

FY16 Botswana Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



WORLD BANK GROUP

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Acknowledgements

The Botswana Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG) team led by Sharon Felzer (Senior Communications Officer, Head of PORG), Jessica Cameron, Svetlana Markova, and Jing Guo. Calita Woods, and Dania Mendoza provided data support. The report was prepared under the overall guidance and supervision of Sumir Lal (Director, ECRGP). PORG acknowledges the significant contribution from the Botswana country team and the local fielding agency Botswana Institute for Development Policy Analysis. In particular, PORG is grateful for the support from Loungo Lolo Tibone (Operations Analyst) who coordinated the survey related activities from Gaborone, Botswana.



Country Opinion Surveys
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BOTSWANA





I. Objectives

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

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

II. Methodology

From November 2015 to February 2016, 300 stakeholders of the WBG in Botswana were invited to provide their opinions on the WBG's work in the country by participating in a country opinion survey. Participants were drawn from the office of the President/Prime Minister, office of a Minister, office of a Parliamentarian, employees of ministries/ministerial departments/implementation agencies, Project Management Units (PMUs) overseeing implementation of WBG projects or consultants/contractors working on WBG-supported projects/programs, local government office or staff, bilateral/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, youth groups, academia/research institutes/think tanks, and the judiciary branch. A total of 256 stakeholders participated in the survey (85% response rate).

Respondents received the questionnaires via post and returned it accordingly. Respondents were asked about: general issues facing Botswana; their overall attitudes toward the WBG; the WBG's effectiveness and results; the WBG's knowledge work and activities; working with the WBG; the WBG's future role in Botswana; and the WBG's communication and information sharing.

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

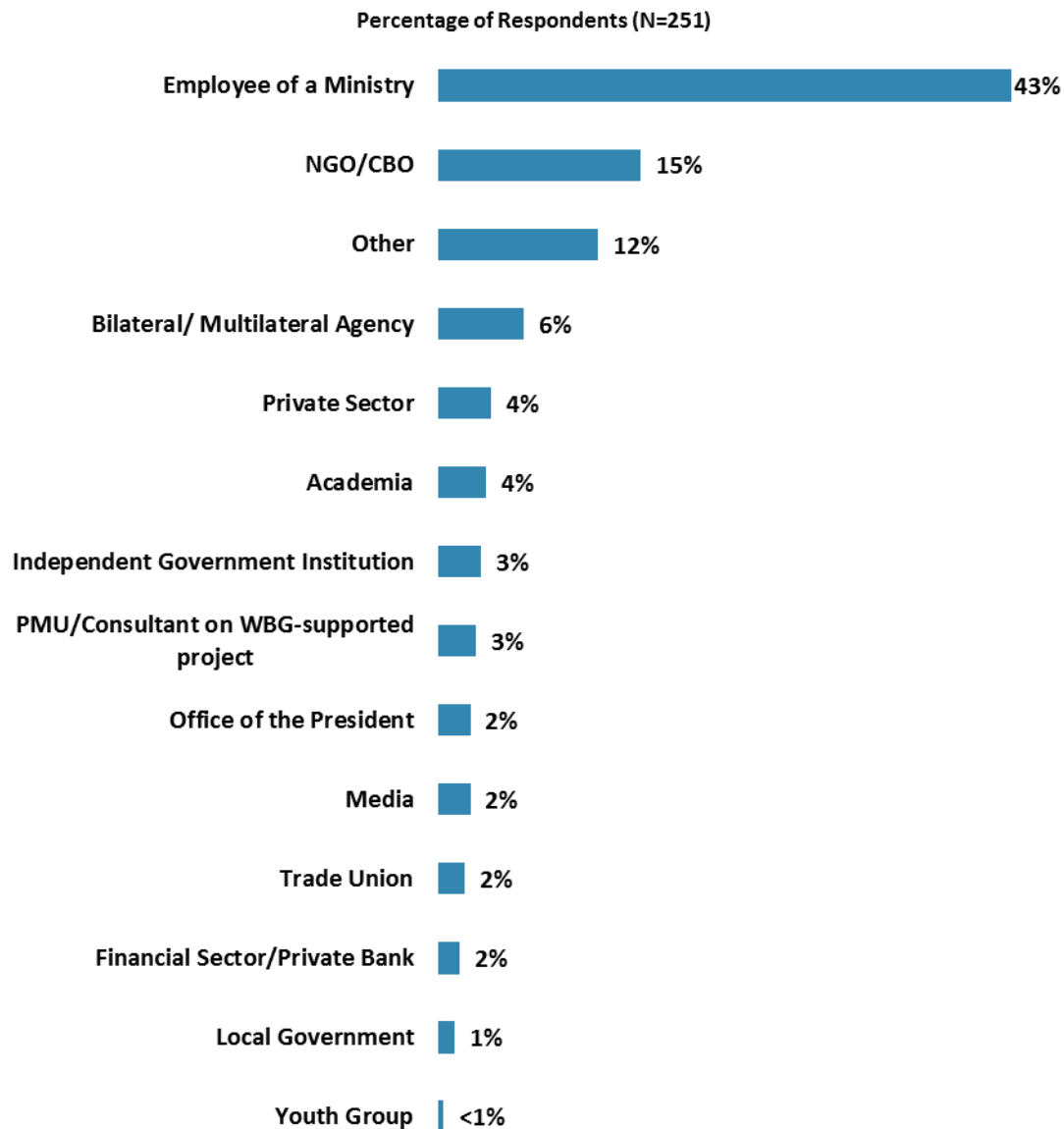
The results of this year's Country Survey were compared to those in the Country Survey conducted in FY '13 (response rate is 80%, N=241). The data were weighted to reach similar stakeholder compositions across the two survey years, allowing for more statistically reliable comparisons. There were too few respondents from local government in either year to be included and stakeholders who identified themselves as "Other" in the stakeholder category options also were not included in these comparisons. As a result, mean ratings, percentages of respondents, and the total number of respondents in both years are slightly different from those of the original data reported in the FY '13 COS report and the non-weighted data presented in this report. For the weighted stakeholder breakdown and year comparison results, please refer to Appendix D (see page 99).



III. Demographics of the Sample

Current Position

- For further analyses, the small number of respondents from the financial sector/private banks were combined with those from private sector organizations. The few respondents from youth groups and trade unions were combined with those from NGOs/CBOs to form a “Civil Society” category. The few respondents from local government were included in the “Other” category for all further analyses.

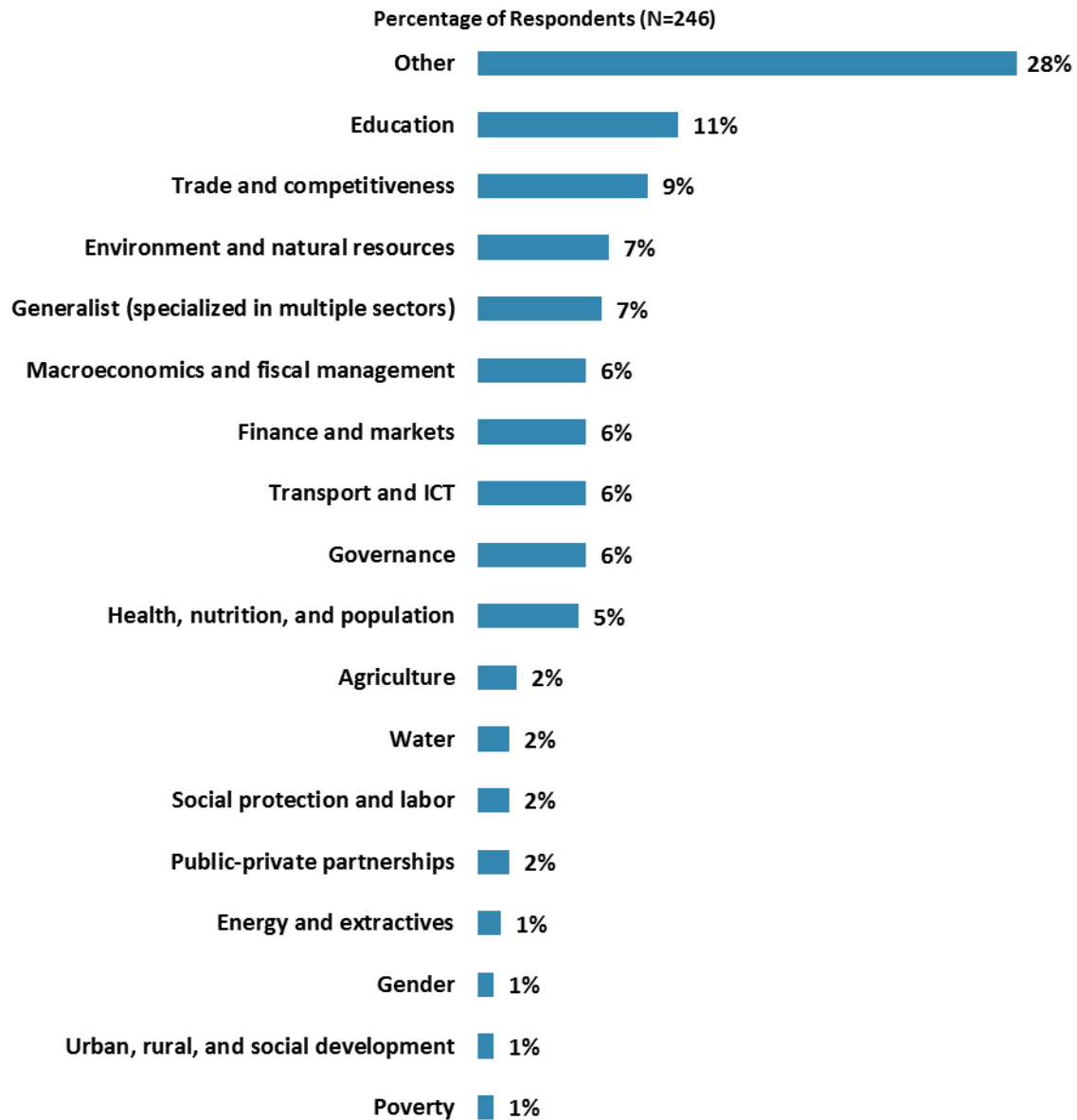


“Which of the following best describes your current position? (Select only ONE response)”
(Respondents chose from a list.)



III. Demographics of the Sample (continued)

Area of Primary Specialization



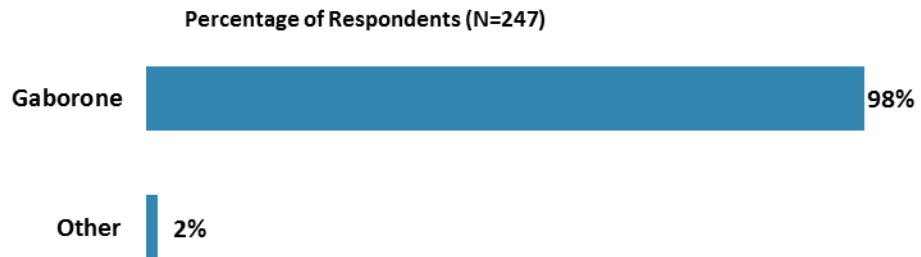
"Please identify the primary specialization of your work. (Select only ONE response)"
(Respondents chose from a list.)



III. Demographics of the Sample (continued)

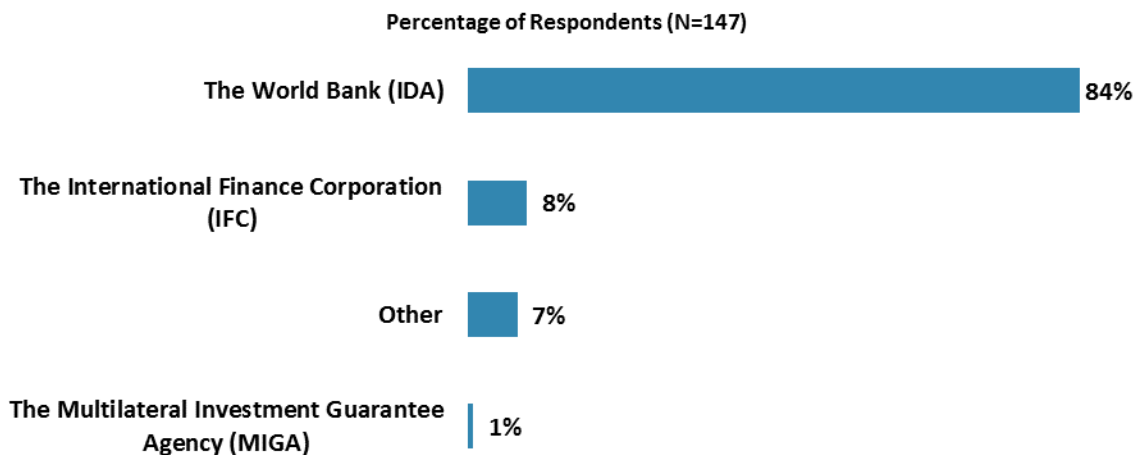
Geographic Locations

- Because of the small number of respondents from outside Gaborone, comparisons of geographic location could not be conducted.



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

Exposure to Agencies within the World Bank Group



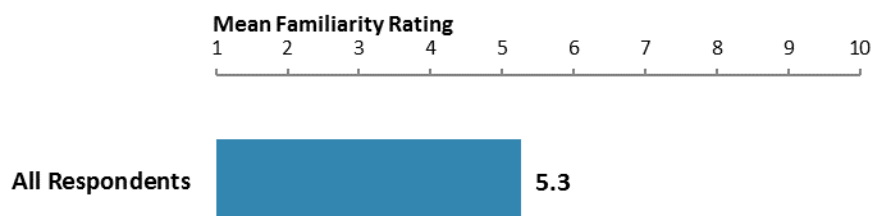
"Which of the following agencies of the World Bank Group do you primarily engage with in Botswana? (Select only ONE response)" (Respondents choose from a list)



III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey indicated significantly lower levels of familiarity with the WBG compared to respondents from the FY '13 Country Survey (weighted mean in FY '16 = 5.1; weighted mean in FY '13 = 5.7)¹.
- **Collaboration:** Respondents who collaborate with the WBG gave significantly higher ratings of familiarity with the WBG compared to respondents who do not collaborate with the WBG.
- **Impact of Familiarity:** Respondents' ratings of familiarity with the WBG were significantly, strongly correlated with their ratings of the WBG's overall effectiveness in Botswana, and moderately, significantly correlated with the extent to which the WBG plays a relevant role in development in Botswana.



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

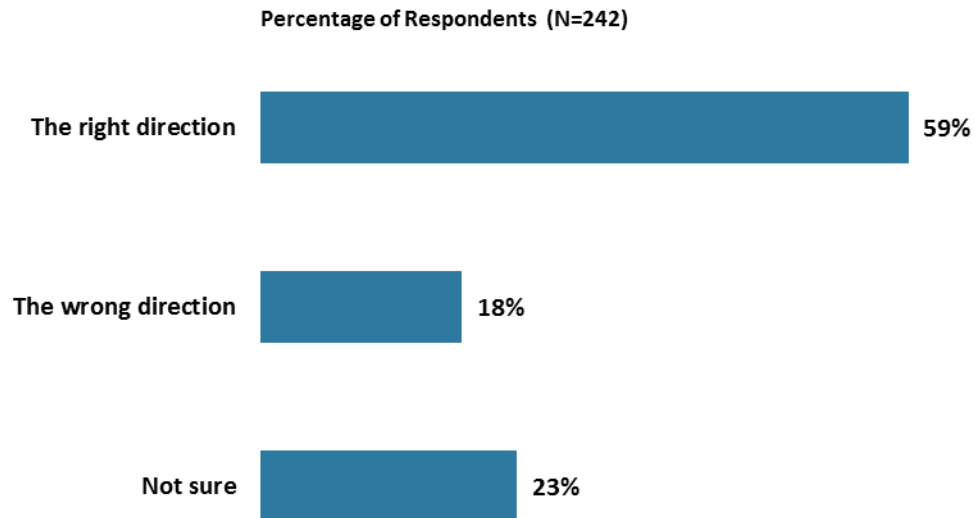
¹ Please refer to Appendix D (page 99) for more details on weighting. The means in the chart were calculated based on un-weighted data.



IV. General Issues Facing Botswana

Headed in the Right Direction

- **Year comparison:** Respondents in the FY '13 Country Survey similarly indicated that Botswana was headed in the right direction (percentage of respondents = 60%), with few indicating the wrong direction (14%) or not sure (26%).
- **Stakeholders:** The majority of respondents from the office of the President, employees of ministries, and civil society, along with a plurality of those from PMUs/Consultants on WBG-supported projects indicated that Botswana is headed in the right direction. In contrast, the majority of respondents from the media and independent government institutions indicated that Botswana is headed in the wrong direction.



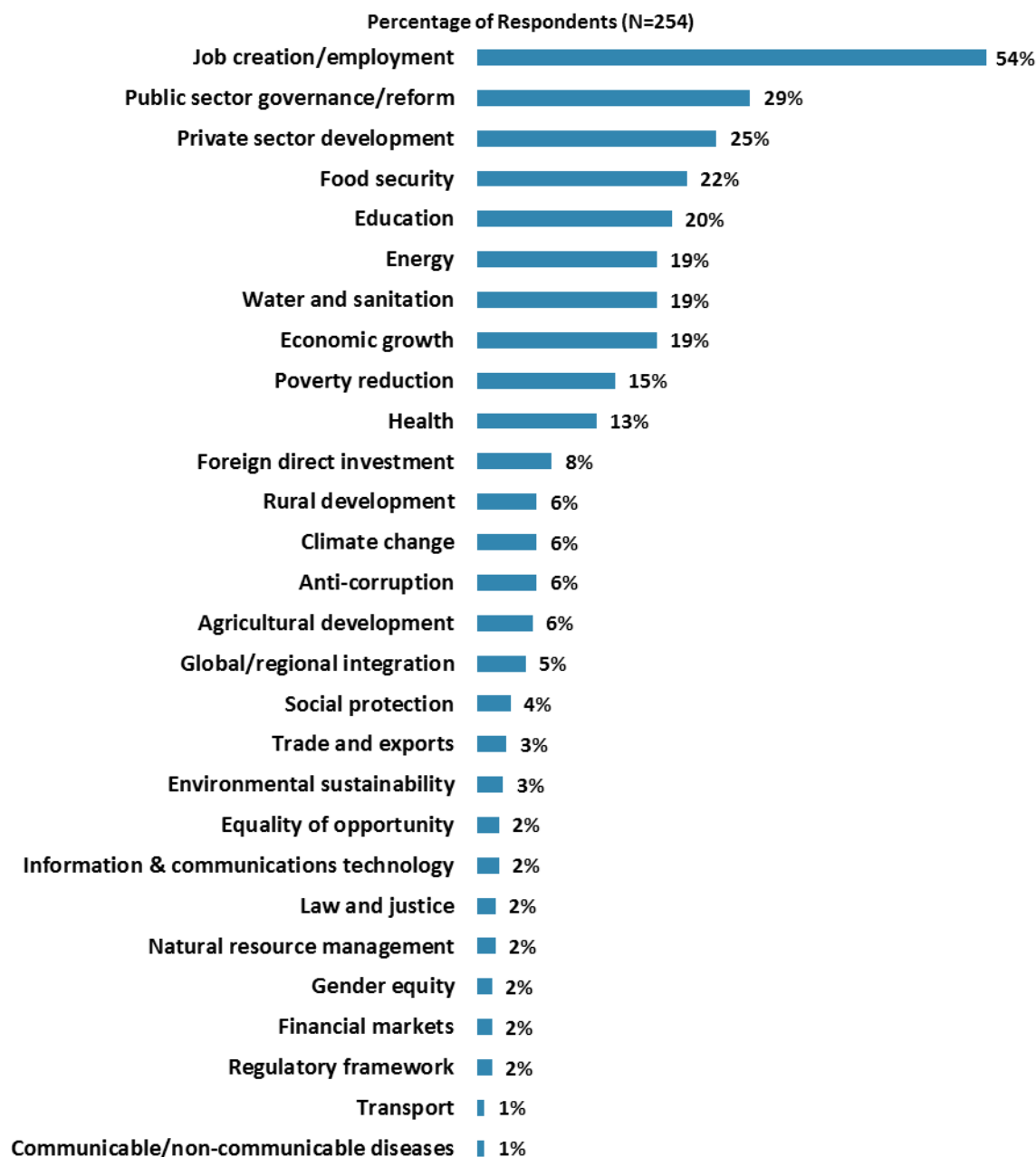
"In general, would you say that Botswana is headed in ... ?" (Respondents chose from a list.)



IV. General Issues Facing Botswana (continued)

Development Priority

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that the most important development priority in Botswana was job creation/employment (percentage of respondents = 37%), followed by poverty reduction (31%) and education (30%).



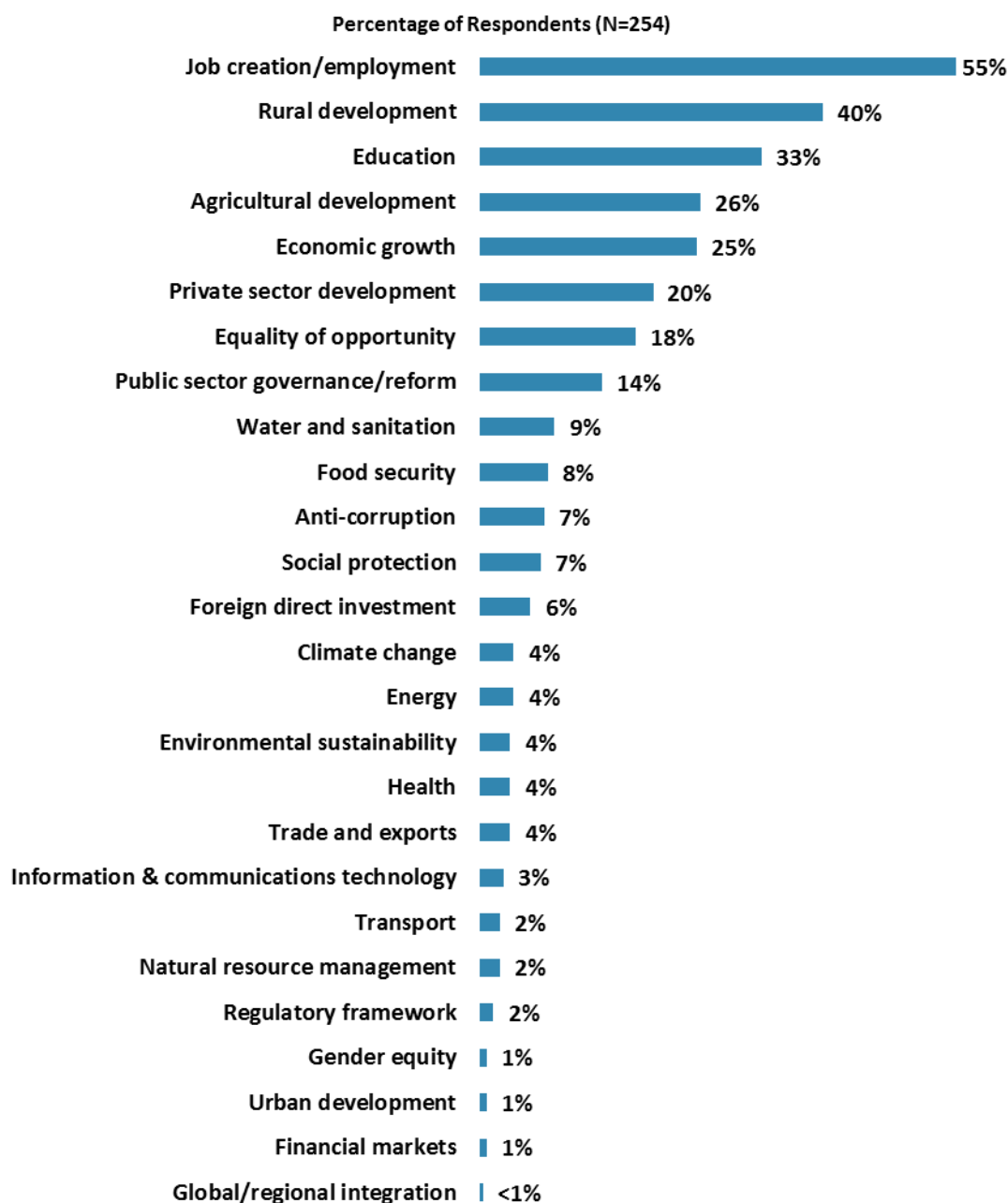
"Listed below are a number of development priorities in Botswana. Please identify which of the following you consider the most important development priorities in Botswana. (Choose no more than THREE)" (Respondents chose from a list. Responses combined.)



IV. General Issues Facing Botswana (continued)

Factors Contributing to Poverty Reduction

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that job creation/employment would contribute most to poverty reduction in Botswana (percentage of respondents = 51%), followed by agricultural and rural development (44%), economic growth (36%), and education (34%).

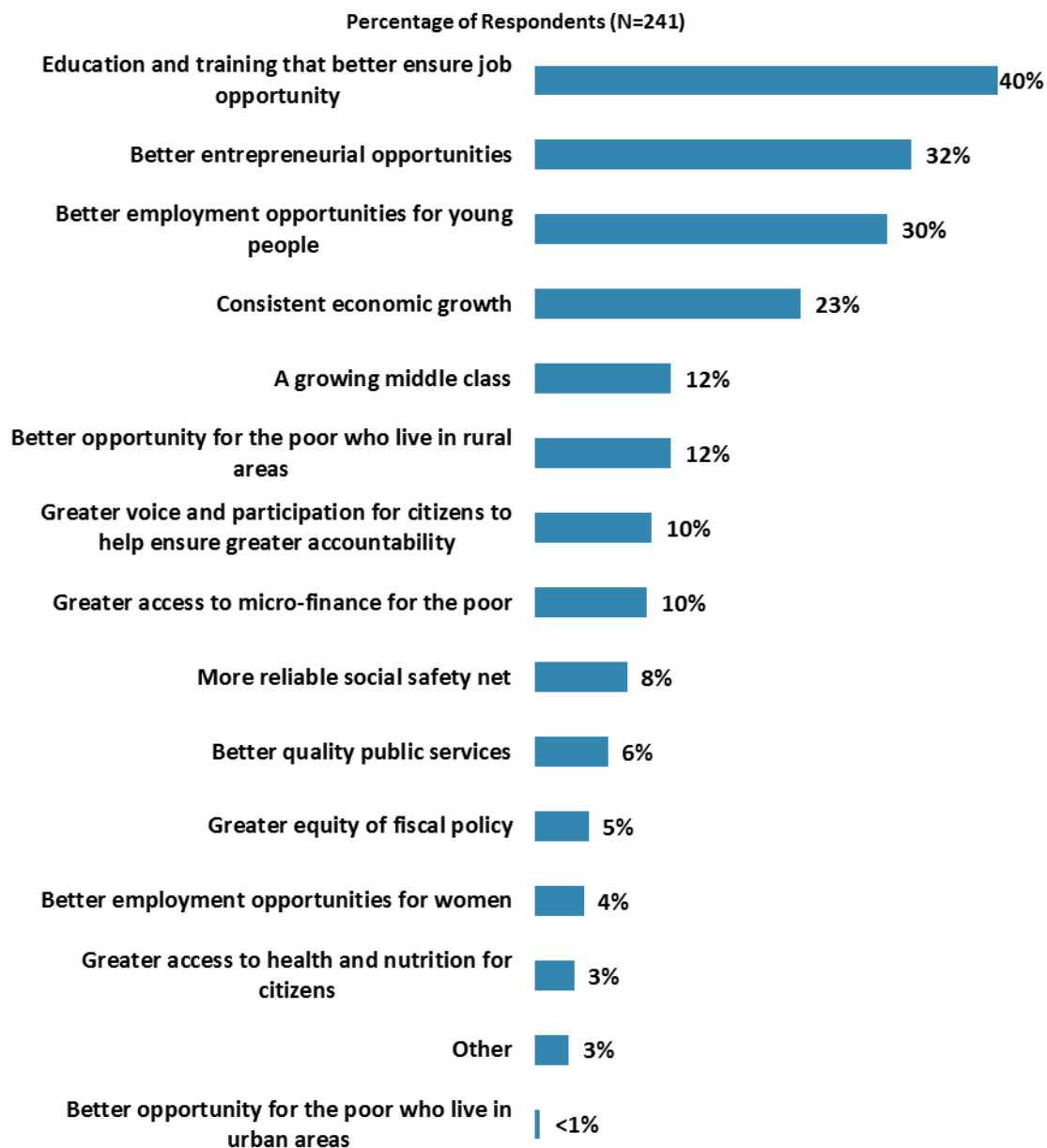


"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Botswana?" (Respondents chose from a list. Responses combined.)



