



# Bhutan

## The World Bank Country Survey FY 2013

Report of Findings  
July 2013



Country Opinion Surveys  
THE WORLD BANK GROUP

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

## II. Methodology

In May and June 2013, 205 stakeholders of the World Bank in Bhutan were invited to provide their opinions on the Bank’s assistance to the country by participating in a country survey. Participants in the survey were drawn from among the office of the 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; and the judiciary branch. A total of 132 stakeholders participated in the country survey (64% response rate).

Respondents received questionnaires via courier and returned it accordingly or completed the questionnaire with a representative of the fielding agency. Respondents were asked about: general issues facing Bhutan; their overall attitudes toward the World Bank Group; the World Bank Group’s effectiveness and results; the World Bank Group’s knowledge work and activities; working with the World Bank Group; project/program related issues; the World Bank Group’s future role in Bhutan; and communication and information sharing in Bhutan.

Every country that engages in the Country Survey must include specific indicator questions that will be aggregated for the World Bank’s annual Corporate Scorecard. These questions are identified throughout the survey report.

- A. General Issues Facing Bhutan: Respondents were asked to indicate whether Bhutan 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 and generating economic growth in Bhutan, and how to best achieve “shared prosperity”.

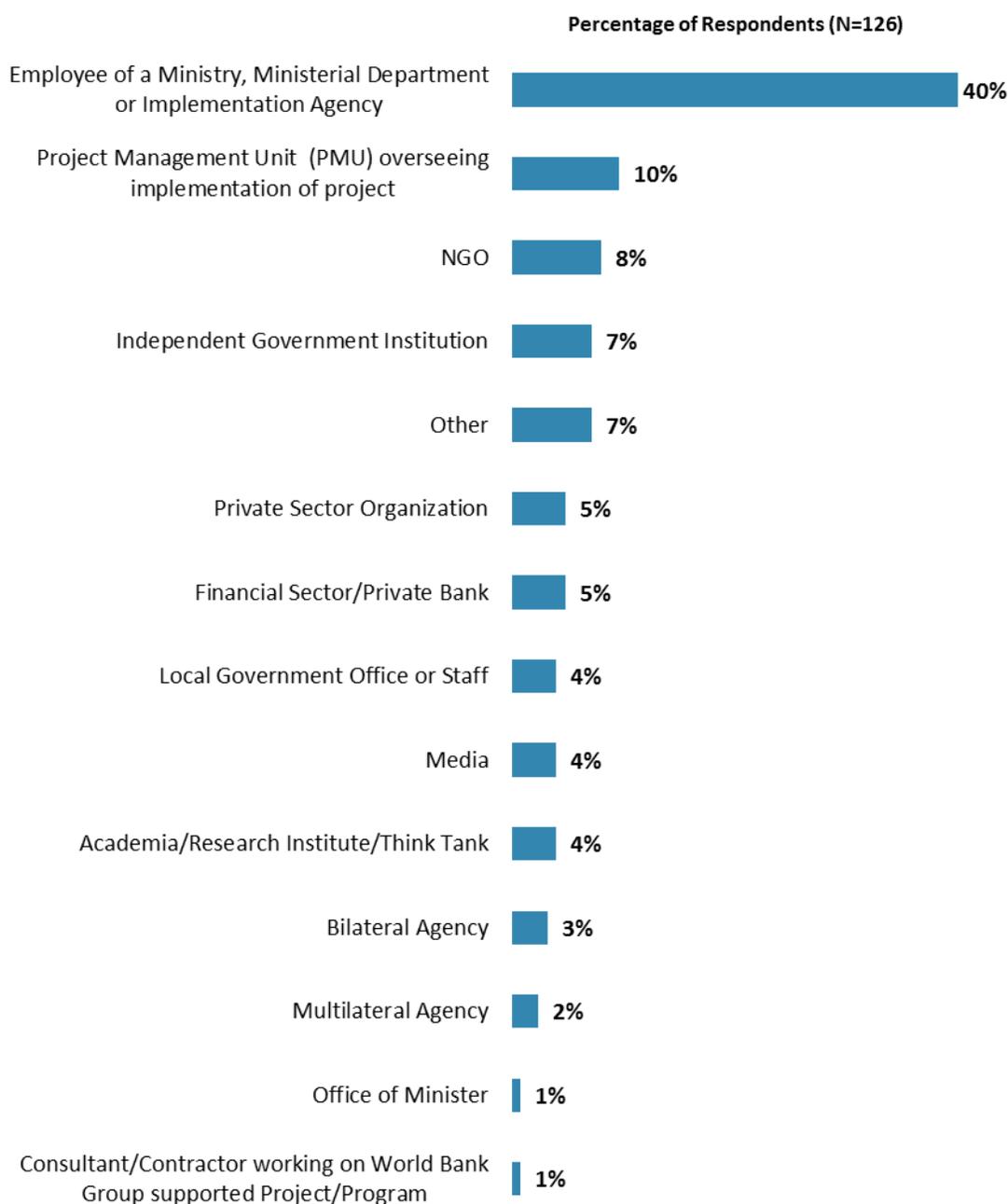
## II. Methodology (continued)

- B. Overall Attitudes toward the World Bank Group: Respondents were asked to rate their familiarity with the World Bank Group (WBG), the effectiveness of the WBG, as well as the World Bank and IFC, staff preparedness to help Bhutan solve its development challenges, how well the parts of the WBG collaborate in Bhutan, the alignment of the WBG's program with Bhutan's program, the extent to which the WBG should seek to influence the global development agenda, their agreement with various statements regarding the WBG's work, and the extent to which the WBG is an effective development partner. Respondents were also asked to indicate the sectoral areas on which the WBG should focus its resources, the WBG's greatest values and greatest weaknesses in its work, the most effective instruments in helping to reduce poverty in Bhutan, with which stakeholder groups the WBG should collaborate more, and to what reasons respondents attributed failed or slow reform efforts.
- C. World Bank Group Effectiveness and Results: Respondents were asked to rate the extent to which the WBG's work helps achieve development results in Bhutan, the extent to which the WBG meets Bhutan's needs for knowledge services, the extent to which IDA and IFC meet Bhutan's needs for knowledge services, the extent to which the WBG meets Bhutan's needs for financial instruments, the extent to which IDA and IFC meet Bhutan's needs for mobilizing financial resources, and the WBG's level of effectiveness across thirty-two development areas, such as social protection.
- D. The World Bank Group's Knowledge Work and Activities: Respondents were asked to indicate how frequently they consult WBG knowledge work and activities, the areas on which the WBG should focus its knowledge work and activities, and to rate the effectiveness and quality of the WBG's knowledge work and activities.
- E. Working with the World Bank Group: Respondents were asked to rate their level of agreement with a series of statements regarding working with the WBG, such as working with the WBG increasing Bhutan's institutional capacity.
- F. Project/Program Related Issues: Respondents were asked to rate their agreement with statements regarding the WBG's support to the urban and rural sectors in Bhutan, the WBG's development policy credit program, and the WBG's move to a programmatic approach.
- G. The Future Role of the World Bank Group in Bhutan: Respondents were asked to rate how significant a role the WBG should play in Bhutan's development in the near future and how important a role the World Bank and IFC will play in helping Bhutan achieve its economic and social development goals. Respondents were also asked to indicate what the WBG should do to make itself of greater value in Bhutan.
- H. 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 WBG, their Internet access, and their usage and evaluation of the WBG's website. Respondents were asked about their awareness of the WBG's Access to Information policy, past information requests from the WBG, and their level of agreement that they use more data from the WBG as a result of the Bank's Open Data policy. Respondents were also asked about their level of agreement that they know how to find information from the WBG and that the WBG is responsive to information requests.
- I. Background Information: Respondents were asked to indicate their current position, specialization, whether they professionally collaborate with the WBG, their exposure to the WBG in Bhutan, with which WBG agencies they primarily work, and geographic location.

### III. Demographics of the Sample

#### Current Position

- For further analyses, the one respondent from a PMU was combined with consultants working on WBG-supported projects; respondents from bilateral agencies and multilateral agencies were combined; respondents from the financial sector/private banks were combined with those from the private sector; and the one respondent from the office of a Ministry was included in the “Other” category.

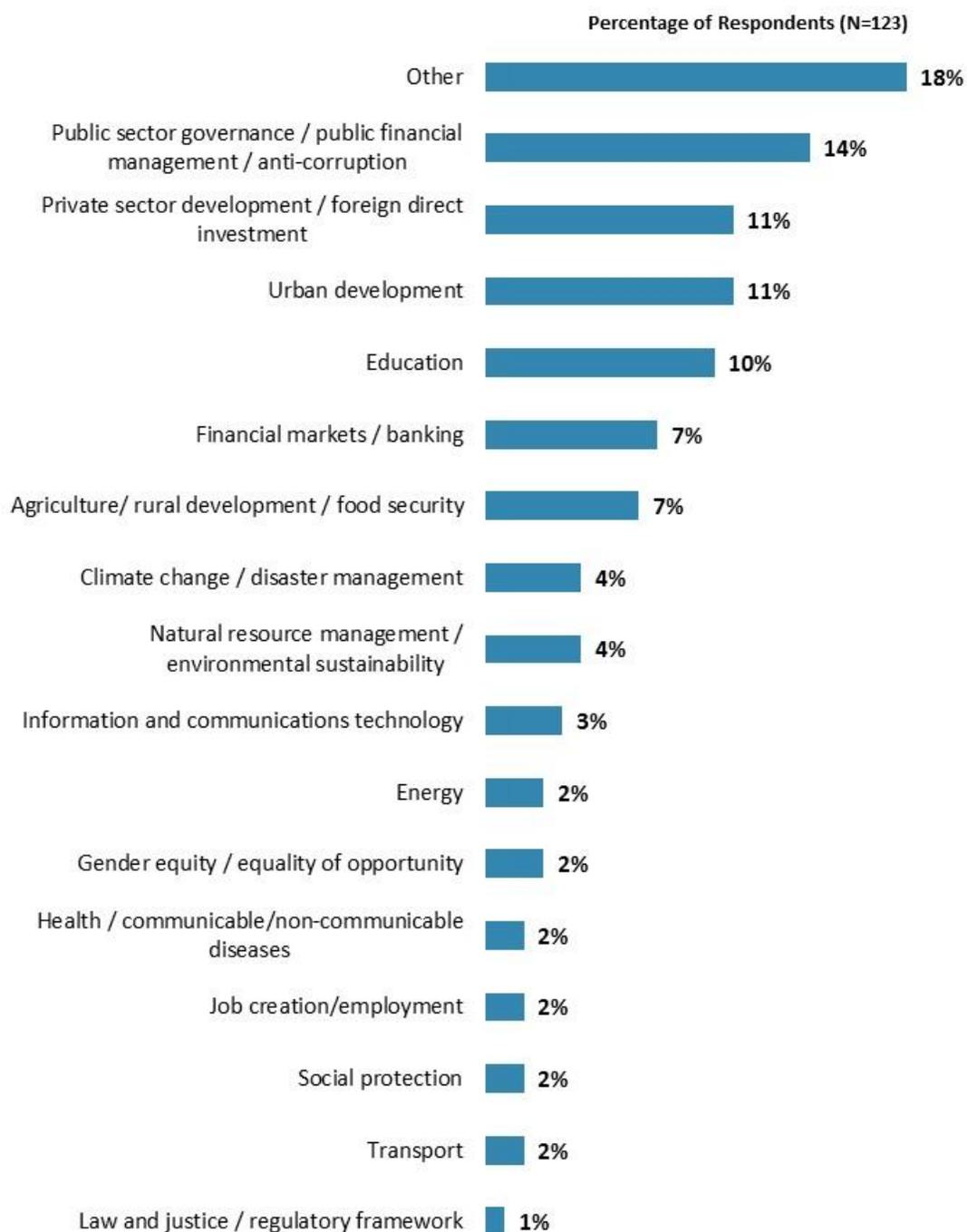


“Which of the following best describes your current position?” (Respondents chose from a list.)

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

#### Area of Primary Specialization

- Comparisons of ratings for the WBG's sector effectiveness across respondents' specializations can be found in the Appendix (see page 88).

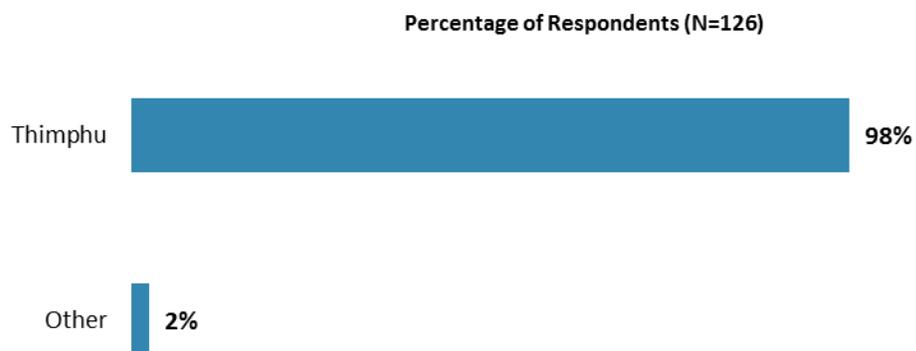


"Please identify the primary specialization of your work." (Respondents chose from a list.)

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

#### Geographic Location

- Because there were just three respondents from areas other than Thimphu, further analyses comparing geographic locations were not possible.



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

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

#### Collaboration with and Exposure to the World Bank Group

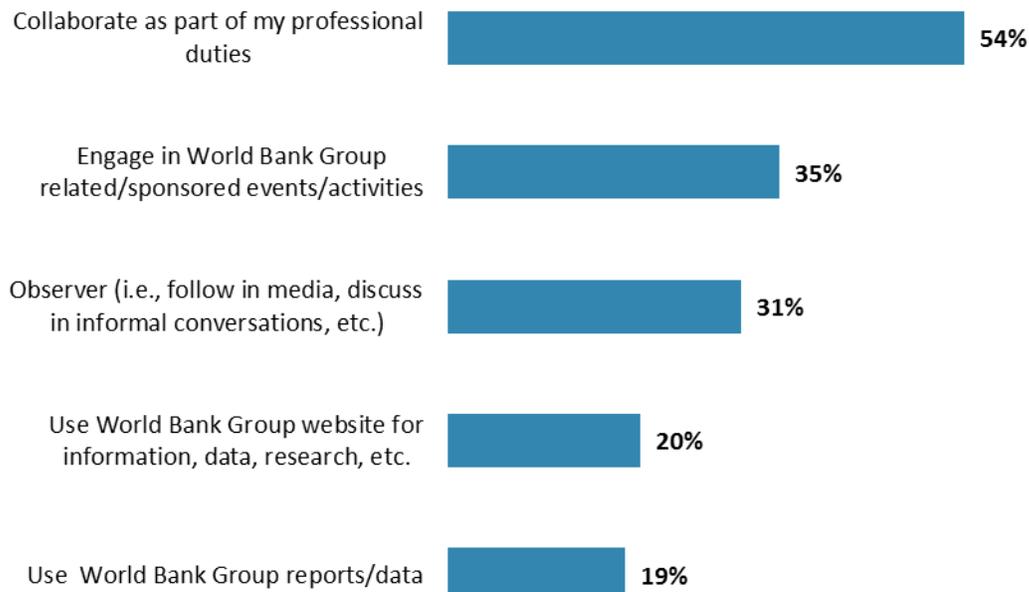
- Differences in responses to the indicator questions, based on levels of collaboration and exposure to the World Bank Group in Bhutan, can be found in the Appendix (see page 89). Please note that where these two factors appear to have a significant relationship with overall views of the Bank, it is highlighted in yellow in that table.

Percentage of Respondents (N=125)



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

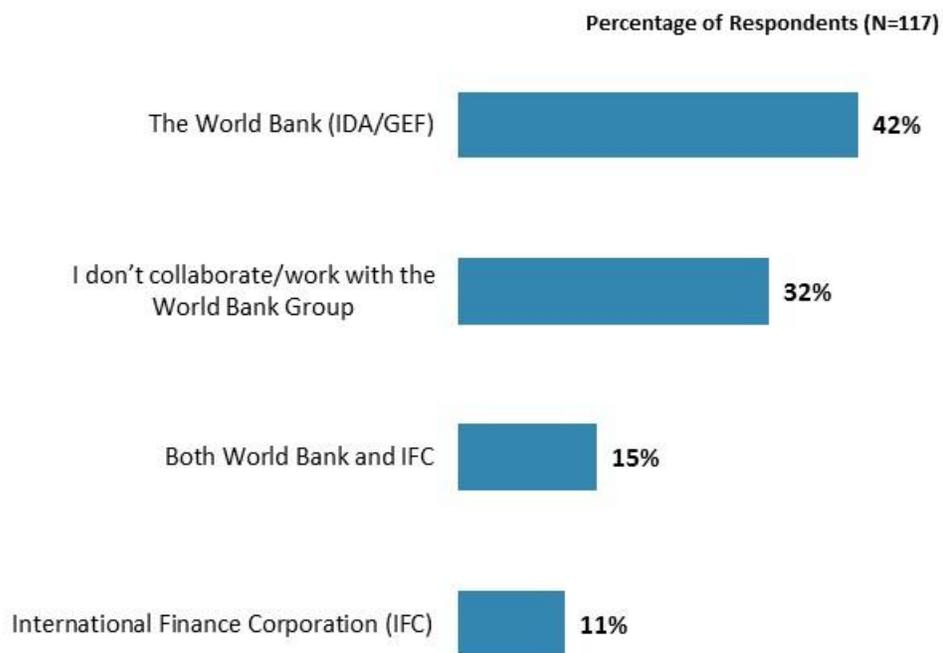
Percentage of Respondents (N=124)



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

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

#### Working with World Bank Group Agencies

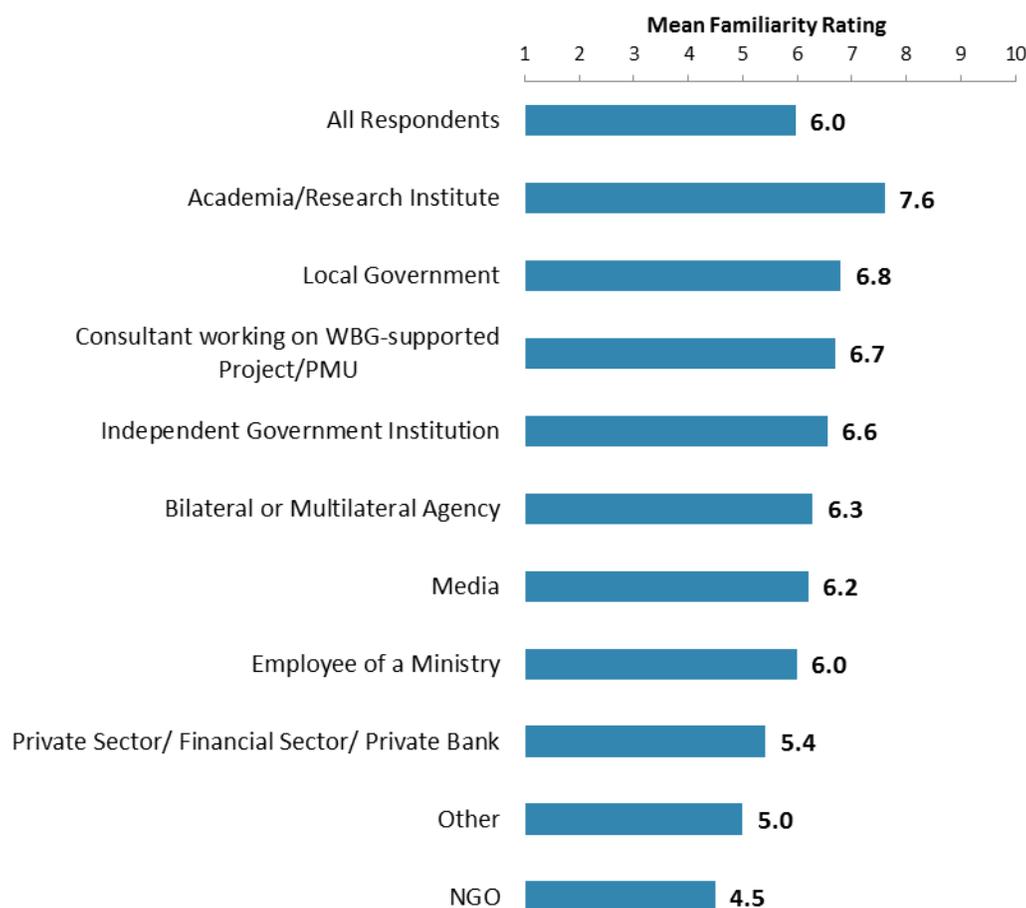


"Currently, which of the following agencies of the World Bank Group do you primarily work with in Bhutan?" (Respondents chose from a list.)

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

#### Familiarity with the World Bank Group

- There was a strong trend for respondents from academia and research institutes to have the highest levels of familiarity with the WBG in Bhutan whereas respondents from NGOs had much lower levels of familiarity; however, this difference did not reach statistical significance.
- Respondents' ratings of familiarity with the WBG were significantly, strongly correlated with their perceptions of the WBG's overall effectiveness in Bhutan and significant, but smaller correlations with the WBG's relevance to Bhutan's development and perceptions of the WBG's ability to help achieve development results in Bhutan.

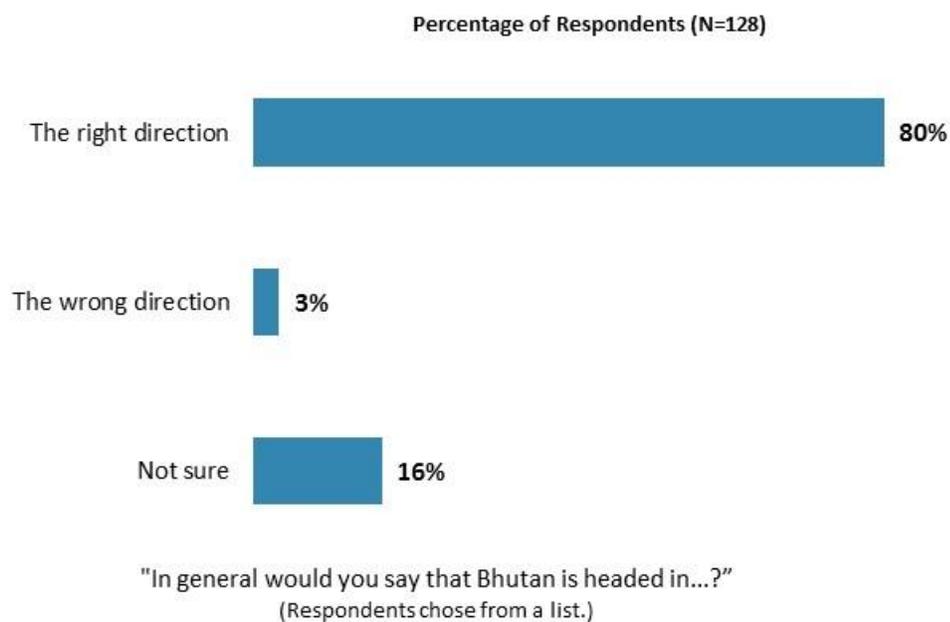


"How familiar are you with the work of the World Bank Group in Bhutan?"  
(1 - "Not familiar at all", 10 - "Extremely familiar")

## IV. General Issues Facing Bhutan

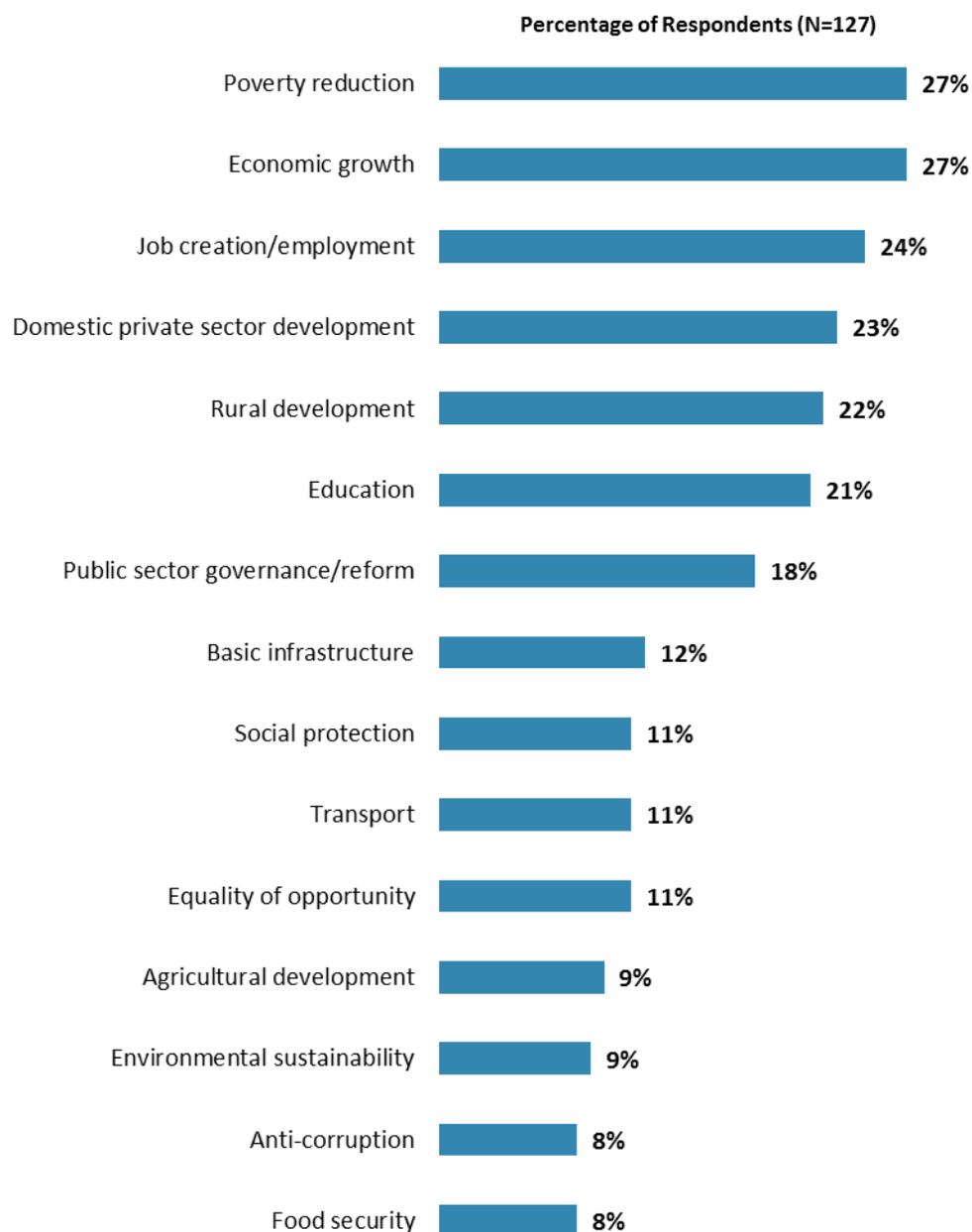
### Bhutan Heading in the Right Direction

- The majority of respondents from all stakeholder groups indicated that Bhutan was headed in the right direction; however, respondents from academia/research institutes were the most likely (100%) whereas respondents from independent government institutions were significantly less likely (67%).



## IV. General Issues Facing Bhutan (continued)

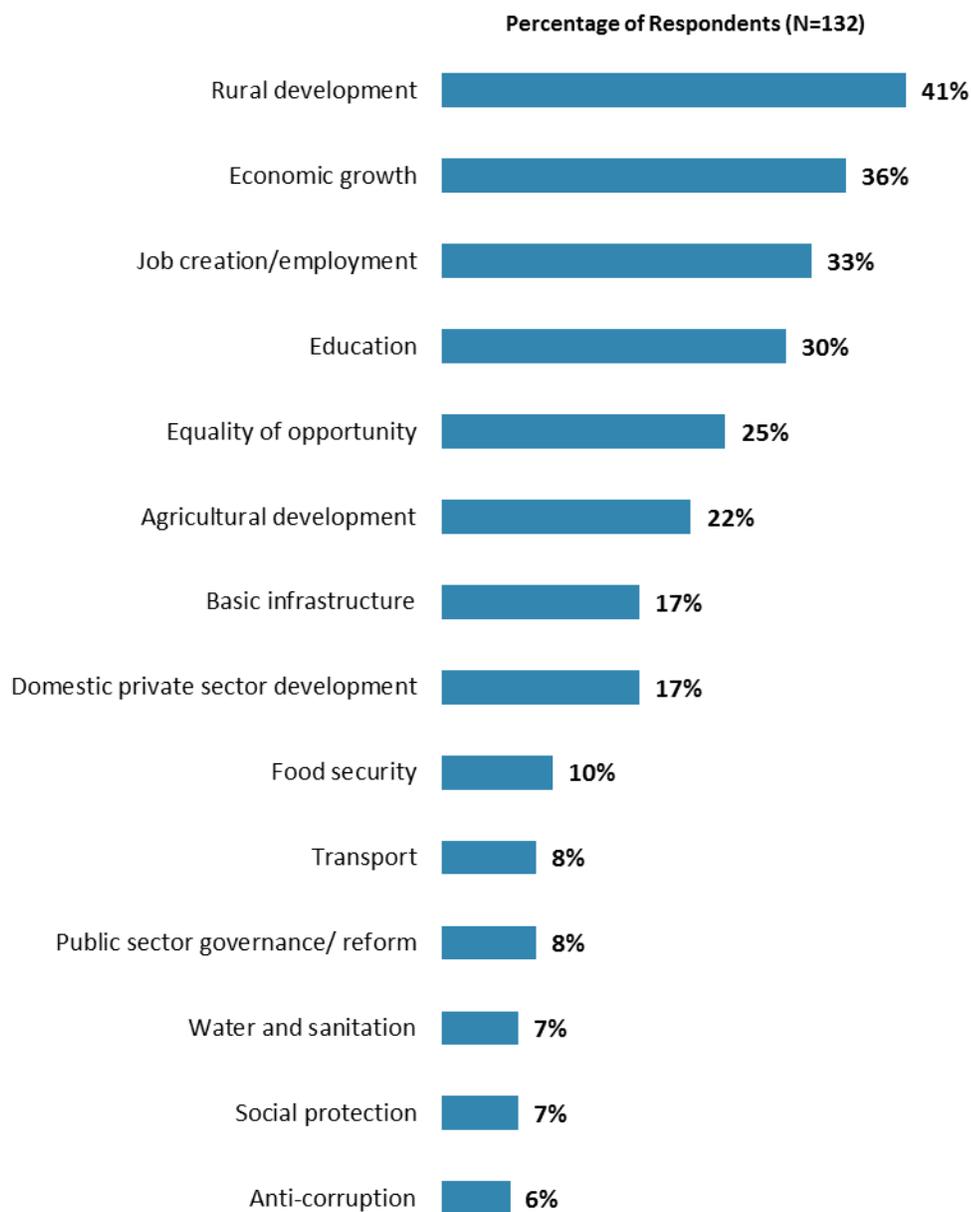
### Development Priority



"Listed below are a number of development priorities in Bhutan. Please identify which of the following you consider the most important development priorities in Bhutan. (Choose no more than THREE)" (Respondents chose from a list. Responses combined. Top 15 shown.)

