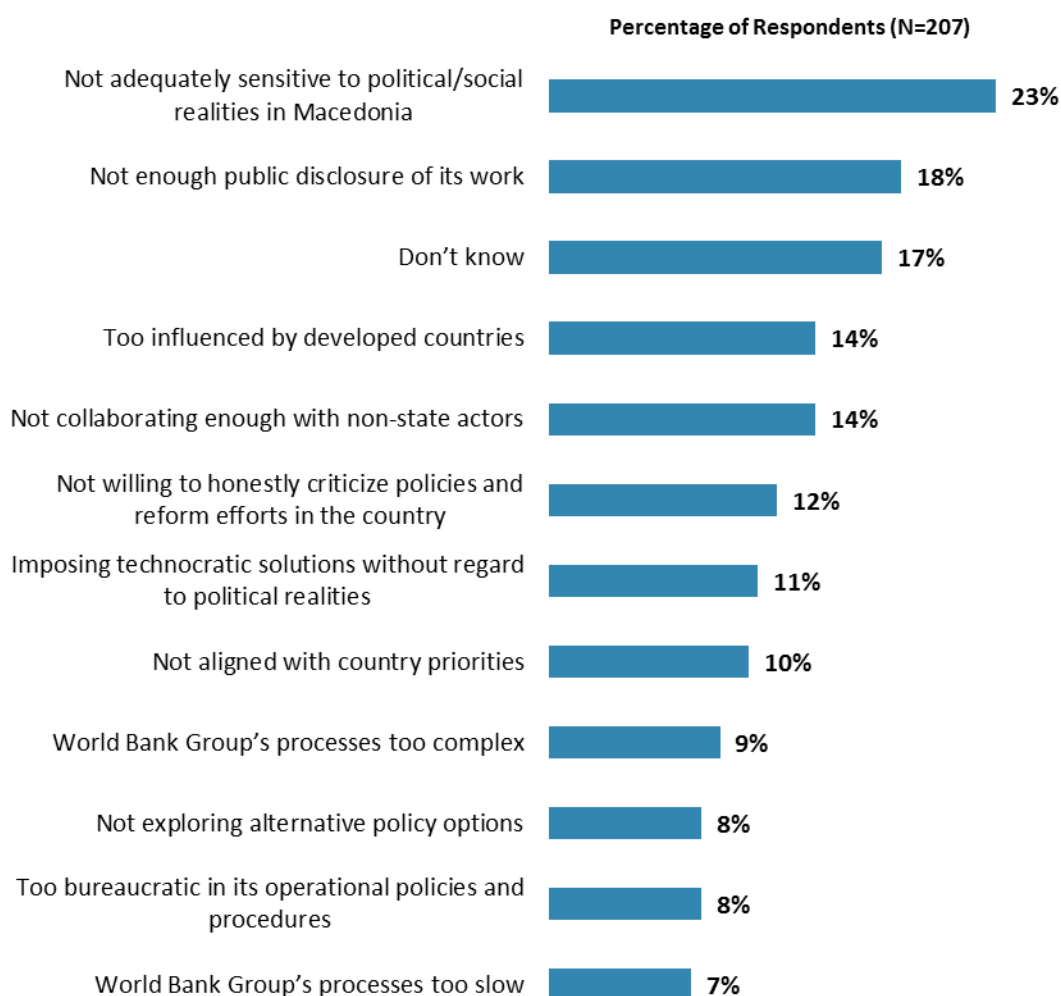


"How effectively do the World Bank Group's activities below support Macedonia's efforts to achieve development results?" (1-"Not effective at all", 10-"Very effective")

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

Greatest Weakness

- Respondents in the FY '10 country survey indicated that the Bank's greatest weaknesses in its work in Macedonia were its being too bureaucratic in its operational policies and procedures (45%), imposing technocratic solutions without regard to political realities (38%), and not exploring alternative policy options (33%).

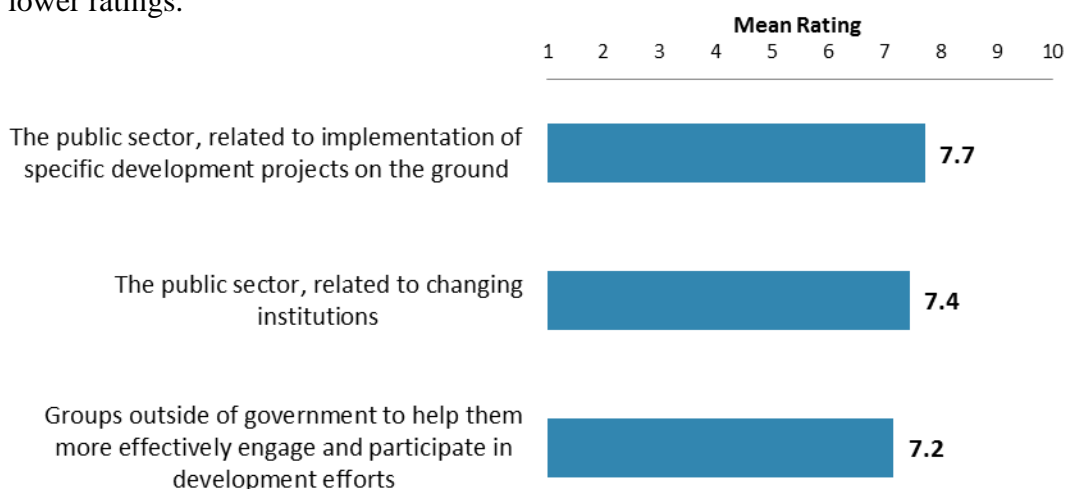


“Which of the following do you identify as the World Bank Group’s greatest WEAKNESSES in its work in Macedonia (Choose no more than TWO)”
(Respondents chose from a list. Responses combined. Top 12 shown.)

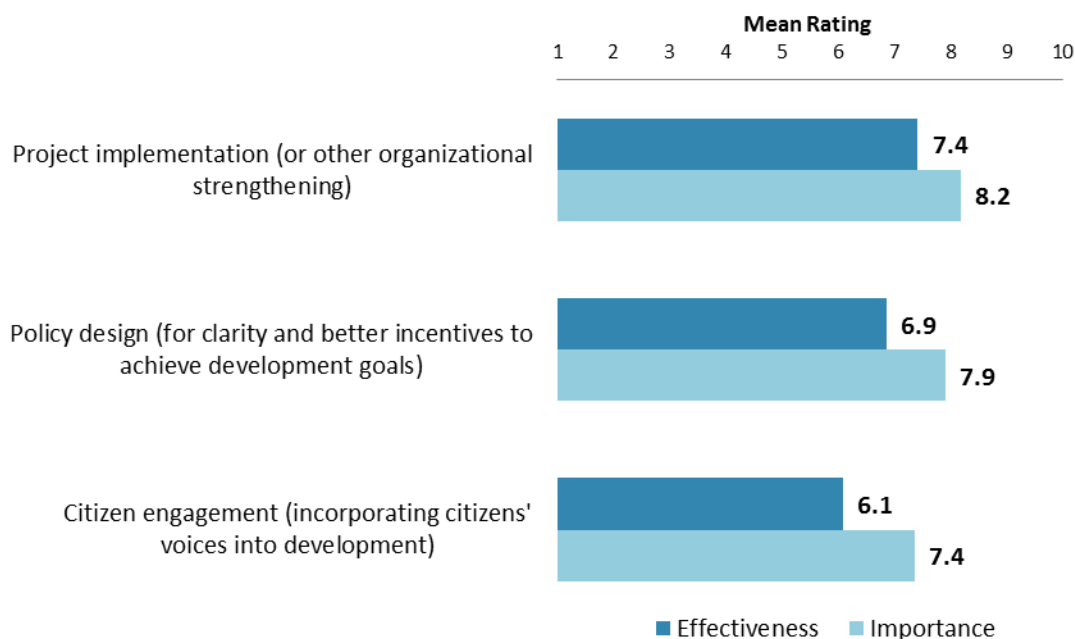
V. Overall Attitudes toward the World Bank Group (continued)

Capacity Building

- Respondents from the office of the President/Prime Minister/Minister gave the highest ratings for the extent which Macedonia would benefit from WBG capacity building support to the public sector, related to implementation of specific development projects on the ground, whereas respondents from NGOs/private foundations gave significantly lower ratings.



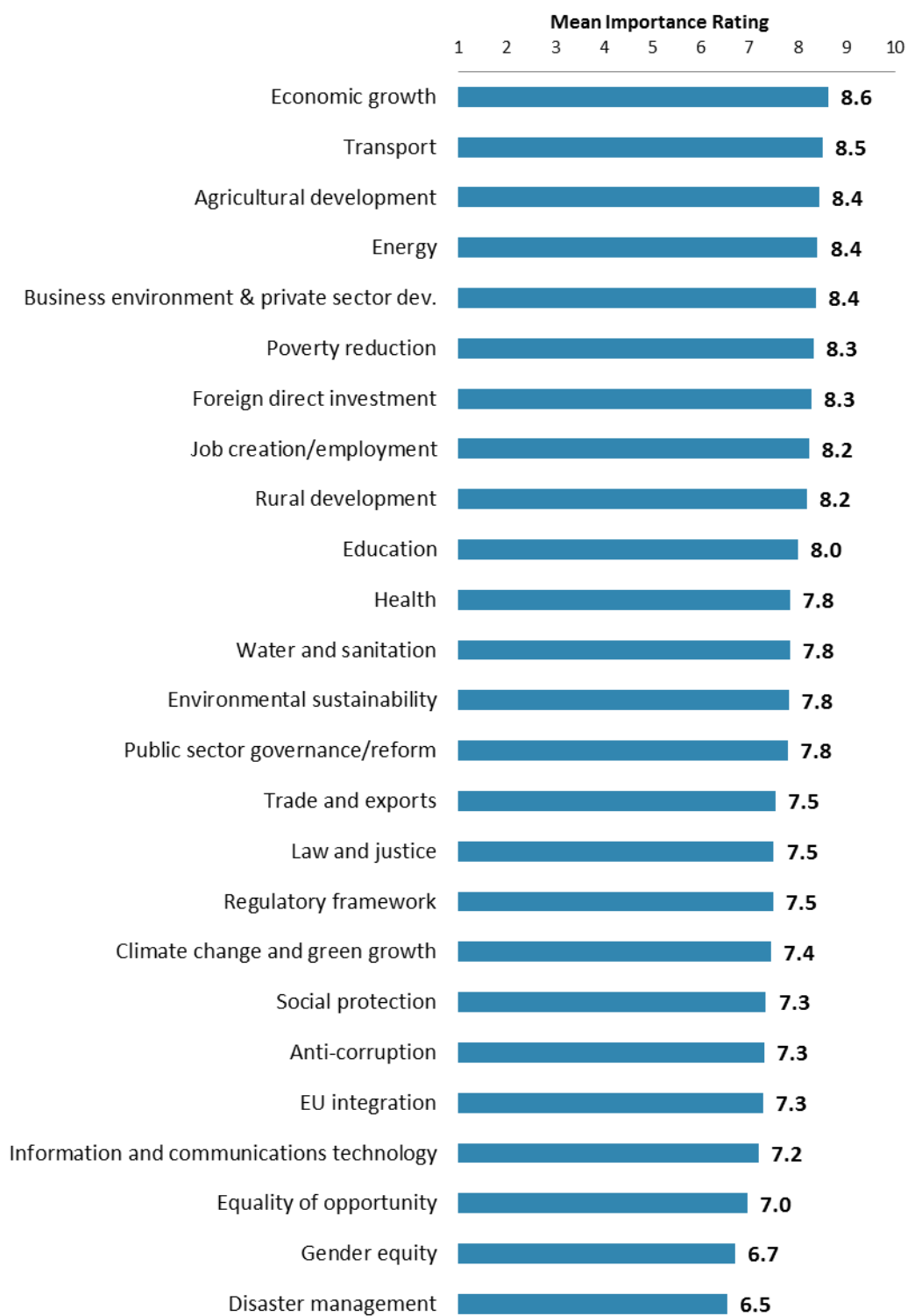
“The World Bank Group can provide capacity building support in a number of ways in Macedonia. To what degree would Macedonia benefit, if capacity building were to support?”
 (1-“To no degree at all”, 10-“To a very significant degree”)



“How EFFECTIVE do you believe the World Bank Group is in terms of the capacity building work it does in each of the following areas in Macedonia? When thinking about how to improve capacity building in Macedonia to help ensure better development results, looking forward, how IMPORTANT is it for the World Bank Group to be involved in the following aspects of capacity building” (1-“Not effective/important at all”, 10-“Very effective/important”)

VI. Sectors: Importance and Effectiveness

Importance of Specific Areas



"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")

VI. Sectors: Importance and Effectiveness (continued)

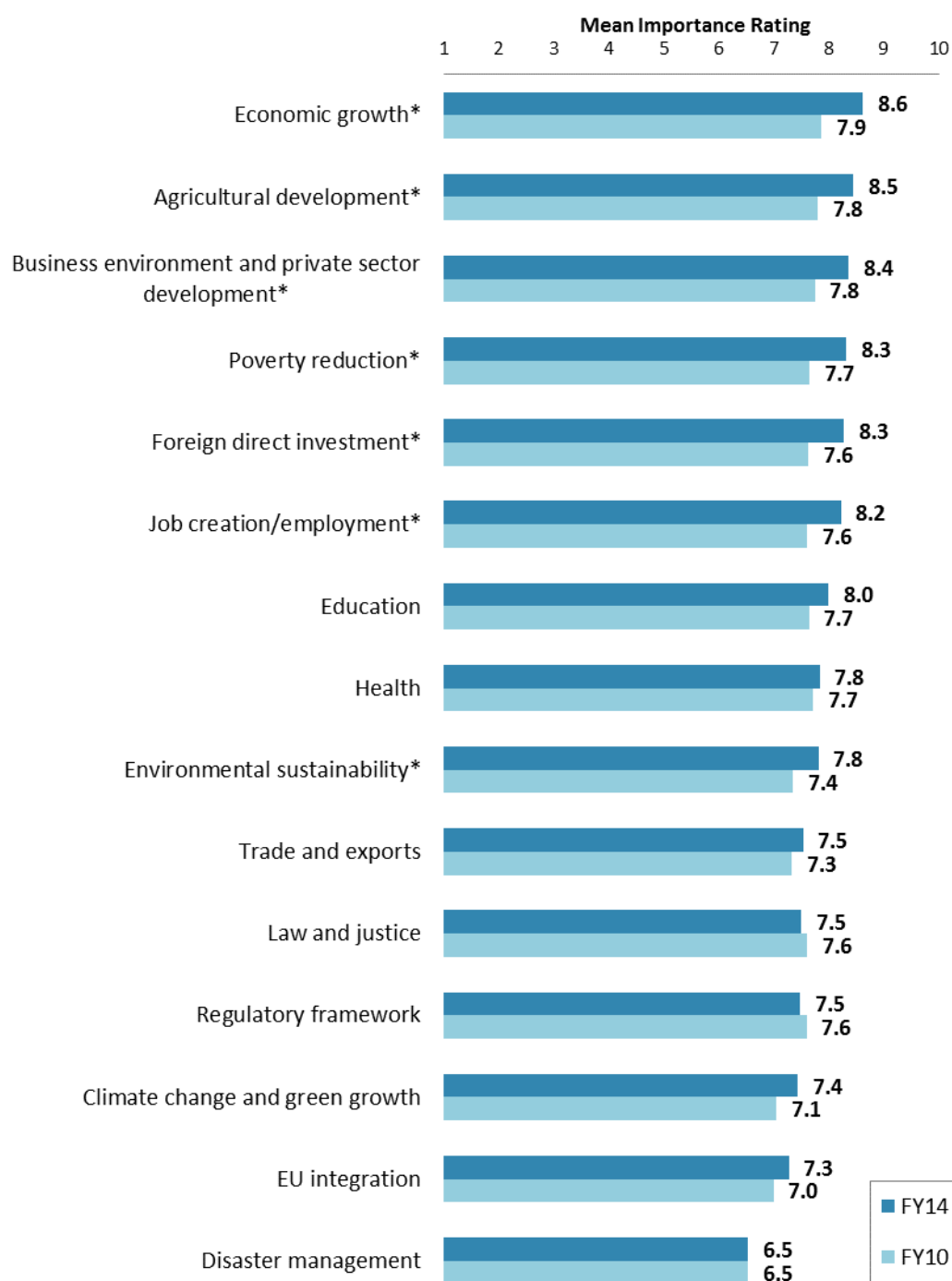
Importance of Specific Areas (continued)

- There were statistically significant stakeholder group differences among six of these twenty-five areas of development. Those areas with significant stakeholder group differences were:
 - Employees of ministries and respondents from local government gave the highest importance ratings for the Bank being involved in “Poverty reduction” whereas respondents from the office of the President/Prime Minister/Minister and the private sector/financial sector/private banks gave significantly lower ratings;
 - Employees of ministries and respondents from local government and the office of the President/Prime Minister/Minister gave the highest importance ratings for the Bank being involved in “Foreign direct investment” whereas respondents from bilateral or multilateral agencies gave significantly lower ratings;
 - Respondents from local government gave the highest importance ratings for the Bank being involved in “Water and sanitation” whereas respondents from the office of the President/Prime Minister/Minister and the private sector/financial sector/private banks gave significantly lower ratings;
 - Employees of ministries and respondents from academia, local government, and the office of the President/Prime Minister/Minister gave the highest importance ratings for the Bank being involved in “Job creation/employment” whereas respondents from private sector/financial sector/private banks gave significantly lower ratings;
 - Respondents from the office of the President/Prime Minister/Minister gave the highest importance ratings for the Bank being involved in “Rural development” whereas respondents from private sector/financial sector/private banks and bilateral or multilateral agencies gave significantly lower ratings; and
 - Respondents from local government and academia gave the highest importance ratings for the Bank being involved in “Social protection” whereas respondents from private sector/financial sector/private banks gave significantly lower ratings.

VI. Sectors: Importance and Effectiveness (continued)

Importance of Specific Areas (continued)

- For those areas of development that could be compared, respondents in this year's country survey tended to give higher importance ratings for the WBG being involved compared to respondents from the FY '10 country survey. Those differences that reached statistical significance are noted in the chart.

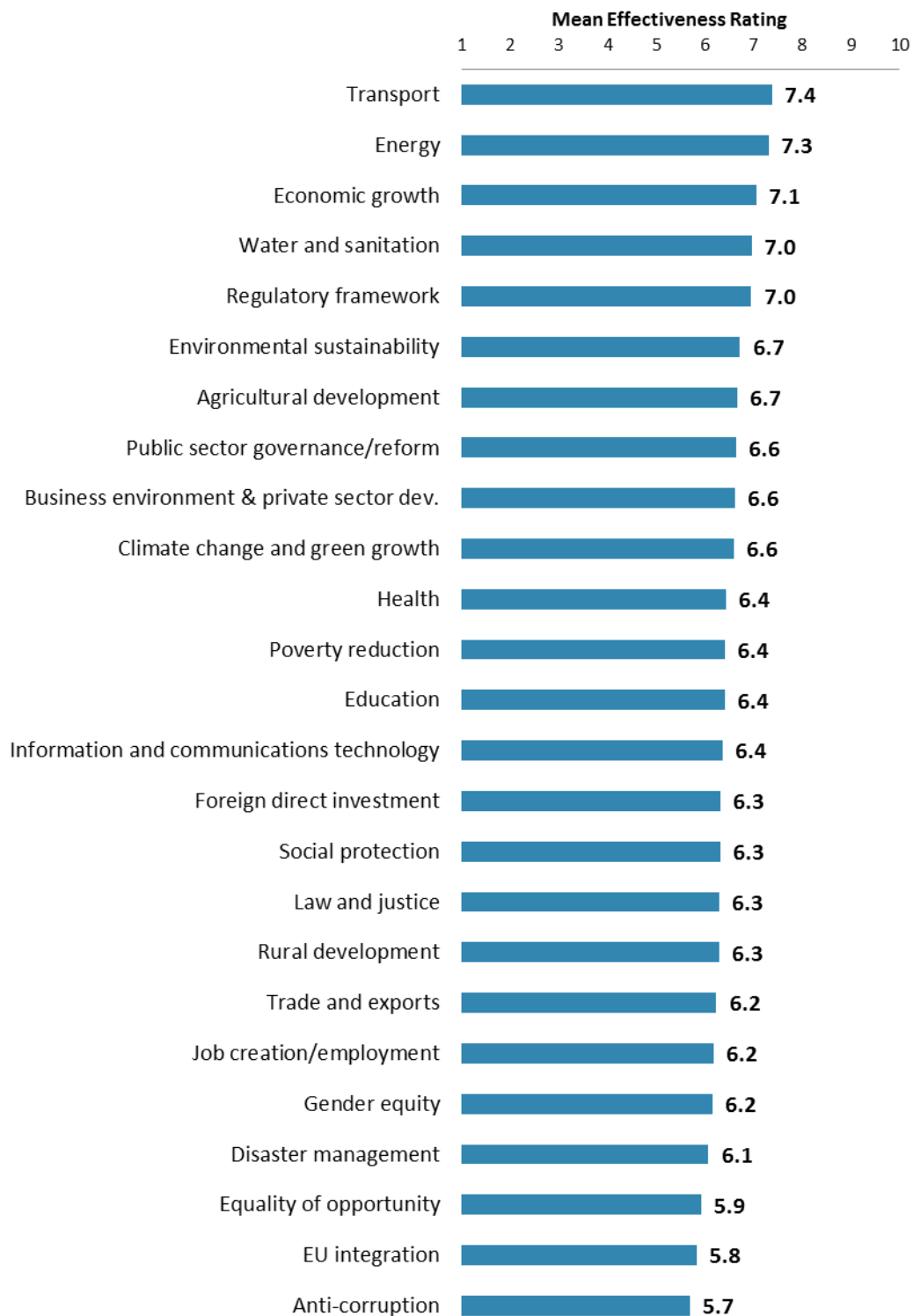


(*Significantly different between FY14 and FY10)

VI. Sectors: Importance and Effectiveness (continued)

Effectiveness of Specific Areas

- Respondents across all stakeholder group gave statistically similar ratings for the World Bank Group's effectiveness in these areas.

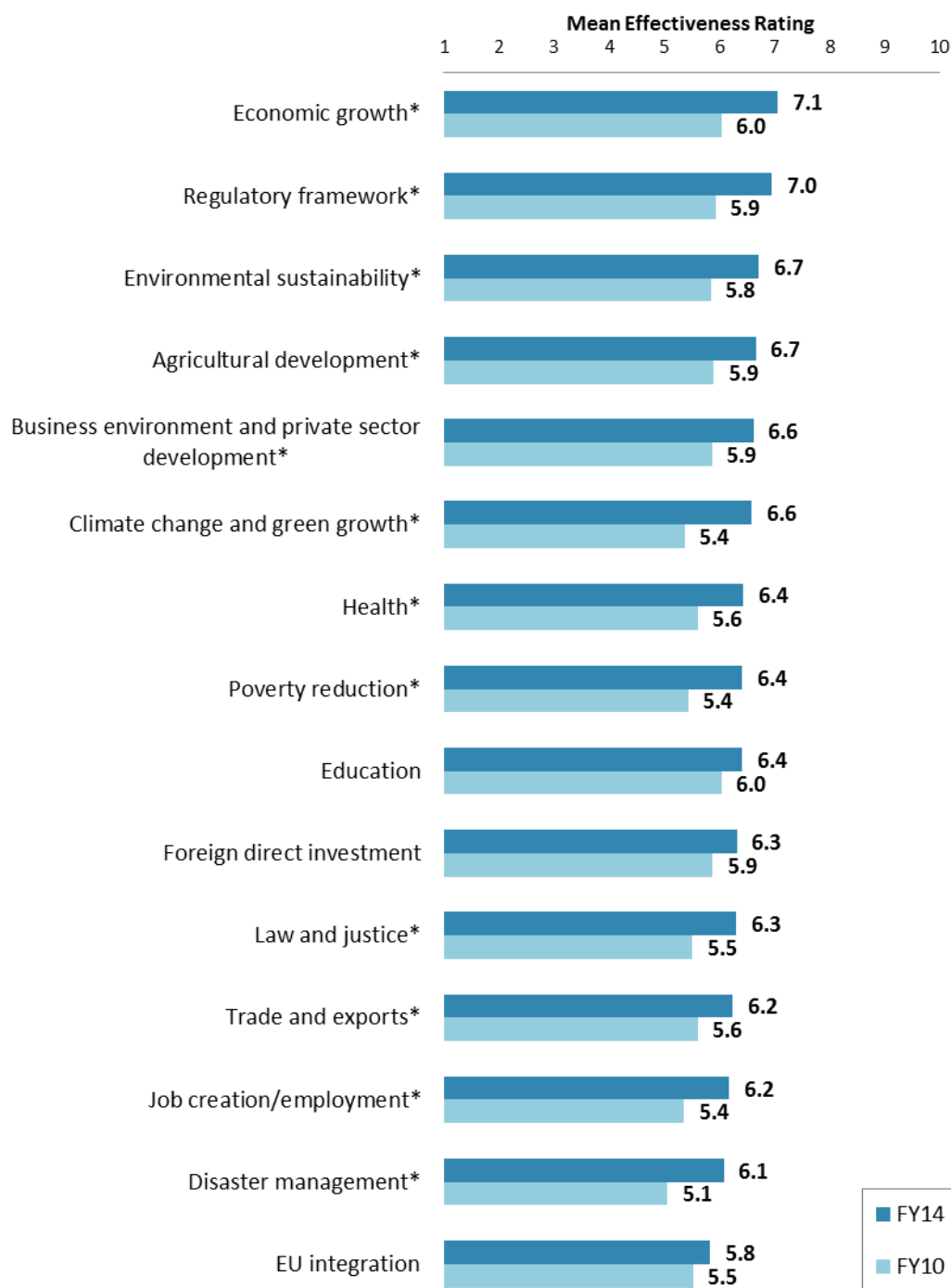


"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Macedonia?" (1-"Not effective at all", 10-"Very effective")

VI. Sectors: Importance and Effectiveness (continued)

Effectiveness of Specific Areas (continued)

- For those areas of development that could be compared, respondents in this year's country survey gave higher ratings for the WBG's effectiveness across all areas compared to respondents from the FY '10 country survey. Those differences that reached statistical significance are noted in the chart.



(*Significantly different between FY14 and FY10)

VI. Sectors: Importance and 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-five specific areas of effectiveness.

Correlational analyses, however, are not able to tell us exactly what is causing respondents' ratings of the Bank'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 Bank's overall effectiveness increase, or as ratings of effectiveness in one area increase, ratings of the Bank'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 Bank's overall effectiveness or perceptions of the Bank's ability to help achieve development results.

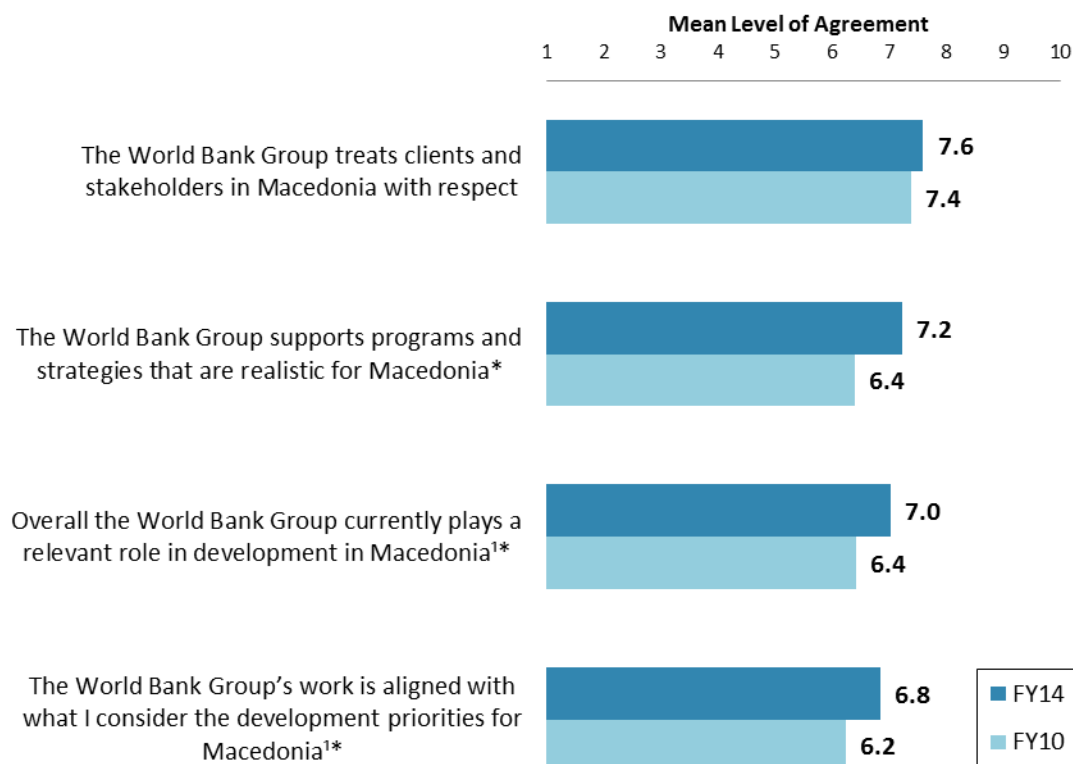
- **Overall Effectiveness:** Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the Bank's overall effectiveness, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the Bank's overall effectiveness in Macedonia. The areas determined to be key drivers from these analyses were:
 - The Bank's effectiveness at economic growth;
 - The Bank's effectiveness at education;
 - The Bank's effectiveness at transport;
 - The Bank's effectiveness at energy;
 - The Bank's effectiveness at rural development; and
 - The Bank's effectiveness at social protection.

- **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 Bank's ability to help achieve development results in Macedonia, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the Bank's ability to help achieve development results. The areas determined to be key drivers from these analyses were:
 - The Bank's effectiveness at economic growth;
 - The Bank's effectiveness at energy;
 - The Bank's effectiveness at agricultural development;
 - The Bank's effectiveness at public sector governance/reform; and
 - The Bank's effectiveness at education.