IV. General Issues Facing Botswana (continued)

Factors Contributing to “Shared Prosperity”

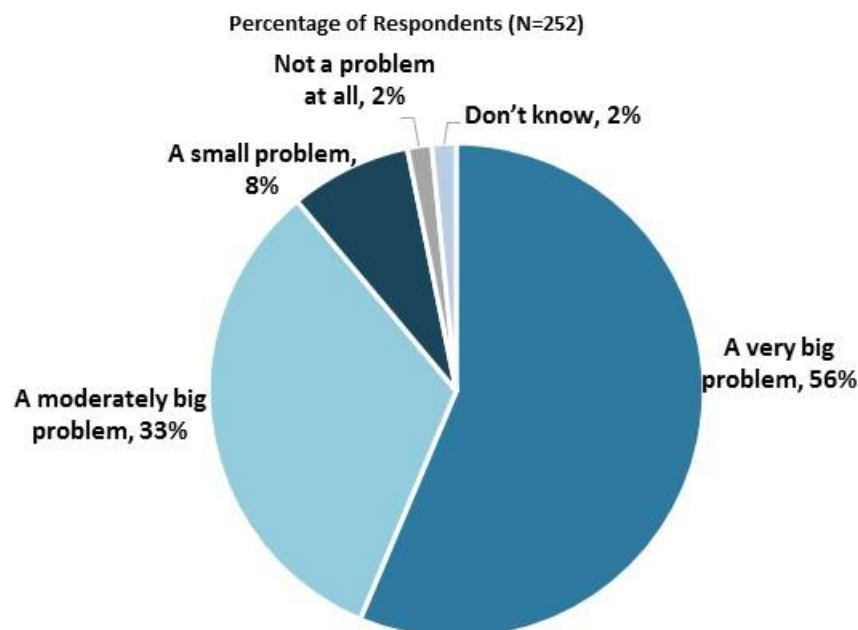


"When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Botswana? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



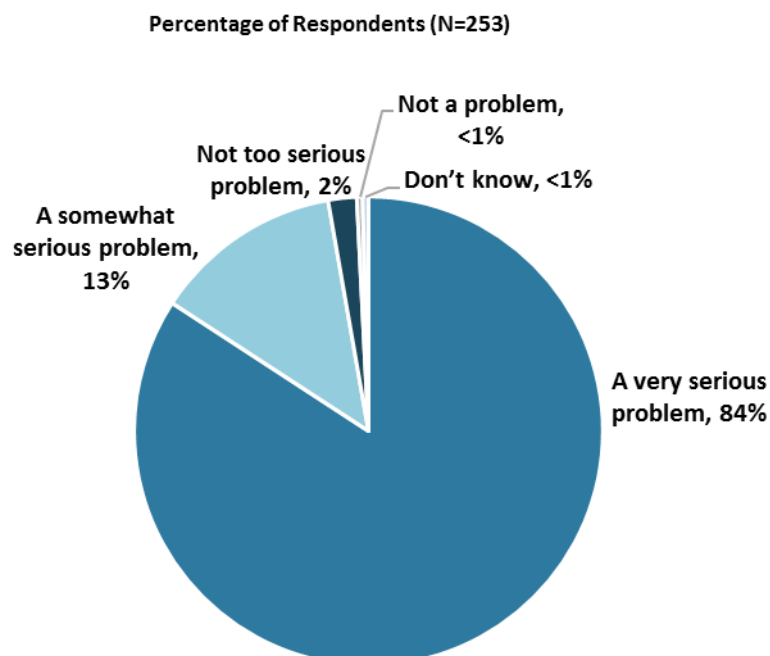
IV. General Issues Facing Botswana (continued)

Gap between the Rich and the Poor



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

Global Climate Change



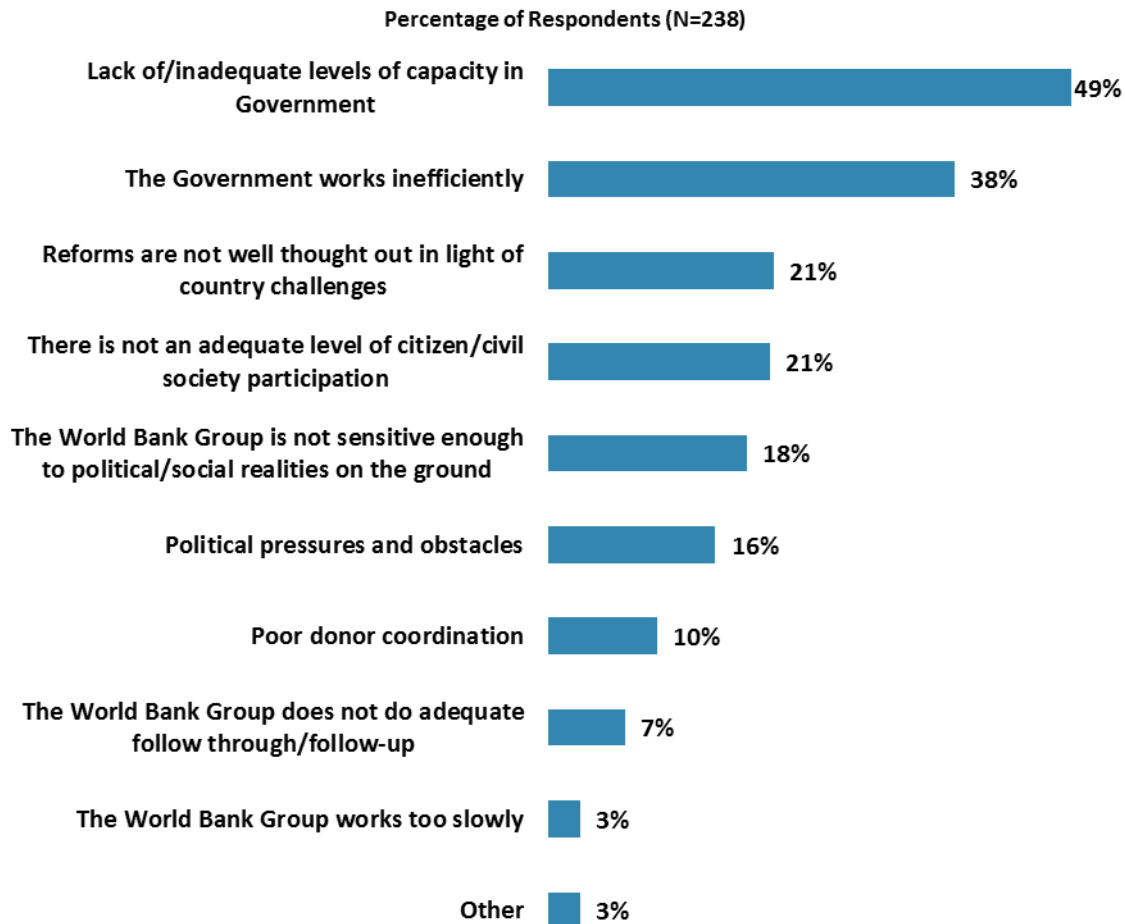
"In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)" (Respondents chose from a list.)



V. Overall Attitudes toward the World Bank Group

Attributing Failed/Slow Reform Efforts

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that they most often attributed failed or slow WBG assisted reform efforts to an inadequate level of capacity in Government (percentage of respondents = 33%), inadequate level of civil society participation (30%), reforms not being well thought out in light of country challenges (28%), and the government working inefficiently (26%).



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

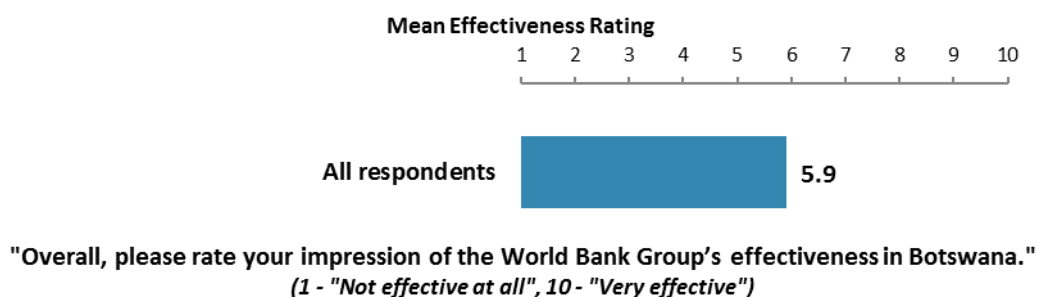


V. Overall Attitudes toward the World Bank Group (continued)

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

The World Bank Group’s Overall Effectiveness (Indicator Question)

- **Year comparison:** Respondents in this year’s Country Survey had statistically similar ratings for the WBG’s overall effectiveness in Botswana (weighted mean = 5.8) compared to respondents from the FY ’13 Country Survey (weighted mean = 5.7)².
- **Collaboration:** Respondents who are collaborating with the WBG gave significantly higher ratings for the WBG’s overall effectiveness in Botswana (mean rating = 6.2) compared to respondents who are not collaborating (mean rating = 5.6).



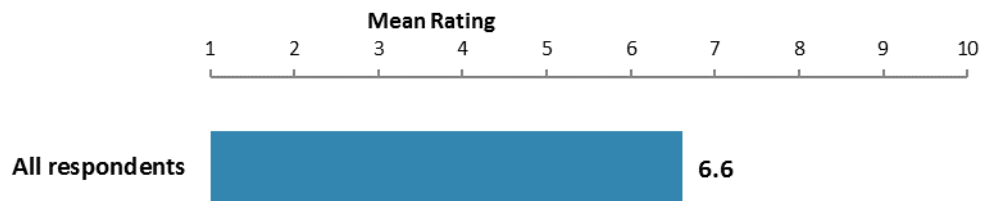
² Please refer to Appendix D (page 99) for more details on weighting for year comparisons. The mean in the chart was calculated based on un-weighted data.



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

Achieving Development Results (*Indicator Question*)

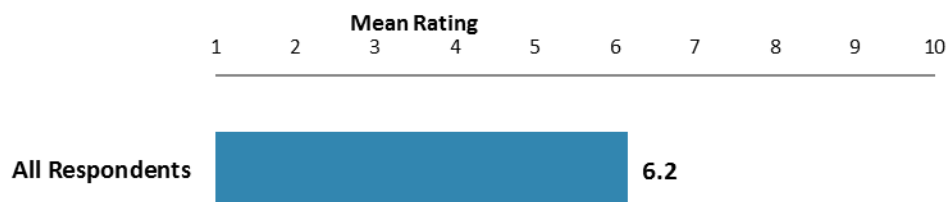
- **Year comparison:** Respondents in this year's Country Survey gave statistically similar ratings for the extent to which the WBG achieves development results (weighted mean = 6.4) compared to respondents from the FY '13 Country Survey (weighted mean = 6.2)³.
- **Stakeholders:** Employees of ministries gave significantly higher ratings for the extent to which the WBG achieves development results compared to respondents from other stakeholder groups.



"To what extent does the World Bank Group's work help to achieve development results in Botswana?" (1 - "To no degree at all", 10 - "To a very significant degree")

WBG Staff Preparedness

- **Year comparison:** Respondents in this year's Country Survey gave statistically similar ratings for the WBG's staff being well prepared (weighted mean = 6.3) compared to respondents from the FY '13 Country Survey (weighted mean = 6.3)³.



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

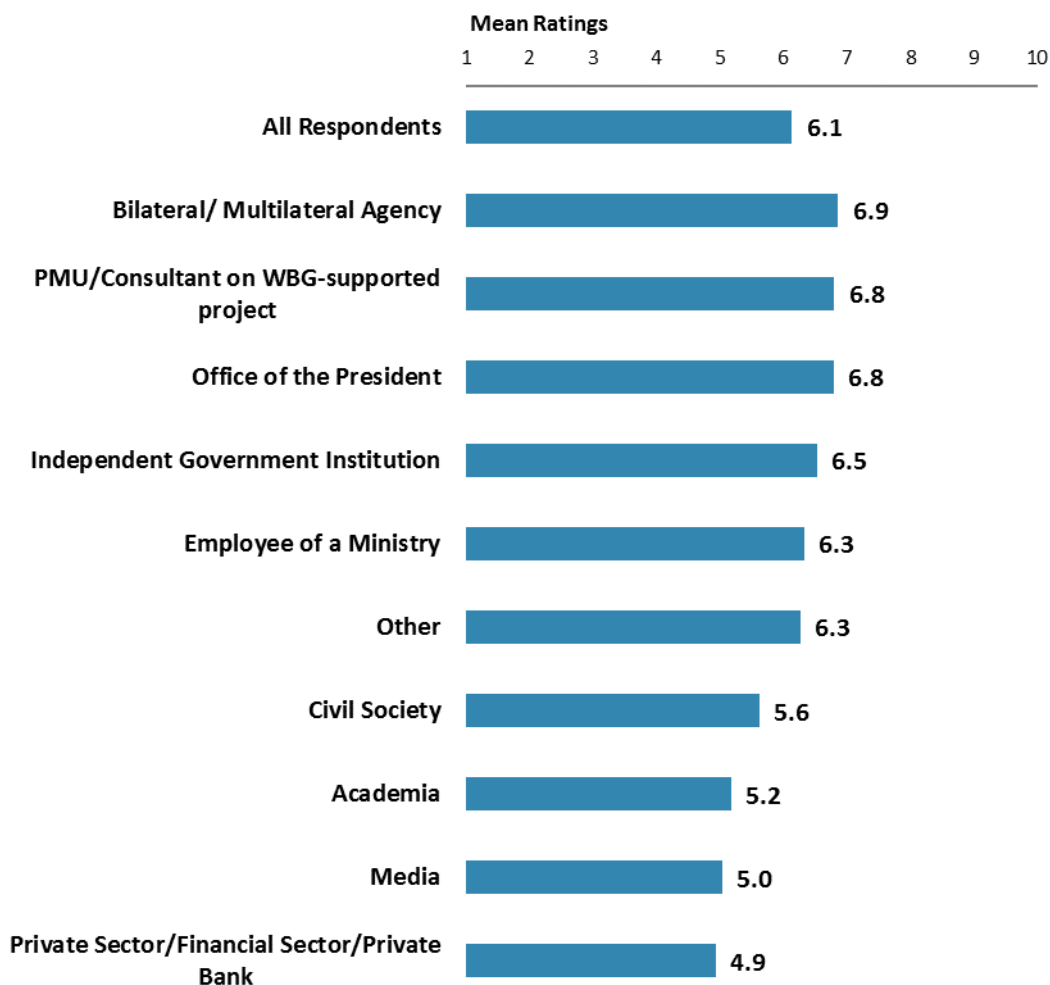
³ Please refer to Appendix D (page 99) for more details on weighting for year comparisons. The means in the charts were calculated based on un-weighted data.



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

Overall Ratings for Indicator Questions by Stakeholder Groups

- **Stakeholders:** Respondents from bilateral/multilateral agencies, PMUs/Consultants on WBG-supported projects, and the office of the President had the highest mean ratings for the aggregated responses to the twenty-five COS indicator questions whereas respondents from academia, the media, and the private sector/financial sector/private banks had significantly lower mean ratings. Responses for individual indicator questions by stakeholder groups can be found in Appendix B (see page 69).
- **Collaboration:** Respondents who collaborate with the WBG had a significantly higher mean rating for the aggregated responses to the twenty-five COS indicator questions (mean rating = 6.6) compared to respondents who do not collaborate with the WBG (mean rating = 5.8). Responses for individual indicator questions by exposure to the WBG can be found in Appendix E (see page 105).



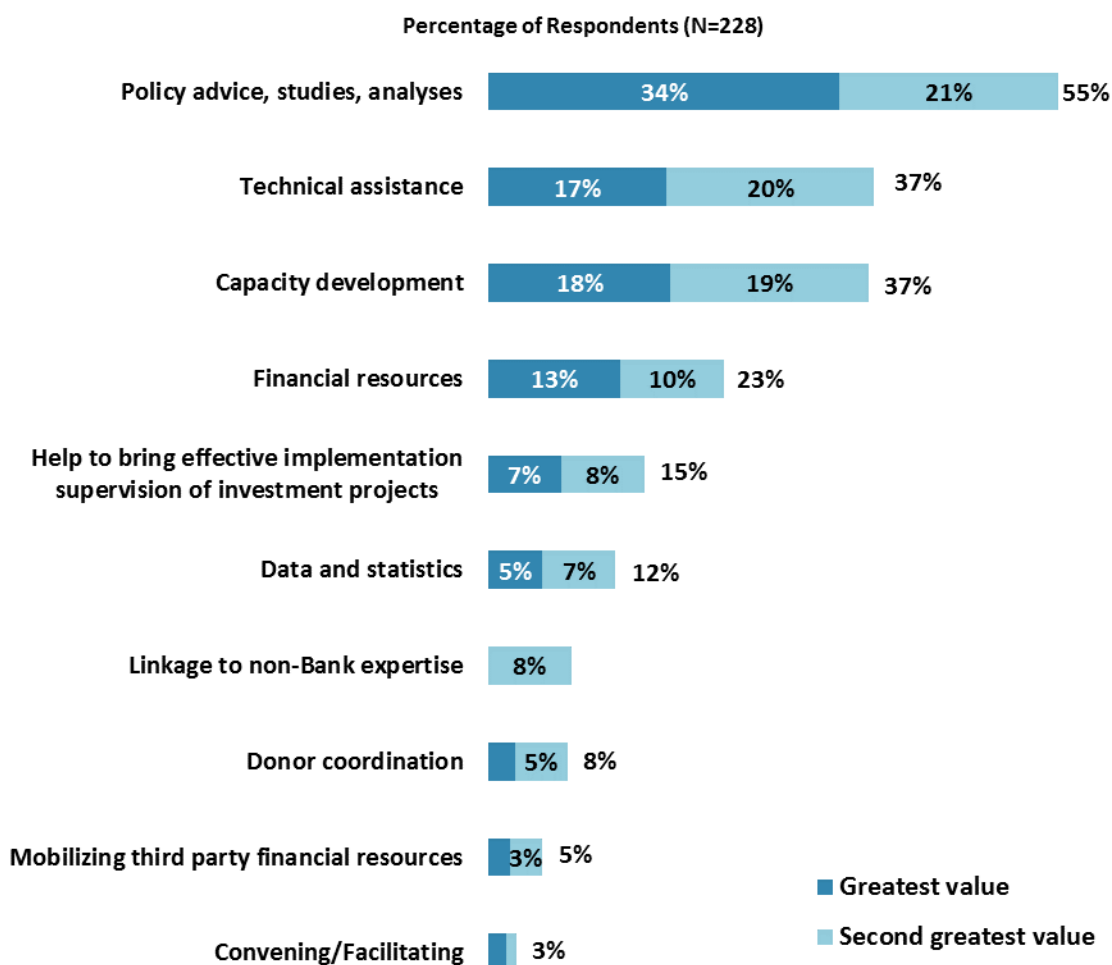
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



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

Greatest Value

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that the WBG's greatest value to Botswana was its technical assistance (percentage of respondents = 40%), its financial resources for budget support to the government (34%), its financial resources for investment lending (34%), training/capacity building (28%), and policy advice (26%).



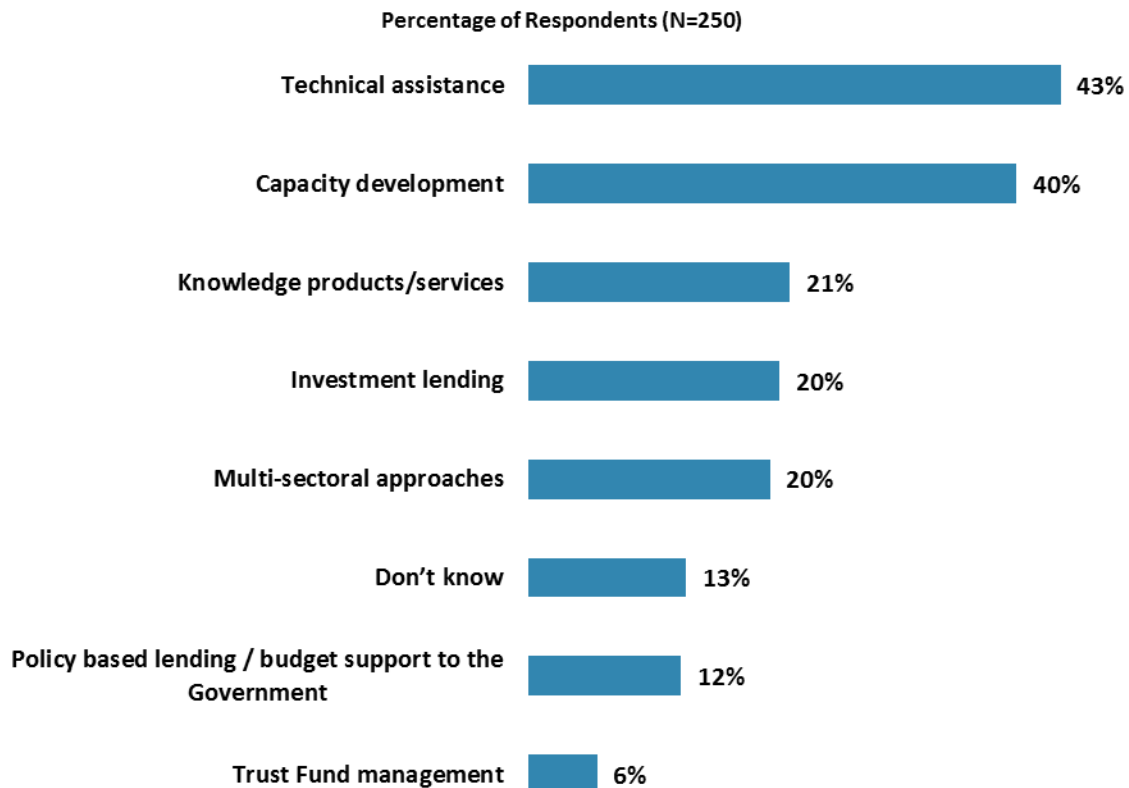
"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Botswana?" (Respondents chose from a list.)



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

Effectiveness of WBG's Instruments in Reducing Poverty

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that the World Bank's most effective instruments at reducing poverty in Botswana was its technical assistance (percentage of respondents = 51%), capacity development (43%), and investment lending (30%).



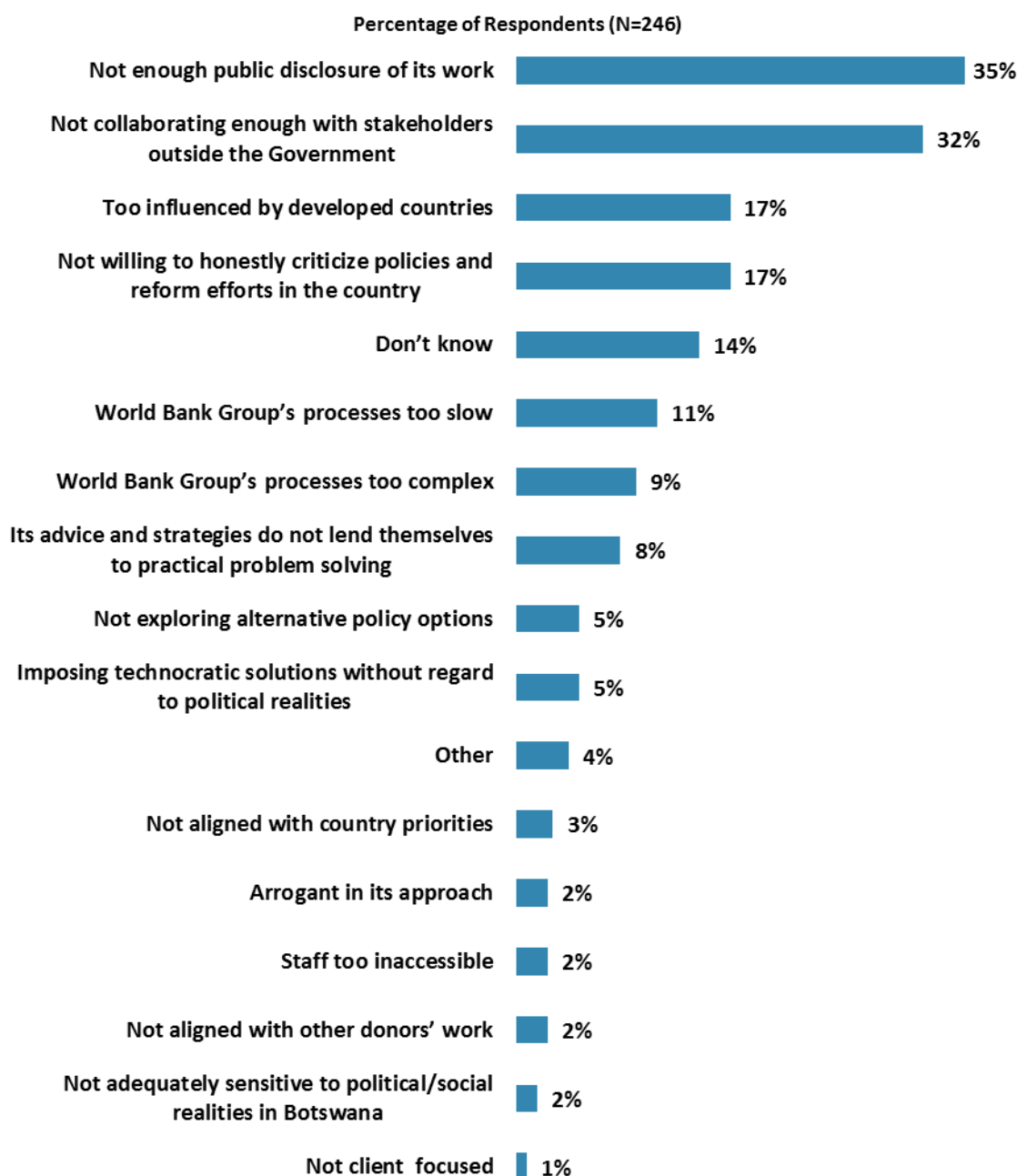
"Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Botswana? (Choose not more than TWO)"
(Respondents chose from a list. Responses combined.)



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

Greatest Weakness

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that the WBG's greatest weaknesses in its work in Botswana were not enough public disclosure of its work (percentage of respondents = 26%), being too influenced by developed countries (24%), and being too bureaucratic in its operational policies and procedures (23%).

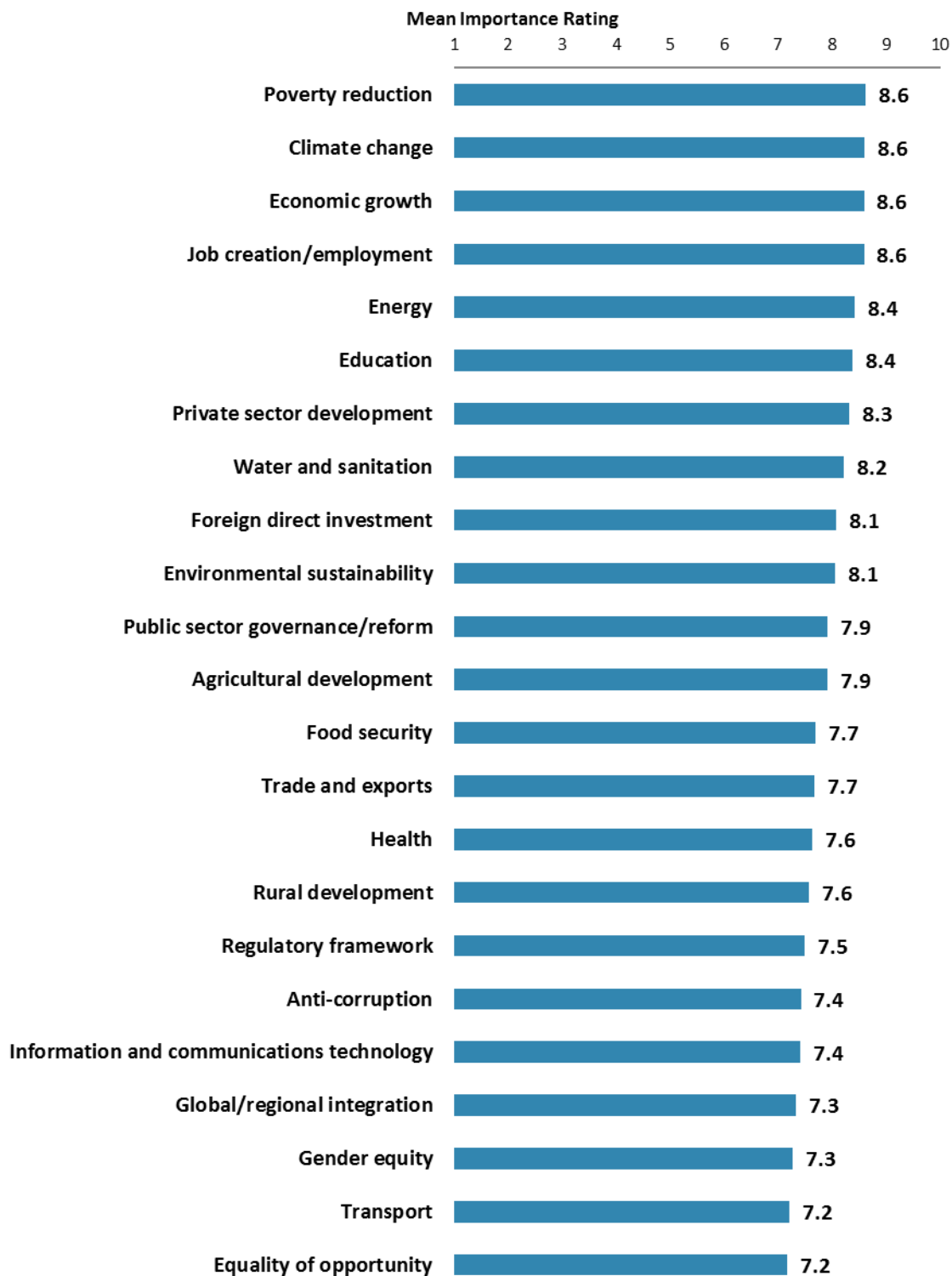


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Botswana? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



VI. Sectoral Importance and Effectiveness

Importance of WBG's Support in Sectoral Areas



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



VI. Sectoral Importance and Effectiveness (continued)

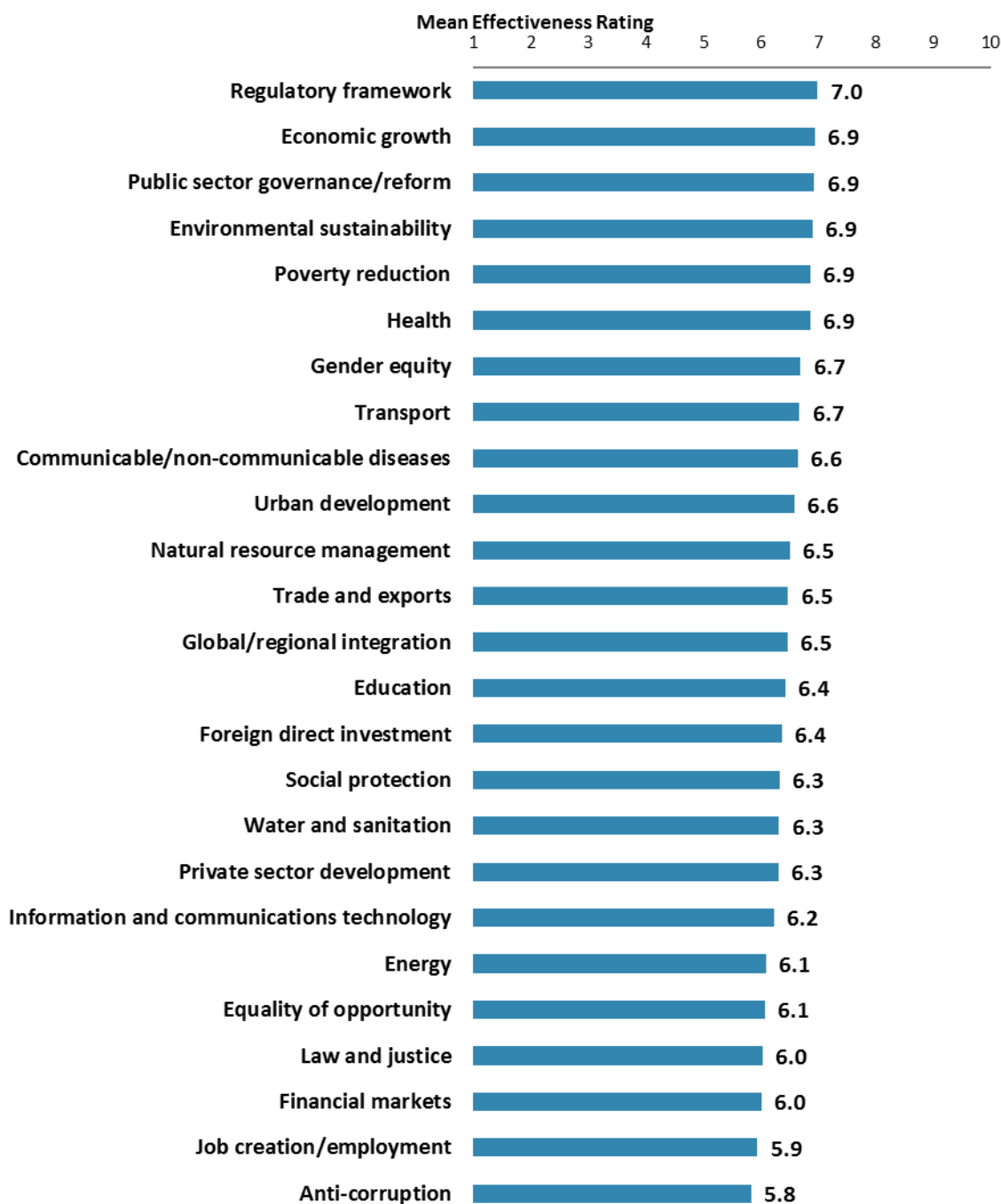
Importance of WBG's Support in Sectoral Areas (continued)

- **Stakeholders:** There were significant stakeholder group differences across all but four of these twenty-nine development areas (refer to Appendix B, page 69, for a complete breakdown). For the most part, respondents from academia tended to give the highest ratings of importance for these areas whereas respondents from the private sector/financial sector/private banks, bilateral or multilateral agencies, independent government institutions, and PMUs/Consultants on WBG-supported projects tended to give significantly lower ratings. Those development areas which did NOT have significant stakeholder group differences were:
 - “Trade and exports”;
 - “Private sector development”;
 - “Foreign direct investment”; and
 - “Job creation/employment”.
- **Collaboration:** Respondents who collaborate with the WBG gave significantly higher ratings for the importance of the WBG's involvement in “Education” (mean rating = 8.7) compared to respondents who do not collaborate with the WBG (mean rating = 8.2). In contrast, respondents who do not collaborate with the WBG gave significantly higher ratings for the importance of the WBG's involvement in “Urban development” (mean rating = 7.2) compared to respondents who collaborate with the WBG (mean rating = 6.6).