## IV. General Issues Facing Bhutan (continued)

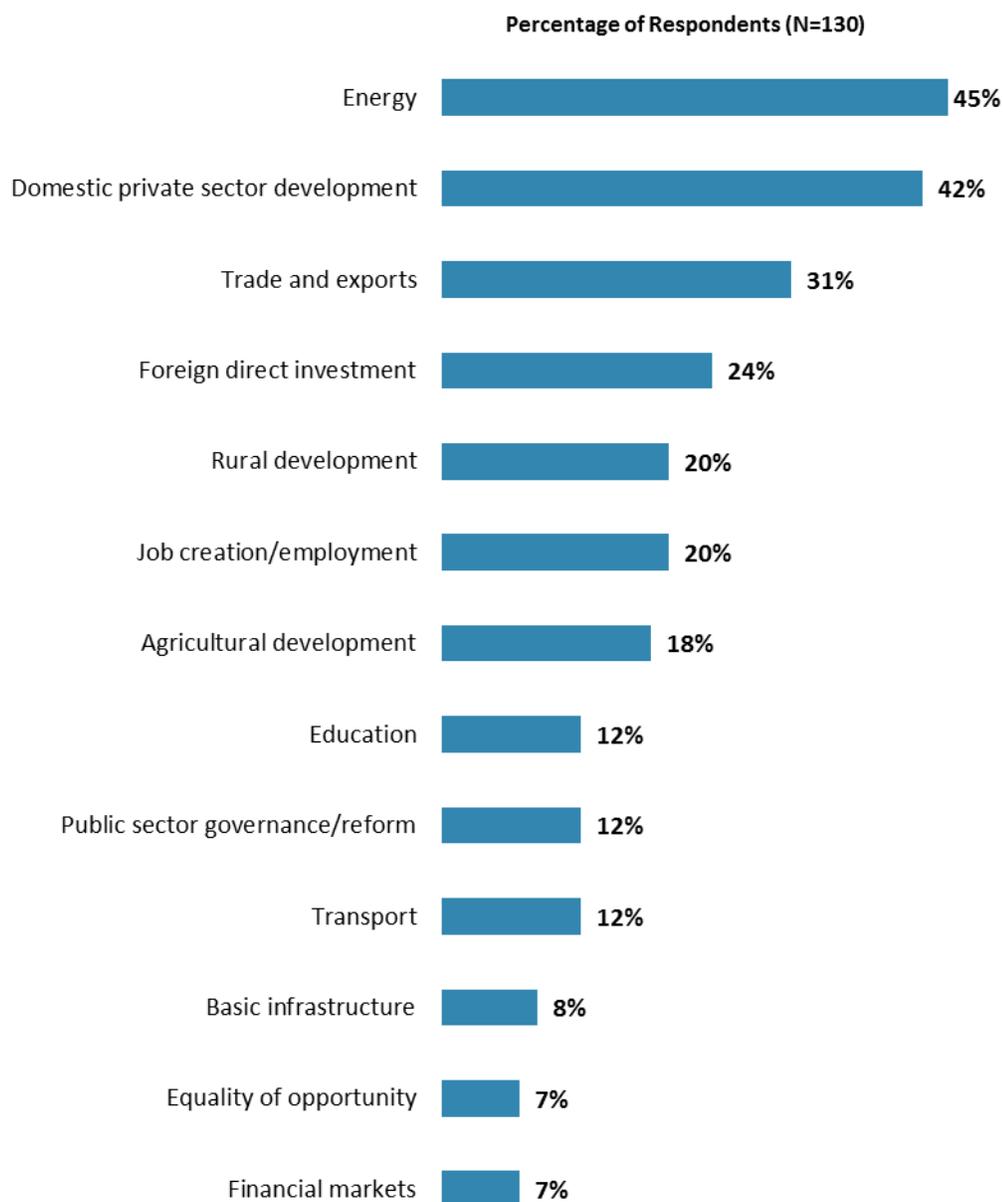
### Factors Contributing to Poverty Reduction



“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 and increasing Gross National Happiness (GNH) in Bhutan?”  
(Respondents chose from a list. Responses combined. Top 14 shown.)

## IV. General Issues Facing Bhutan (continued)

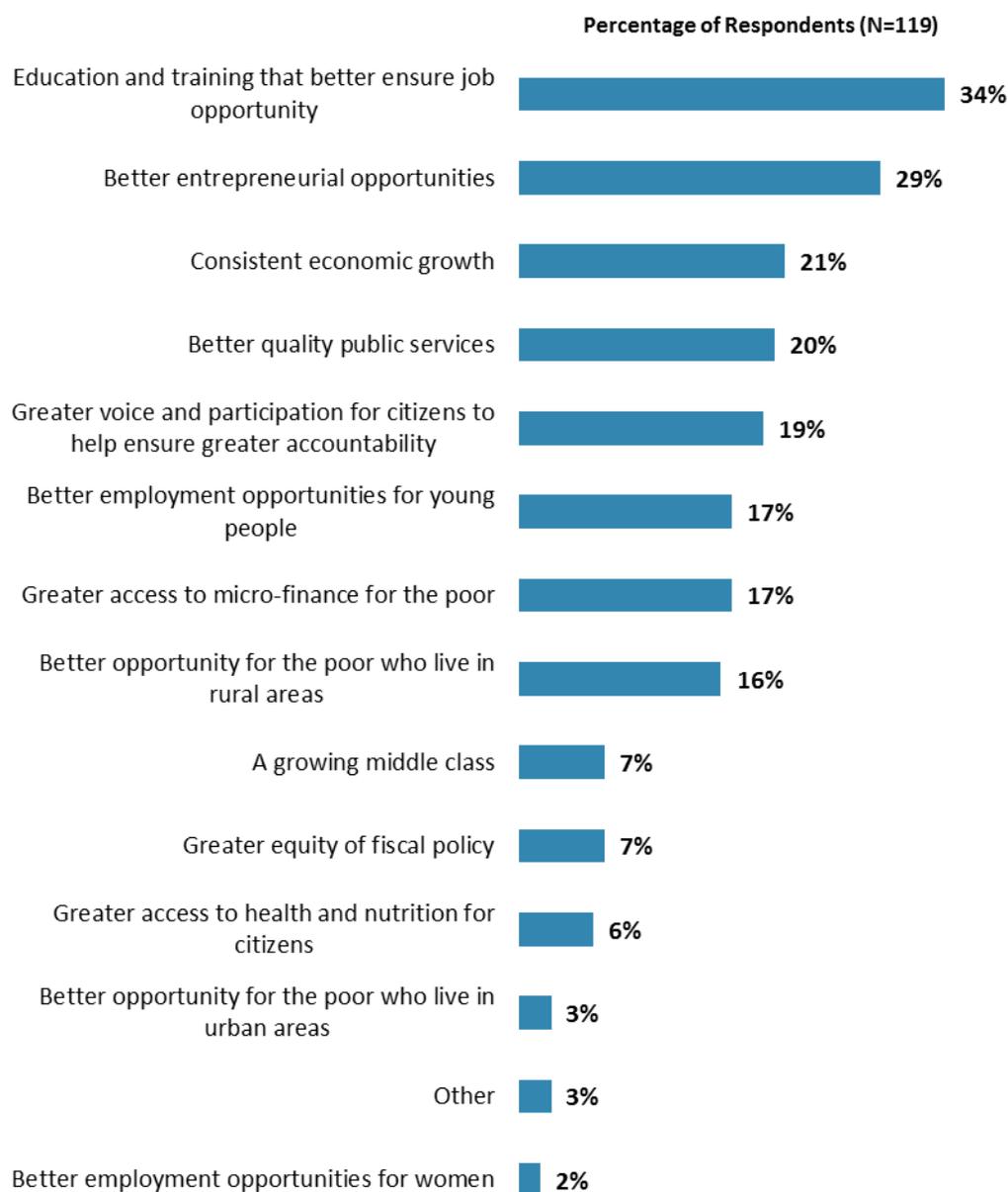
### Factors Contributing to Economic Growth



“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 Bhutan? (Choose no more than THREE)” (Respondents chose from a list. Responses combined. Top 13 shown.)

## IV. General Issues Facing Bhutan (continued)

### Factors Contributing to “Shared Prosperity”

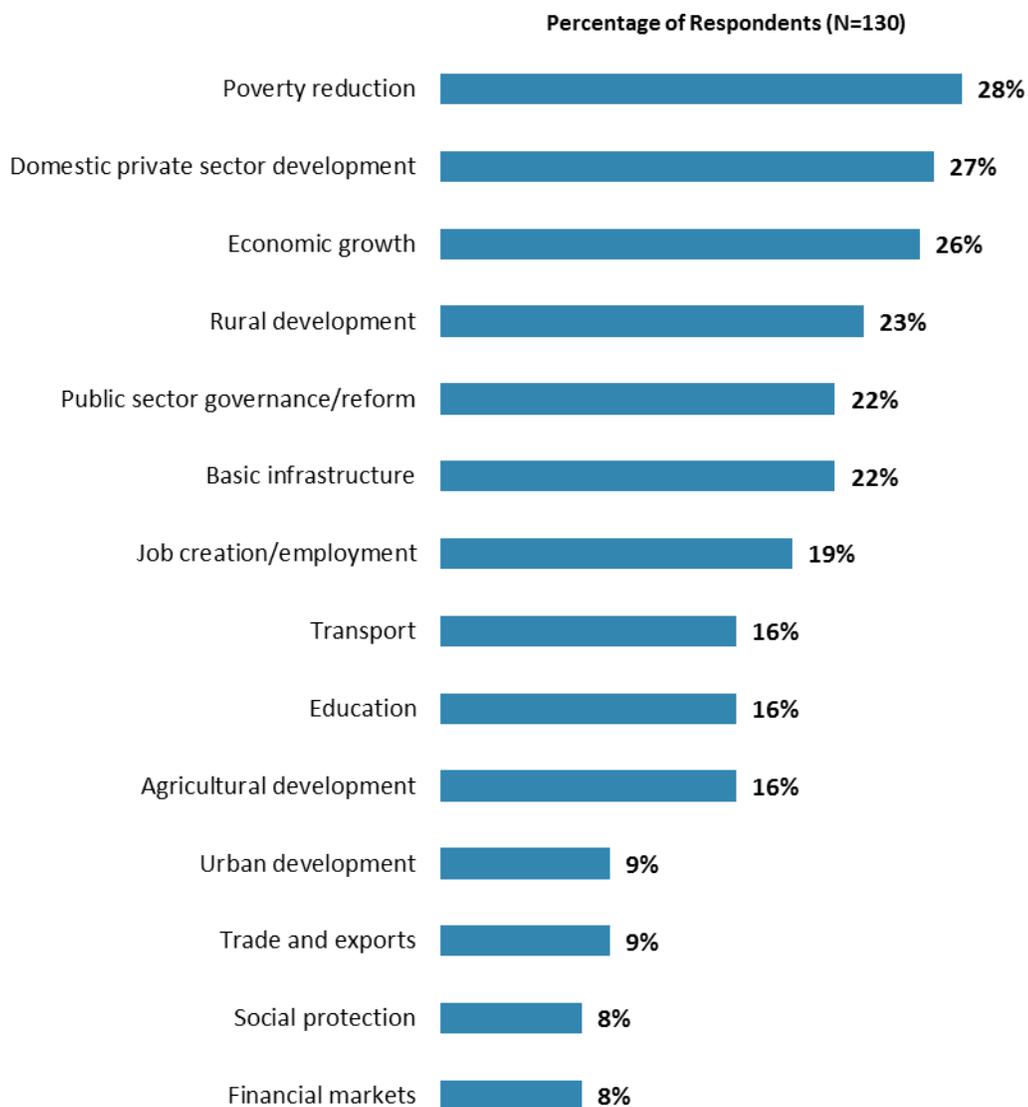


“When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Bhutan? (Choose no more than TWO)”  
(Respondents chose from a list. Responses combined.)

## 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 WBG’s annual Corporate Scorecard.

### Focusing World Bank Group Resources

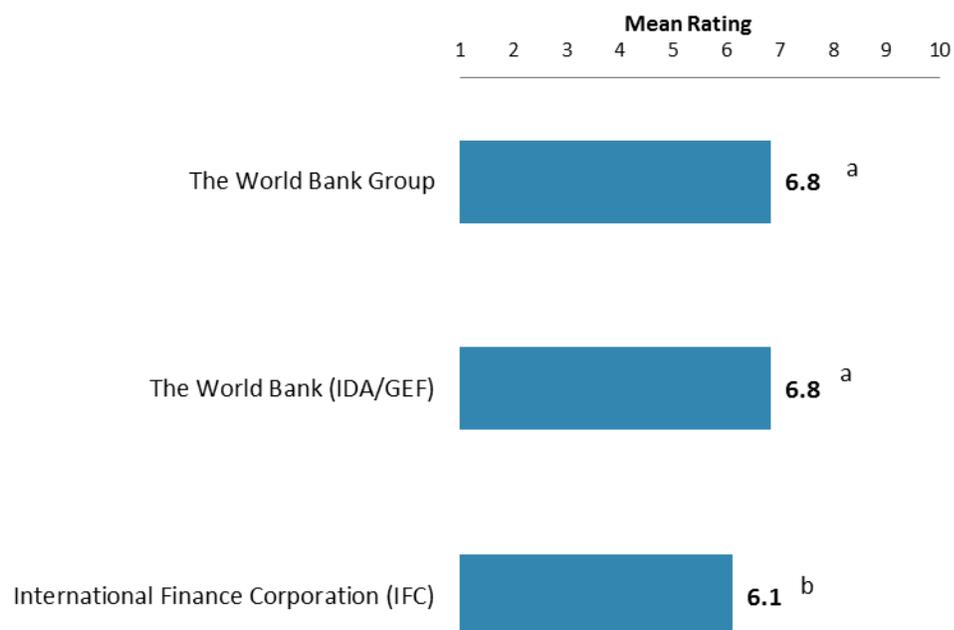


“When thinking about how the World Bank Group can have the most impact on development results in Bhutan, in which sectoral areas do you believe the World Bank Group should focus most of its attention and resources in Bhutan? (Choose no more than THREE)”  
(Respondents chose from a list. Responses combined. Top 14 shown.)

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

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

- Respondents' ratings for the WBG and the World Bank's effectiveness in Bhutan were significantly higher than their effectiveness ratings for the IFC.
- Respondents across all stakeholder groups had statistically similar ratings for the WBG, the World Bank, and the IFC's overall effectiveness in Bhutan.

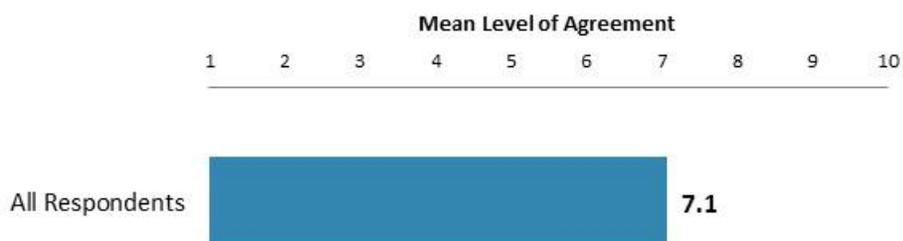


"Overall, please rate your impression of the following institutions' effectiveness in Bhutan."  
 (1-"Not effective at all", 10-"Very effective"; Unique letters are significantly different.)

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

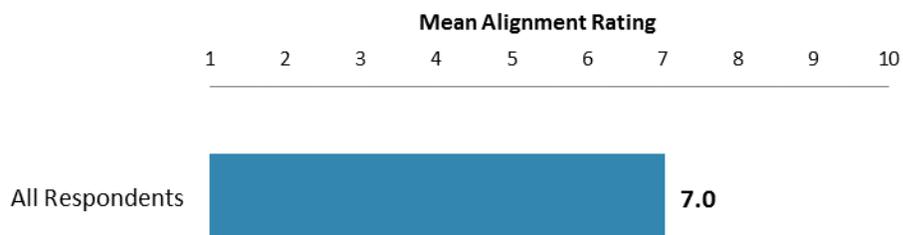
Respondents across all stakeholder groups and geographic locations gave statistically similar ratings for these key attitudes toward the World Bank Group in Bhutan.

### The World Bank Group Achieves Development Results *(Indicator Question)*



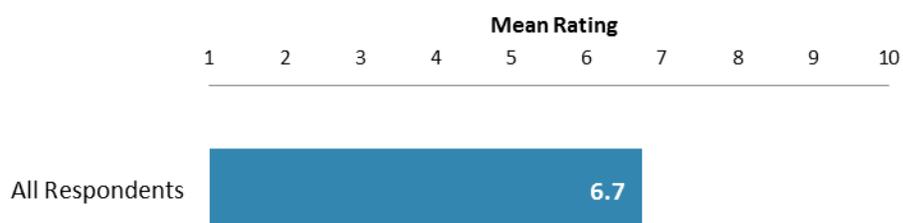
“To what extent does the World Bank Groups’s work help to achieve development results in Bhutan?” (1-“Strongly disagree”, 10-“Strongly agree”)

### Alignment of the World Bank’s Program



“Overall, how would you rate the alignment of the World Bank Group’s program with Bhutan’s development program and Gross National Happiness (GNH) approach?” (1-“Very low alignment”, 10-“Very high alignment”)

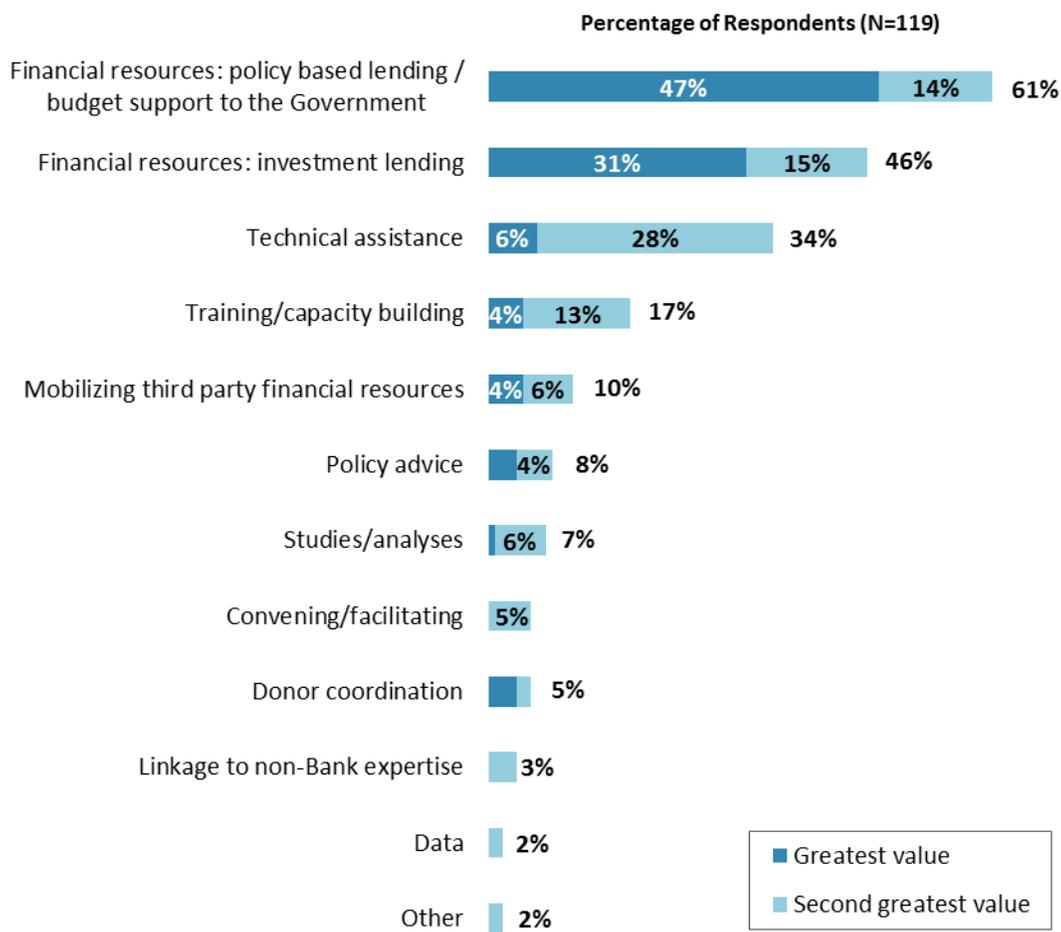
### Staff Preparedness *(Indicator Question)*



“To what extent do you agree that the World Bank Group’s staff is well prepared (e.g., skills and knowledge) to help Bhutan 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 Group (continued)

### Greatest Value

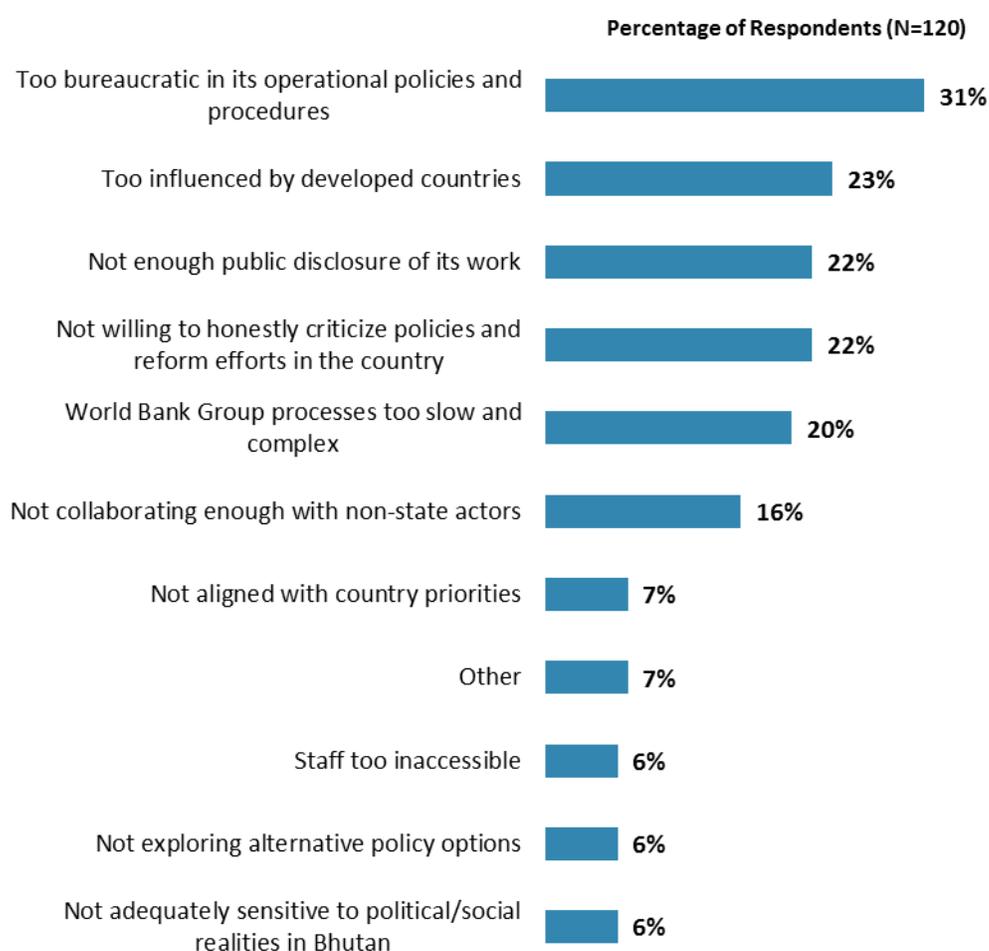


“When thinking about the World Bank Group’s role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Bhutan?” (Respondents chose from a list.)

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

### Greatest Weakness

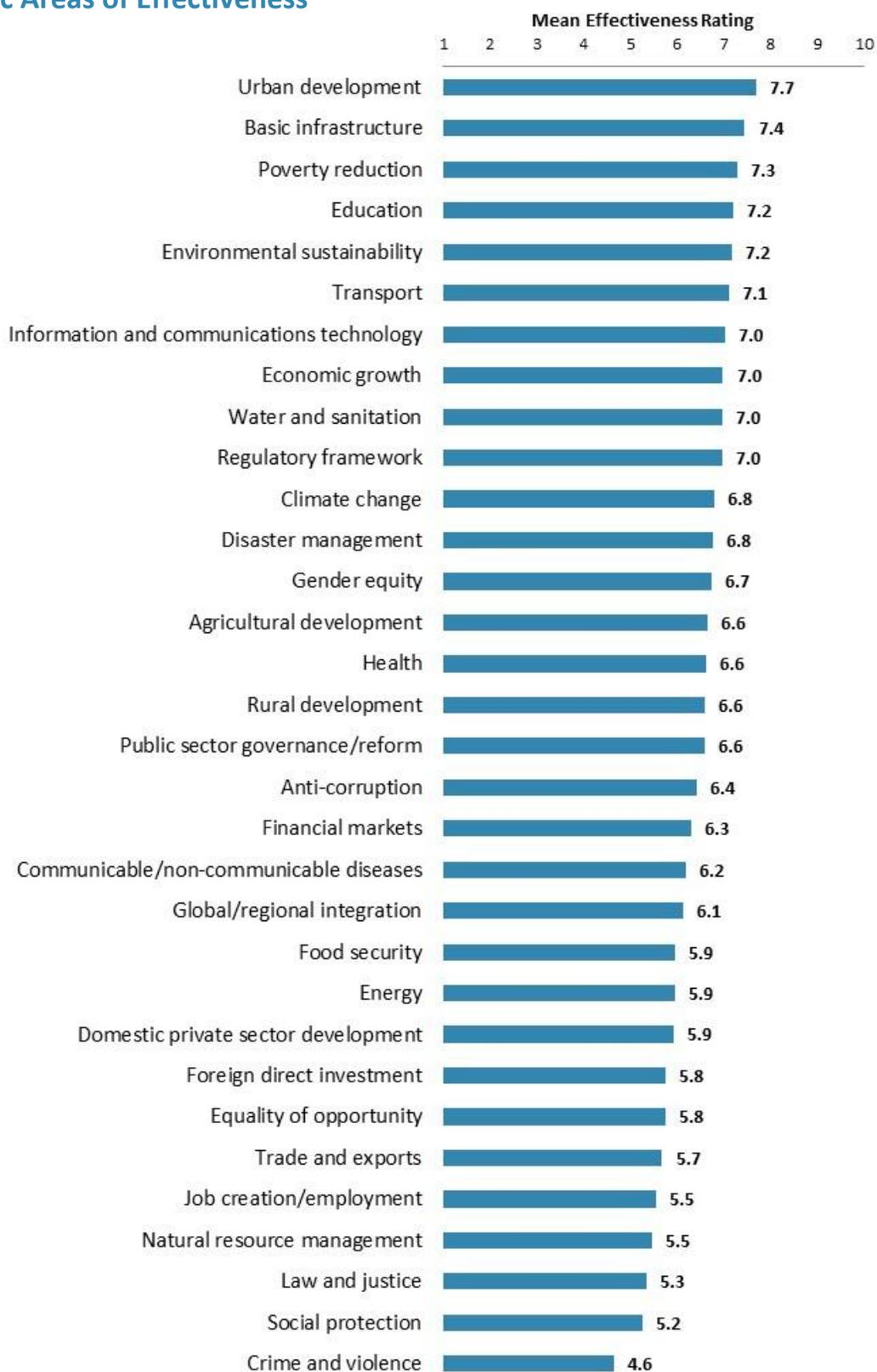
- Respondents from local government were significantly more likely to indicate that the World Bank Group's greatest weakness was not willing to honestly criticize policies and reform efforts in the country compared to respondents from other stakeholder groups.
- Respondents from NGOs were significantly more likely to indicate that the World Bank Group's greatest weakness was not collaborating enough with non-state actors compared to respondents from other stakeholder groups.



“Which of the following do you identify as the World Bank Group’s greatest WEAKNESSES in its work in Bhutan? (Choose no more than TWO)”  
(Respondents chose from a list. Responses combined. Top 9 shown.)

## VI. Sectoral Effectiveness

### Specific Areas of Effectiveness



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

## VI. Sectoral Effectiveness (continued)

### Specific Areas of Effectiveness (continued)

- There were just two instances in which there were statistically significant stakeholder group differences across these twenty-five areas of development.
  - Consultants on WBG-supported projects/PMUs gave the highest ratings for the WBG's effectiveness at "Information and communications technology" whereas respondents from the media and academia/research institutes gave significantly lower effectiveness ratings.
  - Employees of ministries, consultants on WBG-supported projects/PMUs, and respondents from the private sector/financial sector/private banks gave the highest ratings for the WBG's effectiveness at "Public sector governance/reform" whereas respondents from local government and NGOs gave significantly lower effectiveness ratings.

## VI. Sectoral Effectiveness (continued)

### Drivers of Effectiveness

To determine the key drivers of respondents' ratings of the Bank's overall effectiveness and ratings of its ability to help achieve development results in Bhutan, bivariate correlational analyses were conducted using respondents' ratings of the thirty-two specific areas of effectiveness.

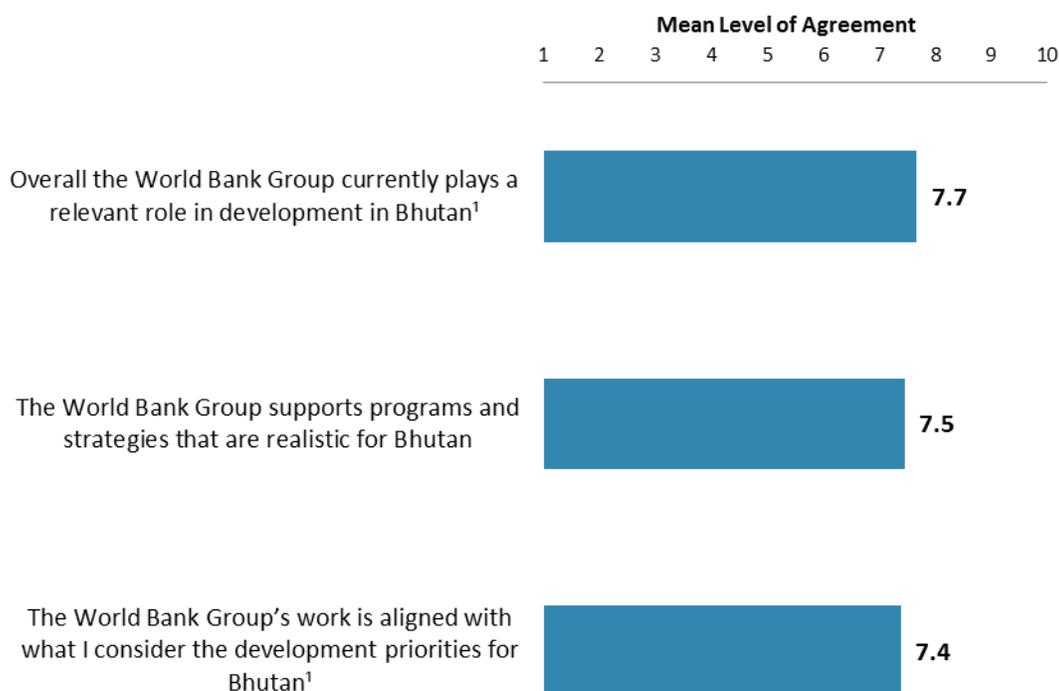
Correlational analyses, however, are not able to tell us exactly what is causing respondents' ratings of the Bank's overall effectiveness or ratings of its ability to help achieve development results. Rather, these analyses tell us that as ratings of effectiveness in one area increase, respondents' ratings 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 Bhutan. The areas determined to be key drivers from these analyses were:
  - The Bank's effectiveness at regulatory framework;
  - The Bank's effectiveness at transport;
  - The Bank's effectiveness at environmental sustainability; 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 Bhutan, 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 education; and
  - The Bank's effectiveness at global/regional integration.

