

FY 2024 Maldives **Country Opinion Survey Report**





Acknowledgements

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

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Objectives

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

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

Methodology Overview

Fielded in April – July 2024

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

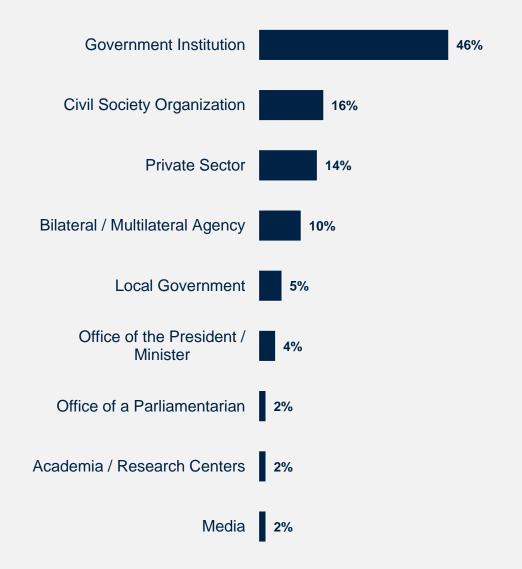
128 participants (36% response rate)

- 56% currently collaborate with the WBG
- 78% from the Greater Malé Region

Compared to FY21 Country Survey

- 86 participants (23% response rate)
- 35% collaborated with the WBG
- 94% from the Greater Malé Region

Click here for details of the Respondent Sample and Methodology.



MILLION TO THE STREET





Overall Context

"To align the priorities of the Bank to the development needs of the country and its private sector."

(Private Sector Respondent)

"Aligning projects and financing to broader policy goals to achieve long-term objectives.

Increase commitment to human resource development, especially targeted to rural development in vulnerable sectors, to achieve balanced economies of scale for future development. Help develop instruments to strengthen private sector financing and accountability, government frameworks to reduce society's dependency on public sector finance."

(Government Institution Respondent)





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Increased Familiarity with the World Bank Group

Comparison of FY21 and FY24: Respondents in this year's Country Survey reported significantly higher levels of familiarity with the World Bank compared to respondents in the FY21 Survey:

Mean familiarity: FY24 = 7.3

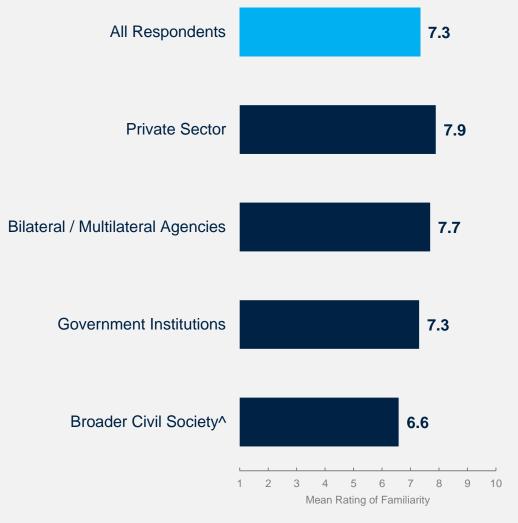
FY21 = 5.8

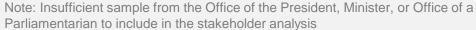
Collaboration with the WBG: Respondents who indicated that they collaborate with the WBG reported significantly higher levels of familiarity with the institution's work:

Collaborate with WBG = 8.4 Mean familiarity:

Do not collaborate = 6.0

Stakeholders: Respondents from the private sector indicated the highest familiarity with the WBG, whereas respondents from the broader civil society had relatively lower familiarity ratings. However, these differences did not reach a statistically significant level.





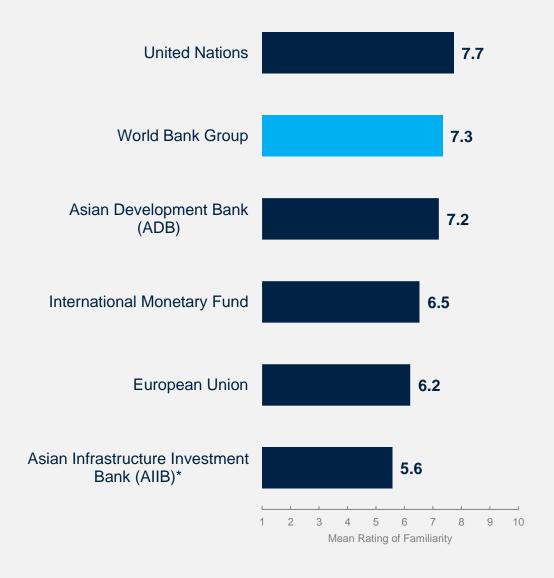


Parliamentarian to include in the stakeholder analysis



Stakeholders Most Familiar with the UN and WBG

- Respondents in this year's Country Survey were asked to indicate their familiarity with the work of several international organizations and the World Bank Group. Of these organizations, respondents in Maldives indicated the highest levels of familiarity with the work of the United Nations (UN), followed by the WBG. Respondents were least familiar with the work of the Asian Infrastructure Investment Bank (AIIB).
- Of note, the private sector respondents indicated a significantly higher level of familiarity with the work of AIIB (mean = 7.6) compared to other groups.





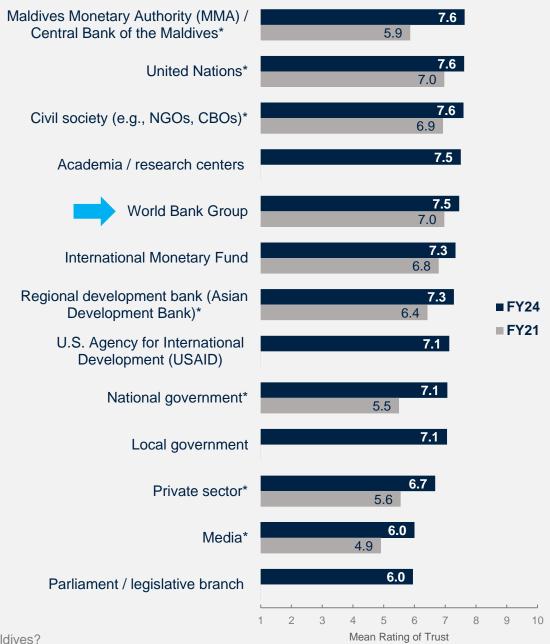


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Central Bank, UN, and Civil Society Received the Highest Trust Ratings

Trust in the institutions was higher this year, with respondents giving the highest trust ratings for the **Maldives Monetary Authority (MMA)**, followed by the **UN** and **civil society**, which have significantly improved since FY21. The WBG's trust ratings have also increased this year; however, the change remained below the threshold for statistical significance.