VII. How the World Bank Group Operates

The World Bank Group’s Work in Macedonia

- Respondents in this year’s country survey had significantly higher levels of agreement that the World Bank Group supports programs and strategies that are realistic for Macedonia, currently plays a relevant role in development in Macedonia, and that the World Bank Group is aligned with their development priorities for Macedonia compared to respondents from the FY ’10 country survey.
- Respondents from the office of the President/Prime Minister/Minister had the highest levels of agreement that the World Bank Group supports programs and strategies that are realistic for Macedonia whereas respondents from the private sector/financial sector/private banks and other organizations had significantly lower levels of agreement.
- Respondents from the office of the President/Prime Minister/Minister, local government, and bilateral or multilateral agencies had the highest levels of agreement that the World Bank Group currently plays a relevant role in development in Macedonia whereas respondents from other organizations had significantly lower levels of agreement.



“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”) ¹Indicator Question
 (*Significantly different between FY14 and FY10)

VII. How the World Bank Group Operates (continued)

Overall Perceptions

- Respondents in this year's country survey had statistically similar levels of agreement across all areas that could be compared to respondents from the FY '10 country survey.
- Respondents from the office of the President/Prime Minister/Minister had the highest levels of agreement that the Bank effectively monitors and evaluates its projects, that working with the Bank increases institutional capacity, that the Bank ensures consistency through staff changes, that where country systems are adequate, the Bank uses them, and that the Bank provides effective implementation support whereas respondents from other organizations had significantly lower levels of agreement. Respondents from the office of the President/Prime Minister/Minister and local government had the highest levels of agreement that the Bank's approvals are done in a timely fashion whereas respondents from other organizations had significantly lower levels of agreement. Respondents from NGOs/private foundations had the highest levels of agreement that the Bank's lending conditions are reasonable whereas respondents from the private sector/financial sector/private banks had significantly lower levels of agreement.

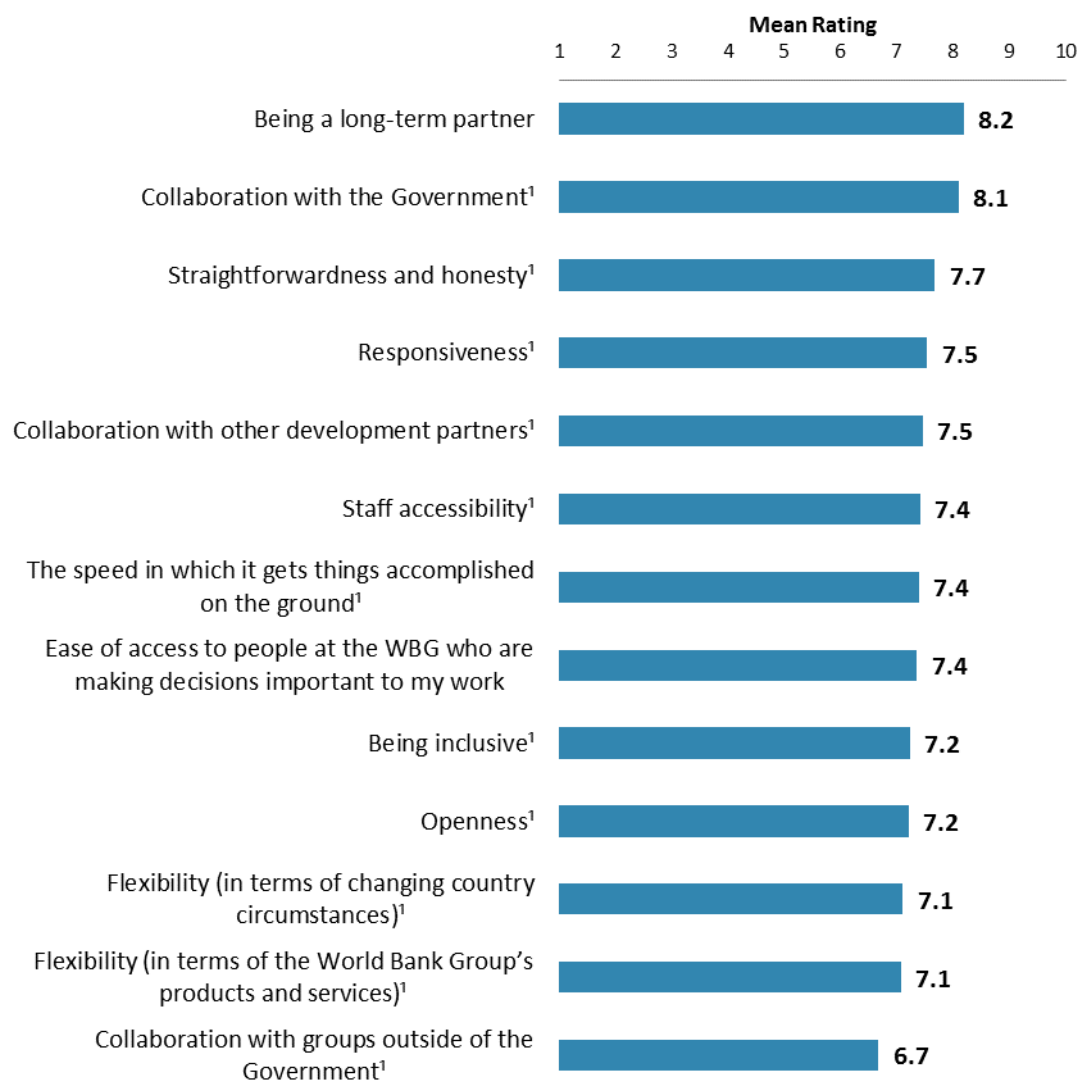


"To what extent do you agree/disagree with the following statements?"
(1-"Strongly disagree", 10-"Strongly agree") ¹Indicator Question

VII. How the World Bank Group Operates (continued)

The World Bank Group as an Effective Development Partner

- Respondents in this country survey had statistically similar ratings for the Bank's staff accessibility and straightforwardness compared to respondents from the FY '10 survey.
- There were significant stakeholder group differences across many of these aspects. For the most part, respondents from the office of the President/Prime Minister/Minister gave the highest ratings across these areas whereas respondents from the private sector/financial sector/private banks tended to give significantly lower ratings. Those areas with significant stakeholder group differences were: responsiveness, flexibility (in terms of changing country circumstances), inclusiveness, openness, straightforwardness and honesty, ease of access to decision makers, collaboration with groups outside of government, collaboration with other development partners, and the speed in which things get accomplished.
- Respondents from Outside Skopje gave significantly higher ratings for the Bank's inclusiveness compared to respondents from Skopje.



"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") ¹Indicator Question

VII. How the World Bank Group Operates (continued)

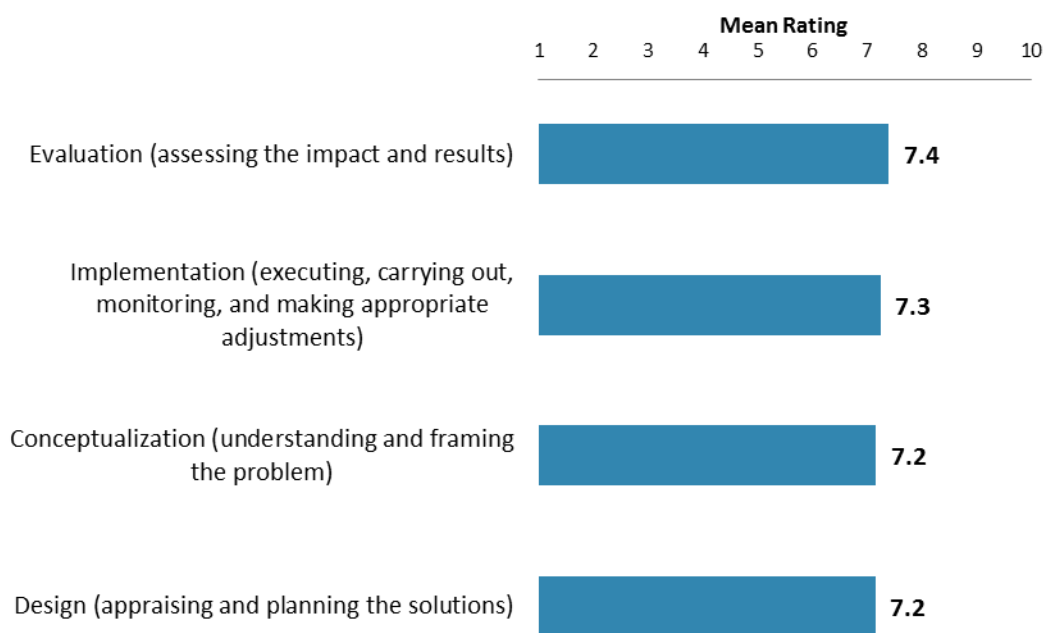
Internal Evaluation Mechanisms

- Respondents from the office of the President/Prime Minister/Minister gave the highest ratings for the extent to which the World Bank Group's internal evaluation mechanisms hold it accountable for achieving results in Macedonia whereas consultants on WBG-supported projects/PMUs and respondents from the private sector/financial sector/private banks and other organizations gave significantly lower ratings.

VII. How the World Bank Group Operates (continued)

Delivery Work

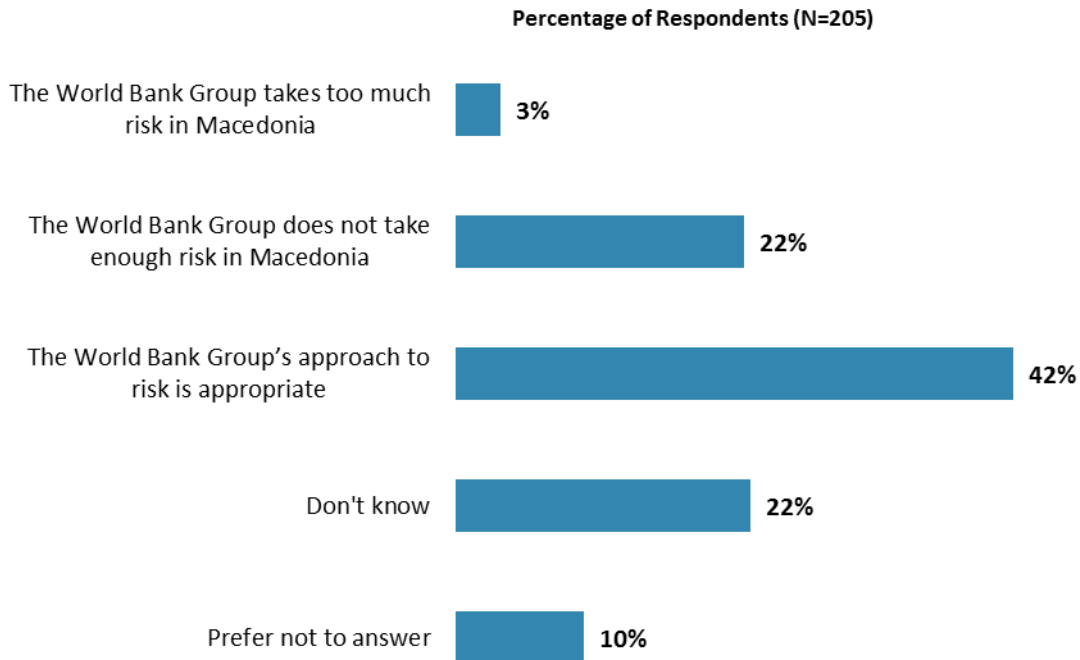
- Respondents from the office of the President/Prime Minister/Minister gave the highest ratings for the extent to which the World Bank Group's delivery work contributes to conceptualization whereas employees of ministries and respondents from the private sector/financial sector/private banks and other organizations gave significantly lower ratings.



"To what extent does each of the following aspects of the World Bank Group's delivery work contribute to solving Macedonia's development challenges?"
(1- "To no degree at all", 10- "To a very significant degree")

VII. How the World Bank Group Operates (continued)

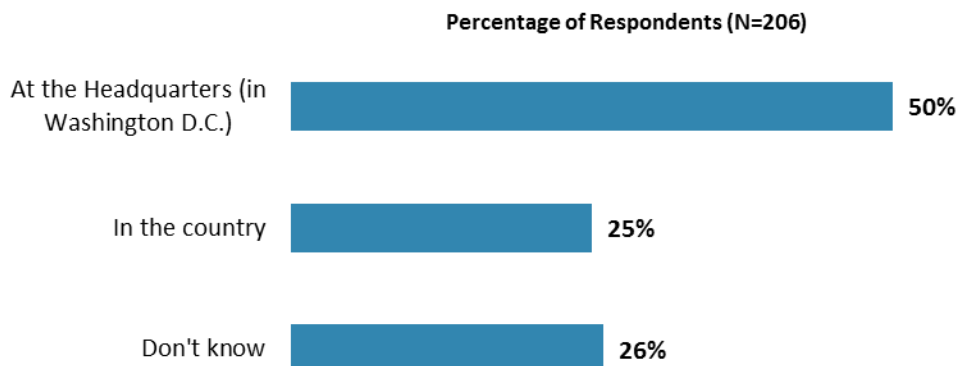
Risk-Taking



"Which of the following best describes the way the World Bank Group operates in Macedonia?"
(Respondents chose from a list.)

Where Decisions are Made

- A plurality of respondents across most stakeholder groups indicated that decisions about the program in Macedonia were made at Headquarters (Washington, D.C.). A plurality of respondents from local government, however, indicated that decisions about the program in Macedonia were made in Macedonia.

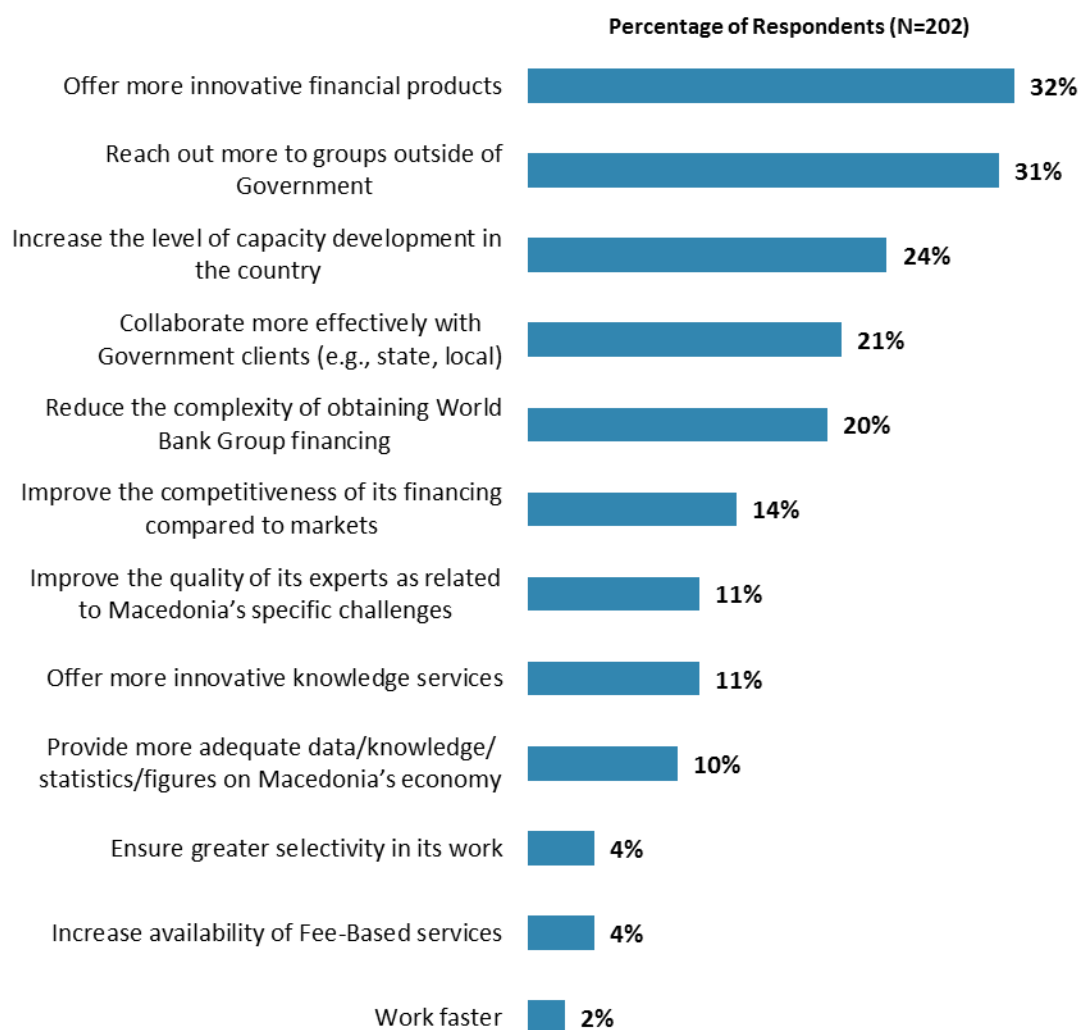


"Where are the World Bank Group's decisions made primarily that support the program in Macedonia?" (Respondents chose from a list.)

VIII. The Future Role of the World Bank Group in Macedonia

Making the World Bank Group of Greater Value

- Respondents in the FY '10 country survey indicated that the Bank should improve the quality of its experts as related to Macedonia's specific challenges (30%) and reduce the complexity of obtaining Bank financing (22%) to make itself of greater value in Macedonia.
- Respondents from the office of the President/Prime Minister/Minister, employees of ministries, and consultants on WBG-supported projects/PMUs indicated that the Bank should collaborate more effectively with Government clients.
- Those respondents who indicated that they do not professionally collaborate with the World Bank Group also considered reaching out more to groups outside of Government, offering more innovative financial products, and increasing the level of capacity development in Macedonia as the best ways to make the Bank of greater value.



“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.)

VIII. The Future Role of the World Bank Group in Macedonia(cont.)

Focusing Services

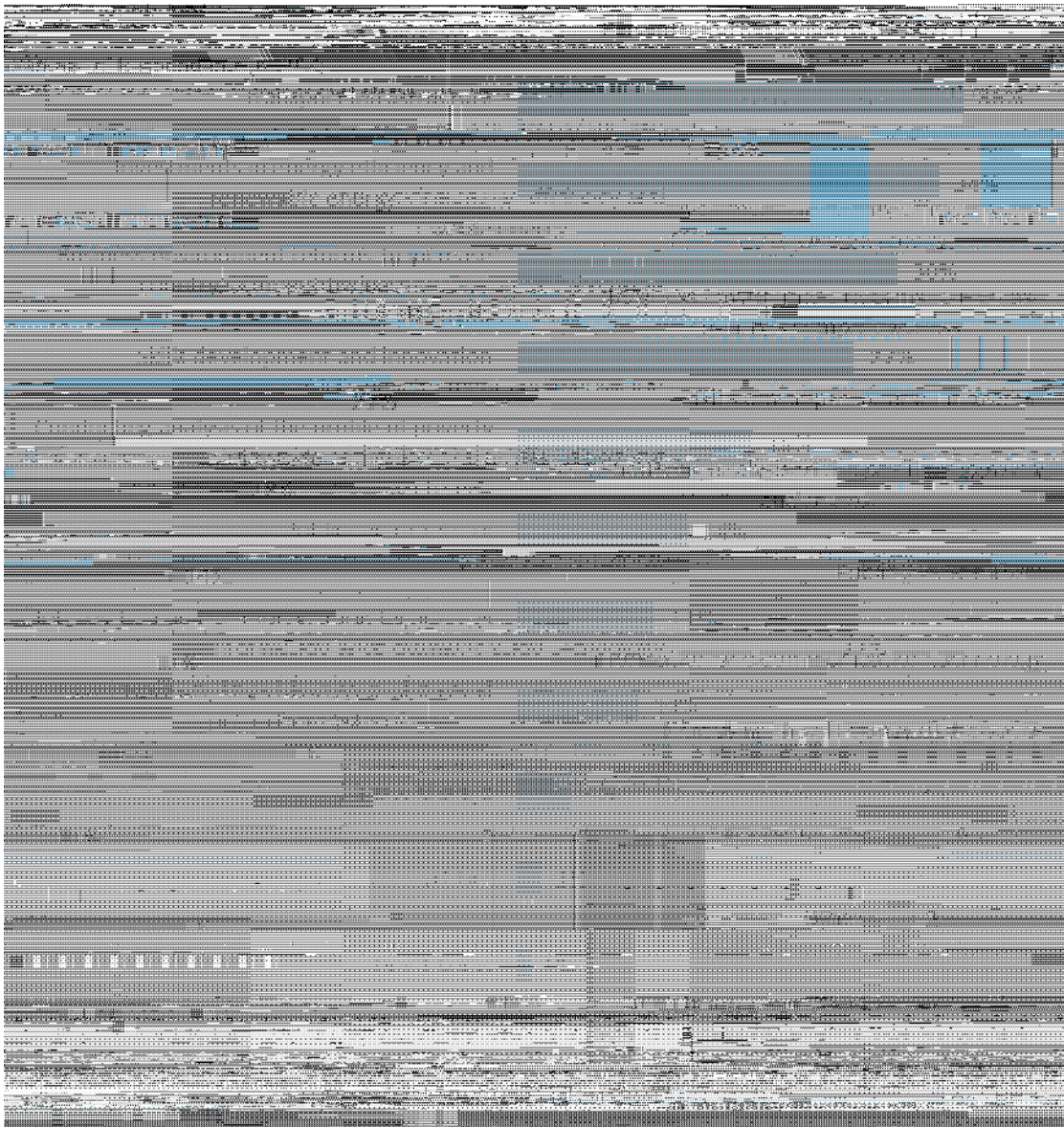
- Although a plurality of respondents from most stakeholder groups indicated that the Bank should focus more on its financial services, respondents from bilateral or multilateral agencies indicated that the Bank should also focus on financial services and knowledge products, respondents from academia indicated that the combination of Bank services is appropriate for Macedonia, and respondents from other organization indicated that the Bank should focus on knowledge products.
- Those respondents who indicated that they do not professionally collaborate with the World Bank Group indicated that the Bank should focus more on its financial services, followed by its knowledge products.



VIII. The Future Role of the World Bank Group in Macedonia(cont.)

Contributing to Economic Diversification

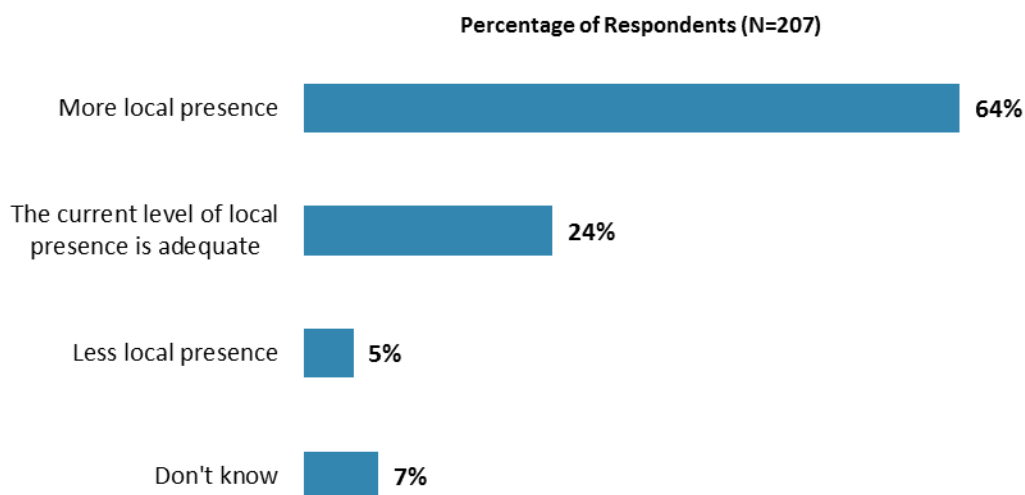
- Those respondents who indicated that they do not professionally collaborate with the World Bank Group also considered investments in energy efficiency and renewable energy, transport infrastructure, and business environment reforms to increase Macedonia's competitiveness as the areas in which greater support from the Bank would be of most value.



VIII. The Future Role of the World Bank Group in Macedonia(cont.)

Local Presence in Macedonia

- More than two-thirds of respondents who indicated that they do not professionally collaborate with the World Bank Group indicated that the Bank should have more of a local presence in Macedonia to be a more effective development partner.

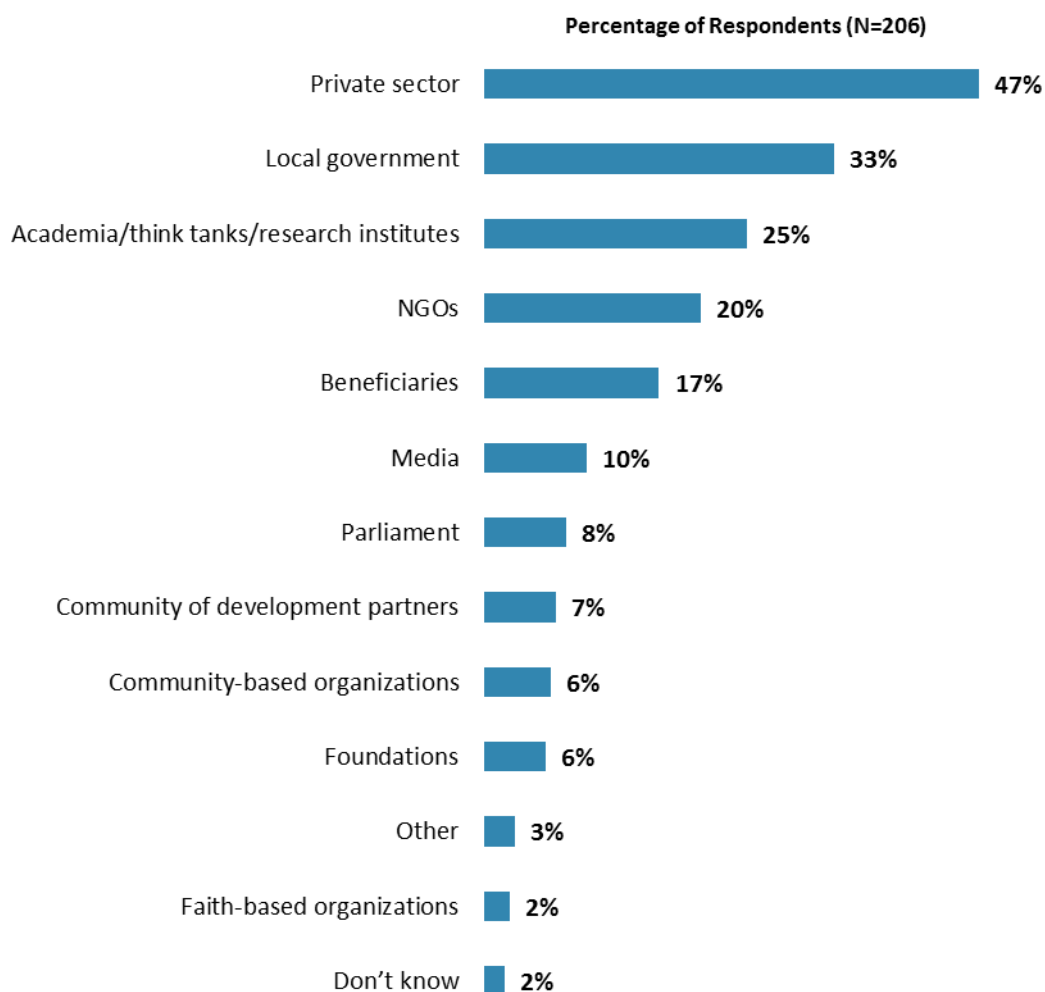


"To be a more effective development partner in Macedonia, do you believe that the World Bank Group should have...?" (Respondents chose from a list.)

VIII. The Future Role of the World Bank Group in Macedonia(cont.)

Collaborating with Stakeholders in Macedonia

- A plurality of respondents from most stakeholder groups indicated that the Bank should collaborate more with the private sector and local government in Macedonia, except the majority of respondents from NGOs/private foundations indicated that the Bank should collaborate more with NGOs and the majority of respondents from academia indicated that the Bank should collaborate more with academia/research institutes/think tanks.
- The majority of respondents who indicated that they do not professionally collaborate with the World Bank Group indicated that the Bank should collaborate more with the private sector in Macedonia, followed by academia/research institutes/think tanks, local government, and NGOs.

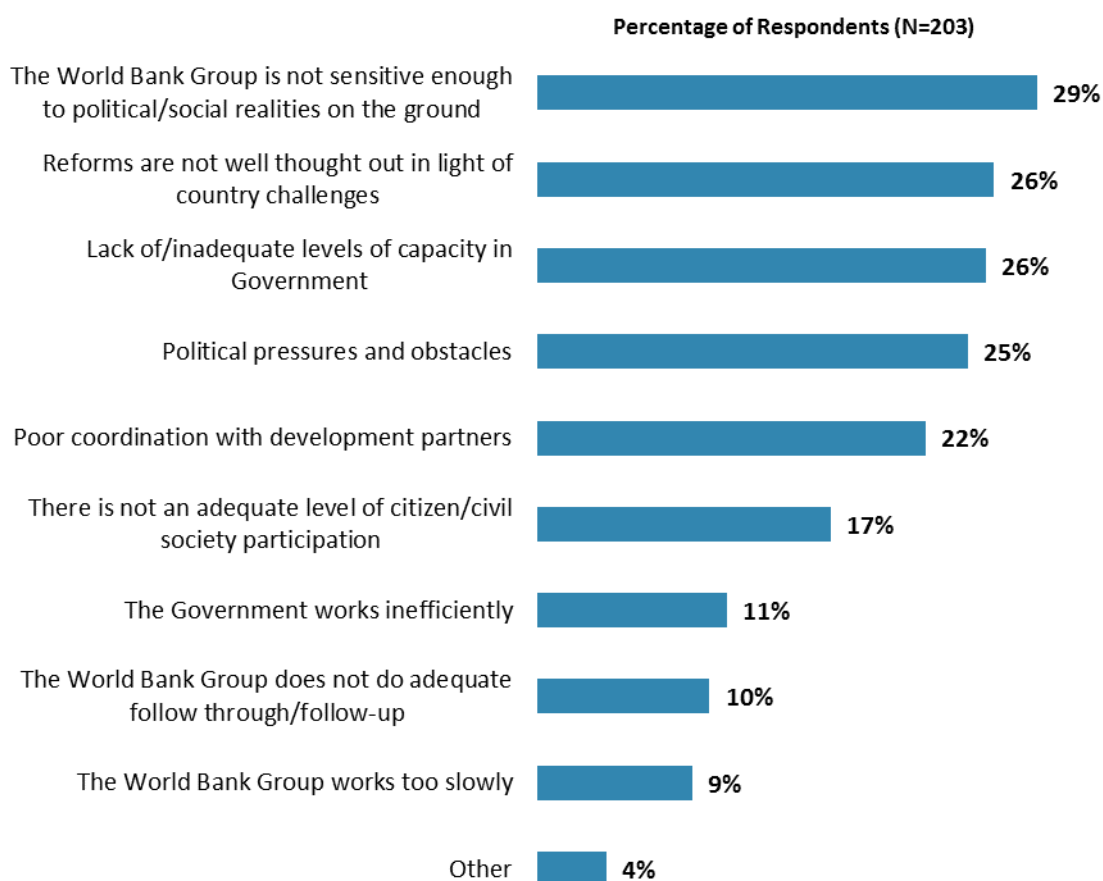


“In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there?” (Respondents chose from a list. Responses combined.)