## VII. How the World Bank Group Operates

### The World Bank Group's Work in Bhutan

- Respondents from local government had the highest levels of agreement that “Overall the World Bank Group currently plays a relevant role in development in Bhutan” whereas respondents from NGOs and independent government institutions had significantly lower levels of agreement.
- Respondents across all stakeholder groups had statistically similar levels of agreement for the indicator question, “The World Bank Group’s work is aligned with what I consider the development priorities for Bhutan”.

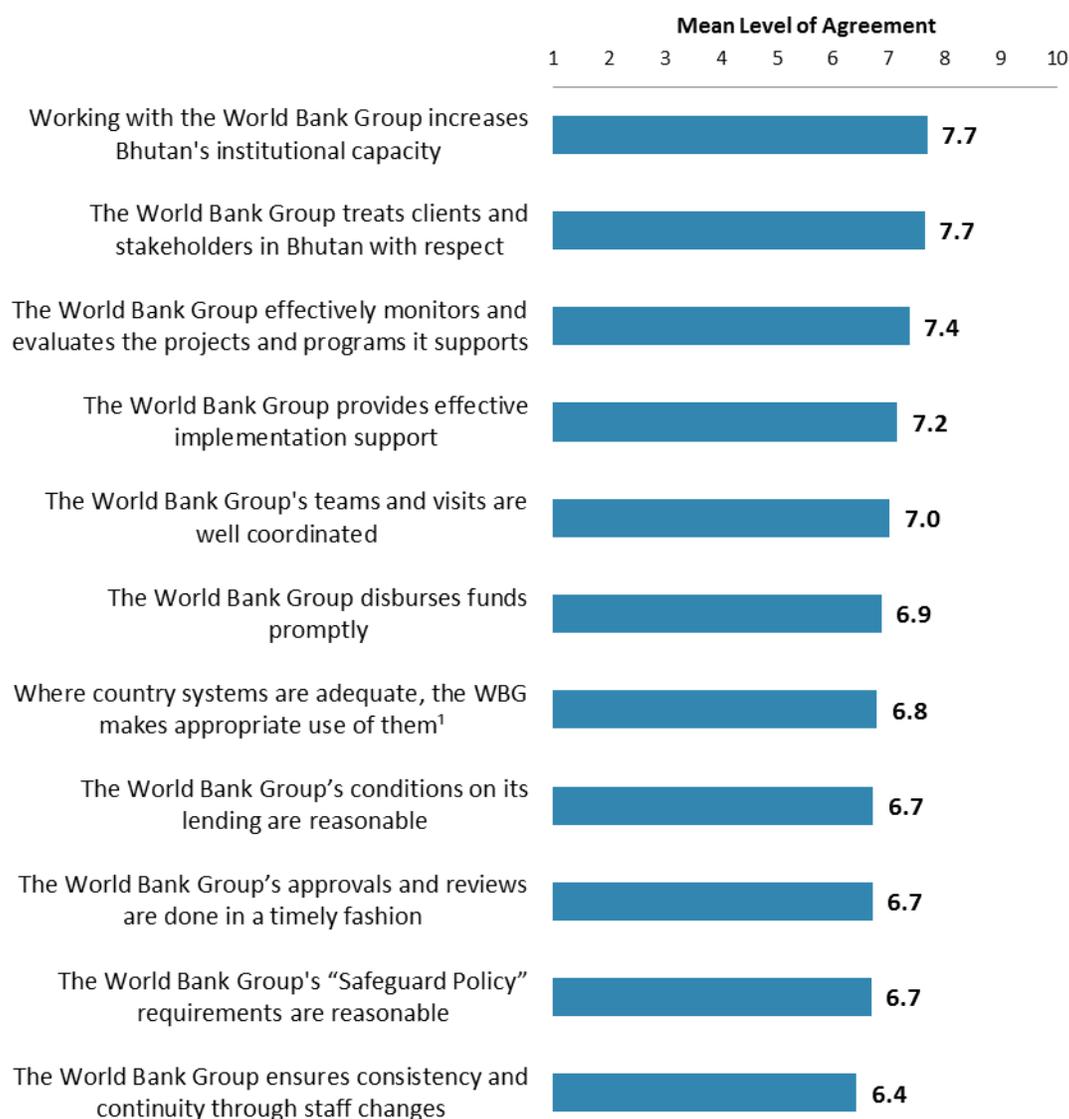


“To what extent do you agree with the following statements about the World Bank Group’s work in Bhutan?” (1-“Strongly disagree”, 10-“Strongly agree”) <sup>1</sup>Indicator Question

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

### Overall Perceptions

- Respondents from local government, bilateral or multilateral agencies, the private sector/financial sector/private banks had the highest levels of agreement that “The World Bank Group disburses funds promptly” whereas respondents from NGOs and independent government institutions had significantly lower levels of agreement.
- Consultants on WBG-supported projects/PMUs and respondents from local government had the highest levels of agreement that “The World Bank Group effectively monitors and evaluates the projects and programs it supports” whereas respondents from independent government institutions had significantly lower levels of agreement.
- Respondents across all stakeholder groups had statistically similar levels of agreement for the indicator question that “Where country systems are adequate, the World Bank Group makes appropriate use of them”.

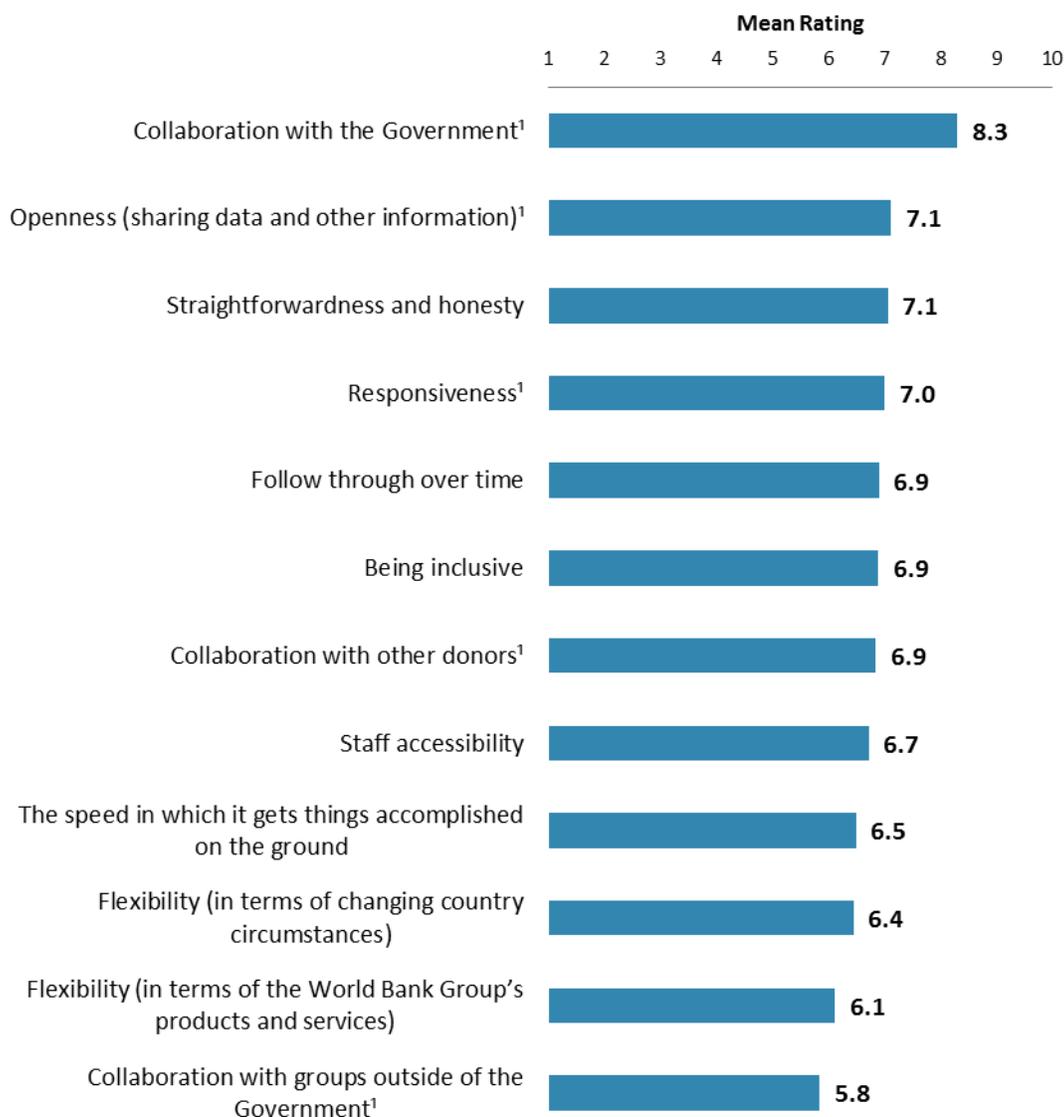


"To what extent do you agree/disagree with the following statements?"  
(1-"Strongly disagree", 10-"Strongly agree") <sup>1</sup>Indicator Question

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

### The World Bank Group as an Effective Development Partner

- Employees of ministries, consultants on WBG-supported projects, and respondents from local government, bilateral or multilateral agencies, and the private sector/financial sector/private banks gave the highest ratings for the WBG's "Being inclusive" whereas respondents from NGOs gave significantly lower ratings. Respondents from local government gave the highest ratings for the WBG's "Collaboration with groups outside of the Government" whereas respondents from NGOs gave significantly lower ratings.



"To what extent is the World Bank Group an effective development partner in Bhutan, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree") <sup>1</sup>Indicator Question

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

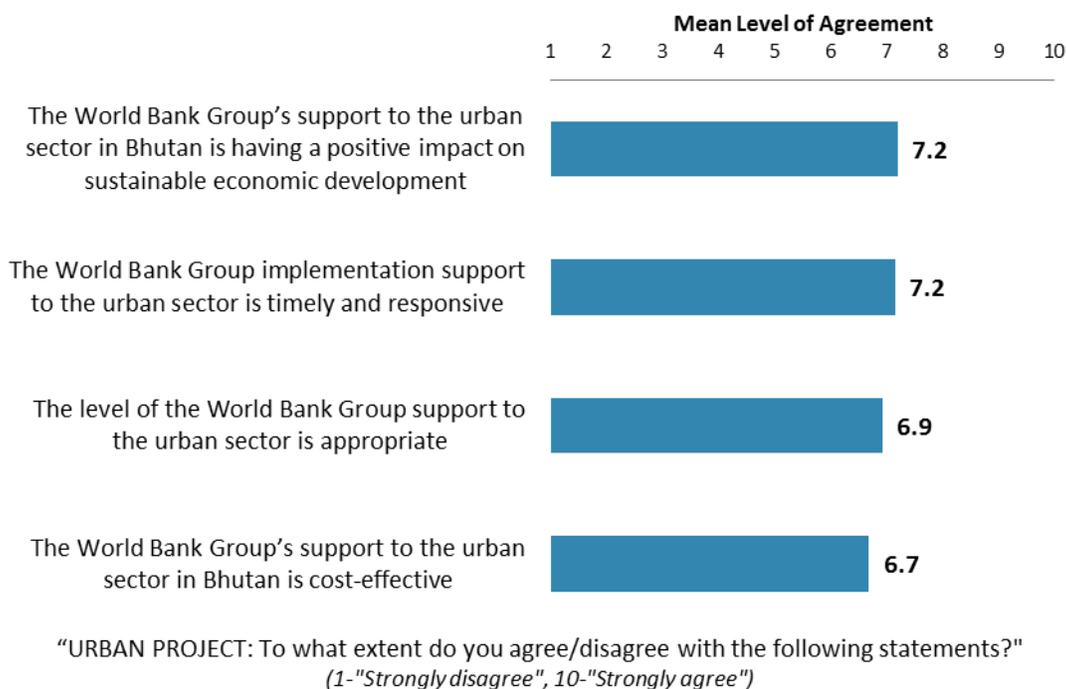
### Effective Collaboration within the World Bank Group



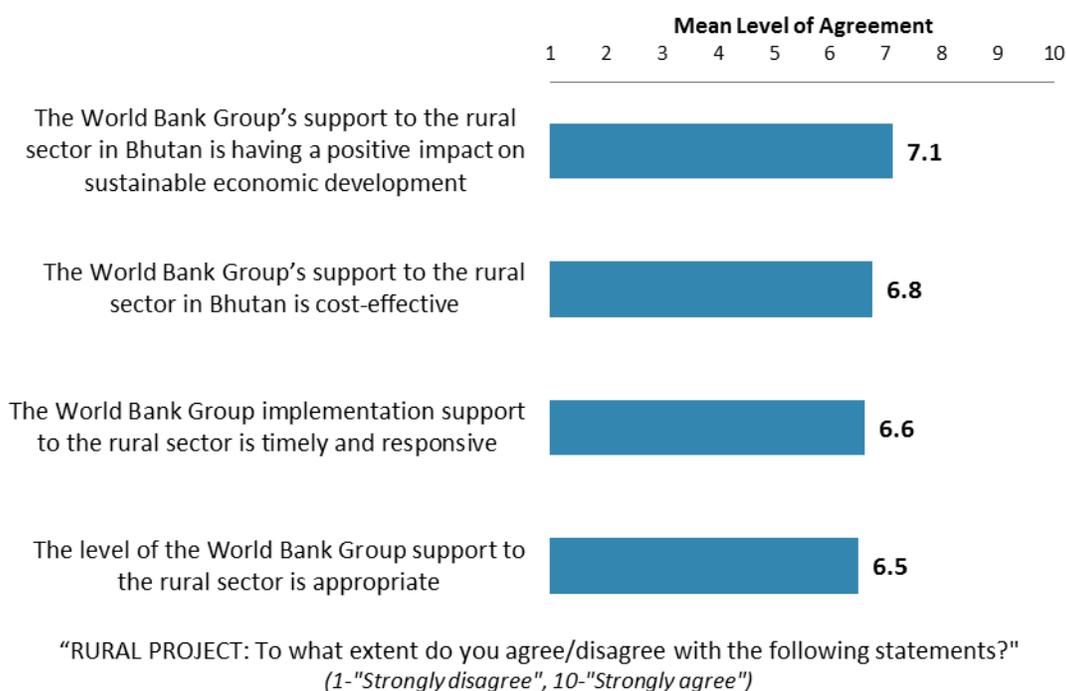
"How effectively do you believe the different parts of the World Bank Group (IDA, GEF and IFC) collaborate and coordinate efforts in Bhutan?"  
(1-"Not effective at all", 10-"Very effective")

## VIII. Project/Program Related Issues

### Urban Project

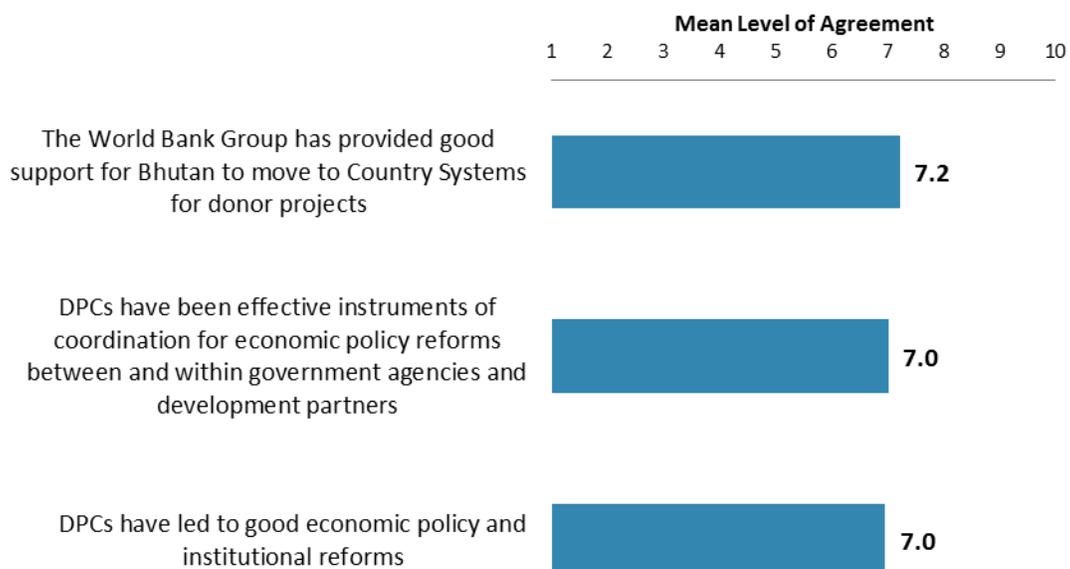


### Rural Project



## VIII. Project/Program Related Issues (continued)

### World Bank Group Development Policy Credit (DPC) Program



"WORLD BANK GROUP DEVELOPMENT POLICY CREDIT (DPC) PROGRAM: To what extent do you agree/disagree with the following statements?" (1-"Strongly disagree", 10-"Strongly agree")

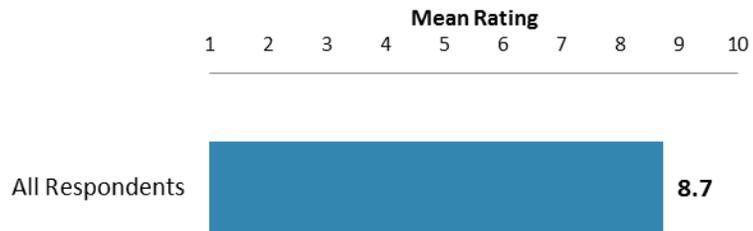
### The Programmatic Approach



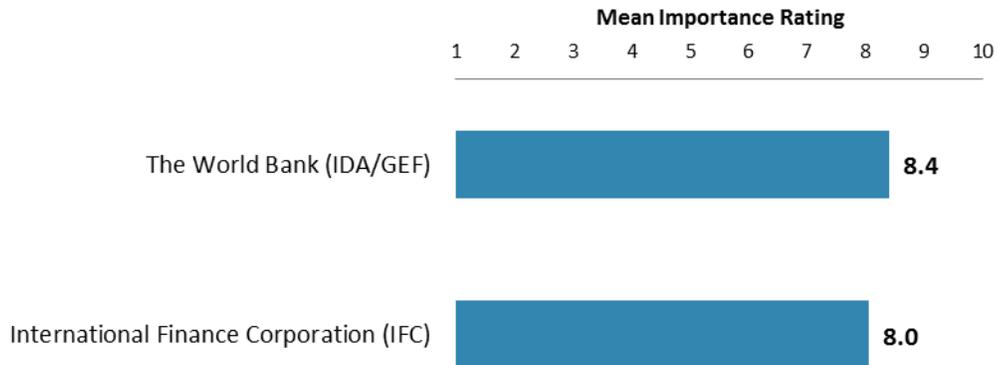
"THE PROGRAMMATIC APPROACH: To what extent do you agree/disagree with the following statements?" (1-"Strongly disagree", 10-"Strongly agree")

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

### Role Significance



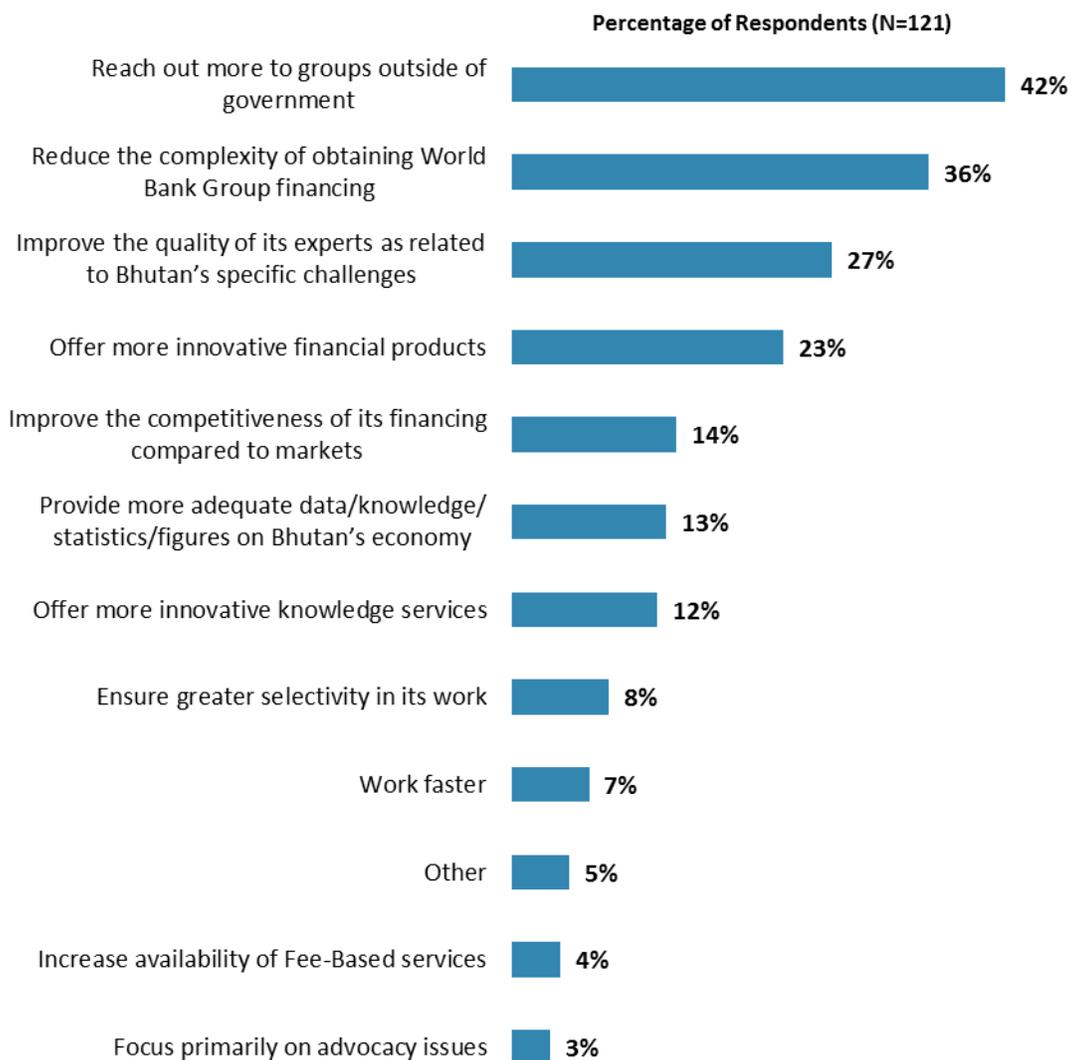
“How significant a role do you believe the World Bank Group SHOULD play in Bhutan's development in the near future?” (1-“Not a significant role at all”, 10-“Very significant role”)



“Thinking about the future, how important a role do you think each of the following institutions will play in helping Bhutan achieve its economic and social development goals?” (1-“Not important at all”, 10-“Very important”)

## IX. The Future Role of the World Bank Group in Bhutan (continued)

### Making the World Bank Group of Greater Value



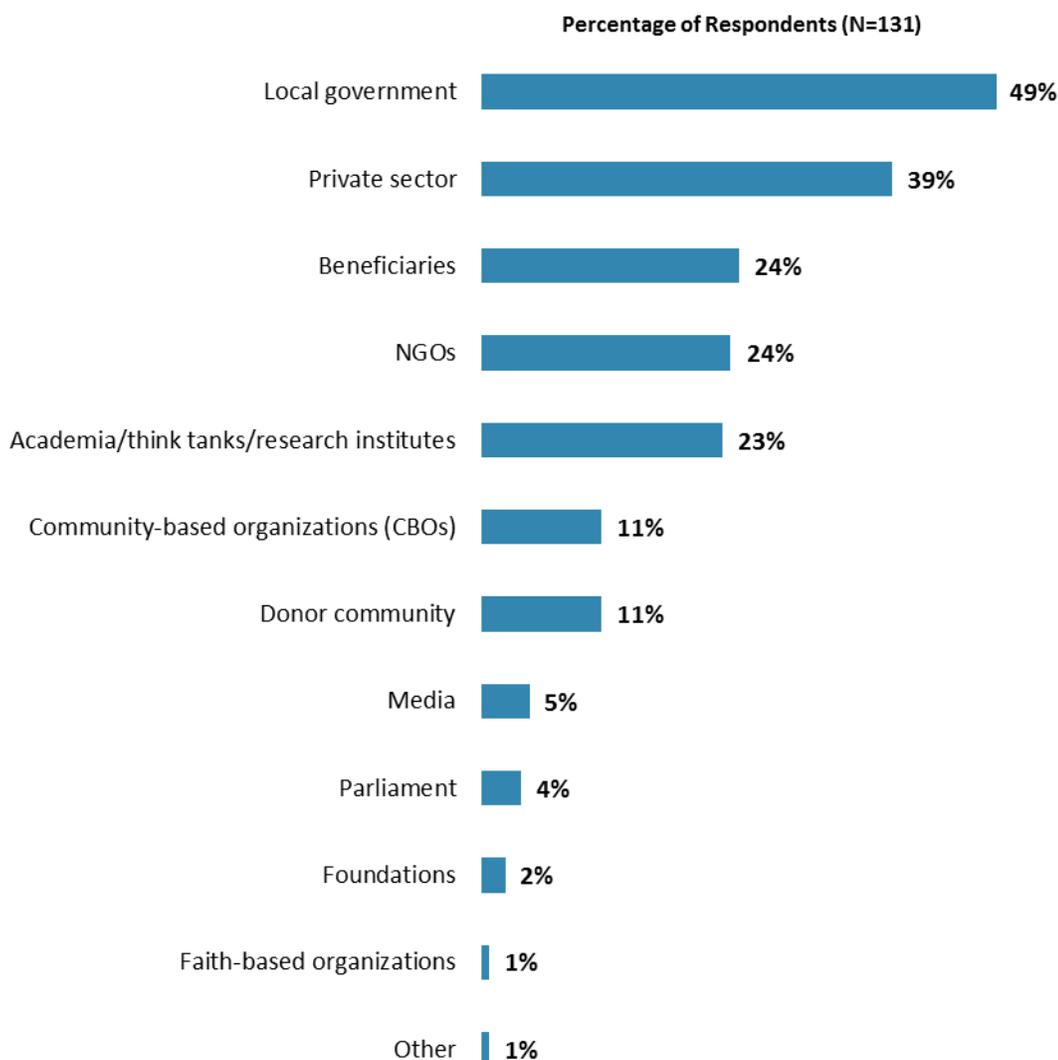
"Which of the following SHOULD the World Bank Group do to make itself of greater value in Bhutan? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)

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

(continued)

### Collaborating with Stakeholders in Bhutan

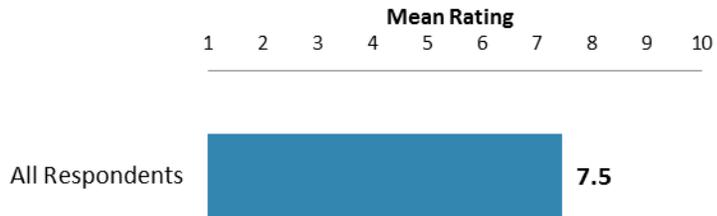
- Employees of ministries, consultants on WBG-supported programs, and respondents from local government and the media indicated that the WBG should collaborate more with local government in Bhutan.
- Respondents from bilateral or multilateral agencies and the private sector/financial sector/private banks indicated that the WBG should collaborate more with the private sector.
- Respondents from NGOs indicated that the WBG should collaborate more with NGOs.
- Respondents from academia/research institutes indicated that the WBG should collaborate more with academia and the private sector in Bhutan.



“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.)