Although trust ratings for the media, private sector, and national government have improved since FY21, these institutions still hold some of the lowest ratings this year.





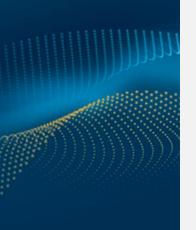


Overall Attitudes toward the World Bank Group

"World Bank should be proactive in solving issues. Furthermore, there is a need for enhanced flexibility in the implementation of Bank guidelines and procedures."

(Government Institution Respondent)





WORLD BANK GROUP

Key Performance Indicators (KPIs) Improved Since FY21

In FY24, respondents rated the WBG significantly higher regarding its **relevance** in the Maldives, its **effectiveness in achieving development results**, and its **positive influence on shaping developing policy** than the FY21 Survey. The ratings on the WBG's alignment with development priorities also improved.

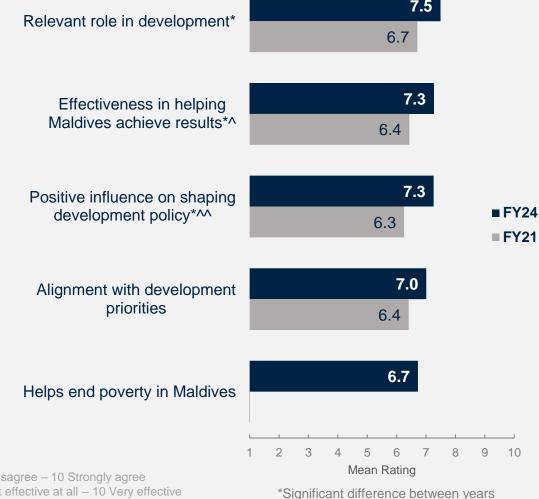
In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Maldives?

"The awareness and the lack of information within the Maldivian society reduces the effectiveness of the WBG's scope."

(Private Sector Respondent)

"Having a proper and more formal coordination system in place and ensuring the WB staff follows a good system, especially during missions."

(Government Institution Respondent)

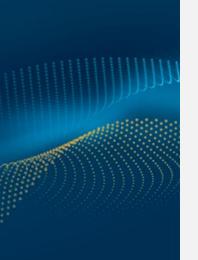




The WBG currently plays a relevant role in development in Maldives. Scale: 1 Strongly disagree – 10 Strongly agree
How effective is the WBG in helping Maldives achieve development results? Scale: 1 Not effective at all – 10 Very effective
The WBG has a positive influence on shaping the development policy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

^Compared to a mean score of the two questions asked in FY21: "Overall, please rate your impression of the WBG's effectiveness in Maldives. Scale: 1 Not effective at all – 10 Very effective; To what extent does the WBG's work help to achieve development results in Maldives? Scale: 1 To no degree at all – 10 To a very significant degree ^\In FY21, this was asked as "To what extent does the World Bank Group influence the development agenda in Maldives?" (1-To no degree at all, 10-To a very significant degree)".

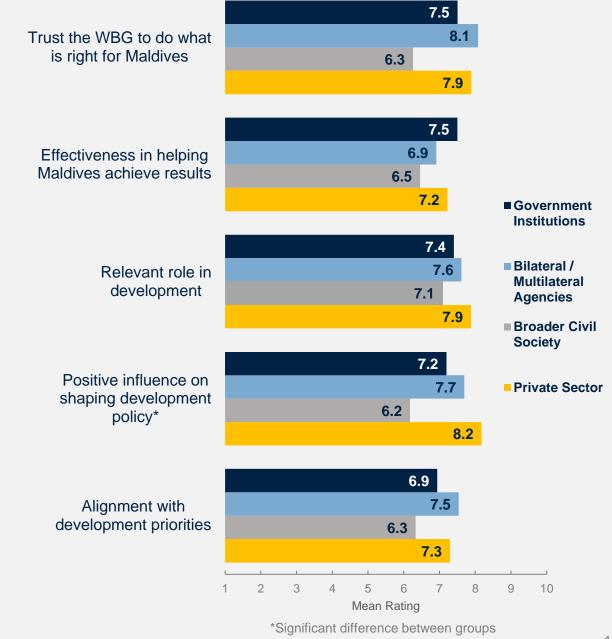




Most Stakeholder Groups are Positive about WBG's Work

Comparisons of ratings for key performance indicators among stakeholder groups show that respondents from the private sector, government, and bilateral/multilateral agencies generally provided positive ratings for the WBG's work. However, some variation was observed across these groups.

In contrast, respondents from the broader civil society generally gave more moderate ratings, with a significant difference in their assessment of the WBG's positive influence on shaping development policy in the Maldives.





How much do you trust the WBG to do what is right for Maldives? Scale: 1 Not at all – 10 Very much

How effective is the WBG in helping Maldives achieve development results? Scale: 1 Not effective at all – 10 Very effective

The WBG currently plays a relevant role in development in Maldives. Scale: 1 Strongly disagree – 10 Strongly agree

The WBG has a positive influence on shaping the development policy in Maldives. Scale: 1 Strongly disagree – 10 Strongly agree

The WBG's work is aligned with what I consider the development priorities for Maldives. Scale: 1 Strongly disagree – 10 Strongly agree

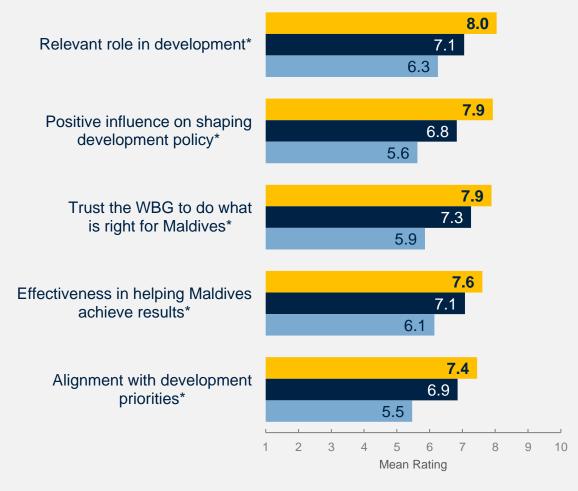




Familiarity Leads to More Positive Perceptions

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

Meaningful engagement and outreach can continue to increase positive perceptions.