VI. Sectoral Importance and Effectiveness (continued)

Effectiveness of WBG's Support in Sectoral Areas⁴



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

⁴ Note, primarily informed stakeholders responded to these questions. Respondents were given the option of "don't know" if they did not have exposure to the WBG's work in certain development areas. See Appendix A (page 54) for details.



VI. Sectoral Importance and Effectiveness (continued)

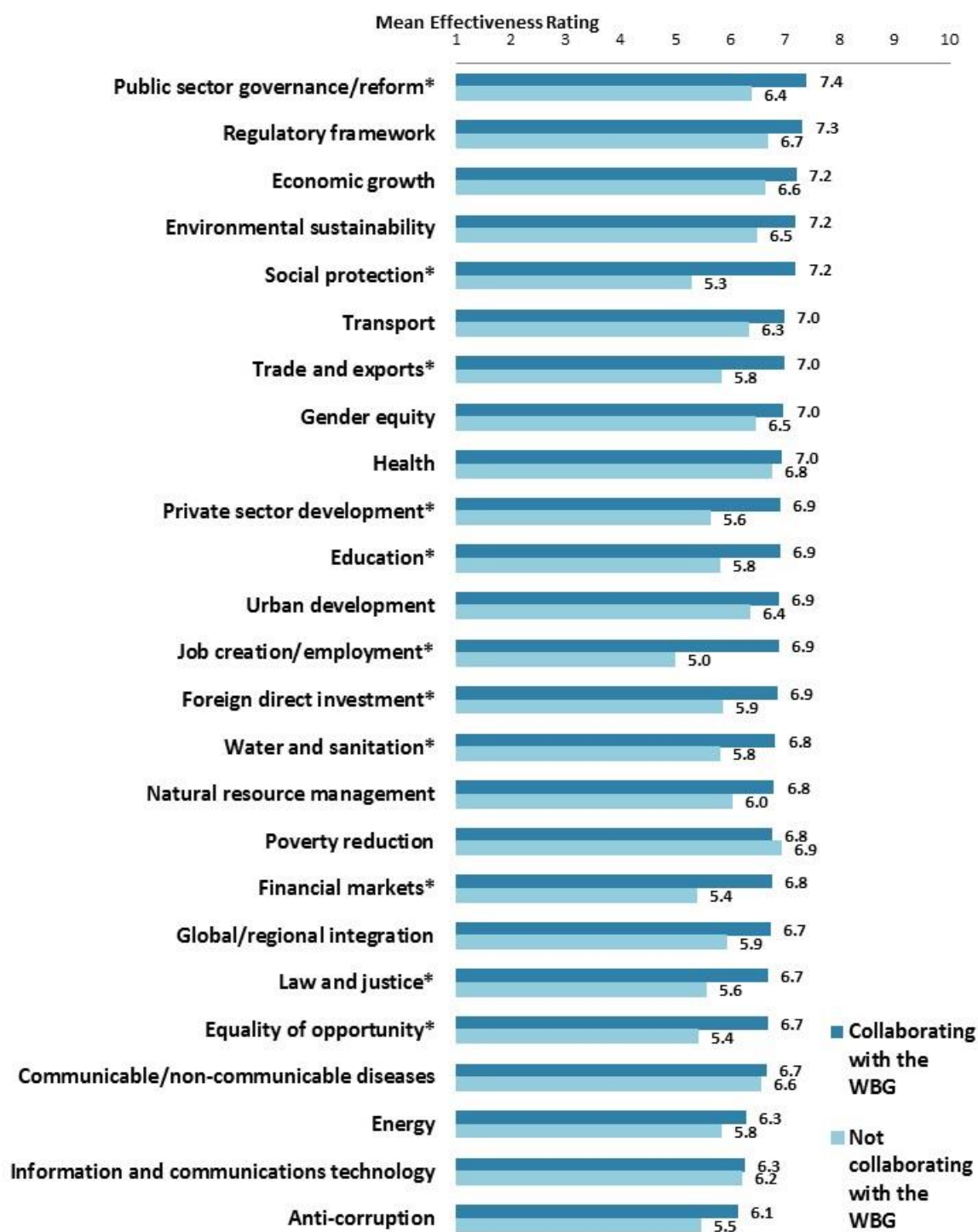
Effectiveness of WBG's Support in Sectoral Areas (continued)

- **Stakeholders:** There were significant stakeholder group differences across all but six of these twenty-five development areas (refer to Appendix B, page 69, for a complete breakdown). For the most part, employees of ministries and respondents from PMUs/Consultants on WBG-supported projects tended to give the highest ratings for the WBG's effectiveness in these areas whereas respondents from the private sector/financial sector/private banks, the media, and the office of the President tended to give significantly lower ratings of effectiveness. Those development areas which did NOT have significant stakeholder group differences were:
 - Gender equity;
 - Information and communications technology;
 - Poverty reduction;
 - Anti-corruption;
 - Foreign direct investment; and
 - Economic growth.



VI. Sectoral Importance and Effectiveness (continued)

Effectiveness of WBG's Support in Sectoral Areas: Collaboration



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

(*Significantly different between collaborators and non-collaborators)



VI. Sectoral Importance and Effectiveness (continued)

Effectiveness of WBG's Support in Sectoral Areas: Year Comparison⁵



"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Botswana?" (1-"Not effective at all", 10-"Very effective")
(*Significantly different between FY16 and FY13)

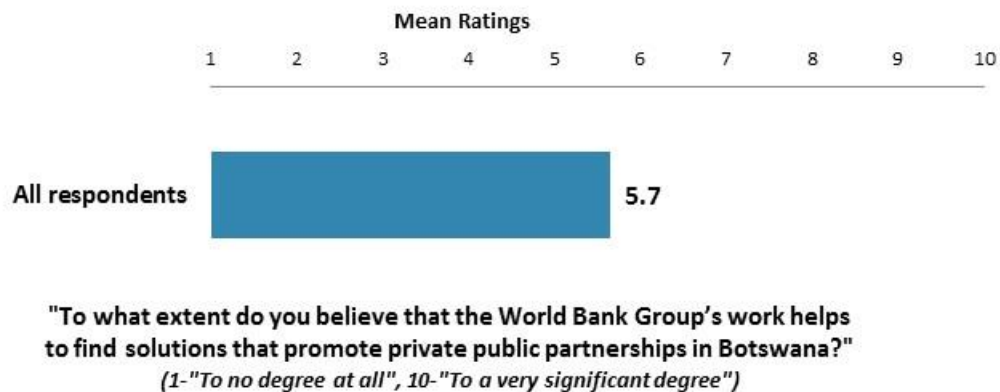
⁵All means presented in this chart are calculated based on weighted data. See Appendix D (page 99) for details.



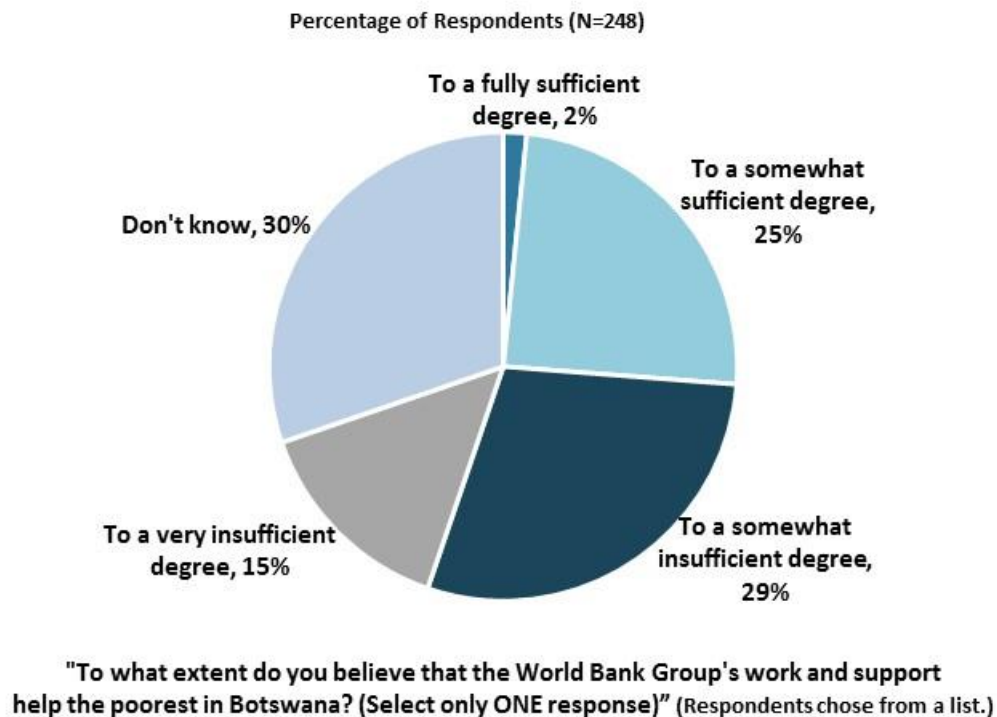
VI. Sectoral Importance and Effectiveness (continued)

The WBG Promoting Private Public Partnerships

- **Stakeholders:** Respondents from academia and PMUs/Consultants on WBG-supported projects gave the highest mean ratings for the extent to which the WBG's work helps to promote private public partnerships in Botswana whereas respondents from the private sector/financial sector/private banks gave significantly lower mean ratings.
- **Collaboration:** Respondents who collaborate with the WBG gave significantly higher ratings for the extent to which the WBG's work helps to promote private public partnerships in Botswana (mean rating = 6.1) compared to respondents who do not collaborate with the WBG (mean rating = 5.1).



Helping the Poorest





VI. Sectoral Importance and Effectiveness (continued)

Drivers of Effectiveness

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

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

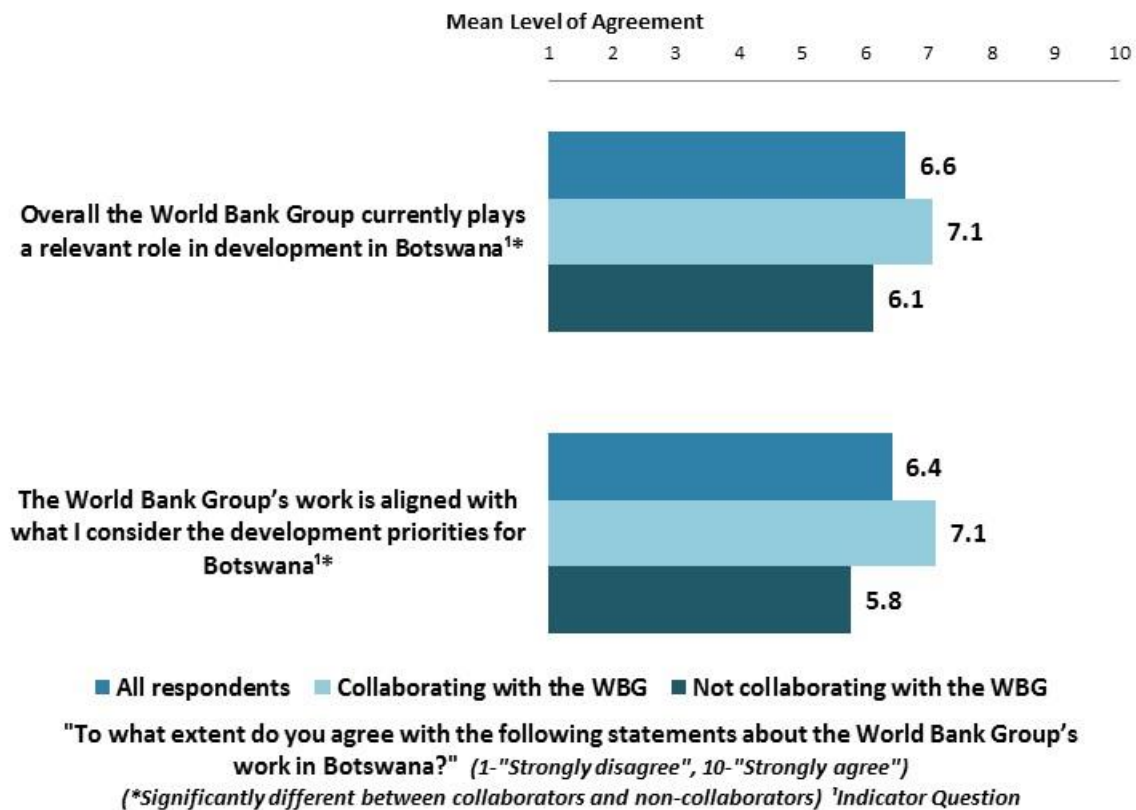
- Overall Effectiveness: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the WBG's overall effectiveness, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's overall effectiveness in Botswana. The areas determined to be key drivers from these analyses were:
 - The WBG's effectiveness at anti-corruption;
 - The WBG's effectiveness at water and sanitation; and
 - The WBG's effectiveness at equality of opportunity.
- Achieving Development Results: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the WBG's ability to help achieve development results in Botswana, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's ability to help achieve development results. The areas determined to be key drivers from these analyses were:
 - The WBG's effectiveness at equality of opportunity;
 - The WBG's effectiveness at private sector development;
 - The WBG's effectiveness at equality of information and communications technology;
 - The WBG's effectiveness at job creation/employment;
 - The WBG's effectiveness at trade and exports; and
 - The WBG's effectiveness at health.



VII. How the World Bank Group Operates

The World Bank Group's Work in Botswana

- **Year comparison:** Respondents in this year's Country Survey had statistically similar levels of agreement regarding the WBG's relevance and priority alignment in Botswana compared to respondents from the FY '13 Country Survey (refer to Appendix D, page 69, for a complete breakdown).
- **Stakeholders:** Respondents from the office of the President, PMUs/Consultants on WBG-supported projects, and bilateral or multilateral agencies had the highest levels of agreement that "Overall the World Bank Group currently plays a relevant role in development in Botswana" whereas respondents from the media had significantly lower levels of agreement. Respondents from the office of the President had the highest levels of agreement that "The WBG's work is aligned with what I consider the development priorities for Botswana" whereas respondents from academia had significantly lower levels of agreement (see Appendix B, page 69, for a complete breakdown).

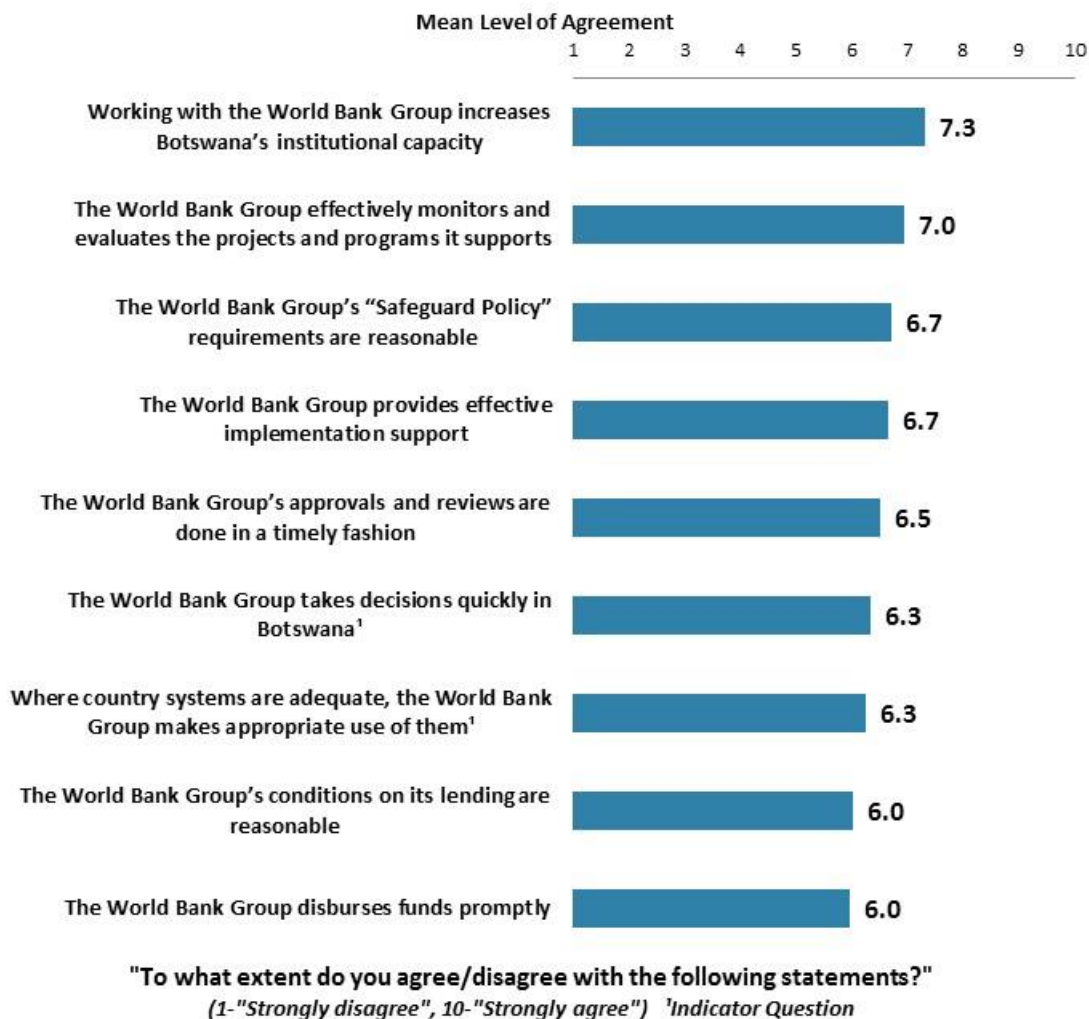




VII. How the World Bank Group Operates (continued)

Overall Perceptions

- **Year comparison:** Respondents in this year's Country Survey gave significantly higher ratings for the extent to which "The WBG's approvals and reviews are done in a timely fashion" (weighted mean = 6.4) compared to respondents from the FY '13 Country Survey (weighted mean = 5.9)⁶.
- **Stakeholders:** Respondents from the office of the President, PMUs/Consultants on WBG-supported projects, bilateral or multilateral agencies, academia, and other organizations had the highest levels of agreement that "The WBG takes decisions quickly in Botswana" whereas respondents from the media had significantly lower levels of agreement (refer to Appendix B, page 69, for a complete breakdown).



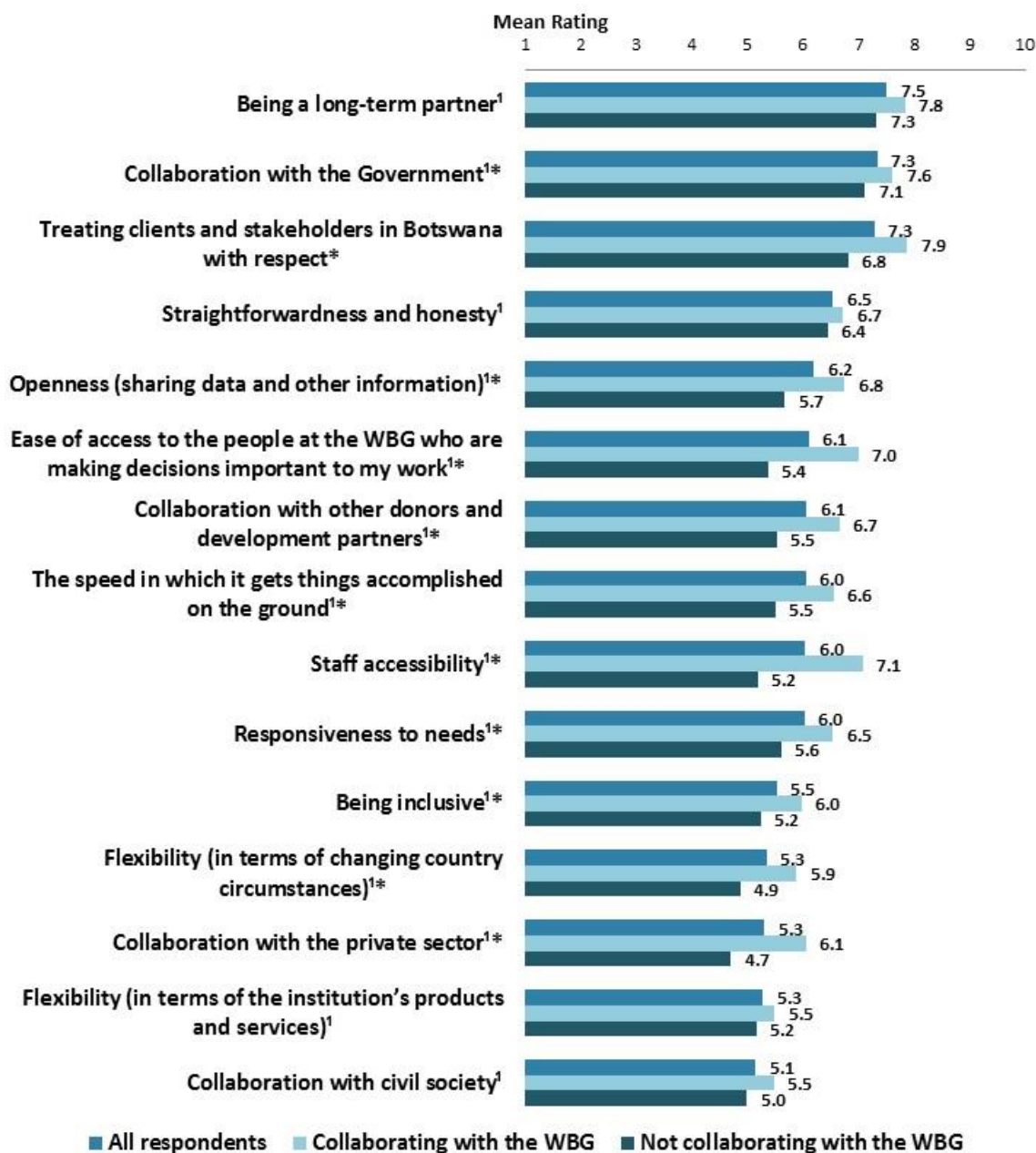
⁶ Please refer to Appendix D (page 99) for more details on weighting for year comparisons. The means in the chart were calculated based on un-weighted data.



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner

- **Stakeholders:** There were significant stakeholder group differences across several of these aspects of how the WBG operates in Botswana (refer to Appendix B, page 69, for a complete breakdown). For the most part, respondents from the office of the President, PMUs/Consultants on WBG-supported projects, and bilateral or multilateral agencies tended to have the highest levels of agreement whereas respondents from academia and the media tended to have significantly lower levels of agreement.



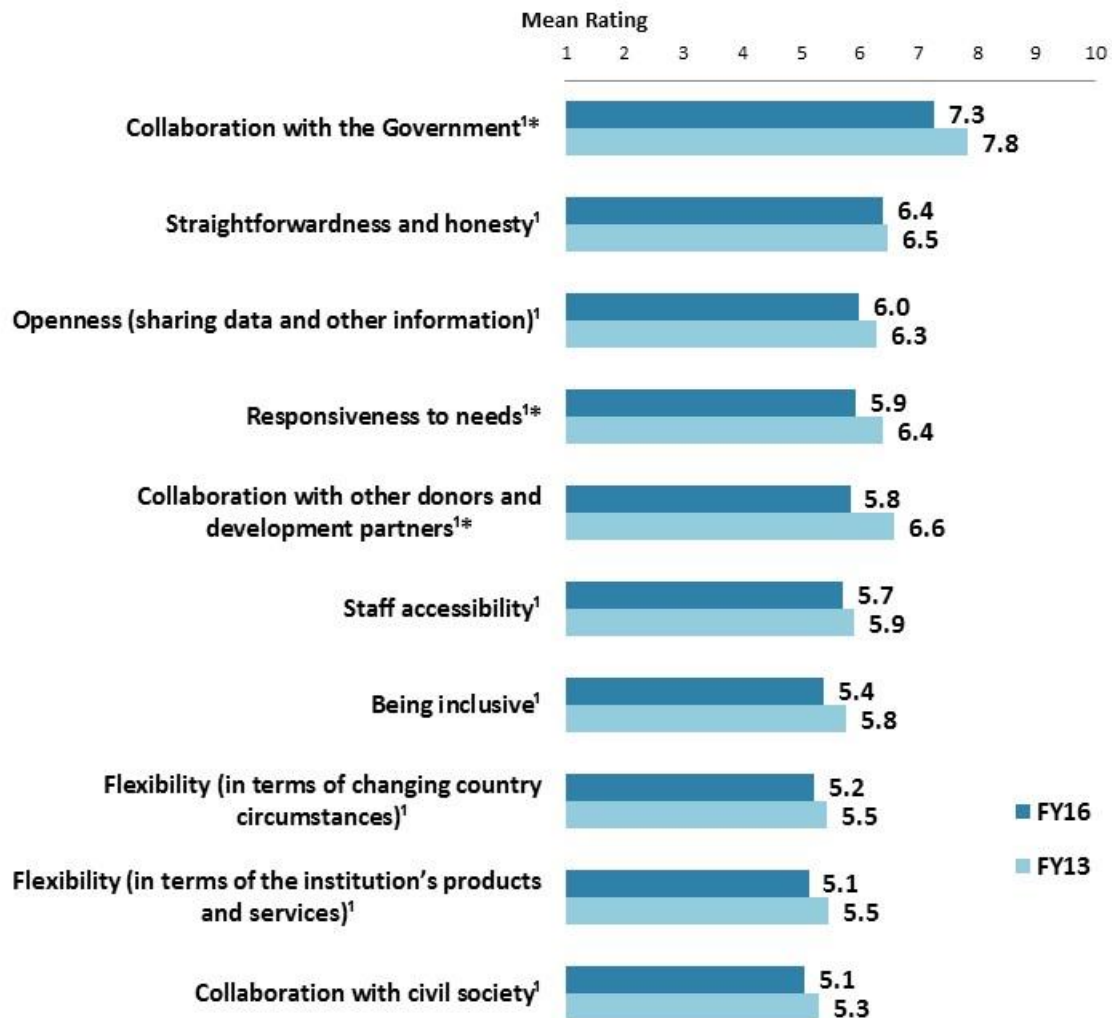
"To what extent is the World Bank Group an effective development partner in Botswana in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")

(*Significantly different between collaborators and non-collaborators) ¹Indicator Question



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Year Comparison⁷



"To what extent is the World Bank Group an effective development partner in Botswana in terms of each of the following?" (1- "To no degree at all", 10- "To a very significant degree")
(*Significantly different between FY16 and FY13) ¹Indicator Question

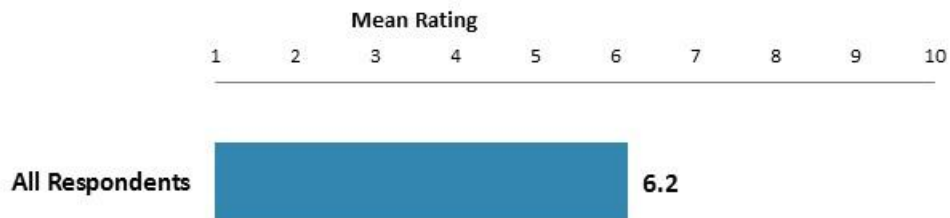
⁷All means presented in this chart are calculated based on weighted data. See Appendix D (page 99) for details.



VII. How the World Bank Group Operates (continued)

Internal Measuring and Monitoring

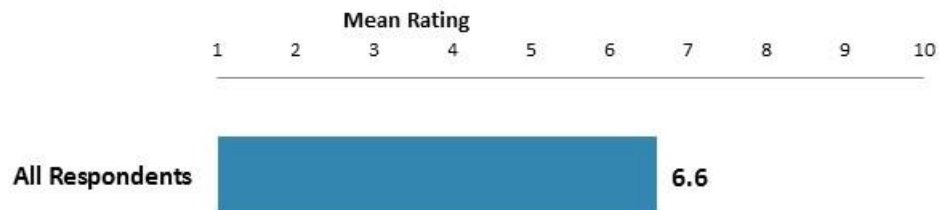
- **Stakeholders:** Respondents from PMUs/Consultants on WBG-supported projects and the office of the President gave the highest mean ratings for the extent to which the WBG measures and corrects its work in real time in Botswana whereas respondents from academia, the media, and civil society gave significantly lower mean ratings.
- **Collaboration:** Respondents who are collaborating with the WBG gave significantly higher ratings that the WBG measures and corrects its work in real time (mean rating = 6.7) compared to those who are not collaborating (mean rating = 5.4).



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

Reimbursable Advisory Services (RAS)

- **Year comparison:** Respondents in this year's Country Survey had statistically similar levels of agreement that Botswana received value for money from the WBG's RAS (weighted mean = 6.5) compared to respondents from the FY '13 Country Survey (weighted mean = 6.4)⁸.
- **Collaboration:** Respondents who are collaborating with the WBG gave significantly higher ratings that Botswana received value for money from the WBG's RAS (mean rating = 7.1) compared to those who are not collaborating (mean rating = 5.9).



"To what extent do you believe that Botswana received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?" (1- "To no degree at all", 10- "To a very significant degree")

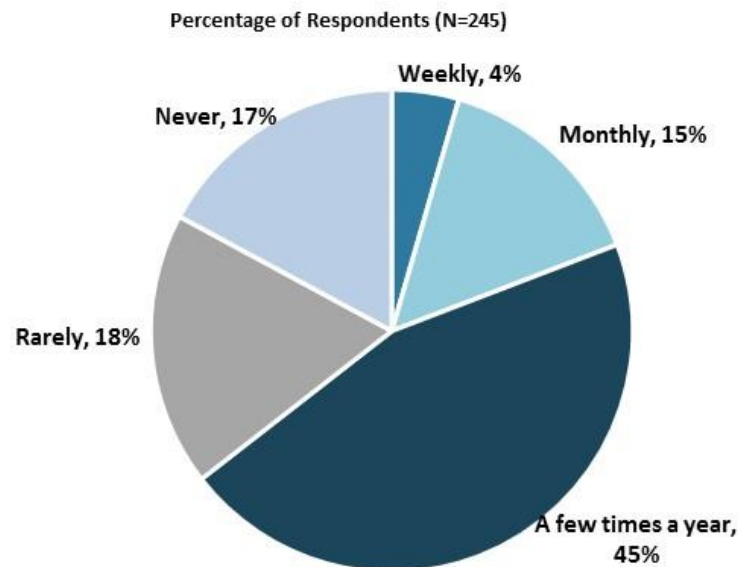
⁸ Please refer to Appendix D (page 99) for more details on weighting for year comparisons. The means in these charts were calculated based on un-weighted data.