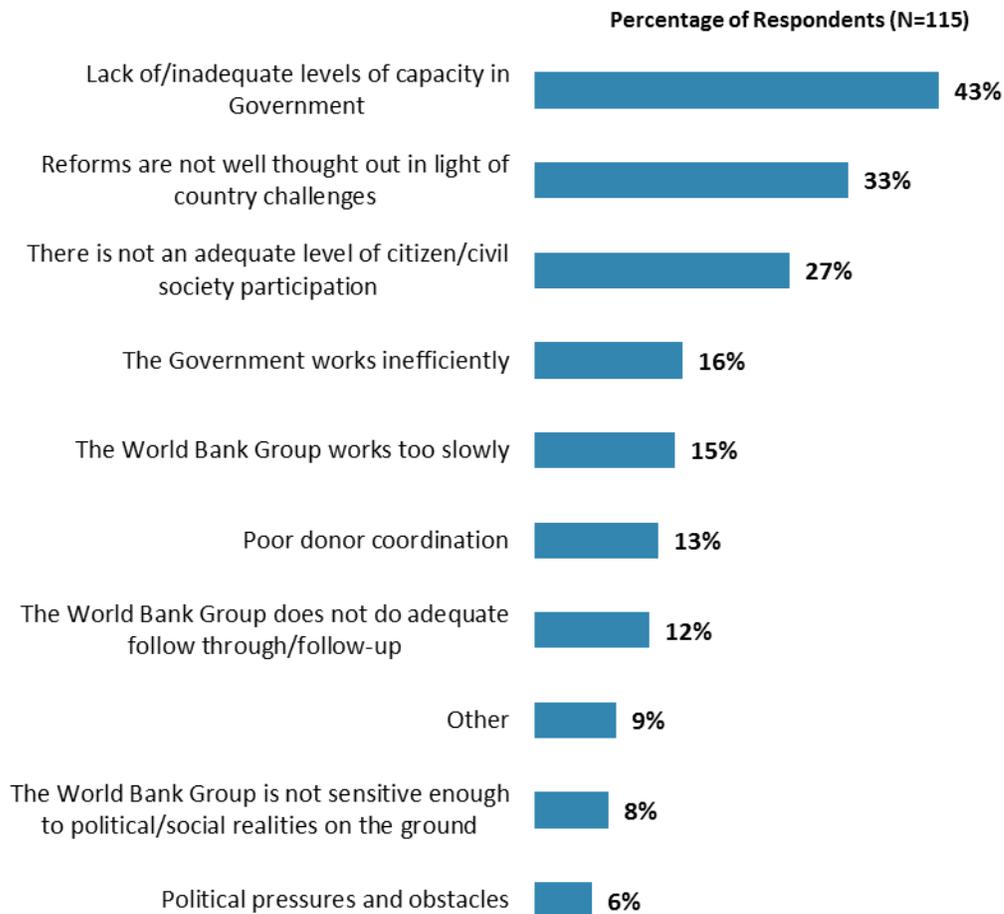
## IX. The Future Role of the World Bank Group in Bhutan(continued)

### Influencing the Global Development Agenda



“To what extent do you believe the World Bank SHOULD seek to influence the global development agenda as related to 'global public goods' (e.g., climate change, communicable diseases, international financial systems, trade, etc.)?”  
 (1 - "To no degree at all", 10 - "To a very significant degree")

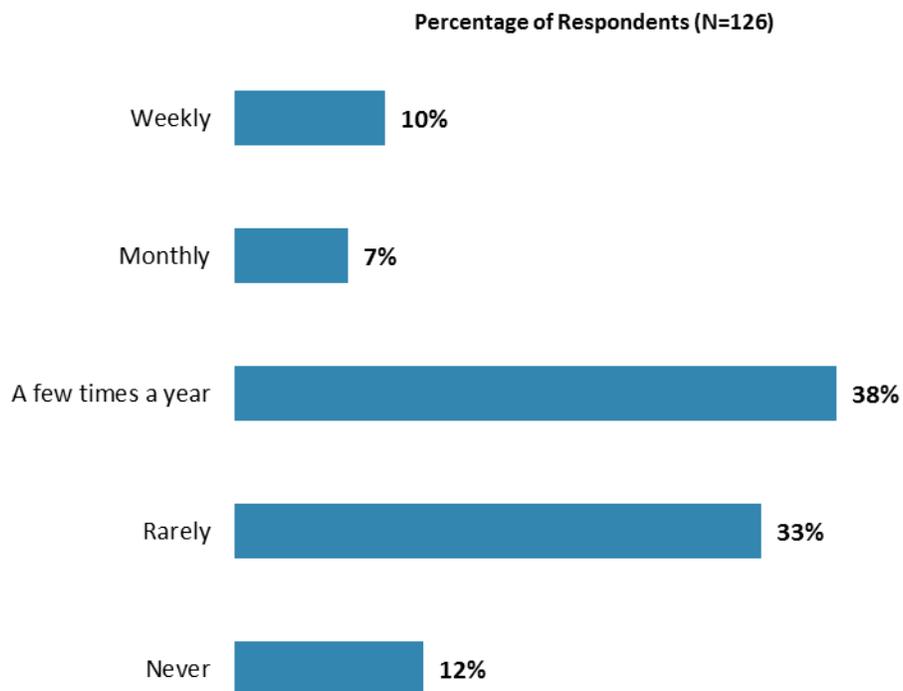
### Attributing Slow or Failed Reform Efforts



“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.)

## X. World Bank Group Knowledge and Instruments

### Frequency of Consulting WBG Knowledge Work and Activities

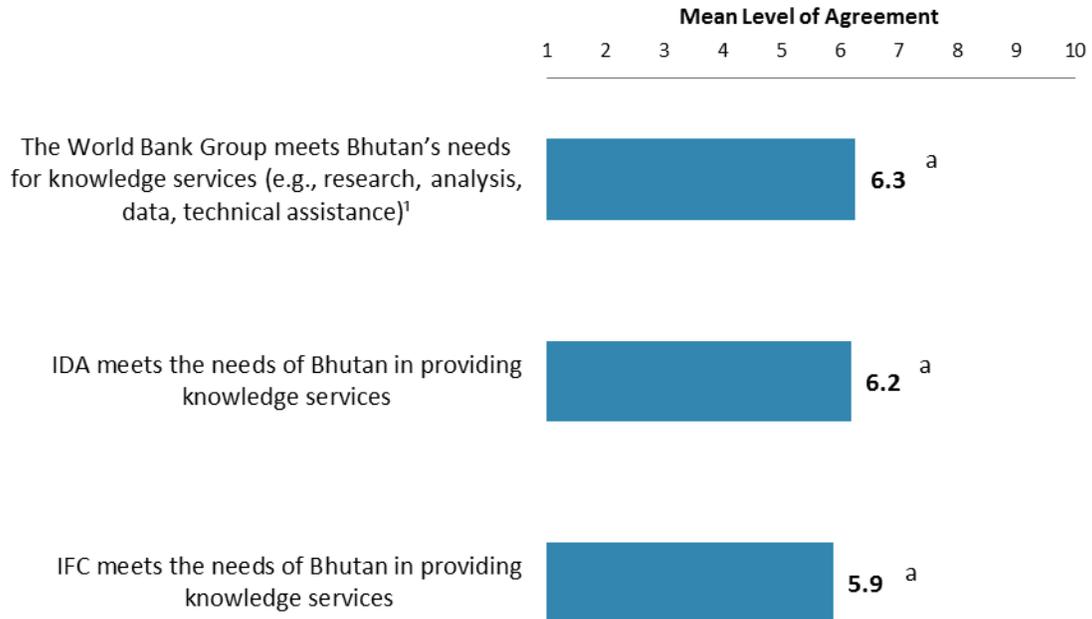


"How frequently do you consult World Bank Group knowledge work and activities in the work you do?" (Respondents chose from a list.)

## X. World Bank Group Knowledge and Instruments (continued)

### Meeting Bhutan's Knowledge Needs (*Indicator Question*)

- Respondents across all stakeholder groups had statistically similar levels of agreement that the WBG meets Bhutan's needs for knowledge services.

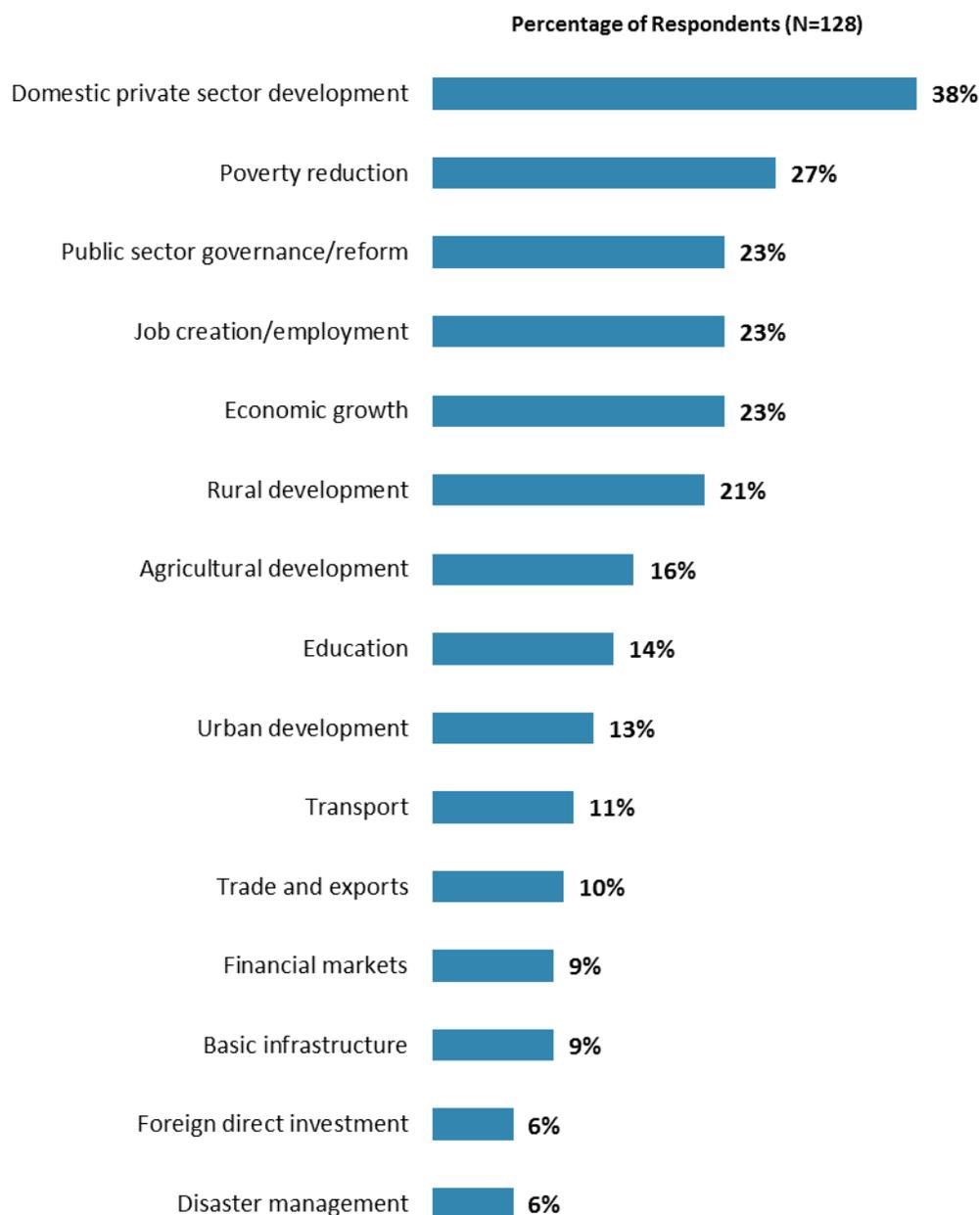


"To what extent do you agree with the following statements about the World Bank Group in Bhutan?" (1-"Strongly disagree", 10-"Strongly agree"; Unique letters are significantly different.)

<sup>1</sup>Indicator Question

## X. World Bank Group Knowledge and Instruments (continued)

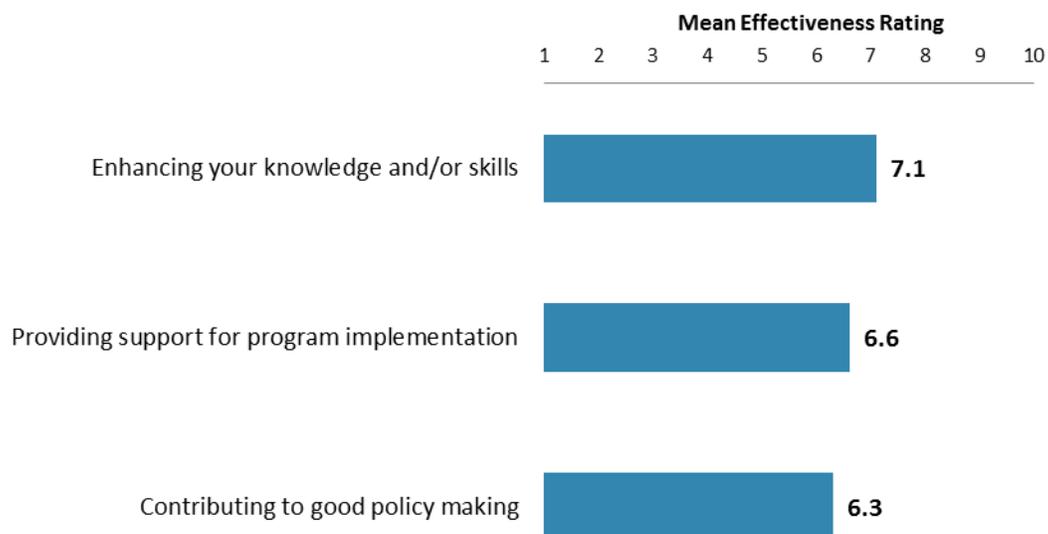
### Focusing World Bank Group Research



“When thinking about the development challenges in Bhutan, 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 15 shown.)

## X. World Bank Group Knowledge and Instruments (continued)

### Effectiveness of the WBG's Knowledge Work and Activities

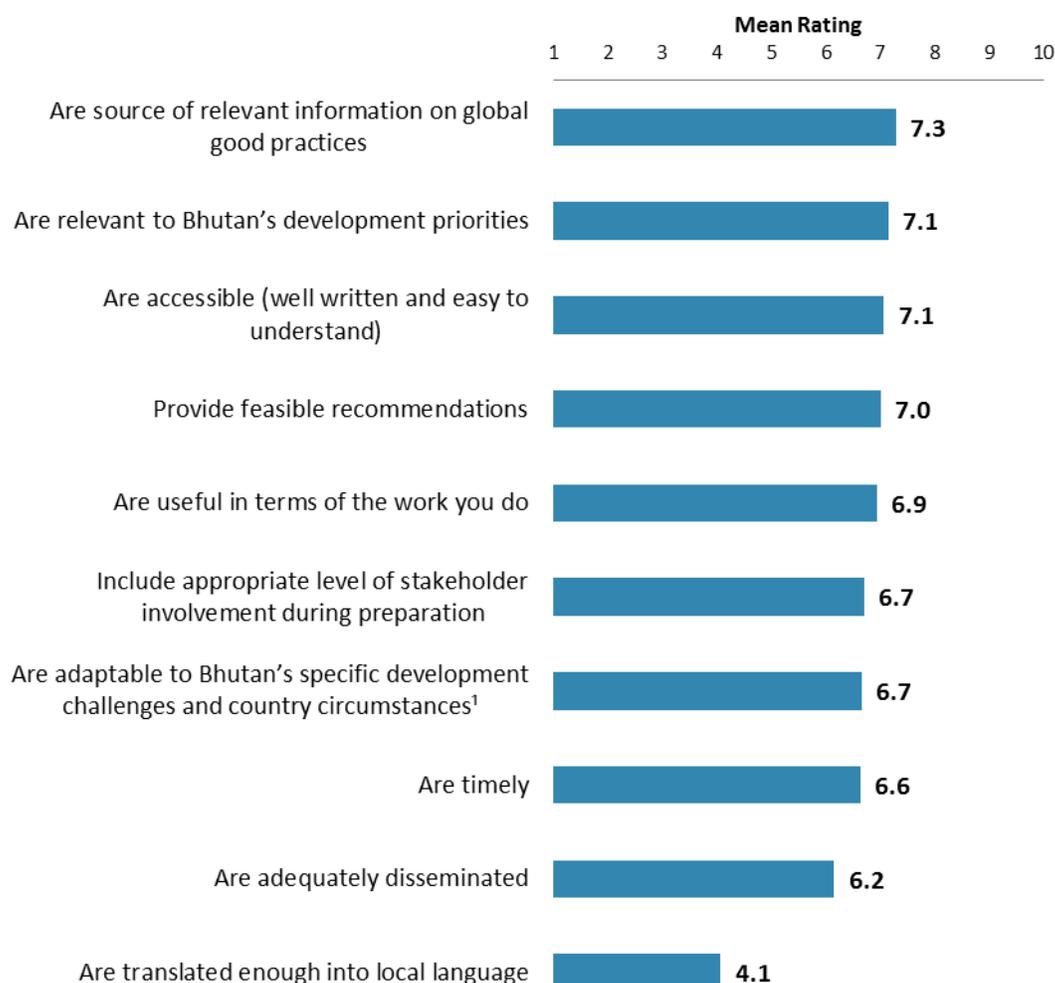


"In Bhutan, how effective do you believe the World Bank Group's knowledge work and activities are at:" (1-"Not effective at all", 10-"Very effective")

## X. World Bank Group Knowledge and Instruments (continued)

### Qualities of the WBG's Knowledge Work and Activities

- Respondents from local government gave the highest ratings that the WBG's knowledge work and activities "Are timely" and "Are useful in terms of the work you do" whereas respondents from the media gave significantly lower ratings. Respondents from local government gave the highest ratings that the WBG's knowledge work and activities "Include appropriate level of stakeholder involvement during preparation" whereas respondents from NGOs and the media gave significantly lower ratings. Respondents from local government gave the highest ratings that the WBG's knowledge work and activities "Are relevant to Bhutan's development priorities" whereas respondents from the media gave significantly lower ratings. Respondents across all stakeholder groups gave statistically similar ratings for the indicator question that the WBG's knowledge work and activities "Are adaptable to Bhutan's specific development challenges and country circumstances".



"In Bhutan, to what extent do you believe that the World Bank Group's knowledge work and activities:" (1-"To no degree at all", 10-"To a very significant degree") <sup>1</sup>Indicator Question

## X. World Bank Group Knowledge and Instruments (continued)

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

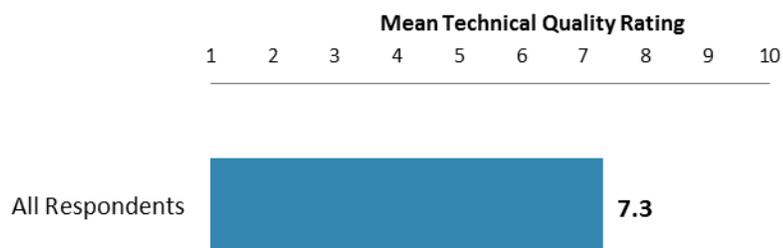
- Respondents across all stakeholder groups gave statistically similar ratings for the significance of the contribution that the WBG's knowledge work and activities make to development results in Bhutan.



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

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

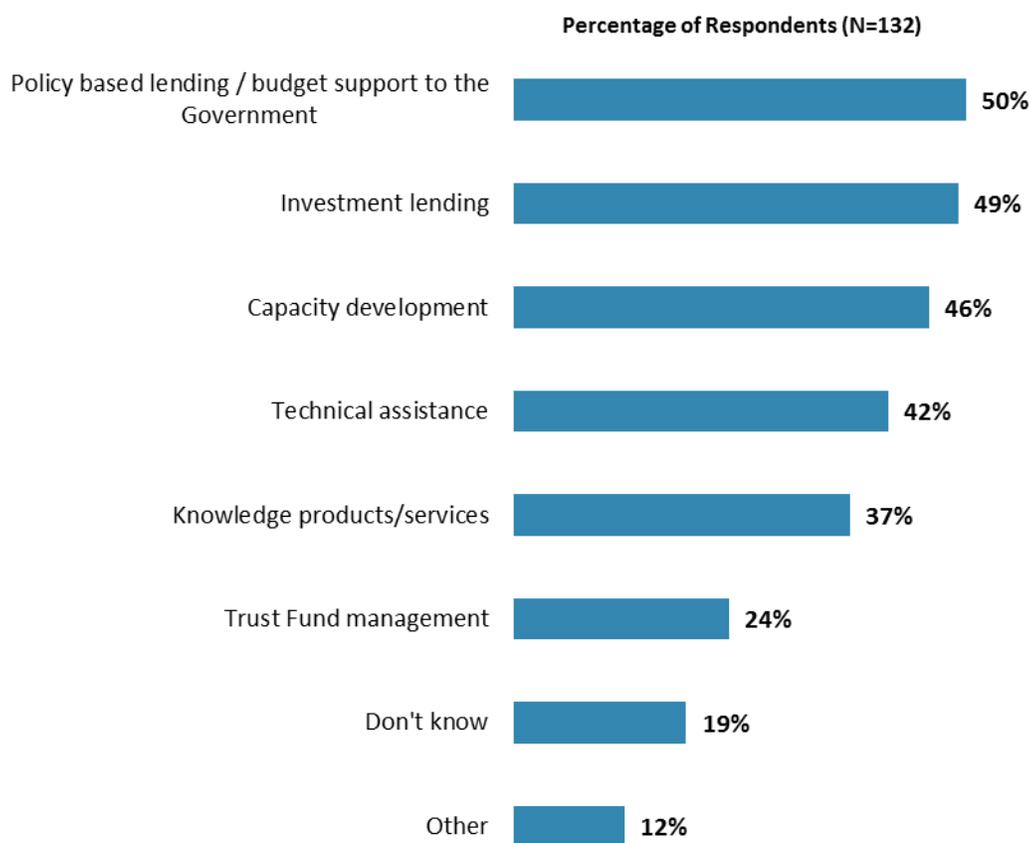
- Respondents across all stakeholder groups gave statistically similar ratings for the technical quality of the WBG's knowledge work and activities.



“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")

## X. World Bank Group Knowledge and Instruments (continued)

### Most Effective Instruments

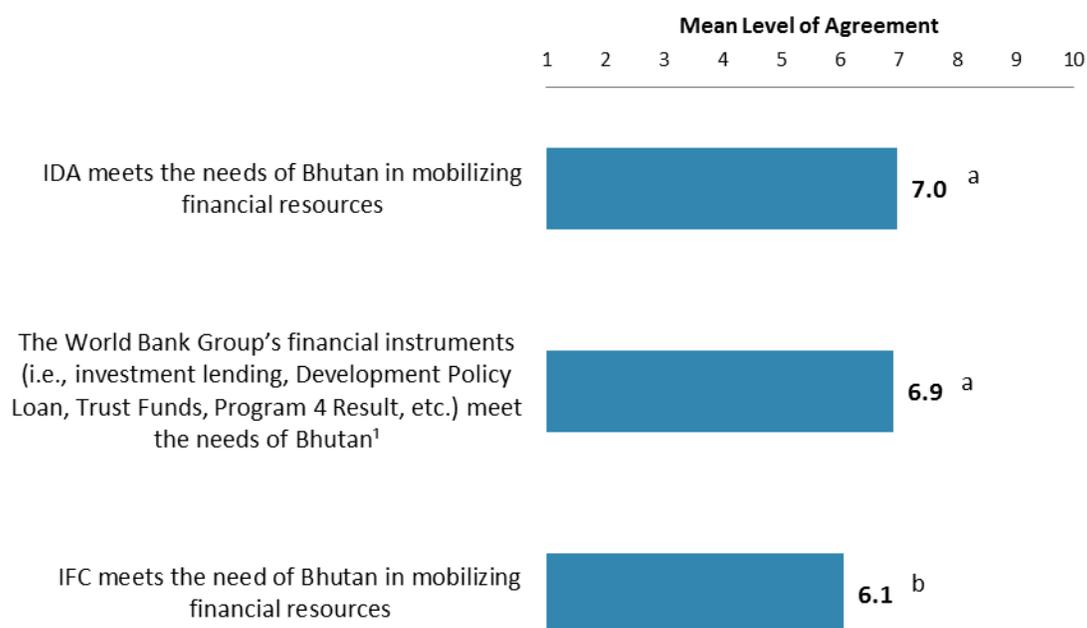


“Which World Bank Group instruments do you believe are the MOST effective in reducing poverty in Bhutan? (Choose no more than TWO)” (Respondents chose from a list. Responses combined.)

## X. World Bank Group Knowledge and Instruments (continued)

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

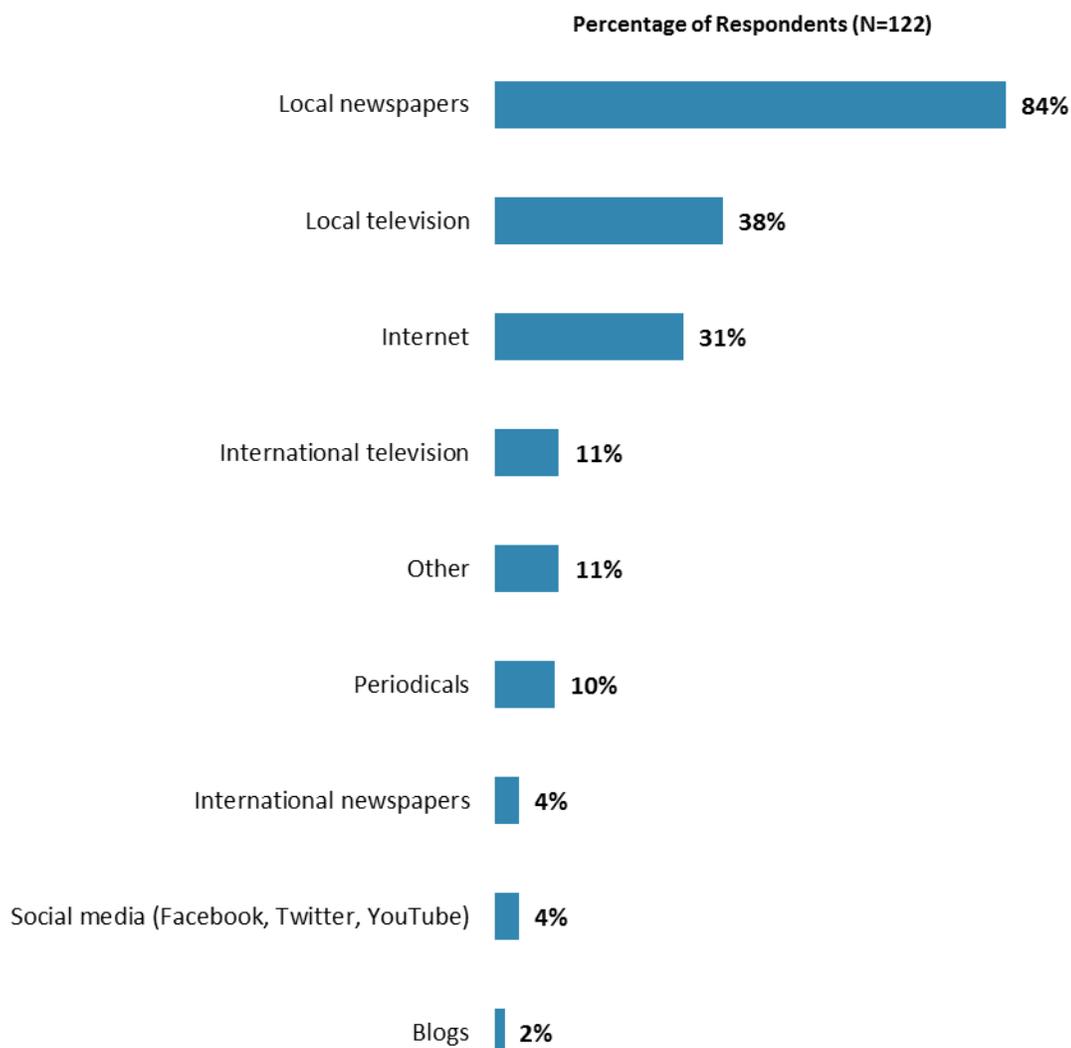
- Respondents had significantly higher levels of agreement that “IDA meets the needs of Bhutan in mobilizing financial resources” and that “The World Bank Group’s financial instruments meet Bhutan’s needs” compared to the “IFC meets the needs of Bhutan in mobilizing financial resources”.
- Respondents from local government had the highest levels of agreement that “IDA meets the needs of Bhutan in mobilizing financial resources” whereas respondents from academia/research institutes had significantly lower levels of agreement.
- Respondents across all stakeholder groups had statistically similar levels of agreement to the indicator question, “The World Bank Group’s financial instruments meet Bhutan’s needs”.



“To what extent do you agree with the following statements about the World Bank Group in Bhutan?” (1-“Strongly disagree”, 10-“Strongly agree”; Unique letters are significantly different. )  
<sup>1</sup>Indicator Question

## XI. Communication and Openness

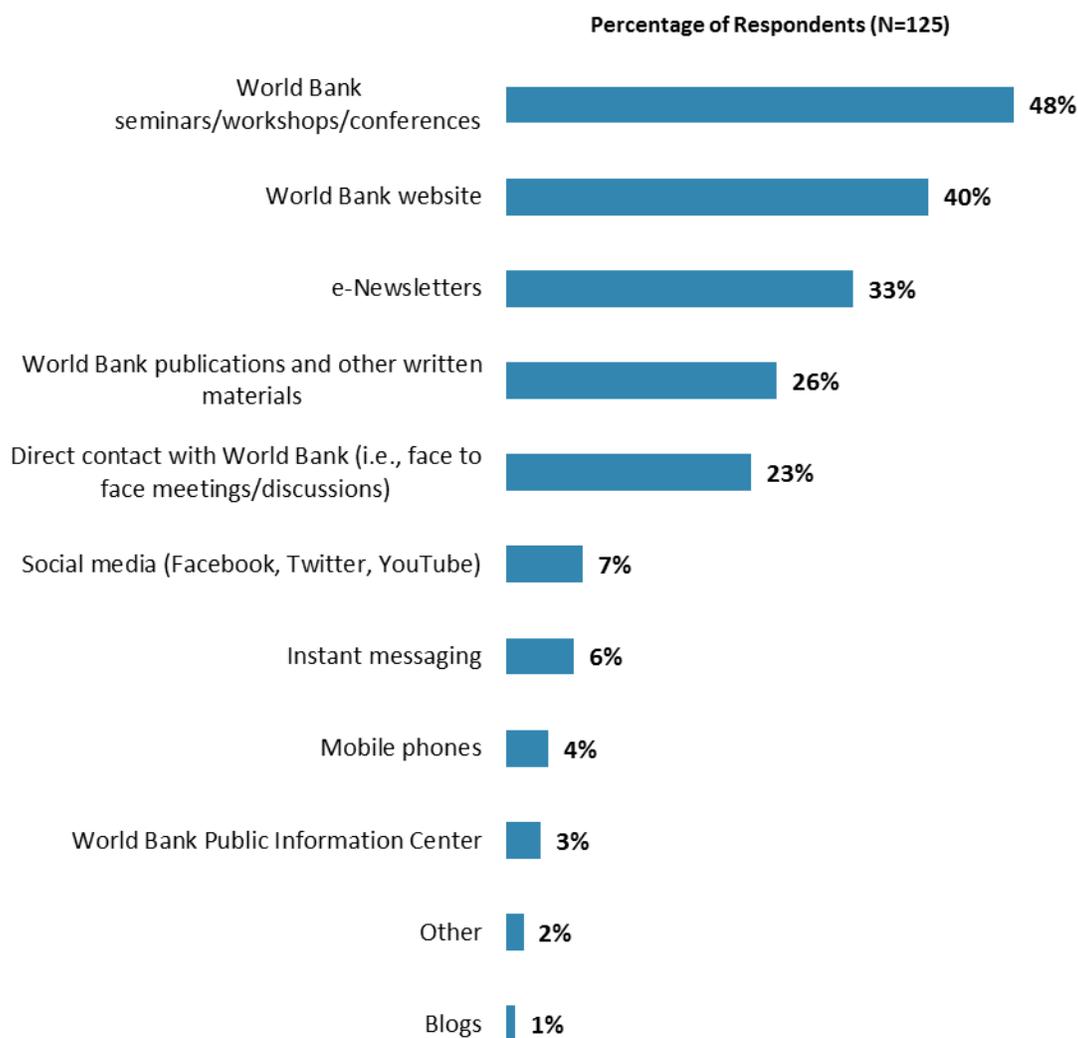
### Information Sources



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

## XI. Communication and Openness (continued)

### Preferred Information Sources



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

## XI. Communication and Openness (continued)

### Access to Information

- Respondents from NGOs were the most likely to be aware of the WBG's Access to Information Policy whereas respondents from the private sector/financial sector/private banks and academia/research institutes were completely unaware.