How familiar are you with the work of the WBG in Maldives?

High Familiarity (8-10)

■ Some Familiarity (5-7)

■ Low Familiarity (1-4)

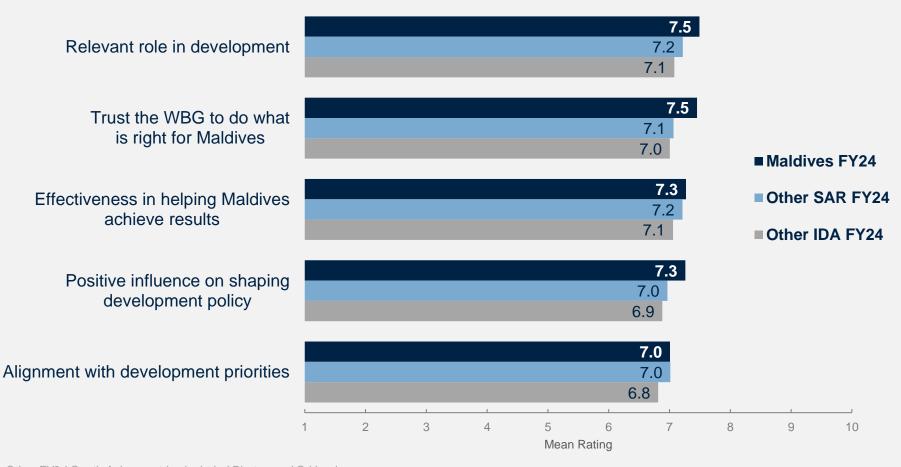


The WBG currently plays a relevant role in development in Maldives. Scale: 1 Strongly disagree – 10 Strongly agree
The WBG has a positive influence on shaping the development policy in Maldives. Scale: 1 Strongly disagree – 10 Strongly agree
How much do you trust the WBG to do what is right for Maldives?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

*Significant difference between levels of familiarity



Maldives' Key Performance Indicators are Higher than those of Other South Asia and IDA Countries Surveyed in FY24







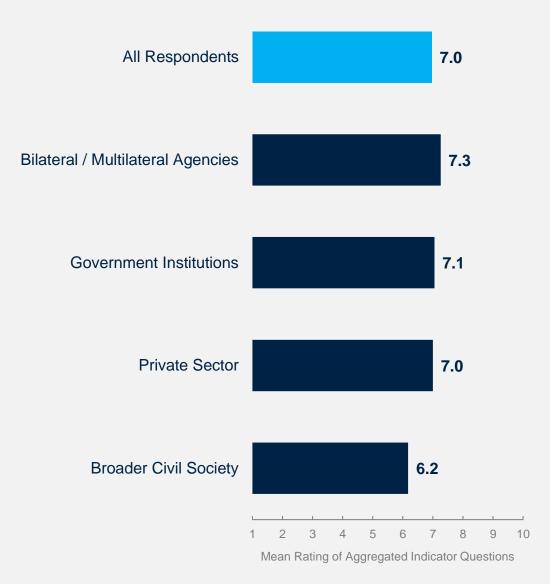
Stakeholder Trends Across Performance Indicators

Respondents from the bilateral / multilateral agencies had the highest mean ratings across the aggregated responses to the nineteen COS indicator questions. In contrast, respondents from the broader civil society reported lower ratings; however, these differences did not reach a statistically significant level.

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

Mean rating: Collaborate with WBG = 7.6

Do not collaborate = 6.1







World Bank Group's Support for Development Areas

"The World Bank Group (WBG) should prioritize sustainable development strategies that address climate resilience and environmental sustainability. Given the Maldives' vulnerability to climate change, rising sea levels, and extreme weather events, this focus is critical for the country's long-term economic stability and social well-being."

(Government Institution Respondent)





Development Areas for WBG Focus

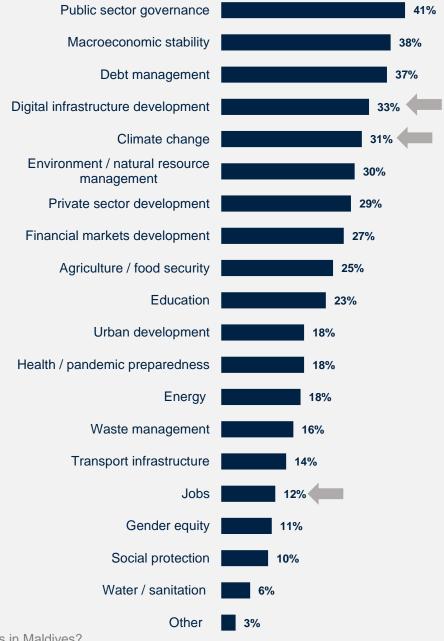
Public sector governance was the top area where stakeholders would like the WBG to focus its resources in FY24. **Digital infrastructure development** has also risen as a key priority, gaining more attention than in the FY21 survey.^

Conversely, the focus on **job creation and employment**, which ranked highest in FY21, has seen a significant decline in prioritization.

In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Maldives?

"Provide capacity building services, and training and technical assistance. Furthermore, it assists the country in restructuring debt and providing easy and flexible means to overcome the financial crisis. Provide assistance to boost the economic growth of the country to prosper economic development."