VIII. World Bank Group's Knowledge and Instruments

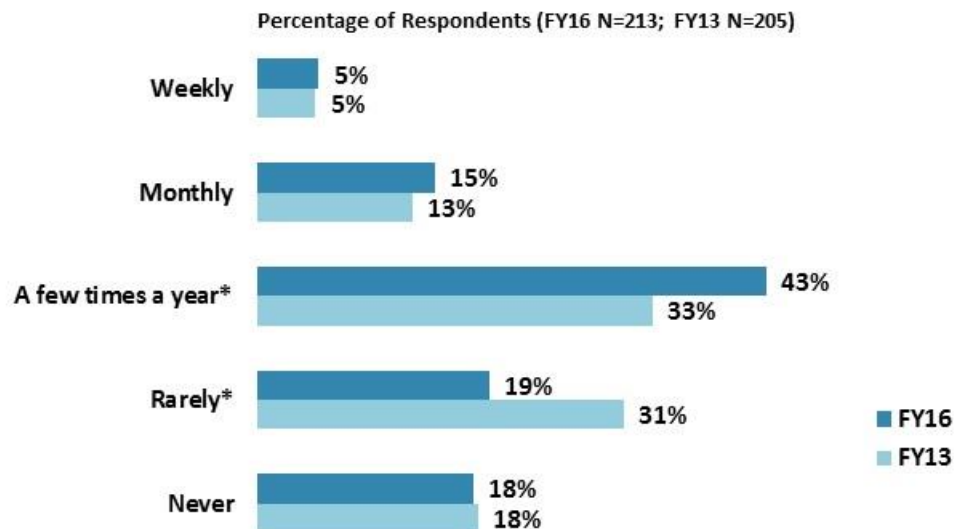
Frequency of Consulting WBG Knowledge Work and Activities

- **Stakeholders:** Respondents from the office of the President indicated the most frequent usage of the WBG's knowledge work and activities (percentage of respondents = 100% weekly/monthly) whereas respondents from the media and academia indicated significantly less frequent usage (67% and 89% rarely/never, respectively).



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

Frequency of Consulting WBG Knowledge Work and Activities: Year Comparison⁹



"How frequently do you consult World Bank Group knowledge work and activities in the work you do?" (Respondents chose from a list.) *Significantly different between FY16 and FY13

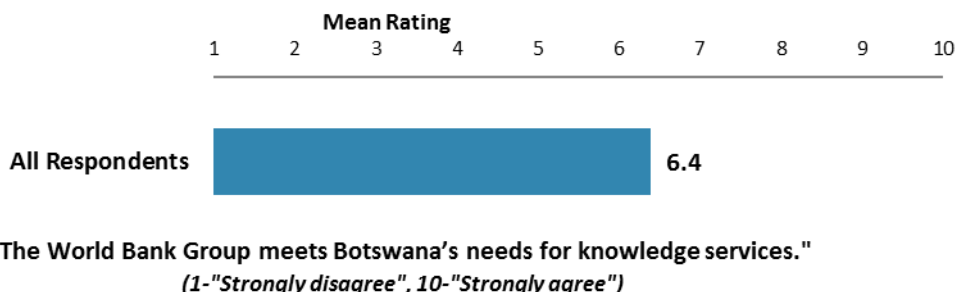
⁹All means presented in this chart are calculated based on weighted data. See Appendix D (page 99) for details.



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

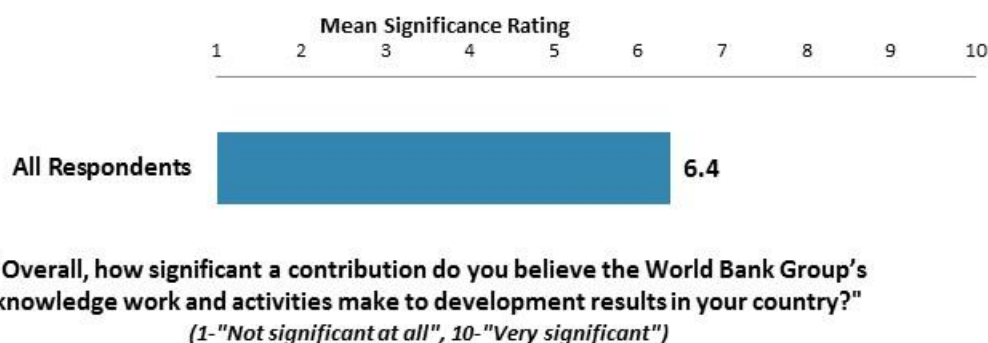
Meeting Botswana's Knowledge Needs (*Indicator Question*)

- **Year comparison:** Respondents in this year's Country Survey had statistically similar levels of agreement that the WBG meets Botswana's needs for knowledge services (weighted mean = 6.3) compared to respondents from the FY '13 Country Survey (weighted mean = 6.0)¹⁰.



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

- **Year comparison:** Respondents in this year's Country Survey had statistically similar ratings for the significance of the contribution of the WBG's knowledge work and activities (weighted mean = 6.4) compared to respondents from the FY '13 Country Survey (weighted mean = 6.4)¹⁰.



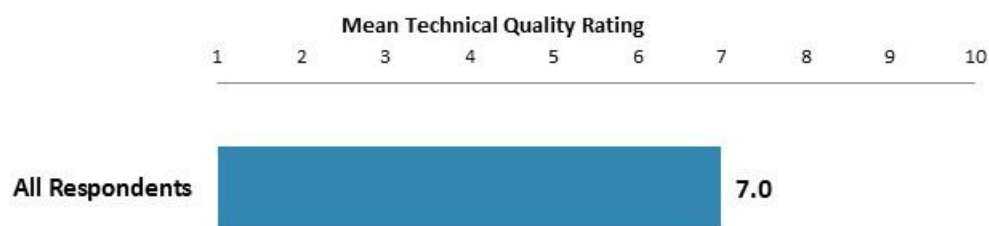
¹⁰ Please refer to Appendix D (page 99) for more details on weighting for year comparisons. The means in these charts were calculated based on un-weighted data.



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

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

- **Year comparison:** Respondents in this year's Country Survey had statistically similar ratings for the technical quality of the WBG's knowledge work and activities (weighted mean = 6.9) compared to respondents from the FY '13 Country Survey (weighted mean = 7.1)¹¹
- **Stakeholders:** Respondents from independent government institutions gave the highest ratings for the technical quality of the WBG's knowledge work and activities whereas respondents from the media gave significantly lower ratings.
- **Collaboration:** Respondents who are collaborating with the WBG gave significantly higher ratings for the technical quality of the WBG's knowledge work and activities (mean rating = 7.4) compared to respondents who are not collaborating with the WBG (mean rating = 6.6).



"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")

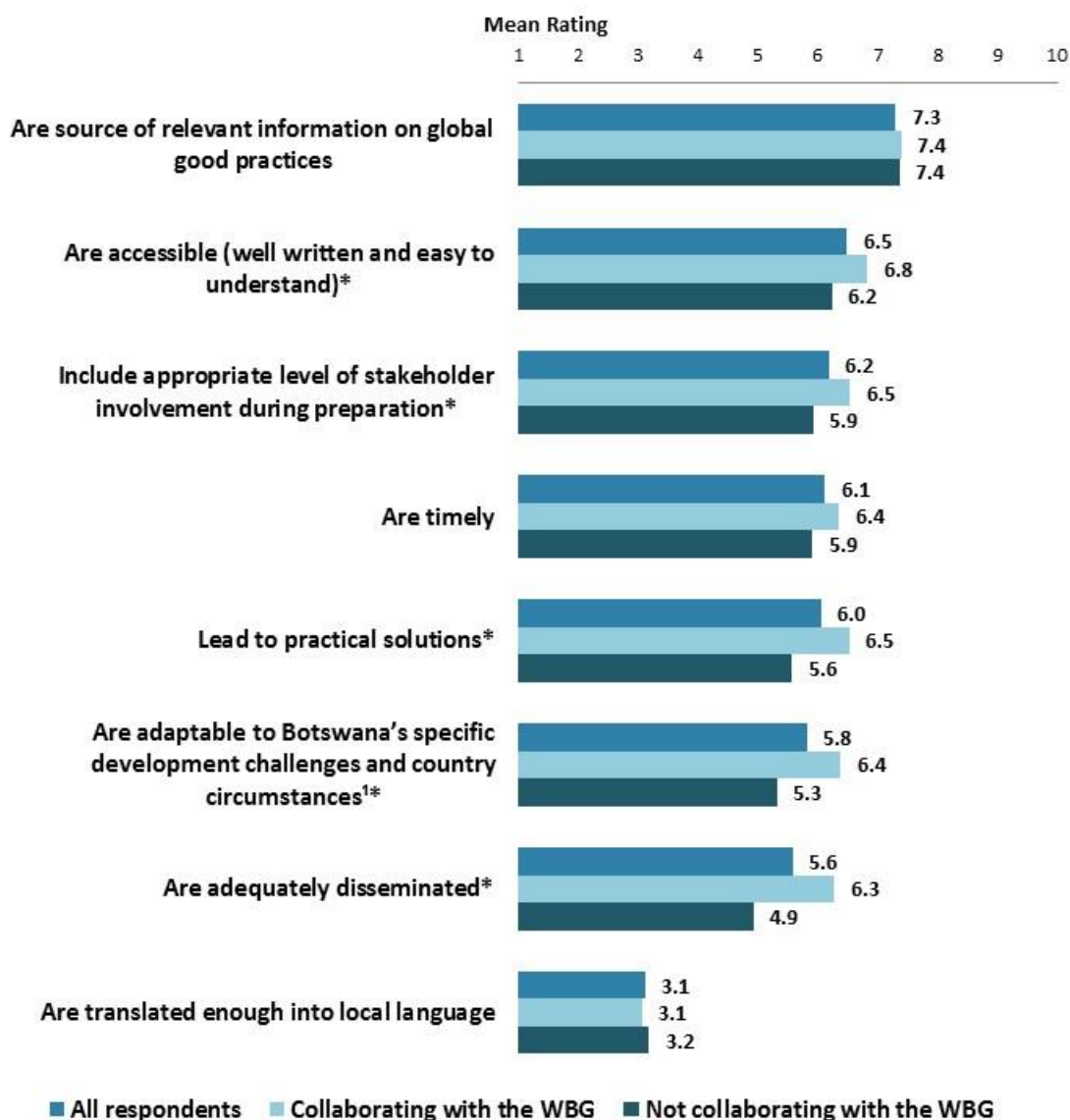
¹¹ Please refer to Appendix D (page 99) for more details on weighting for year comparisons. The means in these charts were calculated based on un-weighted data.



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

Qualities of the WBG's Knowledge Work and Activities

- **Stakeholders:** There were significant stakeholder group differences across several of these aspects of the WBG's knowledge work and activities (refer to Appendix B, page 69, for a complete breakdown). For the most part, respondents from PMUs/Consultants on WBG-supported projects tended to give the highest ratings whereas respondents from the private sector/financial sector/private banks and the media tended to give significantly lower levels of agreement.



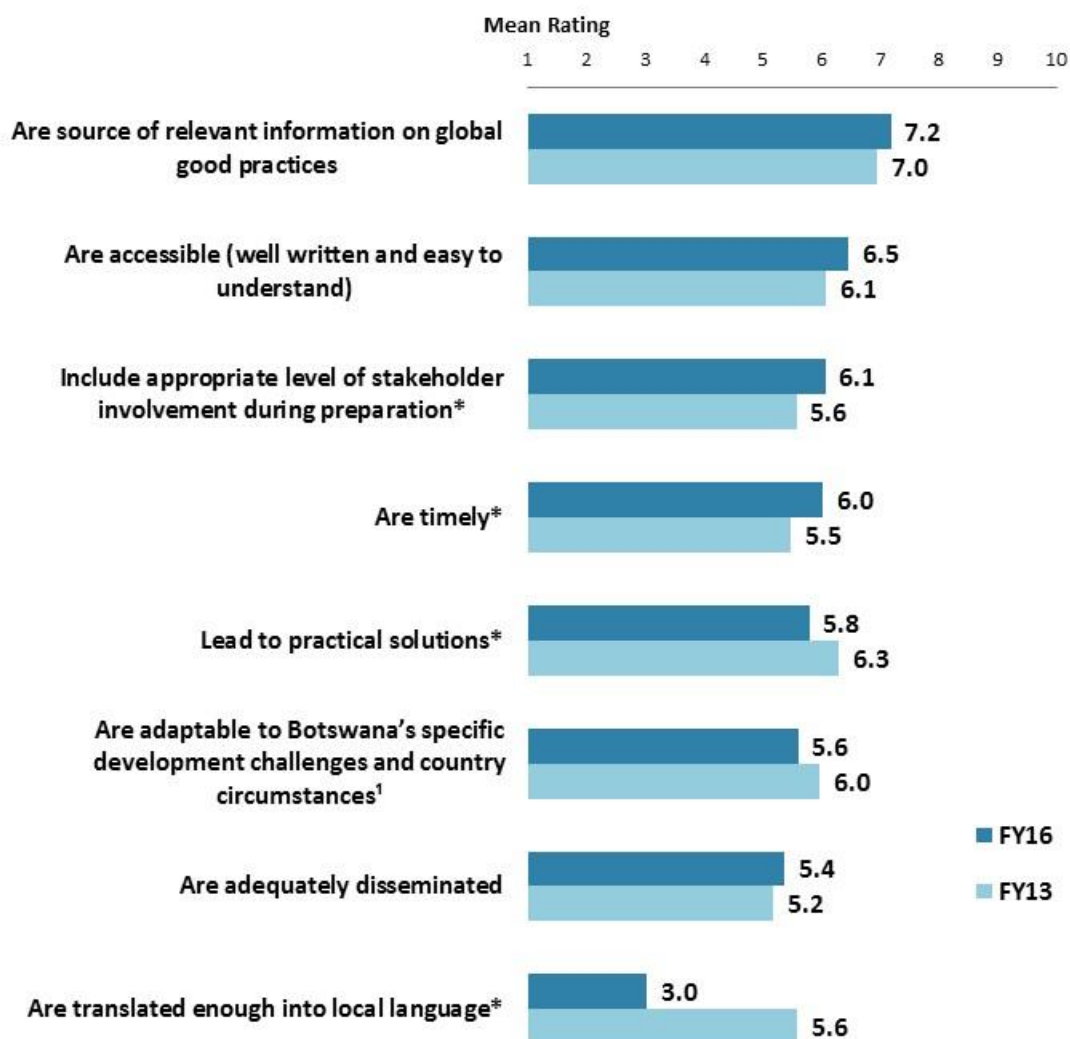
"In Botswana, to what extent do you believe that the World Bank Group's knowledge work and activities?" (1- "To no degree at all", 10- "To a very significant degree")

(*Significantly different between collaborators and non-collaborators) ¹Indicator Question



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

Qualities of the WBG's Knowledge Work and Activities: Year Comparison¹²



"In Botswana, to what extent do you believe that the World Bank Group's knowledge work and activities?" (1-"To no degree at all", 10-"To a very significant degree")
(*Significantly different between FY16 and FY13) ¹Indicator Question

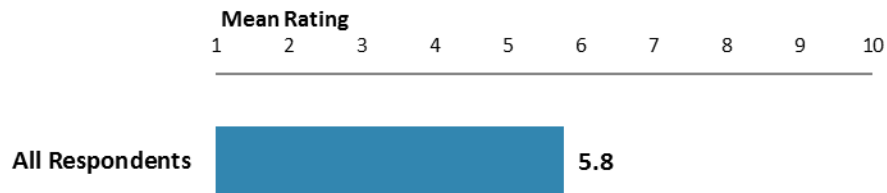
¹²All means presented in this chart are calculated based on weighted data. See Appendix D (page 99) for details.



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

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

- **Year comparison:** Respondents in this year's Country Survey had statistically similar levels of agreement that the WBG's financial instruments meet Botswana's needs (weighted mean = 5.8) compared to respondents from the FY '13 Country Survey (weighted mean = 5.5)¹³.
- **Stakeholders:** Respondents from the private sector/financial sector/private banks and academia had significantly lower levels of agreement that the WBG's financial instruments meet Botswana's needs compared to respondents from all other stakeholder groups.
- **Collaboration:** Respondents who are collaborating with the WBG had significantly higher levels of agreement that the WBG's financial instruments meet Botswana's needs (mean rating = 6.1) compared to respondents who are not collaborating with the WBG (mean rating = 5.4).



"The World Bank Groups's financial instruments meet the needs of Botswana."
(1-"Strongly disagree", 10-"Strongly agree")

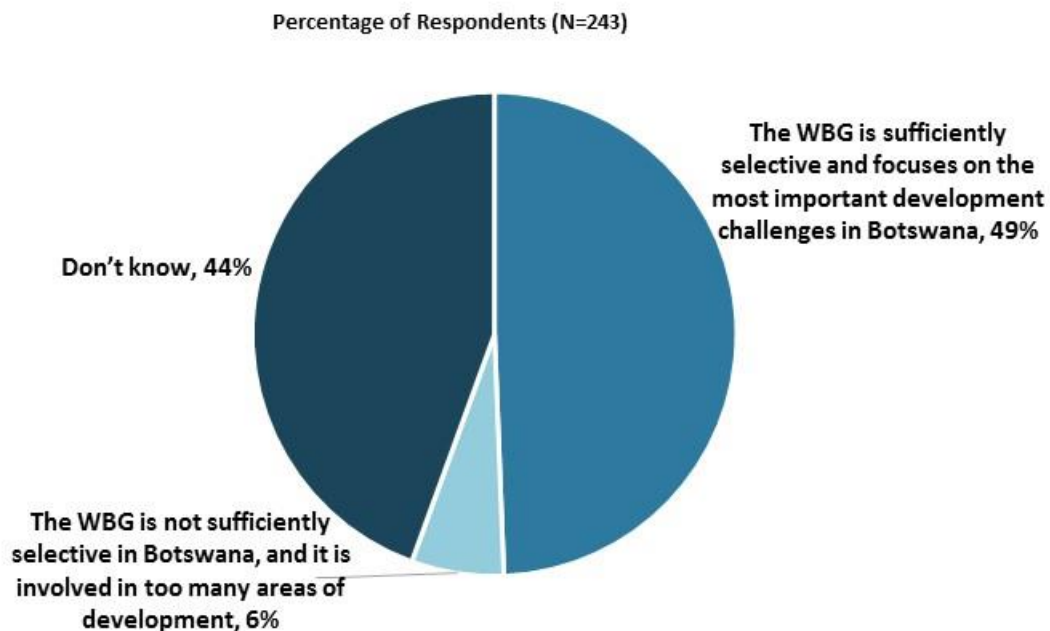
¹³ Please refer to Appendix D (page 99) for more details on weighting for year comparisons. The mean in the chart was calculated based on un-weighted data.



IX. The Future Role of the World Bank Group in Botswana

Selectivity of the World Bank Group's Support

- **Stakeholders:** The majority of respondents from the office of the President, employees of ministries, PMUs/Consultants on WBG-supported projects, bilateral or multilateral agencies, and independent government institutions indicated that the WBG is sufficiently selective and focuses on the most important development challenges in Botswana. In contrast, the majority of respondents from the private sector/financial sector/private banks, civil society, the media, and academia indicated that they “Don’t know”.



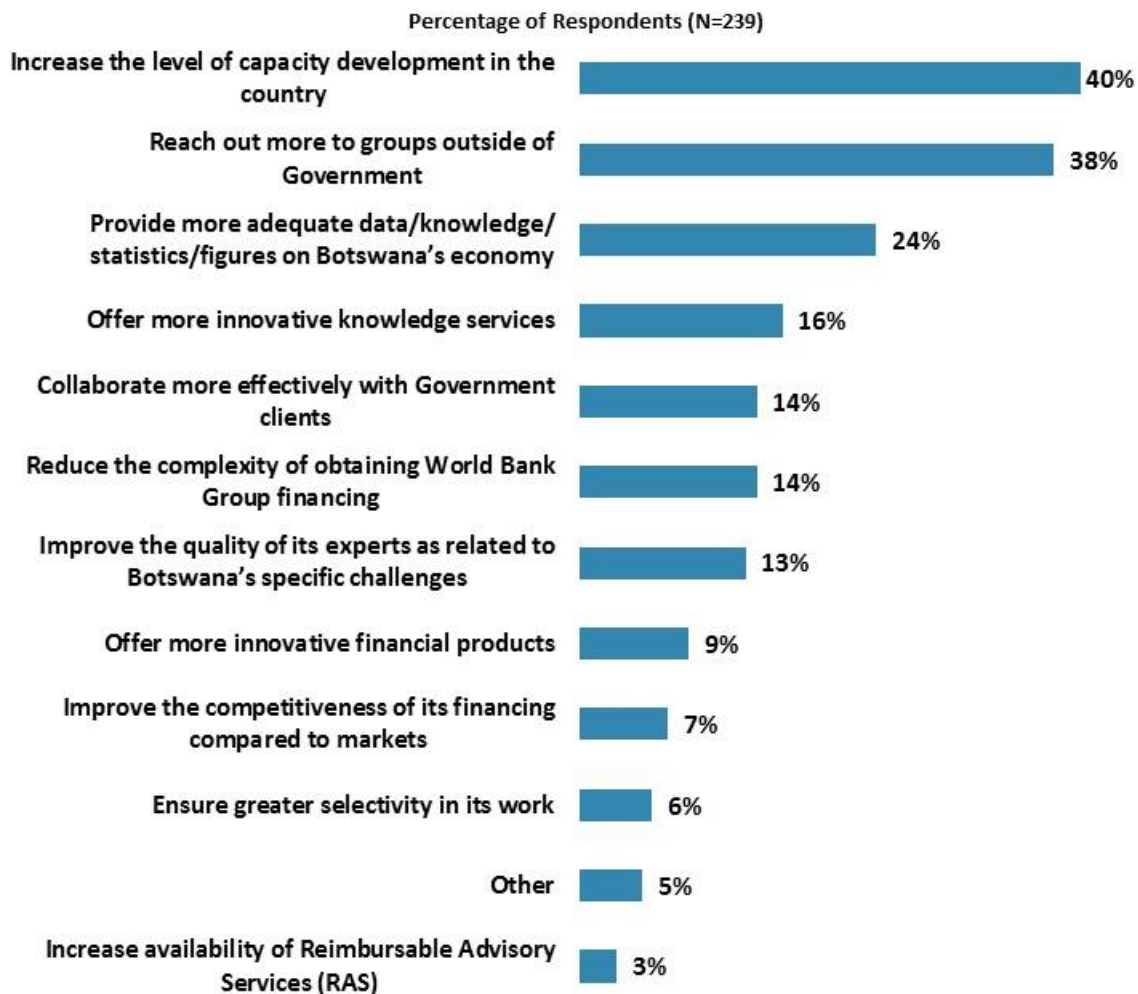
"Which of the following best describes the World Bank Group's support in Botswana?
(Select only ONE response)" (Respondents chose from a list.)



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

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that, to make itself of greater value, the WBG should reach out more to groups outside of Government (percentage of respondents = 50%), followed by improving the quality of its experts as related to Botswana's specific challenges (26%) and reduce the complexity of obtaining WBG financing (24%).



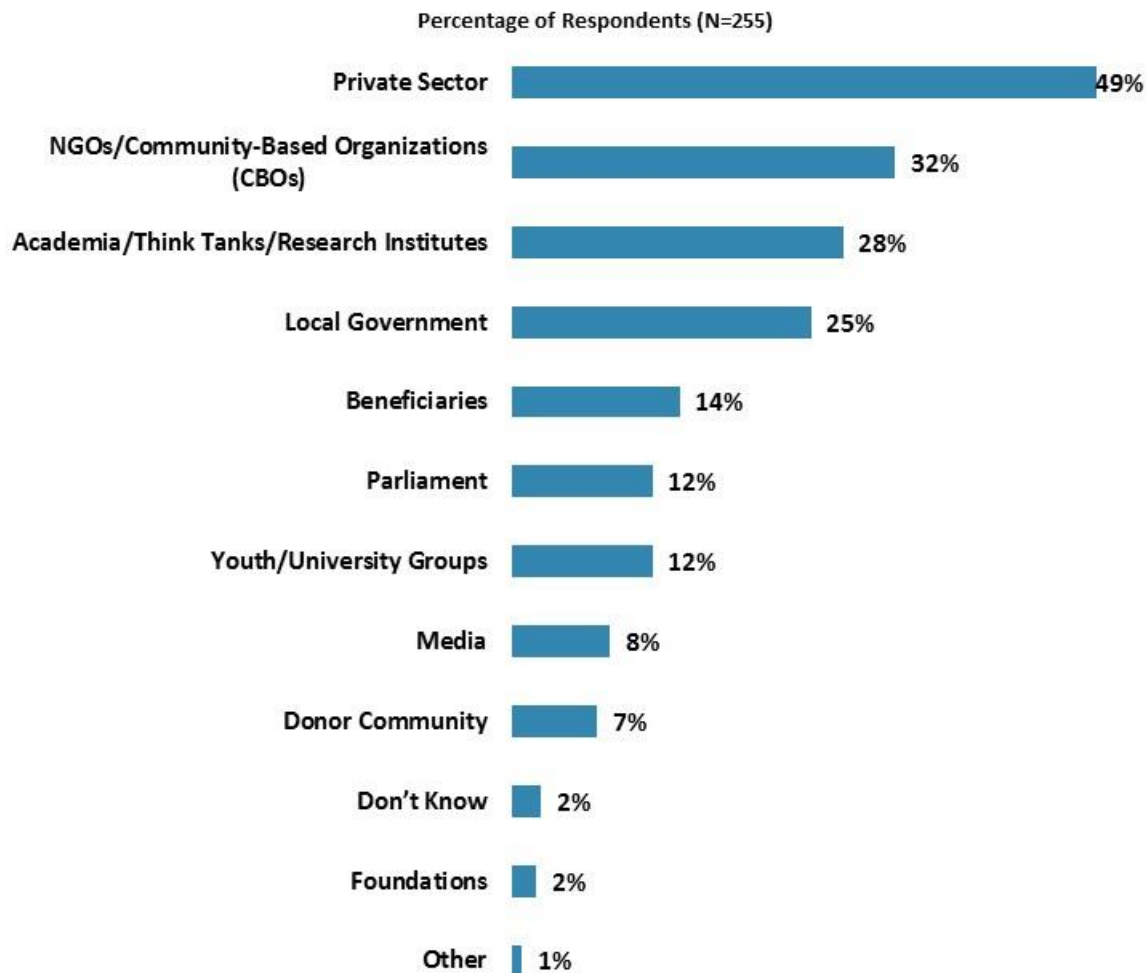
"Which of the following SHOULD the World Bank Group do to make itself of greater value in Botswana? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



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

World Bank Group Should Collaborate More with...

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that the WBG should collaborate more with private sector (percentage of respondents = 42%), NGOs (39%), local government (32%), and academia (28%) to ensure better development results.
- **Stakeholders:** Compared to other stakeholder groups, respondents from the private sector/financial sector/private banks, the office of the President, employees of ministries, independent government institutions, and other organizations were significantly more likely to indicate that the WBG should collaborate more with the private sector, respondents from PMUs/Consultants on WBG-supported projects and civil society were significantly more likely to indicate more collaboration with NGOs/CBOs, respondents from academia and independent government institutions were significantly more likely to indicate more collaboration with academia, and respondents from the media were significantly more likely to indicate more collaboration with the media.



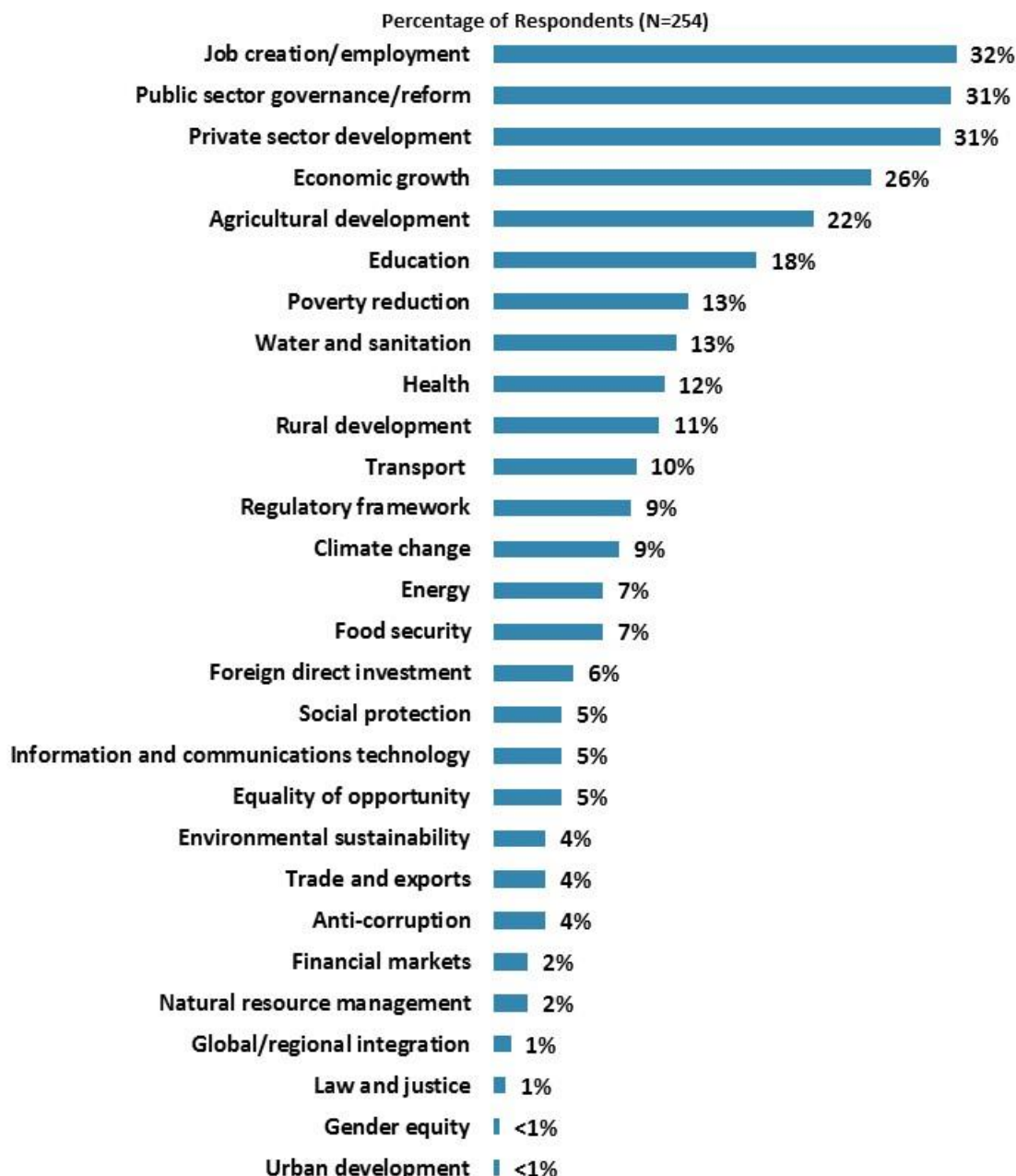
"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



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

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents from the FY '13 Country Survey indicated that the WBG should focus its resources on public sector governance/reform (percentage of respondents = 29%), followed by agricultural and rural development (25%), domestic private sector development (24%), economic growth (23%), and job creation/employment (21%).