Percentage of Respondents (N=115)



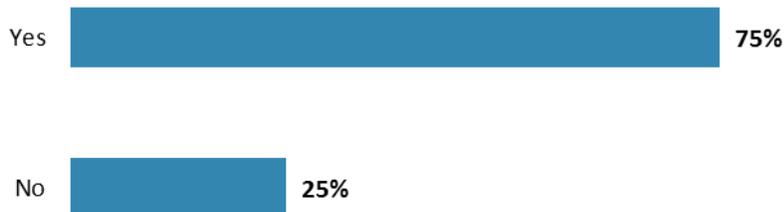
"Are you aware of the World Bank Group's Access to Information Policy under which the Bank will now disclose any information in its possession that is not on a list of exceptions?"

Percentage of Respondents (N=119)



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

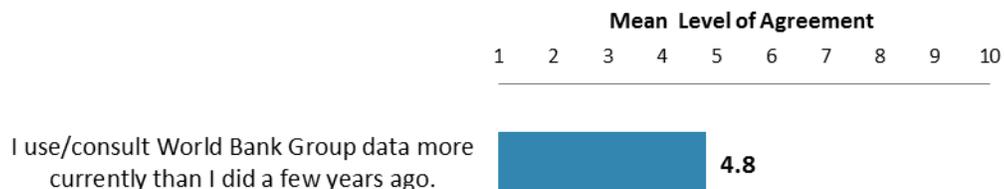
Percentage of Respondents (N=12)



"Were you able to obtain this information?"

## XI. Communication and Openness (continued)

### Access to Information (continued)

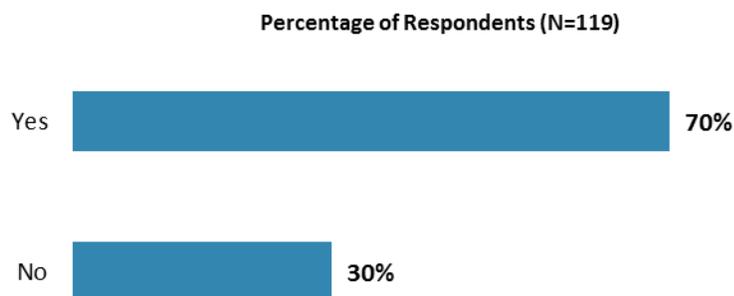


“Please rate how much you agree with the following statements.”  
 (1-“Strongly disagree”, 10-“Strongly agree”)

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### Website Usage

- All but one respondent indicated that they had Internet access (99%).

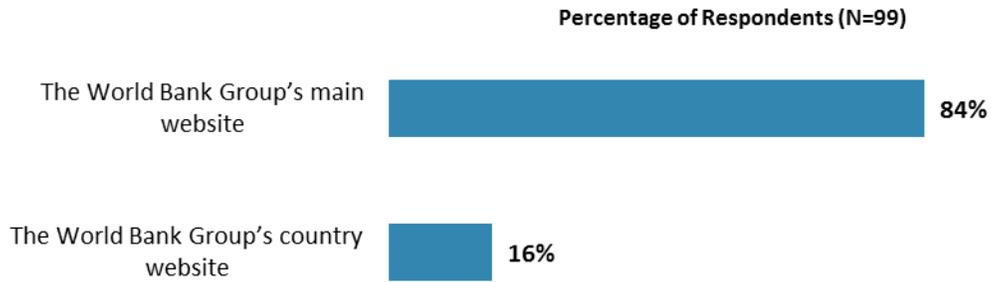


“Do you use/have you used the World Bank Group website?”

## XI. Communication and Openness (continued)

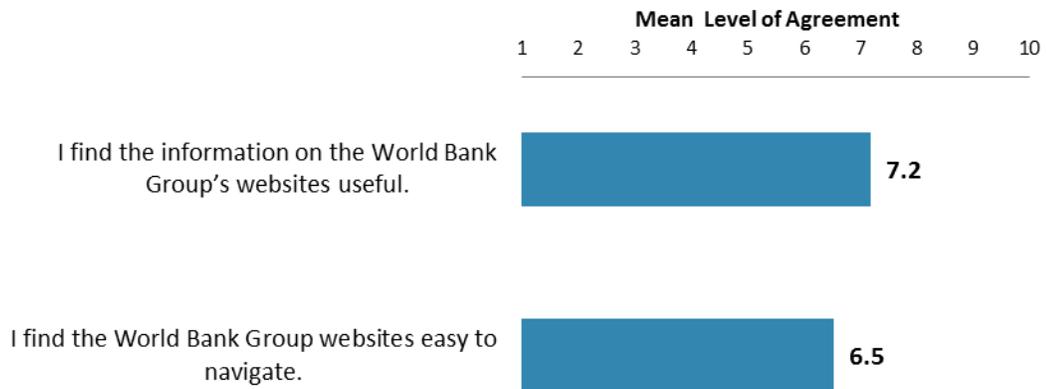
### Website Usage (continued)

- Respondents from the media were significantly more likely to have used the WBG’s country website whereas the majority of respondents from all other stakeholder groups indicated that they utilized the WBG’s main website.



“Which do you primarily use?” (Respondents chose from a list.)

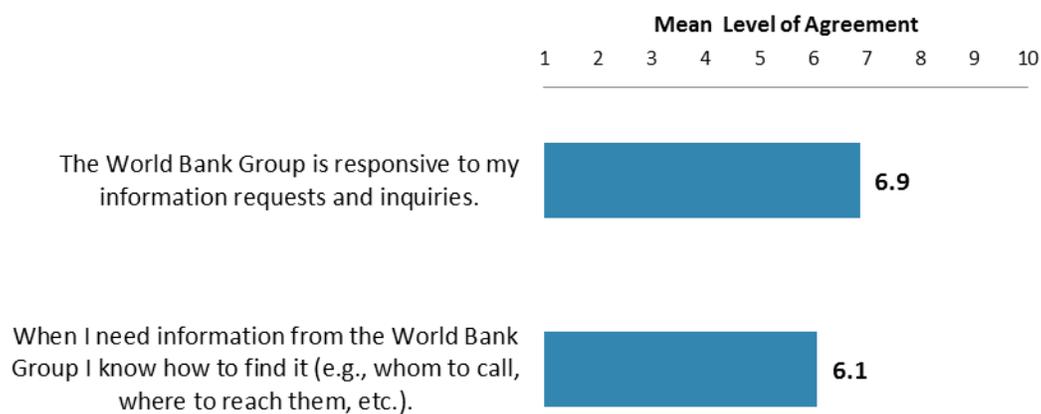
### Website Evaluation



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

## XI. Communication and Openness (continued)

### Information Sharing



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

## XII. Appendices

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### BHUTAN



## Appendix A: Responses to All Questions across All Respondents (N=132)

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 Bhutan

1. In general would you say that Bhutan is headed in...?	Percentage of Respondents (N=128)
The right direction	80.5%
The wrong direction	3.1%
Not sure	16.4%

2. Listed below are a number of development priorities in Bhutan. Please identify which of the following you consider the most important development priorities in Bhutan. (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=127)
Poverty reduction	26.8%
Economic growth	26.8%
Job creation/employment	24.4%
Domestic private sector development	22.8%
Rural development	22.0%
Education	21.3%
Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	18.1%
Basic infrastructure	11.8%
Social protection (e.g., pensions, targeted social assistance)	11.0%
Transport (e.g., roads, bridges, transportation)	11.0%
Equality of opportunity (i.e., equity)	11.0%
Agricultural development	9.4%
Environmental sustainability	8.7%
Anti-corruption	7.9%
Food security	7.9%
Water and sanitation	5.5%
Disaster management	5.5%
Gender equity	4.7%
Urban development	4.7%
Foreign direct investment	3.9%
Health	3.9%
Energy	3.9%
Trade and exports	3.9%
Law and justice (e.g., judicial system)	3.9%
Financial markets	3.1%
Climate change (e.g., mitigation, adaptation)	3.1%
Information and communications technology	3.1%
Crime and violence	1.6%
Regulatory framework	1.6%
Natural resource management (e.g., oil, gas, mining)	1.6%
Global/regional integration	0.0%
Communicable/non-communicable diseases	0.0%

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

<b>3. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty and increasing Gross National Happiness (GNH) in Bhutan? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=132)</b>
Rural development	40.9%
Economic growth	35.6%
Job creation/employment	32.6%
Education	30.3%
Equality of opportunity (i.e., equity)	25.0%
Agricultural development	22.0%
Basic infrastructure	17.4%
Domestic private sector development	17.4%
Food security	9.8%
Transport (e.g., roads, bridges, transportation)	8.3%
Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	8.3%
Water and sanitation	6.8%
Social protection (e.g., pensions, targeted social assistance)	6.8%
Anti-corruption	6.1%
Urban development	3.8%
Health	3.8%
Climate change (e.g., mitigation, adaptation)	3.0%
Energy	3.0%
Environmental sustainability	3.0%
Gender equity	2.3%
Foreign direct investment	2.3%
Global/regional integration	1.5%
Law and justice (e.g., judicial system)	1.5%
Natural resource management (e.g., oil, gas, mining)	1.5%
Trade and exports	1.5%
Regulatory framework	0.8%
Crime and violence	0.8%
Communicable/non-communicable diseases	0.8%
Disaster management	0.8%
Financial markets	0.8%
Information and communications technology	0.0%

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

<b>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 Bhutan? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=130)</b>
Energy	44.6%
Domestic private sector development	42.3%
Trade and exports	30.8%
Foreign direct investment	23.8%
Rural development	20.0%
Job creation/employment	20.0%
Agricultural development	18.5%
Education	12.3%
Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	12.3%
Transport (e.g., roads, bridges, transportation)	12.3%
Basic infrastructure	8.5%
Equality of opportunity (i.e., equity)	6.9%
Financial markets	6.9%
Global/regional integration	4.6%
Anti-corruption	4.6%
Urban development	4.6%
Regulatory framework	4.6%
Information and communications technology	3.1%
Food security	3.1%
Natural resource management (e.g., oil, gas, mining)	3.1%
Environmental sustainability	3.1%
Social protection (e.g., pensions, targeted social assistance)	2.3%
Gender equity	1.5%
Disaster management	0.8%
Water and sanitation	0.8%
Climate change (e.g., mitigation, adaptation)	0.0%
Communicable/non-communicable diseases	0.0%
Health	0.0%
Law and justice (e.g., judicial system)	0.0%
Crime and violence	0.0%

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

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 Bhutan? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=119)
Education and training that better ensure job opportunity	33.6%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	28.6%
Consistent economic growth	21.0%
Better quality public services	20.2%
Greater voice and participation for citizens to help ensure greater accountability	19.3%
Better employment opportunities for young people	16.8%
Greater access to micro-finance for the poor	16.8%
Better opportunity for the poor who live in rural areas	16.0%
A growing middle class	6.7%
Greater equity of fiscal policy	6.7%
Greater access to health and nutrition for citizens	5.9%
Better opportunity for the poor who live in urban areas	2.5%
Other	2.5%
Better employment opportunities for women	1.7%
More effective risk management	0.0%

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

Familiarity	N	DK	Mean	SD
1. How familiar are you with the work of the World Bank Group in Bhutan? (1-Not familiar at all, 10-Extremely familiar)	131	0	5.96	2.09

Overall, please rate your impression of the following institutions' effectiveness in Bhutan. (1-Not effective at all, 10-Very effective)	N	DK	Mean	SD
2. The World Bank Group*	108	21	6.83	1.89
3. The World Bank (IDA/GEF)	95	34	6.83	1.93
4. International Finance Corporation (IFC)	79	50	6.11	1.72

Staff Preparedness*	N	DK	Mean	SD
5. To what extent do you believe the World Bank's staff is well prepared (e.g., skills and knowledge) to help Bhutan solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	89	42	6.73	1.86

World Bank Group Collaboration	N	DK	Mean	SD
6. How effectively do you believe the different parts of the World Bank Group (IDA, GEF and IFC) collaborate and coordinate efforts in Bhutan? (1-Not effective at all, 10-Very effective)	73	59	6.34	1.83

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

<b>7. When thinking about how the World Bank Group can have the most impact on development results in Bhutan, in which sectoral areas do you believe the World Bank Group should focus most of its attention and resources in Bhutan? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=130)</b>
Poverty reduction	28.5%
Domestic private sector development	26.9%
Economic growth	26.2%
Rural development	23.1%
Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	21.5%
Basic infrastructure	21.5%
Job creation/employment	19.2%
Transport (e.g., roads, bridges, transportation)	16.2%
Education	16.2%
Agricultural development	16.2%
Urban development	9.2%
Trade and exports	9.2%
Social protection (e.g., pensions, targeted social assistance)	7.7%
Financial markets	7.7%
Disaster management	6.2%
Foreign direct investment	5.4%
Energy	5.4%
Environmental sustainability	5.4%
Equality of opportunity (i.e., equity)	3.8%
Health	3.8%
Regulatory framework	3.8%
Water and sanitation	3.1%
Gender equity	2.3%
Climate change (e.g., mitigation, adaptation)	2.3%
Global/regional integration	1.5%
Food security	1.5%
Natural resource management (e.g., oil, gas, mining)	1.5%
Anti-corruption	1.5%
Information and communications technology	0.8%
Crime and violence	0.0%
Law and justice (e.g., judicial system)	0.0%
Communicable/non-communicable diseases	0.0%

<b>Alignment with GNH</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
8. Overall, how would you rate the alignment of the World Bank Group's program with Bhutan's development program and Gross National Happiness (GNH) approach? (1-Very low alignment, 10-Very high alignment)	105	21	7.04	1.73

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

9. 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 Bhutan?	Percentage of Respondents (N=119)		
	Greatest Value	2 <sup>nd</sup> Greatest Value	Combined
Financial resources: policy based lending / budget support to the Government	47.1%	13.8%	60.9%
Financial resources: investment lending	31.1%	14.7%	45.7%
Technical assistance	5.9%	28.4%	34.3%
Training/capacity building	4.2%	12.9%	17.1%
Mobilizing third party financial resources	4.2%	6.0%	10.2%
Policy advice	3.4%	4.3%	7.7%
Studies/analyses	0.8%	6.0%	6.9%
Convening/facilitating	0.0%	5.2%	5.2%
Donor coordination	3.4%	1.7%	5.1%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	0.0%	3.4%	3.4%
Data	0.0%	1.7%	1.7%
Other	0.0%	1.7%	1.7%

10. Which of the following do you identify as the World Bank's greatest WEAKNESSES in its work in Bhutan? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=120)
Too bureaucratic in its operational policies and procedures	30.8%
Too influenced by developed countries	23.3%
Not enough public disclosure of its work	21.7%
Not willing to honestly criticize policies and reform efforts in the country	21.7%
World Bank Group processes too slow and complex	20.0%
Not collaborating enough with non-state actors	15.8%
Not aligned with country priorities	6.7%
Other	6.7%
Staff too inaccessible	5.8%
Not exploring alternative policy options	5.8%
Not adequately sensitive to political/social realities in Bhutan	5.8%
Not client focused	5.0%
Imposing technocratic solutions without regard to political realities	4.2%
Not aligned with other donors' work	4.2%
Arrogant in its approach	2.5%
The credibility of its knowledge/data	1.7%

11. Which World Bank Group instruments do you believe are the MOST effective in reducing poverty in Bhutan? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=132)
Policy based lending / budget support to the Government	50.2%
Investment lending (financing specific projects)	49.4%
Capacity development	46.1%
Technical assistance (advice, best practice, international experience, etc.)	41.6%
Knowledge products/services (analytical work, studies, surveys, etc.)	37.4%
Trust Fund management	24.0%
Don't know	19.2%
Other	12.3%

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

<b>Global Development Agenda</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
12. To what extent do you believe the World Bank Group SHOULD seek to influence the global development agenda as related to “global public goods” (e.g., climate change, communicable diseases, international financial systems, trade, etc.)? (1-To no degree at all, 10-To a very significant degree)	115	16	7.45	1.94

<b>9. 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)</b>	<b>Percentage of Respondents (Responses Combined; N=131)</b>
Local government	48.9%
Private sector	38.9%
Beneficiaries	24.4%
NGOs	23.7%
Academia/think tanks/research institutes	22.9%
Community-based organizations (CBOs)	11.5%
Donor community	11.5%
Media	4.6%
Parliament	3.8%
Foundations	2.3%
Faith-based organizations	0.8%
Other	0.8%

<b>To what extent do you agree with the following statements about the World Bank Group’s work in Bhutan? (1-Strongly disagree, 10-Strongly agree)</b>	<b>Level of Agreement</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
14. Overall the World Bank Group currently plays a relevant role in development in Bhutan*	128	3	7.67	1.73
15. The World Bank Group’s work is aligned with what I consider the development priorities for Bhutan*	119	11	7.39	1.79
16. The World Bank Group supports programs and strategies that are realistic for Bhutan	119	10	7.46	1.78
17. The World Bank Group treats clients and stakeholders in Bhutan with respect	107	23	7.65	1.79

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

To what extent is the World Bank Group an effective development partner in Bhutan, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
18. Responsiveness*	101	29	7.01	1.72
19. Flexibility (in terms of the World Bank Group's products and services)	100	30	6.12	1.91
20. Flexibility (in terms of changing country circumstances)	96	32	6.45	1.80
21. Being inclusive	107	21	6.90	1.73
22. Openness (sharing data and other information)*	104	22	7.13	1.72
23. Staff accessibility	104	23	6.73	2.13
24. Straightforwardness and honesty	98	29	7.06	1.90
25. Collaboration with groups outside of the Government (e.g., NGOs, academia, private sector)*	84	39	5.85	2.01
26. Collaboration with the Government*	121	9	8.31	1.18
27. Collaboration with other donors*	87	39	6.85	1.79
28. The speed in which it gets things accomplished on the ground	97	30	6.49	1.92
29. Follow through over time	98	29	6.91	1.92

30. 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=115)
Lack of/inadequate levels of capacity in Government	42.6%
Reforms are not well thought out in light of country challenges	33.0%
There is not an adequate level of citizen/civil society participation	27.0%
The Government works inefficiently	15.7%
The World Bank Group works too slowly	14.8%
Poor donor coordination	13.0%
The World Bank Group does not do adequate follow through/follow-up	12.2%
Other	8.7%
The World Bank Group is not sensitive enough to political/social realities on the ground	7.8%
Political pressures and obstacles	6.1%

### C. World Bank Effectiveness and Results

How effective do you believe the World Bank Group is in terms of the work it does in the following areas of development in Bhutan? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Anti-corruption	46	75	6.41	2.32
2. Information and communications technology	64	55	7.02	1.91
3. Transport (e.g., roads, bridges, transportation)	70	46	7.10	1.82
4. Crime and violence	34	80	4.65	1.98
5. Law and justice (e.g., judicial system)	41	72	5.34	2.33
6. Urban development	88	30	7.68	1.46
7. Environmental sustainability	78	38	7.15	1.71
8. Regulatory framework	64	51	6.97	1.60
9. Basic infrastructure	91	27	7.44	1.57
10. Communicable/non-communicable diseases	47	68	6.19	1.75
11. Poverty reduction	86	34	7.29	1.62
12. Gender equity	59	59	6.73	1.84
13. Domestic private sector development	70	47	5.93	2.19
14. Foreign direct investment	57	58	5.75	1.98
15. Water and sanitation	71	45	6.97	1.72
16. Trade and exports	55	63	5.67	1.74
17. Economic growth	81	38	6.98	1.60
18. Energy	52	63	5.94	2.01
19. Disaster management	67	49	6.76	1.99
20. Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	75	43	6.59	1.78
21. Job creation/employment	63	54	5.54	1.95
22. Financial markets	63	53	6.30	1.89
23. Equality of opportunity (i.e., equity)	52	65	5.75	2.02
24. Health	55	62	6.62	1.74
25. Rural development	78	40	6.59	2.00
26. Global/regional integration	47	67	6.13	1.74
27. Food security	56	61	5.95	2.08
28. Education	68	48	7.19	1.89
29. Social protection (e.g., pensions, targeted social assistance)	49	67	5.24	2.39
30. Climate change (e.g., mitigation, adaptation)	69	47	6.80	1.57
31. Agricultural development	66	51	6.64	1.79
32. Natural resource management (e.g., oil, gas, mining)	48	69	5.46	2.08

Achieving Development Results	N	DK	Mean	SD
1. To what extent does the World Bank Group's work help to achieve development results in Bhutan?*( (1-To no degree at all, 10-To a very significant degree)	117	12	7.06	1.51

**C. World Bank Effectiveness and Results (continued)**

<b>To what extent do you agree with the following statements about the World Bank Group in Bhutan? (1-Strongly disagree, 10-Strongly agree)</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
34. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Bhutan	88	37	6.91	1.79
35. IDA meets the needs of Bhutan in mobilizing financial resources	80	46	6.98	1.70
36. IFC meets the need of Bhutan in mobilizing financial resources	69	51	6.07	1.94
37. The World Bank Group meets Bhutan's needs for knowledge services (e.g., research, analysis, data, technical assistance)	87	37	6.26	1.93
38. IDA meets the needs of Bhutan in providing knowledge services	71	53	6.20	1.92
39. IFC meets the needs of Bhutan in providing knowledge services	63	59	5.89	1.92

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

<b>1. How frequently do you consult World Bank Group knowledge work and activities in the work you do?</b>	<b>Percentage of Respondents (N=126)</b>
Weekly	9.5%
Monthly	7.1%
A few times a year	38.1%
Rarely	33.3%
Never	11.9%

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

<b>2. When thinking about the development challenges in Bhutan, 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)</b>	<b>Percentage of Respondents (Responses Combined; N=128)</b>
Domestic private sector development	37.5%
Poverty reduction	26.6%
Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	22.7%
Job creation/employment	22.7%
Economic growth	22.7%
Rural development	21.1%
Agricultural development	15.6%
Education	14.1%
Urban development	12.5%
Transport (e.g., roads, bridges, transportation)	10.9%
Trade and exports	10.2%
Financial markets	9.4%
Basic infrastructure	9.4%
Foreign direct investment	6.3%
Disaster management	6.3%
Water and sanitation	5.5%
Energy	5.5%
Environmental sustainability	5.5%
Social protection (e.g., pensions, targeted social assistance)	4.7%
Climate change (e.g., mitigation, adaptation)	4.7%
Regulatory framework	4.7%
Food security	3.9%
Gender equity	3.1%
Anti-corruption	3.1%
Information and communications technology	3.1%
Equality of opportunity (i.e., equity)	1.6%
Natural resource management (e.g., oil, gas, mining)	1.6%
Health	1.6%
Law and justice (e.g., judicial system)	0.8%
Crime and violence	0.8%
Global/regional integration	0.8%
Communicable/non-communicable diseases	0.0%

<b>In Bhutan, how effective do you believe the World Bank Group's knowledge work and activities are at: (1-Not effective at all, 10-Very effective)</b>	<b>Level of Effectiveness</b>			
	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
3. Enhancing your knowledge and/or skills	102	24	6.31	1.80
4. Contributing to good policy making	103	23	6.61	1.70
5. Providing support for program implementation	108	18	7.10	1.63

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

In Bhutan, 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
6. Are timely	96	27	6.63	1.63
7. Include appropriate level of stakeholder involvement during preparation	102	23	6.71	1.99
8. Are relevant to Bhutan's development priorities	110	15	7.15	1.61
9. Provide feasible recommendations	98	25	7.00	1.52
10. Are accessible (well written and easy to understand)	106	19	7.07	1.75
11. Are source of relevant information on global good practices	102	23	7.28	1.65
12. Are useful in terms of the work you do	108	17	6.94	1.93
13. Are adequately disseminated	97	26	6.15	1.92
14. Are translated enough into local language	70	51	4.07	2.68
15. Are adaptable to Bhutan's specific development challenges and country circumstances*	98	26	6.65	1.74

Overall Evaluations	N	DK	Mean	SD
16. 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)	111	14	6.95	1.59
17. 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)	105	20	7.31	1.53

**E. Working with the World Bank**

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
1. The World Bank Group disburses funds promptly	83	41	6.87	2.06
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	108	17	7.38	1.74
3. The World Bank Group's approvals and reviews are done in a timely fashion	95	29	6.72	1.91
4. The World Bank Group's "Safeguard Policy" requirements are reasonable	76	46	6.68	1.80
5. The World Bank Group's conditions on its lending are reasonable	72	50	6.72	2.08
6. Working with the World Bank Group increases Bhutan's institutional capacity	110	14	7.69	1.62
7. The World Bank Group ensures consistency and continuity through staff changes	77	46	6.43	2.27
8. The World Bank Group's teams and visits are well coordinated	96	28	7.02	1.83
9. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	82	42	6.79	2.15
10. The World Bank Group provides effective implementation support (i.e., supervision of projects)	97	26	7.15	1.81

### F. Project/Program Related Issues

The following section should be filled out only by respondents who have/have had knowledge, experience and/or involvement in the implementation of the World Bank Group programs and/or projects.

URBAN PROJECT To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
1. The World Bank Group's support to the urban sector in Bhutan is cost-effective	42	14	6.69	1.93
2. The level of the World Bank Group support to the urban sector is appropriate	45	11	6.93	1.84
3. The World Bank Group's support to the urban sector in Bhutan is having a positive impact on sustainable economic development	43	12	7.21	1.82
4. The World Bank Group implementation support to the urban sector is timely and responsive	46	9	7.15	2.23

RURAL PROJECT 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's support to the rural sector in Bhutan is cost-effective	29	24	6.76	1.99
6. The level of the World Bank Group support to the rural sector is appropriate	35	18	6.51	1.96
7. The World Bank Group's support to the rural sector in Bhutan is having a positive impact on sustainable economic development	35	18	7.11	1.57
8. The World Bank Group implementation support to the rural sector is timely and responsive	35	18	6.63	1.57

WORLD BANK GROUP DEVELOPMENT POLICY CREDIT (DPC) PROGRAM (BUDGET FINANCING IN SUPPORT OF POLICY REFORMS) To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
9. DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners	54	34	7.02	1.54
10. DPCs have led to good economic policy and institutional reforms	57	32	6.96	1.77
11. The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects	58	31	7.22	1.58

THE PROGRAMMATIC APPROACH To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
12. I support the World Bank Group's move to the programmatic approach	94	7	8.11	1.36
13. Grouping missions and task managers around common themes will save transaction costs and will be more effective for the government	89	11	8.11	1.28
14. It is important for the World Bank Group to increase coordination among Bank teams working in Bhutan	90	10	8.19	1.51
15. It is important for the World Bank Group to focus scarce Bank resources on the highest priority areas	97	4	8.78	1.30

### G. The Future Role of the World Bank in Bhutan

<b>The Bank's Role</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. How significant a role do you believe the World Bank Group SHOULD play in Bhutan's development in the near future? (1-Not a significant role at all, 10-Very significant role)	120	3	8.74	1.16

<b>Thinking about the future, how important a role do you think each of the following institutions will play in helping Bhutan achieve its economic and social development goals? (1-Not important at all, 10-Very important)</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
2. The World Bank (IDA/GEF)	111	10	8.40	1.23
3. International Finance Corporation (IFC)	108	13	8.05	1.47

<b>4. Which of the following SHOULD the World Bank Group do to make itself of greater value in Bhutan? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=121)</b>
Reach out more to groups outside of government	42.1%
Reduce the complexity of obtaining World Bank Group financing	35.5%
Improve the quality of its experts as related to Bhutan's specific challenges	27.3%
Offer more innovative financial products	23.1%
Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, and other terms)	14.0%
Provide more adequate data/knowledge/statistics/figures on Bhutan's economy	13.2%
Offer more innovative knowledge services	12.4%
Ensure greater selectivity in its work	8.3%
Work faster	6.6%
Other	5.0%
Increase availability of Fee-Based services	4.1%
Focus primarily on advocacy issues	3.3%

### H. Communication and Information Sharing

<b>1. How do you get most of your information about economic and social development issues in Bhutan? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=122)</b>
Local newspapers	84.4%
Local television	37.7%
Internet	31.1%
International television	10.7%
Other	10.7%
Periodicals	9.8%
International newspapers	4.1%
Social media (Facebook, Twitter, YouTube)	4.1%
Blogs	1.6%
Local radio	0.0%
International radio	0.0%
Mobile phones	0.0%
Instant messaging	0.0%

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

<b>2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=125)</b>
World Bank seminars/workshops/conferences	48.0%
World Bank website	40.0%
e-Newsletters	32.8%
World Bank publications and other written materials	25.6%
Direct contact with World Bank (i.e., face to face meetings/discussions)	23.2%
Social media (Facebook, Twitter, YouTube)	7.2%
Instant messaging	6.4%
Mobile phones	4.0%
World Bank Public Information Center	3.2%
Other	1.6%
Blogs	0.8%

<b>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?</b>	<b>Percentage of Respondents (N=115)</b>
Yes	15.7%
No	84.3%

<b>4. Have you requested information from the World Bank Group on its activities in the past year?</b>	<b>Percentage of Respondents (N=119)</b>
Yes	8.4%
No	91.6%

<b>5. Were you able to obtain this information?</b>	<b>Percentage of Respondents (N=12)</b>
Yes	75.0%
No	25.0%

<b>6. Do you have access to the Internet?</b>	<b>Percentage of Respondents (N=115)</b>
Yes	99.1%
No	0.9%

<b>7. Do you use/have used the World Bank website?</b>	<b>Percentage of Respondents (N=119)</b>
Yes	69.7%
No	30.3%

<b>8. Which do you primarily use?</b>	<b>Percentage of Respondents (N=99)</b>
The World Bank Group's country website ( <a href="http://www.worldbank.org/en/country/bhutan">http://www.worldbank.org/en/country/bhutan</a> )	16.2%
The World Bank Group's main website ( <a href="http://www.worldbank.org">www.worldbank.org</a> )	83.8%

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

Please rate how much you agree with the following statements, on a ten-point scale. (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
9. I use/consult World Bank Group data more currently than I did a few years ago.	99	17	4.80	2.45
10. I find the World Bank Group websites easy to navigate.	83	21	6.53	1.98
11. I find the information on the World Bank Group's websites useful.	79	20	7.19	1.74
12. 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.).	92	21	6.08	2.42
13. The World Bank Group is responsive to my information requests and inquiries.	58	52	6.88	2.15

**I. Background Information**

1. Which of the following best describes your current position? (Please mark only ONE response)	Percentage of Respondents (N=126)
Employee of a Ministry, Ministerial Department or Implementation Agency	39.7%
Project Management Unit (PMU) overseeing implementation of project	9.5%
NGO	7.9%
Independent Government Institution	7.1%
Other	7.1%
Private Sector Organization	4.8%
Financial Sector/Private Bank	4.8%
Local Government Office or Staff	4.0%
Media	4.0%
Academia/Research Institute/Think Tank	4.0%
Bilateral Agency	3.2%
Multilateral Agency	2.4%
Office of Minister	.8%
Consultant/Contractor working on World Bank Group supported Project/Program	.8%