VIII. The Future Role of the World Bank Group in Macedonia(cont.)

Attributing Failed/Slow Reform Efforts

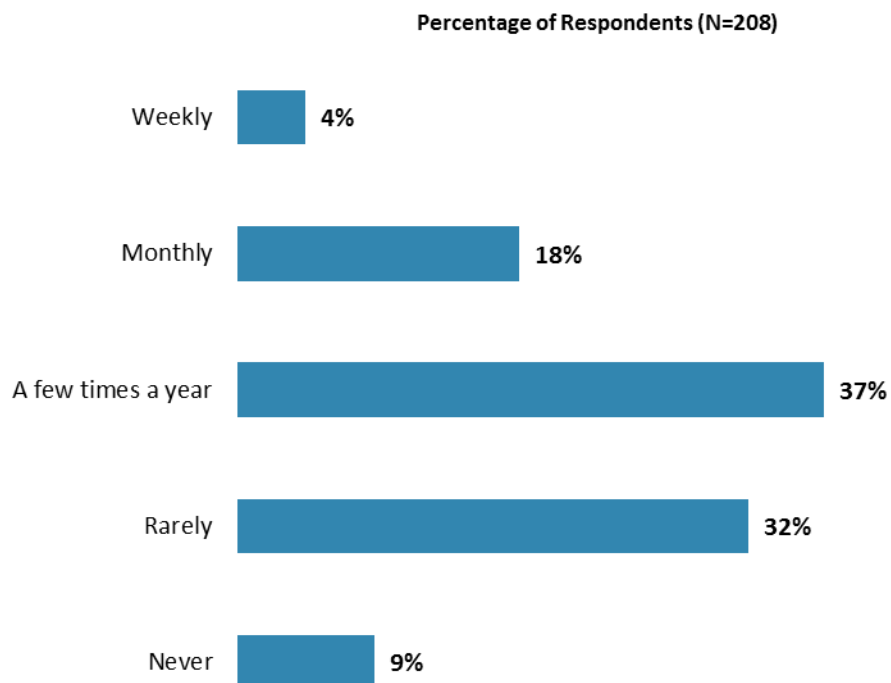
- Those respondents who indicated that they do not professionally collaborate with the World Bank Group indicated that they attribute failed or slow reform efforts to the Bank not being sensitive enough to political/social realities on the ground and there not being an adequate level of citizen/civil society participation, followed by political pressures and obstacles and reforms being not well thought out in light of country challenges.



“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.)

IX. World Bank Group Knowledge and Instruments

Frequency of Consulting World Bank Group Knowledge Work and Activities

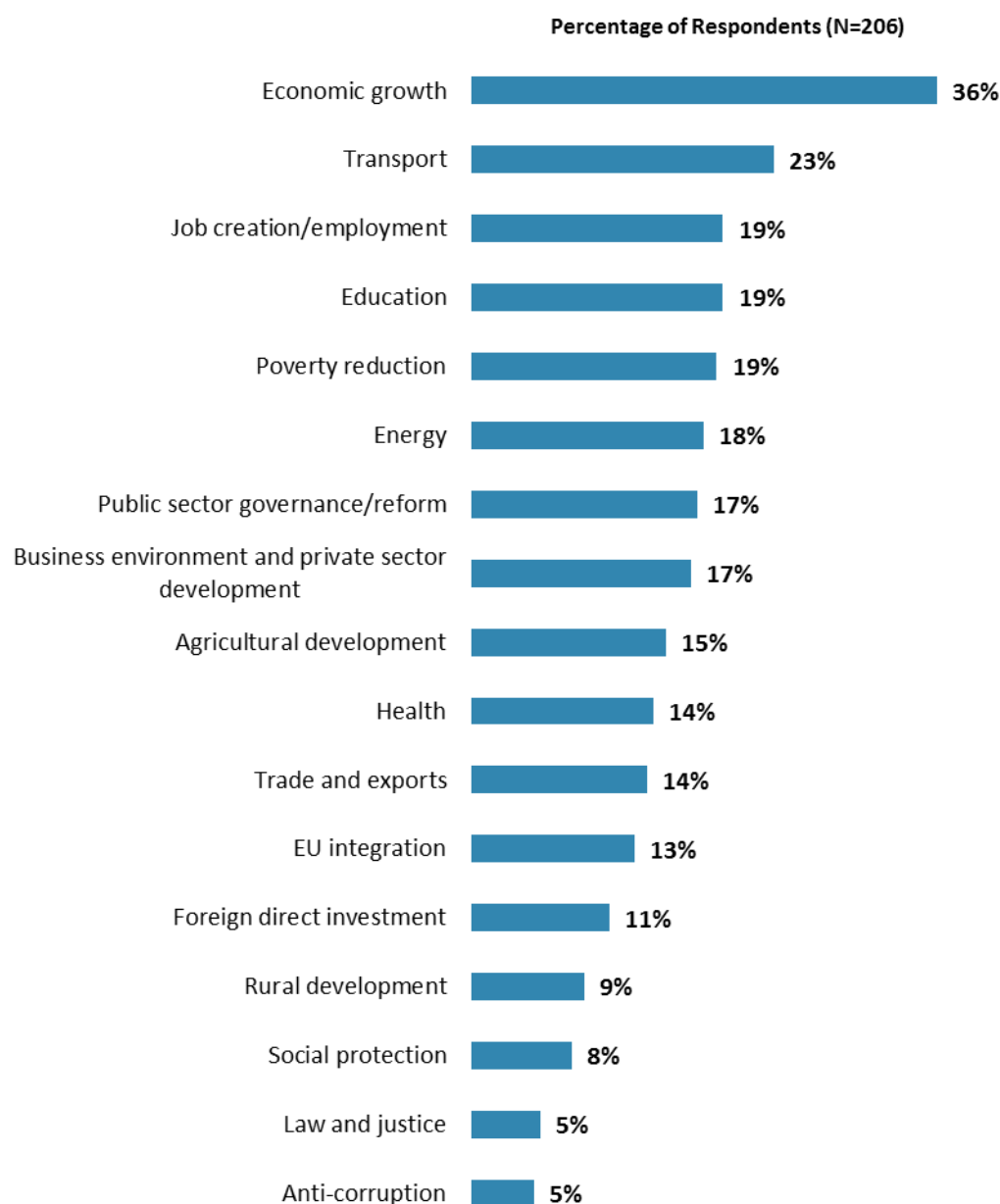


"How frequently do you consult World Bank Group's knowledge work and activities in the work you do?" (Respondents chose from a list.)

IX. World Bank Group Knowledge and Instruments (continued)

Focusing World Bank Group Knowledge Work and Activities

- Respondents in the FY '10 country survey indicated that it would be most productive for the Bank to focus its knowledge work on labor markets/job creation (26%) in Macedonia.
- Respondents from most stakeholder groups indicated that the Bank should focus its knowledge work and activities on economic growth and transport, but consultants on WBG-supported projects/PMUs indicated that the Bank's knowledge work should focus on energy, respondents from local government indicated job creation, and those from other organizations indicated health.

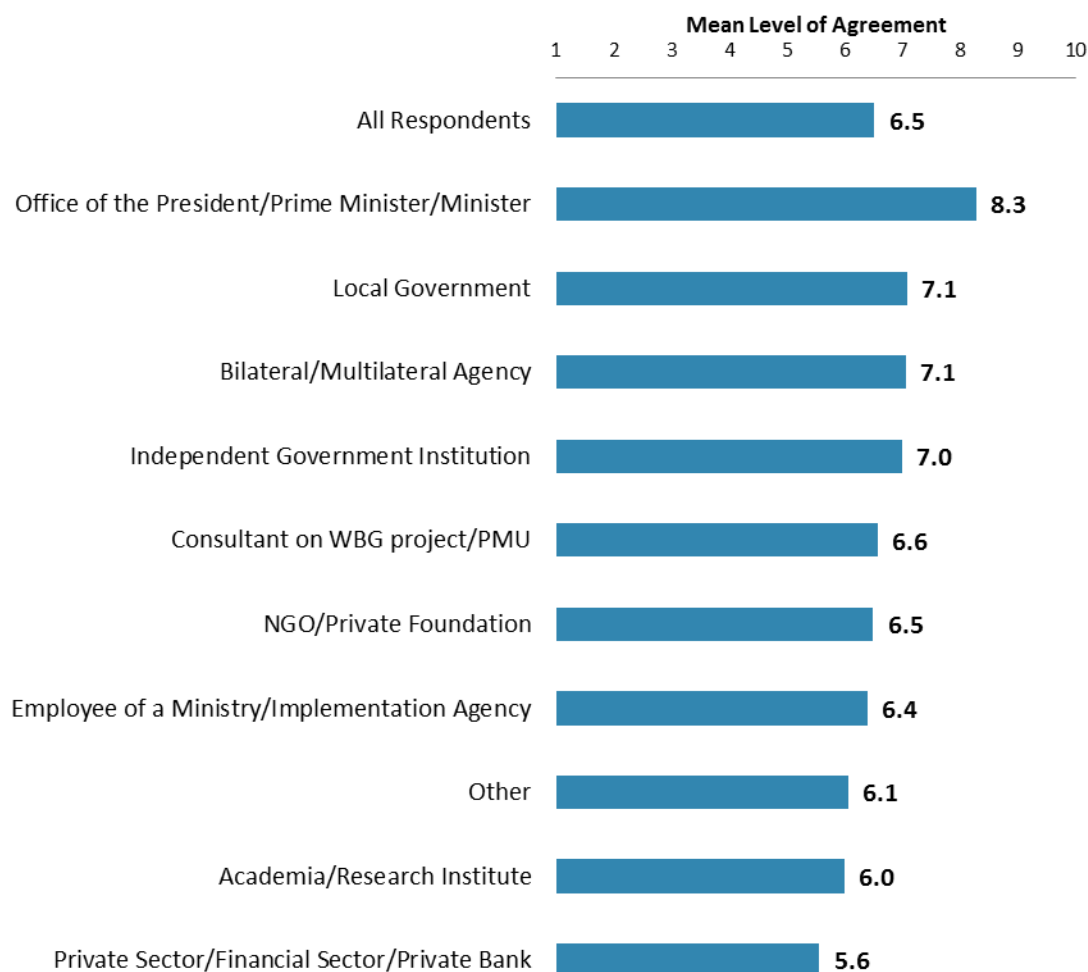


“When thinking about the development challenges in Macedonia, where do you believe it would be most valuable for the World Bank Group to focus its knowledge work and activities in the next few years? (Choose no more than THREE)”
(Respondents chose from a list. Responses combined. Top 17 shown.)

IX. World Bank Group Knowledge and Instruments (continued)

Meeting Macedonia's Knowledge Needs (*Indicator Question*)

- Respondents from the office of the President/Prime Minister/Minister had the highest levels of agreement that the World Bank Group meets Macedonia's needs for knowledge services whereas respondents from the private sector/financial sector/private banks had significantly lower levels of agreement.

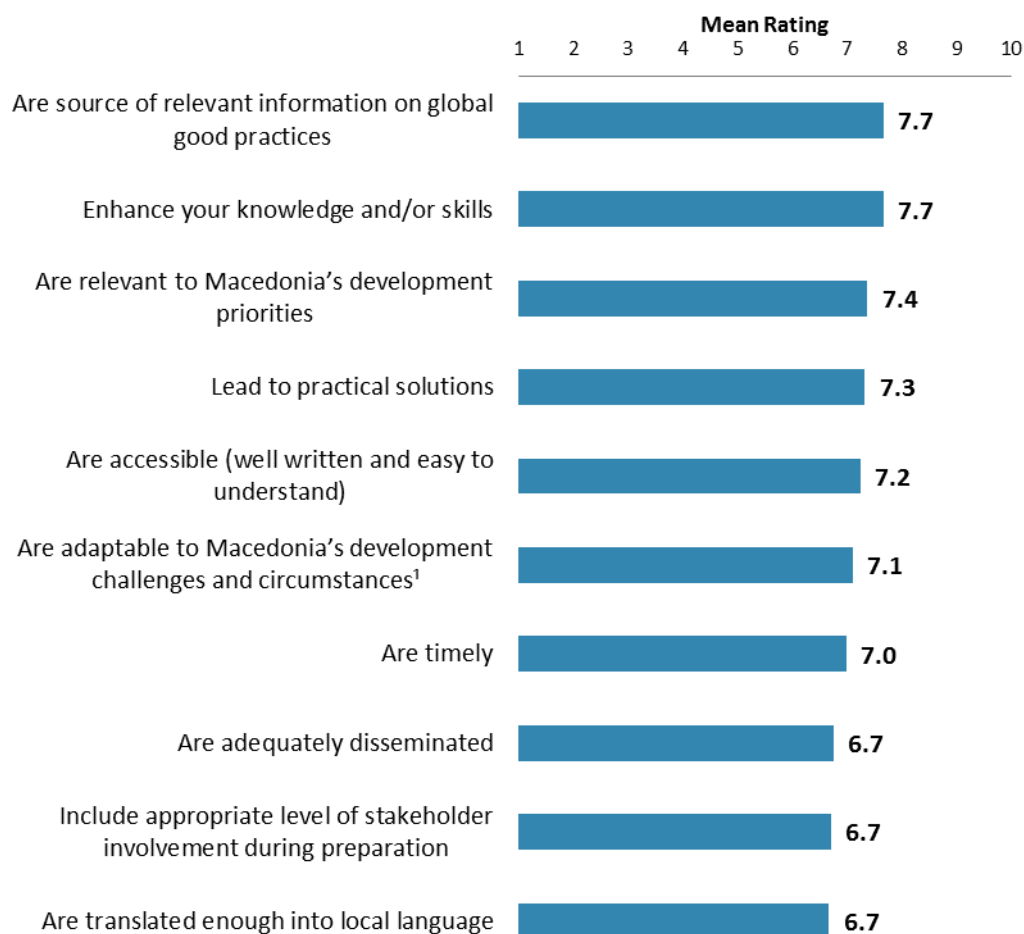


"The World Bank Group meets Macedonia's needs for knowledge services"
(1-"Strongly disagree", 10-"Strongly agree")

IX. World Bank Group Knowledge and Instruments (continued)

Qualities of the Bank's Knowledge Work and Activities

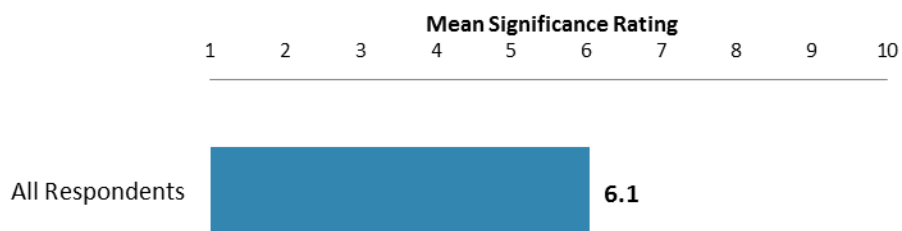
- Respondents in this country survey gave statistically similar ratings for the Bank's knowledge work and activities being a source of relevant information on global good practices and being adaptable to Macedonia's circumstances compared to respondents from the FY '10 country survey.
- Respondents the office of the President/Prime Minister/Minister gave the highest ratings that the Bank's knowledge work and activities are timely, adequately disseminated, translated enough into local language, and adaptable to Macedonia's circumstances whereas respondents from the private sector/financial sector/private banks gave significantly lower ratings. Respondents the office of the President/Prime Minister/Minister also gave the highest ratings for the Bank's knowledge work and activities leading to practical solutions whereas respondents from other organizations and the private sector/financial sector/private banks gave significantly lower ratings.



"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") ¹Indicator Question

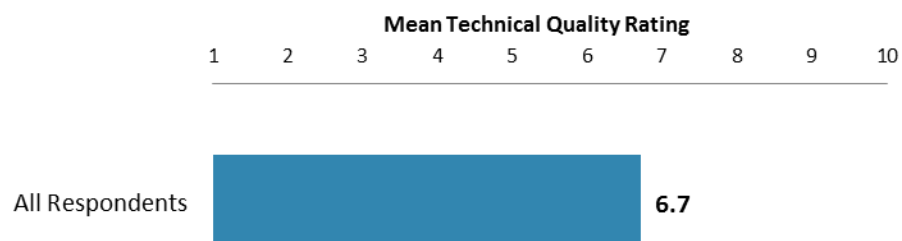
IX. World Bank Group Knowledge and Instruments (continued)

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



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

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

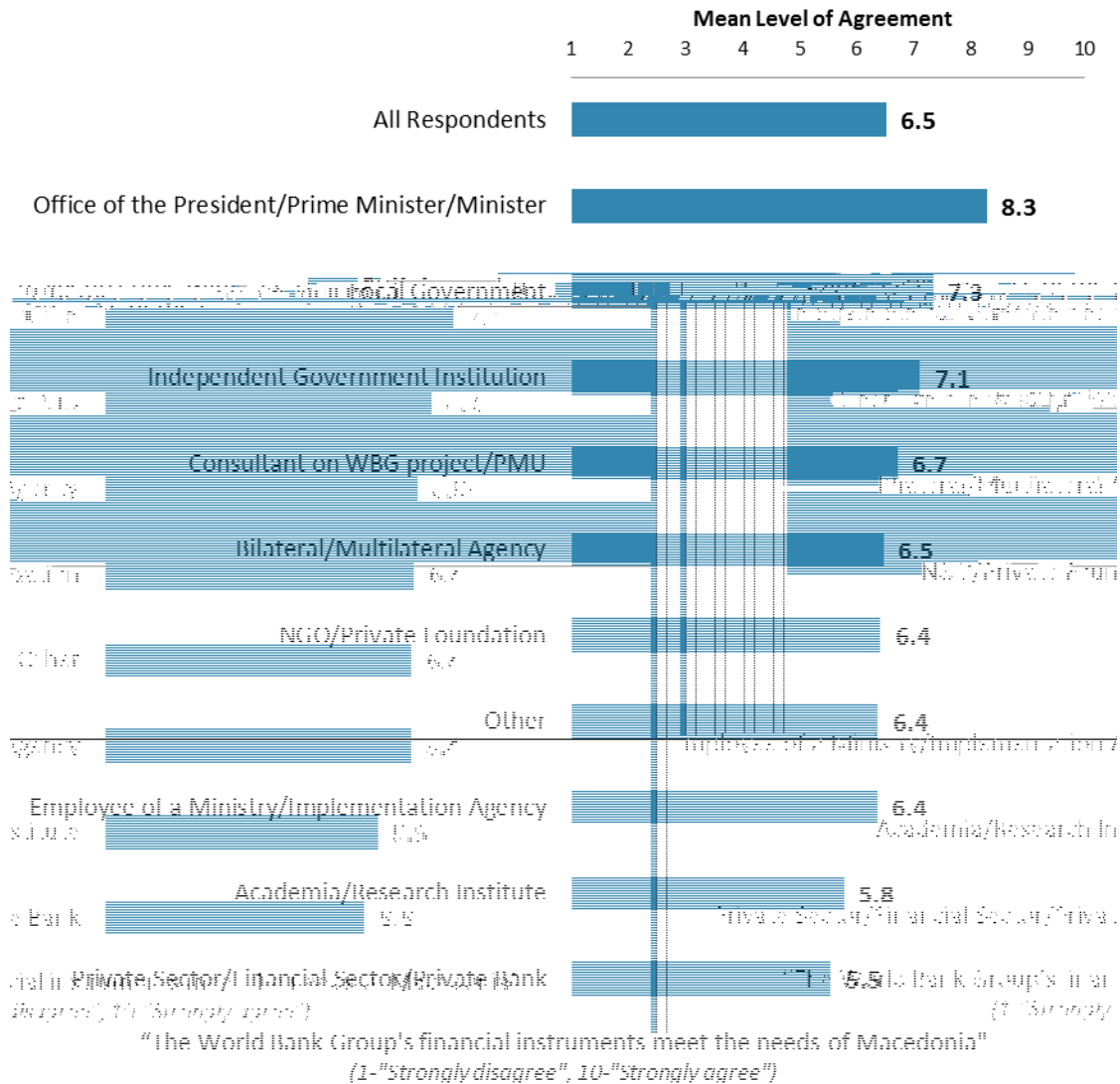


“Overall, how would you rate the technical quality of the World Bank's knowledge work and activities?” (1-“Very low technical quality”, 10-“Very high technical quality”)

IX. World Bank Group Knowledge and Instruments (continued)

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

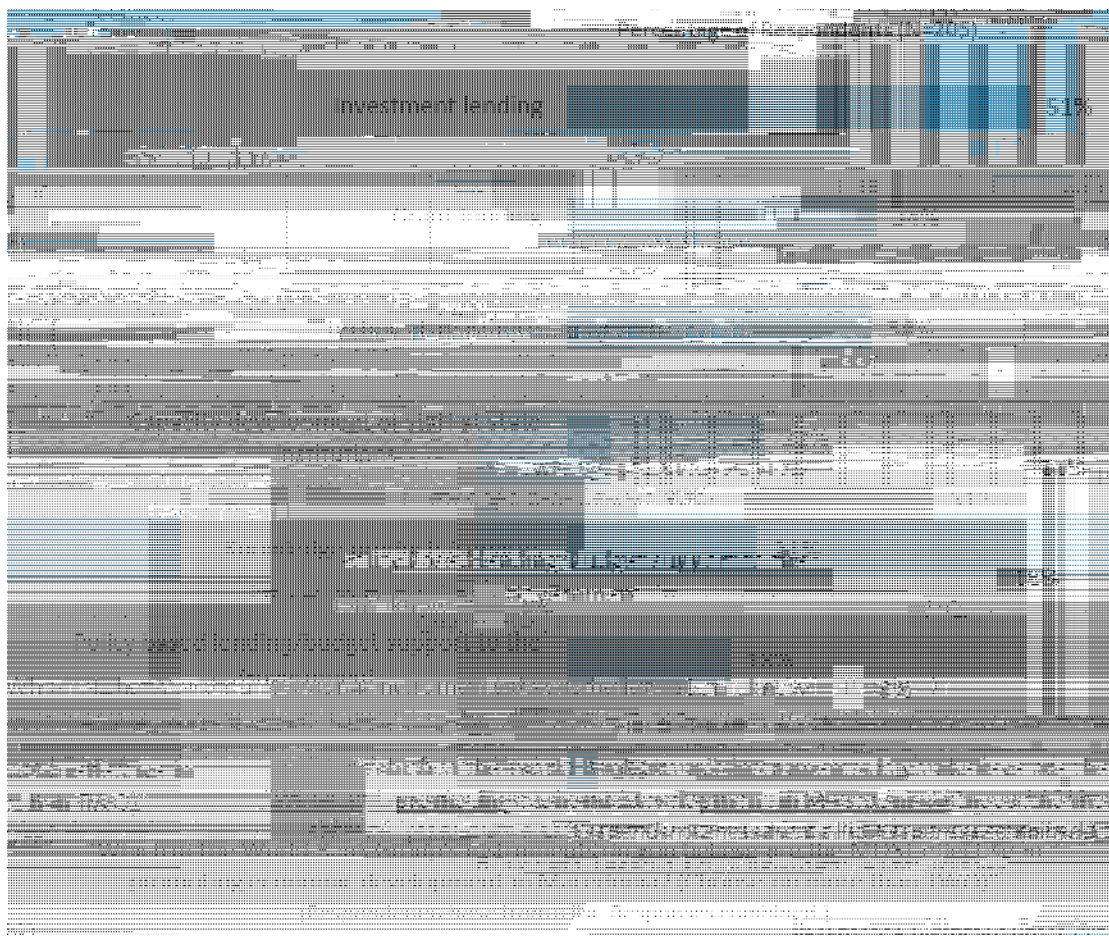
- Respondents from the office of the President/Prime Minister/Minister had the highest levels of agreement that the World Bank Group's financial instruments meet the needs of Macedonia whereas respondents from academia and the private sector/financial sector/private banks had significantly lower levels of agreement.



IX. World Bank Group Knowledge and Instruments (continued)

Most Effective Instruments

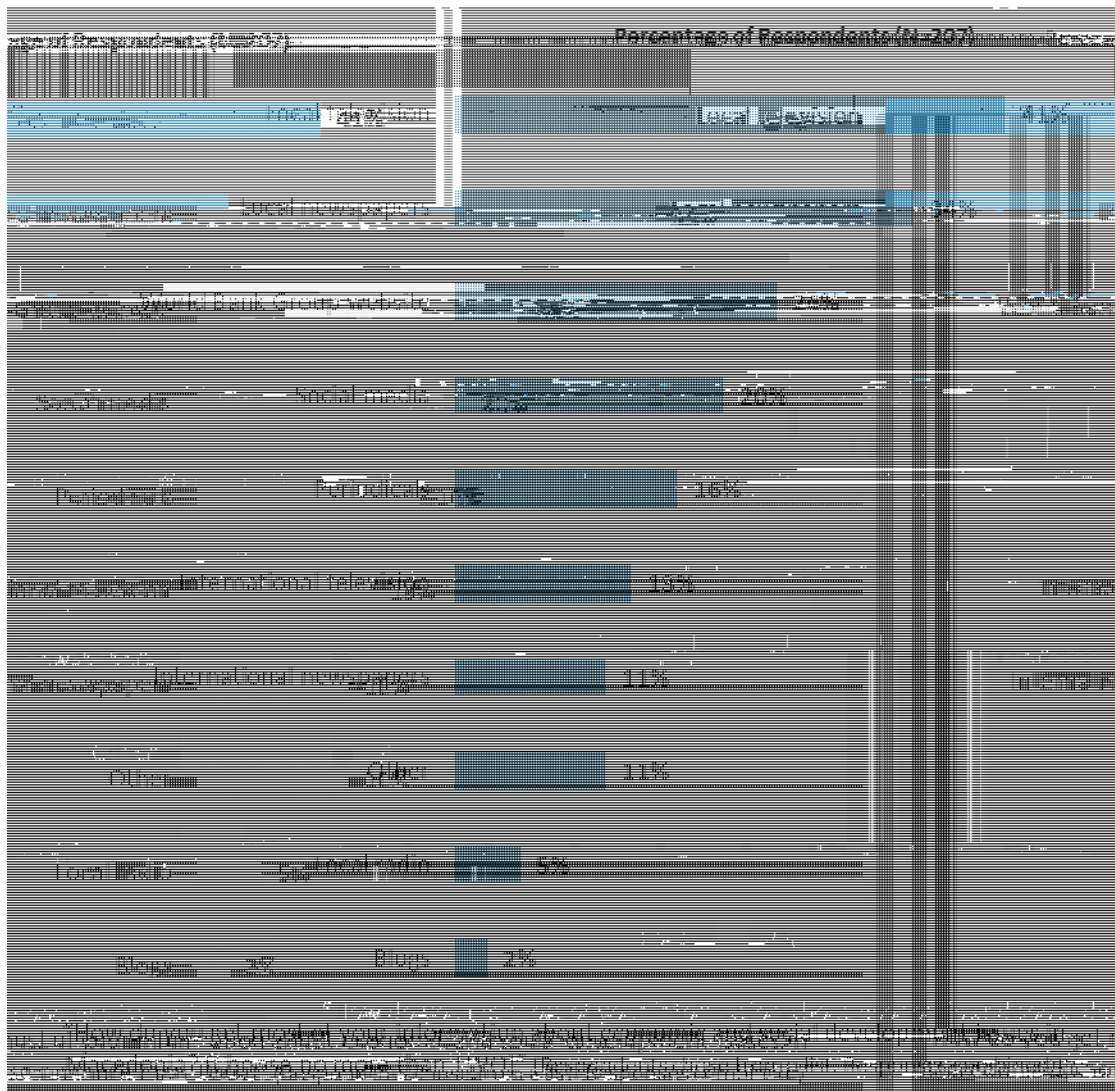
- The majority of respondents from most stakeholder groups indicated that the Bank's investment lending was its most effective instrument in promoting economic development in Macedonia. However, respondents from bilateral or multilateral agencies indicated that the Bank's technical assistance was its most effective instrument, respondents from NGOs/private foundations and other organizations indicated that grant funding was its most effective instrument, and respondents from academia indicated that its knowledge products/services and technical assistance were its most effective instruments in promoting economic development.