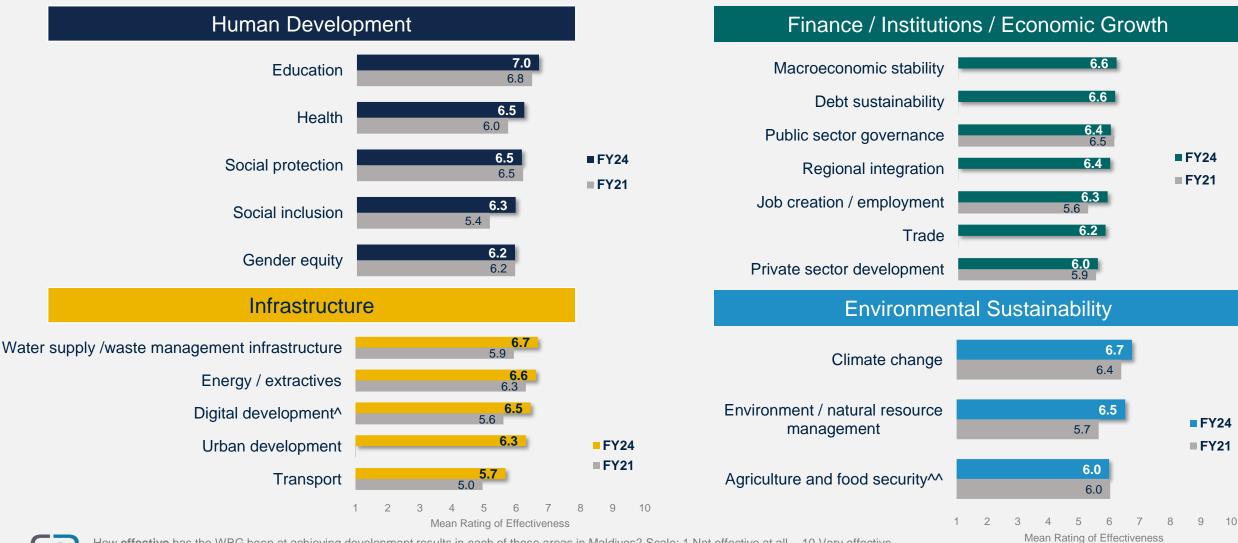
(Government Principal Respondent)





Effectiveness of WBG's Sectoral Support

The WBG's work in **education** received the highest effectiveness ratings. Respondents' ratings for most areas have increased compared to FY21, particularly in **social inclusion**, **digital development**, **transport**, **water supply / management infrastructure**, and **environment / natural resource management**.







World Bank Group's Engagement on the Ground in Maldives

"Engage local councils in determining the needs of the citizens and focus on implementing actions that will have significant results or impacts on society."

(Government Principal Respondent)





The WBG is Recognized as a Long-Term Partner and Has Become More Accessible

In FY24, respondents continued to view the WBG as a **long-term partner** for the Maldives. They also perceived WBG staff and experts as **more accessible** compared to FY21. Additionally, respondents gave higher ratings for the WBG's **responsiveness** to the country's needs, while perceptions of the institution's **flexibility** and **openness** in sharing data and information remained moderately positive.

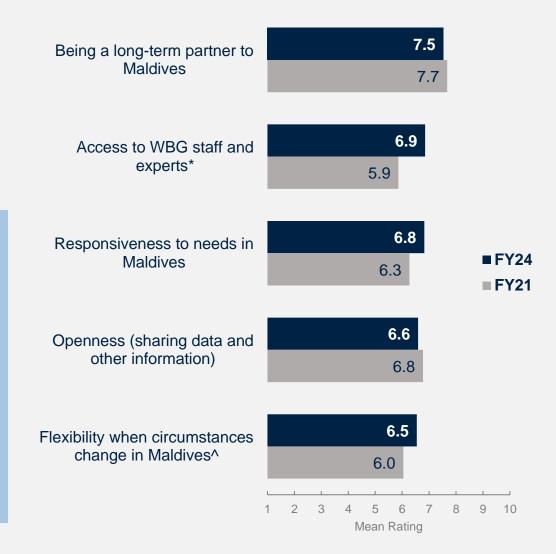
In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Maldives?

"Close collaboration with donors, local govt, and CSOs. Hold the central government accountable and consider the consequences of not doing so. Also, carefully consider improved governance and the long-term positive effects it can have on macroeconomic stability and development. WB leverage is substantial but only when transparently and consistently deployed. Thank you for what you do, WB team!"

(Bilateral or Multilateral Respondent)

"I think it's important to engage the private sector more and encourage effective PPP engagement."

(Private Sector Respondent)







The WBG Seen as Effectively Collaborating with the National Government and Other Donors and Partners

In FY24, respondents perceived the WBG as most effective at collaborating with the **national government**, followed by **other donors and development partners**. Although somewhat improved, the WBG's collaboration with **the private sector** was rated the lowest.

In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Maldives?

"Foster more engagement and work with the private sector."

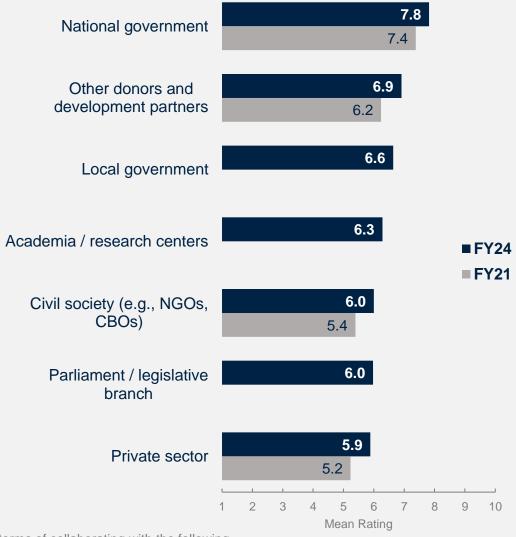
(Government Institution Respondent)

"Keep working closely with the government in the hope that they will implement WBG recommendations. Increase efforts to engage the private sector with the aim of reducing reliance on SOEs."

(Bilateral or Multilateral Respondent)

"Include local consultants in the research conducted by the World Bank."