2. Please identify the primary specialization of your work. (Please mark only ONE response)	Percentage of Respondents (N=123)
Other	17.9%
Public sector governance / public financial management / anti-corruption	13.8%
Private sector development / foreign direct investment	10.6%
Urban development	10.6%
Education	9.8%
Financial markets / banking	7.3%
Agriculture/ rural development / food security	6.5%
Climate change / disaster management	4.1%
Natural resource management / environmental sustainability	4.1%
Information and communications technology	3.3%
Energy	2.4%
Gender equity / equality of opportunity	2.4%
Health / communicable/non-communicable diseases	1.6%
Job creation/employment	1.6%
Social protection	1.6%
Transport	1.6%
Law and justice / regulatory framework	.8%

**I. Background Information (continued)**

<b>3. Currently, do you professionally collaborate/work with the World Bank Group in your country?</b>	<b>Percentage of Respondents (N=105)</b>
Yes	52.0%
No	48.0%

<b>4. Which of the following describes most of your exposure to the World Bank Group in Bhutan? (Choose no more than TWO)</b>	<b>Percentage of Respondents (N=124)</b>
Collaborate as part of my professional duties	54.0%
Engage in World Bank Group related/sponsored events/activities	34.7%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	30.6%
Use World Bank Group website for information, data, research, etc.	20.2%
Use World Bank Group reports/data	18.5%

<b>5. Currently, which of the following agencies of the World Bank Group do you primarily work with in Bhutan? (Choose no more than TWO)</b>	<b>Percentage of Respondents (N=117)</b>
The World Bank (IDA/GEF)	41.9%
I don't collaborate/work with the World Bank Group	32.5%
Both World Bank and IFC	14.5%
International Finance Corporation (IFC)	11.1%

<b>6. Which best represents your geographic location?</b>	<b>Percentage of Respondents (N=126)</b>
Thimphu	97.6%
Other	2.4%

## Appendix B: Responses to All Questions by Stakeholder Groups

### A. General Issues Facing Bhutan

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

Percentage of Respondents	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia/ Research Institute	Other
The right direction	81.3%	83.3%	80.0%	85.7%	75.0%	90.0%	80.0%	66.7%	100.0%	77.8%
The wrong direction	2.1%	-	-	-	8.3%	-	-	11.1%	-	-
Not sure	16.7%	16.7%	20.0%	14.3%	16.7%	10.0%	20.0%	22.2%	-	22.2%

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

Percentage of Respondents (Responses Combined)	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Social protection	10.9%	7.7%	20.0%	14.3%	8.3%	20.0%	20.0%	0.0%	20.0%	10.0%
Transport	13.0%	0.0%	20.0%	14.3%	8.3%	10.0%	0.0%	0.0%	40.0%	20.0%
Public sector governance/reform	26.1%	7.7%	40.0%	14.3%	0.0%	30.0%	20.0%	37.5%	0.0%	0.0%
Global/regional integration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gender equity	4.3%	0.0%	0.0%	0.0%	16.7%	20.0%	0.0%	0.0%	0.0%	0.0%
Domestic private sector development	15.2%	7.7%	0.0%	28.6%	50.0%	40.0%	60.0%	25.0%	20.0%	20.0%
Foreign direct investment	4.3%	0.0%	0.0%	0.0%	8.3%	0.0%	20.0%	0.0%	0.0%	10.0%
Water and sanitation	6.5%	15.4%	20.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%
Anti-corruption*	2.2%	7.7%	0.0%	14.3%	8.3%	0.0%	0.0%	37.5%	0.0%	20.0%
Job creation/employment	28.3%	23.1%	40.0%	14.3%	16.7%	20.0%	0.0%	25.0%	20.0%	20.0%
Rural development	19.6%	38.5%	0.0%	42.9%	0.0%	20.0%	40.0%	12.5%	20.0%	40.0%
Financial markets	4.3%	0.0%	0.0%	0.0%	8.3%	10.0%	0.0%	0.0%	0.0%	0.0%
Urban development*	6.5%	0.0%	40.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability	4.3%	7.7%	0.0%	28.6%	0.0%	20.0%	0.0%	0.0%	0.0%	10.0%
Equality of opportunity*	4.3%	23.1%	0.0%	42.9%	0.0%	10.0%	0.0%	12.5%	0.0%	20.0%
Health	8.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%
Education	21.7%	15.4%	0.0%	0.0%	33.3%	10.0%	20.0%	37.5%	60.0%	30.0%
Poverty reduction	30.4%	23.1%	40.0%	14.3%	8.3%	10.0%	40.0%	37.5%	20.0%	40.0%
Energy	8.7%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%
Food security	8.7%	23.1%	0.0%	0.0%	8.3%	10.0%	20.0%	0.0%	0.0%	0.0%
Climate change	2.2%	7.7%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Agricultural development	4.3%	7.7%	0.0%	14.3%	25.0%	0.0%	20.0%	25.0%	20.0%	10.0%
Trade and exports	4.3%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Crime and violence	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%
Economic growth	21.7%	46.2%	20.0%	0.0%	25.0%	30.0%	20.0%	25.0%	60.0%	30.0%
Law and justice	4.3%	0.0%	0.0%	14.3%	8.3%	0.0%	0.0%	12.5%	0.0%	0.0%
Regulatory framework	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	12.5%	0.0%	0.0%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Basic infrastructure	8.7%	23.1%	40.0%	14.3%	25.0%	10.0%	0.0%	0.0%	0.0%	10.0%
Natural resource management	2.2%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disaster management	4.3%	7.7%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	6.5%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

### A. General Issues Facing Bhutan (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 and increasing Gross National Happiness (GNH) in Bhutan?

Percentage of Respondents (Responses Combined)	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Water and sanitation	6.0%	23.1%	0.0%	0.0%	8.3%	20.0%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	26.0%	30.8%	0.0%	57.1%	25.0%	20.0%	20.0%	33.3%	0.0%	30.0%
Economic growth	44.0%	38.5%	60.0%	14.3%	41.7%	40.0%	20.0%	33.3%	40.0%	0.0%
Climate change*	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%
Global/regional integration	2.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Gender equity	2.0%	0.0%	0.0%	0.0%	8.3%	10.0%	0.0%	0.0%	0.0%	0.0%
Rural development	38.0%	69.2%	20.0%	57.1%	8.3%	50.0%	80.0%	44.4%	40.0%	40.0%
Urban development	2.0%	0.0%	0.0%	14.3%	8.3%	0.0%	0.0%	0.0%	20.0%	10.0%
Regulatory framework	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%
Basic infrastructure	24.0%	7.7%	40.0%	0.0%	25.0%	20.0%	20.0%	0.0%	20.0%	10.0%
Social protection	8.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	11.1%	20.0%	20.0%
Law and justice	2.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transport	8.0%	0.0%	20.0%	14.3%	0.0%	0.0%	0.0%	11.1%	40.0%	20.0%
Crime and violence	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Communicable/non-communicable diseases*	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti-corruption	6.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	20.0%
Domestic private sector development	10.0%	15.4%	0.0%	14.3%	8.3%	40.0%	40.0%	22.2%	20.0%	30.0%
Foreign direct investment	2.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Education	30.0%	38.5%	20.0%	0.0%	41.7%	10.0%	20.0%	66.7%	60.0%	30.0%
Energy	6.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Public sector governance/ reform	10.0%	7.7%	0.0%	0.0%	8.3%	20.0%	20.0%	11.1%	0.0%	0.0%
Natural resource management	2.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	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%
Health	4.0%	0.0%	20.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%
Agricultural development	20.0%	15.4%	0.0%	28.6%	33.3%	10.0%	20.0%	22.2%	20.0%	30.0%
Job creation/employment	38.0%	15.4%	60.0%	42.9%	16.7%	20.0%	20.0%	33.3%	20.0%	40.0%
Financial markets	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Trade and exports	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Food security	8.0%	30.8%	20.0%	14.3%	0.0%	10.0%	20.0%	0.0%	0.0%	10.0%

\*Significantly different between stakeholder groups

**A. General Issues Facing Bhutan (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 Bhutan?

Percentage of Respondents (Responses Combined)	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Energy	51.0%	53.8%	20.0%	42.9%	33.3%	10.0%	60.0%	37.5%	40.0%	60.0%
Gender equity	2.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	4.1%	7.7%	20.0%	14.3%	8.3%	10.0%	0.0%	25.0%	0.0%	0.0%
Social protection	2.0%	0.0%	20.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%
Global/regional integration	10.2%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Climate change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti-corruption	2.0%	7.7%	0.0%	28.6%	8.3%	0.0%	0.0%	0.0%	0.0%	10.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Rural development	18.4%	38.5%	0.0%	14.3%	0.0%	30.0%	40.0%	25.0%	20.0%	20.0%
Foreign direct investment	28.6%	15.4%	40.0%	14.3%	33.3%	20.0%	20.0%	12.5%	0.0%	30.0%
Urban development	2.0%	7.7%	20.0%	14.3%	8.3%	0.0%	0.0%	0.0%	0.0%	10.0%
Water and sanitation*	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Education	14.3%	7.7%	0.0%	0.0%	8.3%	0.0%	20.0%	25.0%	20.0%	20.0%
Information and communications technology	6.1%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%
Regulatory framework	4.1%	7.7%	20.0%	0.0%	0.0%	0.0%	0.0%	12.5%	20.0%	0.0%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Trade and exports	34.7%	30.8%	20.0%	14.3%	41.7%	30.0%	40.0%	12.5%	20.0%	20.0%
Public sector governance/reform	8.2%	7.7%	0.0%	0.0%	41.7%	30.0%	0.0%	12.5%	20.0%	10.0%
Domestic private sector development	34.7%	46.2%	40.0%	28.6%	50.0%	60.0%	60.0%	62.5%	60.0%	30.0%
Job creation/employment	22.4%	7.7%	0.0%	42.9%	25.0%	10.0%	0.0%	12.5%	40.0%	20.0%
Agricultural development	18.4%	30.8%	20.0%	0.0%	16.7%	0.0%	20.0%	37.5%	0.0%	30.0%
Food security	2.0%	7.7%	0.0%	14.3%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%
Transport	14.3%	0.0%	20.0%	28.6%	8.3%	20.0%	0.0%	0.0%	40.0%	10.0%
Natural resource management*	2.0%	0.0%	0.0%	28.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%
Health	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Basic infrastructure	8.2%	0.0%	40.0%	0.0%	0.0%	20.0%	0.0%	12.5%	20.0%	10.0%
Law and justice	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Financial markets	4.1%	7.7%	0.0%	0.0%	16.7%	20.0%	0.0%	12.5%	0.0%	10.0%

\*Significantly different between stakeholder groups

**A. General Issues Facing Bhutan (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 Bhutan? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Better employment opportunities for young people	15.9%	7.7%	0.0%	0.0%	18.2%	12.5%	20.0%	33.3%	66.7%	0.0%
Better employment opportunities for women	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%
Greater access to micro-finance for the poor	6.8%	7.7%	0.0%	14.3%	18.2%	50.0%	40.0%	33.3%	0.0%	25.0%
Greater voice and participation for citizens to help ensure greater accountability	22.7%	30.8%	20.0%	28.6%	27.3%	12.5%	0.0%	11.1%	0.0%	12.5%
Greater access to health and nutrition for citizens	11.4%	0.0%	0.0%	14.3%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%
Better entrepreneurial opportunities	27.3%	30.8%	60.0%	0.0%	27.3%	12.5%	0.0%	33.3%	66.7%	62.5%
A growing middle class	0.0%	7.7%	20.0%	14.3%	27.3%	12.5%	0.0%	0.0%	0.0%	12.5%
Better opportunity for the poor who live in rural areas	18.2%	23.1%	0.0%	28.6%	27.3%	0.0%	20.0%	0.0%	0.0%	12.5%
Better opportunity for the poor who live in urban areas	0.0%	7.7%	0.0%	14.3%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%
Consistent economic growth	27.3%	23.1%	0.0%	42.9%	18.2%	0.0%	20.0%	22.2%	0.0%	12.5%
More effective risk management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Greater equity of fiscal policy*	4.5%	0.0%	20.0%	0.0%	9.1%	37.5%	0.0%	0.0%	0.0%	0.0%
Education and training that better ensure job opportunity	45.5%	15.4%	20.0%	14.3%	18.2%	25.0%	20.0%	44.4%	66.7%	37.5%
Better quality public services*	18.2%	30.8%	60.0%	0.0%	9.1%	12.5%	80.0%	11.1%	0.0%	12.5%
Other	0.0%	15.4%	0.0%	14.3%	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**

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private / Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Bhutan?	50	6.00	2.14	13	6.69	1.32	5	6.80	2.17	7	6.29	1.11	12	5.42	2.39	10	4.50	2.01	5	6.20	2.95	9.00	6.56	2.07	5	7.60	0.89	9	5.00	2.40

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

Overall, please rate your impression of the following institutions' effectiveness in Bhutan. (1-Not effective at all, 10-Very effective)

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group	42	6.69	1.92	11	6.82	1.83	5	8.60	1.14	7	7.14	0.69	9	6.56	2.56	5	6.00	0.71	4	7.25	0.96	8.00	6.25	2.32	5	8.20	0.84	8	6.50	2.78
The World Bank (IDA/GEF)	38	7.26	1.96	13	6.69	1.65	3	8.67	0.58	6	6.83	1.17	8	6.25	2.55	6	6.00	1.27	4	6.25	2.50	6.00	5.67	2.25	4	7.75	1.89	4	5.75	2.22
International Finance Corporation (IFC)	27	6.04	1.34	7	7.14	1.57	5	6.20	2.28	6	6.33	1.03	10	6.60	2.32	4	5.25	1.50	4	6.00	2.00	5.00	4.40	2.30	4	6.25	2.22	5	6.00	1.23

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Bhutan solve its most complicated development challenges?	34	6.82	1.88	8	7.25	2.25	5	8.00	0.71	4	6.50	1.29	8	6.00	2.39	3	6.00	1.73	3	8.00	1.00	9.00	5.78	2.17	5	7.00	1.41	7	6.57	1.51

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

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How effectively do you believe the different parts of the World Bank Group (IDA, GEF and IFC) collaborate and coordinate efforts in Bhutan?	26	6.65	1.47	7	6.86	1.77	3	8.00	1.00	4	6.50	2.65	8	5.50	2.33	3	6.00	1.00	3	7.00	2.00	7.00	5.29	1.98	4	6.25	2.75	5	5.60	1.52

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

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

Percentage of Respondents (Responses Combined)	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Social protection	10.2%	7.7%	20.0%	0.0%	9.1%	20.0%	0.0%	0.0%	0.0%	0.0%
Public sector governance/reform	26.5%	7.7%	40.0%	42.9%	9.1%	20.0%	20.0%	22.2%	0.0%	30.0%
Transport	14.3%	15.4%	20.0%	14.3%	9.1%	20.0%	20.0%	22.2%	20.0%	30.0%
Poverty reduction	24.5%	30.8%	20.0%	14.3%	27.3%	30.0%	40.0%	33.3%	40.0%	40.0%
Global/regional integration	2.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%
Gender equity	2.0%	0.0%	0.0%	0.0%	9.1%	10.0%	0.0%	0.0%	0.0%	0.0%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Domestic private sector development	20.4%	15.4%	0.0%	42.9%	45.5%	30.0%	60.0%	11.1%	60.0%	20.0%
Rural development	22.4%	53.8%	20.0%	14.3%	0.0%	30.0%	20.0%	22.2%	0.0%	20.0%
Foreign direct investment	4.1%	0.0%	0.0%	0.0%	9.1%	10.0%	20.0%	0.0%	20.0%	10.0%
Water and sanitation	4.1%	7.7%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Energy	4.1%	0.0%	0.0%	28.6%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%
Job creation/employment	20.4%	15.4%	0.0%	14.3%	18.2%	10.0%	20.0%	33.3%	20.0%	20.0%
Financial markets	6.1%	0.0%	0.0%	14.3%	27.3%	0.0%	0.0%	0.0%	20.0%	20.0%
Urban development*	10.2%	7.7%	60.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	20.0%
Environmental sustainability	4.1%	15.4%	0.0%	14.3%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	0.0%	0.0%	0.0%	14.3%	9.1%	10.0%	0.0%	0.0%	0.0%	20.0%
Health	6.1%	7.7%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%
Education*	24.5%	0.0%	0.0%	0.0%	9.1%	0.0%	20.0%	44.4%	40.0%	10.0%
Food security	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%
Climate change	4.1%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%
Agricultural development	8.2%	38.5%	20.0%	14.3%	27.3%	10.0%	40.0%	11.1%	0.0%	10.0%
Trade and exports	10.2%	7.7%	0.0%	0.0%	27.3%	20.0%	0.0%	11.1%	0.0%	0.0%
Economic growth	22.4%	30.8%	20.0%	28.6%	45.5%	20.0%	20.0%	44.4%	40.0%	10.0%
Law and justice	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Regulatory framework	4.1%	7.7%	0.0%	14.3%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Basic infrastructure	28.6%	7.7%	60.0%	14.3%	18.2%	10.0%	0.0%	33.3%	40.0%	0.0%
Natural resource management	2.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti-corruption	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%
Information and communications technology	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disaster management	8.2%	15.4%	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)**

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how would you rate the alignment of the World Bank Group's program with Bhutan's development program and Gross National Happiness (GNH) approach?	39	7.15	1.53	11	7.55	1.70	4	8.75	1.26	7	7.29	1.38	9	6.89	2.47	5	6.60	0.89	4	5.75	2.06	8.00	6.13	2.42	5	7.60	1.52	8	6.38	1.92

(1-Very low alignment, 10-Very high alignment)

**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 Bhutan?**

Greatest Value	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Financial resources: investment lending	27.9%	25.0%	20.0%	14.3%	41.7%	50.0%	0.0%	42.9%	20.0%	44.4%
Financial resources: policy based lending / budget support to the Government	46.5%	66.7%	80.0%	57.1%	41.7%	20.0%	100.0%	28.6%	40.0%	33.3%
Mobilizing third party financial resources	2.3%	0.0%	0.0%	14.3%	8.3%	10.0%	0.0%	0.0%	0.0%	0.0%
Technical assistance	4.7%	8.3%	0.0%	14.3%	0.0%	10.0%	0.0%	14.3%	20.0%	0.0%
Policy advice	4.7%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	20.0%	0.0%
Donor coordination	2.3%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	14.3%	0.0%	11.1%
Data	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Training/capacity building	9.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%
Studies/analyses	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Convening/facilitating	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Linkage to non-Bank expertise	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

2 <sup>nd</sup> Greatest Value	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Financial resources: investment lending	16.7%	8.3%	0.0%	14.3%	8.3%	0.0%	66.7%	14.3%	0.0%	33.3%
Financial resources: policy based lending / budget support to the Government	11.9%	16.7%	20.0%	14.3%	8.3%	11.1%	0.0%	28.6%	25.0%	0.0%
Mobilizing third party financial resources	7.1%	0.0%	0.0%	14.3%	0.0%	22.2%	0.0%	0.0%	0.0%	0.0%
Technical assistance	26.2%	25.0%	40.0%	42.9%	50.0%	11.1%	33.3%	0.0%	50.0%	33.3%
Policy advice	9.5%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Donor coordination	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%
Data*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	28.6%	0.0%	0.0%
Training/capacity building	9.5%	33.3%	40.0%	0.0%	25.0%	11.1%	0.0%	0.0%	0.0%	11.1%
Studies/analyses	7.1%	8.3%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	25.0%	0.0%
Convening/facilitating	7.1%	0.0%	0.0%	14.3%	0.0%	11.1%	0.0%	14.3%	0.0%	0.0%
Linkage to non-Bank expertise	2.4%	0.0%	0.0%	0.0%	0.0%	22.2%	0.0%	0.0%	0.0%	11.1%
Other	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%

\*Significantly different between stakeholder groups

**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 Bhutan? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Staff too inaccessible	6.7%	7.7%	0.0%	0.0%	10.0%	0.0%	20.0%	12.5%	0.0%	0.0%
Not exploring alternative policy options	8.9%	7.7%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	20.0%	0.0%
Not adequately sensitive to political/social realities in Bhutan	4.4%	15.4%	20.0%	0.0%	0.0%	0.0%	20.0%	12.5%	0.0%	0.0%
Not enough public disclosure of its work	20.0%	15.4%	0.0%	50.0%	10.0%	33.3%	60.0%	12.5%	20.0%	10.0%
Arrogant in its approach	2.2%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	10.0%
Not aligned with country priorities	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	20.0%	10.0%
The credibility of its knowledge/data	2.2%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not willing to honestly criticize policies and reform efforts in the *	26.7%	0.0%	80.0%	16.7%	10.0%	11.1%	40.0%	25.0%	40.0%	10.0%
Too influenced by developed countries	17.8%	23.1%	20.0%	33.3%	10.0%	11.1%	20.0%	62.5%	40.0%	40.0%
Imposing technocratic solutions without regard to political realities	4.4%	0.0%	0.0%	16.7%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%
World Bank Group processes too slow and complex	28.9%	7.7%	0.0%	16.7%	10.0%	11.1%	0.0%	25.0%	20.0%	40.0%
Too bureaucratic in its operational policies and procedures	33.3%	61.5%	40.0%	0.0%	40.0%	11.1%	0.0%	25.0%	20.0%	40.0%
Not aligned with other donors' work	4.4%	15.4%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
Not collaborating enough with non-state actors*	15.6%	15.4%	0.0%	0.0%	10.0%	77.8%	0.0%	0.0%	0.0%	10.0%
Not client focused	4.4%	7.7%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%
Other	2.2%	7.7%	0.0%	16.7%	20.0%	11.1%	0.0%	12.5%	0.0%	0.0%

\*Significantly different between stakeholder groups

Which World Bank Group instruments do you believe are the MOST effective in reducing poverty in Bhutan? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Capacity development	30.0%	30.8%	0.0%	42.9%	25.0%	30.0%	60.0%	22.2%	60.0%	30.0%
Policy based lending / budget support to the Government	58.0%	61.5%	80.0%	57.1%	58.3%	10.0%	60.0%	55.6%	0.0%	40.0%
Knowledge products/services	16.0%	7.7%	0.0%	42.9%	0.0%	20.0%	0.0%	22.2%	40.0%	30.0%
Investment lending	64.0%	53.8%	40.0%	28.6%	58.3%	60.0%	60.0%	44.4%	40.0%	80.0%
Technical assistance	26.0%	23.1%	40.0%	28.6%	16.7%	20.0%	0.0%	0.0%	60.0%	10.0%
Trust Fund management	2.0%	7.7%	0.0%	0.0%	8.3%	20.0%	20.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	11.1%	0.0%	0.0%
Don't know	0.0%	7.7%	0.0%	0.0%	8.3%	10.0%	0.0%	11.1%	0.0%	0.0%

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

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group SHOULD seek to influence the global development agenda as related to "global public goods"?	44	7.32	2.03	10	6.60	1.65	4	8.50	1.73	7	8.57	0.98	9	7.67	2.12	10	7.60	1.51	4	8.25	2.22	9.00	7.89	1.76	5	8.00	2.00	8	6.63	1.92

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

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)	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
NGOs*	18.0%	30.8%	0.0%	14.3%	8.3%	70.0%	0.0%	11.1%	0.0%	40.0%
Local government*	56.0%	69.2%	100.0%	57.1%	33.3%	10.0%	75.0%	22.2%	40.0%	40.0%
Beneficiaries	20.0%	38.5%	60.0%	0.0%	33.3%	10.0%	25.0%	44.4%	0.0%	30.0%
Private sector*	38.0%	7.7%	0.0%	85.7%	58.3%	30.0%	50.0%	44.4%	80.0%	20.0%
Community-based organizations (CBOs)	14.0%	23.1%	0.0%	0.0%	8.3%	30.0%	0.0%	0.0%	0.0%	10.0%
Donor community	14.0%	7.7%	0.0%	14.3%	8.3%	10.0%	0.0%	11.1%	0.0%	20.0%
Foundations	2.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Academia/think tanks/research institutes*	26.0%	7.7%	40.0%	14.3%	8.3%	20.0%	0.0%	44.4%	80.0%	20.0%
Parliament	2.0%	7.7%	0.0%	0.0%	8.3%	0.0%	0.0%	11.1%	0.0%	10.0%
Media*	0.0%	0.0%	0.0%	0.0%	16.7%	20.0%	50.0%	0.0%	0.0%	0.0%
Faith-based organizations	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

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

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Bhutan*	49	7.98	1.70	13	7.77	1.64	5	9.60	0.89	7	7.43	1.13	12	7.75	1.82	8	6.75	1.17	5	7.80	0.84	9.00	6.22	2.28	4	7.25	1.50	10	7.20	1.75
The World Bank Group's work is aligned with what I consider the development priorities for Bhutan	47	7.60	1.57	13	7.77	1.79	5	8.60	1.67	7	6.86	1.86	9	7.89	1.97	7	6.43	1.40	5	8.00	1.23	9.00	6.33	2.24	3	7.67	2.31	9	6.67	1.94
The World Bank Group supports programs and strategies that are realistic for Bhutan	46	7.43	1.64	12	7.92	2.19	5	9.40	0.89	7	7.43	1.40	10	7.60	1.71	6	6.00	1.27	5	7.60	2.19	9.00	6.89	2.03	4	8.25	1.50	10	7.10	1.85
The World Bank Group treats clients and stakeholders in Bhutan with respect	40	7.88	1.57	12	7.92	1.51	4	8.75	1.26	7	7.71	0.95	8	7.00	2.88	6	7.83	1.33	4	7.50	1.73	9.00	7.11	2.32	4	8.25	1.71	8	6.38	2.50

\*Significantly different between stakeholder groups

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

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

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness	39	7.28	1.75	13	7.23	1.48	4	7.75	0.96	6	7.83	0.98	6	7.00	1.79	5	6.40	1.95	4	6.50	1.73	9.00	6.56	1.88	3	6.00	1.73	8	5.88	2.23
Flexibility (in terms of the World Bank Group's products and services)	38	6.24	2.16	13	6.08	1.26	4	6.50	1.29	5	6.60	1.34	7	6.43	2.30	5	5.40	0.89	4	6.50	1.29	8.00	5.38	1.92	4	6.25	2.63	7	5.29	2.56
Flexibility (in terms of changing country circumstances)	35	6.77	2.02	11	6.45	0.93	5	7.40	1.14	5	6.20	0.84	7	6.71	1.38	5	6.20	1.30	4	6.00	2.16	9.00	5.44	2.07	4	6.75	2.06	6	5.67	2.66
Being inclusive*	42	7.38	1.50	13	7.54	1.27	5	7.60	1.82	4	7.25	0.96	8	7.13	2.03	5	5.20	1.79	4	5.75	1.26	8.00	5.63	2.50	4	6.00	0.82	9	6.33	1.73
Openness (sharing data and other information)	42	7.38	1.68	13	7.62	1.39	5	7.40	1.14	5	7.80	0.84	7	6.86	2.19	5	5.60	0.89	4	6.00	2.83	9.00	6.78	1.86	3	6.67	2.08	7	6.71	2.14
Staff accessibility	42	6.95	2.13	12	7.33	1.56	5	8.20	1.30	4	8.00	1.16	7	6.29	2.06	5	5.40	1.67	4	4.75	2.63	9.00	5.89	2.62	4	6.50	2.38	8	6.25	2.71
Straightforwardness and honesty	37	7.24	1.82	12	7.33	1.44	5	8.60	1.52	5	7.80	1.10	6	7.17	2.71	5	6.40	1.14	4	5.75	0.96	8.00	5.50	2.62	3	7.00	2.65	9	6.89	2.15
Collaboration with groups outside of the Government*	31	6.42	1.98	9	5.56	1.67	4	7.50	1.73	3	6.33	2.08	8	5.50	1.85	5	3.20	1.64	4	4.50	1.73	6.00	6.00	2.10	3	4.67	1.16	7	5.86	2.12
Collaboration with the Government	46	8.59	0.98	12	8.33	1.30	5	9.00	1.23	7	8.14	0.90	10	8.60	1.35	6	7.83	1.33	5	8.00	1.41	9.00	7.44	1.42	5	8.40	1.14	10	7.80	1.40
Collaboration with other donors	32	7.16	1.97	9	6.33	1.87	3	5.67	0.58	7	7.00	1.83	6	6.83	1.72	5	6.80	1.30	4	7.00	0.82	6.00	6.67	2.07	4	7.00	1.83	6	6.67	2.16
The speed in which it gets things accomplished on the ground	37	6.51	1.88	11	7.18	1.08	4	6.75	1.71	4	7.25	0.96	9	7.56	2.01	4	5.50	1.00	4	5.50	1.92	9.00	5.33	2.29	3	6.33	2.52	8	5.75	2.71
Follow through over time	37	7.00	2.19	11	7.45	1.21	4	7.25	2.22	5	7.40	0.55	9	7.33	2.00	4	6.00	0.82	4	6.50	1.29	9.00	6.11	1.97	4	7.00	2.45	8	6.50	2.27

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

Percentage of Respondents (Responses Combined)	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
The World Bank Group works too slowly	14.3%	0.0%	0.0%	20.0%	20.0%	25.0%	0.0%	50.0%	20.0%	0.0%
The Government works inefficiently	9.5%	7.7%	40.0%	20.0%	10.0%	25.0%	40.0%	25.0%	0.0%	22.2%
There is not an adequate level of citizen/civil society participation	21.4%	7.7%	20.0%	40.0%	30.0%	50.0%	40.0%	25.0%	40.0%	22.2%
Poor donor coordination	21.4%	7.7%	0.0%	0.0%	0.0%	12.5%	20.0%	12.5%	20.0%	11.1%
The World Bank Group does not do adequate follow through/follow-up	19.0%	15.4%	0.0%	0.0%	10.0%	0.0%	20.0%	25.0%	0.0%	0.0%
Lack of/inadequate levels of capacity in Government	52.4%	61.5%	60.0%	60.0%	30.0%	0.0%	0.0%	37.5%	40.0%	44.4%
Political pressures and obstacles	11.9%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%
Reforms are not well thought out in light of country challenges	23.8%	38.5%	20.0%	40.0%	40.0%	50.0%	40.0%	12.5%	20.0%	44.4%
The World Bank Group is not sensitive enough to political/social realities on the ground	7.1%	23.1%	20.0%	0.0%	10.0%	0.0%	20.0%	0.0%	0.0%	0.0%
Other	7.1%	15.4%	0.0%	0.0%	20.0%	12.5%	0.0%	0.0%	0.0%	22.2%