X. Communication and Openness

Information Sources

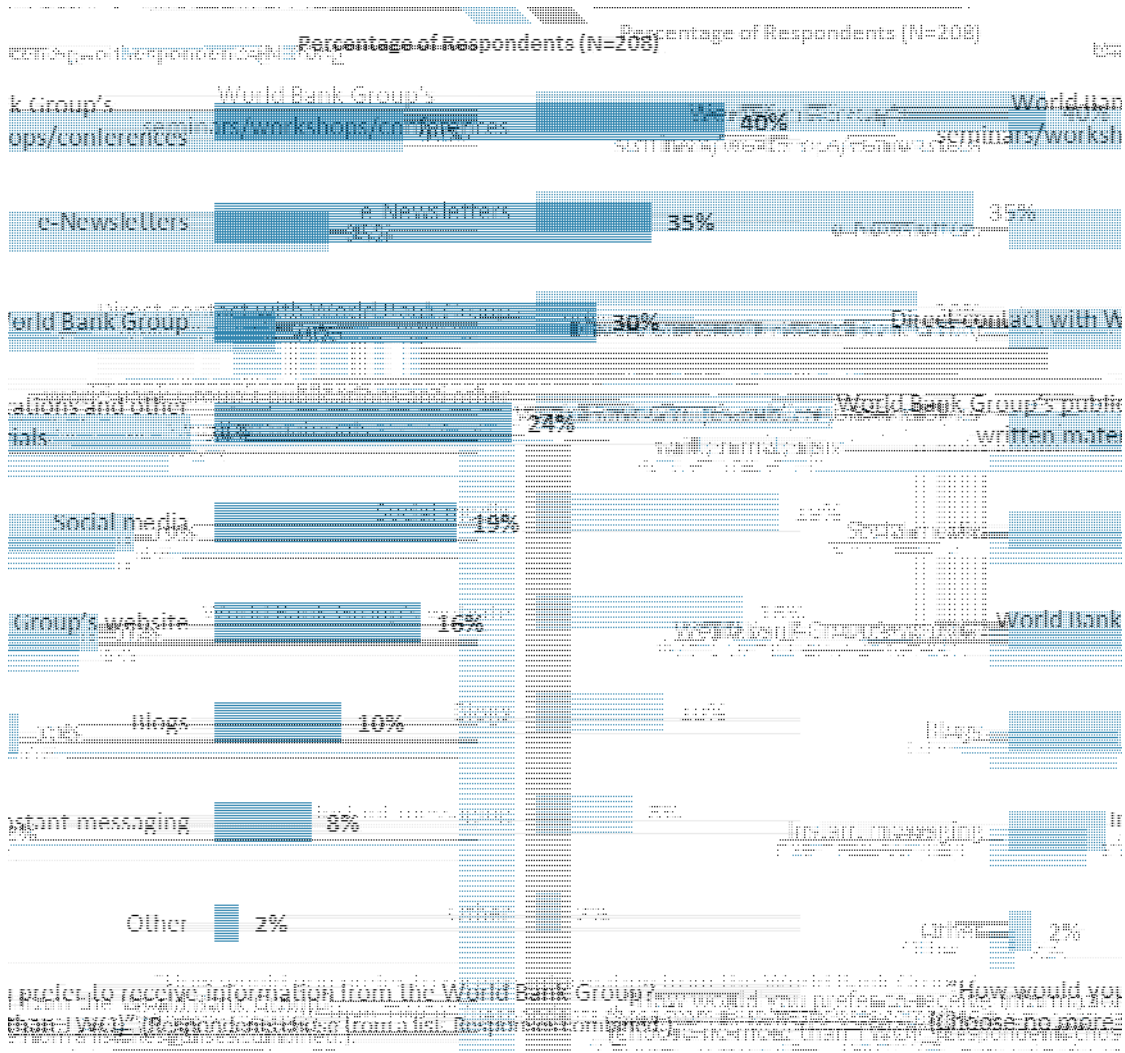
- Respondents in the FY '10 country survey indicated that they got most of their information about economic and social development issues in Macedonia from the Internet (62%), local television (54%), and local newspapers (40%).
- Those respondents who indicated that they do not professionally collaborate with the World Bank Group also indicated that they primarily utilize local television and local newspapers for their information about economic and social development issues.



X. Communication and Openness (continued)

Preferred Information Sources

- Although respondents from most stakeholder groups indicated that they preferred to get information from the World Bank Group via seminars/workshops/conferences and e-Newsletters, respondents from bilateral or multilateral agencies preferred the WBG’s website and respondents from NGOs/private foundations preferred social media.
- Those respondents who indicated that they do not professionally collaborate with the World Bank Group indicated a preference for e-Newsletters to receive information from the Bank, followed by seminars/workshops/conferences, social media, publications, and the Bank website.

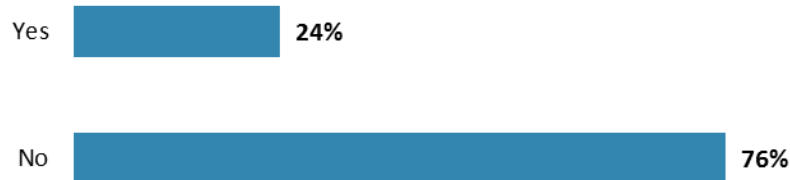


X. Communication and Openness (continued)

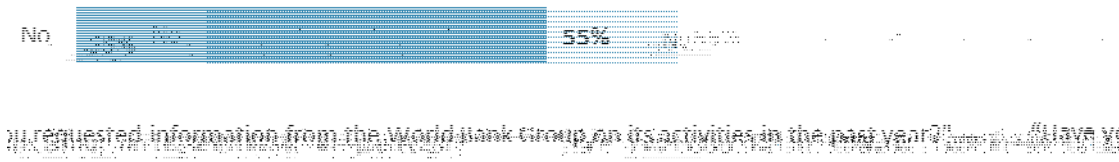
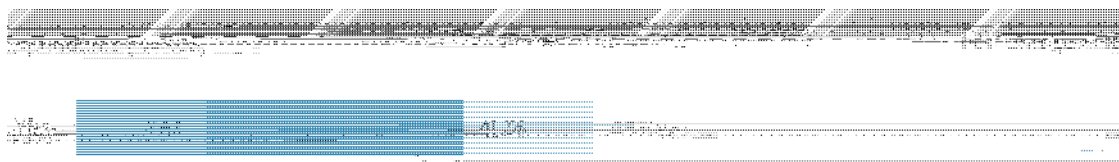
Access to Information

- Respondents from the office of the President/Prime Minister/Minister and other organizations were significantly more likely to have been aware of the Bank’s Access to Information policy compared to respondents from other stakeholder groups (no respondents from academia were aware).
- Those respondents who indicated that they do not professionally collaborate with the World Bank Group were significantly *less* likely to have been aware of the Bank’s Access to Information policy, to have requested information from the Bank, and to have received the requested information compared to respondents who indicated that they do collaborate with the Bank.

Percentage of Respondents (N=208)



“Are you aware of the World Bank Group's Access to Information Policy under which the Bank will now disclose any information in its possession that is not on a list of exceptions?”



Percentage of Respondents (N=95)



“Were you able to obtain this information?”

X. Communication and Openness (continued)

Access to Information (continued)

- Respondents from the office of the President/Prime Minister/Minister and independent government institutions had the highest levels of agreement that they use the WBG's data more often whereas employees of ministries and respondents from the private sector/financial sector/private banks and other organizations had significantly lower levels of agreement.
- Those respondents who indicated that they do not professionally collaborate with the Bank had significantly lower levels of agreement that they use the WBG's data more often compared to respondents who indicated that they do collaborate with the Bank.



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

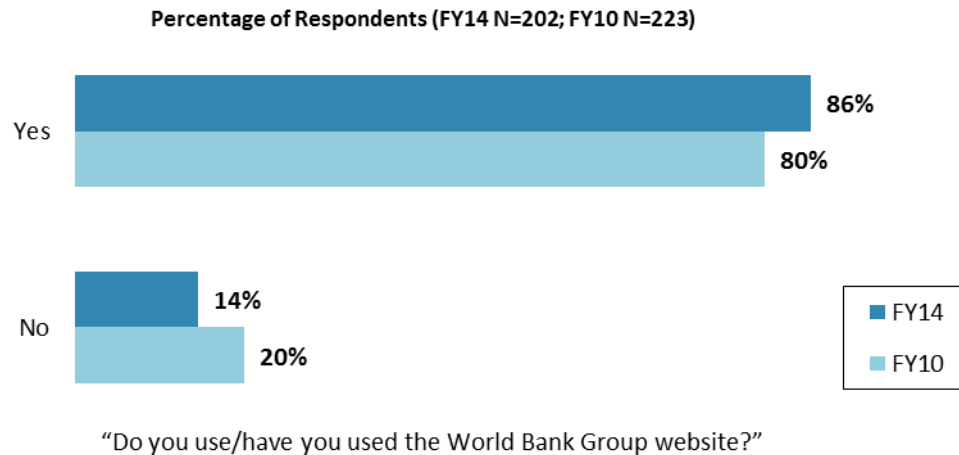
Internet Access

- All but one respondent indicated that they had access to the Internet, which was the same as the FY '10 country survey (99%, all but one respondent).
- Those respondents who indicated that they do not professionally collaborate with the World Bank Group had statistically similar rates of Internet access as respondents who indicated that they do collaborate with the Bank.

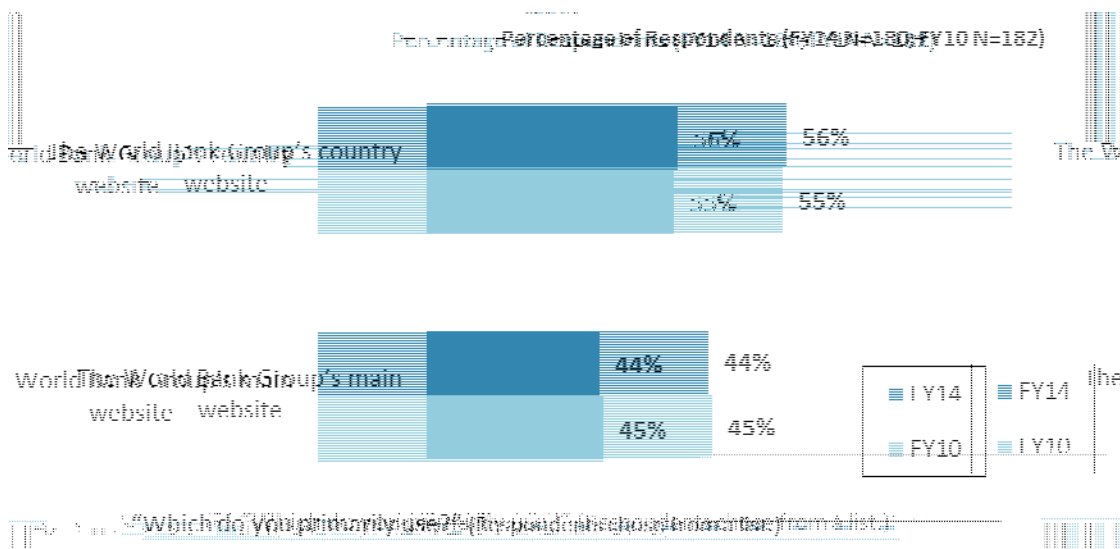
X. Communication and Openness (continued)

Website Usage

- Respondents in this year’s survey indicated statistically similar rates of usage for the World Bank Group’s website compared to respondents from the FY ’10 country survey.
- Those respondents who indicated that they do not professionally collaborate with the World Bank Group were significantly *less* likely to have used the World Bank Group’s website compared to respondents who indicated that they do collaborate with the Bank.



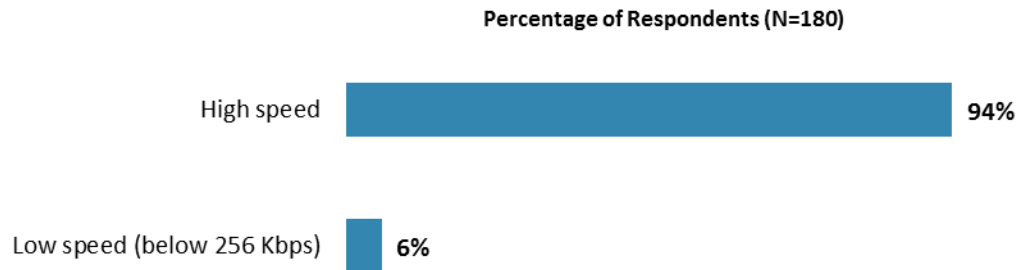
- Respondents in this year’s country survey indicated statistically similar usage for the Bank’s country and main websites compared to respondents from the FY ’10 survey.
- Respondents from local government were significantly more likely to have utilized the Bank’s country website compared to respondents from other stakeholder groups.
- Those respondents who indicated that they do not professionally collaborate with the World Bank Group had statistically similar usage for the Bank’s country and main websites as respondents who indicated that they do collaborate with the Bank.



X. Communication and Openness (continued)

Website Usage (continued)

- Although the vast majority of all respondents indicated using a high speed Internet connection when visiting the Bank's website, those respondents who indicated that they do not professionally collaborate with the World Bank Group were significantly more likely to use a low speed connection compared to respondents who indicated that they do collaborate with the Bank.



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

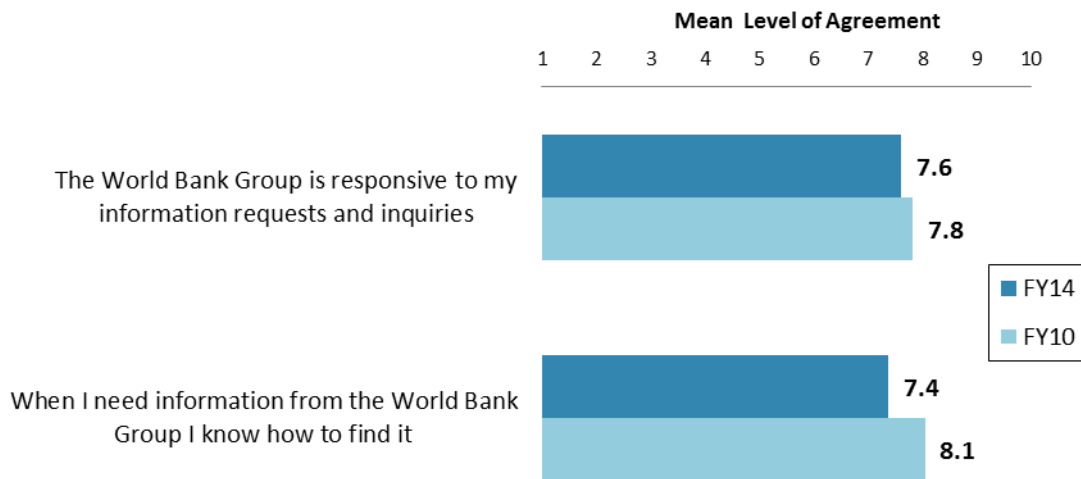
Website/Social Media Evaluation

- Respondents in this year's country survey had significantly lower levels of agreement that they find the Bank's websites easy to navigate compared to respondents from the FY '10 country survey.
- Those respondents who indicated that they do not professionally collaborate with the World Bank Group had significantly lower levels of agreement that they find the information on the Bank's websites useful and that they find the Bank's websites easy to navigate compared to respondents who indicated that they do collaborate with the Bank.

X. Communication and Openness (continued)

Information Sharing

- Respondents in this year's country survey had significantly lower levels of agreement that when they need information from the Bank they know how to find it compared to respondents from the FY '10 country survey.
- Those respondents who indicated that they do not professionally collaborate with the World Bank Group had significantly lower levels of agreement that the Bank is responsive to their information requests and that when they need information from the Bank they know how to find it compared to respondents who indicated that they do collaborate with the Bank.



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

XI. Appendices

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MACEDONIA



Appendix A:

Responses to All Questions across Collaborating Respondents (N=208)

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=205)
The right direction	50.2%
The wrong direction	25.9%
Not sure	23.9%

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=206)
Job creation/employment	32.0%
Economic growth	27.7%
EU integration	26.7%
Transport	20.9%
Poverty reduction	19.9%
Education	19.4%
Foreign direct investment	17.5%
Public sector governance/reform	16.5%
Health	14.6%
Energy	14.6%
Law and justice	14.1%
Business environment and private sector development	12.1%
Agricultural development	12.1%
Trade and exports	11.2%
Social protection	6.3%
Anti-corruption	5.8%
Rural development	5.3%
Environmental sustainability	4.4%
Gender equity	3.4%
Climate change and green growth	3.4%
Regulatory framework	2.9%
Information and communications technology	2.9%
Equality of opportunity	2.4%
Water and sanitation	1.9%
Disaster management	0.0%

A. General Issues Facing Macedonia (continued)

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)	Percentage of Respondents (Responses Combined; N=208)
Economic growth	52.4%
Job creation/employment	42.8%
Foreign direct investment	31.7%
Education	23.1%
Business environment and private sector development	22.1%
EU integration	16.3%
Rural development	14.9%
Agricultural development	14.4%
Energy	10.1%
Public sector governance/reform	9.1%
Anti-corruption	8.2%
Equality of opportunity	7.7%
Social protection	7.7%
Trade and exports	7.2%
Transport	5.8%
Environmental sustainability	4.3%
Law and justice	3.4%
Climate change and green growth	2.9%
Gender equity	2.9%
Water and sanitation	2.4%
Information and communications technology	2.4%
Health	1.9%
Regulatory framework	1.4%
Disaster management	0.0%

A. General Issues Facing Macedonia (continued)

4. Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Macedonia? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=207)
Foreign direct investment	36.7%
Job creation/employment	36.7%
Business environment and private sector development	33.3%
Trade and exports	26.1%
EU integration	24.6%
Public sector governance/reform	20.3%
Energy	19.8%
Agricultural development	19.3%
Transport	16.4%
Education	10.1%
Regulatory framework	9.2%
Rural development	7.7%
Law and justice	7.2%
Information and communications technology	6.3%
Anti-corruption	5.8%
Social protection	4.8%
Equality of opportunity	3.9%
Environmental sustainability	1.9%
Health	1.9%
Gender equity	1.4%
Climate change and green growth	1.4%
Disaster management	0.0%
Water and sanitation	0.0%

5. 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; N=206)
Better employment opportunities for young people	41.7%
Consistent economic growth	35.9%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	22.8%
A growing middle class	20.4%
Education and training that better ensure job opportunity	17.0%
Greater access to micro-finance for the poor	9.7%
Greater voice and participation for citizens to help ensure greater accountability	9.7%
Better opportunity for the poor who live in rural areas	8.3%
Greater access to economic opportunities for ethnic minorities	5.8%
Better employment opportunities for women	5.3%
Greater access to health and nutrition for citizens	5.3%
More reliable social safety net	5.3%
Greater equity of fiscal policy	4.4%
Better opportunity for the poor who live in urban areas	2.9%
Better quality public services	1.5%
Other	1.5%

B. Overall Attitudes toward the World Bank Group

Familiarity	N	DK	Mean	SD
1. How familiar are you with the work of the World Bank Group in Macedonia? (1-Not familiar at all, 10-Extremely familiar)	206	0	6.46	1.87

Overall Effectiveness	N	DK	Mean	SD
2. Overall, please rate your impression of the World Bank Group's effectiveness in Macedonia.* (1-Not effective at all, 10-Very effective)	199	8	6.69	2.02

Staff Preparedness	N	DK	Mean	SD
3. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Macedonia solve its most complicated development challenges?*(1-To no degree at all, 10-To a very significant degree)	195	12	7.11	1.89

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 attention and resources in Macedonia? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=208)
Transport	29.3%
Economic growth	26.0%
Public sector governance/reform	22.1%
Education	21.2%
Poverty reduction	20.2%
Business environment and private sector development	20.2%
Job creation/employment	20.2%
Health	15.4%
Agricultural development	14.9%
Foreign direct investment	13.5%
Energy	13.5%
Rural development	13.0%
EU integration	10.6%
Trade and exports	10.6%
Social protection	6.7%
Equality of opportunity	6.7%
Law and justice	5.8%
Climate change and green growth	4.3%
Regulatory framework	4.3%
Environmental sustainability	3.8%
Information and communications technology	3.8%
Water and sanitation	2.4%
Anti-corruption	2.4%
Gender equity	1.0%
Disaster management	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=207)		
	Greatest Value	2 nd Greatest Value	Combined
Financial resources	40.6%	15.5%	56.1%
Policy advice, studies, analyses	18.4%	19.9%	38.3%
Mobilizing third party financial resources	12.6%	18.0%	30.5%
Technical assistance	5.3%	13.6%	18.9%
Capacity development of staff at state institutions	3.4%	11.2%	14.5%
Data	7.7%	5.8%	13.6%
Convening/facilitating	6.3%	4.4%	10.6%
Coordination with development partners	1.9%	7.8%	9.7%
Linkage to non-Bank expertise	2.4%	3.4%	5.8%
Other	1.4%	0.5%	1.9%

How effectively to the World Bank Groups' activities below support Macedonia's efforts to achieve development results? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
6. Convening/facilitating	177	31	6.38	1.99
7. Data	188	20	7.20	1.98
8. Policy advice, studies, analyses	192	16	7.36	1.83
9. Financial resources	194	14	7.46	1.93
10. Technical assistance	191	17	7.21	1.84
11. Mobilizing third party financial resources	178	30	6.92	1.99
12. Coordination with development partners	178	30	6.79	1.87
13. Linkage to non-Bank expertise	161	47	6.96	1.96

The World Bank Group can provide capacity building support in a number of ways in Macedonia. To what degree would Macedonia benefit, if capacity building were to support...? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
14. Groups outside of government to help them more effectively engage and participate in development efforts	192	11	7.17	2.21
15. The public sector , related to implementation of specific development projects on the ground	202	4	7.73	1.98
16. The public sector , related to changing institutions	192	10	7.45	2.06

How EFFECTIVE do you believe the World Bank Group is in terms of the capacity building work it does in each of the following areas in Macedonia? (If you have NO exposure to/experience in any of the areas listed below, please respond "Don't know") (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
17. Project implementation (or other organizational strengthening)	175	25	7.42	1.84
18. Citizen engagement (incorporating citizens' voices into development)	129	64	6.09	2.24
19. Policy design (for clarity and better incentives to achieve development goals)	152	42	6.86	1.93

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

When thinking about how to improve capacity building in Macedonia to help ensure better development results, looking forward, how IMPORTANT is it for the World Bank Group to be involved in the following aspects of capacity building? (If you have NO exposure to/experience in any of the areas listed below, please respond "Don't know") (1-Not important at all, 10-Very important)	Importance			
	N	DK	Mean	SD
20. Project implementation (or other organizational strengthening)	187	14	8.18	1.83
21. Citizen engagement (incorporating citizens' voices into development)	157	40	7.36	2.31
22. Policy design (for clarity and better incentives to achieve development goals)	165	32	7.91	1.99

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)	Percentage of Respondents (Responses Combined; N=207)
Not adequately sensitive to political/social realities in Macedonia	22.7%
Not enough public disclosure of its work	17.9%
Don't know	16.9%
Too influenced by developed countries	13.5%
Not collaborating enough with non-state actors	13.5%
Not willing to honestly criticize policies and reform efforts in the country	11.6%
Imposing technocratic solutions without regard to political realities	10.6%
Not aligned with country priorities	10.1%
World Bank Group's processes too complex	8.7%
Not exploring alternative policy options	7.7%
Too bureaucratic in its operational policies and procedures	7.7%
World Bank Group's processes too slow	7.2%
Arrogant in its approach	5.3%
Not aligned with other development partners' work	4.3%
Staff too inaccessible	3.4%
The credibility of its knowledge/data	1.9%
Not client focused	1.4%
Other	1.4%

24. Which of the World Bank Group's instruments do you believe are the MOST effective in promoting economic development in Macedonia? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=205)
Investment lending	51.2%
Grant funding	34.1%
Technical assistance	33.7%
Capacity development of staff at state institutions	22.0%
Knowledge products/services	21.0%
Policy based lending/budget support to the Government	18.0%
Don't know	3.4%
Other	0.0%

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

25. In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=206)
Private sector	46.6%
Local government	33.0%
Academia/think tanks/research institutes	24.8%
NGOs	20.4%
Beneficiaries	16.5%
Media	9.7%
Parliament	7.8%
Community of development partners	6.8%
Community-based organizations	6.3%
Foundations	5.8%
Other	2.9%
Faith-based organizations	2.4%
Don't know	1.9%

To what extent do you agree with the following statements about the World Bank Group's work in Macedonia? <i>(1-Strongly disagree, 10-Strongly agree)</i>	Level of Agreement			
	N	DK	Mean	SD
26. Overall the World Bank Group currently plays a relevant role in development in Macedonia*	192	10	7.02	2.01
27. The World Bank Group's work is aligned with what I consider the development priorities for Macedonia*	191	13	6.84	1.91
28. The World Bank Group supports programs and strategies that are realistic for Macedonia	193	11	7.23	1.84
29. The World Bank Group treats clients and stakeholders in Macedonia with respect	187	16	7.60	1.94

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
30. Responsiveness*	7.54	28	7.54	1.88
31. Flexibility (in terms of the World Bank Group's products and services)*	7.07	29	7.07	1.81
32. Flexibility (in terms of changing country circumstances)*	7.11	28	7.11	2.01
33. Being inclusive*	7.23	31	7.23	1.90
34. Openness*	7.21	13	7.21	2.15
35. Staff accessibility*	7.43	21	7.43	2.16
36. Straightforwardness and honesty*	7.68	26	7.68	1.96
37. Ease of access to the people at the World Bank Group who are making decisions important to my work	7.36	32	7.36	2.08
38. Collaboration with groups outside of the Government*	6.68	45	6.68	2.21
39. Collaboration with the Government*	8.11	23	8.11	1.64
40. Collaboration with other development partners*	7.47	43	7.47	1.87
41. The speed in which it gets things accomplished on the ground*	7.40	26	7.40	1.82
42. Being a long-term partner	8.19	15	8.19	1.81

43. To be a more effective development partner in Macedonia, do you believe that the World Bank Group should have...?	Percentage of Respondents (N=207)
More local presence	63.8%
The current level of local presence is adequate	24.2%
Less local presence	4.8%
Don't know	7.2%

44. 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=206)
The World Bank Group is not sensitive enough to political/social realities on the ground	28.6%
Reforms are not well thought out in light of country challenges	26.1%
Lack of/inadequate levels of capacity in Government	25.6%
Political pressures and obstacles	24.6%
Poor coordination with development partners	22.2%
There is not an adequate level of citizen/civil society participation	16.7%
The Government works inefficiently	10.8%
The World Bank Group does not do adequate follow through/follow-up	9.9%
The World Bank Group works too slowly	8.9%
Other	3.9%

C. World Bank Group 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. Anti-corruption	182	15	7.31	2.45
2. Information and communications technology	191	6	7.19	2.09
3. Transport	197	4	8.52	1.80
4. Law and justice	191	7	7.50	2.18
5. Environmental sustainability	195	4	7.82	1.87
6. Regulatory framework	186	7	7.49	1.96
7. Poverty reduction	195	4	8.33	1.80
8. Gender equity	186	13	6.71	2.56
9. Business environment and private sector development	194	5	8.37	1.74
10. Foreign direct investment	195	4	8.28	1.80
11. Water and sanitation	190	10	7.84	1.93
12. Trade and exports	188	10	7.54	2.04
13. Economic growth	198	3	8.63	1.56
14. Energy	193	6	8.40	1.75
15. Disaster management	183	15	6.54	2.34
16. Public sector governance/reform	191	9	7.79	1.91
17. Job creation/employment	196	4	8.23	1.88
18. Equality of opportunity	184	13	6.96	2.42
19. Health	192	7	7.84	2.00
20. Rural development	196	4	8.19	1.77
21. EU integration	193	6	7.28	2.59
22. Education	192	6	8.00	1.93
23. Social protection	189	10	7.34	2.30
24. Climate change and green growth	194	6	7.44	2.21
25. Agricultural development	195	4	8.45	1.71

C. World Bank Group 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. Anti-corruption	83	111	5.70	2.59
2. Information and communications technology	85	111	6.36	2.35
3. Transport	133	62	7.38	1.96
4. Law and justice	88	107	6.30	2.25
5. Environmental sustainability	104	92	6.72	2.11
6. Regulatory framework	107	86	6.95	2.07
7. Poverty reduction	121	72	6.41	2.42
8. Gender equity	83	109	6.16	2.62
9. Business environment and private sector development	116	77	6.62	2.15
10. Foreign direct investment	113	83	6.32	2.23
11. Water and sanitation	115	78	6.97	2.26
12. Trade and exports	97	93	6.24	2.36
13. Economic growth	120	74	7.06	2.24
14. Energy	119	74	7.31	2.29
15. Disaster management	80	111	6.08	2.45
16. Public sector governance/reform	121	71	6.64	2.25
17. Job creation/employment	122	71	6.18	2.48
18. Equality of opportunity	88	103	5.93	2.66
19. Health	105	88	6.44	2.42
20. Rural development	105	87	6.30	2.49
21. EU integration	103	88	5.83	2.61
22. Education	109	82	6.41	2.48
23. Social protection	99	94	6.31	2.57
24. Climate change and green growth	100	94	6.59	2.49
25. Agricultural development	108	86	6.66	2.25

3. Where are the World Bank Group's decisions made primarily that support the program in Macedonia?	Percentage of Respondents (N=206)
At the Headquarters (in Washington D.C.)	49.5%
In the country	24.8%
Don't know	25.7%

Achieving Development Results	N	DK	Mean	SD
4. 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)	194	12	6.63	1.85

C. World Bank Group Effectiveness and Results (continued)

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
5. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, trust funds/grants, Program 4 Result, etc.) meet the needs of Macedonia*	185	21	6.52	2.02
6. The World Bank Group meets Macedonia's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	182	20	6.52	2.05

Internal Evaluation Mechanisms	N	DK	Mean	SD
7. To what extent do you believe the World Bank Group's internal evaluation mechanisms hold the institution accountable for achieving results in Macedonia? (1-To no degree at all, 10-To a very significant degree)	156	50	6.79	1.99

D. The World Bank Group's Knowledge Work and Activities*(i.e., Analysis, Studies, Data, Reports, Conferences)*

1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	Percentage of Respondents (N=365)
Weekly	4.3%
Monthly	17.8%
A few times a year	37.0%
Rarely	32.2%
Never	8.7%