(Government Principal Respondent)







Stakeholders Want the Bank to Collaborate More with the Private Sector

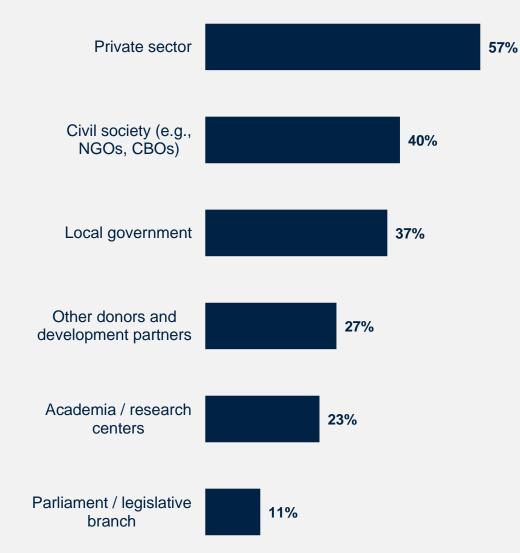
More than half of respondents in this year's survey indicated that the WBG should collaborate more with **the private sector** in addition to its partnership with the national government. Respondents also wanted to see the WBG collaborate more with **civil society** and **local government**.

Outreach to the broader civil society organizations is also recommended, as respondents from these stakeholder groups reported relatively lower familiarity with the Bank and some of the more critical views.

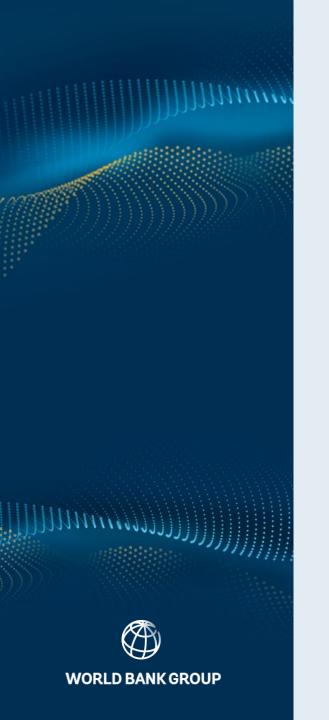
In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Maldives?

"More collaboration within the existing donors and development partners, especially on managing effective technical assistance programs and projects capacity building and research work. This could also involve project designing, monitoring, and evaluation."

(Bilateral or Multilateral Agency Respondent)







World Bank Group's Financial Instruments and Knowledge Work

"First would be providing tailored financing instruments to civil society actors that align with WB's objectives. ... This includes funding the data products such as imagery, platforms, and tools required to build the solutions. ... Lastly, WB can help scale the work by helping identify and support access to larger project financing through funds such as GCF or other funds that align better with CSO while acting as a fund manager or enabler. This is not limited to grants or funds either. It could be through guidance and capacity building on how to create spinoffs and help build a proper business around a solution."

(Civil Society Respondent)





Respondents Identify Financial Resources, Technical Assistance, and Implementation Support as the Bank's Most Valuable Activities in the Maldives

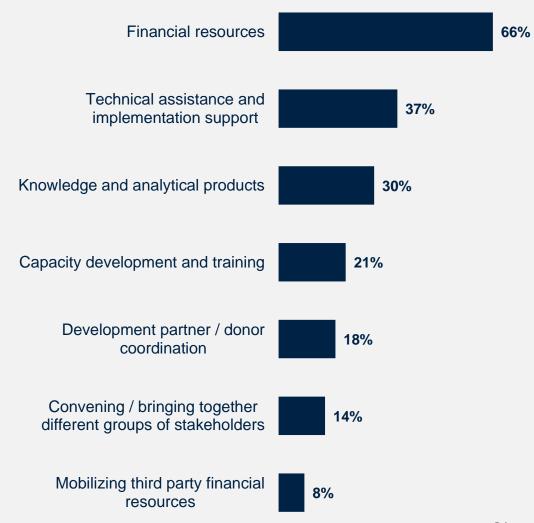
In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Maldives?

"In addition to WBG's focus on providing financial assistance in setting up various developmental projects, the Maldives require a certain percentage of operational assistance in terms of finance in order to ensure the long-term sustainability of such projects."

(Government Institution Respondent)

"Towards mitigating climate impacts provide additional resources including the provision of loans with the low interest rate to install solar projects to the private sector." (Media Respondent)

"Invest in national statistics development and improving data needs to help improve data gaps for reporting on SDGs as well as nationally prioritized statistics and indicators." (Government Institution Respondent)







WBG Seen as Effectively Monitoring and Evaluating Its Projects in Maldives

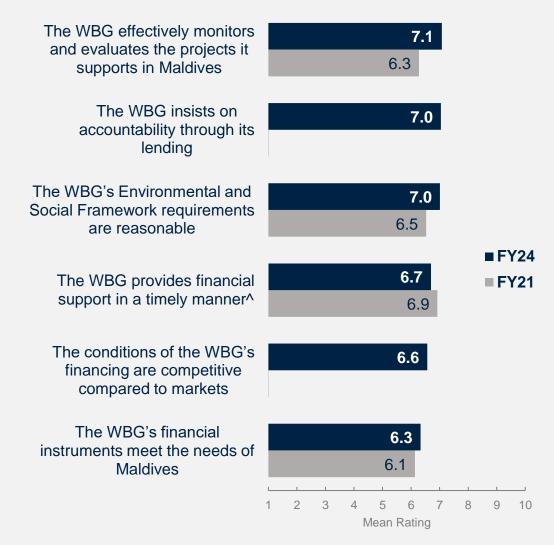
Respondents generally hold positive views of the WBG's financial instruments, with particular appreciation for the WBG's **effective monitoring and evaluation** of its projects. There was broad agreement that the WBG **insists on accountability** through its lending and that its **Environmental and Social Framework (ESF) requirements are reasonable**.

 Respondents from the private sector were least likely to agree that WBG's financing is competitive compared to markets (mean = 5.7), while respondents from government institutions reported the highest ratings (mean = 7.0).

In your opinion, what is the most important thing the WBG could do to increase its effectiveness in Maldives?

"Increase the amount of grants and ensure a robust monitoring mechanism to check if the resources are used for the purpose provided. Create a mechanism to avoid misuse of any funds given to the public sector. World Bank directly provides financial resources to the councils, and adequate training is provided to implement those projects at the council level."