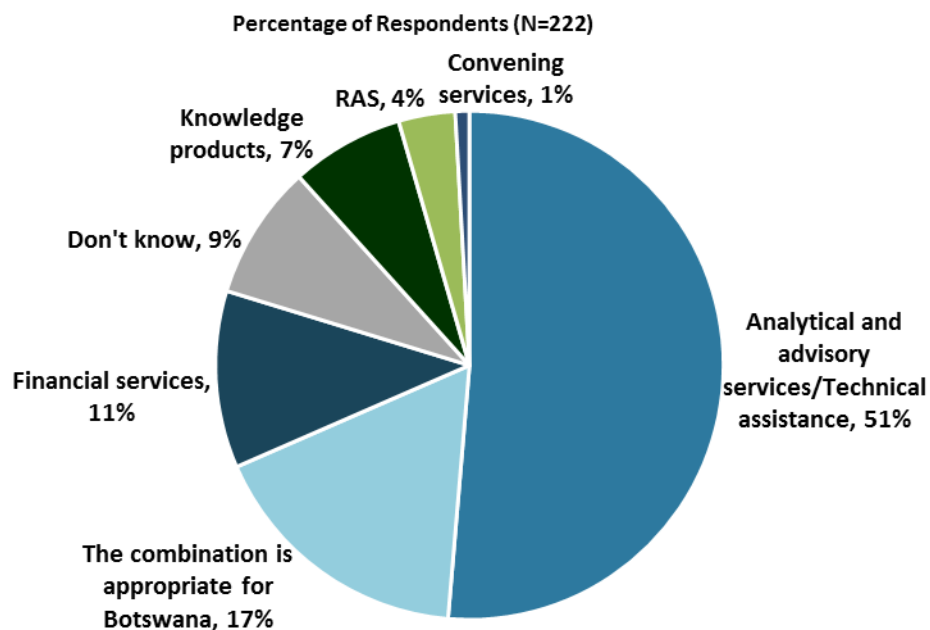


“When thinking about how the World Bank Group can have the most impact on development results in Botswana, in which sectoral areas do you believe the World Bank Group should focus most of its resources in Botswana? (Choose no more than THREE)”
(Respondents chose from a list. Responses combined.)



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

Future Combination of the WBG services



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

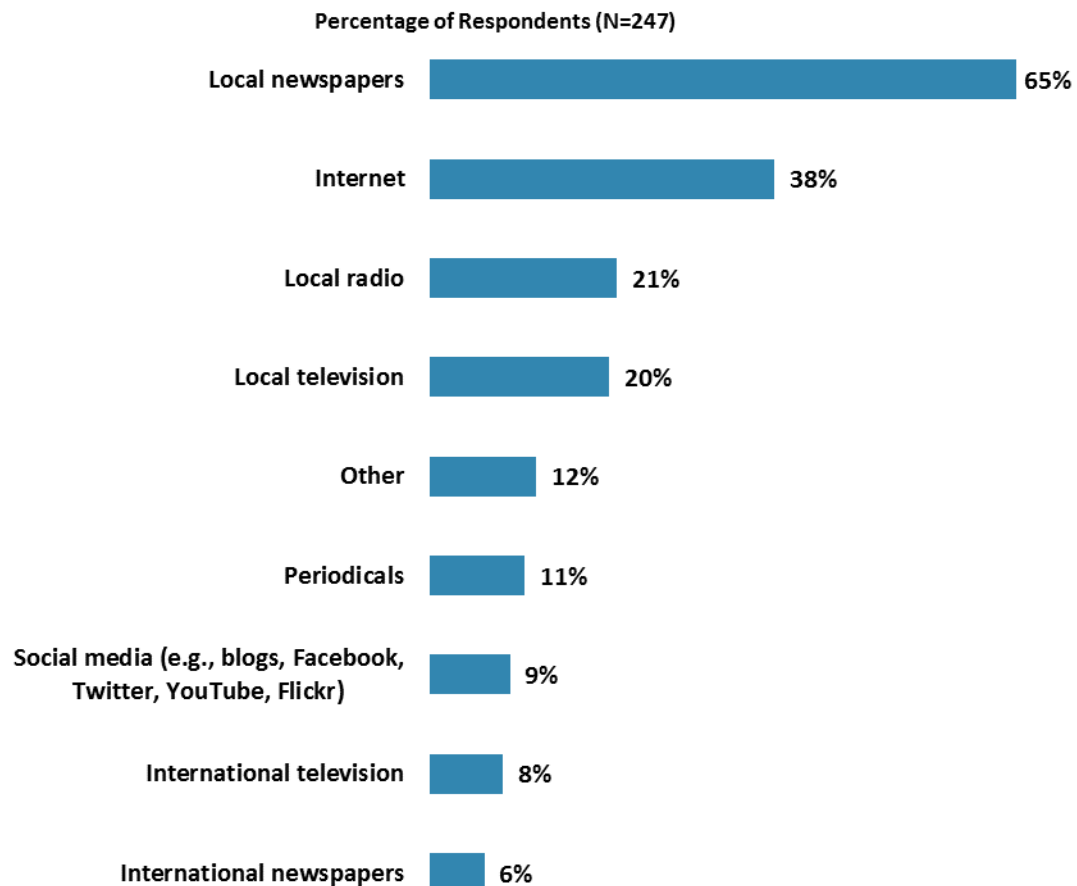


X. Communication and Outreach

When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 69) for all responses by stakeholder groups.

Information Sources

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that they got most of their information about economic and social development issues from local newspapers (percentage of respondents = 79%), followed by the Internet (34%), local radio (24%), and local television (23%).
- **Stakeholders:** Respondents from the office of the President and PMUs/Consultants on WBG-supported projects were significantly *less* likely to indicate that they utilized the Internet for information about economic and social development issues compared to respondents from other stakeholder groups.



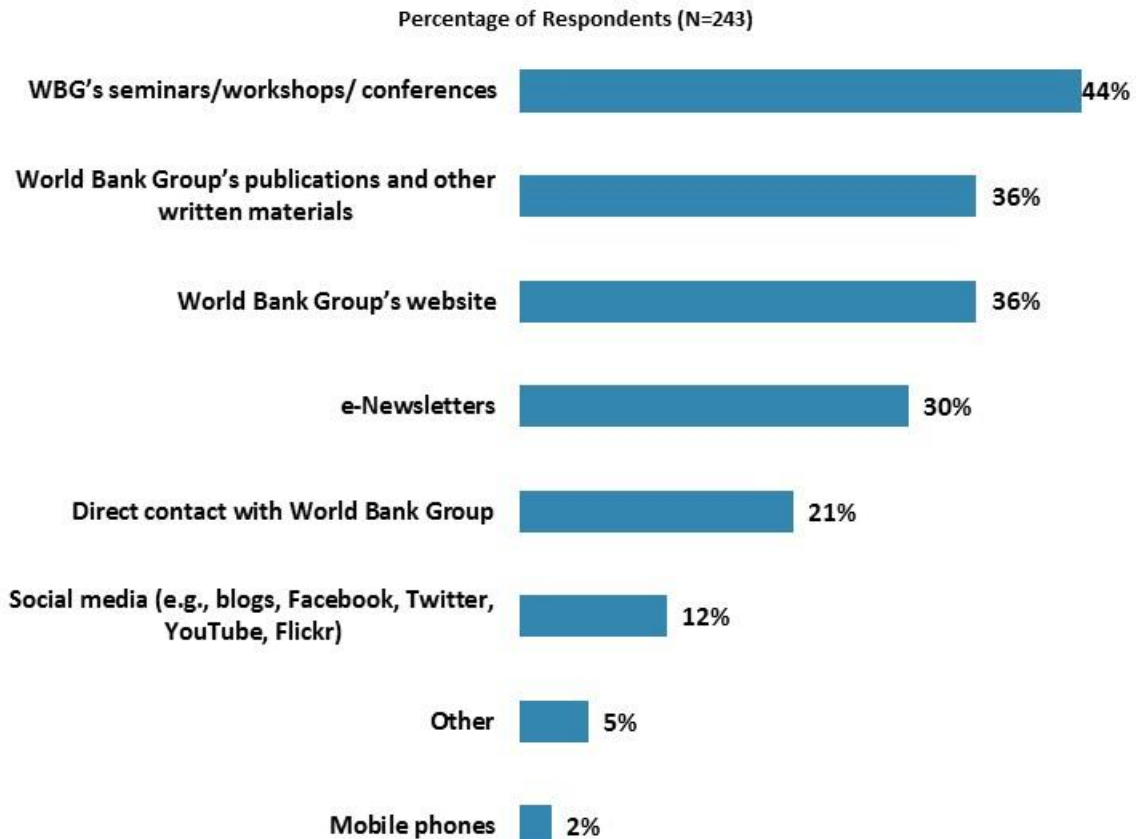
"How do you get most of your information about economic and social development issues in Botswana? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

Preferred Information Sources

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that they preferred to get their information from the WBG's website (percentage of respondents = 53%), followed by WBG's seminars/workshops/conferences (36%), WBG's publications and other written materials (33%), and e-Newsletters (29%).

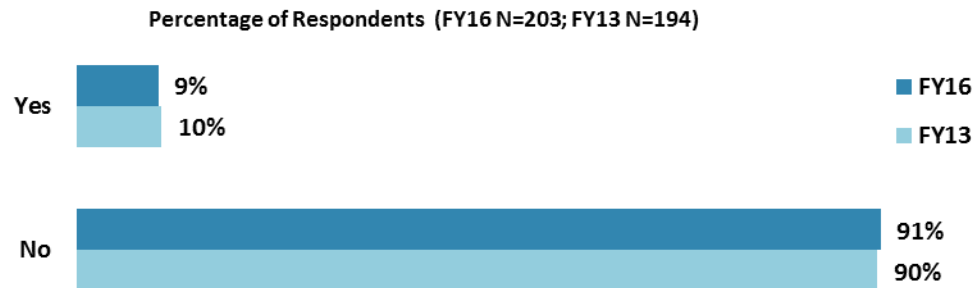


"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



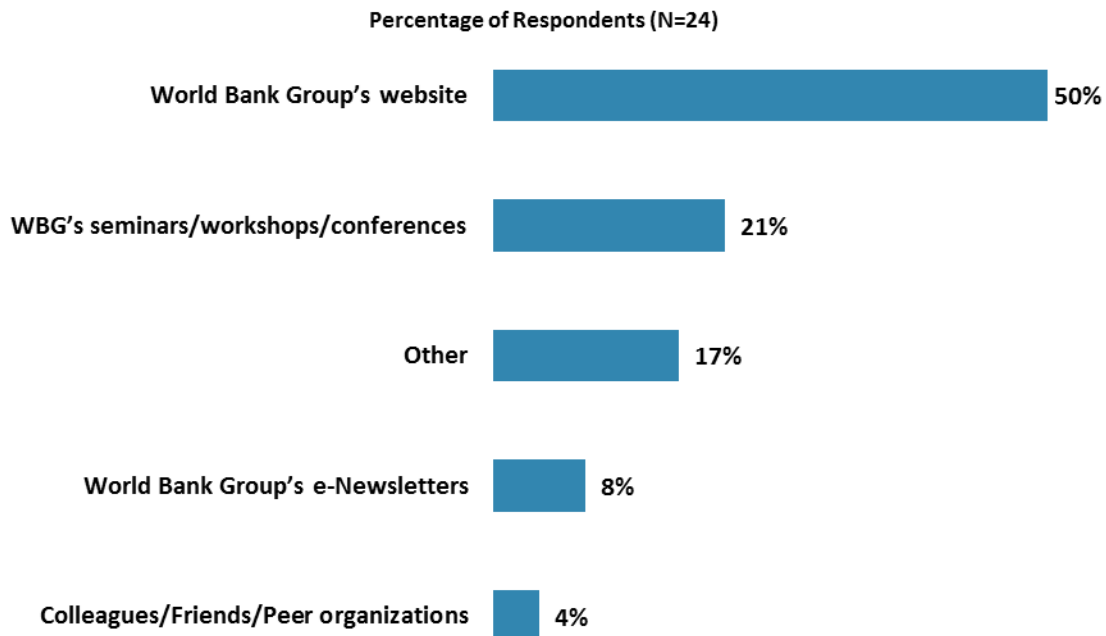
X. Communication and Outreach (continued)

Access to Information



"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?"

(Note, these percentages were calculated based on weighted data.)



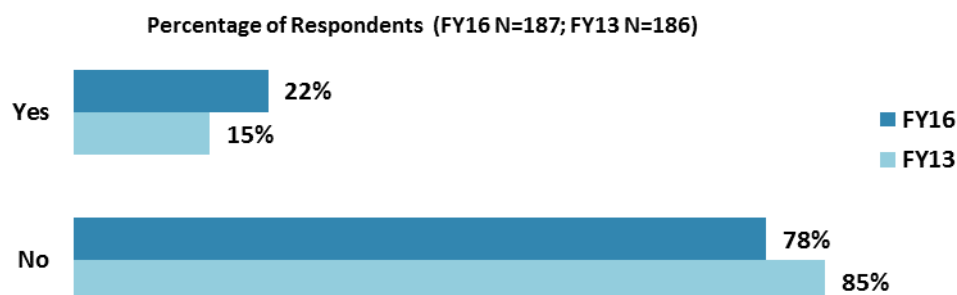
"If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies? (Select only ONE response)" (Respondents chose from a list.)



X. Communication and Outreach (continued)

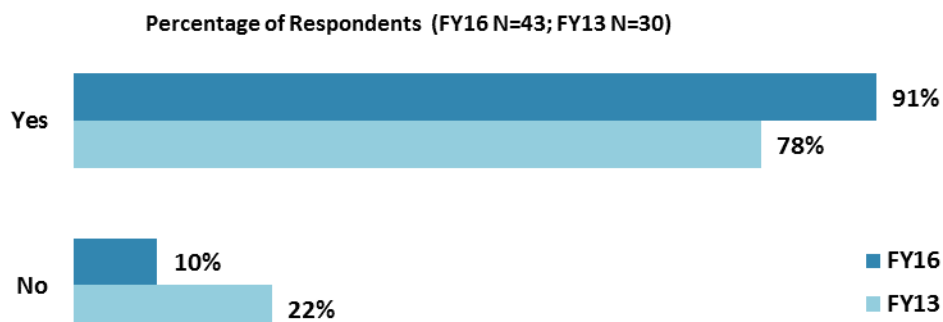
Access to Information (continued)

- **Stakeholders:** Respondents from the office of the President and independent government institutions were significantly more likely to have requested information from the WBG in the past year compared to respondents from other stakeholder groups.



"Have you requested information from the World Bank Group on its activities in the past year?"
(Note, these percentages were calculated based on weighted data.)

- **Stakeholders:** Of those who requested information, respondents from the private sector/financial sector/private banks and civil society were significantly *less* likely to have obtained their requested information from the WBG compared to respondents from other stakeholder groups.



"Were you able to obtain this information?"
(Note, these percentages were calculated based on weighted data.)



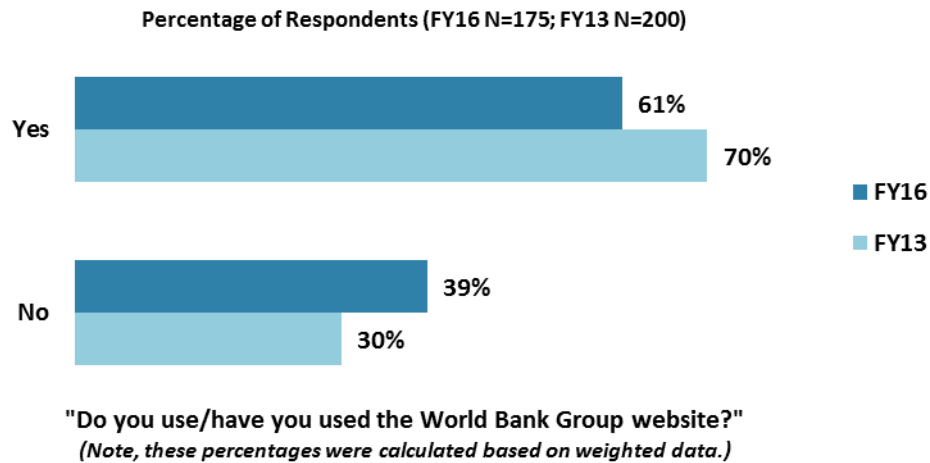
X. Communication and Outreach (continued)

Access to the Internet

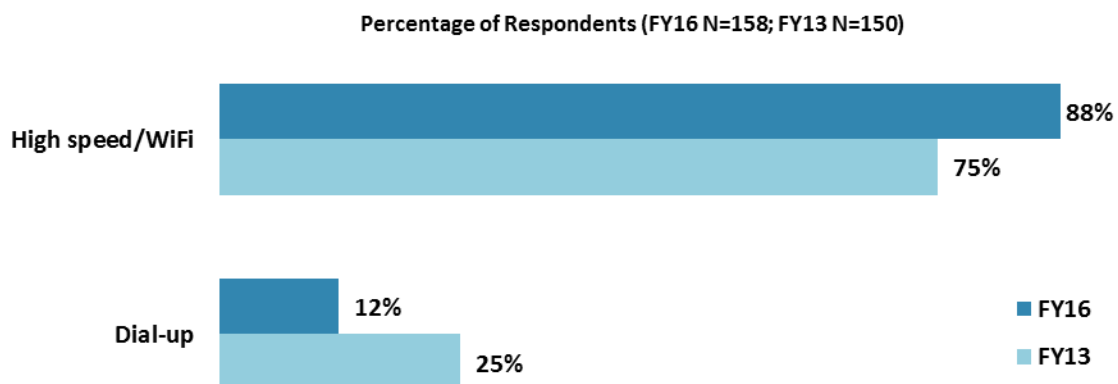
- All respondents in this year's Country Survey, and all but two respondents from the FY '13 Country Survey, indicated that they had access to the Internet.

WBG Website Usage

- Stakeholders:** Respondents from the private sector/financial sector/private banks and civil society were significantly *less* likely to indicate utilization of the WBG website compared to respondents from other stakeholder groups.



WBG Website Internet Access

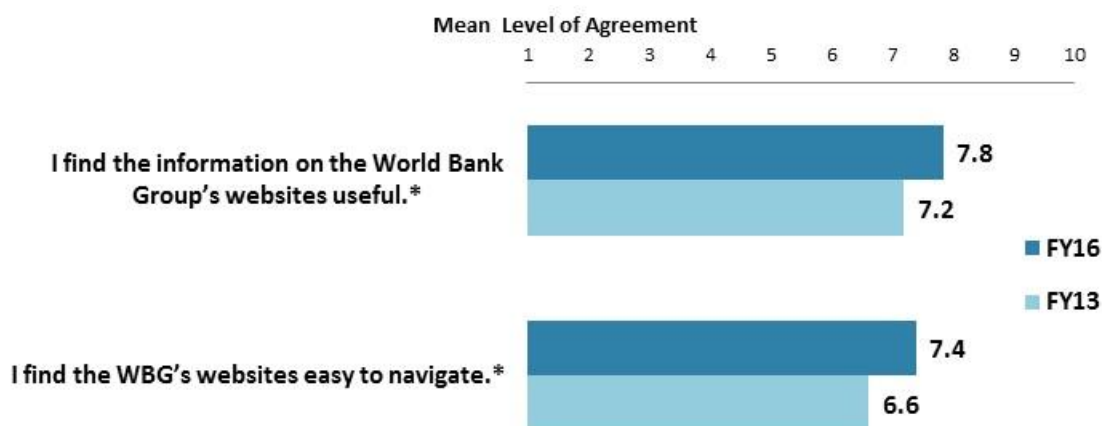


"Which Internet connection do you use primarily when visiting a World Bank Group website?"
(Respondents chose from a list.) Significantly different between FY16 and FY13
(Note, these percentages were calculated based on weighted data.)



X. Communication and Outreach (continued)

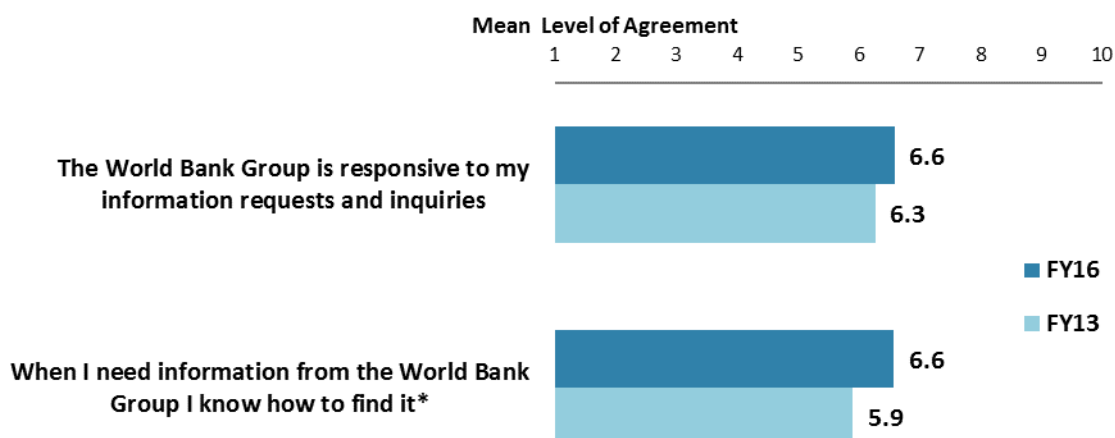
WBG Website Evaluation



"Please rate how much you agree with the following statements."
(1-"Strongly disagree", 10-"Strongly agree") *Significantly different between FY16 and FY13
(Note, these means calculated based on weighted data.)

Information Sharing

- **Collaboration:** Respondents who are collaborating with the WBG had significantly higher levels of agreement that "The WBG is responsive to my information requests and inquiries" (mean rating = 7.3) compared to respondents who are not collaborating with the WBG (mean rating = 6.0).



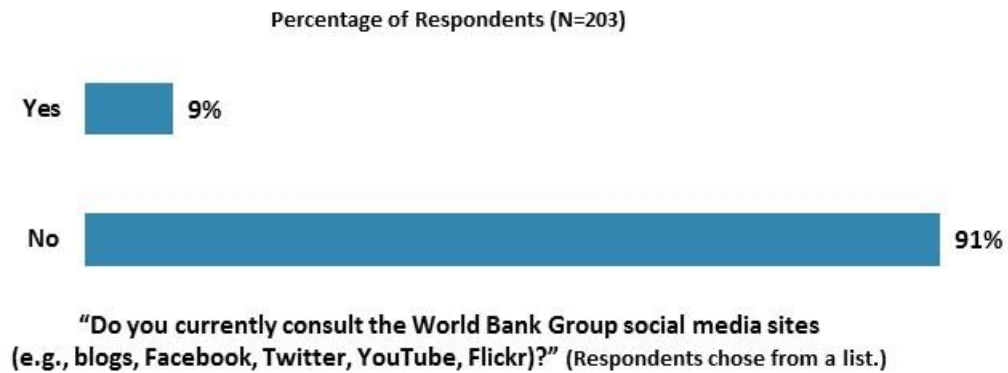
"Please rate how much you agree with the following statements."
(1-"Strongly disagree", 10-"Strongly agree") *Significantly different between FY16 and FY13
(Note, these means calculated based on weighted data.)



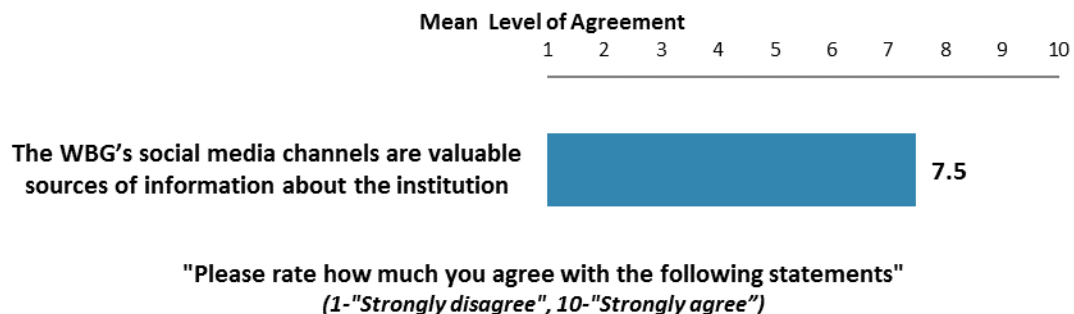
X. Communication and Outreach (continued)

WBG Social Media Usage

- **Stakeholders:** Employees of ministries and respondents from independent government institutions and other organizations were significantly more likely to indicate that they have consulted the WBG social media sites compared to respondents from other stakeholder groups.



WBG Social Media Evaluation





XI. Appendices

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BOTSWANA





Appendix A: Responses to All Questions across All Respondents (N=256)

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 Botswana

1. In general would you say that Botswana is headed in ... ?	Percentage of Respondents (N=242)
The right direction	58.7%
The wrong direction	18.2%
Not sure	23.1%

2. Listed below are a number of development priorities in Botswana. Please identify which of the following you consider the most important development priorities in Botswana? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=254)
Job creation/employment	53.5%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	28.7%
Private sector development	25.2%
Food security	22.0%
Education	20.5%
Energy	18.9%
Water and sanitation	18.9%
Economic growth	18.9%
Poverty reduction	14.6%
Health	12.6%
Foreign direct investment	7.9%
Rural development	6.3%
Climate change (e.g., mitigation, adaptation)	6.3%
Anti-corruption	6.3%
Agricultural development	5.9%
Global/regional integration	5.1%
Social protection (e.g., pensions, targeted social assistance)	3.5%
Trade and exports	3.1%
Environmental sustainability	2.8%
Equality of opportunity (i.e., equity)	2.4%
Information and communications technology	2.4%
Law and justice (e.g., judicial system)	2.0%
Natural resource management (e.g., oil, gas, mining)	2.0%
Gender equity	1.6%
Financial markets	1.6%
Regulatory framework	1.6%
Transport (e.g., roads, bridges, transportation)	0.8%
Communicable/non-communicable diseases	0.8%
Urban development	0.0%

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

3. The World Bank Group has committed itself to twin goals: ending extreme poverty by 2030 and boosting shared prosperity. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Botswana? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=254)
Job creation/employment	55.1%
Rural development	39.8%
Education	32.7%
Agricultural development	25.6%
Economic growth	25.2%
Private sector development	20.1%
Equality of opportunity (i.e., equity)	18.1%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	14.2%
Water and sanitation	8.7%
Food security	7.9%
Anti-corruption	7.5%
Social protection (e.g., pensions, targeted social assistance)	7.1%
Foreign direct investment	5.9%
Climate change (e.g., mitigation, adaptation)	3.9%
Energy	3.9%
Environmental sustainability	3.5%
Health	3.5%
Trade and exports	3.5%
Information and communications technology	2.8%
Transport (e.g., roads, bridges, transportation)	2.4%
Natural resource management (e.g., oil, gas, mining)	2.4%
Regulatory framework	1.6%
Gender equity	0.8%
Urban development	0.8%
Financial markets	0.8%
Global/regional integration	0.4%
Law and justice (e.g., judicial system)	0.0%
Communicable/non-communicable diseases	0.0%

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

4. The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of "shared prosperity" in your country, which of the following TWO best illustrate how this would be achieved in Botswana? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=241)
Education and training that better ensure job opportunity	39.8%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	32.4%
Better employment opportunities for young people	30.3%
Consistent economic growth	22.8%
A growing middle class	11.6%
Better opportunity for the poor who live in rural areas	11.6%
Greater voice and participation for citizens to help ensure greater accountability	10.0%
Greater access to micro-finance for the poor	9.5%
More reliable social safety net	7.9%
Better quality public services	6.2%
Greater equity of fiscal policy	4.6%
Better employment opportunities for women	4.1%
Greater access to health and nutrition for citizens	3.3%
Other	2.9%
Better opportunity for the poor who live in urban areas	0.4%

5. Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Botswana? (Select only ONE response)	Percentage of Respondents (N=252)
A very big problem	56.3%
A moderately big problem	32.5%
A small problem	7.9%
Not a problem at all	1.6%
Don't know	1.6%

6. In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem? (Select only ONE response)	Percentage of Respondents (N=253)
A very serious problem	84.2%
A somewhat serious problem	13.0%
Not too serious problem	2.0%
Not a problem	.4%
Don't know	.4%

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

Familiarity	N	DK	Mean	SD
1. How familiar are you with the work of the World Bank Group in Botswana? (1-Not familiar at all, 10-Extremely familiar)	254	0	5.26	2.45

Effectiveness*	N	DK	Mean	SD
2. Overall, please rate your impression of the World Bank Group's effectiveness in Botswana? (1-Not effective at all, 10-Very effective)	195	55	5.91	1.99

Staff Preparedness	N	DK	Mean	SD
3. To what extent do you believe the World Bank Group's staff is well prepared to help Botswana solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	170	81	6.44	1.97

4. When thinking about how the World Bank Group can have the most impact on development results in Botswana, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Botswana? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=254)
Job creation/employment	31.9%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	31.5%
Private sector development	30.7%
Economic growth	26.0%
Agricultural development	22.0%
Education	18.1%
Poverty reduction	13.4%
Water and sanitation	12.6%
Health	11.8%
Rural development	11.4%
Transport (e.g., roads, bridges, transportation)	9.8%
Regulatory framework	9.4%
Climate change (e.g., mitigation, adaptation)	8.7%
Energy	7.5%
Food security	7.5%
Foreign direct investment	5.5%
Social protection (e.g., pensions, targeted social assistance)	4.7%
Information and communications technology	4.7%
Equality of opportunity (i.e., equity)	4.7%
Environmental sustainability	3.5%
Trade and exports	3.5%
Anti-corruption	3.5%
Financial markets	2.4%
Natural resource management (e.g., oil, gas, mining)	2.4%
Global/regional integration	1.2%
Law and justice (e.g., judicial system)	0.8%
Gender equity	0.4%
Urban development	0.4%
Communicable/non-communicable diseases	0.0%