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

2. When thinking about the development challenges in Macedonia, where do you believe it would be most valuable for the World Bank Group to focus its knowledge work and activities in the next few years? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=206)
Economic growth	35.9%
Transport	23.3%
Job creation/employment	19.4%
Education	19.4%
Poverty reduction	18.9%
Energy	18.0%
Public sector governance/reform	17.5%
Business environment and private sector development	17.0%
Agricultural development	15.0%
Health	14.1%
Trade and exports	13.6%
EU integration	12.6%
Foreign direct investment	10.7%
Rural development	8.7%
Social protection	7.8%
Law and justice	5.3%
Anti-corruption	4.9%
Environmental sustainability	4.4%
Equality of opportunity	4.4%
Climate change and green growth	4.4%
Regulatory framework	3.9%
Information and communications technology	3.4%
Gender equity	1.9%
Water and sanitation	1.9%
Disaster management	0.0%

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
3. Are timely	165	35	6.98	1.96
4. Include appropriate level of stakeholder involvement during preparation	168	33	6.70	2.02
5. Are relevant to Macedonia's development priorities	176	23	7.37	1.88
6. Lead to practical solutions	173	25	7.32	1.89
7. Are accessible (well written and easy to understand)	181	18	7.24	1.93
8. Are source of relevant information on global good practices	177	21	7.67	1.93
9. Enhance your knowledge and/or skills	180	19	7.66	1.89
10. Are adequately disseminated	166	29	6.75	2.28
11. Are translated enough into local language	159	39	6.67	2.19
12. Are adaptable to Macedonia's specific development challenges and country circumstances*	171	27	7.10	2.08

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

Overall Evaluations	N	DK	Mean	SD
13. 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)	195	10	7.50	1.85
14. 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)	181	26	7.38	1.73

E. Working with the World Bank Group

To what extent does each of the following aspects of the World Bank Group's delivery work contribute to solving Macedonia's development challenges? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
1. Conceptualization (understanding and framing the problem)	184	21	7.16	1.92
2. Design (appraising and planning the solutions)	181	23	7.15	1.93
3. Implementation (executing, carrying out, monitoring, and making appropriate adjustments)	186	20	7.25	1.90
4. Evaluation (assessing the impact and results)	180	23	7.40	1.92

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
5. The World Bank Group disburses funds promptly	143	61	7.54	1.95
6. The World Bank Group effectively monitors and evaluates the projects and programs it supports	180	24	7.52	1.97
7. The World Bank Group's approvals and reviews are done in a timely fashion	164	39	7.50	1.96
8. The World Bank Group's "Safeguard Policy" requirements are reasonable	148	52	7.36	1.98
9. The World Bank Group's conditions on its lending are reasonable	162	38	7.35	2.07
10. The World Bank Group takes decisions quickly in Macedonia	155	47	7.19	2.02
11. Working with the World Bank Group increases Macedonia's institutional capacity	183	18	7.54	1.99
12. The World Bank Group ensures consistency and continuity through staff changes	166	36	7.45	2.04
13. Where country systems are adequate, the World Bank Group makes appropriate use of them*	146	55	7.36	2.00
14. The World Bank Group provides effective implementation support	172	30	7.72	1.93

15. Which of the following best describes the way the World Bank Group operates in Macedonia?	Percentage of Respondents (N=205)
The World Bank Group takes too much risk in Macedonia	3.4%
The World Bank Group does not take enough risk in Macedonia	22.0%
The World Bank Group's approach to risk is appropriate	42.4%
Don't know	22.4%
Prefer not to answer	9.8%

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

1. 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; N=202)
Offer more innovative financial products	32.2%
Reach out more to groups outside of Government	31.2%
Increase the level of capacity development in the country	23.8%
Collaborate more effectively with Government clients (e.g., state, local)	20.8%
Reduce the complexity of obtaining World Bank Group financing	19.8%
Improve the competitiveness of its financing compared to markets	13.9%
Improve the quality of its experts as related to Macedonia's specific challenges	11.4%
Offer more innovative knowledge services	11.4%
Provide more adequate data/knowledge/statistics/figures on Macedonia's economy	9.9%
Ensure greater selectivity in its work	4.5%
Increase availability of Fee-Based services	4.5%
Work faster	2.5%
Other	1.0%

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?	Percentage of Respondents (N=206)
Financial services	44.7%
Knowledge products	25.2%
The combination is appropriate for Macedonia	11.7%
Don't know	9.2%
Convening services	5.8%
None of the above	3.4%

3. Please identify the TWO areas related to economic diversification in Macedonia where greater support from the World Bank Group would be most valuable. (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=207)
Transport infrastructure	35.7%
Investments in energy efficiency and renewable energy	33.8%
Business environment reforms to increase country's competitiveness	30.4%
Skills development and innovation	27.1%
Conducting analysis of the profile of poverty and trends	18.8%
Public sector reform	13.5%
Information and communication technology	11.1%
Increasing the efficiency of the social protection system	9.7%
Climate change	4.3%
Other	1.9%
Don't know	1.0%

G. Communication and Information Sharing

1. 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; N=207)
Local television	40.6%
Local newspapers	33.8%
World Bank Group website	23.7%
Social media	19.8%
Periodicals	16.4%
International television	13.0%
International newspapers	11.1%
Other	11.1%
Local radio	4.8%
Blogs	2.4%

2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=208)
World Bank Group's seminars/workshops/conferences	40.4%
e-Newsletters	34.6%
Direct contact with World Bank Group	30.3%
World Bank Group's publications and other written materials	23.6%
Social media	19.2%
World Bank Group's website	16.3%
Blogs	10.1%
Instant messaging	7.7%
Other	1.9%

3. Are you aware of the World Bank Group's Access to Information Policy under which the Bank will now disclose any information in its possession that is not a list of exceptions?	Percentage of Respondents (N=208)
Yes	24.0%
No	76.0%

4. Have you requested information from the World Bank Group on its activities in the past year?	Percentage of Respondents (N=206)
Yes	45.1%
No	54.9%

5. Were you able to obtain this information?	Percentage of Respondents (N=95)
Yes	91.6%
No	8.4%

6. Do you have access to the Internet?	Percentage of Respondents (N=203)
Yes	99.5%
No	.5%

7. Do you use/have used the World Bank Group website?	Percentage of Respondents (N=202)
Yes	85.6%
No	14.4%

G. Communication and Information Sharing (continued)

8. Which do you primarily use?	Percentage of Respondents (N=341)
The World Bank Group's country website	56.1%
The World Bank Group's main website	43.9%

9. Which Internet connection do you use primarily when visiting a World Bank Group website?	Percentage of Respondents (N=180)
High speed	94.4%
Low speed (below 256 Kbps)	5.6%

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
10. I use/consult World Bank Group's data more often than I did a few years ago	196	10	6.43	2.55
11. I find the World Bank Group's websites easy to navigate	176	5	7.19	1.88
12. I find the information on the World Bank Group's websites useful	174	4	7.75	1.83
13. The World Bank Group's social media channels are valuable sources of information about the institution	145	59	6.42	2.36
14. When I need information from the World Bank Group I know how to find it	202	5	7.37	2.22
15. The World Bank Group is responsive to my information requests and inquiries	172	33	7.60	2.24

H. Background Information

1. Which of the following best describes your current position? (Please mark only ONE response)	Percentage of Respondents (N=205)
Local Government Office or Staff	18.5%
Employee of a Ministry, Ministerial Department or Implementation Agency	18.0%
Private Sector Organization	12.2%
Academia/Research Institute/Think Tank	7.8%
Financial Sector/Private Bank	6.8%
Multilateral Agency	5.9%
Independent Government Institution	4.4%
Consultant/Contractor working on World Bank Group supported project/program	3.4%
NGO	3.4%
Project Management Unit overseeing implementation of project	2.9%
Bilateral Agency	2.9%
Office of Minister	2.4%
Private Foundation	2.4%
Office of Parliamentarian	2.0%
Media	2.0%
Judiciary Branch	2.0%
Office of the President, Prime Minister	1.0%
Other	1.0%
Faith-Based Group	.5%
Youth Organization	.5%

H. Background Information (continued)

2. Please identify the primary specialization of your work. (Please mark only ONE response)	Percentage of Respondents (N=204)
Education	10.3%
Financial markets/banking	10.3%
Public sector governance/public financial management/anti-corruption	10.3%
Private sector development/foreign direct investment	9.3%
Law and justice/regulatory framework	8.3%
Other	8.3%
Agriculture/rural development/food security	6.4%
Energy	6.4%
Job creation/employment	5.4%
Information and communications technology	4.4%
Social protection	3.9%
Transport	3.9%
Gender equity/equality of opportunity	2.9%
Natural resource management/environmental sustainability	2.9%
Urban development	2.9%
Climate change/disaster management	1.5%
Water and sanitation	1.5%
Health/Communicable/non-communicable diseases	1.0%

3. Currently, do you professionally collaborate/work with the World Bank Group in your country?	Percentage of Respondents (N=208)
Yes	100.0%
No	0.0%

4. Which of the following agencies of the World Bank Group do you work with in Macedonia? (Select all that apply)	Percentage of Respondents (N=200)
The World Bank (IBRD)	79.0%
International Finance Corporation (IFC)	25.5%
The Multilateral Investment Guarantee Agency (MIGA)	2.5%
None	10.0%

5. Which of the following describes most of your exposure to the World Bank Group in Macedonia? (Choose no more than TWO)	Percentage of Respondents (N=208)
Collaborate as part of my professional duties	55.8%
Engage in World Bank Group related/sponsored events/activities	33.7%
Use World Bank Group reports/data	22.1%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	14.9%
Use World Bank Group website for information, data, research, etc.	13.5%

6. Which best represents your geographic location?	Percentage of Respondents (N=206)
Skopje	76.2%
Outside Skopje	23.8%

Appendix B: Responses to All Questions by Stakeholder Groups

Office of the President/Prime Minister/Minister N=7 ● Employee of a Ministry N=37 ● Consultant on WBG project/PMU N=13
 Local Government N=38 ● Bilateral/Multilateral Agency N=18 ● Private Sector/Financial Sector/Private Bank N=39
 NGO/Private Foundation N=12 ● Independent Government Institution N=9 ● Academia/Research Institute N=16 ● Other N=16

A. General Issues Facing Macedonia

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
The right direction	85.7%	56.8%	33.3%	73.0%	27.8%	35.9%	50.0%	88.9%	33.3%	31.3%
The wrong direction	14.3%	21.6%	33.3%	8.1%	44.4%	33.3%	33.3%	-	40.0%	31.3%
Not sure	-	21.6%	33.3%	18.9%	27.8%	30.8%	16.7%	11.1%	26.7%	37.5%

*Significantly different between stakeholder groups

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 3)

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Social protection	0.0%	8.1%	0.0%	8.1%	0.0%	7.7%	0.0%	11.1%	13.3%	6.3%
Transport	14.3%	29.7%	15.4%	32.4%	22.2%	23.1%	0.0%	0.0%	13.3%	12.5%
Public sector governance/reform	14.3%	16.2%	15.4%	10.8%	22.2%	15.4%	16.7%	22.2%	20.0%	25.0%
EU integration	42.9%	24.3%	30.8%	29.7%	16.7%	25.6%	33.3%	33.3%	20.0%	25.0%
Gender equity*	0.0%	0.0%	23.1%	2.7%	5.6%	0.0%	8.3%	0.0%	6.7%	0.0%
Business environment and private sector development	0.0%	10.8%	23.1%	5.4%	16.7%	17.9%	16.7%	22.2%	13.3%	0.0%
Foreign direct investment*	0.0%	16.2%	23.1%	43.2%	0.0%	10.3%	0.0%	33.3%	6.7%	12.5%
Water and sanitation	0.0%	5.4%	0.0%	2.7%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%
Anti-corruption	14.3%	5.4%	15.4%	2.7%	0.0%	5.1%	16.7%	0.0%	6.7%	6.3%
Job creation/employment	28.6%	29.7%	23.1%	48.6%	27.8%	25.6%	25.0%	66.7%	26.7%	25.0%
Rural development	0.0%	2.7%	15.4%	5.4%	0.0%	2.6%	16.7%	0.0%	6.7%	6.3%
Environmental sustainability	0.0%	0.0%	0.0%	0.0%	11.1%	5.1%	16.7%	11.1%	6.7%	6.3%
Equality of opportunity	0.0%	5.4%	0.0%	0.0%	5.6%	2.6%	0.0%	0.0%	6.7%	0.0%
Health	14.3%	10.8%	7.7%	10.8%	11.1%	28.2%	8.3%	11.1%	6.7%	25.0%
Education	14.3%	13.5%	15.4%	13.5%	44.4%	12.8%	33.3%	11.1%	40.0%	18.8%
Poverty reduction	14.3%	10.8%	7.7%	37.8%	16.7%	25.6%	16.7%	0.0%	13.3%	25.0%
Energy	14.3%	18.9%	7.7%	8.1%	16.7%	10.3%	8.3%	33.3%	20.0%	12.5%
Climate change and green growth*	0.0%	0.0%	7.7%	2.7%	5.6%	0.0%	8.3%	0.0%	20.0%	0.0%
Agricultural development*	42.9%	16.2%	23.1%	2.7%	11.1%	0.0%	16.7%	11.1%	6.7%	31.3%
Trade and exports	14.3%	8.1%	15.4%	8.1%	22.2%	15.4%	8.3%	0.0%	6.7%	12.5%
Economic growth	42.9%	35.1%	30.8%	10.8%	22.2%	41.0%	25.0%	22.2%	20.0%	25.0%
Law and justice	0.0%	18.9%	0.0%	5.4%	22.2%	23.1%	8.3%	11.1%	20.0%	12.5%
Regulatory framework	14.3%	5.4%	0.0%	2.7%	0.0%	2.6%	0.0%	0.0%	0.0%	6.3%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	8.1%	0.0%	2.7%	0.0%	0.0%	8.3%	0.0%	0.0%	6.3%

*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	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Water and sanitation	0.0%	2.7%	0.0%	5.3%	5.6%	0.0%	0.0%	0.0%	6.3%	0.0%
Equality of opportunity	0.0%	5.4%	15.4%	0.0%	16.7%	7.7%	8.3%	0.0%	12.5%	18.8%
Economic growth	71.4%	59.5%	53.8%	52.6%	38.9%	53.8%	58.3%	66.7%	43.8%	43.8%
Climate change and green growth	0.0%	8.1%	7.7%	0.0%	0.0%	0.0%	8.3%	0.0%	6.3%	0.0%
EU integration	28.6%	8.1%	7.7%	26.3%	11.1%	17.9%	8.3%	0.0%	31.3%	6.3%
Gender equity	0.0%	2.7%	15.4%	0.0%	5.6%	2.6%	0.0%	0.0%	6.3%	0.0%
Rural development	28.6%	13.5%	15.4%	13.2%	38.9%	10.3%	16.7%	33.3%	0.0%	6.3%
Regulatory framework*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	18.8%
Social protection	0.0%	5.4%	7.7%	7.9%	5.6%	10.3%	0.0%	11.1%	12.5%	6.3%
Law and justice	0.0%	2.7%	7.7%	7.9%	0.0%	0.0%	0.0%	0.0%	6.3%	6.3%
Transport	0.0%	13.5%	0.0%	5.3%	5.6%	5.1%	8.3%	11.1%	0.0%	0.0%
Information and communications technology	0.0%	2.7%	0.0%	0.0%	0.0%	2.6%	16.7%	0.0%	0.0%	6.3%
Anti-corruption	0.0%	5.4%	7.7%	5.3%	5.6%	20.5%	8.3%	0.0%	6.3%	6.3%
Business environment and private sector development*	14.3%	29.7%	38.5%	5.3%	22.2%	41.0%	8.3%	11.1%	18.8%	12.5%
Foreign direct investment*	42.9%	40.5%	23.1%	57.9%	11.1%	20.5%	8.3%	33.3%	18.8%	18.8%
Education	28.6%	13.5%	23.1%	15.8%	22.2%	25.6%	33.3%	44.4%	37.5%	18.8%
Energy*	0.0%	8.1%	15.4%	2.6%	16.7%	10.3%	41.7%	11.1%	12.5%	0.0%
Public sector governance/reform	28.6%	8.1%	0.0%	5.3%	11.1%	7.7%	8.3%	0.0%	12.5%	25.0%
Environmental sustainability	0.0%	2.7%	0.0%	2.6%	5.6%	5.1%	0.0%	11.1%	6.3%	12.5%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Health	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	12.5%
Agricultural development	28.6%	10.8%	23.1%	10.5%	11.1%	15.4%	16.7%	11.1%	18.8%	18.8%
Job creation/employment	14.3%	37.8%	30.8%	50.0%	55.6%	38.5%	41.7%	55.6%	43.8%	50.0%
Trade and exports	14.3%	8.1%	7.7%	15.8%	5.6%	5.1%	0.0%	0.0%	0.0%	6.3%

*Significantly different between stakeholder groups

A. General Issues Facing Macedonia (continued)

Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Macedonia? (Choose no more than 3)

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Energy*	0.0%	13.5%	7.7%	18.4%	27.8%	15.4%	50.0%	22.2%	6.7%	37.5%
Gender equity*	0.0%	0.0%	15.4%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%
Equality of opportunity*	14.3%	0.0%	23.1%	2.6%	5.6%	0.0%	0.0%	0.0%	13.3%	0.0%
Social protection	0.0%	2.7%	15.4%	2.6%	5.6%	2.6%	8.3%	0.0%	13.3%	6.3%
EU integration	28.6%	27.0%	38.5%	26.3%	11.1%	33.3%	16.7%	33.3%	6.7%	18.8%
Climate change and green growth*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	13.3%	0.0%
Anti-corruption	0.0%	8.1%	7.7%	2.6%	5.6%	7.7%	8.3%	11.1%	0.0%	0.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Rural development	28.6%	8.1%	7.7%	13.2%	0.0%	2.6%	16.7%	0.0%	6.7%	6.3%
Foreign direct investment	28.6%	48.6%	30.8%	42.1%	22.2%	33.3%	8.3%	66.7%	33.3%	37.5%
Water and sanitation	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Education*	0.0%	8.1%	0.0%	0.0%	27.8%	12.8%	16.7%	22.2%	20.0%	0.0%
Information and communications technology	0.0%	2.7%	7.7%	2.6%	5.6%	10.3%	16.7%	0.0%	0.0%	18.8%
Regulatory framework	0.0%	2.7%	0.0%	13.2%	11.1%	7.7%	16.7%	0.0%	6.7%	25.0%
Trade and exports	42.9%	24.3%	23.1%	36.8%	27.8%	33.3%	16.7%	11.1%	13.3%	12.5%
Public sector governance/reform*	42.9%	21.6%	38.5%	7.9%	11.1%	23.1%	16.7%	0.0%	46.7%	18.8%
Business environment and private sector development	57.1%	40.5%	30.8%	21.1%	44.4%	38.5%	25.0%	33.3%	26.7%	25.0%
Job creation/employment	14.3%	43.2%	23.1%	47.4%	44.4%	41.0%	16.7%	11.1%	20.0%	43.8%
Agricultural development	28.6%	18.9%	15.4%	18.4%	22.2%	15.4%	25.0%	33.3%	20.0%	12.5%
Transport	14.3%	16.2%	7.7%	13.2%	22.2%	12.8%	25.0%	33.3%	13.3%	25.0%
Environmental sustainability	0.0%	2.7%	0.0%	2.6%	0.0%	2.6%	0.0%	0.0%	6.7%	0.0%
Health	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	8.3%	11.1%	0.0%	6.3%
Law and justice	0.0%	5.4%	7.7%	7.9%	5.6%	5.1%	0.0%	11.1%	26.7%	6.3%

*Significantly different between stakeholder groups

A. General Issues Facing Macedonia (continued)

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	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Better employment opportunities for young people	57.1%	36.1%	23.1%	47.4%	50.0%	38.5%	41.7%	44.4%	56.3%	33.3%
Better employment opportunities for women	0.0%	0.0%	7.7%	10.5%	11.1%	2.6%	8.3%	0.0%	6.3%	6.7%
Greater access to micro-finance for the poor	14.3%	5.6%	7.7%	18.4%	5.6%	5.1%	8.3%	11.1%	6.3%	20.0%
Greater voice and participation for citizens to help ensure greater accountability	0.0%	16.7%	15.4%	0.0%	11.1%	15.4%	8.3%	0.0%	18.8%	0.0%
Greater access to health and nutrition for citizens	14.3%	8.3%	7.7%	2.6%	5.6%	0.0%	8.3%	0.0%	6.3%	13.3%
Greater access to economic opportunities for ethnic minorities	0.0%	5.6%	7.7%	5.3%	11.1%	7.7%	0.0%	0.0%	0.0%	6.7%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	28.6%	25.0%	23.1%	18.4%	27.8%	28.2%	16.7%	33.3%	12.5%	20.0%
A growing middle class	14.3%	16.7%	15.4%	21.1%	22.2%	25.6%	25.0%	33.3%	12.5%	20.0%
Better opportunity for the poor who live in rural areas	28.6%	2.8%	23.1%	10.5%	0.0%	7.7%	8.3%	0.0%	12.5%	0.0%
Better opportunity for the poor who live in urban areas	0.0%	2.8%	0.0%	2.6%	0.0%	5.1%	16.7%	0.0%	0.0%	0.0%
Consistent economic growth	14.3%	44.4%	46.2%	28.9%	38.9%	35.9%	25.0%	55.6%	37.5%	20.0%
More reliable social safety net	0.0%	2.8%	7.7%	15.8%	0.0%	2.6%	0.0%	0.0%	0.0%	13.3%
Greater equity of fiscal policy	14.3%	5.6%	0.0%	2.6%	0.0%	2.6%	0.0%	0.0%	12.5%	13.3%
Education and training that better ensure job opportunity	0.0%	16.7%	15.4%	2.6%	16.7%	23.1%	25.0%	22.2%	18.8%	33.3%
Better quality public services	14.3%	2.8%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%
Other	0.0%	2.8%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

B. Overall Attitudes toward the World Bank Group

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

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

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

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

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

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Social protection	0.0%	5.4%	7.7%	7.9%	0.0%	2.6%	8.3%	11.1%	12.5%	18.8%
Public sector governance/reform	0.0%	16.2%	15.4%	10.5%	33.3%	33.3%	33.3%	11.1%	31.3%	31.3%
Transport	28.6%	16.2%	30.8%	42.1%	38.9%	33.3%	16.7%	55.6%	18.8%	18.8%
Poverty reduction	0.0%	27.0%	23.1%	21.1%	11.1%	12.8%	25.0%	33.3%	18.8%	31.3%
EU integration	28.6%	13.5%	7.7%	13.2%	5.6%	12.8%	8.3%	0.0%	12.5%	0.0%
Gender equity	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%
Business environment and private sector development	14.3%	18.9%	15.4%	7.9%	27.8%	30.8%	16.7%	33.3%	37.5%	6.3%
Rural development	42.9%	13.5%	7.7%	21.1%	5.6%	5.1%	8.3%	11.1%	18.8%	6.3%
Foreign direct investment*	28.6%	8.1%	0.0%	34.2%	0.0%	15.4%	8.3%	11.1%	0.0%	0.0%
Water and sanitation*	0.0%	0.0%	0.0%	13.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Energy	14.3%	16.2%	30.8%	7.9%	11.1%	7.7%	8.3%	22.2%	6.3%	18.8%
Job creation/employment	28.6%	27.0%	0.0%	28.9%	27.8%	12.8%	8.3%	11.1%	18.8%	25.0%
Environmental sustainability	0.0%	5.4%	0.0%	2.6%	0.0%	7.7%	8.3%	0.0%	6.3%	0.0%
Equality of opportunity	0.0%	8.1%	15.4%	2.6%	5.6%	2.6%	25.0%	0.0%	18.8%	0.0%
Health*	0.0%	10.8%	15.4%	7.9%	16.7%	10.3%	25.0%	33.3%	12.5%	43.8%
Education	28.6%	18.9%	23.1%	10.5%	38.9%	10.3%	33.3%	11.1%	25.0%	43.8%
Climate change and green growth	0.0%	5.4%	7.7%	2.6%	0.0%	2.6%	8.3%	11.1%	12.5%	0.0%
Agricultural development	42.9%	18.9%	23.1%	5.3%	16.7%	10.3%	25.0%	0.0%	18.8%	12.5%
Trade and exports	0.0%	10.8%	7.7%	21.1%	11.1%	15.4%	0.0%	0.0%	0.0%	6.3%
Economic growth	42.9%	32.4%	15.4%	18.4%	33.3%	35.9%	16.7%	22.2%	12.5%	18.8%
Law and justice	0.0%	8.1%	15.4%	2.6%	0.0%	7.7%	0.0%	0.0%	6.3%	12.5%
Regulatory framework	0.0%	0.0%	7.7%	0.0%	11.1%	7.7%	8.3%	11.1%	6.3%	0.0%
Anti-corruption	0.0%	5.4%	0.0%	0.0%	5.6%	0.0%	0.0%	11.1%	6.3%	0.0%
Information and communications technology	0.0%	2.7%	15.4%	0.0%	0.0%	10.3%	8.3%	0.0%	0.0%	0.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	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	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Convening/facilitating	28.6%	5.6%	0.0%	2.6%	5.6%	7.7%	25.0%	0.0%	6.3%	0.0%
Data	0.0%	11.1%	7.7%	5.3%	11.1%	7.7%	8.3%	0.0%	6.3%	12.5%
Policy advice, studies, analyses	0.0%	30.6%	15.4%	10.5%	22.2%	10.3%	25.0%	22.2%	31.3%	12.5%
Financial resources*	57.1%	36.1%	38.5%	68.4%	33.3%	25.6%	33.3%	33.3%	43.8%	31.3%
Capacity development of staff at state institutions	0.0%	2.8%	7.7%	2.6%	0.0%	5.1%	0.0%	0.0%	6.3%	6.3%
Technical assistance	14.3%	0.0%	0.0%	0.0%	11.1%	12.8%	0.0%	11.1%	0.0%	12.5%
Mobilizing third party financial resources	0.0%	11.1%	23.1%	7.9%	16.7%	25.6%	0.0%	22.2%	0.0%	6.3%
Coordination with development partners	0.0%	0.0%	7.7%	2.6%	0.0%	0.0%	8.3%	0.0%	0.0%	6.3%
Linkage to non-Bank expertise	0.0%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	6.3%	6.3%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	5.1%	0.0%	0.0%	0.0%	6.3%

*Significantly different between stakeholder groups

2 nd Greatest Value Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Convening/facilitating	0.0%	5.6%	0.0%	5.3%	0.0%	0.0%	0.0%	11.1%	0.0%	18.8%
Data	14.3%	0.0%	7.7%	2.6%	11.1%	7.9%	8.3%	0.0%	12.5%	6.3%
Policy advice, studies, analyses	14.3%	22.2%	38.5%	26.3%	27.8%	7.9%	16.7%	11.1%	12.5%	18.8%
Financial resources	14.3%	8.3%	23.1%	15.8%	16.7%	18.4%	8.3%	22.2%	12.5%	25.0%
Capacity development of staff at state institutions	14.3%	13.9%	0.0%	7.9%	16.7%	10.5%	8.3%	0.0%	12.5%	25.0%
Technical assistance	14.3%	8.3%	15.4%	10.5%	22.2%	21.1%	16.7%	11.1%	18.8%	0.0%
Mobilizing third party financial resources*	28.6%	27.8%	7.7%	21.1%	0.0%	10.5%	41.7%	33.3%	12.5%	6.3%
Coordination with development partners	0.0%	5.6%	0.0%	7.9%	5.6%	18.4%	0.0%	11.1%	12.5%	0.0%
Linkage to non-Bank expertise	0.0%	8.3%	7.7%	2.6%	0.0%	2.6%	0.0%	0.0%	6.3%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

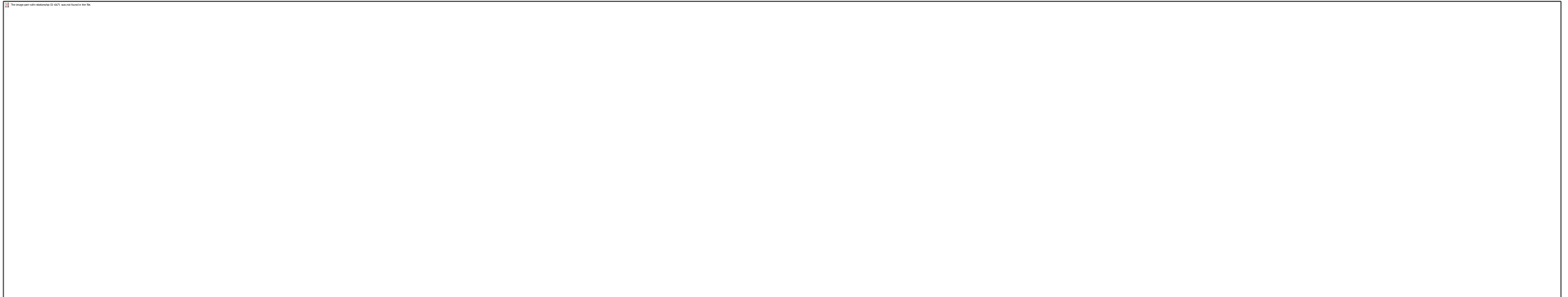
B. Overall Attitudes toward the World Bank Group (continued)

How effectively to the World Bank Groups' activities below support Macedonia's efforts to achieve development results?



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

The World Bank Group can provide capacity building support in a number of ways in Macedonia. To what degree would Macedonia benefit, if capacity building were to support...?



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

How EFFECTIVE do you believe the World Bank Group is in terms of the capacity building work it does in each of the following areas in Macedonia?



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

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

When thinking about how to improve capacity building in Macedonia to help ensure better development results, looking forward, how IMPORTANT is it for the World Bank Group to be involved in the following aspects of capacity building?