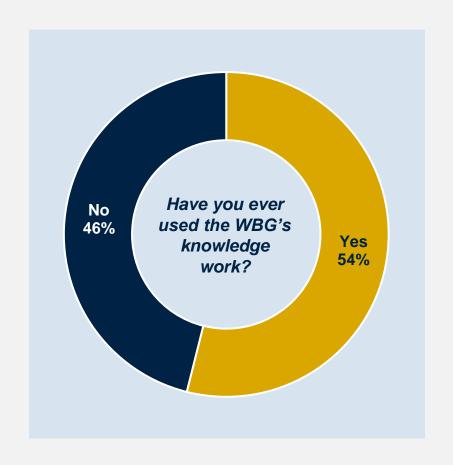
(Local Government Respondent)

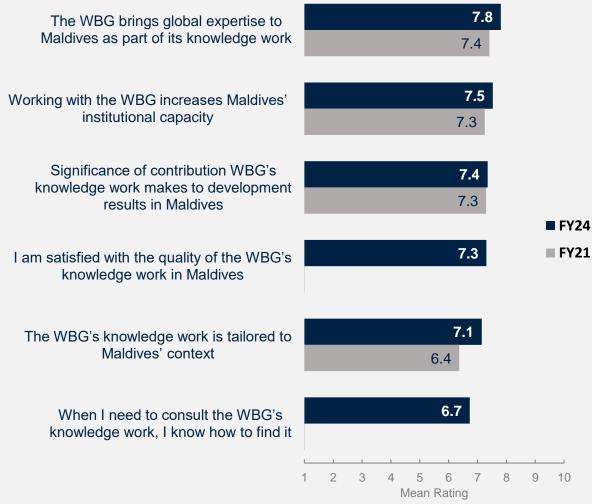




WORLD BANK GROUP

54% of Respondents Have Used the WBG's Knowledge Work, and They Recognize its Value in Bringing Global Expertise to the Maldives









The Future Role of the World Bank Group in Maldives

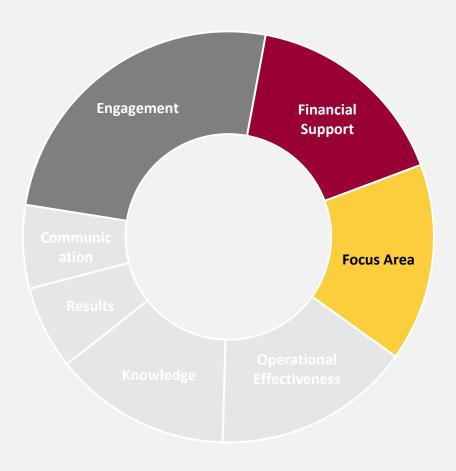
"Talk with development partners in the country and use a more collective approach to deliver the work in the Maldives. The current approach is relatively compartmentalized, and common messages which are highly relevant to the development of the Maldives are best delivered in partnership with other donors and development partners."

(Bilateral or Multilateral Agency Respondent)



How can the Bank increase its effectiveness? Open-Ended Responses

Enhance collaboration with existing partners, civil society, and the private sector, leveraging local experts, focusing on sustainable development, and improving WBG's flexibility and visibility



Engagement 25%

- Engage more with civil society and the private sector
- Work more closely with existing donors and development partners
- Involve local expertise and develop a local consultancy network

Financial Support 16%

- Increased grants and resources, with a particular focus on environmental enforcement
- Tailored financial instruments and facilitating better access.
- Assist in debt restructuring and offer flexible solutions to address the financial crisis
- Private, flexible procurement system

Focus Area 16%

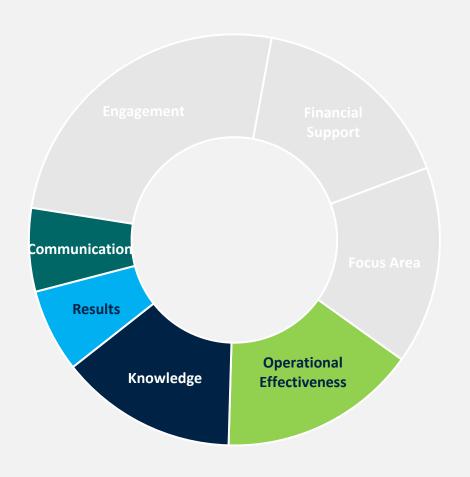
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- Sustainable development, particularly focus on climate change resilience
- Transportation Infrastructure development
- Public sector governance and public-private partnership
- Economic diversification: tourism, fisheries, digital transformation, etc.



How can the Bank increase its effectiveness? Open-Ended Responses

Enhance collaboration with existing partners, civil society, and the private sector, leveraging local experts, focusing on sustainable development, and improving WBG's flexibility and visibility



Operational Effectiveness 16%

- Adapt WBG products, services, and strategies to the country's priorities and needs
- Be more flexible and transparent

Knowledge 14%

- More training/capacity building, strengthening institutional framework in technical areas
- Long-term operation assistance for the sustainability of projects
- Invest in national statistics development and provide better data

Results 7%

- Enhanced monitoring of resource usage, with an emphasis on transparency
- · Better performance monitoring

Communication 7%

William III

- Greater visibility of the project's impacts and improving awareness of WBG's work
- Share information with partners and create more engagement opportunities with the audiences





Communication and Outreach

"Increase the visibility of the World Bank country office in Maldives and ensure the information on its activities is up-to-date and easily accessible. Strengthen institutional framework in technical areas such as data management, monitoring, evaluation, and impact assessment to provide training for enhancing project development and implementation."

(Government Institution Respondent)

"Share information, convene donors, encourage joint messaging across the MDB and donor community."