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

5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Botswana?	Percentage of Respondents (N=228)		
	Greatest Value	2 nd Greatest Value	Combined
Policy advice, studies, analyses	33.8%	21.0%	54.8%
Technical assistance	17.1%	20.0%	37.1%
Capacity development	17.5%	19.0%	36.5%
Financial resources	12.7%	10.0%	22.7%
Help to bring discipline/effective supervision to implementation of investment projects	7.0%	8.0%	15.0%
Data and statistics	5.3%	7.0%	12.3%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	0.0%	8.0%	8.0%
Donor coordination	2.6%	5.0%	7.6%
Mobilizing third party financial resources	2.2%	3.0%	5.2%
Convening/Facilitating	1.8%	1.0%	2.8%
Other	0.0%	0.0%	0.0%

6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Botswana? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=246)
Not enough public disclosure of its work	35.0%
Not collaborating enough with stakeholders outside the Government	31.7%
Too influenced by developed countries	16.7%
Not willing to honestly criticize policies and reform efforts in the country	16.7%
Don't know	14.2%
World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)	11.0%
World Bank Group's processes too complex	9.3%
Its advice and strategies do not lend themselves to practical problem solving	8.1%
Not exploring alternative policy options	4.9%
Imposing technocratic solutions without regard to political realities	4.9%
Other	4.1%
Not aligned with country priorities	2.8%
Arrogant in its approach	2.4%
Staff too inaccessible	2.4%
Not aligned with other donors' work	2.4%
Not adequately sensitive to political/social realities in Botswana	1.6%
Not client-focused	0.8%
The credibility of its knowledge/data	0.0%

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

7. Which World Bank Group's instruments do you believe are the most effective in reducing poverty in Botswana? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=250)
Technical assistance (advice, best practice, international experience, etc.)	43.2%
Capacity development	39.6%
Knowledge products/services (analytical work, studies, surveys, etc.)	21.2%
Investment lending (financing specific projects)	20.4%
Multi-sectoral approaches	19.6%
Don't know	12.8%
Policy based lending / budget support to the Government	12.4%
Trust Fund management	5.6%
Other	0.0%

8. To what extent do you believe that the World Bank Group's work and support help the poorest in Botswana? (Select only ONE response)	Percentage of Respondents (N=248)
To a fully sufficient degree	1.6%
To a somewhat sufficient degree	24.6%
To a somewhat insufficient degree	29.0%
To a very insufficient degree	14.5%
Don't know	30.2%

9. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=255)
Private sector	49.0%
NGOs/Community Based Organizations (CBOs)	32.2%
Academia/think tanks/research institutes	27.8%
Local Government	25.1%
Beneficiaries	14.1%
Parliament	11.8%
Youth/university groups	11.8%
Media	8.2%
Donor community	7.1%
Don't know	2.4%
Foundations	2.0%
Other	0.8%

To what extent do you agree with the following statements about the World Bank Group's work in Botswana? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
10. Overall the World Bank Group currently plays a relevant role in development in Botswana*	211	33	6.64	1.79
11. The World Bank Group's work is aligned with what I consider the development priorities for Botswana*	218	32	6.42	1.73

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

To what extent is the World Bank Group an effective development partner in Botswana, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Level of Agreement			
	N	DK	Mean	SD
12. Responsiveness to needs*	192	43	6.03	1.61
13. Flexibility (in terms of the institution's products and services)*	172	59	5.28	1.59
14. Flexibility (in terms of changing country circumstances)*	178	53	5.34	1.82
15. Being inclusive*	185	51	5.52	1.88
16. Openness (sharing data and other information)*	194	38	6.20	2.12
17. Collaboration with the Government*	210	29	7.34	1.66
18. The speed in which it gets things accomplished on the ground*	168	60	6.05	1.80
19. Ease of access to the people at the World Bank Group who are making decisions important to my work*	177	59	6.11	2.38
20. Collaboration with civil society*	161	70	5.14	1.90
21. Staff accessibility*	185	48	6.04	2.31
22. Collaboration with other donors and development partners*	162	72	6.06	1.95
23. Collaboration with the private sector*	163	71	5.31	1.88
24. Straightforwardness and honesty*	175	61	6.53	1.95
25. Treating clients and stakeholders in Botswana with respect	193	40	7.29	2.04
26. Being a long-term partner*	194	42	7.52	2.01

27. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=238)
Lack of/inadequate levels of capacity in Government	48.7%
The Government works inefficiently	37.8%
Reforms are not well thought out in light of country challenges	21.0%
There is not an adequate level of citizen/civil society participation	20.6%
The World Bank Group is not sensitive enough to political/social realities on the ground	18.5%
Political pressures and obstacles	15.5%
Poor donor coordination	10.1%
The World Bank Group does not do adequate follow through/follow-up	7.1%
The World Bank Group works too slowly	2.9%
Other	2.9%

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

1. In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Botswana? (1-Not important at all, 10-Very important)	Importance			
	N	DK	Mean	SD
1. Financial markets	212	22	7.07	2.46
2. Transport (e.g., roads, bridges, transportation)	221	10	7.21	2.24
3. Anti-corruption	224	12	7.42	2.38
4. Law and justice (e.g., judicial system)	219	17	6.32	2.41
5. Urban development	227	9	6.92	2.12
6. Environmental sustainability	232	10	8.06	1.80
7. Trade and exports	225	11	7.68	1.86
8. Information and communications technology	227	10	7.41	1.97
9. Poverty reduction	233	8	8.62	1.76
10. Gender equity	226	10	7.27	2.27
11. Private sector development	235	7	8.32	1.85
12. Foreign direct investment	231	9	8.07	1.88
13. Water and sanitation	229	7	8.22	1.88
14. Regulatory framework	223	10	7.49	1.97
15. Economic growth	228	8	8.59	1.56
16. Energy	229	8	8.41	1.70
17. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	233	7	7.92	2.08
18. Job creation/employment	228	8	8.59	1.79
19. Communicable/non-communicable diseases	226	12	6.97	2.36
20. Equality of opportunity (i.e., equity)	225	10	7.16	2.23
21. Social protection (e.g., pensions, targeted social assistance)	222	10	6.46	2.35
22. Rural development	233	7	7.58	2.22
23. Global/regional integration	226	7	7.34	2.04
24. Food security	228	10	7.70	2.33
25. Natural resource management (e.g., oil, gas, mining)	223	12	7.00	2.50
26. Health	232	8	7.63	2.29
27. Climate change (e.g., mitigation, adaptation)	236	8	8.61	1.57
28. Agricultural development	227	10	7.90	2.20
29. Education	232	8	8.37	1.92

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

2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Botswana? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Gender equity	74	164	6.69	1.86
2. Information and communications technology	76	149	6.22	1.70
3. Transport (e.g., roads, bridges, transportation)	112	113	6.67	1.86
4. Law and justice (e.g., judicial system)	68	162	6.03	1.86
5. Urban development	90	137	6.58	1.83
6. Environmental sustainability	102	124	6.90	2.01
7. Regulatory framework	109	125	6.99	1.81
8. Communicable/non-communicable diseases	91	134	6.64	2.17
9. Poverty reduction	125	103	6.86	2.05
10. Anti-corruption	81	153	5.83	2.23
11. Private sector development	106	125	6.31	2.24
12. Foreign direct investment	98	138	6.37	2.11
13. Water and sanitation	101	135	6.32	2.08
14. Trade and exports	109	123	6.48	2.15
15. Economic growth	146	92	6.94	2.05
16. Health	114	121	6.86	2.00
17. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	140	90	6.93	2.05
18. Job creation/employment	119	117	5.94	2.38
19. Financial markets	88	141	6.01	2.26
20. Equality of opportunity (i.e., equity)	92	136	6.07	2.17
21. Energy	109	122	6.08	2.15
22. Global/regional integration	88	145	6.47	2.15
23. Education	119	110	6.43	1.94
24. Social protection (e.g., pensions, targeted social assistance)	88	146	6.33	2.40
25. Natural resource management (e.g., oil, gas, mining)	90	144	6.50	2.26

Achieving Development Results*	N	DK	Mean	SD
3. To what extent does the World Bank Group's work help to achieve development results in Botswana? (1-To no degree at all, 10-To a very significant degree)	191	60	6.62	1.64

To what extent do you agree with the following statements about the World Bank Group in Botswana? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
4. The World Bank Group's financial instruments (i.e., investment lending, Trust Funds, etc.) meet the needs of Botswana*	171	78	5.76	1.89
5. The World Bank Group meets Botswana's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	198	55	6.39	1.79

Reimbursable Advisory Services (RAS)	N	DK	Mean	SD
6. To what extent do you believe that Botswana received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)? (1-To no degree at all, 10-To a very significant degree)	124	127	6.61	1.83

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

Internal monitoring	N	DK	Mean	SD
7. To what extent do you believe the World Bank Group measures and corrects its work in real time in Botswana? (1-To no degree at all, 10-To a very significant degree)	130	121	6.15	1.80

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

1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	Percentage of Respondents (N=245)
Weekly	4.5%
Monthly	14.7%
A few times a year	45.3%
Rarely	18.4%
Never	17.1%

In Botswana, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Are timely	176	70	6.11	1.63
3. Include appropriate level of stakeholder involvement during preparation	180	63	6.18	1.84
4. Lead to practical solutions	185	61	6.05	1.85
5. Are accessible (well written and easy to understand)	192	52	6.48	2.08
6. Are source of relevant information on global good practices	194	52	7.30	1.84
7. Are adequately disseminated	185	61	5.58	2.02
8. Are translated enough into local language	140	100	3.11	2.13
9. Are adaptable to Botswana's specific development challenges and country circumstances*	192	54	5.81	2.19

Overall Evaluations	N	DK	Mean	SD
10. 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)	197	51	6.38	1.76
11. 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)	200	51	6.99	1.72

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

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
1. The World Bank Group disburses funds promptly	100	139	5.97	2.11
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	160	79	6.95	1.77
3. The World Bank Group's approvals and reviews are done in a timely fashion	134	104	6.50	1.65
4. The World Bank Group's "Safeguard Policy" requirements are reasonable	93	145	6.71	1.58
5. The World Bank Group's conditions on its lending are reasonable	122	113	6.03	1.76
6. The World Bank Group takes decisions quickly in Botswana*	116	123	6.34	1.83
7. Working with the World Bank Group increases Botswana's institutional capacity	165	76	7.31	1.67
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	117	123	6.26	2.00
9. The World Bank Group provides effective implementation support (i.e., supervision of projects)	151	88	6.66	2.00

WBG Promoting PPP in Botswana	N	DK	Mean	SD
10. To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Botswana? (1-To no degree at all, 10-To a very significant degree)	151	94	5.66	2.08

11. Which of the following best describes the World Bank Group's support in Botswana? (Select only one response)	Percentage of Respondents (N=243)
The World Bank Group is sufficiently selective and focuses on the most important development challenges in Botswana	49.4%
The World Bank Group is not sufficiently selective in Botswana, and it is involved in too many areas of development	6.2%
Don't know	44.4%

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

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Botswana? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=239)
Increase the level of capacity development in the country	40.2%
Reach out more to groups outside of Government	38.1%
Provide more adequate data/knowledge/statistics/figures on Botswana's economy	23.8%
Offer more innovative knowledge services	16.3%
Collaborate more effectively with Government clients (e.g., national, state, local)	14.2%
Reduce the complexity of obtaining World Bank Group financing	14.2%
Improve the quality of its experts as related to Botswana's specific challenges	13.4%
Offer more innovative financial products	8.8%
Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)	7.1%
Ensure greater selectivity in its work	5.9%
Other	5.0%
Increase availability of Reimbursable Advisory Services (RAS)	2.9%
Work faster	0.0%

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

2. When considering the combination of services that the World Bank Group offers in Botswana, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Botswana? (Select only ONE response)	Percentage of Respondents (N=222)
Analytical and advisory services/Technical assistance	51.4%
The combination is appropriate for Botswana	17.1%
Financial services	11.3%
Don't know	8.6%
Knowledge products	7.2%
Reimbursable Advisory Services (RAS)	3.6%
Convening services	.9%
None of the above	-

G. Communication and Information Sharing

1. How do you get most of your information about economic and social development issues in Botswana? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=247)
Local newspapers	64.8%
Internet	38.1%
Local radio	20.6%
Local television	19.8%
Other	11.7%
Periodicals	10.5%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	8.9%
International television	8.1%
International newspapers	6.1%
International radio	0.0%

2. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=243)
World Bank Group's seminars/workshops/ conferences	44.0%
World Bank Group's publications and other written materials	35.8%
World Bank Group's website	35.8%
e-Newsletters	30.5%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	21.4%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	11.5%
Other	5.3%

3. Are you aware of the World Bank Group's Access to Information Policy under which the WBG will now disclose any information in its possession that is not on a list of exceptions?	Percentage of Respondents (N=232)
Yes	10.3%
No	89.7%

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

4. If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies? (Select only ONE response)	Percentage of Respondents (Responses Combined; N=24)
World Bank Group's website	50.0%
WBG's seminars/workshops/conferences	20.8%
Other	16.7%
World Bank Group's e-Newsletters	8.3%
Colleagues/Friends/Peer organizations	4.2%
News/Media	-

5. Have you requested information from the World Bank Group on its activities in the past year?	Percentage of Respondents (N=219)
Yes	21.5%
No	78.5%

6. Were you able to obtain this information?	Percentage of Respondents (N=49)
Yes	93.9%
No	6.1%

7. Do you have access to the Internet?	Percentage of Respondents (N=201)
Yes	100.0%
No	0.0%

8. Do you use/have you used the World Bank Group website?	Percentage of Respondents (N=201)
Yes	66.2%
No	33.8%

9. Do you currently consult the World Bank Group social media sites (e.g., blogs, Facebook, Twitter, YouTube, Flickr)?	Percentage of Respondents (N=203)
Yes	9.4%
No	90.6%

10. Which Internet connection do you use primarily when visiting a World Bank Group website?	Percentage of Respondents (N=191)
High speed/WiFi	88.5%
Dial-up	11.5%

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
9. I find the World Bank Group's websites easy to navigate.	164	64	7.37	1.59
10. I find the information on the World Bank Group's websites useful.	165	55	7.88	1.61
11. The World Bank Group's social media channels are valuable sources of information about the institution	57	159	7.49	1.86
12. When I need information from the World Bank Group I know how to find it	161	67	6.60	2.24
13. The World Bank Group is responsive to my information requests and inquiries	112	107	6.79	2.09

**H. Background Information**

1. Which of the following best describes your current position? (Select only ONE response)	Percentage of Respondents (N=251)
Employee of a Ministry, Ministerial Department or Implementation Agency	43.0%
NGO/ Community-Based Organization	15.1%
Other	12.0%
Bilateral/ Multilateral Agency	6.4%
Private Sector Organization	4.0%
Academia/Research Institute/Think Tank	3.6%
Independent Government Institution	3.2%
PMU overseeing implementation of project/Consultant/Contractor working on WBG supported project/program	2.8%
Office of the President	2.4%
Media	2.4%
Trade Union	2.0%
Financial Sector/Private Bank	1.6%
Local Government Office or Staff	1.2%
Youth Group	.4%

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=246)
Other	28.5%
Education	10.6%
Trade and competitiveness	8.9%
Environment and natural resources	6.9%
Generalist (specialized in multiple sectors)	6.5%
Macroeconomics and fiscal management	5.7%
Finance and markets	5.7%
Transport and ICT	5.7%
Governance	5.7%
Health, nutrition, and population	5.3%
Agriculture	2.0%
Water	1.6%
Social protection and labor	1.6%
Public-private partnerships	1.6%
Energy and extractives	1.2%
Gender	.8%
Urban, rural, and social development	.8%
Poverty	.8%

3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, or MIGA) in your country? (Select only ONE response)	Percentage of Respondents (N=243)
Yes	46.1%
No	53.9%

**H. Background Information (continued)**

4. Which of the following agencies of the World Bank Group do you primarily engage with in Botswana? (Select only ONE response)	Percentage of Respondents (N=147)
The World Bank (IDA)	84.4%
The International Finance Corporation (IFC)	8.2%
Other	6.8%
The Multilateral Investment Guarantee Agency (MIGA)	.7%

5. Do your projects involve both the World Bank and the IFC?	Percentage of Respondents (N=204)
Yes	16.2%
No	83.8%

6. If yes, what was your view of how the two institutions work together in Botswana? (Choose no more than TWO)	Percentage of Respondents (N=31)
The two institutions work well together	51.6%
The way the two institutions work together needs improvement	29.0%
Don't know	19.4%
The two institutions do not work well together	-

7. Which of the following describes most of your exposure to the World Bank Group in Botswana? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=217)
Collaborate as part of my professional duties	41.9%
Use World Bank Group reports/data	37.8%
Use World Bank Group website for information, data, research, etc.	27.6%
Engage in World Bank Group related/sponsored events/activities	26.3%
Observer	20.3%

8. What's your gender?	Percentage of Respondents (N=247)
Female	40.5%
Male	59.5%

9. Which best represents your geographic location?	Percentage of Respondents (N=247)
Gaborone	98.4%
Other	1.6%

Appendix B: Responses to All Questions by Stakeholder Groups¹⁴

Office of the President N=6 ● Employee of a Ministry N=108 ● PMU/Consultant on WBG-supported project N=7 ● Bilateral/ Multilateral Agency N=16
Private Sector/Financial Sector/Private Bank N=14 ● Civil Society N=44 ● Media N=6 ● Independent Government Institution N=8 ● Academia N=9 ● Other N=33

A. General Issues facing Botswana

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

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
The right direction	100.0%	75.2%	42.9%	23.1%	38.5%	66.7%	-	25.0%	28.6%	39.4%
The wrong direction	-	3.8%	28.6%	38.5%	23.1%	20.5%	66.7%	62.5%	-	39.4%
Not sure	-	21.0%	28.6%	38.5%	38.5%	12.8%	33.3%	12.5%	71.4%	21.2%

*Significantly different between stakeholder groups

¹⁴ Only 251 respondents provided the information about their current positions. Thus, only these respondents were included in the across-stakeholder analysis presented in this appendix.



A. General Issues facing Botswana (continued)

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

Percentage of Respondents (Responses combined)	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Global/regional integration	0.0%	7.5%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%	0.0%	9.1%
Food security*	0.0%	16.0%	28.6%	6.3%	42.9%	31.8%	33.3%	0.0%	66.7%	18.2%
Public sector governance/reform*	66.7%	25.5%	28.6%	56.3%	21.4%	25.0%	0.0%	25.0%	0.0%	42.4%
Social protection	0.0%	3.8%	0.0%	12.5%	0.0%	6.8%	0.0%	0.0%	0.0%	0.0%
Gender equity*	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%
Private sector development	33.3%	26.4%	0.0%	43.8%	35.7%	25.0%	33.3%	25.0%	0.0%	21.2%
Foreign direct investment	33.3%	6.6%	0.0%	12.5%	28.6%	6.8%	0.0%	0.0%	0.0%	6.1%
Urban development	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Energy	33.3%	14.2%	42.9%	12.5%	35.7%	18.2%	33.3%	12.5%	22.2%	18.2%
Job creation/employment*	33.3%	51.9%	42.9%	31.3%	42.9%	40.9%	100.0%	100.0%	77.8%	72.7%
Rural development	0.0%	10.4%	0.0%	6.3%	0.0%	6.8%	0.0%	0.0%	0.0%	3.0%
Financial markets*	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	6.1%
Water and sanitation	33.3%	18.9%	57.1%	31.3%	7.1%	15.9%	0.0%	12.5%	0.0%	24.2%
Environmental sustainability*	0.0%	2.8%	28.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.1%
Equality of opportunity	0.0%	1.9%	0.0%	12.5%	0.0%	4.5%	0.0%	0.0%	0.0%	0.0%
Health*	0.0%	9.4%	0.0%	25.0%	0.0%	27.3%	0.0%	0.0%	11.1%	6.1%
Climate change*	0.0%	6.6%	0.0%	12.5%	0.0%	4.5%	33.3%	25.0%	11.1%	0.0%
Poverty reduction	0.0%	17.0%	0.0%	6.3%	0.0%	13.6%	0.0%	25.0%	33.3%	18.2%
Transport	0.0%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Education	0.0%	22.6%	57.1%	25.0%	7.1%	13.6%	33.3%	0.0%	44.4%	18.2%
Agricultural development	33.3%	5.7%	0.0%	0.0%	0.0%	9.1%	0.0%	12.5%	0.0%	0.0%
Trade and exports	0.0%	3.8%	0.0%	0.0%	14.3%	0.0%	0.0%	12.5%	0.0%	3.0%
Anti-corruption	0.0%	10.4%	0.0%	0.0%	0.0%	2.3%	33.3%	0.0%	0.0%	6.1%
Law and justice	0.0%	2.8%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%	0.0%	0.0%
Regulatory framework	0.0%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.1%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	0.0%	0.0%	11.1%	0.0%
Natural resource management	0.0%	0.0%	0.0%	6.3%	7.1%	6.8%	0.0%	0.0%	0.0%	0.0%
Economic growth*	33.3%	24.5%	0.0%	0.0%	42.9%	15.9%	0.0%	25.0%	22.2%	9.1%
Information and communications technology	0.0%	3.8%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

A. General Issues facing Botswana (continued)

Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Botswana? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Water and sanitation*	0.0%	3.7%	28.6%	25.0%	28.6%	9.5%	0.0%	0.0%	11.1%	9.1%
Equality of opportunity	33.3%	17.6%	0.0%	31.3%	7.1%	16.7%	33.3%	12.5%	22.2%	15.2%
Rural development*	33.3%	52.8%	14.3%	18.8%	28.6%	33.3%	33.3%	12.5%	55.6%	33.3%
Climate change	0.0%	3.7%	0.0%	12.5%	0.0%	7.1%	0.0%	0.0%	11.1%	0.0%
Global/regional integration	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	0.0%	0.0%	0.0%	0.0%
Gender equity*	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Economic growth	33.3%	25.9%	0.0%	6.3%	35.7%	35.7%	33.3%	25.0%	22.2%	21.2%
Urban development	0.0%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Regulatory framework	0.0%	1.9%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social protection	0.0%	3.7%	0.0%	12.5%	7.1%	7.1%	0.0%	0.0%	11.1%	18.2%
Law and justice	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transport	0.0%	5.6%	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%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology*	0.0%	1.9%	0.0%	12.5%	0.0%	0.0%	0.0%	25.0%	11.1%	0.0%
Anti-corruption	0.0%	11.1%	0.0%	0.0%	0.0%	9.5%	0.0%	0.0%	0.0%	6.1%
Education	0.0%	34.3%	71.4%	37.5%	28.6%	28.6%	33.3%	25.0%	22.2%	36.4%
Foreign direct investment*	0.0%	1.9%	0.0%	0.0%	28.6%	4.8%	33.3%	25.0%	0.0%	9.1%
Energy*	0.0%	0.0%	28.6%	0.0%	14.3%	7.1%	0.0%	12.5%	0.0%	0.0%
Public sector governance/reform	33.3%	9.3%	28.6%	31.3%	7.1%	19.0%	0.0%	25.0%	0.0%	18.2%
Private sector development*	0.0%	23.1%	0.0%	0.0%	28.6%	19.0%	0.0%	75.0%	0.0%	24.2%
Natural resource management	0.0%	3.7%	0.0%	6.3%	0.0%	2.4%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability*	0.0%	0.0%	28.6%	25.0%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%
Health	0.0%	3.7%	0.0%	6.3%	0.0%	4.8%	0.0%	0.0%	0.0%	6.1%
Agricultural development*	66.7%	30.6%	14.3%	0.0%	21.4%	21.4%	0.0%	12.5%	66.7%	15.2%
Job creation/employment	100.0%	53.7%	85.7%	50.0%	50.0%	45.2%	66.7%	37.5%	33.3%	72.7%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.1%
Trade and exports*	0.0%	1.9%	0.0%	0.0%	14.3%	0.0%	33.3%	0.0%	0.0%	9.1%
Food security*	0.0%	6.5%	0.0%	0.0%	0.0%	11.9%	33.3%	12.5%	33.3%	0.0%

*Significantly different between stakeholder groups

A. General Issues facing Botswana (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 Botswana? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Consistent economic growth*	33.3%	29.0%	0.0%	6.7%	21.4%	18.6%	66.7%	28.6%	0.0%	17.2%
More reliable social safety net*	0.0%	6.0%	0.0%	13.3%	28.6%	2.3%	33.3%	0.0%	22.2%	6.9%
Greater access to micro-finance for the poor	0.0%	14.0%	0.0%	0.0%	0.0%	9.3%	33.3%	28.6%	0.0%	3.4%
Greater voice and participation for citizens to help ensure greater accountability	0.0%	7.0%	0.0%	13.3%	14.3%	18.6%	33.3%	0.0%	0.0%	6.9%
Greater access to health and nutrition for citizens	0.0%	1.0%	0.0%	13.3%	0.0%	4.7%	0.0%	0.0%	11.1%	6.9%
Better entrepreneurial opportunities*	66.7%	34.0%	71.4%	6.7%	35.7%	37.2%	0.0%	0.0%	33.3%	34.5%
A growing middle class	0.0%	8.0%	14.3%	13.3%	28.6%	14.0%	0.0%	0.0%	22.2%	13.8%
Better opportunity for the poor who live in rural areas*	0.0%	7.0%	0.0%	20.0%	0.0%	7.0%	0.0%	42.9%	44.4%	20.7%
Better opportunity for the poor who live in urban areas	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	0.0%	0.0%	0.0%	0.0%
Better employment opportunities for young people	33.3%	23.0%	28.6%	20.0%	28.6%	25.6%	33.3%	71.4%	33.3%	51.7%
Better employment opportunities for women	0.0%	7.0%	0.0%	0.0%	0.0%	4.7%	0.0%	0.0%	0.0%	0.0%
Greater equity of fiscal policy	0.0%	4.0%	0.0%	13.3%	21.4%	4.7%	0.0%	0.0%	0.0%	0.0%
Education and training that better ensure job opportunity*	66.7%	46.0%	85.7%	53.3%	21.4%	27.9%	0.0%	28.6%	33.3%	37.9%
Better quality public services	0.0%	10.0%	0.0%	13.3%	0.0%	7.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%	2.0%	0.0%	13.3%	0.0%	7.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

Do you think the gap between the rich and the poor is a very big problem, a moderately big problem, a small problem or not a problem at all in Botswana?*

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
A very big problem	16.7%	45.3%	71.4%	62.5%	35.7%	64.3%	66.7%	62.5%	88.9%	75.8%
A moderately big problem	50.0%	39.6%	14.3%	31.3%	42.9%	31.0%	-	37.5%	11.1%	21.2%
A small problem	33.3%	11.3%	-	6.3%	14.3%	2.4%	33.3%	-	-	-
Not a problem at all	-	1.9%	14.3%	-	7.1%	-	-	-	-	-
Don't know	-	1.9%	-	-	-	2.4%	-	-	-	3.0%

*Significantly different between stakeholder groups

A. General Issues facing Botswana (continued)

In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem?

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/Consultant on WBG project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
A very serious problem	66.7%	81.1%	85.7%	81.3%	92.9%	88.4%	83.3%	100.0%	88.9%	84.8%
A somewhat serious problem	33.3%	16.0%	14.3%	18.8%	7.1%	7.0%	-	-	11.1%	12.1%
Not too serious problem	-	1.9%	-	-	-	2.3%	16.7%	-	-	3.0%
Not a problem	-	.9%	-	-	-	-	-	-	-	-
Don't know	-	-	-	-	-	2.3%	-	-	-	-

B. Overall Attitudes toward the World Bank Group

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			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 Botswana?	6	5.50	2.17	107	5.40	2.41	6	6.00	2.97	16	6.38	1.67	14	4.50	2.44	44	4.27	2.42	6	5.50	2.67	8	5.25	3.06	9	4.78	2.73	33	5.55	2.46

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

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Botswana.	4	5.25	0.96	80	6.19	1.86	6	5.33	2.73	15	6.87	1.73	9	4.11	2.26	27	5.78	2.12	5	5.60	1.82	7	5.14	2.19	8	5.00	1.20	30	5.80	2.11

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

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			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 WBG's staff is well prepared to help Botswana solve its most complicated development challenges?	4	5.75	1.50	71	6.49	1.94	6	7.17	2.56	12	7.08	1.68	5	6.80	1.92	23	5.91	1.81	5	5.00	2.00	8	5.88	3.31	6	5.67	1.75	25	7.00	1.83

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



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

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

Percentage of Respondents (Responses combined)	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Health	0.0%	11.1%	0.0%	13.3%	0.0%	25.6%	0.0%	0.0%	22.2%	6.1%
Transport	0.0%	13.0%	0.0%	0.0%	14.3%	9.3%	33.3%	0.0%	0.0%	9.1%
Agricultural development	0.0%	25.9%	14.3%	0.0%	21.4%	23.3%	0.0%	12.5%	44.4%	21.2%
Global/regional integration*	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	0.0%	25.0%	0.0%	0.0%
Job creation/employment	33.3%	32.4%	0.0%	40.0%	28.6%	27.9%	0.0%	75.0%	44.4%	30.3%
Public sector governance/reform*	66.7%	25.9%	71.4%	60.0%	21.4%	27.9%	33.3%	37.5%	22.2%	36.4%
Social protection	0.0%	1.9%	0.0%	13.3%	0.0%	7.0%	0.0%	0.0%	0.0%	12.1%
Rural development	0.0%	12.0%	0.0%	0.0%	7.1%	16.3%	0.0%	25.0%	0.0%	18.2%
Foreign direct investment*	33.3%	0.9%	0.0%	0.0%	35.7%	9.3%	0.0%	0.0%	0.0%	6.1%
Education*	33.3%	19.4%	57.1%	26.7%	0.0%	4.7%	0.0%	25.0%	44.4%	18.2%
Energy	0.0%	8.3%	0.0%	0.0%	14.3%	14.0%	0.0%	0.0%	0.0%	6.1%
Gender equity	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	0.0%	0.0%	0.0%	0.0%
Financial markets	0.0%	1.9%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	6.1%
Urban development	0.0%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Environmental sustainability*	0.0%	1.9%	85.7%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Economic growth*	33.3%	22.2%	28.6%	33.3%	50.0%	20.9%	100.0%	37.5%	22.2%	18.2%
Private sector development*	33.3%	40.7%	0.0%	20.0%	28.6%	11.6%	66.7%	50.0%	0.0%	36.4%
Water and sanitation	0.0%	16.7%	0.0%	13.3%	0.0%	11.6%	0.0%	0.0%	11.1%	18.2%
Food security*	0.0%	7.4%	0.0%	0.0%	28.6%	7.0%	33.3%	0.0%	0.0%	0.0%
Climate change	0.0%	6.5%	0.0%	0.0%	0.0%	16.3%	33.3%	0.0%	22.2%	6.1%
Information and communications technology*	33.3%	1.9%	14.3%	0.0%	0.0%	14.0%	0.0%	0.0%	0.0%	0.0%
Trade and exports	0.0%	3.7%	0.0%	0.0%	14.3%	2.3%	0.0%	0.0%	0.0%	6.1%
Equality of opportunity	0.0%	5.6%	0.0%	20.0%	0.0%	7.0%	0.0%	0.0%	0.0%	0.0%
Law and justice	0.0%	0.0%	0.0%	0.0%	0.0%	4.7%	0.0%	0.0%	0.0%	0.0%
Regulatory framework	0.0%	9.3%	28.6%	26.7%	14.3%	2.3%	0.0%	0.0%	11.1%	12.1%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	0.0%	4.6%	0.0%	0.0%	0.0%	2.3%	0.0%	0.0%	0.0%	0.0%
Poverty reduction	33.3%	9.3%	0.0%	13.3%	7.1%	20.9%	0.0%	12.5%	11.1%	21.2%
Anti-corruption	0.0%	3.7%	0.0%	0.0%	0.0%	7.0%	0.0%	0.0%	22.2%	0.0%

*Significantly different between stakeholder groups

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

When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Botswana?