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

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	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Staff too inaccessible	0.0%	5.6%	0.0%	0.0%	11.1%	2.6%	0.0%	0.0%	6.3%	6.3%
Not exploring alternative policy options	0.0%	5.6%	15.4%	5.3%	11.1%	10.3%	16.7%	0.0%	6.3%	6.3%
Not adequately sensitive to political/social realities in Macedonia*	0.0%	25.0%	15.4%	44.7%	11.1%	25.6%	16.7%	11.1%	18.8%	6.3%
Not enough public disclosure of its work	0.0%	22.2%	15.4%	7.9%	33.3%	17.9%	16.7%	33.3%	12.5%	25.0%
Arrogant in its approach	14.3%	13.9%	0.0%	5.3%	0.0%	2.6%	8.3%	0.0%	6.3%	0.0%
Not aligned with country priorities	28.6%	8.3%	7.7%	13.2%	11.1%	10.3%	0.0%	0.0%	0.0%	18.8%
The credibility of its knowledge/data	14.3%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	6.3%
World Bank Group's processes too complex	14.3%	11.1%	15.4%	5.3%	5.6%	5.1%	16.7%	0.0%	18.8%	6.3%
Not willing to honestly criticize policies and reform efforts in the country	0.0%	8.3%	7.7%	10.5%	16.7%	12.8%	8.3%	11.1%	12.5%	25.0%
Too influenced by developed countries	0.0%	5.6%	0.0%	26.3%	11.1%	20.5%	0.0%	11.1%	12.5%	12.5%
Imposing technocratic solutions without regard to political realities	28.6%	5.6%	15.4%	7.9%	11.1%	5.1%	16.7%	11.1%	18.8%	18.8%
World Bank Group's processes too slow	0.0%	2.8%	0.0%	7.9%	16.7%	15.4%	0.0%	11.1%	6.3%	0.0%
Too bureaucratic in its operational policies and procedures	0.0%	13.9%	15.4%	5.3%	0.0%	10.3%	0.0%	0.0%	0.0%	18.8%
Not aligned with other development partners' work	14.3%	5.6%	7.7%	2.6%	0.0%	5.1%	8.3%	0.0%	6.3%	0.0%
Not collaborating enough with non-state actors	14.3%	2.8%	23.1%	7.9%	27.8%	15.4%	8.3%	11.1%	25.0%	18.8%
Not client focused	14.3%	2.8%	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	2.8%	0.0%	2.6%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%
Don't know	28.6%	16.7%	15.4%	5.3%	11.1%	17.9%	25.0%	44.4%	18.8%	12.5%

*Significantly different between stakeholder groups

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

Which of the World Bank Group's instruments do you believe are the MOST effective in promoting economic development in Macedonia? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Capacity development of staff at state institutions	28.6%	22.9%	15.4%	18.4%	22.2%	23.1%	9.1%	22.2%	18.8%	43.8%
Policy based lending/budget support to the Government*	42.9%	31.4%	0.0%	18.4%	11.1%	7.7%	45.5%	11.1%	6.3%	18.8%
Knowledge products/services	42.9%	20.0%	23.1%	10.5%	22.2%	25.6%	9.1%	22.2%	43.8%	6.3%
Investment lending	57.1%	62.9%	53.8%	60.5%	38.9%	51.3%	54.5%	66.7%	18.8%	31.3%
Technical assistance*	0.0%	28.6%	46.2%	26.3%	55.6%	46.2%	9.1%	44.4%	43.8%	18.8%
Grant funding	28.6%	20.0%	38.5%	44.7%	11.1%	30.8%	63.6%	22.2%	37.5%	50.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know*	0.0%	2.9%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	6.3%	12.5%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Academia/think tanks/research institutes*	14.3%	25.0%	23.1%	7.9%	33.3%	23.1%	33.3%	11.1%	75.0%	18.8%
Community of development partners*	42.9%	5.6%	7.7%	0.0%	16.7%	5.1%	0.0%	11.1%	12.5%	0.0%
Media	0.0%	8.3%	0.0%	0.0%	11.1%	20.5%	8.3%	11.1%	12.5%	18.8%
NGOs	0.0%	16.7%	30.8%	21.1%	27.8%	15.4%	50.0%	11.1%	12.5%	25.0%
Local government*	42.9%	36.1%	15.4%	76.3%	33.3%	10.3%	8.3%	22.2%	18.8%	31.3%
Private sector*	57.1%	47.2%	46.2%	26.3%	44.4%	79.5%	33.3%	77.8%	6.3%	43.8%
Parliament*	14.3%	8.3%	0.0%	26.3%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%
Community-based organizations	14.3%	5.6%	15.4%	7.9%	5.6%	5.1%	8.3%	11.1%	0.0%	0.0%
Beneficiaries	0.0%	16.7%	30.8%	7.9%	16.7%	20.5%	8.3%	22.2%	25.0%	12.5%
Foundations	0.0%	5.6%	7.7%	5.3%	0.0%	7.7%	16.7%	0.0%	0.0%	12.5%
Faith-based organizations	0.0%	2.8%	0.0%	0.0%	0.0%	2.6%	16.7%	0.0%	0.0%	6.3%
Other	0.0%	0.0%	0.0%	0.0%	5.6%	2.6%	8.3%	0.0%	12.5%	6.3%
Don't know	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%

*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)

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**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)

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**Significantly different between stakeholder groups*

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

To be a more effective development partner in Macedonia, do you believe that the World Bank Group should have...?

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
More local presence	57.1%	64.9%	84.6%	73.7%	72.2%	55.3%	50.0%	44.4%	62.5%	68.8%
The current level of local presence is adequate	42.9%	27.0%	7.7%	23.7%	22.2%	23.7%	33.3%	33.3%	25.0%	12.5%
Less local presence	-	-	7.7%	-	-	18.4%	-	11.1%	6.3%	-
Don't know	-	8.1%	-	2.6%	5.6%	2.6%	16.7%	11.1%	6.3%	18.8%

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	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
The World Bank Group does not do adequate follow through/follow-up	28.6%	13.5%	15.4%	13.2%	5.6%	5.4%	0.0%	0.0%	6.7%	6.3%
There is not an adequate level of citizen/civil society participation	0.0%	18.9%	23.1%	18.4%	16.7%	10.8%	8.3%	12.5%	13.3%	31.3%
The World Bank Group is not sensitive enough to political/social realities on the ground	42.9%	16.2%	30.8%	44.7%	22.2%	29.7%	33.3%	12.5%	13.3%	37.5%
Lack of/inadequate levels of capacity in Government*	0.0%	32.4%	46.2%	10.5%	50.0%	24.3%	33.3%	12.5%	20.0%	25.0%
Poor coordination with development partners	14.3%	18.9%	0.0%	23.7%	27.8%	24.3%	25.0%	25.0%	26.7%	25.0%
The World Bank Group works too slowly	14.3%	13.5%	23.1%	7.9%	0.0%	2.7%	0.0%	0.0%	6.7%	25.0%
The Government works inefficiently	0.0%	5.4%	0.0%	13.2%	11.1%	13.5%	16.7%	0.0%	26.7%	12.5%
Political pressures and obstacles*	0.0%	13.5%	23.1%	13.2%	44.4%	45.9%	33.3%	25.0%	26.7%	12.5%
Reforms are not well thought out in light of country challenges	42.9%	29.7%	23.1%	26.3%	11.1%	18.9%	16.7%	50.0%	40.0%	25.0%
Other	14.3%	2.7%	0.0%	2.6%	5.6%	5.4%	0.0%	12.5%	6.7%	0.0%

*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)



**Significantly different between stakeholder groups*

C. World Bank Group Effectiveness and Results (continued)

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

Where are the World Bank Group's decisions made primarily that support the program in Macedonia?

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
At the Headquarters (in Washington D.C.)	57.1%	48.6%	53.8%	21.1%	50.0%	61.5%	63.6%	88.9%	43.8%	60.0%
In the country	28.6%	32.4%	23.1%	47.4%	27.8%	7.7%	18.2%	-	25.0%	6.7%
Don't know	14.3%	18.9%	23.1%	31.6%	22.2%	30.8%	18.2%	11.1%	31.3%	33.3%

C. World Bank Group Effectiveness and Results (continued)

(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)

*Significantly different between stakeholder groups

(1-To no degree at all, 10-To a very significant degree) *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 (Responses Combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Weekly	-	2.7%	-	2.6%	11.1%	10.3%	8.3%	-	-	-
Monthly	14.3%	24.3%	38.5%	5.3%	16.7%	17.9%	-	11.1%	31.3%	18.8%
A few times a year	42.9%	35.1%	46.2%	31.6%	44.4%	20.5%	50.0%	77.8%	50.0%	37.5%
Rarely	14.3%	32.4%	15.4%	50.0%	22.2%	30.8%	41.7%	11.1%	12.5%	43.8%
Never	28.6%	5.4%	-	10.5%	5.6%	20.5%	-	-	6.3%	-

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

When thinking about the development challenges in Macedonia, where do you believe it would be most valuable for the World Bank Group to focus its knowledge work and activities in the next few years? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Social protection	0.0%	2.7%	7.7%	10.5%	5.6%	12.8%	0.0%	0.0%	12.5%	12.5%
Public sector governance/reform	16.7%	13.5%	7.7%	10.5%	38.9%	12.8%	18.2%	33.3%	31.3%	18.8%
Transport	33.3%	24.3%	30.8%	31.6%	22.2%	15.4%	18.2%	33.3%	12.5%	12.5%
Poverty reduction	16.7%	24.3%	7.7%	26.3%	5.6%	25.6%	0.0%	11.1%	12.5%	25.0%
EU integration	16.7%	13.5%	7.7%	13.2%	11.1%	12.8%	9.1%	22.2%	6.3%	12.5%
Gender equity	0.0%	2.7%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%
Business environment and private sector development	33.3%	16.2%	7.7%	5.3%	44.4%	20.5%	9.1%	22.2%	18.8%	12.5%
Rural development	33.3%	8.1%	15.4%	15.8%	0.0%	10.3%	9.1%	0.0%	0.0%	0.0%
Foreign direct investment*	16.7%	8.1%	7.7%	31.6%	0.0%	5.1%	9.1%	11.1%	6.3%	0.0%
Water and sanitation	0.0%	0.0%	7.7%	7.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Energy	0.0%	27.0%	38.5%	10.5%	16.7%	12.8%	9.1%	33.3%	18.8%	6.3%
Job creation/employment	16.7%	13.5%	15.4%	34.2%	22.2%	10.3%	36.4%	22.2%	12.5%	18.8%
Environmental sustainability	0.0%	5.4%	0.0%	2.6%	0.0%	5.1%	9.1%	11.1%	6.3%	6.3%
Equality of opportunity	0.0%	2.7%	0.0%	2.6%	16.7%	2.6%	9.1%	0.0%	0.0%	12.5%
Health*	0.0%	13.5%	15.4%	7.9%	5.6%	10.3%	9.1%	33.3%	6.3%	50.0%
Education	16.7%	21.6%	7.7%	7.9%	22.2%	23.1%	27.3%	22.2%	31.3%	18.8%
Climate change and green growth*	0.0%	0.0%	7.7%	2.6%	0.0%	2.6%	9.1%	11.1%	25.0%	0.0%
Agricultural development	0.0%	24.3%	23.1%	13.2%	22.2%	0.0%	18.2%	0.0%	18.8%	25.0%
Trade and exports	33.3%	10.8%	0.0%	18.4%	16.7%	15.4%	18.2%	0.0%	0.0%	25.0%
Economic growth	50.0%	37.8%	38.5%	23.7%	44.4%	46.2%	45.5%	22.2%	31.3%	25.0%
Law and justice	0.0%	0.0%	7.7%	5.3%	0.0%	12.8%	0.0%	0.0%	12.5%	6.3%
Regulatory framework	0.0%	2.7%	7.7%	2.6%	0.0%	10.3%	0.0%	0.0%	6.3%	0.0%
Anti-corruption	0.0%	2.7%	7.7%	2.6%	5.6%	5.1%	9.1%	0.0%	6.3%	12.5%
Information and communications technology	0.0%	5.4%	7.7%	2.6%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

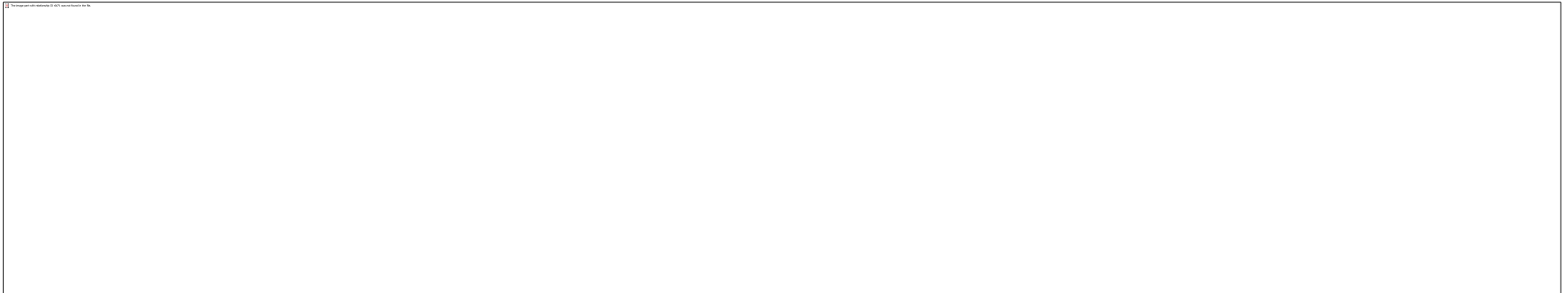
*Significantly different between stakeholder groups

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)*



**Significantly different between stakeholder groups*



(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 does each of the following aspects of the World Bank Group's delivery work contribute to solving Macedonia's development challenges?

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

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

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**Significantly different between stakeholder groups*

E. Working with the World Bank Group (continued)

Which of the following best describes the way the World Bank Group operates in Macedonia?

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
The World Bank Group takes too much risk in Macedonia	-	5.4%	-	-	-	5.1%	-	-	6.7%	6.3%
The World Bank Group does not take enough risk in Macedonia	33.3%	21.6%	30.8%	16.2%	22.2%	12.8%	33.3%	11.1%	33.3%	37.5%
The World Bank Group's approach to risk is appropriate	50.0%	35.1%	46.2%	70.3%	44.4%	33.3%	33.3%	66.7%	26.7%	18.8%
Don't know	-	27.0%	15.4%	10.8%	5.6%	33.3%	25.0%	22.2%	33.3%	31.3%
Prefer not to answer	16.7%	10.8%	7.7%	2.7%	27.8%	15.4%	8.3%	-	-	6.3%

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	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Provide more adequate data/knowledge/statistics/figures on Macedonia's economy	0.0%	13.5%	23.1%	7.9%	5.9%	10.3%	0.0%	0.0%	6.7%	18.8%
Collaborate more effectively with Government clients (e.g., state, local)*	71.4%	29.7%	46.2%	31.6%	5.9%	7.7%	9.1%	0.0%	6.7%	6.3%
Offer more innovative financial products	57.1%	27.0%	7.7%	36.8%	35.3%	48.7%	36.4%	14.3%	26.7%	12.5%
Improve the competitiveness of its financing compared to markets	0.0%	29.7%	0.0%	7.9%	11.8%	12.8%	9.1%	28.6%	6.7%	18.8%
Reach out more to groups outside of Government*	28.6%	8.1%	30.8%	13.2%	58.8%	35.9%	45.5%	28.6%	60.0%	50.0%
Improve the quality of its experts as related to Macedonia's specific challenges	0.0%	10.8%	7.7%	7.9%	5.9%	17.9%	18.2%	28.6%	6.7%	12.5%
Offer more innovative knowledge services	14.3%	8.1%	0.0%	18.4%	5.9%	12.8%	0.0%	0.0%	20.0%	12.5%
Ensure greater selectivity in its work	0.0%	5.4%	0.0%	2.6%	5.9%	7.7%	9.1%	0.0%	0.0%	6.3%
Increase the level of capacity development in the country	0.0%	24.3%	23.1%	26.3%	17.6%	20.5%	18.2%	71.4%	26.7%	18.8%
Reduce the complexity of obtaining World Bank Group financing	28.6%	21.6%	30.8%	13.2%	17.6%	15.4%	36.4%	28.6%	13.3%	25.0%
Increase availability of Fee-Based services	0.0%	2.7%	7.7%	5.3%	0.0%	0.0%	9.1%	0.0%	20.0%	6.3%
Work faster	0.0%	0.0%	0.0%	0.0%	5.9%	5.1%	0.0%	0.0%	0.0%	12.5%
Other*	0.0%	0.0%	0.0%	0.0%	11.8%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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

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 (Responses Combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Financial services	57.1%	50.0%	69.2%	71.1%	29.4%	41.0%	41.7%	55.6%	6.3%	12.5%
Knowledge products	14.3%	30.6%	15.4%	10.5%	29.4%	23.1%	25.0%	22.2%	31.3%	56.3%
Convening services	-	-	7.7%	2.6%	5.9%	10.3%	8.3%	11.1%	18.8%	-
None of the above	-	5.6%	-	2.6%	-	2.6%	8.3%	-	6.3%	6.3%
The combination is appropriate for Macedonia	28.6%	8.3%	-	5.3%	23.5%	12.8%	-	11.1%	37.5%	6.3%
Don't know	-	5.6%	7.7%	7.9%	11.8%	10.3%	16.7%	-	-	18.8%

*Significantly different between stakeholder groups

Please identify the TWO areas related to economic diversification in Macedonia where greater support from the World Bank Group would be most valuable. (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Skills development and innovation	42.9%	29.7%	7.7%	13.2%	38.9%	25.6%	16.7%	44.4%	43.8%	31.3%
Transport infrastructure	28.6%	29.7%	46.2%	57.9%	38.9%	20.5%	33.3%	33.3%	31.3%	31.3%
Investments in energy efficiency and renewable energy	0.0%	29.7%	53.8%	39.5%	38.9%	38.5%	16.7%	44.4%	18.8%	37.5%
Business environment reforms to increase country's competitiveness*	42.9%	29.7%	23.1%	10.5%	44.4%	35.9%	41.7%	66.7%	18.8%	31.3%
Increasing the efficiency of the social protection system	0.0%	8.1%	7.7%	5.3%	5.6%	10.3%	25.0%	0.0%	18.8%	18.8%
Conducting analysis of the profile of poverty and trends*	14.3%	13.5%	23.1%	42.1%	11.1%	10.3%	8.3%	11.1%	6.3%	25.0%
Information and communication technology*	14.3%	10.8%	23.1%	0.0%	0.0%	30.8%	8.3%	0.0%	12.5%	0.0%
Climate change	0.0%	8.1%	0.0%	2.6%	0.0%	2.6%	8.3%	0.0%	12.5%	6.3%
Public sector reform	14.3%	10.8%	7.7%	7.9%	22.2%	17.9%	8.3%	0.0%	25.0%	18.8%
Other	0.0%	8.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%
Don't know	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Local newspapers	14.3%	32.4%	15.4%	18.4%	38.9%	38.5%	41.7%	66.7%	50.0%	33.3%
International newspapers	0.0%	2.7%	23.1%	7.9%	16.7%	10.3%	8.3%	11.1%	25.0%	20.0%
Local radio*	0.0%	2.7%	0.0%	0.0%	0.0%	5.1%	16.7%	11.1%	0.0%	20.0%
Local television	42.9%	40.5%	46.2%	52.6%	44.4%	38.5%	33.3%	33.3%	31.3%	26.7%
International television	0.0%	10.8%	7.7%	10.5%	16.7%	15.4%	8.3%	11.1%	18.8%	20.0%
Periodicals	14.3%	10.8%	30.8%	18.4%	16.7%	20.5%	25.0%	0.0%	18.8%	6.7%
World Bank Group web site	42.9%	27.0%	23.1%	23.7%	27.8%	28.2%	8.3%	33.3%	18.8%	6.7%
Social media	14.3%	21.6%	23.1%	18.4%	0.0%	20.5%	33.3%	22.2%	6.3%	40.0%
Blogs	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%	8.3%	11.1%	12.5%	0.0%
Other	14.3%	18.9%	15.4%	7.9%	22.2%	5.1%	0.0%	0.0%	12.5%	13.3%

*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	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Blogs	14.3%	8.1%	7.7%	5.3%	11.1%	17.9%	16.7%	0.0%	6.3%	12.5%
Direct contact with World Bank Group	14.3%	40.5%	7.7%	31.6%	27.8%	28.2%	25.0%	33.3%	50.0%	25.0%
e-Newsletters	28.6%	32.4%	38.5%	26.3%	27.8%	38.5%	16.7%	44.4%	50.0%	37.5%
Instant messaging	0.0%	8.1%	15.4%	7.9%	5.6%	5.1%	16.7%	11.1%	0.0%	12.5%
World Bank Group's seminars/workshops/conferences	42.9%	48.6%	46.2%	50.0%	33.3%	30.8%	33.3%	55.6%	56.3%	12.5%
World Bank Group's publications and other written materials	28.6%	18.9%	38.5%	21.1%	27.8%	25.6%	25.0%	33.3%	12.5%	25.0%
Social media*	28.6%	10.8%	30.8%	10.5%	16.7%	17.9%	50.0%	0.0%	12.5%	37.5%
World Bank Group's website	28.6%	10.8%	15.4%	15.8%	38.9%	12.8%	8.3%	11.1%	6.3%	31.3%
Other	0.0%	0.0%	0.0%	0.0%	5.6%	2.6%	0.0%	0.0%	6.3%	6.3%

*Significantly different between stakeholder groups

Are you aware of the World Bank's Access to Information Policy under which the Bank will now disclose any information in its possession that is not a list of exceptions?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Yes	42.9%	29.7%	23.1%	28.9%	16.7%	10.3%	33.3%	22.2%	-	50.0%
No	57.1%	70.3%	76.9%	71.1%	83.3%	89.7%	66.7%	77.8%	100.0%	50.0%

*Significantly different between stakeholder groups

G. Communication and Information Sharing (continued)

Have you requested information from the World Bank Group on its activities in the past year?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/PMU	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Private Foundation	Independent Government Institution	Academia/Research Institute	Other
Yes	66.7%	38.9%	46.2%	52.6%	66.7%	28.2%	41.7%	44.4%	50.0%	50.0%
No	33.3%	61.1%	53.8%	47.4%	33.3%	71.8%	58.3%	55.6%	50.0%	50.0%

Were you able to obtain this information?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/PMU	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Private Foundation	Independent Government Institution	Academia/Research Institute	Other
Yes	80.0%	80.0%	100.0%	100.0%	91.7%	90.9%	100.0%	75.0%	100.0%	87.5%
No	20.0%	20.0%	-	-	8.3%	9.1%	-	25.0%	-	12.5%

Do you have access to the Internet?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/PMU	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Private Foundation	Independent Government Institution	Academia/Research Institute	Other
Yes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	93.8%
No	-	-	-	-	-	-	-	-	-	6.3%

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/PMU	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Private Foundation	Independent Government Institution	Academia/Research Institute	Other
Yes	100.0%	80.0%	84.6%	86.5%	100.0%	81.1%	75.0%	100.0%	87.5%	80.0%
No	-	20.0%	15.4%	13.5%	-	18.9%	25.0%	-	12.5%	20.0%

Which do you primarily use?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/PMU	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Private Foundation	Independent Government Institution	Academia/Research Institute	Other
The World Bank Group's country website	42.9%	43.8%	45.5%	85.3%	55.6%	45.2%	66.7%	44.4%	50.0%	61.5%
The World Bank Group's main website	57.1%	56.3%	54.5%	14.7%	44.4%	54.8%	33.3%	55.6%	50.0%	38.5%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/PMU	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	NGO/Private Foundation	Independent Government Institution	Academia/Research Institute	Other
High speed	100.0%	93.8%	90.9%	88.2%	94.4%	100.0%	100.0%	100.0%	92.9%	92.3%
Low speed (below 256 Kbps)	-	6.3%	9.1%	11.8%	5.6%	-	-	-	7.1%	7.7%

G. Communication and Information Sharing (continued)

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

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**Significantly different between stakeholder groups*

H. Background Information

Which of the following agencies of the World Bank Group do you work with in Macedonia? (Select all that apply)

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Employee of a Ministry	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
The World Bank (IBRD)	100.0%	77.1%	76.9%	86.1%	83.3%	75.7%	90.0%	77.8%	75.0%	62.5%
International Finance Corporation (IFC)	42.9%	25.7%	15.4%	8.3%	38.9%	37.8%	20.0%	33.3%	18.8%	31.3%
The Multilateral Investment Guarantee Agency (MIGA)*	28.6%	5.7%	0.0%	0.0%	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%
None	0.0%	14.3%	15.4%	8.3%	5.6%	5.4%	10.0%	11.1%	12.5%	12.5%

*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	Consultant on WBG Project/ PMU	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO/ Private Foundation	Independent Government Institution	Academia/ Research Institute	Other
Observer (i.e., follow in media, discuss in informal conversations, etc.)	28.6%	2.7%	15.4%	7.9%	11.1%	17.9%	33.3%	22.2%	25.0%	18.8%
Use World Bank Group reports/data	28.6%	16.2%	15.4%	13.2%	27.8%	25.6%	8.3%	22.2%	50.0%	25.0%
Engage in World Bank Group related/sponsored events/activities	28.6%	27.0%	69.2%	36.8%	27.8%	23.1%	41.7%	44.4%	37.5%	25.0%
Collaborate as part of my professional duties	57.1%	78.4%	53.8%	57.9%	61.1%	53.8%	41.7%	44.4%	43.8%	37.5%
Use World Bank Group website for information, data, research, etc.	14.3%	8.1%	7.7%	10.5%	11.1%	20.5%	8.3%	33.3%	12.5%	18.8%

Appendix C: Responses to All Questions across Geographic Locations

Skopje N=157 ● Outside Skopje N=49

A. General Issues Facing Macedonia

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

Percentage of Respondents	Skopje	Outside Skopje
The right direction	46.5%	64.6%
The wrong direction	27.7%	20.8%
Not sure	25.8%	14.6%

*Significantly different between locations

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 3)

Percentage of Respondents (Responses Combined)	Skopje	Outside Skopje
Social protection	5.8%	8.3%
Transport	19.9%	22.9%
Public sector governance/reform	17.9%	12.5%
EU integration	25.6%	29.2%
Gender equity	4.5%	0.0%
Business environment and private sector development*	15.4%	2.1%
Foreign direct investment*	12.2%	33.3%
Water and sanitation	1.9%	2.1%
Anti-corruption	5.8%	4.2%
Job creation/employment	29.5%	41.7%
Rural development	5.1%	6.3%
Environmental sustainability	4.5%	4.2%
Equality of opportunity	1.9%	4.2%
Health	15.4%	12.5%
Education	21.2%	14.6%
Poverty reduction*	16.0%	33.3%
Energy	15.4%	12.5%
Climate change and green growth	3.8%	2.1%
Agricultural development	14.1%	6.3%
Trade and exports	11.5%	10.4%
Economic growth	28.8%	22.9%
Law and justice*	16.7%	4.2%
Regulatory framework	2.6%	4.2%
Disaster management	0.0%	0.0%
Information and communications technology	2.6%	4.2%

*Significantly different between locations

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)	Skopje	Outside Skopje
Water and sanitation	1.9%	4.1%
Equality of opportunity	8.9%	4.1%
Economic growth	54.1%	44.9%
Climate change and green growth	2.5%	4.1%
EU integration	13.4%	22.4%
Gender equity	2.5%	4.1%
Rural development	15.3%	14.3%
Regulatory framework	1.3%	2.0%
Social protection	7.6%	8.2%
Law and justice	2.5%	4.1%
Transport	5.1%	8.2%
Information and communications technology	3.2%	0.0%
Anti-corruption	8.3%	8.2%
Business environment and private sector development*	27.4%	6.1%
Foreign direct investment*	25.5%	53.1%
Education*	26.8%	12.2%
Energy	9.6%	12.2%
Public sector governance/reform	10.2%	6.1%
Environmental sustainability	5.1%	2.0%
Disaster management	0.0%	0.0%
Health	1.9%	2.0%
Agricultural development	15.9%	10.2%
Job creation/employment	41.4%	46.9%
Trade and exports*	5.1%	14.3%

*Significantly different between locations

A. General Issues Facing Macedonia (continued)

Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Macedonia? (Choose no more than 3)

Percentage of Respondents (Responses Combined)	Skopje	Outside Skopje
Energy	19.2%	22.4%
Gender equity	1.9%	0.0%
Equality of opportunity	4.5%	2.0%
Social protection	3.8%	8.2%
EU integration	23.1%	26.5%
Climate change and green growth	1.9%	0.0%
Anti-corruption	6.4%	4.1%
Disaster management	0.0%	0.0%
Rural development	6.4%	12.2%
Foreign direct investment	36.5%	36.7%
Water and sanitation	0.0%	0.0%
Education*	12.8%	2.0%
Information and communications technology	7.1%	4.1%
Regulatory framework	7.7%	14.3%
Trade and exports	24.4%	32.7%
Public sector governance/reform	19.9%	20.4%
Business environment and private sector development*	38.5%	18.4%
Job creation/employment	35.3%	42.9%
Agricultural development	18.6%	22.4%
Transport*	19.2%	6.1%
Environmental sustainability	1.3%	4.1%
Health	1.3%	4.1%
Law and justice	8.3%	2.0%

*Significantly different between locations

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)	Skopje	Outside Skopje
Better employment opportunities for young people	40.0%	49.0%
Better employment opportunities for women	3.9%	10.2%
Greater access to micro-finance for the poor	7.7%	16.3%
Greater voice and participation for citizens to help ensure greater accountability	11.6%	4.1%
Greater access to health and nutrition for citizens	5.8%	4.1%
Greater access to economic opportunities for ethnic minorities*	3.9%	12.2%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	23.2%	22.4%
A growing middle class	21.3%	16.3%
Better opportunity for the poor who live in rural areas	7.7%	8.2%
Better opportunity for the poor who live in urban areas	2.6%	4.1%
Consistent economic growth*	39.4%	22.4%
More reliable social safety net*	3.2%	12.2%
Greater equity of fiscal policy	3.9%	6.1%
Education and training that better ensure job opportunity*	21.9%	2.0%
Better quality public services	1.3%	2.0%
Other	1.3%	2.0%

*Significantly different between locations

B. Overall Attitudes toward the World Bank Group

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

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

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

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

Percentage of Respondents (Responses Combined)	Skopje	Outside Skopje
Social protection	5.1%	12.2%
Public sector governance/reform	22.3%	22.4%
Transport	29.3%	26.5%
Poverty reduction	18.5%	26.5%
EU integration	10.8%	8.2%
Gender equity	1.3%	0.0%
Business environment and private sector development*	24.8%	6.1%
Rural development	12.1%	16.3%
Foreign direct investment*	8.3%	30.6%
Water and sanitation*	0.6%	8.2%
Energy	15.3%	6.1%
Job creation/employment	19.7%	22.4%
Environmental sustainability	4.5%	2.0%
Equality of opportunity	6.4%	8.2%
Health	16.6%	12.2%
Education	22.9%	16.3%
Climate change and green growth	4.5%	4.1%
Agricultural development	16.6%	10.2%
Trade and exports*	8.3%	18.4%
Economic growth	27.4%	22.4%
Law and justice	7.0%	0.0%
Regulatory framework	3.8%	6.1%
Anti-corruption	3.2%	0.0%
Information and communications technology	4.5%	2.0%
Disaster management	0.0%	0.0%

*Significantly different between locations

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	Skopje	Outside Skopje
Convening/facilitating	6.4%	6.1%
Data	8.3%	6.1%
Policy advice, studies, analyses	19.2%	16.3%
Financial resources*	34.0%	59.2%
Capacity development of staff at state institutions	3.8%	2.0%
Technical assistance	7.1%	0.0%
Mobilizing third party financial resources	14.7%	6.1%
Coordination with development partners	1.9%	2.0%
Linkage to non-Bank expertise	2.6%	2.0%
Other	1.9%	0.0%

*Significantly different between locations

2 nd Greatest Value		
Percentage of Respondents	Skopje	Outside Skopje
Convening/facilitating*	2.6%	10.2%
Data	6.5%	4.1%
Policy advice, studies, analyses	18.1%	24.5%
Financial resources	14.8%	18.4%
Capacity development of staff at state institutions	12.3%	8.2%
Technical assistance*	16.8%	4.1%
Mobilizing third party financial resources	16.1%	22.4%
Coordination with development partners	8.4%	6.1%
Linkage to non-Bank expertise	3.9%	2.0%
Other	0.6%	0.0%

*Significantly different between locations

How effectively do the World Bank Groups' activities below support Macedonia's efforts to achieve development results?