(Bilateral or Multilateral Agency Respondent)



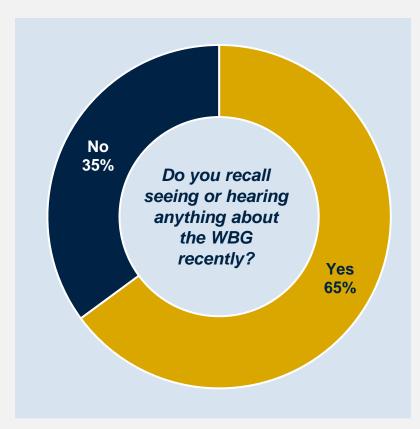
Direct Contact with Staff and Events were the Most Preferred Ways for Receiving WBG Communication

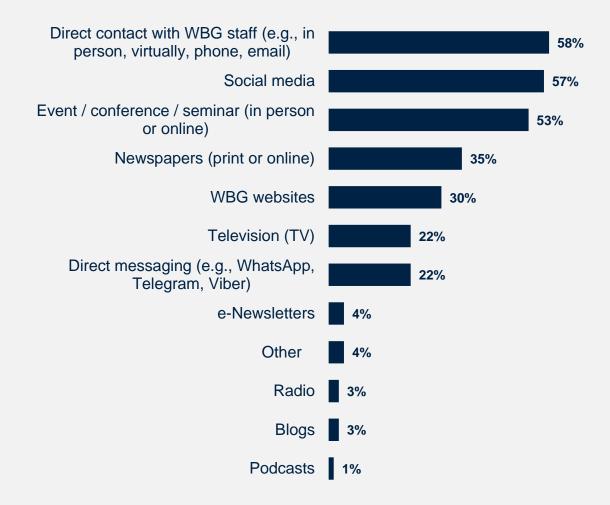
Respondents most preferred receiving WBG communications through **direct contact with staff** or by attending **events**, **conferences**, **seminars**, **and workshops** (in person or online). However, preferences varied significantly between stakeholder groups: most respondents from bilateral/multilateral agencies favored direct contact with staff, while about two-thirds of government respondents preferred events. Notably, civil society respondents preferred **direct messaging**.

				Preferred WBG Channel	
	All Respondents	Government Institutions	Bilateral/Multilateral Agencies	Broader Civil Society	Private Sector
Direct contact with staff (e.g., in person, virtually, phone, email)*	49.6%	45.5%	91.7%	52.2%	37.5%
Event / conference / seminar / workshop (in person or online)*	47.8%	63.6%	33.3%	21.7%	43.8%
Direct messaging (e.g., WhatsApp, Telegram, Viber)*	31.9%	18.2%	25.0%	60.9%	31.3%
Social media (e.g., Facebook, X (previously Twitter))	31.0%	27.3%	8.3%	34.8%	43.8%
e-Newsletters	25.7%	30.9%	16.7%	17.4%	31.3%
Other*	0.9%	0.0%	8.3%	0.0%	0.0%



Two-thirds of Respondents Recalled Information about the WBG Recently, Most Often through Direct Contact and Social Media



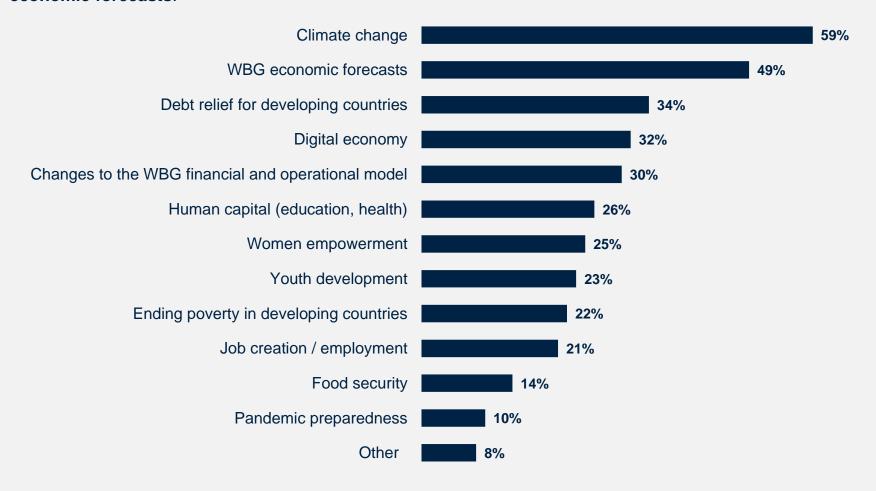






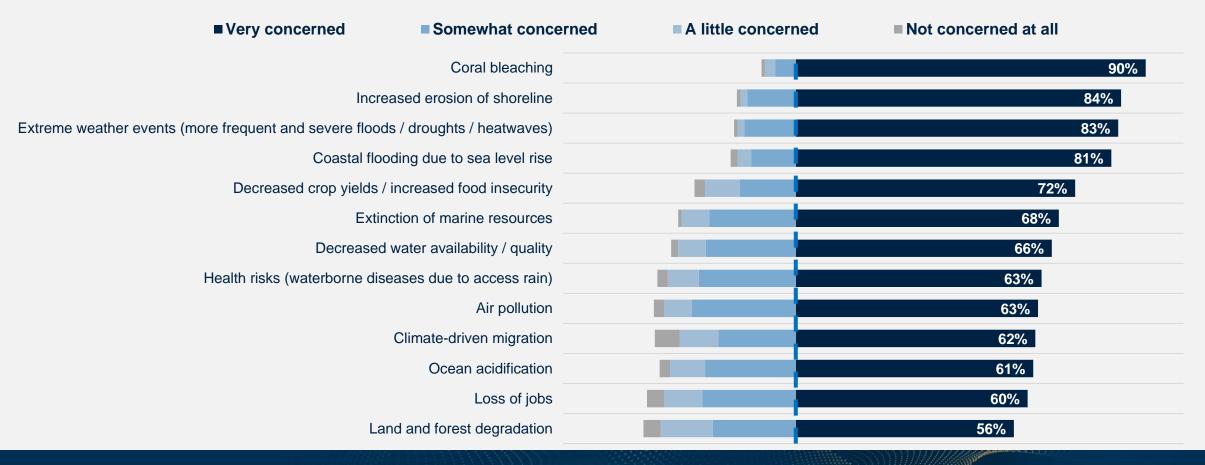
WBG's Work on Climate Change was the Most Commonly Recalled Topic

Respondents most frequently recalled **WBG's** work or research on **climate change**. About half of respondents also recalled **WBG economic forecasts**.