Greatest Value Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Policy advice, studies, analyses	33.3%	36.7%	42.9%	46.2%	25.0%	40.0%	0.0%	0.0%	42.9%	30.3%
Data and statistics*	0.0%	9.2%	0.0%	0.0%	0.0%	2.9%	33.3%	0.0%	0.0%	0.0%
Convening/Facilitating*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	6.1%
Financial resources	0.0%	7.1%	0.0%	15.4%	16.7%	14.3%	0.0%	12.5%	0.0%	27.3%
Capacity development	0.0%	16.3%	57.1%	0.0%	33.3%	20.0%	33.3%	12.5%	28.6%	12.1%
Technical assistance*	33.3%	22.4%	0.0%	23.1%	0.0%	11.4%	33.3%	50.0%	0.0%	6.1%
Help to bring discipline/effective supervision to implementation of investment projects*	33.3%	2.0%	0.0%	15.4%	25.0%	2.9%	0.0%	0.0%	28.6%	12.1%
Mobilizing third party financial resources	0.0%	3.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.1%
Donor coordination	0.0%	3.1%	0.0%	0.0%	0.0%	8.6%	0.0%	0.0%	0.0%	0.0%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	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%

*Significantly different between stakeholder groups

2 nd Greatest Value Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Policy advice, studies, analyses*	66.7%	19.4%	0.0%	30.8%	33.3%	10.8%	0.0%	62.5%	28.6%	12.1%
Data and statistics	0.0%	3.1%	0.0%	15.4%	8.3%	8.1%	33.3%	0.0%	0.0%	15.2%
Convening/Facilitating	0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Financial resources*	33.3%	10.2%	0.0%	0.0%	8.3%	18.9%	33.3%	0.0%	0.0%	0.0%
Capacity development	0.0%	25.5%	14.3%	15.4%	0.0%	13.5%	0.0%	0.0%	14.3%	24.2%
Technical assistance	0.0%	19.4%	57.1%	23.1%	25.0%	10.8%	0.0%	12.5%	14.3%	30.3%
Help to bring discipline/effective supervision to implementation of investment projects	0.0%	6.1%	0.0%	15.4%	25.0%	2.7%	33.3%	0.0%	0.0%	12.1%
Mobilizing third party financial resources*	0.0%	0.0%	0.0%	0.0%	0.0%	16.2%	0.0%	0.0%	0.0%	0.0%
Donor coordination	0.0%	6.1%	0.0%	0.0%	0.0%	8.1%	0.0%	0.0%	0.0%	6.1%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)*	0.0%	8.2%	28.6%	0.0%	0.0%	10.8%	0.0%	25.0%	42.9%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Too influenced by developed countries*	66.7%	17.0%	0.0%	12.5%	23.1%	18.2%	66.7%	0.0%	11.1%	6.1%
Not exploring alternative policy options*	33.3%	4.0%	28.6%	12.5%	7.7%	2.3%	0.0%	0.0%	0.0%	0.0%
Not collaborating enough with stakeholders outside the Government*	0.0%	28.0%	57.1%	18.8%	23.1%	52.3%	66.7%	25.0%	33.3%	18.2%
Its advice and strategies do not lend themselves to practical problem solving	0.0%	11.0%	14.3%	18.8%	7.7%	2.3%	0.0%	0.0%	11.1%	6.1%
Not enough public disclosure of its work	0.0%	29.0%	28.6%	37.5%	53.8%	36.4%	0.0%	50.0%	33.3%	51.5%
Arrogant in its approach	0.0%	4.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not client-focused	0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
The credibility of its knowledge/data	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
World Bank Group's processes too complex	0.0%	12.0%	0.0%	0.0%	15.4%	11.4%	0.0%	25.0%	0.0%	3.0%
Not willing to honestly criticize policies and reform efforts in the country*	33.3%	18.0%	57.1%	12.5%	0.0%	2.3%	0.0%	12.5%	22.2%	33.3%
Staff too inaccessible*	0.0%	3.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	22.2%	0.0%
Imposing technocratic solutions without regard to political realities*	33.3%	5.0%	0.0%	0.0%	0.0%	4.5%	33.3%	0.0%	0.0%	0.0%
World Bank Group's processes too slow*	0.0%	17.0%	0.0%	0.0%	0.0%	2.3%	0.0%	25.0%	0.0%	21.2%
Not aligned with other donors' work	0.0%	4.0%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%	0.0%	0.0%
Not aligned with country priorities	0.0%	4.0%	14.3%	0.0%	0.0%	2.3%	0.0%	12.5%	0.0%	0.0%
Not adequately sensitive to political/social realities in Botswana	0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.1%
Other*	33.3%	3.0%	0.0%	18.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	0.0%	8.0%	0.0%	12.5%	30.8%	22.7%	0.0%	25.0%	22.2%	21.2%

*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Trust Fund management	0.0%	3.9%	0.0%	12.5%	0.0%	13.6%	0.0%	0.0%	0.0%	6.1%
Knowledge products/services*	33.3%	12.6%	28.6%	50.0%	21.4%	20.5%	0.0%	37.5%	33.3%	27.3%
Capacity development	66.7%	42.7%	57.1%	18.8%	50.0%	29.5%	33.3%	25.0%	22.2%	51.5%
Technical assistance*	33.3%	44.7%	71.4%	56.3%	7.1%	38.6%	0.0%	87.5%	44.4%	48.5%
Investment lending	33.3%	20.4%	0.0%	25.0%	50.0%	13.6%	33.3%	25.0%	0.0%	21.2%
Policy based lending/budget support to the Government	0.0%	18.4%	14.3%	6.3%	21.4%	15.9%	0.0%	0.0%	0.0%	0.0%
Multi-sectoral approaches	33.3%	22.3%	0.0%	18.8%	14.3%	13.6%	33.3%	25.0%	33.3%	15.2%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	0.0%	10.7%	0.0%	0.0%	14.3%	22.7%	33.3%	0.0%	22.2%	9.1%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
To a fully sufficient degree	-	2.9%	-	-	-	-	-	-	-	-
To a somewhat sufficient degree	33.3%	31.4%	-	12.5%	7.1%	13.6%	33.3%	62.5%	12.5%	21.2%
To a somewhat insufficient degree	66.7%	24.5%	-	50.0%	42.9%	27.3%	66.7%	12.5%	12.5%	33.3%
To a very insufficient degree	-	13.7%	42.9%	12.5%	35.7%	9.1%	-	-	50.0%	12.1%
Don't know	-	27.5%	57.1%	25.0%	14.3%	50.0%	-	25.0%	25.0%	33.3%

*Significantly different between stakeholder groups



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

In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country?
(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Parliament	0.0%	13.0%	0.0%	25.0%	7.1%	11.4%	33.3%	0.0%	0.0%	6.1%
Donor community*	33.3%	3.7%	0.0%	18.8%	0.0%	2.3%	0.0%	0.0%	0.0%	24.2%
Media*	0.0%	8.3%	0.0%	0.0%	0.0%	2.3%	100.0%	0.0%	33.3%	0.0%
Local Government	66.7%	28.7%	28.6%	18.8%	35.7%	13.6%	0.0%	0.0%	22.2%	27.3%
Private sector*	66.7%	56.5%	28.6%	43.8%	64.3%	29.5%	0.0%	87.5%	22.2%	60.6%
Academia/think tanks/research institutes*	0.0%	27.8%	42.9%	12.5%	21.4%	38.6%	0.0%	75.0%	44.4%	15.2%
NGOs/Community-Based Organizations (CBOs)*	0.0%	25.0%	71.4%	12.5%	28.6%	65.9%	33.3%	12.5%	22.2%	27.3%
Youth/university groups	0.0%	10.2%	0.0%	12.5%	35.7%	18.2%	0.0%	0.0%	0.0%	12.1%
Beneficiaries	33.3%	18.5%	0.0%	31.3%	0.0%	6.8%	0.0%	0.0%	11.1%	15.2%
Foundations*	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	33.3%	0.0%	0.0%	6.1%
Other	0.0%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know*	0.0%	1.9%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	22.2%	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 Botswana? (1-Strongly disagree, 10-Strongly agree)

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/ Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			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 Botswana*	6	7.67	0.52	98	6.76	1.74	7	7.43	1.72	14	7.36	1.82	8	6.00	1.51	31	5.97	2.20	6	4.67	0.52	8	7.00	1.07	5	5.40	1.67	24	6.67	1.47
The WBG's work is aligned with what I consider the development priorities for Botswana*	6	8.00	0.00	95	6.75	1.45	7	7.29	2.06	16	6.81	1.64	10	5.10	1.79	31	5.55	2.00	6	5.33	1.37	8	6.88	1.81	7	4.71	1.25	28	6.46	1.73

*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 Botswana, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	6	7.00	0.89	88	6.26	1.40	7	6.29	1.60	12	7.00	0.85	7	5.43	1.27	31	5.32	1.66	6	4.33	2.07	6	6.83	1.17	5	4.20	1.64	20	6.00	2.05
Flexibility (in terms of the institution's products and services)	6	5.00	0.89	77	5.42	1.39	7	5.43	1.13	12	5.58	1.83	7	3.29	1.50	27	5.07	1.71	6	5.00	2.37	6	5.50	1.98	4	5.25	1.26	16	5.56	1.93
Flexibility (in terms of changing country circumstances)	6	6.00	0.89	80	5.46	1.93	7	5.71	1.60	12	5.75	1.06	8	4.63	1.51	28	4.64	1.50	6	4.67	2.58	6	6.17	1.60	5	4.80	2.05	16	5.44	2.31
Being inclusive*	6	6.00	0.89	81	5.91	1.67	6	5.67	0.52	14	5.50	1.56	10	4.00	2.11	28	5.07	2.11	6	5.33	3.62	6	6.00	1.55	4	3.25	2.87	20	5.30	1.69
Openness (sharing data and other information)*	6	6.67	1.03	87	6.48	1.84	6	6.67	2.07	14	7.14	2.11	10	5.70	2.16	31	5.29	2.41	6	3.33	0.52	6	6.00	2.37	4	3.75	2.87	20	6.85	2.06
Collaboration with the Government	6	7.67	0.52	97	7.54	1.38	7	7.86	0.90	14	7.36	1.01	8	6.63	1.51	36	7.06	2.23	6	6.33	2.07	6	8.00	1.79	5	6.00	2.35	21	7.29	2.13
The speed in which it gets things accomplished on the ground*	4	6.00	1.16	82	6.28	1.69	7	7.71	1.11	9	6.56	1.24	6	5.50	1.38	25	5.08	1.87	6	6.00	3.23	6	5.50	2.26	4	6.50	1.92	15	5.47	1.77
Ease of access to the people at the World Bank Group who are making decisions important to my work*	6	6.33	1.86	76	6.43	2.18	6	8.33	0.52	14	7.43	1.28	9	3.67	2.18	27	4.78	2.15	6	6.67	2.25	6	6.17	2.23	5	2.60	2.07	18	6.67	2.79
Collaboration with civil society	6	5.00	0.89	69	5.54	1.83	5	6.20	0.45	10	5.00	2.21	9	4.33	2.06	32	4.78	2.32	6	4.67	1.86	4	5.25	0.50	5	4.20	1.79	11	4.55	1.70
Staff accessibility*	6	7.33	1.86	83	6.29	2.05	7	7.29	0.49	14	7.50	1.65	9	3.78	2.05	26	4.96	2.18	6	3.00	0.89	6	6.67	1.86	4	2.75	2.36	20	6.90	2.69
Collaboration with other donors and development partners*	6	6.00	0.00	62	6.34	1.67	5	7.40	0.55	14	7.36	1.74	5	5.40	1.14	30	5.10	2.09	6	4.00	1.55	6	6.50	1.23	4	3.25	3.30	20	6.50	2.09
Collaboration with the private sector*	4	7.00	0.00	71	5.62	1.76	3	6.00	0.00	9	6.22	1.72	10	4.90	2.73	28	4.50	1.92	6	3.33	0.52	4	5.00	1.41	4	4.50	1.00	20	5.40	1.90
Straightforwardness and honesty	6	6.00	1.55	82	6.66	1.72	6	8.33	1.37	14	6.00	1.71	6	7.00	0.89	24	5.67	2.28	6	5.67	3.62	6	7.33	1.51	2	5.50	3.54	19	6.95	2.12
Treating clients and stakeholders in Botswana with respect*	6	8.00	1.79	88	7.17	1.78	7	9.43	0.79	14	8.00	1.36	6	7.50	0.84	27	6.41	2.36	6	5.67	3.62	8	8.38	1.41	5	5.80	2.17	22	7.73	2.49
Being a long-term partner	6	8.33	1.37	83	7.46	1.63	7	8.57	0.54	12	8.17	2.08	6	6.83	2.23	35	7.11	2.48	6	6.00	3.58	6	8.83	1.17	7	7.29	2.43	22	7.73	2.21

*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
The Government works inefficiently*	66.7%	24.8%	28.6%	57.1%	33.3%	39.5%	33.3%	50.0%	0.0%	76.7%
Poor donor coordination	0.0%	17.8%	0.0%	0.0%	8.3%	11.6%	0.0%	0.0%	0.0%	0.0%
The World Bank Group is not sensitive enough to political/social realities on the ground	33.3%	19.8%	14.3%	14.3%	16.7%	14.0%	33.3%	12.5%	42.9%	16.7%
Lack of/inadequate levels of capacity in Government*	66.7%	55.4%	57.1%	64.3%	33.3%	30.2%	0.0%	62.5%	57.1%	46.7%
There is not an adequate level of citizen/civil society participation*	0.0%	17.8%	14.3%	28.6%	41.7%	16.3%	66.7%	0.0%	14.3%	20.0%
The World Bank Group works too slowly	0.0%	4.0%	0.0%	0.0%	8.3%	4.7%	0.0%	0.0%	0.0%	0.0%
The World Bank Group does not do adequate follow through/follow-up*	0.0%	4.0%	0.0%	0.0%	8.3%	9.3%	0.0%	0.0%	14.3%	23.3%
Political pressures and obstacles*	0.0%	6.9%	57.1%	14.3%	41.7%	14.0%	33.3%	62.5%	28.6%	10.0%
Reforms are not well thought out in light of country challenges*	0.0%	22.8%	28.6%	14.3%	8.3%	41.9%	0.0%	12.5%	42.9%	0.0%
Other*	33.3%	4.0%	0.0%	0.0%	0.0%	2.3%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups



C. World Bank Group's Effectiveness and Results

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

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			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
Financial markets*	6	6.67	1.86	84	7.58	1.82	5	7.20	2.68	16	5.13	2.55	12	6.33	3.60	36	7.25	2.63	6	6.67	2.58	8	6.63	2.72	7	7.86	2.85	28	6.57	2.81
Transport*	6	8.67	0.52	94	7.88	1.83	7	6.14	1.35	16	5.31	2.18	13	6.31	3.45	34	7.00	2.36	6	6.67	1.86	8	6.25	3.28	7	7.86	2.85	26	6.65	1.72
Anti-corruption*	6	5.67	2.73	92	7.79	2.04	7	7.86	1.95	16	6.88	1.63	14	5.21	3.24	36	8.00	2.27	6	8.67	2.07	8	5.50	2.93	7	7.71	2.63	28	7.07	2.52
Law and justice*	6	5.33	2.88	87	6.38	2.25	7	6.29	1.25	16	5.94	1.53	14	4.64	3.20	36	7.22	2.61	6	7.33	2.25	8	4.63	2.45	7	7.57	1.27	28	5.93	2.40
Urban development*	6	7.67	0.52	96	7.25	1.89	7	5.29	1.89	16	4.75	2.32	13	5.08	2.96	36	7.25	2.03	6	7.67	1.03	8	6.88	1.13	7	8.71	1.60	28	6.82	1.87
Environmental sustainability*	6	9.33	1.03	100	8.53	1.33	7	8.14	1.46	16	6.50	1.90	14	7.50	2.79	36	8.19	2.01	6	6.67	0.52	8	6.88	1.36	7	9.43	1.51	28	7.29	1.92
Trade and exports	6	6.33	1.86	96	7.87	1.57	3	5.67	0.58	16	7.94	0.77	14	7.36	2.65	36	7.67	2.31	6	7.33	1.37	8	7.00	1.41	7	8.43	1.62	29	7.45	2.32
Information and communications technology*	4	8.50	0.58	100	7.81	1.64	7	8.14	0.90	16	6.81	1.68	14	6.14	2.28	35	7.54	1.95	6	8.33	1.37	6	5.17	3.31	7	8.86	1.57	28	6.25	2.22
Poverty reduction*	6	8.00	1.55	100	8.88	1.37	7	6.71	1.70	16	8.69	1.45	14	8.07	2.09	36	8.31	2.10	6	9.33	1.03	8	9.25	0.89	7	10.00	0.00	29	8.17	2.52
Gender equity*	6	6.33	2.07	96	7.60	2.24	7	4.86	1.46	16	7.13	1.96	12	5.92	3.34	36	7.58	1.95	6	7.33	2.25	8	7.13	1.73	7	8.71	1.60	28	6.50	2.32
Private sector development	6	8.00	1.79	102	8.42	1.86	7	6.57	0.98	16	8.63	0.96	14	8.21	2.39	36	8.25	1.73	6	9.00	1.55	8	9.13	0.84	7	8.57	1.81	29	7.86	2.33
Foreign direct investment	6	8.67	1.03	100	8.23	1.77	7	6.00	1.63	16	7.75	1.73	14	8.43	2.79	34	7.82	1.78	6	8.67	1.37	8	8.63	1.30	7	8.29	1.70	29	7.66	2.19
Water and sanitation*	6	8.33	1.86	96	8.68	1.33	7	7.86	1.46	16	8.94	1.18	14	7.07	3.15	36	7.97	2.25	6	8.00	3.10	8	6.63	2.00	7	9.29	1.11	29	7.48	1.75
Regulatory framework*	6	7.00	0.89	96	7.68	1.71	7	8.57	1.40	16	7.69	1.85	14	6.21	2.83	33	6.82	2.26	6	5.67	1.37	8	7.13	2.48	7	9.29	1.11	26	7.85	1.78
Economic growth*	6	8.67	1.37	96	8.97	1.17	7	7.43	1.40	15	8.93	0.80	14	8.29	2.02	36	8.08	2.18	6	7.33	1.37	8	8.88	1.13	7	9.71	0.49	29	7.97	1.74
Energy*	4	8.50	1.73	100	8.79	1.31	7	7.71	1.25	15	8.20	0.86	14	7.64	3.03	36	8.28	2.09	6	8.67	1.03	8	6.75	1.58	7	9.57	1.13	28	7.89	1.75
Public sector governance/reform*	6	8.67	2.07	100	7.95	1.86	7	8.29	1.60	16	8.88	1.09	14	5.14	3.30	37	8.08	1.44	6	5.33	1.37	8	7.00	1.69	7	10.00	0.00	28	8.32	2.31
Job creation/employment	6	9.00	0.89	98	8.78	1.60	7	7.43	1.40	16	8.63	1.20	14	7.64	3.08	36	8.44	2.22	6	8.00	2.37	8	9.25	0.89	7	9.43	0.79	26	8.35	1.62
Communicable/non-communicable diseases*	6	7.00	1.55	96	7.75	1.86	7	6.57	0.79	16	6.44	2.58	14	4.29	3.22	36	7.31	2.15	6	7.67	2.07	8	5.88	2.10	5	7.60	1.34	28	5.43	2.62
Equality of opportunity*	6	5.33	1.37	94	7.66	1.73	7	6.00	1.53	16	7.25	1.88	13	4.85	2.61	36	7.53	2.34	6	8.00	2.37	8	7.75	2.05	7	7.00	4.24	28	6.18	2.26
Social protection*	6	5.67	0.52	92	6.75	1.99	7	5.00	1.29	16	7.38	1.82	14	4.86	3.06	34	6.76	2.50	6	7.67	2.88	8	7.50	2.20	7	5.43	3.31	28	5.39	2.51
Rural development*	6	8.00	0.00	100	8.10	1.90	7	5.86	1.35	16	6.25	2.54	14	6.86	2.88	36	7.67	2.35	6	6.00	2.37	8	7.87	2.17	7	9.00	1.29	29	6.79	2.43
Global/regional integration*	6	5.33	1.86	96	7.76	1.94	7	6.43	1.99	16	6.63	2.75	14	7.50	1.87	34	7.15	2.00	6	9.00	1.55	8	7.25	1.28	6	7.00	1.90	29	6.62	1.88
Food security*	6	6.67	1.37	98	8.32	1.90	7	5.29	1.60	16	6.25	2.86	14	6.64	3.52	36	8.28	2.05	6	8.33	1.37	8	7.12	1.89	5	10.00	0.00	28	6.39	2.38
Natural resource management*	6	6.67	3.62	93	7.54	2.31	7	4.71	1.11	16	6.63	2.34	14	4.71	3.20	36	7.11	2.59	6	7.67	2.88	8	7.00	1.77	5	7.00	3.00	28	6.71	2.03
Health*	6	7.33	2.25	98	8.34	1.83	7	5.57	1.99	16	6.19	2.23	14	6.50	2.57	38	8.34	2.25	6	9.33	0.52	8	6.63	2.39	7	7.00	2.24	28	5.96	2.30
Climate change*	6	9.00	0.89	104	8.88	1.35	7	7.57	1.81	16	7.44	1.46	14	8.14	2.80	38	8.89	1.01	6	9.67	0.52	8	7.75	2.44	7	9.71	0.49	26	7.88	1.68
Agricultural development*	4	8.00	0.00	98	8.56	1.63	7	6.00	1.53	16	5.94	2.46	13	7.31	2.32	36	8.17	2.04	6	9.67	0.52	8	6.13	2.90	7	9.29	1.11	28	6.68	2.75
Education*	6	9.00	0.89	100	8.73	1.40	7	8.14	1.86	16	8.06	1.69	14	7.14	3.06	36	8.83	1.89	6	9.33	0.52	8	6.63	2.83	7	9.14	1.07	28	7.21	2.39

*Significantly different between stakeholder groups



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

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

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			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
Gender equity				31	7.10	1.27				8	5.50	1.60	5	5.80	1.92	15	6.73	1.22	4	7.50	2.89	1	7.00	.	2	8.00	1.41	5	5.80	4.55
Information and communications technology	2	5.00	0.00	37	6.59	1.24				5	5.80	0.84	3	5.00	1.73	14	6.00	1.96	2	7.00	0.00	1	5.00	.	2	5.50	0.71	8	6.13	3.48
Transport*	2	4.00	0.00	60	7.13	1.71	1	3.00	.	9	6.11	0.93	4	5.25	1.89	17	6.29	2.23	4	4.50	0.58	3	7.33	0.58	2	5.50	0.71	8	7.50	2.00
Law and justice*				31	6.71	1.70				7	5.86	1.46	2	4.00	0.00	18	6.17	1.65	2	4.00	0.00	1	5.00	.	2	5.50	0.71	3	2.67	2.89
Urban development*	2	4.00	0.00	40	7.25	1.50				7	6.14	0.90	6	5.83	1.17	18	6.78	2.07	4	5.50	1.73	1	6.00	.	2	5.50	2.12	8	5.38	2.83
Environmental sustainability*	2	4.00	0.00	51	7.75	1.43				10	6.80	1.62	5	5.40	1.82	19	6.16	2.57	4	6.50	0.58	3	7.00	0.00	2	6.50	0.71	4	3.75	3.40
Regulatory framework*	2	5.00	0.00	45	7.47	1.59	2	9.00	0.00	11	6.55	1.97	5	6.00	1.87	18	6.61	2.15	4	5.00	0.00	3	7.33	0.58	4	7.50	0.58	13	7.31	1.97
Communicable/non-communicable diseases*	2	5.00	0.00	42	7.69	1.35				10	4.70	2.00	4	6.75	2.87	19	6.32	2.41	4	6.00	1.16	1	3.00	.	2	6.50	0.71	4	3.50	3.00
Poverty reduction	4	5.00	1.16	52	7.38	1.71				14	6.21	1.67	3	5.00	1.00	24	6.58	2.54	4	7.50	1.73	3	8.00	1.73	4	7.25	0.50	13	6.08	2.84
Anti-corruption	2	5.00	0.00	32	6.53	2.16				10	5.50	1.58	6	5.17	2.23	16	5.56	2.61	2	3.00	0.00	1	5.00	.	4	5.75	0.96	5	4.20	3.03
Private sector development*	4	5.00	1.16	45	6.98	2.16				10	6.80	1.75	6	4.83	1.72	18	5.50	2.36	2	4.00	0.00	3	8.00	0.00	4	5.00	0.82	12	6.25	2.96
Foreign direct investment	2	6.00	0.00	42	6.64	2.02				7	7.29	2.29	4	5.75	1.71	17	6.41	2.18	4	4.50	0.58	3	8.67	0.58	2	4.50	0.71	15	5.67	2.55
Water and sanitation*				46	7.02	1.48	2	7.00	0.00	9	7.22	1.30	4	6.00	2.31	19	5.58	2.43	4	4.50	1.73	1	6.00	.	4	3.25	2.87	10	5.50	2.64
Trade and exports*	4	8.00	2.31	51	6.82	1.74				8	7.13	2.10	3	5.00	1.73	17	6.47	2.18	2	4.00	0.00	1	8.00	.	4	3.75	3.20	17	6.06	2.63
Economic growth	6	7.33	2.25	68	7.16	1.92	2	8.00	0.00	10	6.80	1.03	7	5.71	1.50	21	6.90	2.28	4	5.50	0.58	3	9.33	1.16	6	5.33	3.45	16	6.81	2.43
Health*	4	7.50	2.89	52	7.38	1.64				10	5.70	1.57	6	5.17	1.17	24	7.25	2.21	4	5.50	0.58	1	5.00	.	2	7.00	1.41	8	5.50	3.07
Public sector governance/reform*	4	5.00	2.31	64	7.27	1.69	3	8.33	1.16	14	7.79	1.12	7	5.00	1.53	21	7.29	2.26	4	6.00	2.31	3	9.00	0.00	4	3.75	3.20	14	5.79	2.19
Job creation/employment*	4	8.00	2.31	53	6.87	2.13				8	6.00	0.76	7	4.43	1.81	20	4.45	2.72	4	3.50	1.73	5	7.40	0.55	4	4.00	1.41	12	5.33	2.27
Financial markets*				38	6.05	2.04				8	7.13	1.46	3	5.67	1.53	18	6.00	2.09	2	2.00	0.00	3	9.33	1.16	4	4.00	3.46	10	5.50	2.59
Equality of opportunity*	2	5.00	0.00	40	6.80	1.83				12	6.58	1.73	4	4.50	2.08	17	5.76	2.54	2	5.00	0.00	3	5.33	0.58	4	3.75	3.20	7	4.71	2.56
Energy*	4	3.00	1.16	48	6.52	1.30	2	9.00	0.00	10	6.40	2.12	6	4.50	2.07	20	6.80	2.71	4	3.00	2.31	3	6.00	0.00	2	7.00	1.41	8	4.63	2.62
Global/regional integration*	2	6.00	0.00	41	6.46	1.78	4	6.00	0.00	8	6.88	1.36	3	5.00	2.65	18	7.22	2.51	2	1.00	0.00	1	8.00	.	2	7.50	2.12	5	5.80	3.56
Education*	2	6.00	0.00	58	7.03	1.52	4	6.00	1.16	11	5.55	1.64	4	4.50	2.65	18	6.11	2.52	4	4.50	0.58	3	7.33	1.16	4	6.00	0.00	8	6.25	3.28
Social protection*	4	8.50	1.73	37	6.22	2.38				13	7.31	1.32	3	5.33	1.53	15	6.20	2.51	2	1.00	0.00	3	7.00	1.73	4	7.00	1.41	3	3.00	3.46
Natural resource management*	4	7.00	2.31	42	7.00	1.79				9	6.44	1.51	4	6.00	2.45	18	6.33	2.79	2	1.00	0.00	3	6.67	0.58	2	6.50	0.71	4	4.50	4.04

*Significantly different between stakeholder groups

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			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 WBG's work help to achieve development results in Botswana?*	6	6.67	1.86	89	7.07	1.36	5	6.20	1.79	12	6.33	1.50	9	5.00	1.58	25	6.40	1.83	6	5.00	0.89	8	6.50	0.93	7	5.14	1.95	20	6.55	1.82

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

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

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

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			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 WBG's financial instruments meet the needs of Botswana*	4	5.50	0.58	79	5.86	1.72	7	5.71	2.63	11	5.91	1.76	7	4.00	3.00	23	5.48	1.86	6	5.00	1.79	8	6.00	0.76	4	3.25	1.89	19	6.74	1.66
The WBG meets Botswana's needs for knowledge services	6	7.67	1.03	92	6.35	1.52	7	6.14	1.68	13	6.23	1.79	10	6.50	2.12	25	5.92	2.12	6	6.33	2.25	6	7.33	2.34	5	5.40	1.82	24	6.71	2.03

*Significantly different between stakeholder groups

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe that Botswana received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?	4	7.50	0.58	59	6.36	1.91	2	9.00	0.00	14	7.21	1.63	3	4.33	0.58	14	6.86	2.32	2	7.00	0.00	3	7.00	0.00	4	5.00	1.63	16	6.94	1.39

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

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			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 WBG measures and corrects its work in real time in Botswana?*	6	7.67	1.03	58	6.29	1.80	6	8.00	0.89	8	7.13	0.64	5	5.80	0.45	17	5.24	1.89	2	5.00	0.00	5	5.80	2.59	5	4.00	2.35	15	5.87	1.41

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

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

How frequently do you consult World Bank Group's knowledge work and activities in the work you do?* (Select only ONE response)

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/Consultant on WBG project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Weekly	33.3%	6.1%	-	-	-	-	-	25.0%	11.1%	-
Monthly	66.7%	15.2%	28.6%	31.3%	21.4%	-	-	25.0%	-	15.6%
A few times a year	-	53.5%	57.1%	68.8%	14.3%	47.7%	33.3%	50.0%	-	34.4%
Rarely	-	19.2%	-	-	28.6%	18.2%	33.3%	-	55.6%	18.8%
Never	-	6.1%	14.3%	-	35.7%	34.1%	33.3%	-	33.3%	31.3%