### C. World Bank Group Effectiveness and Results

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

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
	Anti-corruption	18	6.72	2.24	5	7.40	1.52	2	8.00	0.00	2	4.00	4.24	2	8.50	0.71	3	7.00	1.73	4	4.75	2.22	4.00	4.25	2.22				4	6.25
Information & communications technology*	28	7.57	1.60	6	8.67	1.51	1	7.00	.	1	8.00	.	5	7.80	1.79	4	5.75	1.50	4	4.50	1.00	5.00	6.20	2.17	2	4.50	0.71	6	6.33	2.25
Transport	32	7.50	1.63	7	6.86	1.86	3	8.33	2.08	2	7.50	2.12	7	7.29	1.80	4	6.25	1.50	3	5.00	2.00	6.00	5.67	2.07	2	7.00	2.83	4	7.50	1.73
Crime and violence	15	5.13	2.07	3	4.00	1.00	1	5.00	.				2	6.00	1.41	4	4.50	1.29	4	5.50	2.38	3.00	2.67	1.53	1	1.00	.	1	3.00	.
Law and justice	18	5.89	1.84	3	6.33	3.22	1	5.00	.	3	4.33	3.06	2	6.50	2.12	4	4.75	2.36	4	4.50	3.51	4.00	4.25	3.30	1	6.00	.	1	3.00	.
Urban development	34	7.76	1.39	10	8.00	1.25	5	8.60	1.14	5	8.00	1.58	7	7.86	1.57	6	6.83	0.75	5	7.00	1.41	5.00	6.00	2.35	3	8.33	0.58	6	8.00	1.67
Environmental sustainability	30	7.67	1.61	11	7.55	1.51	2	7.50	0.71	4	5.75	2.06	5	7.00	1.87	6	5.83	1.47	4	7.75	0.96	6.00	5.67	1.86	1	7.00	.	7	7.29	1.98
Regulatory framework	26	7.15	1.52	6	8.00	1.67	2	8.00	1.41	5	7.00	0.71	4	7.50	1.29	4	5.75	1.71	4	7.00	1.16	6.00	6.33	2.07	2	5.00	1.41	5	6.40	2.07
Basic infrastructure	38	7.37	1.36	10	7.80	1.48	4	9.00	0.00	4	8.00	1.41	6	7.50	2.59	4	5.75	3.10	5	7.00	2.35	7.00	6.86	0.90	4	8.00	1.16	7	7.71	0.95
Communicable/non-communicable diseases	19	6.53	1.87	4	5.75	2.22	1	5.00	.	2	4.50	3.54	2	6.50	2.12	6	6.00	1.79	4	6.75	0.96	5.00	6.00	1.58	1	6.00	.	2	6.50	2.12
Poverty reduction	31	7.52	1.59	10	7.80	1.40	2	8.50	0.71	6	7.33	0.52	5	6.00	2.45	6	6.00	1.79	5	7.00	2.00	7.00	6.71	1.50	4	8.00	2.16	8	7.75	1.28
Gender equity	23	6.74	1.84	7	6.86	1.86	1	9.00	.	3	5.33	2.89	3	8.33	1.53	5	6.60	1.14	4	7.25	1.26	6.00	6.00	2.68	1	8.00	.	4	6.50	1.29
Domestic private sector development	27	6.63	2.20	7	5.57	2.07				5	7.00	1.41	7	4.57	1.62	4	5.50	2.08	4	4.50	2.38	7.00	4.29	2.22	2	5.00	2.83	5	7.40	1.82
Foreign direct investment	22	6.23	2.14	6	5.83	2.32	1	7.00	.	5	7.20	0.84	5	5.40	1.82	4	5.75	1.71	4	5.50	1.29	5.00	3.60	1.52	2	4.00	2.83	2	5.00	1.41
Water and sanitation	29	6.93	1.51	8	6.88	2.17	5	7.80	2.17	3	8.00	1.00	4	8.50	1.73	5	5.40	1.67	4	7.00	1.41	6.00	6.17	1.72	1	7.00	.	5	7.00	1.87
Trade and exports	25	5.72	2.15	3	5.67	0.58	1	8.00	.	2	6.50	0.71	5	6.60	1.14	5	5.20	1.79	3	5.67	0.58	5.00	5.00	1.23	2	4.50	0.71	3	4.67	1.53
Economic growth	32	6.84	1.78	9	6.89	1.27	2	8.50	0.71	5	7.80	0.84	8	7.75	1.49	4	6.00	2.16	4	7.25	1.26	7.00	6.43	1.27	2	7.00	1.41	6	6.67	2.07
Energy	24	6.04	2.37	5	5.40	1.82	1	7.00	.	2	4.00	2.83	3	6.00	1.73	4	6.00	1.41	3	6.00	1.00	5.00	5.60	1.52	2	7.50	2.12	3	6.33	2.52
Disaster management	25	7.20	2.12	9	6.78	2.11	3	7.67	2.08	5	6.40	1.14	3	6.33	3.51	4	5.50	2.38	5	5.80	1.30	6.00	6.33	1.75				3	7.33	2.89
Public sector governance/ reform*	27	7.11	1.34	9	7.22	1.64	3	4.00	3.61	7	6.71	1.50	5	7.20	1.92	4	4.75	2.06	4	6.00	1.41	6.00	6.00	1.67	1	5.00	.	7	6.71	1.98
Job creation/employment	27	5.74	2.14	8	<b>6.25</b>	1.83	1	6.00	.	2	6.00	0.00	5	4.80	1.64	5	4.60	1.67	4	5.50	2.38	6.00	4.67	2.42	1	5.00	.	3	6.00	1.73
Financial markets	27	6.48	1.95	5	6.00	1.23	1	6.00	.	5	6.80	1.48	6	<b>7.17</b>	1.94	3	6.00	1.73	3	6.33	1.16	5.00	5.00	2.45	2	4.50	3.54	5	6.20	2.28
Equality of opportunity	23	6.13	2.05	4	6.00	1.41	2	7.50	0.71	3	3.33	2.52	3	6.00	2.65	4	5.50	1.92	3	6.33	0.58	4.00	4.00	2.16	1	5.00	.	4	5.75	2.22
Health	20	6.95	1.96	7	6.57	1.72	1	7.00	.	3	6.67	0.58	4	7.50	1.00	5	6.40	2.07	4	7.50	1.00	5.00	5.40	1.52	1	6.00	.	4	5.75	2.06
Rural development	28	6.86	1.94	9	7.00	2.40	4	8.25	0.50	5	6.20	1.64	7	7.14	2.61	6	5.50	1.05	4	5.25	2.87	6.00	6.00	1.41	2	6.50	2.12	5	5.80	2.59
Global/regional integration	20	6.30	2.03	5	6.40	1.14	1	6.00	.	1	7.00	.	3	6.67	2.08	3	5.67	2.08	4	6.75	0.96	4.00	4.75	1.26	1	4.00	.	4	6.50	1.73
Food security	22	5.64	2.06	6	6.50	1.87	2	7.50	2.12	2	4.00	2.83	6	6.33	3.27	4	6.00	1.41	4	6.25	1.89	4.00	5.50	1.73	2	8.00	1.41	3	5.67	2.08
Education	26	7.46	1.82	8	7.50	2.27	2	8.00	1.41	3	7.00	2.00	7	7.43	1.99	4	6.25	2.06	3	7.00	1.73	7.00	6.29	2.14	1	7.00	.	6	7.33	2.07
Social protection	21	5.24	2.72	4	4.50	1.29	1	6.00	.	2	4.00	2.83	3	6.67	1.53	4	5.75	2.22	4	5.50	3.11	4.00	4.00	1.63	2	6.50	2.12	3	5.67	3.79
Climate change	28	7.21	1.52	11	6.64	1.12	2	7.50	0.71	4	5.75	2.63	3	8.00	1.73	5	6.40	1.52	3	7.00	1.00	4.00	6.00	1.41	1	6.00	.	5	6.40	2.30
Agricultural development	26	<b>7.00</b>	1.65	9	6.67	2.29	3	7.33	2.08	3	5.67	1.53	5	5.20	1.79	6	6.00	2.00	3	7.00	1.73	4.00	6.50	1.29				6	7.17	1.84
Natural resource management	22	5.09	2.39	4	5.00	0.82	2	7.00	1.41	2	5.00	1.41	2	6.50	3.54	4	5.50	1.92	3	6.67	2.08	4.00	5.25	2.06				4	6.50	1.92

\*Significantly different between stakeholder groups

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
	To what extent does the World Bank Group's work help to achieve development results in Bhutan?	46	7.15	1.38	12	7.33	1.37	5	8.60	1.14	6	7.17	1.17	10	7.40	2.22	7	6.86	1.22	5	6.80	0.45	9.00	5.56	1.67	5	7.20	1.30	9	7.00

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

### C. World Bank Group Effectiveness and Results (continued)

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

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Bhutan	34	7.21	1.79	11	7.36	1.29	3	8.67	0.58	5	7.80	0.84	9	6.00	2.35	5	6.40	1.34	4	6.25	0.96	8.00	6.00	1.69	2	5.50	0.71	5	7.40	2.70
IDA meets the needs of Bhutan in mobilizing financial resources*	29	7.52	1.66	13	7.15	1.52	4	8.75	1.89	4	7.00	0.00	8	6.50	1.77	4	6.00	1.41	3	6.33	0.58	7.00	5.71	1.70	3	5.33	0.58	4	7.00	2.16
IFC meets the need of Bhutan in mobilizing financial resources	23	5.87	2.07	9	6.33	1.80	5	7.40	2.41	3	7.67	1.16	8	6.75	1.67	4	6.25	1.26	4	5.75	1.26	6.00	4.33	1.63	3	4.33	1.53	3	7.00	2.00
The World Bank Group meets Bhutan's needs for knowledge services	35	6.34	1.91	13	6.38	2.06	1	7.00	.	3	7.00	0.00	7	6.00	2.71	5	5.20	1.10	3	5.67	0.58	7.00	5.71	2.43	5	7.20	2.17	7	6.43	1.99
IDA meets the needs of Bhutan in providing knowledge services	28	6.43	2.12	11	6.55	2.07	1	6.00	.	2	6.50	0.71	7	6.29	1.98	4	4.75	0.96	4	6.00	1.16	5.00	5.00	1.87	4	6.25	2.22	4	6.75	2.22
IFC meets the needs of Bhutan in providing knowledge services	25	6.04	1.88	8	5.63	2.39	3	7.67	2.08	2	6.50	0.71	6	7.00	1.41	4	4.75	0.96	4	5.75	2.22	4.00	4.00	1.83	4	6.00	2.16	2	5.00	1.41

\*Significantly different between stakeholder groups

### D. The World Bank Group's Knowledge

How frequently do you consult World Bank Group knowledge work and activities in the work you do?\*

Percentage of Respondents	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Weekly	8.3%	38.5%	-	-	-	10.0%	20.0%	-	-	-
Monthly	10.4%	23.1%	-	14.3%	-	-	-	-	-	-
A few times a year	35.4%	23.1%	60.0%	71.4%	41.7%	30.0%	-	62.5%	40.0%	50.0%
Rarely	39.6%	15.4%	40.0%	-	41.7%	20.0%	80.0%	25.0%	40.0%	20.0%
Never	6.3%	-	-	14.3%	16.7%	40.0%	-	12.5%	20.0%	30.0%

\*Significantly different between stakeholder groups

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

When thinking about the development challenges in Bhutan, 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)	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Public sector governance/reform	26.0%	8.3%	40.0%	14.3%	16.7%	20.0%	20.0%	44.4%	20.0%	20.0%
Gender equity	2.0%	0.0%	0.0%	0.0%	16.7%	10.0%	0.0%	0.0%	0.0%	0.0%
Domestic private sector development	28.0%	33.3%	0.0%	57.1%	58.3%	30.0%	60.0%	44.4%	60.0%	40.0%
Foreign direct investment	8.0%	0.0%	0.0%	0.0%	8.3%	0.0%	20.0%	11.1%	0.0%	10.0%
Water and sanitation*	4.0%	8.3%	40.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%
Trade and exports	10.0%	0.0%	20.0%	14.3%	16.7%	10.0%	20.0%	11.1%	0.0%	10.0%
Energy	6.0%	0.0%	0.0%	28.6%	0.0%	0.0%	20.0%	0.0%	20.0%	0.0%
Disaster management	8.0%	8.3%	20.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Social protection	2.0%	0.0%	20.0%	0.0%	8.3%	10.0%	0.0%	11.1%	0.0%	10.0%
Climate change	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%
Poverty reduction	26.0%	25.0%	40.0%	28.6%	8.3%	30.0%	40.0%	22.2%	40.0%	30.0%
Law and justice	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Anti-corruption	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	10.0%
Financial markets	8.0%	0.0%	0.0%	0.0%	25.0%	20.0%	0.0%	11.1%	0.0%	10.0%
Equality of opportunity	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%
Urban development	18.0%	0.0%	40.0%	14.3%	0.0%	0.0%	0.0%	22.2%	0.0%	20.0%
Crime and violence*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%
Education	18.0%	8.3%	0.0%	0.0%	8.3%	0.0%	0.0%	11.1%	40.0%	40.0%
Global/regional integration	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	4.0%	8.3%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%
Transport	10.0%	0.0%	20.0%	28.6%	0.0%	20.0%	0.0%	0.0%	40.0%	20.0%
Agricultural development	18.0%	16.7%	20.0%	0.0%	25.0%	10.0%	20.0%	11.1%	0.0%	20.0%
Natural resource management	2.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	22.0%	33.3%	0.0%	14.3%	33.3%	20.0%	0.0%	33.3%	20.0%	20.0%
Health	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%
Economic growth	22.0%	16.7%	20.0%	14.3%	25.0%	20.0%	0.0%	33.3%	40.0%	20.0%
Rural development	18.0%	50.0%	20.0%	28.6%	25.0%	20.0%	60.0%	11.1%	0.0%	0.0%
Food security*	0.0%	41.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability	2.0%	8.3%	0.0%	14.3%	8.3%	20.0%	0.0%	0.0%	0.0%	0.0%
Regulatory framework	8.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	11.1%	0.0%	0.0%
Basic infrastructure	12.0%	16.7%	0.0%	14.3%	0.0%	20.0%	0.0%	0.0%	20.0%	0.0%
Communicable/non-communicable diseases	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 (continued)

In Bhutan, how effective do you believe the World Bank Group's knowledge work and activities are at: (1-Not effective at all, 10-Very effective)

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Enhancing your knowledge and/or skills	41	6.39	1.82	12	6.75	1.55	5	7.60	1.82	5	6.00	1.00	8	7.00	2.00	6	5.33	1.51	4	4.75	0.96	6.00	5.67	2.07	5	5.60	2.88	8	6.50	1.51
Contributing to good policy making	41	6.66	1.73	12	6.58	1.51	5	8.00	1.87	5	7.20	1.48	7	7.00	2.16	6	5.50	1.76	4	6.00	0.82	8.00	6.13	1.81	5	6.60	1.67	8	6.63	1.85
Providing support for program implementation	43	7.19	1.67	13	7.92	1.38	3	8.33	1.53	5	7.00	1.58	10	7.30	1.70	6	6.50	1.38	4	5.50	1.00	8.00	6.63	1.60	5	6.80	2.49	9	6.89	1.45

In Bhutan, 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)

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are timely*	38	7.00	1.59	12	7.17	1.19	5	7.40	2.19	4	7.00	0.82	8	6.50	1.41	5	5.60	1.14	4	5.00	1.63	9.00	5.44	1.74	4	5.75	2.22	6	6.50	1.38
Include appropriate level of stakeholder involvement during preparation*	44	7.18	1.62	12	7.17	1.53	5	8.20	1.64	3	7.00	1.73	8	6.75	1.58	6	3.83	1.72	4	4.50	1.73	8.00	5.50	2.27	5	5.60	2.88	6	7.67	1.86
Are relevant to Bhutan's development priorities*	45	7.42	1.42	13	7.46	1.39	5	8.80	1.10	5	7.60	1.52	8	7.13	1.73	6	6.67	1.21	5	6.80	1.10	9.00	5.67	1.80	5	6.60	2.41	9	6.44	1.81
Provide feasible recommendations	42	7.31	1.32	13	7.31	1.32	5	8.40	1.52	4	6.75	1.26	5	5.60	1.52	5	6.40	1.82	3	6.33	0.58	8.00	6.00	2.00	5	6.60	2.07	8	6.88	1.36
Are accessible (well written and easy to understand)	43	7.35	1.73	13	7.23	1.17	5	8.60	1.67	4	6.75	1.71	8	7.25	1.39	5	6.80	1.30	5	6.00	1.58	9.00	5.44	2.46	5	6.40	2.41	8	7.38	1.19
Are source of relevant information on global good practices	41	7.56	1.67	12	7.33	1.30	5	8.00	1.23	4	7.25	1.26	7	7.43	1.72	6	6.67	1.63	5	7.60	0.89	9.00	6.11	2.26	4	6.50	2.52	8	7.25	1.49
Are useful in terms of the work you do*	44	7.32	1.72	13	7.31	1.44	5	8.80	1.79	5	7.00	1.00	7	7.00	1.92	6	5.50	2.43	5	5.20	1.92	9.00	5.67	2.55	5	6.40	2.51	8	7.13	1.55
Are adequately disseminated	38	6.58	1.84	13	6.38	1.39	5	8.00	1.23	4	5.25	2.06	8	6.00	1.60	5	5.60	1.14	3	4.00	1.00	9.00	5.56	2.79	5	5.20	2.28	6	6.00	1.90
Are translated enough into local language	30	4.80	3.07	8	4.13	1.96	2	4.50	2.12	2	1.00	0.00	3	3.67	3.06	4	4.25	2.87	5	2.80	1.48	5.00	2.80	2.95	2	5.50	2.12	8	3.38	2.33
Are adaptable to Bhutan's specific development challenges and country circumstances	40	7.13	1.60	12	7.00	1.41	5	8.00	1.23	6	6.50	1.05	6	5.67	1.86	5	6.60	1.14	4	6.25	1.26	8.00	5.63	2.07	5	6.00	2.12	7	5.29	2.43

\*Significantly different between stakeholder groups

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	45	7.09	1.33	12	7.33	1.50	5	8.60	0.55	6	6.67	2.07	10	7.00	2.26	6	6.33	1.21	5	7.00	1.23	8.00	5.50	2.20	5	6.80	1.48	9	6.78	1.30
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	42	7.48	1.44	12	7.25	1.36	5	9.00	1.00	7	7.57	0.79	9	7.56	1.88	6	6.33	1.37	3	7.33	0.58	8.00	6.38	2.07	5	7.40	1.82	8	6.63	1.51

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

### E. Working with the World Bank

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

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	34	7.32	2.00	12	7.42	1.56	4	8.00	1.41	2	8.00	1.41	4	8.00	1.41	4	5.00	1.41	4	5.75	0.96	7.00	5.00	2.89	4	7.00	1.41	8	5.75	2.19
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	43	7.47	1.65	13	8.31	1.55	5	8.60	1.52	6	7.50	0.55	9	7.56	1.81	5	6.60	1.14	5	6.80	0.84	9.00	6.11	2.71	5	7.20	1.64	8	6.75	1.83
The World Bank Group's approvals and reviews are done in a timely fashion	38	7.05	1.74	12	7.33	1.67	5	7.60	1.82	4	6.25	1.71	8	7.63	1.51	4	5.75	1.50	3	6.67	0.58	8.00	5.00	2.88	4	6.75	1.71	8	5.50	1.69
The World Bank Group's "Safeguard Policy" requirements are reasonable	31	6.90	1.87	10	7.30	1.42	3	7.00	1.73	4	6.25	0.96	4	6.00	2.94	4	6.00	1.41	3	6.33	1.16	6.00	6.00	2.76	5	6.60	1.82	6	6.50	1.52
The World Bank Group's conditions on its lending are reasonable	28	7.32	2.00	7	7.71	1.70	4	7.75	2.06	4	6.50	1.92	6	6.00	2.83	3	5.00	2.65	5	7.00	1.00	7.00	5.71	2.22	3	4.00	0.00	5	6.00	1.23
Working with the World Bank Group increases Bhutan's institutional capacity	45	7.87	1.56	12	8.25	1.42	5	8.40	1.52	6	7.50	2.07	9	7.78	1.48	5	7.20	0.84	5	7.80	0.84	8.00	6.88	2.03	5	7.00	2.24	9	7.22	1.99
The World Bank Group ensures consistency and continuity through staff changes	33	6.91	2.14	9	6.00	2.50	5	8.60	1.34	2	5.50	2.12	3	7.67	2.52	3	5.33	1.53	4	6.00	2.16	7.00	5.00	2.94	3	5.67	1.16	8	5.50	2.14
The World Bank Group's teams and visits are well coordinated	42	7.14	1.60	13	6.92	1.94	5	8.00	2.00	2	8.50	0.71	6	7.00	1.67	4	6.75	0.96	3	6.67	1.53	7.00	6.00	3.11	5	6.60	2.41	9	7.00	1.94
Where country systems are adequate, the World Bank Group makes appropriate use of them	34	7.12	1.87	12	6.92	2.23	4	5.75	3.59	5	7.60	2.79	4	8.00	0.82	3	6.33	1.16	2	7.50	0.71	7.00	6.00	2.83	3	5.33	1.16	8	5.88	2.42
The World Bank Group provides effective implementation support	40	7.33	2.06	13	7.38	1.61	5	7.40	1.67	3	7.67	0.58	7	7.86	1.86	4	6.50	1.29	4	6.75	2.06	8.00	6.38	1.77	4	6.50	2.08	9	6.67	1.41

\*Significantly different between stakeholder groups

### F. Project/Program Related Issues

#### URBAN PROJECT

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

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's support to the urban sector in Bhutan is cost-effective	17	6.59	1.94	7	7.00	1.92	5	8.60	1.14	1	6.00	.	2	6.00	1.41	2	6.00	1.41				5.00	4.80	1.92	1	6.00	.	2	8.50	0.71
The level of the World Bank Group support to the urban sector is appropriate	18	6.78	1.83	7	7.14	2.12	5	9.20	0.45	1	6.00	.	2	6.50	3.54	2	6.00	1.41	1	7.00	.	5.00	6.00	1.23	1	5.00	.	3	7.00	1.73
The World Bank Group's support to the urban sector in Bhutan is having a positive impact on sustainable economic development	17	7.29	1.65	6	6.83	2.14	5	9.60	0.55	1	7.00	.	3	7.00	1.73	2	6.00	1.41	1	8.00	.	5.00	5.40	1.14	1	8.00	.	2	7.00	2.83
The World Bank Group implementation support to the urban sector is timely and responsive	18	7.22	2.18	7	7.71	2.43	5	9.40	0.89	2	4.00	1.41	3	7.33	2.31	2	6.00	1.41				5.00	5.60	1.67	1	9.00	.	3	6.33	2.31

## F. Project/Program Related Issues (continued)

### RURAL PROJECT

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

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's support to the rural sector in Bhutan is cost-effective	12	6.67	1.83	6	8.00	1.41	1	8.00	.				2	8.00	2.83	2	7.00	0.00				3.00	4.33	2.52	1	4.00	.	2	6.50	2.12
The level of the World Bank Group support to the rural sector is appropriate	14	5.93	2.34	6	7.67	1.51	2	7.00	2.83				3	6.67	2.08	2	7.50	0.71	1	7.00	.	3.00	5.33	1.53	1	8.00	.	3	6.33	1.53
The World Bank Group's support to the rural sector in Bhutan is having a positive impact on sustainable economic development	15	7.07	1.58	6	8.00	1.67	2	7.50	2.12				3	7.67	1.53	2	6.50	0.71	1	8.00	.	3.00	5.67	1.53	1	6.00	.	2	6.50	2.12
The World Bank Group implementation support to the rural sector is timely and responsive	15	6.53	1.73	5	7.20	1.48	2	7.50	2.12	1	6.00	.	3	7.00	2.00	2	7.00	1.41				3.00	5.33	1.53	1	5.00	.	3	7.00	1.00

### WORLD BANK GROUP DEVELOPMENT POLICY CREDIT (DPC) PROGRAM (BUDGET FINANCING IN SUPPORT OF POLICY REFORMS)

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

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
DPCs have been effective instruments of coordination for economic policy reforms	27	7.48	1.31	5	6.80	2.17	2	7.00	1.41	3	6.33	2.52	4	6.25	1.89	3	7.00	1.00	1	7.00	.	5.00	6.00	1.23	1	5.00	.	2	6.50	2.12
DPCs have led to good economic policy and institutional reforms	28	7.32	1.74	5	6.80	2.39	3	7.67	1.16	2	7.50	0.71	4	4.75	1.71	3	6.67	2.08	1	6.00	.	5.00	5.80	1.48	2	7.50	2.12	3	7.67	0.58
The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects	26	7.38	1.42	6	7.17	1.84	4	8.00	1.41	2	7.00	1.41	5	7.40	2.07	2	8.00	1.41	1	8.00	.	6.00	5.67	1.21	2	7.00	2.83	3	6.67	2.08

### THE PROGRAMMATIC APPROACH

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

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
I support the World Bank Group's move to the programmatic approach	36	7.92	1.52	12	8.17	1.27	5	9.20	1.79	6	8.67	0.82	8	8.00	1.51	6	8.17	1.17	1	7.00	.	9.00	7.78	1.30	4	8.00	0.82	7	8.43	0.98
Grouping missions and task managers around common themes will save transaction costs and will be more effective for the government	35	7.89	1.37	12	8.25	1.14	5	9.40	1.34	4	8.75	0.96	7	8.00	1.41	6	8.17	0.98	1	7.00	.	9.00	7.78	1.48	4	8.25	0.96	6	8.33	1.03
It is important for the World Bank Group to increase coordination among Bank teams working in Bhutan	35	8.14	1.48	10	8.60	1.43	5	8.60	1.34	6	7.00	2.83	7	8.29	0.76	6	7.67	1.51	1	8.00	.	9.00	8.67	1.23	3	7.67	2.31	8	8.50	1.07
It is important for the World Bank Group to focus scarce Bank resources on the highest priority areas	38	8.66	1.28	12	8.92	1.44	5	9.20	1.10	6	7.50	1.87	8	9.13	0.99	6	8.17	1.72	2	8.50	0.71	9.00	9.67	0.71	4	9.25	0.96	7	8.86	0.90

### G. The Future Role of the World Bank Group in Bhutan

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How significant a role do you believe the World Bank Group SHOULD play in Bhutan's development in the near future?	46	8.83	1.16	13	8.69	1.32	5	9.00	1.41	7	8.71	0.95	11	9.00	1.10	9	8.33	1.00	5	8.60	1.14	9.00	8.11	1.54	5	8.60	0.89	10	9.10	1.10

(1-Not a significant role at all, 10-Very significant role)

### Thinking about the future, how important a role do you think each of the following institutions will play in helping Bhutan achieve its economic and social development goals?

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank (IDA/GEF)	41	8.41	1.28	12	8.42	1.24	3	9.67	0.58	7	8.00	1.73	11	8.82	1.08	10	8.10	1.37	5	7.80	0.84	8.00	7.75	0.71	5	8.40	1.14	9	8.89	1.05
International Finance Corporation (IFC)	40	8.03	1.56	10	8.20	1.32	4	9.00	1.41	7	7.43	1.99	11	8.82	1.08	10	8.20	1.23	5	7.00	1.23	8.00	7.00	1.20	4	7.25	1.50	9	8.78	1.09

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

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

Percentage of Respondents (Responses Combined)	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Improve the quality of its experts as related to Bhutan's specific challenges	31.9%	38.5%	0.0%	42.9%	27.3%	11.1%	20.0%	33.3%	0.0%	20.0%
Reduce the complexity of obtaining World Bank Group financing	44.7%	30.8%	20.0%	0.0%	27.3%	44.4%	40.0%	33.3%	40.0%	30.0%
Focus primarily on advocacy issues	2.1%	7.7%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	20.0%	0.0%
Improve the competitiveness of its financing compared to markets	12.8%	0.0%	0.0%	0.0%	27.3%	11.1%	20.0%	44.4%	0.0%	20.0%
Reach out more to groups outside of government	25.5%	30.8%	20.0%	57.1%	72.7%	66.7%	60.0%	55.6%	60.0%	50.0%
Ensure greater selectivity in its work	10.6%	15.4%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%
Provide more adequate data/knowledge/ statistics/figures on Bhutan's economy	10.6%	0.0%	20.0%	28.6%	9.1%	0.0%	40.0%	22.2%	40.0%	10.0%
Offer more innovative financial products	23.4%	30.8%	20.0%	28.6%	27.3%	33.3%	20.0%	0.0%	20.0%	20.0%
Offer more innovative knowledge services	17.0%	15.4%	40.0%	14.3%	0.0%	11.1%	0.0%	11.1%	0.0%	0.0%
Increase availability of Fee-Based services	2.1%	7.7%	20.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	10.0%
Work faster	12.8%	7.7%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	2.1%	15.4%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	20.0%

## H. Communication and Information Sharing

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

Percentage of Respondents (Responses Combined)	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Local newspapers	89.6%	61.5%	80.0%	85.7%	91.7%	88.9%	100.0%	77.8%	80.0%	77.8%
International newspapers	4.2%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	20.0%	0.0%
Local radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local television	41.7%	38.5%	20.0%	14.3%	33.3%	22.2%	40.0%	44.4%	40.0%	55.6%
International television	14.6%	7.7%	20.0%	0.0%	8.3%	0.0%	20.0%	22.2%	0.0%	0.0%
Periodicals	10.4%	23.1%	0.0%	0.0%	8.3%	22.2%	20.0%	0.0%	0.0%	0.0%
Internet	27.1%	23.1%	20.0%	71.4%	33.3%	33.3%	20.0%	33.3%	40.0%	33.3%
Social media (Facebook, Twitter, YouTube)	6.3%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%
Blogs	0.0%	7.7%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mobile phones	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Instant messaging	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other*	2.1%	30.8%	0.0%	14.3%	8.3%	33.3%	0.0%	22.2%	0.0%	11.1%

\*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)	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
World Bank website	34.7%	46.2%	40.0%	42.9%	41.7%	60.0%	0.0%	55.6%	20.0%	50.0%
Direct contact with World Bank (i.e., face to face meetings/discussions)	20.4%	38.5%	20.0%	28.6%	8.3%	20.0%	60.0%	33.3%	20.0%	10.0%
e-Newsletters	36.7%	23.1%	20.0%	28.6%	50.0%	40.0%	20.0%	22.2%	20.0%	30.0%
Instant messaging	8.2%	7.7%	0.0%	14.3%	8.3%	0.0%	0.0%	0.0%	0.0%	10.0%
World Bank seminars/workshops/conferences	59.2%	53.8%	60.0%	14.3%	25.0%	20.0%	60.0%	44.4%	80.0%	40.0%
World Bank Public Information Center	2.0%	7.7%	0.0%	14.3%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
World Bank publications and other written materials	24.5%	15.4%	20.0%	28.6%	33.3%	30.0%	20.0%	33.3%	60.0%	10.0%
Mobile phones	6.1%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	11.1%	0.0%	0.0%
Social media (Facebook, Twitter, YouTube)*	2.0%	7.7%	40.0%	0.0%	0.0%	10.0%	20.0%	0.0%	0.0%	30.0%
Blogs*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%
Other	2.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

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

Percentage of Respondents	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Yes	10.9%	10.0%	20.0%	14.3%		55.6%	20.0%	33.3%		11.1%
No	89.1%	90.0%	80.0%	85.7%	100.0%	44.4%	80.0%	66.7%	100.0%	88.9%

\*Significantly different between stakeholder groups

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

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

Percentage of Respondents	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Yes	8.5%	-	-	28.6%	8.3%	11.1%	40.0%	-	-	-
No	91.5%	100.0%	100.0%	71.4%	91.7%	88.9%	60.0%	100.0%	100.0%	100.0%

Were you able to obtain this information?