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

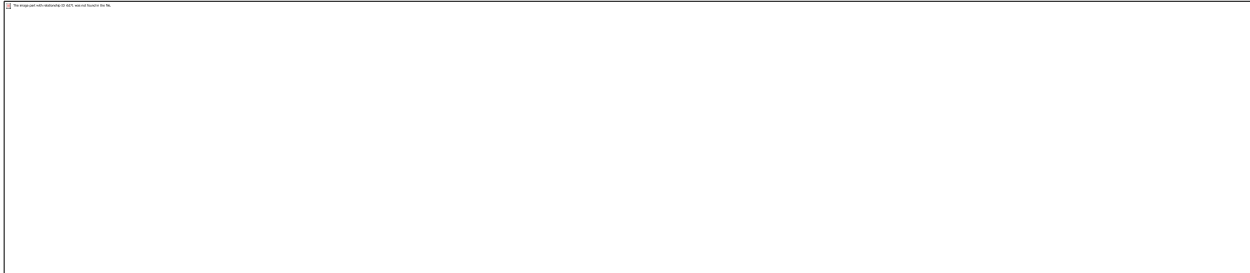
B. Overall Attitudes toward the World Bank Group (continued)

The World Bank Group can provide capacity building support in a number of ways in Macedonia. To what degree would Macedonia benefit, if capacity building were to support...?



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

How EFFECTIVE do you believe the World Bank Group is in terms of the capacity building work it does in each of the following areas in Macedonia?



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

When thinking about how to improve capacity building in Macedonia to help ensure better development results, looking forward, how IMPORTANT is it for the World Bank Group to be involved in the following aspects of capacity building?



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

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)	Skopje	Outside Skopje
Staff too inaccessible	4.5%	0.0%
Not exploring alternative policy options	8.3%	6.1%
Not adequately sensitive to political/social realities in Macedonia*	17.9%	34.7%
Not enough public disclosure of its work	20.5%	10.2%
Arrogant in its approach	5.8%	4.1%
Not aligned with country priorities*	7.1%	20.4%
The credibility of its knowledge/data	1.9%	2.0%
World Bank Group's processes too complex	10.3%	4.1%
Not willing to honestly criticize policies and reform efforts in the country*	14.1%	2.0%
Too influenced by developed countries	11.5%	20.4%
Imposing technocratic solutions without regard to political realities	10.9%	10.2%
World Bank Group's processes too slow*	5.1%	14.3%
Too bureaucratic in its operational policies and procedures	8.3%	6.1%
Not aligned with other development partners' work	3.2%	8.2%
Not collaborating enough with non-state actors	16.0%	6.1%
Not client focused	1.9%	0.0%
Other	1.3%	2.0%
Don't know	19.2%	10.2%

*Significantly different between locations

Which of the World Bank Group's instruments do you believe are the MOST effective in promoting economic development in Macedonia? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Skopje	Outside Skopje
Capacity development of staff at state institutions	21.4%	24.5%
Policy based lending/budget support to the Government	18.2%	18.4%
Knowledge products/services	21.4%	20.4%
Investment lending	51.3%	49.0%
Technical assistance	35.7%	26.5%
Grant funding*	29.9%	46.9%
Other	0.0%	0.0%
Don't know	4.5%	0.0%

*Significantly different between locations

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

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

Percentage of Respondents (Responses Combined)	Skopje	Outside Skopje
Academia/think tanks/research institutes*	29.7%	10.2%
Community of development partners	8.4%	2.0%
Media*	12.9%	0.0%
NGOs	19.4%	22.4%
Local Government*	23.9%	63.3%
Private sector*	51.0%	34.7%
Parliament*	3.9%	20.4%
Community Based Organizations	7.1%	2.0%
Beneficiaries	16.1%	16.3%
Foundations	4.5%	10.2%
Faith based organizations	3.2%	0.0%
Other	3.9%	0.0%
Don't know	2.6%	0.0%

*Significantly different between locations

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)

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) *Significantly different between locations

To be a more effective development partner in Macedonia, do you believe that the World Bank Group should have...?

Percentage of Respondents	Skopje	Outside Skopje
More local presence	61.5%	69.4%
The current level of local presence is adequate	25.0%	22.4%
Less local presence	5.1%	4.1%
Don't know	8.3%	4.1%

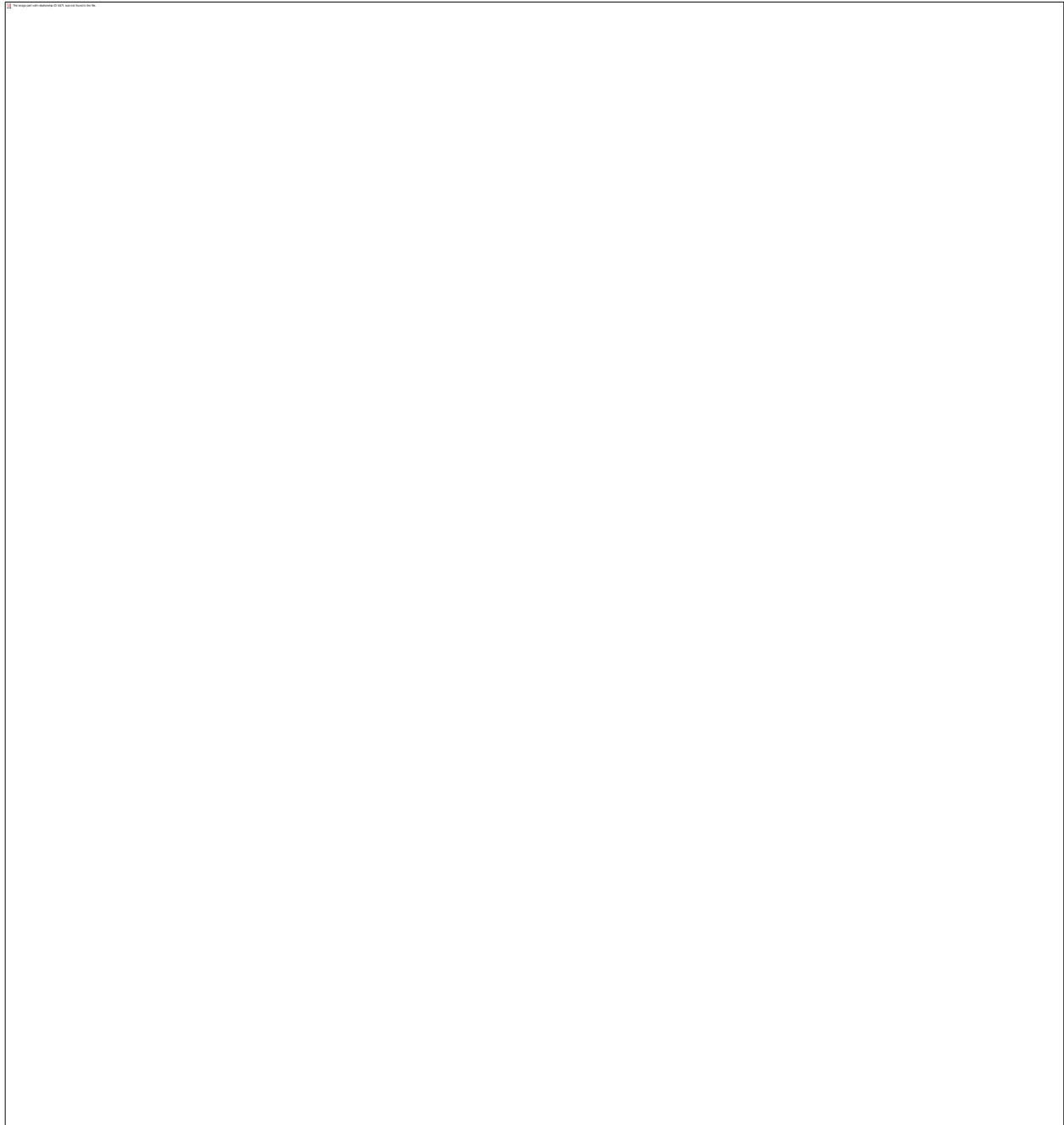
When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Skopje	Outside Skopje
The World Bank Group does not do adequate follow through/follow-up	9.8%	10.4%
There is not an adequate level of citizen/civil society participation	14.4%	25.0%
The World Bank Group is not sensitive enough to political/social realities on the ground*	24.8%	41.7%
Lack of/inadequate levels of capacity in Government*	29.4%	10.4%
Poor coordination with development partners	21.6%	25.0%
The World Bank Group works too slowly	8.5%	10.4%
The Government works inefficiently	9.8%	12.5%
Political pressures and obstacles	26.8%	18.8%
Reforms are not well thought out in light of country challenges	28.1%	20.8%
Other	4.6%	2.1%

*Significantly different between locations

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)



**Significantly different between locations*

C. World Bank Group Effectiveness and Results (continued)

How EFFECTIVE do you believe the World Bank 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 locations*

Where are the World Bank Group's decisions made primarily that support the program in Macedonia?*

Percentage of Respondents	Skopje	Outside Skopje
At the Headquarters (in Washington D.C.)	56.8%	24.5%
In the country	20.0%	40.8%
Don't know	23.2%	34.7%

**Significantly different between locations*

C. World Bank Group Effectiveness and Results (continued)

(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)

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

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	Skopje	Outside Skopje
Weekly	4.5%	4.1%
Monthly	19.1%	12.2%
A few times a year	38.2%	34.7%
Rarely	28.7%	44.9%
Never	9.6%	4.1%

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

When thinking about the development challenges in Macedonia, where do you believe it would be most valuable for the World Bank Group to focus its knowledge work and activities in the next few years? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Skopje	Outside Skopje
Social protection*	5.2%	16.3%
Public sector governance/reform	17.4%	18.4%
Transport	23.2%	22.4%
Poverty reduction	18.7%	20.4%
EU integration	12.3%	12.2%
Gender equity	2.6%	0.0%
Business environment and private sector development*	21.3%	4.1%
Rural development	7.1%	14.3%
Foreign direct investment*	5.8%	24.5%
Water and sanitation*	0.6%	6.1%
Energy*	21.3%	6.1%
Job creation/employment*	16.1%	30.6%
Environmental sustainability	5.2%	2.0%
Equality of opportunity	3.9%	6.1%
Health	14.8%	12.2%
Education	21.3%	14.3%
Climate change and green growth	4.5%	4.1%
Agricultural development	15.5%	14.3%
Trade and exports	11.6%	20.4%
Economic growth	38.1%	30.6%
Law and justice	5.2%	4.1%
Regulatory framework	3.9%	4.1%
Anti-corruption	5.8%	2.0%
Information and communications technology	3.9%	2.0%
Disaster management	0.0%	0.0%

*Significantly different between locations

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) *Significantly different between locations

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

(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 does each of the following aspects of the World Bank Group's delivery work contribute to solving Macedonia's development challenges?



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

E. Working with the World Bank Group (continued)

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

*Significantly different between locations

Which of the following best describes the way the World Bank Group operates in Macedonia?

Percentage of Respondents	Skopje	Outside Skopje
The World Bank Group takes too much risk in Macedonia	2.6%	6.3%
The World Bank Group does not take enough risk in Macedonia	22.6%	20.8%
The World Bank Group's approach to risk is appropriate	39.4%	52.1%
Don't know	23.9%	16.7%
Prefer not to answer	11.6%	4.2%

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)	Skopje	Outside Skopje
Provide more adequate data/knowledge/statistics/figures on Macedonia's economy	9.9%	10.2%
Collaborate more effectively with Government clients (e.g., state, local)	17.9%	28.6%
Offer more innovative financial products	33.8%	26.5%
Improve the competitiveness of its financing compared to markets	14.6%	12.2%
Reach out more to groups outside of Government	33.8%	24.5%
Improve the quality of its experts as related to Macedonia's specific challenges	12.6%	6.1%
Offer more innovative knowledge services	10.6%	14.3%
Ensure greater selectivity in its work	3.3%	8.2%
Increase the level of capacity development in the country	23.2%	26.5%
Reduce the complexity of obtaining World Bank Group financing	21.2%	16.3%
Increase availability of Fee-Based services	4.6%	4.1%
Work faster	2.6%	2.0%
Other	1.3%	0.0%

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	Skopje	Outside Skopje
Financial services	39.4%	61.2%
Knowledge products	27.7%	18.4%
Convening services	5.8%	6.1%
None of the above	3.9%	2.0%
The combination is appropriate for Macedonia	12.9%	8.2%
Don't know	10.3%	4.1%

*Significantly different between locations

Please identify the TWO areas related to economic diversification in Macedonia where greater support from the World Bank Group would be most valuable. (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Skopje	Outside Skopje
Skills development and innovation*	32.7%	10.2%
Transport infrastructure	32.7%	44.9%
Investments in energy efficiency and renewable energy	32.7%	34.7%
Business environment reforms to increase country's competitiveness*	35.3%	16.3%
Increasing the efficiency of the social protection system	8.3%	14.3%
Conducting analysis of the profile of poverty and trends*	14.1%	34.7%
Information and communication technology	12.8%	6.1%
Climate change	3.8%	6.1%
Public sector reform	12.8%	16.3%
Other	2.6%	0.0%
Don't know	0.0%	0.0%

*Significantly different between locations

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)	Skopje	Outside Skopje
Local newspapers*	37.8%	22.4%
International newspapers	11.5%	10.2%
Local radio*	3.2%	10.2%
Local television	40.4%	40.8%
International television	12.2%	12.2%
Periodicals	17.3%	14.3%
World Bank Group web site	23.7%	24.5%
Social media	17.3%	28.6%
Blogs	2.6%	2.0%
Other	12.8%	6.1%

*Significantly different between locations

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

Percentage of Respondents (Responses Combined)	Skopje	Outside Skopje
Blogs	8.9%	14.3%
Direct contact with World Bank Group	30.6%	28.6%
e-Newsletters	37.6%	26.5%
Instant messaging	6.4%	12.2%
World Bank Group's seminars/workshops/conferences	40.1%	40.8%
World Bank Group's publications and other written materials	25.5%	16.3%
Social media*	15.9%	30.6%
World Bank Group's website	17.8%	12.2%
Other	2.5%	0.0%

*Significantly different between locations

Are you aware of the World Bank's Access to Information Policy under which the Bank will now disclose any information in its possession that is not a list of exceptions?

Percentage of Respondents	Skopje	Outside Skopje
Yes	21.0%	32.7%
No	79.0%	67.3%

Have you requested information from the World Bank Group on its activities in the past year?

Percentage of Respondents	Skopje	Outside Skopje
Yes	42.6%	55.1%
No	57.4%	44.9%

Were you able to obtain this information?

Percentage of Respondents	Skopje	Outside Skopje
Yes	89.7%	96.3%
No	10.3%	3.7%

Do you have access to the Internet?

Percentage of Respondents	Skopje	Outside Skopje
Yes	99.4%	100.0%
No	0.60%	-

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

Percentage of Respondents	Skopje	Outside Skopje
Yes	85.6%	87.2%
No	14.4%	12.8%

G. Communication and Information Sharing (continued)

Which do you primarily use?*

Percentage of Respondents	Skopje	Outside Skopje
The World Bank Group's country website	48.5%	81.4%
The World Bank Group's main website	51.5%	18.6%

*Significantly different between locations

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

Percentage of Respondents	Skopje	Outside Skopje
High speed	96.3%	88.4%
Low speed (below 256 Kbps)	3.7%	11.6%

*Significantly different between locations

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

*Significantly different between locations

H. Background Information

Which of the following agencies of the World Bank Group do you work with in Macedonia? (Select all that apply)

Percentage of Respondents (Responses Combined)	Skopje	Outside Skopje
The World Bank (IBRD)	77.0%	84.8%
International Finance Corporation (IFC)*	30.9%	8.7%
The Multilateral Investment Guarantee Agency (MIGA)	3.3%	0.0%
None	10.5%	8.7%

*Significantly different between locations

Which of the following describes most of your exposure to the World Bank Group in Macedonia? (Choose no more than 2)

Percentage of Respondents (Responses Combined)	Skopje	Outside Skopje
Observer (i.e., follow in media, discuss in informal conversations, etc.)	16.6%	10.2%
Use World Bank Group reports/data	23.6%	18.4%
Engage in World Bank Group related/sponsored events/activities	31.8%	36.7%
Collaborate as part of my professional duties	58.6%	46.9%
Use World Bank Group website for information, data, research, etc.	14.0%	12.2%

Appendix D: Responses to All Questions across Collaborators

Collaborators N=208 ● Non-Collaborators N=935

A. General Issues Facing Macedonia

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

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
The right direction	50.2%	28.8%
The wrong direction	25.9%	44.1%
Not sure	23.9%	27.1%

*Significantly different between collaborators and non-collaborators

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 3)

Percentage of Respondents (Responses Combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Social protection	6.3%	8.6%
Transport	20.9%	21.6%
Public sector governance/reform	16.5%	16.0%
EU integration	26.7%	26.9%
Gender equity	3.4%	3.1%
Business environment and private sector development	12.1%	14.0%
Foreign direct investment	17.5%	15.3%
Water and sanitation	1.9%	0.9%
Anti-corruption	5.8%	10.1%
Job creation/employment*	32.0%	21.7%
Rural development	5.3%	5.5%
Environmental sustainability	4.4%	4.3%
Equality of opportunity	2.4%	5.5%
Health	14.6%	15.4%
Education	19.4%	19.7%
Poverty reduction	19.9%	24.0%
Energy	14.6%	15.9%
Climate change and green growth	3.4%	3.1%
Agricultural development	12.1%	10.2%
Trade and exports	11.2%	7.6%
Economic growth	27.7%	25.4%
Law and justice	14.1%	14.3%
Regulatory framework	2.9%	2.5%
Disaster management	0.0%	0.6%
Information and communications technology	2.9%	3.4%

*Significantly different between collaborators and non-collaborators

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)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Water and sanitation	2.4%	1.3%
Equality of opportunity	7.7%	12.2%
Economic growth*	52.4%	44.9%
Climate change and green growth	2.9%	1.8%
EU integration	16.3%	18.8%
Gender equity	2.9%	2.3%
Rural development	14.9%	17.3%
Regulatory framework	1.4%	2.7%
Social protection	7.7%	5.5%
Law and justice	3.4%	6.7%
Transport	5.8%	8.0%
Information and communications technology	2.4%	1.4%
Anti-corruption	8.2%	11.1%
Business environment and private sector development	22.1%	22.5%
Foreign direct investment*	31.7%	24.5%
Education	23.1%	21.9%
Energy	10.1%	10.3%
Public sector governance/reform	9.1%	11.5%
Environmental sustainability	4.3%	2.8%
Disaster management	0.0%	0.5%
Health	1.9%	4.9%
Agricultural development	14.4%	14.2%
Job creation/employment	42.8%	38.3%
Trade and exports	7.2%	9.5%

*Significantly different between collaborators and non-collaborators

A. General Issues Facing Macedonia (continued)

Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Macedonia? (Choose no more than 3)

Percentage of Respondents (Responses Combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Energy	19.8%	21.4%
Gender equity	1.4%	1.6%
Equality of opportunity	3.9%	7.4%
Social protection	4.8%	4.5%
EU integration	24.6%	28.7%
Climate change and green growth	1.4%	1.2%
Anti-corruption	5.8%	9.8%
Disaster management	0.0%	0.3%
Rural development	7.7%	10.7%
Foreign direct investment*	36.7%	28.9%
Water and sanitation	0.0%	0.8%
Education	10.1%	10.3%
Information and communications technology	6.3%	7.0%
Regulatory framework	9.2%	7.3%
Trade and exports	26.1%	27.7%
Public sector governance/reform	20.3%	15.5%
Business environment and private sector development	33.3%	29.8%
Job creation/employment*	36.7%	28.3%
Agricultural development	19.3%	18.6%
Transport	16.4%	20.3%
Environmental sustainability	1.9%	2.9%
Health	1.9%	3.2%
Law and justice	7.2%	7.4%

*Significantly different between collaborators and non-collaborators

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)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Better employment opportunities for young people	41.7%	38.7%
Better employment opportunities for women	5.3%	3.8%
Greater access to micro-finance for the poor	9.7%	9.5%
Greater voice and participation for citizens to help ensure greater accountability	9.7%	13.3%
Greater access to health and nutrition for citizens	5.3%	4.8%
Greater access to economic opportunities for ethnic minorities*	5.8%	3.0%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	22.8%	22.8%
A growing middle class*	20.4%	29.2%
Better opportunity for the poor who live in rural areas	8.3%	7.4%
Better opportunity for the poor who live in urban areas	2.9%	2.2%
Consistent economic growth	35.9%	31.5%
More reliable social safety net*	5.3%	2.2%
Greater equity of fiscal policy	4.4%	4.6%
Education and training that better ensure job opportunity	17.0%	15.9%
Better quality public services	1.5%	4.3%
Other	1.5%	3.3%

*Significantly different between collaborators and non-collaborators

B. Overall Attitudes toward the World Bank Group

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

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

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

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 attention and resources in Macedonia? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Social protection	6.7%	5.0%
Public sector governance/reform	22.1%	20.5%
Transport	29.3%	23.7%
Poverty reduction	20.2%	19.4%
EU integration*	10.6%	17.4%
Gender equity	1.0%	1.9%
Business environment and private sector development	20.2%	17.9%
Rural development	13.0%	9.9%
Foreign direct investment	13.5%	12.9%
Water and sanitation	2.4%	1.4%
Energy	13.5%	18.4%
Job creation/employment	20.2%	21.1%
Environmental sustainability	3.8%	4.1%
Equality of opportunity	6.7%	8.5%
Health	15.4%	15.1%
Education	21.2%	18.6%
Climate change and green growth	4.3%	3.9%
Agricultural development	14.9%	13.8%
Trade and exports	10.6%	9.1%
Economic growth	26.0%	28.3%
Law and justice	5.8%	8.5%
Regulatory framework	4.3%	2.9%
Anti-corruption*	2.4%	7.4%
Information and communications technology	3.8%	4.1%
Disaster management	0.0%	0.2%

*Significantly different between collaborators and non-collaborators

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	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Convening/facilitating	6.3%	6.3%
Data	7.7%	6.4%
*Policy advice, studies, analyses	18.4%	12.0%
Financial resources	40.6%	37.6%
Capacity development of staff at state institutions	3.4%	4.9%
Technical assistance	5.3%	5.5%
Mobilizing third party financial resources*	12.6%	18.9%
Coordination with development partners	1.9%	3.8%
Linkage to non-Bank expertise	2.4%	3.5%
Other	1.4%	1.1%

*Significantly different between collaborators and non-collaborators

2 nd Greatest Value Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Convening/facilitating	4.4%	5.5%
Data	5.8%	5.1%
Policy advice, studies, analyses	19.9%	15.2%
Financial resources	15.5%	19.7%
Capacity development of staff at state institutions	11.2%	7.6%
Technical assistance	13.6%	9.5%
Mobilizing third party financial resources	18.0%	18.6%
Coordination with development partners	7.8%	11.2%
Linkage to non-Bank expertise	3.4%	6.7%
Other	0.5%	0.9%

How effectively to the World Bank Groups' activities below support Macedonia's efforts to achieve development results?

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

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

The World Bank Group can provide capacity building support in a number of ways in Macedonia. To what degree would Macedonia benefit, if capacity building were to support...?



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

How EFFECTIVE do you believe the World Bank Group is in terms of the capacity building work it does in each of the following areas in Macedonia?



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

When thinking about how to improve capacity building in Macedonia to help ensure better development results, looking forward, how IMPORTANT is it for the World Bank Group to be involved in the following aspects of capacity building?



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

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

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

Percentage of Respondents (Responses Combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Staff too inaccessible*	3.4%	7.8%
Not exploring alternative policy options	7.7%	6.3%
Not adequately sensitive to political/social realities in Macedonia	22.7%	18.7%
Not enough public disclosure of its work	17.9%	20.2%
Arrogant in its approach	5.3%	2.7%
Not aligned with country priorities	10.1%	11.4%
The credibility of its knowledge/data	1.9%	1.8%
World Bank Group's processes too complex	8.7%	7.2%
Not willing to honestly criticize policies and reform efforts in the country*	11.6%	17.5%
Too influenced by developed countries	13.5%	14.6%
Imposing technocratic solutions without regard to political realities	10.6%	7.2%
World Bank Group's processes too slow*	7.2%	3.5%
Too bureaucratic in its operational policies and procedures	7.7%	6.6%
Not aligned with other development partners' work	4.3%	2.6%
Not collaborating enough with non-state actors	13.5%	16.8%
Not client focused	1.4%	3.2%
Other	1.4%	1.6%
Don't know	16.9%	20.3%

*Significantly different between collaborators and non-collaborators

Which of the World Bank Group's instruments do you believe are the MOST effective in promoting economic development in Macedonia? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Capacity development of staff at state institutions*	22.0%	15.4%
Policy based lending/budget support to the Government	18.0%	15.1%
Knowledge products/services	21.0%	19.9%
Investment lending	51.2%	48.7%
Technical assistance	33.7%	29.3%
Grant funding	34.1%	39.8%
Other	0.0%	1.4%
Don't know*	3.4%	9.0%

*Significantly different between collaborators and non-collaborators

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

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

Percentage of Respondents (Responses Combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Academia/think tanks/research institutes	24.8%	29.0%
Community of development partners	6.8%	8.8%
Media	9.7%	12.0%
NGOs	20.4%	20.8%
Local Government*	33.0%	22.1%
Private sector	46.6%	52.5%
Parliament	7.8%	6.6%
Community Based Organizations	6.3%	3.9%
Beneficiaries	16.5%	16.4%
Foundations	5.8%	5.9%
Faith based organizations	2.4%	2.7%
Other	2.9%	2.5%
Don't know	1.9%	4.1%

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

To be a more effective development partner in Macedonia, do you believe that the World Bank Group should have...?