Climate Change Communications can be More Impactful when Related to Coral Bleaching, Increased Erosion of Shoreline

The majority of respondents expressed deep concern about **coral bleaching** regarding the potential impacts of climate change in Maldives. Additionally, more than 8 in 10 respondents expressed that they are vey concerned about **increased erosion of shoreline**, **extreme weather events**, and **coastal flooding**. These critical issues should be prioritized in communications to ensure that messaging about climate change resonates effectively.





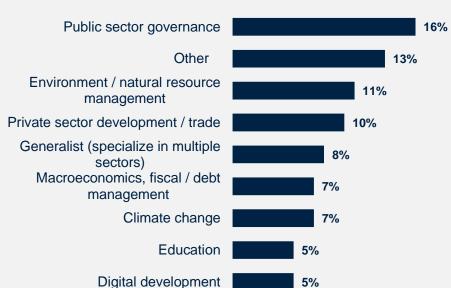




Sample Demographics and Detailed Methodology

Sample Demographics

What is the primary specialization of your work? (N=114)



Urban development

Legal / human rights

Social protection

Water / sanitation

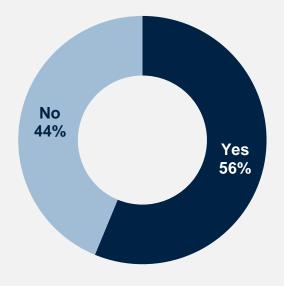
Energy

Transport 1%

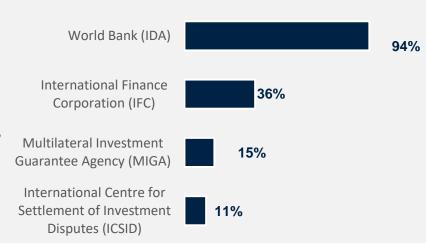
Gender equity

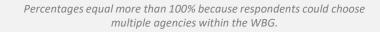
Agriculture and food security

Do you collaborate/work with the World Bank Group (WBG) in Maldives? (N=128)

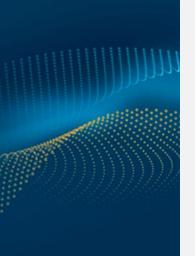


Which of the following WBG agencies do you collaborate/work with in Maldives?



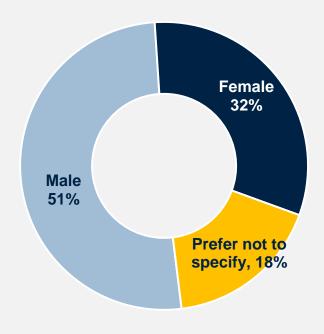




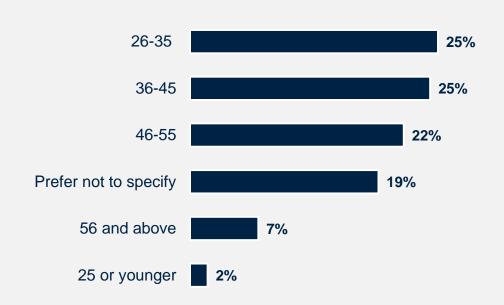


Sample Demographics (continued)





What's your age? (N=114)





Detailed Methodology

From **April to July 2024**, a total of 355 stakeholders in Maldives were invited to provide their opinions on the WBG's work by participating in a Country Opinion Survey (COS). A list of potential participants was compiled by the WBG country team and the field agency. Participants were drawn from the Offices of the President, Minister, and office of parliamentarians; government institutions; local governments; bilateral or multilateral agencies; the private sector; civil society; academia; and the media.

Of these stakeholders, **128 participated in the survey (36% response rate)**. Respondents completed the questionnaire via an online platform.

This year's survey results were compared to the FY21 Survey, which had a response rate of 35% (N=86).

Comparing responses across Country Surveys reflects changes in attitudes over time, as well as differences in respondent samples, methodology, and survey instruments. To minimize the impact of these factors, only questions with consistent response scales and options were analyzed. This year's survey achieved better outreach to and response from civil society organizations. Any differences in stakeholder composition between the two years should be considered when interpreting the results of the year-over-year comparison analyses.

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

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

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Percentage of Respondents	FY 2021	FY 2024
Government Principals: Office of the President, Minister, Parliamentarian	1%	5%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	44%	46%
Local Government	9%	5%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	9%	10%
Civil Society Organization: Local and regional NGOs, Community-Based Organization, Private Foundation, Professional/Trade Association, Faith-Based Group, Youth Group	9%	16%
Private Sector: Private Company, Financial Sector Organization, Private Bank	17%	14%
Academia / Research Center	7%	2%
Media	1%	2%
Other	1%	0%
Total Number of Respondents	86	128







Indicator Questions

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

A1_5. How much do you trust the World Bank Group to do what is right for Maldives? Scale: 1 Not at all – 10 Very much

A2. How effective is the World Bank Group in helping Maldives achieve development results? Scale: 1 Not effective at all – 10 Very effective

A3. How significant a contribution do you believe the WBG's knowledge work make to development results in Maldives? Scale: 1 Not significant at all – 10 Very significant

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

- A4. The WBG currently plays a relevant role in development in Maldives.
- **A5.** The WBG's work is aligned with what I consider the development priorities for Maldives.
- **A6.** The WBG has a positive influence on shaping development policy in Maldives.
- A7. The WBG's work helps end poverty in Maldives

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

- C1 1. Responsiveness to needs in Maldives
- C1_2. Access to WBG staff and experts
- C1_3. Flexibility when circumstances change in Maldives
- C1_5. Being a long-term partner to Maldives

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

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

- C2 1. National government
- C2_4. Private sector
- C2_5. Civil society
- C2_6. Other donors and development partners

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

- C4_1. The WBG's financial instruments (i.e., budget support, loans, grants, trust funds) meet the needs of Maldives.
- C4_3. The WBG provides financial support in a timely manner
- C6_1. I am satisfied with the quality of the WBG's knowledge work in Maldives.
- C6_4. The WBG's knowledge work is tailored to Maldives' context.



Thank you

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

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