Percentage of Respondents	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Yes	100.0%	-	-	100.0%	100.0%	-	50.0%	-	-	-
No	-	-	-	-	-	100.0%	50.0%	100.0%	-	-

Do you have access to the Internet?

Percentage of Respondents	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	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%	90.0%
No	-	-	-	-	-	-	-	-	-	10.0%

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

Percentage of Respondents	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Yes	62.5%	91.7%	60.0%	83.3%	63.6%	62.5%	80.0%	88.9%	80.0%	60.0%
No	37.5%	8.3%	40.0%	16.7%	36.4%	37.5%	20.0%	11.1%	20.0%	40.0%

Which do you primarily use?\*

Percentage of Respondents	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
The World Bank Group's country website ( <a href="http://www.worldbank.org/en/country/bhutan">http://www.worldbank.org/en/country/bhutan</a> )	17.1%	-	25.0%	28.6%	-	14.3%	80.0%	14.3%	-	12.5%
The World Bank Group's main website ( <a href="http://www.worldbank.org">www.worldbank.org</a> )	82.9%	100.0%	75.0%	71.4%	100.0%	85.7%	20.0%	85.7%	100.0%	87.5%

\*Significantly different between stakeholder groups

## H. Communication and Information Sharing (continued)

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

	Employee of a Ministry			Consultant on Bank-supported Project/PMU			Local Government			Bilateral or Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			NGO			Media			Independent Government Institution			Academia/ Research Institute			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
I use/consult World Bank Group data more currently than I did a few years ago.	39	4.51	2.48	12	5.58	2.31	4	6.00	2.83	6	3.67	1.97	9	5.11	3.06	6	5.83	2.48	5	5.80	1.64	8.00	5.13	2.53	4	3.75	1.71	6	3.33	2.25
I find the World Bank Group websites easy to navigate.	29	6.93	1.69	12	5.92	2.43	2	9.00	0.00	6	5.67	0.82	8	7.25	2.12	6	6.00	1.27	3	6.67	1.53	7.00	6.86	1.07	3	6.67	3.22	7	5.14	3.02
I find the information on the World Bank Group's websites useful.	28	7.21	1.73	12	7.58	1.08	3	9.00	1.00	6	7.17	0.75	7	7.29	1.89	6	6.50	1.98	3	7.33	2.08	7.00	7.00	1.41	3	6.67	3.22	4	6.00	3.37
When I need information from the World Bank Group I know how to find it.	35	6.51	2.48	12	6.83	1.85	4	4.00	1.16	6	6.17	2.14	7	5.86	2.73	7	6.00	2.31	4	6.75	2.50	8.00	5.63	2.56	4	5.50	3.11	5	3.80	2.68
The World Bank Group is responsive to my information requests and inquiries.	23	7.22	1.95	8	8.00	1.69	3	6.33	3.51	4	6.25	1.71	4	6.50	1.29	4	7.00	2.16	4	5.50	3.00	4.00	7.75	1.26	2	5.00	2.83	2	4.00	4.24

## I. Background Information

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

Percentage of Respondents	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Yes	65.3%	76.9%	100.0%	42.9%	25.0%	30.0%	-	55.6%	20.0%	33.3%
No	34.7%	23.1%	-	57.1%	75.0%	70.0%	100.0%	44.4%	80.0%	66.7%

\*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses Combined)	Employee of a Ministry	Consultant working on WBG-supported Project/PMU	Local Government	Bilateral or Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	NGO	Media	Independent Government Institution	Academia /Research Institute	Other
Observer (i.e., follow in media, discuss in informal conversations, etc.)	34.7%	15.4%	0.0%	28.6%	33.3%	50.0%	40.0%	11.1%	25.0%	33.3%
Use World Bank Group reports/data	16.3%	7.7%	20.0%	28.6%	25.0%	10.0%	80.0%	22.2%	0.0%	11.1%
Engage in World Bank Group related/sponsored events/activities	42.9%	38.5%	80.0%	14.3%	25.0%	20.0%	0.0%	22.2%	25.0%	33.3%
Collaborate as part of my professional duties*	57.1%	76.9%	80.0%	71.4%	25.0%	30.0%	0.0%	55.6%	50.0%	77.8%
Use World Bank Group website for information, data, research, etc.*	6.1%	30.8%	20.0%	14.3%	41.7%	40.0%	60.0%	33.3%	0.0%	11.1%

\*Significantly different between stakeholder groups

## Appendix C: Responses to Sector Effectiveness Questions by Specialization

## C. World Bank Effectiveness and Results

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

	Agriculture/ rural development / food security		Climate change / disaster management		Education		Energy		Financial markets / banking		Gender / equality of opportunity		Health / communicable /non- communicable diseases		Information and comm. technology		Job creation/ employment		Law and justice / regulatory framework		Natural resource management / environmental sustainability		Private sector development / foreign direct investment		Public sector governance / public financial mgmt. / anti- corruption		Social protection		Transport		Urban development		Other					
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
	Anti-corruption	2	7.50	2	6.00	4	7.50	2	3.00	3	6.67					1	7.00					3	5.67	4	6.25	9	5.78			1	9.00	4	8.00	9	6.22			
Information & communications technology*	1	5.00	2	7.00	9	7.00	2	6.50	5	6.60	1	6.00			2	8.50	1	8.00			3	7.00	7	7.57	12	6.83			2	9.50	5	7.60	10	6.50				
Transport	2	6.00	3	6.00	5	7.00	1	5.00	6	6.50			1	5.00	1	7.00	1	8.00			4	7.25	4	6.50	13	7.08	2	9.00	2	9.00	11	7.82	13	7.15				
Crime and violence	2	5.00	2	4.50	4	4.25	2	3.00	3	3.67					1	5.00					1	4.00	4	4.75	8	5.38					4	5.25	3	4.33				
Law and justice	1	8.00	2	6.00	5	7.40	2	4.50	3	3.67					1	4.00					2	2.00	4	4.75	8	5.63	1	9.00			5	5.80	6	4.50				
Urban development	7	7.57	5	7.40	7	7.71	2	7.00	8	7.38	1	6.00	1	8.00	1	5.00	1	5.00	1	9.00	3	8.67	5	7.40	14	7.50	2	9.00	2	8.00	12	8.42	13	7.85				
Environmental sustainability	7	6.57	5	7.40	8	7.75	2	6.00	5	7.00					2	5.50	1	5.00			5	6.80	4	7.50	13	7.62	2	7.50	1	10.00	6	7.50	14	6.86				
Regulatory framework	2	7.00	2	6.00	8	7.00	2	5.50	5	7.60					1	9.00			1	8.00	2	8.00	6	7.00	13	6.85	2	8.50	1	4.00	6	7.50	12	6.58				
Basic infrastructure	4	7.75	4	6.25	10	8.20	2	6.50	6	6.50	1	7.00	1	8.00	3	7.67	1	8.00			2	9.50	8	6.38	15	7.87	2	9.00	2	7.50	11	7.73	15	7.13				
Communicable/non-communicable diseases	3	6.00	2	5.50	5	6.60	1	5.00	3	7.00			2	8.00	1	4.00					3	5.00	4	6.00	10	6.90					4	5.50	7	5.86				
Poverty reduction	6	6.83	4	7.50	10	7.90	2	7.00	7	7.57			1	8.00	3	7.33	2	7.50	1	7.00	3	6.67	5	5.20	15	7.40	2	9.00	1	9.00	5	7.20	16	7.38				
Gender equity	3	7.00	3	6.33	6	7.67	1	5.00	4	8.25	1	2.00	1	8.00	2	6.50	2	6.50			3	5.00	4	6.25	9	7.00	2	7.50			5	7.00	10	6.50				
Domestic private sector dev.*	4	5.00	3	7.00	6	6.67	2	3.00	7	5.00			1	2.00	2	8.00			1	9.00	2	8.00	6	4.50	12	5.92	2	8.50	2	8.00	3	7.33	14	5.50				
Foreign direct investment	2	4.00	3	6.33	7	5.29	3	4.33	6	5.67					2	7.00			1	8.00	2	5.50	6	5.17	11	5.73	1	9.00			4	7.50	7	5.43				
Water and sanitation	3	5.00	4	6.50	7	7.57	1	5.00	4	8.25					2	6.50			1	9.00	3	6.00	4	5.75	13	7.08	1	7.00	1	7.00	11	7.91	14	6.57				
Trade and exports	2	5.50	3	6.33	6	6.17	2	3.00	6	5.67					1	3.00	1	3.00			1	5.00	5	5.00	12	5.83					4	6.50	10	5.90				
Economic growth	3	7.33	3	7.33	7	7.29	2	4.50	7	6.71	1	3.00			4	7.75	1	5.00	1	8.00	4	7.25	7	6.14	14	7.00	2	8.00	1	7.00	6	7.67	15	7.07				
Energy	2	5.00	4	6.25	6	7.33	3	3.67	4	4.75					1	3.00					3	5.00	5	6.00	12	6.75					4	6.00	8	5.88				
Disaster management	2	4.50	5	8.20	5	7.80	1	5.00	5	5.80			1	8.00	1	3.00					3	5.67	4	6.75	13	7.08	2	8.00			6	7.50	13	6.08				
Public sector governance/reform*	4	6.25	3	7.33	8	7.13	2	5.00	6	6.83			1	8.00	2	8.00	1	6.00	1	9.00	2	7.50	5	6.20	13	6.31	2	8.50	1	6.00	7	5.71	14	6.57				
Job creation/employment	3	5.33	3	7.67	6	6.33	1	5.00	5	5.20			1	7.00	1	8.00	1	2.00			3	5.67	6	5.00	10	4.90	2	8.00	2	6.50	5	5.40	13	5.08				
Financial markets	2	6.00	3	7.00	6	6.67	2	6.00	8	6.63					2	7.00	1	6.00			2	9.00	6	5.83	12	5.75	1	10.00			5	6.00	10	5.60				
Equality of opportunity	3	5.67	4	6.50	5	6.00	1	5.00	4	6.75	1	1.00			2	5.00					2	5.00	4	4.00	9	5.67	1	9.00	1	8.00	6	6.83	7	4.86				
Health	4	6.50	4	7.00	5	7.60	1	5.00	4	6.25			1	9.00	2	5.50					2	6.00	5	6.60	9	6.78	2	8.50	1	9.00	4	6.75	9	5.78				
Rural development	6	6.50	4	7.50	7	6.86	1	5.00	6	6.17			1	2.00	1	4.00			1	8.00	4	6.50	5	6.20	13	6.69	2	8.00	2	9.50	7	7.71	15	5.87				
Global/regional integration	2	7.00	3	7.00	5	6.00	1	5.00	4	5.00					2	6.50	1	2.00			1	8.00	4	6.00	10	6.60	1	9.00			5	6.40	7	5.71				
Food security	4	7.00	3	5.33	6	7.00	1	5.00	6	5.17					1	4.00					4	5.75	4	7.00	11	6.27	1	9.00	1	3.00	4	5.25	9	5.44				
Education	4	6.50	3	6.67	9	8.56	1	5.00	7	6.29			1	8.00	2	6.00					3	7.67	4	7.50	11	7.55	2	9.00	1	9.00	6	6.67	12	6.83				
Social protection	2	5.00	3	5.67	7	6.86	2	3.00	4	5.75	1	1.00			1	4.00	1	1.00			3	5.67	4	6.00	9	5.67	1	10.00			4	5.00	6	3.50				
Climate change	4	7.00	5	7.40	7	6.86	1	5.00	4	7.50			1	8.00	2	5.00					5	5.60	4	7.25	13	6.92	1	6.00	1	9.00	6	7.17	10	6.70				
Agricultural development	6	7.50	3	7.00	5	7.00	1	5.00	6	6.50			1	2.00	2	6.00					5	6.40	5	6.00	13	7.23	1	8.00			5	6.80	10	6.10				
Natural resource management	2	5.00	3	6.00	4	6.50	2	3.00	3	5.33					1	2.00					4	6.25	4	5.25	11	6.00	1	7.00	1	1.00	4	5.25	7	5.57				

\*Significantly different between specializations

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

Indicator Question	H3. Currently, do you professionally collaborate/work with the World		H4. Which of the following describes most of your exposure to the World Bank Group in Bhutan? (Choose no more than TWO)									
	No Mean	Yes Mean	Observer		Use WB reports/data		Engage in WB activities		Collaborate		Use WB website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
Overall, please rate your impression of the World Bank Group's effectiveness in Bhutan?	6.60	6.96	7.00	6.52	6.78	7.24	6.63	7.29	6.80	6.93	6.94	6.64
To what extent do you believe the World Bank Group's staff is well prepared to help Bhutan solve its most complicated development challenges?	6.75	6.70	6.96	5.87	6.48	7.74	6.57	7.03	6.63	6.85	6.87	6.31
Overall the World Bank Group currently plays a relevant role in development in Bhutan	7.45	7.80	7.88	7.15	7.64	7.83	7.55	7.91	7.40	7.90	7.71	7.56
The World Bank Group's work is aligned with what I consider the development priorities for Bhutan	7.35	7.44	7.55	7.07	7.31	7.87	7.35	7.58	7.48	7.39	7.44	7.38
Responsiveness	6.70	7.19	7.19	6.62	7.04	7.15	7.08	7.03	6.97	7.11	7.05	7.10
Openness (sharing data and other information)	6.73	7.33	7.43	6.38	7.07	7.56	7.17	7.15	6.67	7.44	7.23	6.84
Collaboration with groups outside of the Government	5.27	6.21	6.05	5.50	5.90	5.82	5.85	5.94	5.43	6.24	5.94	5.69
Collaboration with the Government	8.26	8.39	8.46	7.97	8.30	8.43	8.25	8.46	8.30	8.34	8.33	8.30
Collaboration with other donors	6.78	6.91	7.02	6.55	6.86	7.00	6.86	6.94	7.18	6.69	6.79	7.33
To what extent does the World Bank Group's work help to achieve development results in Bhutan?	6.83	7.25	7.30	6.52	7.13	7.00	6.89	7.46	7.02	7.15	7.11	7.05
The World Bank Group's financial instruments meet the needs of Bhutan	6.60	7.14	7.25	6.25	6.93	7.38	7.00	7.03	6.41	7.41	7.11	6.70
The World Bank Group meets Bhutan's needs for knowledge services	6.28	6.25	6.30	6.33	6.29	6.40	6.37	6.22	6.12	6.43	6.49	5.68
Are adaptable to Bhutan's specific development challenges and country circumstances	6.26	6.89	6.78	6.45	6.71	6.72	6.69	6.74	6.61	6.77	6.83	6.21
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.60	7.23	7.15	6.50	6.92	7.24	6.72	7.41	6.89	7.05	7.02	6.83
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.02	7.48	7.54	6.67	7.26	7.64	7.24	7.49	7.15	7.47	7.42	7.05
Where country systems are adequate, the World Bank Group makes appropriate use of them	6.40	6.98	6.94	6.46	6.83	7.00	6.96	6.73	6.75	6.92	6.94	6.56

Yellow highlight indicates significant difference between Yes and No mean.

## Appendix E: Bhutan FY 2013 Questionnaire



### **World Bank Group Country Survey FY13 – Bhutan**

The World Bank Group is interested in gauging the views of clients and partners who are either involved in development in Bhutan or who observe activities related to social and economic development. The following survey is meant to give the World Bank Group’s team that works in Bhutan, 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 critical stakeholders. With this understanding, the World Bank Group hopes to develop more effective strategies, outreach and programs that support development in Bhutan. The World Bank Group commissioned an independent consultant to oversee the logistics of this effort in Bhutan. This ensures anonymity and confidentiality. We hope you’ll be candid. 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.**

**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 BHUTAN**

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

**SECTION A: GENERAL ISSUES**

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

**SECTION A: GENERAL ISSUES**

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

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

**SECTION A: GENERAL ISSUES**

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

<b>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 Bhutan? (Choose no more than TWO)</b>	
1	Better employment opportunities for young people
2	Better employment opportunities for women
3	Greater access to micro-finance for the poor
4	Greater voice and participation for citizens to help ensure greater accountability
5	Greater access to health and nutrition for citizens
6	Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)
7	A growing middle class
8	Better opportunity for the poor who live in rural areas
9	Better opportunity for the poor who live in urban areas
10	Consistent economic growth
11	More effective risk management
12	Greater equity of fiscal policy
13	Education and training that better ensure job opportunity
14	Better quality public services
15	Other (please specify): _____

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

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

<b>Overall, please rate your impression of the following institutions' effectiveness in Bhutan.</b>												
		Not effective at all								Very effective		Don't know
<b>B2</b>	The World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B3</b>	The World Bank (IDA/GEF)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>B4</b>	International Finance Corporation (IFC)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

<b>B5. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Bhutan solve its most complicated development challenges?</b>											
1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
To no degree at all								To a very significant degree			Don't know

<b>B6. How effectively do you believe the different parts of the World Bank Group (IDA, GEF and IFC) collaborate and coordinate efforts in Bhutan?</b>											
1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
Not effective at all								Very effective			Don't know

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

**B7. When thinking about how the World Bank Group can have the most impact on development results in Bhutan, in which sectoral areas do you believe the World Bank Group should focus most of its attention and resources in Bhutan? (Choose no more than THREE)**

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

**B8. Overall, how would you rate the alignment of the World Bank Group's program with Bhutan's development program and Gross National Happiness (GNH) approach?**

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

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

<b>B9. 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 Bhutan?</b>			
		<b>Greatest Value (Choose only ONE)</b>	<b>Second Greatest Value (Choose only ONE)</b>
1	Financial resources: investment lending	<input type="checkbox"/>	<input type="checkbox"/>
2	Financial resources: policy based lending / budget support to the Government	<input type="checkbox"/>	<input type="checkbox"/>
3	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
4	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
5	Policy advice	<input type="checkbox"/>	<input type="checkbox"/>
6	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
7	Data	<input type="checkbox"/>	<input type="checkbox"/>
8	Training/capacity building	<input type="checkbox"/>	<input type="checkbox"/>
9	Studies/analyses	<input type="checkbox"/>	<input type="checkbox"/>
10	Convening/facilitating	<input type="checkbox"/>	<input type="checkbox"/>
11	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	<input type="checkbox"/>	<input type="checkbox"/>
12	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

**B10. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Bhutan? (Choose no more than TWO)**

1	Staff too inaccessible
2	Not exploring alternative policy options
3	Not adequately sensitive to political/social realities in Bhutan
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	Not willing to honestly criticize policies and reform efforts in the country
9	Too influenced by developed countries
10	Imposing technocratic solutions without regard to political realities
11	World Bank Group processes too slow and complex
12	Too bureaucratic in its operational policies and procedures
13	Not aligned with other donors' work
14	Not collaborating enough with non-state actors
15	Not client focused
16	Other (please specify): _____

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

<b>B11. Which World Bank Group instruments do you believe are the MOST effective in reducing poverty in Bhutan? (Choose no more than TWO)</b>	
1	Capacity development
2	Policy based lending / budget support to the Government
3	Knowledge products/services (analytical work, studies, surveys, etc.)
4	Investment lending (financing specific projects)
5	Technical assistance (advice, best practice, international experience, etc.)
6	Trust Fund management
7	Other (please specify): _____
8	Don't know

<b>B12. To what extent do you believe the World Bank Group SHOULD seek to influence the global development agenda as related to “global public goods” (e.g., climate change, communicable diseases, international financial systems, trade, etc.)?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all									To a very significant degree	Don't know

<b>B13. 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)</b>	
1	NGOs
2	Local Government
3	Beneficiaries
4	Private sector
5	Community Based Organizations (CBOs)
6	Donor community
7	Foundations
8	Academia/think tanks/research institutes
9	Parliament
10	Media
11	Faith based organizations
12	Other (please specify): _____

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

<b>To what extent do you agree with the following statements about the World Bank Group's work in Bhutan?</b>													
		<b>Strongly disagree</b>										<b>Strongly agree</b>	<b>Don't know</b>
		1	2	3	4	5	6	7	8	9	10		
<b>B14</b>	Overall the World Bank Group currently plays a relevant role in development in Bhutan	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B15</b>	The World Bank Group's work is aligned with what I consider the development priorities for Bhutan	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B16</b>	The World Bank Group supports programs and strategies that are realistic for Bhutan	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B17</b>	The World Bank Group treats clients and stakeholders in Bhutan with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

<b>To what extent is the World Bank Group an effective development partner in Bhutan, in terms of each of the following?</b>													
		<b>To no degree at all</b>										<b>To a very significant degree</b>	<b>Don't know</b>
		1	2	3	4	5	6	7	8	9	10		
<b>B18</b>	Responsiveness	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B19</b>	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"/>	
<b>B20</b>	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B21</b>	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B22</b>	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B23</b>	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B24</b>	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B25</b>	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"/>	
<b>B26</b>	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B27</b>	Collaboration with other donors	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B28</b>	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>B29</b>	Follow through over time	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

**B30. 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 works too slowly
2	The Government works inefficiently
3	There is not an adequate level of citizen/civil society participation
4	Poor donor coordination
5	The World Bank Group does not do adequate follow through/follow-up
6	Lack of/inadequate levels of capacity in Government
7	Political pressures and obstacles
8	Reforms are not well thought out in light of country challenges
9	The World Bank Group is not sensitive enough to political/social realities on the ground
10	Other (please specify): _____

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

## SECTION C: WORLD BANK GROUP EFFECTIVENESS AND RESULTS

How effective do you believe the World Bank Group is in terms of the work it does in the following areas of development in Bhutan?		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
C1	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C2	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C4	Crime and violence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C5	Law and justice (e.g., judicial system)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C6	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C7	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C8	Regulatory framework	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C9	Basic infrastructure	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C10	Communicable/non-communicable diseases	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C11	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C12	Gender equity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C13	Domestic private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C14	Foreign direct investment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C15	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C16	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C17	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C18	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C19	Disaster management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C20	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"/>	
C21	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C22	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C23	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C24	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C25	Rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C26	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C27	Food security	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C28	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C29	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C30	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C31	Agricultural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C32	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

<b>C33. To what extent does the World Bank Group's work help to achieve development results in Bhutan?</b>											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

<b>To what extent do you agree with the following statements about the World Bank Group in Bhutan?</b>													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C34</b>	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Bhutan	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C35</b>	IDA meets the needs of Bhutan in mobilizing financial resources	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C36</b>	IFC meets the need of Bhutan in mobilizing financial resources	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C37</b>	The World Bank Group meets Bhutan'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"/>	
<b>C38</b>	IDA meets the needs of Bhutan in providing knowledge services	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>C39</b>	IFC meets the needs of Bhutan in providing knowledge services	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

**In Bhutan, how effective do you believe the World Bank Group's knowledge work and activities are at:**

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>D3</b>	Enhancing your knowledge and/or skills	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>D4</b>	Contributing to good policy making	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
<b>D5</b>	Providing support for program implementation	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

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

In Bhutan, 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"/>
<b>D6</b>	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D7</b>	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D8</b>	Are relevant to Bhutan's development priorities	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D9</b>	Provide feasible recommendations	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D10</b>	Are accessible (well written and easy to understand)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D11</b>	Are source of relevant information on global good practices.	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D12</b>	Are useful in terms of the work you do	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D13</b>	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D14</b>	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>D15</b>	Are adaptable to Bhutan's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

<b>D16. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?</b>												
		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"/>
Not significant at all						Very significant						Don't know

<b>D17. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?</b>												
		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"/>
Very low technical quality						Very high technical quality						Don't know

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

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E1</b>	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E2</b>	The World Bank Group effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E3</b>	The World Bank Group's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E4</b>	The World Bank Group's "Safeguard Policy" requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E5</b>	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E6</b>	Working with the World Bank Group increases Bhutan's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E7</b>	The World Bank Group ensures consistency and continuity through staff changes	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E8</b>	The World Bank Group's teams and visits are well coordinated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E9</b>	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>E10</b>	The World Bank Group provides effective implementation support (i.e., supervision of projects)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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## SECTION F: PROJECT/PROGRAM RELATED ISSUES

The following section should be filled out only by respondents who have/have had knowledge, experience and/or involvement in the implementation of the World Bank Group programs and/or projects.

### URBAN PROJECT

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>F1</b>	The World Bank Group's support to the urban sector in Bhutan is cost-effective	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F2</b>	The level of the World Bank Group support to the urban sector is appropriate	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F3</b>	The World Bank Group's support to the urban sector in Bhutan is having a positive impact on sustainable economic development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F4</b>	The World Bank Group implementation support to the urban sector is timely and responsive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

### RURAL PROJECT

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>F5</b>	The World Bank Group's support to the rural sector in Bhutan is cost-effective	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F6</b>	The level of the World Bank Group support to the rural sector is appropriate	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F7</b>	The World Bank Group's support to the rural sector in Bhutan is having a positive impact on sustainable economic development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F8</b>	The World Bank Group implementation support to the rural sector is timely and responsive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

## SECTION F: PROJECT/PROGRAM RELATED ISSUES

### WORLD BANK GROUP DEVELOPMENT POLICY CREDIT (DPC) PROGRAM (BUDGET FINANCING IN SUPPORT OF POLICY REFORMS)

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
<b>F9</b>	DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F10</b>	DPCs have led to good economic policy and institutional reforms	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F11</b>	The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

### THE PROGRAMMATIC APPROACH

The World Bank Group is considering moving to a strengthened programmatic approach that would consolidate/group task managers and missions around common themes. The objectives are to reduce transaction costs with one focal World Bank expert, focusing the program around a few central themes, and analyzing synergies with GNH approach and metrics.

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
<b>F12</b>	I support the World Bank Group's move to the programmatic approach	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F13</b>	Grouping missions and task managers around common themes will save transaction costs and will be more effective for the government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F14</b>	It is important for the World Bank Group to increase coordination among Bank teams working in Bhutan	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>F15</b>	It is important for the World Bank Group to focus scarce Bank resources on the highest priority areas	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

## SECTION G: THE FUTURE ROLE OF THE WORLD BANK GROUP IN BHUTAN

<b>G1. How significant a role do you believe the World Bank Group SHOULD play in Bhutan's development in the near future?</b>												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Not a significant role at all									Very significant role		Don't know	

<b>Thinking about the future, how important a role do you think each of the following institutions will play in helping Bhutan achieve its economic and social development goals?</b>													
		Not important at all								Very important		Don't know	
<b>G2</b>	The World Bank (IDA/GEF)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
<b>G3</b>	International Finance Corporation (IFC)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

<b>G4. Which of the following SHOULD the World Bank Group do to make itself of greater value in Bhutan? (Choose no more than TWO)</b>	
1	Improve the quality of its experts as related to Bhutan's specific challenges
2	Reduce the complexity of obtaining World Bank Group financing
3	Focus primarily on advocacy issues
4	Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, and other terms)
5	Reach out more to groups outside of government
6	Ensure greater selectivity in its work
7	Provide more adequate data/knowledge/statistics/figures on Bhutan's economy
8	Offer more innovative financial products
9	Offer more innovative knowledge services
10	Increase availability of Fee-Based services
11	Work faster
12	Other (please specify): _____

**SECTION H: COMMUNICATION AND INFORMATION SHARING**

<b>H1. How do you get most of your information about economic and social development issues in Bhutan? (Choose no more than TWO)</b>	
1	Local newspapers
2	International newspapers
3	Local radio
4	International radio
5	Local television
6	International television
7	Periodicals
8	Internet
9	Social media (Facebook, Twitter, Youtube)
10	Blogs
11	Mobile phones
12	Instant messaging
13	Other (please specify): _____

<b>H2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)</b>	
1	World Bank Group website
2	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
3	e-newsletters
4	Instant messaging
5	World Bank Group seminars/workshops/conferences
6	World Bank Group Public Information Center
7	World Bank Group publications and other written materials
8	Mobile phones
9	Social media (Facebook, Twitter, Youtube)
10	Blogs
11	Other (please specify): _____

<b>H3</b>	Are you aware of the World Bank Group's Access to Information Policy under which the Bank will now disclose any information in its possession that is not on a list of exceptions?	<b>Yes</b>	<b>No</b>
<b>H4</b>	Have you requested information from the World Bank Group on its activities in the past year? <b>(If YES please go to Question H5; if NO please go to H6)</b>	<b>Yes</b>	<b>No</b>
<b>H5</b>	Were you able to obtain this information?	<b>Yes</b>	<b>No</b>
<b>H6</b>	Do you have access to the Internet?	<b>Yes</b>	<b>No</b>
<b>H7</b>	Do you use/have you used the World Bank Group website?	<b>Yes</b>	<b>No</b>

**SECTION H: COMMUNICATION AND INFORMATION SHARING**

<b>H8. Which do you primarily use? (Please mark only ONE response)</b>	
1	The World Bank Group's country website ( <a href="http://www.worldbank.org/en/country/bhutan">http://www.worldbank.org/en/country/bhutan</a> )
2	The World Bank Group's main website ( <a href="http://www.worldbank.org">www.worldbank.org</a> )

<b>Please rate how much you agree with the following statements.</b>														
		<b>Strongly disagree</b>										<b>Strongly agree</b>		<b>Don't know</b>
		1	2	3	4	5	6	7	8	9	10			
<b>H9</b>	I use/consult World Bank Group data more often than I did a few years ago	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>	
<b>H10</b>	I find the World Bank Group websites easy to navigate. <i>(Only answer if you have used a World Bank Group website)</i>	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>	
<b>H11</b>	I find the information on the World Bank Group's websites useful. <i>(Only answer if you have used a World Bank Group website)</i>	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>	
<b>H12</b>	When I need information from the World Bank Group I know how to find it (e.g., whom to call, where to reach them, etc.)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>	
<b>H13</b>	The World Bank Group is responsive to my information requests and inquiries	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>	

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

**SECTION H: BACKGROUND INFORMATION**

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

<b>12. Please identify the primary specialization of your work. (Please mark only ONE response)</b>			
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**

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

1	Yes
2	No

**14. Which of the following describes most of your exposure to the World Bank Group in Bhutan? (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.

**15. Currently, which of the following agencies of the World Bank Group do you primarily work with in Bhutan? (Please mark only ONE response)**

1	The World Bank (IDA/GEF)
2	International Finance Corporation (IFC)
3	Both World Bank and IFC
4	I don't collaborate/work with the World Bank Group

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

1	Thimphu
2	Other

**Thank you for completing the survey!**