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
More local presence	63.8%	68.5%
The current level of local presence is adequate	24.2%	19.0%
Less local presence	4.8%	2.4%
Don't know	7.2%	10.1%

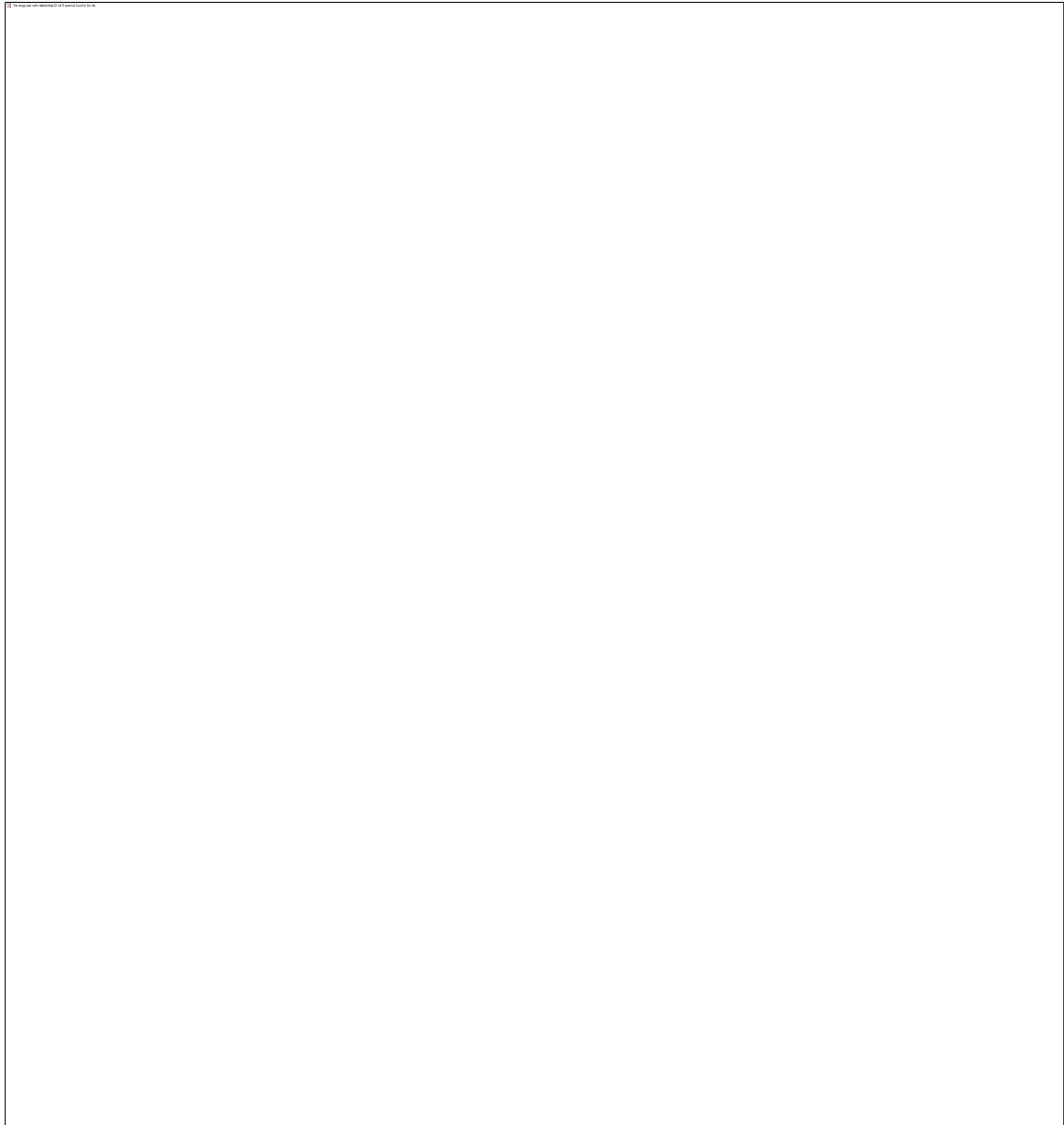
When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
The World Bank Group does not do adequate follow through/follow-up	9.9%	11.0%
There is not an adequate level of citizen/civil society participation*	16.7%	25.4%
The World Bank Group is not sensitive enough to political/social realities on the ground	28.6%	25.4%
Lack of/inadequate levels of capacity in Government	25.6%	22.1%
Poor coordination with development partners	22.2%	20.6%
The World Bank Group works too slowly	8.9%	5.6%
The Government works inefficiently*	10.8%	16.6%
Political pressures and obstacles	24.6%	24.0%
Reforms are not well thought out in light of country challenges	26.1%	23.8%
Other	3.9%	2.7%

*Significantly different between collaborators and non-collaborators

C. World Bank Group's Effectiveness and Results

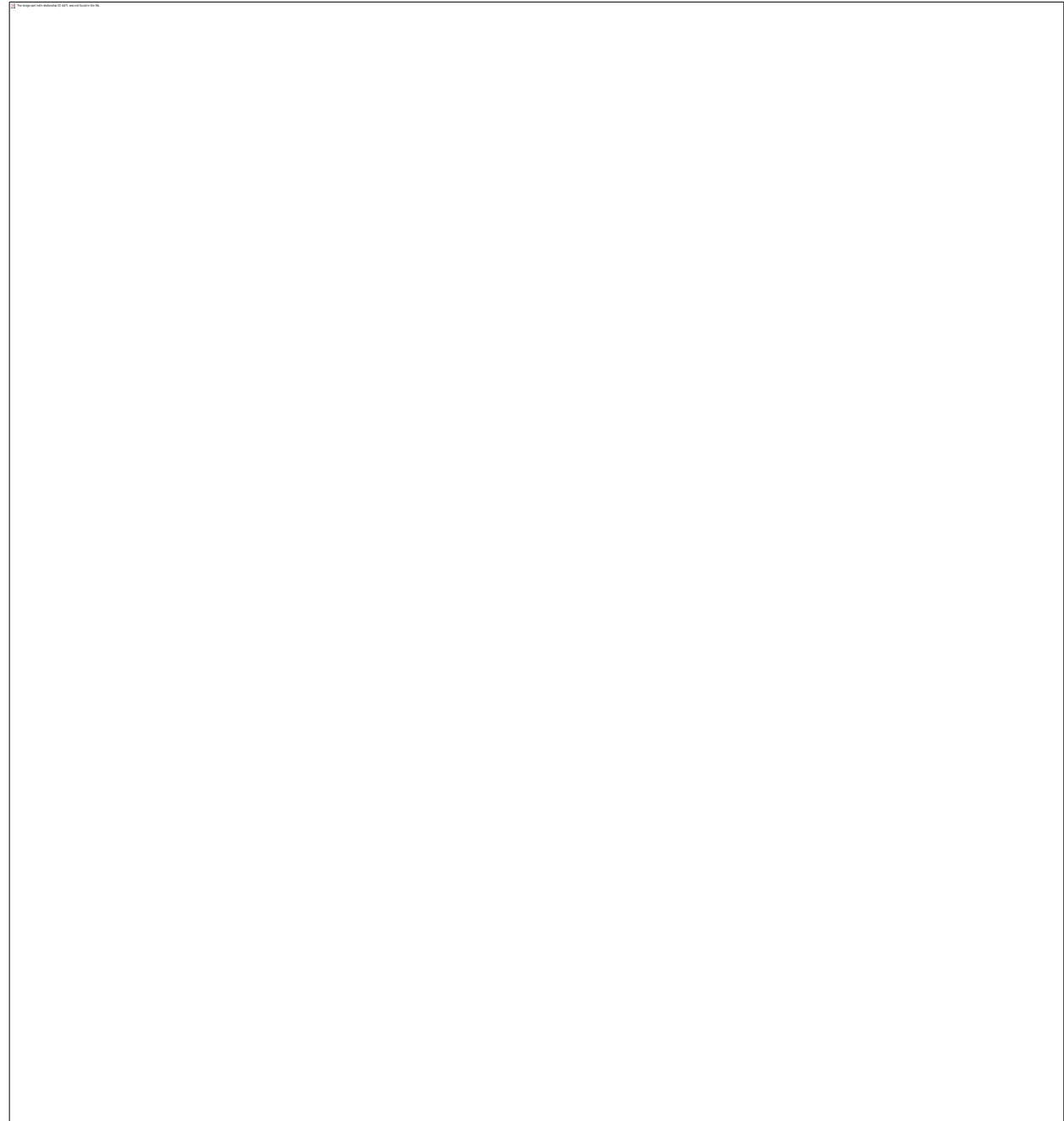
In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Macedonia? (1-Not important at all, 10-Very important)



**Significantly different between collaborators and non-collaborators*

C. World Bank Group Effectiveness and Results (continued)

How effective do you believe the World Bank 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*

C. World Bank Group Effectiveness and Results (continued)

Where are the World Bank Group's decisions made primarily that support the program in Macedonia?*

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
At the Headquarters (in Washington D.C.)	49.5%	36.1%
In the country	24.8%	18.9%
Don't know	25.7%	45.0%

*Significantly different between collaborators and non-collaborators

(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) *Significantly different between collaborators and non-collaborators

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

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	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Weekly	4.3%	1.6%
Monthly	17.8%	3.1%
A few times a year	37.0%	18.0%
Rarely	32.2%	32.8%
Never	8.7%	44.4%

*Significantly different between collaborators and non-collaborators

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

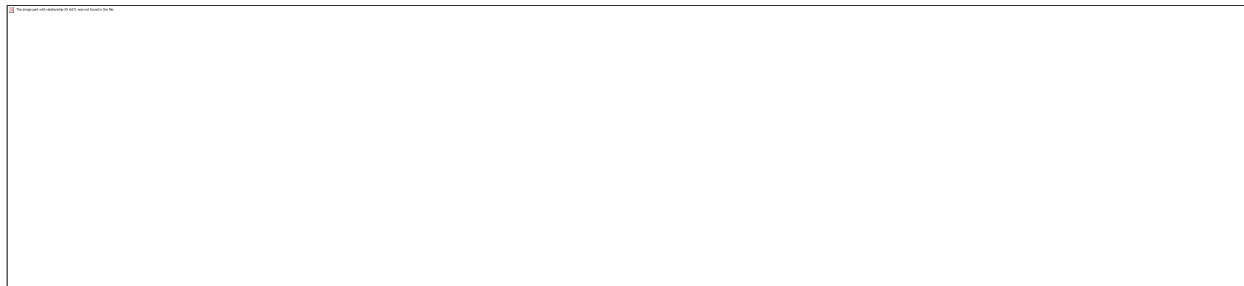
When thinking about the development challenges in Macedonia, where do you believe it would be most valuable for the World Bank Group to focus its knowledge work and activities in the next few years? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Social protection	7.8%	5.0%
Public sector governance/reform	17.5%	17.2%
Transport	23.3%	19.2%
Poverty reduction	18.9%	18.1%
EU integration*	12.6%	21.2%
Gender equity	1.9%	2.2%
Business environment and private sector development	17.0%	14.2%
Rural development	8.7%	12.8%
Foreign direct investment	10.7%	13.2%
Water and sanitation	1.9%	2.5%
Energy	18.0%	16.5%
Job creation/employment	19.4%	17.7%
Environmental sustainability	4.4%	5.0%
Equality of opportunity	4.4%	6.4%
Health	14.1%	15.4%
Education	19.4%	20.0%
Climate change and green growth	4.4%	5.2%
Agricultural development	15.0%	11.6%
Trade and exports	13.6%	12.1%
Economic growth	35.9%	30.2%
Law and justice*	5.3%	10.3%
Regulatory framework	3.9%	2.4%
Anti-corruption	4.9%	8.1%
Information and communications technology	3.4%	4.0%
Disaster management	0.0%	0.7%

*Significantly different between collaborators and non-collaborators

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) *Significantly different between collaborators and non-collaborators

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

(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 does each of the following aspects of the World Bank Group's delivery work contribute to solving Macedonia's development challenges?



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

E. Working with the World Bank Group (continued)

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

**Significantly different between collaborators and non-collaborators*

Which of the following best describes the way the World Bank Group operates in Macedonia?

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
The World Bank Group takes too much risk in Macedonia	3.4%	3.0%
The World Bank Group does not take enough risk in Macedonia	22.0%	29.6%
The World Bank Group's approach to risk is appropriate	42.4%	22.0%
Don't know	22.4%	32.6%
Prefer not to answer	9.8%	12.8%

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)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Provide more adequate data/knowledge/statistics/figures on Macedonia's economy*	9.9%	18.5%
Collaborate more effectively with Government clients (e.g., state, local)*	20.8%	10.3%
Offer more innovative financial products	32.2%	30.7%
Improve the competitiveness of its financing compared to markets	13.9%	11.3%
Reach out more to groups outside of Government*	31.2%	43.5%
Improve the quality of its experts as related to Macedonia's specific challenges	11.4%	11.7%
Offer more innovative knowledge services	11.4%	13.8%
Ensure greater selectivity in its work	4.5%	4.4%
Increase the level of capacity development in the country	23.8%	20.4%
Reduce the complexity of obtaining World Bank Group financing	19.8%	14.7%
Increase availability of Fee-Based services	4.5%	4.6%
Work faster	2.5%	2.4%
Other	1.0%	2.2%

*Significantly different between collaborators and non-collaborators

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	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Financial services	44.7%	40.9%
Knowledge products	25.2%	20.7%
Convening services	5.8%	6.0%
None of the above	3.4%	6.5%
The combination is appropriate for Macedonia	11.7%	13.2%
Don't know	9.2%	12.8%

*Significantly different between collaborators and non-collaborators

Please identify the TWO areas related to economic diversification in Macedonia where greater support from the World Bank Group would be most valuable. (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Skills development and innovation	27.1%	24.9%
Transport infrastructure	35.7%	33.8%
Investments in energy efficiency and renewable energy	33.8%	35.9%
Business environment reforms to increase country's competitiveness	30.4%	31.3%
Increasing the efficiency of the social protection system	9.7%	9.9%
Conducting analysis of the profile of poverty and trends*	18.8%	13.5%
Information and communication technology	11.1%	7.9%
Climate change	4.3%	4.0%
Public sector reform	13.5%	17.6%
Other	1.9%	2.4%
Don't know	0.0%	0.0%

*Significantly different between collaborators and non-collaborators

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)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Local newspapers	33.8%	35.4%
International newspapers	11.1%	11.8%
Local radio	4.8%	3.6%
Local television	40.6%	40.3%
International television	13.0%	13.1%
Periodicals	16.4%	20.6%
World Bank Group website	23.7%	18.8%
Social media	19.8%	23.6%
Blogs	2.4%	4.8%
Other*	11.1%	6.3%

*Significantly different between collaborators and non-collaborators

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

Percentage of Respondents (Responses Combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Blogs	10.1%	9.7%
Direct contact with World Bank Group*	30.3%	19.4%
e-Newsletters	34.6%	42.0%
Instant messaging	7.7%	7.7%
World Bank Group's seminars/workshops/conferences*	40.4%	28.5%
World Bank Group's publications and other written materials	23.6%	23.0%
Social media	19.2%	23.9%
World Bank Group's website	16.3%	22.0%
Other	1.9%	1.7%

*Significantly different between collaborators and non-collaborators

Are you aware of the World Bank's Access to Information Policy under which the Bank will now disclose any information in its possession that is not a list of exceptions?*

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Yes	24.0%	11.8%
No	76.0%	88.2%

*Significantly different between collaborators and non-collaborators

Have you requested information from the World Bank Group on its activities in the past year?*

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Yes	45.1%	15.6%
No	54.9%	84.4%

*Significantly different between collaborators and non-collaborators

Were you able to obtain this information?*

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Yes	91.6%	76.3%
No	8.4%	23.7%

*Significantly different between collaborators and non-collaborators

G. Communication and Information Sharing (continued)

Do you have access to the Internet?

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Yes	99.5%	98.6%
No	.5%	1.4%

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

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Yes	85.6%	51.9%
No	14.4%	48.1%

*Significantly different between collaborators and non-collaborators

Which do you primarily use?

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
The World Bank Group's country website	56.1%	52.3%
The World Bank Group's main website	43.9%	47.7%

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

Percentage of Respondents	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
High speed	94.4%	87.2%
Low speed (below 256 Kbps)	5.6%	12.8%

*Significantly different between collaborators and non-collaborators

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

*Significantly different between collaborators and non-collaborators

H. Background Information

Which of the following agencies of the World Bank Group do you work with in Macedonia? (Select all that apply)

Percentage of Respondents (Responses Combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
The World Bank (IBRD)*	79.0%	7.4%
International Finance Corporation (IFC)*	25.5%	4.3%
The Multilateral Investment Guarantee Agency (MIGA)	2.5%	1.1%
None*	10.0%	89.1%

*Significantly different between collaborators and non-collaborators

Which of the following describes most of your exposure to the World Bank Group in Macedonia? (Choose no more than 2)

Percentage of Respondents (Responses Combined)	Currently, do you professionally collaborate/work with the World Bank Group in your country?	
	Yes	No
Observer (i.e., follow in media, discuss in informal conversations, etc.)*	14.9%	61.5%
Use World Bank Group reports/data	22.1%	20.4%
Engage in World Bank Group related/sponsored events/activities*	33.7%	7.1%
Collaborate as part of my professional duties*	55.8%	9.7%
Use World Bank Group website for information, data, research, etc.*	13.5%	30.4%

*Significantly different between collaborators and non-collaborators

Appendix E: Responses to All Questions across Country Surveys¹

FY06 N=281 ● FY10 N=240 ● FY14 N=208

B. Overall Attitudes toward the World Bank Group

(1-Not familiar at all, 10-Extremely familiar) ^Significantly different between FY06 and FY14 surveys.

(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)

*^Significantly different between FY06 and FY14 surveys. *Significantly different between FY10 and FY14 surveys.*

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 FY06 and FY14 surveys.

¹ Only those questions with similar response options/scales could be included in these comparisons.

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)



[^]Significantly different between FY06 and FY14 surveys. *Significantly different between FY10 and FY14 surveys.

How EFFECTIVE do you believe the World Bank 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 FY06 and FY14 surveys. *Significantly different between FY10 and FY14 surveys.

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)

E. Working with the World Bank Group

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

^ASignificantly different between FY06 and FY14 surveys.

G. Communication and Information Sharing

Do you have access to the Internet?

Percentage of Respondents	FY06	FY10	FY14
Yes	-	99.5%	99.5%
No	-	.5%	.5%

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

Percentage of Respondents	FY06	FY10	FY14
Yes	84.6%	80.3%	85.6%
No	15.4%	19.7%	14.4%

Which do you primarily use?

Percentage of Respondents	FY06	FY10	FY14
The World Bank Group's country website	55.5%	55.5%	56.1%
The World Bank Group's main website	44.5%	44.5%	43.9%

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

^{*}Significantly different between FY10 and FY14 surveys.

Appendix F: Responses to Sector Specific Questions by Specialization

C. World Bank 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)



C. World Bank Effectiveness and Results (continued)

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


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Appendix G: Indicator Questions as a Function of Exposure to the Bank



*Yellow highlight indicates significant difference between Yes and No mean. *Mean ratings only represent Collaborators (those who indicated "Yes" to H3).*

Appendix H: Indicator Questions as a Function of Stakeholder Group



**Significantly different between stakeholder groups*

Appendix I: Macedonia FY 2013 Questionnaire



World Bank Group Country Survey FY14 – 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

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

SECTION A: GENERAL ISSUES

A2. 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)			
1	Social protection (e.g., pensions, targeted social assistance)	14	Health
2	Transport (e.g., roads, bridges, transportation)	15	Education
3	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	16	Poverty reduction
4	EU integration	17	Energy
5	Gender equity	18	Climate change (e.g., mitigation, adaptation) and green growth
6	Business environment and private sector development	19	Agricultural development
7	Foreign direct investment	20	Trade and exports
8	Water and sanitation	21	Economic growth
9	Anti corruption	22	Law and justice (e.g., judicial system)
10	Job creation/employment	23	Regulatory framework
11	Rural development	24	Disaster management
12	Environmental sustainability	25	Information and communications technology
13	Equality of opportunity (i.e., equity)		

A3. 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)			
1	Water and sanitation	13	Anti corruption
2	Equality of opportunity (i.e., equity)	14	Business environment and private sector development
3	Economic growth	15	Foreign direct investment
4	Climate change (e.g., mitigation, adaptation) and green growth	16	Education
5	EU integration	17	Energy
6	Gender equity	18	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
7	Rural development	19	Environmental sustainability
8	Regulatory framework	20	Disaster management
9	Social protection (e.g., pensions, targeted social assistance)	21	Health
10	Law and justice (e.g., judicial system)	22	Agricultural development
11	Transport (e.g., roads, bridges, transportation)	23	Job creation/employment
12	Information and communications technology	24	Trade and exports

SECTION A: GENERAL ISSUES

A4. Economic growth can be driven by a number of factors.			
Which THREE areas below do you believe would contribute most to generating economic growth in Macedonia? (Choose no more than THREE)			
1	Energy	13	Information and communications technology
2	Gender equity	14	Regulatory framework
3	Equality of opportunity (i.e., equity)	15	Trade and exports
4	Social protection (e.g., pensions, targeted social assistance)	16	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
5	EU integration	17	Business environment and private sector development
6	Climate change (e.g., mitigation, adaptation) and green growth	18	Job creation/employment
7	Anti corruption	19	Agricultural development
8	Disaster management	20	Transport (e.g., roads, bridges, transportation)
9	Rural development	21	Environmental sustainability
10	Foreign direct investment	22	Health
11	Water and sanitation	23	Law and justice (e.g., judicial system)
12	Education		

A5. 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	Better employment opportunities for young people
2	Better employment opportunities for women
3	Greater access to micro-finance for the poor
4	Greater voice and participation for citizens to help ensure greater accountability
5	Greater access to health and nutrition for citizens
6	Greater access to economic opportunities for ethnic minorities
7	Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)
8	A growing middle class
9	Better opportunity for the poor who live in rural areas
10	Better opportunity for the poor who live in urban areas
11	Consistent economic growth
12	More reliable social safety net
13	Greater equity of fiscal policy
14	Education and training that better ensure job opportunity
15	Better quality public services
16	Other (please specify): _____

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

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

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

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?										
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

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? (Choose no more than THREE)

1	Social protection (e.g., pensions, targeted social assistance)	14	Equality of opportunity (i.e., equity)
2	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	15	Health
3	Transport (e.g., roads, bridges, transportation)	16	Education
4	Poverty reduction	17	Climate change (e.g., mitigation, adaptation) and green growth
5	EU integration	18	Agricultural development
6	Gender equity	19	Trade and exports
7	Business environment and private sector development	20	Economic growth
8	Rural development	21	Law and justice (e.g., judicial system)
9	Foreign direct investment	22	Regulatory framework
10	Water and sanitation	23	Anti corruption
11	Energy	24	Information and communications technology
12	Job creation/employment	25	Disaster management
13	Environmental sustainability		

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

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?			
		Greatest Value (Choose only ONE)	Second Greatest Value (Choose only ONE)
1	Convening/Facilitating	<input type="checkbox"/>	<input type="checkbox"/>
2	Data	<input type="checkbox"/>	<input type="checkbox"/>
3	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
4	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
5	Capacity development of staff at state institutions (cadaster, social services, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
6	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
7	Mobilizing third party financial resources (e.g., financial markets, commercial lenders, private sector investors)	<input type="checkbox"/>	<input type="checkbox"/>
8	Coordination with development partners	<input type="checkbox"/>	<input type="checkbox"/>
9	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	<input type="checkbox"/>	<input type="checkbox"/>
10	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

How effectively do the World Bank Group's activities below support Macedonia's efforts to achieve development results?													
		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
B6	Convening/Facilitating	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B7	Data	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B8	Policy advice, studies, analyses	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B9	Financial resources	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B10	Technical assistance	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B11	Mobilizing third party financial resources (e.g., financial markets, commercial lenders, private sector investors)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B12	Coordination with development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B13	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

The World Bank Group can provide capacity building support in a number of ways in Macedonia. To what degree would Macedonia benefit, if capacity building were to support...?													
		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
B14	Groups outside of government (e.g., civil society, media) to help them more effectively engage and participate in development efforts	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B15	The public sector , related to implementation of specific development projects on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B16	The public sector , related to changing institutions (organizations or sociopolitical conditions)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

How EFFECTIVE do you believe the World Bank Group is in terms of the capacity building work it does in each of the following areas in Macedonia? (If you have NO exposure to/experience in any of the areas listed below, please respond "Don't know")

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
B17	Project implementation (or other organizational strengthening)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B18	Citizen engagement (incorporating citizens' voices into development)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B19	Policy design (for clarity and better incentives to achieve development goals)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

When thinking about how to improve capacity building in Macedonia to help ensure better development results, looking forward, how IMPORTANT is it for the World Bank Group to be involved in the following aspects of capacity building? (If you have NO exposure to/experience in any of the areas listed below, please respond "Don't know")

		Not important at all										Very important	Don't know
		1	2	3	4	5	6	7	8	9	10		
B20	Project implementation (or other organizational strengthening)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B21	Citizen engagement (incorporating citizens' voices into development)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B22	Policy design (for clarity and better incentives to achieve development goals)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

B23. 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)

1	Staff too inaccessible
2	Not exploring alternative policy options
3	Not adequately sensitive to political/social realities in Macedonia
4	Not enough public disclosure of its work
5	Arrogant in its approach
6	Not aligned with country priorities
7	The credibility of its knowledge/data
8	World Bank Group's processes too complex
9	Not willing to honestly criticize policies and reform efforts in the country
10	Too influenced by developed countries
11	Imposing technocratic solutions without regard to political realities
12	World Bank Group's processes too slow
13	Too bureaucratic in its operational policies and procedures
14	Not aligned with other development partners' work
15	Not collaborating enough with non-state actors
16	Not client focused
17	Other (please specify): _____
18	Don't know

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B24. Which World Bank Group's instruments do you believe are the MOST effective in promoting economic development in Macedonia? (Choose no more than TWO)	
1	Capacity development of staff at state institutions (cadaster, social services, etc.)
2	Policy based lending / budget support to the Government
3	Knowledge products/services (analytical work, studies, surveys, etc.)
4	Investment lending (financing specific projects)
5	Technical assistance (advice, best practice, international experience, etc.)
6	Grant funding
7	Other (please specify): _____
8	Don't know

B25. In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank Group collaborate with more in your country to ensure better development results there? (Choose no more than TWO)	
1	Academia/think tanks/research institutes
2	Community of development partners
3	Media
4	NGOs
5	Local Government
6	Private sector
7	Parliament
8	Community Based Organizations (CBOs)
9	Beneficiaries
10	Foundations
11	Faith based organizations
12	Other (please specify): _____
13	Don't know

To what extent do you agree with the following statements about the World Bank Group's work in Macedonia?													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
B26	Overall the World Bank Group currently plays a relevant role in development in Macedonia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B27	The World Bank Group's work is aligned with what I consider the development priorities for Macedonia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B28	The World Bank Group supports programs and strategies that are realistic for Macedonia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B29	The World Bank Group treats clients and stakeholders in Macedonia with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

To what extent is the World Bank Group an effective development partner in 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	
B30	Responsiveness	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B31	Flexibility (in terms of the World Bank Group's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B32	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B33	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B34	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B35	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B36	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B37	Ease of access to the people at the World Bank Group who are making decisions important to my work	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B38	Collaboration with groups outside of the Government (e.g., NGOs, academia, private sector)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B39	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B40	Collaboration with other development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B41	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B42	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

B43. To be a more effective development partner in Macedonia, do you believe that the World Bank Group should have ... ? (Select only ONE response)

<input type="checkbox"/> More local presence	<input type="checkbox"/> The current level of local presence is adequate	<input type="checkbox"/> Less local presence	<input type="checkbox"/> Don't know
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B44. 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)

1	The World Bank Group does not do adequate follow through/follow-up
2	There is not an adequate level of citizen/civil society participation
3	The World Bank Group is not sensitive enough to political/social realities on the ground
4	Lack of/inadequate levels of capacity in Government
5	Poor coordination with development partners
6	The World Bank Group works too slowly
7	The Government works inefficiently
8	Political pressures and obstacles
9	Reforms are not well thought out in light of country challenges
10	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	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Law and justice (e.g., judicial system)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Regulatory framework	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Business environment and private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Foreign direct investment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Disaster management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	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"/>	
17	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	EU integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
22	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Climate change (e.g., mitigation, adaptation) and green growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Agricultural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10	10	
1	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Law and justice (e.g., judicial system)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Regulatory framework	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Business environment and private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Foreign direct investment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Disaster management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	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"/>	
17	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	EU integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
22	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Climate change (e.g., mitigation, adaptation) and green growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Agricultural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS

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

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

To what extent do you agree with the following statements about the World Bank Group in Macedonia?												
		Strongly disagree					Strongly agree					Don't know
C5	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, trust funds/grants, Program 4 Result, etc.) meet the needs of Macedonia	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C6	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"/>

C7. To what extent do you believe the World Bank Group's internal evaluation mechanisms hold the institution accountable for achieving results in Macedonia?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all									To a very significant degree			Don't know

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

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

D1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?

1	Weekly
2	Monthly
3	A few times a year
4	Rarely
5	Never

D2. When thinking about the development challenges in Macedonia, where do you believe it would be most valuable for the World Bank Group to focus its knowledge work and activities in the next few years? (Choose no more than THREE)

1	Social protection (e.g., pensions, targeted social assistance)	14	Equality of opportunity (i.e., equity)
2	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	15	Health
3	Transport (e.g., roads, bridges, transportation)	16	Education
4	Poverty reduction	17	Climate change (e.g., mitigation, adaptation) and green growth
5	EU integration	18	Agricultural development
6	Gender equity	19	Trade and exports
7	Business environment and private sector development	20	Economic growth
8	Rural development	21	Law and justice (e.g., judicial system)
9	Foreign direct investment	22	Regulatory framework
10	Water and sanitation	23	Anti corruption
11	Energy	24	Information and communications technology
12	Job creation/employment	25	Disaster management
13	Environmental sustainability		

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

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
		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D3	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D4	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D5	Are relevant to Macedonia's development priorities	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D6	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D7	Are accessible (well written and easy to understand)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D8	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D9	Enhance your knowledge and/or skills	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D10	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D11	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D12	Are adaptable to Macedonia's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

D13. 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
		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

D14. 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
		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

SECTION E: WORKING WITH THE WORLD BANK GROUP

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

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

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

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

F3. Please identify TWO areas related to economic diversification in Macedonia where greater support from the World Bank Group would be most valuable. (Choose no more than TWO)

1	Skills development and innovation
2	Transport infrastructure
3	Investments in energy efficiency and renewable energy
4	Business environment reforms to increase country's competitiveness
5	Increasing the efficiency of the social protection system
6	Conducting analysis of the profile of poverty and trends
7	Information and communication technology
8	Climate change
9	Public sector reform
10	Other (please specify): _____
11	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 newspapers
2	International newspapers
3	Local radio
4	Local television
5	International television
6	Periodicals
7	World Bank Group web site
8	Social media (e.g., Facebook, Twitter, Youtube, Flickr)
9	Blogs
10	Other (please specify): _____

G2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)

1	Blogs
2	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
3	e-Newsletters
4	Instant messaging
5	World Bank Group's seminars/workshops/conferences
6	World Bank Group's publications and other written materials
7	Social media (e.g., Facebook, Twitter, Youtube, Flickr)
8	World Bank Group's website
9	Other (please specify): _____

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

SECTION G: COMMUNICATION AND INFORMATION SHARING

G8. Which do you primarily use? (Select only ONE response)	
1	The World Bank Group's country website (www.worldbank.org.mk)
2	The World Bank Group's main website (www.worldbank.org)

G9. Which Internet connection do you use primarily when visiting a World Bank Group website?	
1	High speed
2	Low speed (below 256 Kbps)

Please rate how much you agree with the following statements.													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
G10	I use/consult World Bank Group's data more often than I did a few years ago	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
G11	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"/>
G12	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"/>
G13	The World Bank Group's social media channels (e.g., Facebook, Twitter, Youtube, Flickr) are valuable sources of information about the institution	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
G14	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"/>
G15	The World Bank Group is responsive to my information requests and inquiries	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

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

SECTION H: BACKGROUND INFORMATION

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

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

SECTION H: BACKGROUND INFORMATION

H3. Currently, do you professionally collaborate/work with the World Bank Group in your country?	
1	Yes
2	No

H4. Which of the following agencies of the World Bank Group do you work with in Macedonia? (Select all that apply)	
1	The World Bank (IBRD/IDA)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	None

H5. 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.

H6. Which best represents your geographic location?	
1	Skopje
2	Outside Skopje

Thank you for completing the survey!