*Significantly different between stakeholder groups

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

In Botswana, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			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	6	7.33	0.52	75	6.16	1.54	6	6.67	1.03	15	6.47	1.51	8	5.38	1.41	28	5.57	2.12	6	5.33	2.88	8	6.25	0.89	4	5.75	2.06	16	6.56	1.09
Include appropriate level of stakeholder involvement during preparation*	6	7.33	0.52	85	6.38	1.54	6	8.33	1.37	10	6.00	1.83	8	5.87	1.25	29	5.69	2.48	4	3.00	0.00	8	6.38	0.52	4	3.50	2.89	16	6.56	1.21
Lead to practical solutions*	6	7.00	0.00	87	6.20	1.63	6	8.00	0.00	12	6.50	1.83	8	3.88	2.10	28	5.50	2.20	4	3.50	0.58	8	6.25	0.46	4	3.50	2.89	18	6.67	1.19
Are accessible (well written and easy to understand)*	6	8.00	0.89	85	6.26	1.90	6	8.67	1.03	15	7.93	1.34	8	4.88	3.04	30	5.83	2.04	6	5.00	3.10	8	7.87	1.46	4	8.50	0.58	20	6.60	1.90
Are source of relevant information on global good practices*	6	7.67	0.52	89	7.27	1.60	4	8.50	0.58	16	8.44	1.21	8	5.75	2.44	31	6.61	2.28	6	5.67	2.73	8	8.25	1.49	4	9.00	1.16	18	7.78	1.48
Are adequately disseminated*	6	8.00	0.89	78	5.77	1.81	6	6.33	1.03	14	6.21	1.81	8	3.50	2.14	32	4.94	2.03	6	4.00	2.37	8	5.00	2.56	4	3.50	3.00	19	6.42	1.43
Are translated enough into local language	6	2.33	2.07	62	3.21	1.80	4	2.00	1.16	6	4.50	2.07	5	3.40	2.61	25	2.88	2.15	6	4.00	4.65	6	2.17	1.84	6	1.67	1.63	10	3.80	2.30
Are adaptable to Botswana's specific development challenges and country circumstances*	6	6.67	0.52	87	5.87	1.90	6	6.33	2.25	14	6.64	1.55	8	4.50	2.73	33	5.09	2.66	6	4.33	3.14	6	7.00	1.55	4	4.00	3.56	18	6.89	1.94

*Significantly different between stakeholder groups

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			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 WBG's knowledge work and activities make to development results in your country?	6	7.67	1.86	90	6.47	1.68	7	6.57	2.23	11	6.55	2.58	10	5.90	1.73	25	6.24	1.86	4	5.00	0.00	8	6.38	1.30	6	6.17	0.41	26	6.23	1.86
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	6	7.67	0.52	85	7.07	1.41	7	7.86	1.68	16	7.63	1.89	9	6.11	2.15	26	6.42	1.82	4	4.50	0.58	8	8.25	1.17	6	6.50	0.84	29	6.76	2.20

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

E. Working with the World Bank Group

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

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			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	4	7.00	1.16	43	5.98	1.95	5	5.80	1.64	7	5.57	1.40	4	4.25	2.50	18	5.89	2.83	4	3.50	0.58	1	5.00	.	1	8.00	.	10	7.20	1.48
The World Bank Group effectively monitors and evaluates the projects and programs it supports	6	6.67	1.03	74	7.19	1.43	7	7.71	1.70	11	6.27	1.68	8	5.88	3.04	22	6.95	2.44	6	6.67	1.86	5	6.60	1.52	1	8.00	.	16	6.50	1.67
The WBG's approvals and reviews are done in a timely fashion	6	6.67	0.52	62	6.56	1.47	6	7.67	1.86	6	5.17	1.72	4	7.25	1.50	21	6.14	2.35	4	5.00	0.00	5	6.40	1.52	4	6.00	1.41	13	7.00	1.16
The WBG's "Safeguard Policy" requirements are reasonable	2	7.00	0.00	42	6.62	1.51	5	7.20	1.10	4	7.00	0.00	4	7.25	2.50	19	6.63	2.09	6	6.33	1.37	1	6.00	.	2	8.50	2.12	6	6.67	1.21
The WBG's conditions on its lending are reasonable				57	5.95	1.82	6	7.00	0.89	10	5.90	1.20	6	6.50	2.07	20	5.85	2.30	4	5.50	0.58	2	6.00	0.00	2	7.50	0.71	13	5.92	1.71
The World Bank Group takes decisions quickly in Botswana*	4	7.50	0.58	56	6.32	1.48	6	7.33	2.07	6	7.33	1.37	3	6.00	1.00	18	5.39	2.55	4	3.50	0.58	5	5.60	0.55	2	7.50	0.71	9	7.67	1.50
Working with the WBG increases Botswana's institutional capacity	6	7.67	0.52	76	7.13	1.64	7	8.00	1.41	11	7.18	1.40	4	7.25	2.50	23	7.61	1.99	4	5.00	1.16	8	7.75	1.67	2	7.50	3.54	20	7.45	1.40
Where country systems are adequate, the World Bank Group makes appropriate use of them	6	8.67	0.52	63	5.95	2.04	4	7.00	1.16	4	6.50	0.58	4	5.75	2.75	13	6.69	2.10	4	4.50	0.58	1	6.00	.	4	6.25	2.87	11	6.55	1.92
The World Bank Group provides effective implementation support	6	6.00	2.68	72	6.78	1.88	6	8.00	1.55	8	6.13	1.64	5	6.20	3.27	21	5.95	2.44	4	5.00	0.00	5	5.80	2.59	4	7.50	1.00	17	7.35	1.27

*Significantly different between stakeholder groups

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe that the WBG's work helps to find solutions that promote private public partnerships in Botswana?*	6	5.00	2.68	65	5.89	2.06	3	7.00	1.73	9	6.00	1.50	11	3.73	2.01	22	5.64	2.19	6	4.33	1.03	6	4.83	1.33	2	7.50	2.12	19	6.05	1.93

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

Which of the following best describes the World Bank Group's support in Botswana?* (Select only ONE response)

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/Consultant on WBG project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
The World Bank Group is sufficiently selective and focuses on the most important development challenges in Botswana	100.0%	53.1%	57.1%	62.5%	21.4%	34.1%	33.3%	87.5%	33.3%	45.5%
The World Bank Group is not sufficiently selective in Botswana, and it is involved in too many areas of development	-	6.3%	-	-	7.1%	11.4%	-	-	11.1%	6.1%
Don't know	-	40.6%	42.9%	37.5%	71.4%	54.5%	66.7%	12.5%	55.6%	48.5%

*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Offer more innovative financial products	0.0%	11.2%	14.3%	7.1%	21.4%	6.8%	0.0%	0.0%	0.0%	6.1%
Ensure greater selectivity in its work*	33.3%	8.2%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	6.1%
Provide more adequate data/knowledge/ statistics/figures on Botswana's economy	0.0%	18.4%	28.6%	28.6%	50.0%	18.2%	33.3%	16.7%	28.6%	39.4%
Improve the competitiveness of its financing compared to markets	0.0%	11.2%	0.0%	0.0%	0.0%	2.3%	0.0%	0.0%	0.0%	15.2%
Reach out more to groups outside of Government*	33.3%	29.6%	28.6%	35.7%	35.7%	65.9%	33.3%	66.7%	28.6%	33.3%
Increase the level of capacity development in the country*	0.0%	51.0%	71.4%	42.9%	35.7%	25.0%	33.3%	0.0%	28.6%	42.4%
Improve the quality of its experts as related to Botswana's specific challenges*	66.7%	4.1%	28.6%	14.3%	7.1%	15.9%	33.3%	0.0%	28.6%	15.2%
Offer more innovative knowledge services	0.0%	16.3%	0.0%	35.7%	35.7%	15.9%	33.3%	16.7%	0.0%	6.1%
Collaborate more effectively with Government clients	33.3%	15.3%	0.0%	14.3%	14.3%	6.8%	0.0%	33.3%	14.3%	12.1%
Work faster	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Reduce the complexity of obtaining World Bank Group financing	0.0%	20.4%	28.6%	0.0%	0.0%	15.9%	0.0%	33.3%	0.0%	9.1%
Increase availability of Reimbursable Advisory Services (RAS)*	0.0%	2.0%	0.0%	21.4%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%
Other*	33.3%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	42.9%	9.1%

*Significantly different between stakeholder groups

When considering the combination of services that the World Bank Group offers in Botswana, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Botswana? (Select only ONE response)

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Financial services	-	8.0%	14.3%	-	14.3%	22.0%	-	-	-	16.1%
Knowledge products	-	3.4%	-	20.0%	7.1%	9.8%	-	16.7%	-	12.9%
Analytical and advisory services / Technical assistance*	66.7%	62.1%	57.1%	40.0%	21.4%	39.0%	100.0%	50.0%	28.6%	48.4%
Reimbursable Advisory Services (RAS)*	-	4.6%	-	26.7%	-	-	-	-	-	-
Convening services*	-	-	-	-	-	-	-	33.3%	-	-
None of the above	-	-	-	-	-	-	-	-	-	-
The combination is appropriate for Botswana	33.3%	17.2%	28.6%	13.3%	28.6%	19.5%	-	-	42.9%	6.5%
Don't know*	-	4.6%	-	-	28.6%	9.8%	-	-	28.6%	16.1%

*Significantly different between stakeholder groups

G. Communication and Information Sharing

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

Percentage of Respondents (Responses combined)	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)*	0.0%	2.9%	0.0%	0.0%	28.6%	20.5%	0.0%	12.5%	22.2%	6.5%
International newspapers*	0.0%	5.8%	42.9%	0.0%	7.1%	2.3%	0.0%	0.0%	11.1%	9.7%
Local radio	33.3%	22.1%	0.0%	0.0%	14.3%	34.1%	33.3%	0.0%	33.3%	12.9%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local television*	33.3%	26.0%	57.1%	0.0%	7.1%	20.5%	0.0%	0.0%	33.3%	6.5%
International television	0.0%	10.6%	0.0%	7.1%	21.4%	6.8%	0.0%	0.0%	0.0%	6.5%
Local newspapers	66.7%	65.4%	100.0%	78.6%	78.6%	61.4%	100.0%	37.5%	55.6%	54.8%
Internet*	0.0%	31.7%	0.0%	57.1%	35.7%	40.9%	33.3%	62.5%	33.3%	54.8%
Periodicals*	0.0%	13.5%	0.0%	7.1%	7.1%	0.0%	0.0%	37.5%	11.1%	19.4%
Other*	33.3%	9.6%	0.0%	21.4%	0.0%	4.5%	33.3%	25.0%	0.0%	25.8%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Direct contact with World Bank Group	66.7%	27.0%	28.6%	21.4%	7.1%	15.9%	33.3%	25.0%	0.0%	12.1%
Mobile phones	0.0%	2.0%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%	0.0%	6.1%
World Bank Group's seminars/workshops/ conferences*	100.0%	44.0%	28.6%	57.1%	57.1%	45.5%	66.7%	25.0%	28.6%	24.2%
World Bank Group's publications and other written materials*	0.0%	44.0%	28.6%	28.6%	28.6%	27.3%	0.0%	25.0%	85.7%	36.4%
World Bank Group's website	33.3%	39.0%	42.9%	28.6%	35.7%	29.5%	33.3%	37.5%	42.9%	30.3%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	0.0%	10.0%	0.0%	0.0%	14.3%	20.5%	33.3%	0.0%	0.0%	12.1%
e-Newsletters*	0.0%	18.0%	71.4%	64.3%	28.6%	34.1%	33.3%	62.5%	42.9%	39.4%
Other	0.0%	8.0%	0.0%	0.0%	0.0%	6.8%	0.0%	0.0%	0.0%	6.1%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Yes	-	14.6%	-	14.3%	7.7%	4.5%	-	-	11.1%	13.3%
No	100.0%	85.4%	100.0%	85.7%	92.3%	95.5%	100.0%	100.0%	88.9%	86.7%

G. Communication and Information Sharing (continued)

If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies? (Select only ONE response)

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
WBG's seminars/workshops/conferences	-	35.7%	-	-	-	-	-	-	-	-
World Bank Group's website	-	28.6%	-	-	100.0%	100.0%	-	-	100.0%	100.0%
World Bank Group's e-Newsletters	-	14.3%	-	-	-	-	-	-	-	-
News/Media	-	-	-	-	-	-	-	-	-	-
Colleagues/Friends/Peer organizations	-	7.1%	-	-	-	-	-	-	-	-
Other	-	14.3%	-	100.0%	-	-	-	-	-	-

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

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Yes	100.0%	23.9%	40.0%	30.0%	15.4%	10.0%	-	62.5%	11.1%	12.1%
No	-	76.1%	60.0%	70.0%	84.6%	90.0%	100.0%	37.5%	88.9%	87.9%

*Significantly different between stakeholder groups

Were you able to obtain this information?*

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Yes	100.0%	100.0%	100.0%	100.0%	50.0%	50.0%	-	100.0%	100.0%	100.0%
No	-	-	-	-	50.0%	50.0%	-	-	-	-

*Significantly different between stakeholder groups

Do you have access to the Internet?

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Yes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
No	-	-	-	-	-	-	-	-	-	-

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

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Yes	50.0%	68.5%	66.7%	81.8%	44.4%	36.8%	66.7%	100.0%	85.7%	88.0%
No	50.0%	31.5%	33.3%	18.2%	55.6%	63.2%	33.3%	-	14.3%	12.0%

*Significantly different between stakeholder groups



G. Communication and Information Sharing (continued)

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

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Yes	-	13.5%	-	-	-	-	-	37.5%	-	16.0%
No	100.0%	86.5%	100.0%	100.0%	100.0%	100.0%	100.0%	62.5%	100.0%	84.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
High speed/WiFi	100.0%	82.1%	100.0%	100.0%	80.0%	87.9%	100.0%	100.0%	100.0%	93.3%
Dial-up	-	17.9%	-	-	20.0%	12.1%	-	-	-	6.7%

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

	Office of the President			Employee of a Ministry			PMU/Consultant on WBG project			Bilateral/ Multilateral Agency			Private/Financial Sector/Private Bank			Civil Society			Media			Independent Government Inst.			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
I find the World Bank Group's websites easy to navigate	2	7.00	0.00	76	7.36	1.77	4	7.00	1.16	13	7.46	0.66	5	7.40	1.82	25	7.48	1.26	4	7.00	3.46	8	7.62	0.52	6	7.50	2.26	20	7.15	1.46
I find the information on the World Bank Group's websites useful	2	8.00	0.00	75	7.91	1.71	4	7.00	1.16	13	8.54	1.05	7	7.57	2.64	23	7.09	1.38	4	8.00	2.31	8	8.50	0.76	6	8.67	1.63	22	7.91	1.34
The WBG's social media channels are valuable sources of information about the institution				25	7.48	2.04	2	6.00	0.00	2	5.00	0.00	3	6.67	2.89	14	7.36	1.74				3	8.00	0.00	3	8.67	1.16	5	9.00	0.00
When I need information from the WBG I know how to find it	4	8.00	0.00	72	6.53	2.14	6	8.00	1.79	15	5.73	1.58	6	7.50	3.02	25	6.36	2.68				7	7.14	1.07	6	5.83	3.92	19	6.74	2.02
The WBG is responsive to my information requests and inquiries	4	8.50	0.58	54	6.83	2.09	6	7.67	1.86	6	6.33	2.42	1	6.00	.	21	5.71	2.35	2	4.00	0.00	5	7.00	1.00	1	8.00	.	11	7.82	1.08

H. Background Information

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

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Yes	100.0%	57.7%	85.7%	86.7%	8.3%	20.5%	-	62.5%	-	33.3%
No	-	42.3%	14.3%	13.3%	91.7%	79.5%	100.0%	37.5%	100.0%	66.7%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
The World Bank (IDA)	100.0%	86.1%	100.0%	93.3%	20.0%	76.5%	-	87.5%	100.0%	76.9%
The International Finance Corporation (IFC)	-	5.6%	-	6.7%	80.0%	5.9%	-	12.5%	-	7.7%
The Multilateral Investment Guarantee Agency (MIGA)	-	-	-	-	-	5.9%	-	-	-	-
Other	-	8.3%	-	-	-	11.8%	-	-	-	15.4%

Do your projects involve both the World Bank and the IFC?*

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Yes	33.3%	28.4%	50.0%	7.7%	-	9.5%	-	-	11.1%	-
No	66.7%	71.6%	50.0%	92.3%	100.0%	90.5%	100.0%	100.0%	88.9%	100.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
The two institutions work well together	100.0%	47.8%	-	100.0%	-	50.0%	-	-	-	-
The way the two institutions work together needs improvement	-	34.8%	-	-	-	-	-	-	100.0%	-
The two institutions do not work well together	-	-	-	-	-	-	-	-	-	-
Don't know	-	17.4%	-	-	-	50.0%	-	-	-	-



H. Background Information (continued)

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

Percentage of Respondents (Responses combined)	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Observer*	0.0%	4.3%	0.0%	13.3%	50.0%	35.1%	66.7%	12.5%	50.0%	42.3%
Use World Bank Group reports/data	0.0%	37.2%	33.3%	53.3%	50.0%	35.1%	33.3%	37.5%	16.7%	46.2%
Engage in World Bank Group related/sponsored events/activities*	33.3%	37.2%	33.3%	20.0%	8.3%	24.3%	0.0%	0.0%	0.0%	15.4%
Collaborate as part of my professional duties*	100.0%	50.0%	100.0%	60.0%	8.3%	21.6%	0.0%	50.0%	33.3%	26.9%
Use World Bank Group website for information, data, research, etc.*	0.0%	25.5%	0.0%	26.7%	50.0%	32.4%	0.0%	75.0%	66.7%	15.4%

*Significantly different between stakeholder groups

What's your gender?*

Percentage of Respondents	Office of the President	Employee of a Ministry	PMU/ Consultant on WBG project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Female	-	47.1%	33.3%	31.3%	35.7%	54.5%	33.3%	25.0%	-	30.3%
Male	100.0%	52.9%	66.7%	68.8%	64.3%	45.5%	66.7%	75.0%	100.0%	69.7%

*Significantly different between stakeholder groups



Appendix C: Responses to Select Questions by Collaboration with the WBG¹⁵

Currently collaborating with the WBG N=112 ● Not collaborating with the WBG N=131

B. Overall Attitudes toward the World Bank Group

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Botswana?*	111	5.75	2.39	130	4.74	2.41

(1-Not familiar at all, 10-Extremely familiar) *Significantly different between those who collaborate with the WBG and those who do not.

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Botswana.*	89	6.24	1.91	96	5.63	2.00

(1-Not effective at all, 10-Very effective) *Significantly different between those who collaborate with the WBG and those who do not.

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the WBG's staff is well prepared to help Botswana solve its most complicated development challenges?	75	6.79	1.89	84	6.21	2.01

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

¹⁵ Only 243 respondents provided the information about their levels of collaboration with the World Bank Group (question H3 in the questionnaire). Thus only these respondents were included in the analysis presented in this appendix.



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

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

Percentage of Respondents (Responses combined)	Currently collaborating with the WBG	Not collaborating with the WBG
Health	11.7%	12.3%
Transport	6.3%	12.3%
Agricultural development	18.0%	24.6%
Global/regional integration	1.8%	0.8%
Job creation/employment	32.4%	31.5%
Public sector governance/reform	28.8%	35.4%
Social protection	2.7%	6.9%
Rural development	13.5%	10.8%
Foreign direct investment	3.6%	7.7%
Education*	26.1%	12.3%
Energy	8.1%	6.2%
Gender equity	0.0%	0.8%
Financial markets	1.8%	3.1%
Urban development	0.9%	0.0%
Environmental sustainability	5.4%	1.5%
Economic growth	28.8%	23.8%
Private sector development	36.0%	27.7%
Water and sanitation	17.1%	10.0%
Food security	4.5%	7.7%
Climate change	5.4%	10.8%
Information and communications technology	1.8%	6.9%
Trade and exports	6.3%	1.5%
Equality of opportunity	5.4%	4.6%
Law and justice	0.0%	1.5%
Regulatory framework	10.8%	6.2%
Communicable/non-communicable diseases	0.0%	0.0%
Natural resource management	3.6%	1.5%
Poverty reduction	11.7%	16.2%
Anti-corruption*	0.0%	6.9%

*Significantly different between those who collaborate with the WBG and those who do not.

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Botswana*	105	7.06	1.55	98	6.13	1.91
The WBG's work is aligned with what I consider the development priorities for Botswana*	106	7.11	1.42	102	5.78	1.73

(1-Strongly disagree, 10-Strongly agree) *Significantly different between those who collaborate with the WBG and those who do not.

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	90	6.54	1.49	96	5.61	1.58
Flexibility (in terms of the institution's products and services)	81	5.49	1.42	83	5.16	1.69
Flexibility (in terms of changing country circumstances)*	85	5.88	1.73	85	4.87	1.77
Being inclusive*	88	5.97	1.51	89	5.24	2.05
Openness (sharing data and other information)*	93	6.75	1.74	93	5.67	2.36
Collaboration with the Government*	98	7.61	1.52	104	7.11	1.77
The speed in which it gets things accomplished on the ground*	84	6.55	1.76	78	5.50	1.75
Ease of access to the people at the World Bank Group who are making decisions important to my work*	85	7.00	2.17	84	5.37	2.26
Collaboration with civil society	69	5.48	1.61	84	4.99	2.04
Staff accessibility*	89	7.08	1.95	88	5.18	2.13
Collaboration with other donors and development partners*	79	6.65	1.77	77	5.53	1.98
Collaboration with the private sector*	73	6.05	1.72	84	4.70	1.78
Straightforwardness and honesty	87	6.72	1.72	82	6.44	2.10
Treating clients and stakeholders in Botswana with respect*	91	7.88	1.62	96	6.81	2.19
Being a long-term partner	89	7.84	1.67	99	7.33	2.14

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

*Significantly different between those who collaborate with the WBG and those who do not.



C. World Bank Group's Sectoral Effectiveness and Results

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Financial markets	95	6.92	2.45	111	7.20	2.50
Transport	100	7.20	2.18	113	7.27	2.19
Anti-corruption	103	7.45	2.12	113	7.41	2.53
Law and justice	100	6.11	2.25	111	6.46	2.48
Urban development*	100	6.58	1.95	117	7.24	2.19
Environmental sustainability	103	8.22	1.60	119	8.01	1.88
Trade and exports	100	7.92	1.46	115	7.58	2.04
Information and communications technology	99	7.64	1.74	118	7.29	2.11
Poverty reduction	108	8.63	1.46	117	8.68	1.95
Gender equity	101	7.30	1.93	117	7.26	2.53
Private sector development	108	8.34	1.77	117	8.35	1.84
Foreign direct investment	106	8.09	1.74	115	8.10	1.89
Water and sanitation	104	8.50	1.38	115	8.07	2.03
Regulatory framework	103	7.67	1.73	110	7.35	2.14
Economic growth	105	8.72	1.29	115	8.51	1.71
Energy	100	8.53	1.32	119	8.39	1.76
Public sector governance/reform	105	8.05	1.78	118	7.87	2.25
Job creation/employment	103	8.56	1.56	115	8.76	1.69
Communicable/non-communicable diseases	101	7.28	2.11	117	6.81	2.47
Equality of opportunity	101	6.99	1.76	114	7.35	2.55
Social protection	99	6.31	1.84	115	6.65	2.67
Rural development	104	7.58	2.06	119	7.68	2.22
Global/regional integration	104	7.12	2.08	112	7.52	2.00
Food security	101	7.58	2.01	117	7.82	2.48
Natural resource management	98	7.27	2.13	115	6.85	2.69
Health	103	7.79	2.03	119	7.53	2.44
Climate change	109	8.54	1.55	117	8.75	1.38
Agricultural development	101	7.81	2.13	116	7.90	2.29
Education*	103	8.70	1.45	119	8.18	2.07

*Significantly different between those who collaborate with the WBG and those who do not.

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Gender equity	32	6.97	1.31	38	6.45	2.23
Information and communications technology	33	6.27	1.23	41	6.20	2.05
Transport	54	6.98	1.82	55	6.33	1.90
Law and justice*	26	6.69	1.83	39	5.56	1.76
Urban development	38	6.89	1.64	50	6.36	1.98
Environmental sustainability	54	7.20	1.77	45	6.49	2.26
Regulatory framework	57	7.32	1.75	49	6.67	1.83
Communicable/non-communicable diseases	44	6.66	2.03	43	6.56	2.38
Poverty reduction	66	6.76	1.89	55	6.93	2.28
Anti-corruption	35	6.14	1.99	43	5.47	2.42
Private sector development*	56	6.91	2.07	48	5.63	2.29
Foreign direct investment*	50	6.86	2.13	46	5.85	2.03
Water and sanitation*	49	6.82	1.64	50	5.80	2.37
Trade and exports*	62	6.98	1.87	45	5.84	2.37
Economic growth	75	7.21	1.90	68	6.62	2.22
Health	59	6.95	2.01	51	6.76	2.06
Public sector governance/reform*	72	7.39	1.62	65	6.37	2.37
Job creation/employment*	59	6.88	2.09	58	4.98	2.33
Financial markets*	38	6.76	1.58	48	5.38	2.56
Equality of opportunity*	42	6.69	1.77	48	5.42	2.29
Energy	58	6.29	1.87	49	5.84	2.47
Global/regional integration	53	6.74	1.62	32	5.94	2.84
Education*	66	6.91	1.62	50	5.82	2.18
Social protection*	46	7.20	1.93	39	5.28	2.59
Natural resource management	49	6.80	1.93	38	6.03	2.65

*Significantly different between those who collaborate with the WBG and those who do not.

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the WBG's work help to achieve development results in Botswana?*	97	6.97	1.35	86	6.27	1.82

(1-To no degree at all, 10-To a very significant degree) *Significantly different between those who collaborate with the WBG and those who do not.

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The WBG's financial instruments meet the needs of Botswana*	84	6.12	1.68	82	5.35	2.01
The WBG meets Botswana's needs for knowledge services	99	6.66	1.77	92	6.07	1.77

(1-Strongly disagree, 10-Strongly agree) *Significantly different between those who collaborate with the WBG and those who do not.

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that Botswana received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?*	71	7.11	1.53	45	5.91	2.09

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

*Significantly different between those who collaborate with the WBG and those who do not.

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the WBG measures and corrects its work in real time in Botswana?*	75	6.67	1.70	49	5.41	1.79

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

*Significantly different between those who collaborate with the WBG and those who do not.

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely	98	6.36	1.65	73	5.90	1.55
Include appropriate level of stakeholder involvement during preparation*	95	6.54	1.69	79	5.92	1.88
Lead to practical solutions*	96	6.52	1.74	81	5.56	1.87
Are accessible (well written and easy to understand)*	102	6.83	1.76	83	6.23	2.36
Are source of relevant information on global good practices	99	7.39	1.65	87	7.37	1.99
Are adequately disseminated*	96	6.27	1.59	83	4.92	2.17
Are translated enough into local language	62	3.06	1.93	72	3.18	2.33
Are adaptable to Botswana's specific development challenges and country circumstances*	98	6.38	1.81	88	5.32	2.39

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

*Significantly different between those who collaborate with the WBG and those who do not.

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country?	98	6.58	1.82	91	6.22	1.72
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	101	7.35	1.57	91	6.64	1.85

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

*Significantly different between those who collaborate with the WBG and those who do not.

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	51	5.88	1.83	41	6.20	2.38
The World Bank Group effectively monitors and evaluates the projects and programs it supports	80	6.90	1.70	70	7.13	1.70
The WBG's approvals and reviews are done in a timely fashion	71	6.61	1.54	57	6.39	1.79
The WBG's "Safeguard Policy" requirements are reasonable	46	6.74	1.42	43	6.79	1.77
The WBG's conditions on its lending are reasonable	63	6.08	1.64	54	5.91	1.96
The World Bank Group takes decisions quickly in Botswana	70	6.51	1.75	41	6.15	2.00
Working with the WBG increases Botswana's institutional capacity	88	7.38	1.47	69	7.29	1.88
Where country systems are adequate, the World Bank Group makes appropriate use of them	65	6.60	1.91	47	5.85	2.11
The World Bank Group provides effective implementation support	78	6.73	2.00	67	6.54	2.03

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that the WBG's work helps to find solutions that promote private public partnerships in Botswana?*	76	6.12	1.87	69	5.14	2.21

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

*Significantly different between those who collaborate with the WBG and those who do not.

G. Communication and Information Sharing

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
I find the World Bank Group's websites easy to navigate	83	7.28	1.65	78	7.46	1.54
I find the information on the World Bank Group's websites useful	83	7.76	1.68	79	8.01	1.55
The WBG's social media channels are valuable sources of information about the institution	26	7.42	1.63	31	7.55	2.06
When I need information from the WBG I know how to find it	86	6.58	2.13	74	6.62	2.39
The WBG is responsive to my information requests and inquiries*	69	7.28	1.93	42	5.98	2.15

*Significantly different between those who collaborate with the WBG and those who do not.



Appendix D: Responses to Select Questions by Year¹⁶

Comparing responses across Country Surveys reflect changes in attitudes over time, but also changes in respondent samples and changes to the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. Although the FY13 and FY16 samples were fairly similar, the samples from both years were weighted to have equivalent stakeholder groups.

Original Distribution		
Percentage of Respondents	FY13	FY16
Office of the President/Prime Minister/Minister	3.4%	2.4%
Government institutions (includes employees of ministries, independent government institutions, and PMU/Consultants on WBG supported projects)	41.7%	49.0%
Bilateral/multilateral agencies	5.5%	6.4%
Private sector (includes financial sector/private banks)	12.3%	5.6%
Academia	5.1%	3.6%
Media	3.0%	2.4%
Civil society (includes NGOs/CBOs, trade unions, and youth groups)	20.4%	17.5%
Total Number of Respondents (Un-Weighted)	235	251

(Note, there were too few respondents from Local Government to be included here and respondents who indicated Other were excluded.)

The weighted stakeholder breakdown is presented below:

Weighted Distribution		
Percentage of Respondents	FY13	FY16
Office of the President/Prime Minister/Minister	3.9%	3.9%
Government Institutions	45.5%	45.5%
Bilateral/Multilateral Agency	7.3%	7.3%
Private Sector	11.4%	11.4%
Academia	5.8%	5.8%
Media	3.4%	3.4%
Civil Society	22.8%	22.8%
Total Number of Respondents (Weighted)	207	221

All data presented in this appendix are weighted. As a result, means of the FY16 data and the total number of respondents indicated will be slightly different from the aggregated responses in Appendix A. Similarly, responses from FY13 respondents and the total number of respondents indicated may differ from those reported in the FY13 COS report.

A. General Issues facing Botswana

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

Percentage of Respondents	FY13	FY16
The right direction	60.2%	59.4%
The wrong direction	13.6%	16.4%
Not sure	26.2%	24.3%

¹⁶ Only those questions that were asked in the FY '13 and FY '16 country opinion surveys, with similar response scales/options, are presented.

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

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Botswana?*	204	5.68	2.17	219	5.09	2.45

(1-Not familiar at all, 10-Extremely familiar) *Significantly different between FY16 and FY13 respondents.

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Botswana.	179	5.69	1.85	161	5.76	2.01

(1-Not effective at all, 10-Very effective) *Significantly different between FY15 and FY12 respondents.

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Botswana solve its most complicated development challenges?	161	6.32	1.85	137	6.30	1.98

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

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

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Botswana	179	6.40	1.96	179	6.52	1.83
The World Bank Group's work is aligned with what I consider the development priorities for Botswana	170	6.29	2.07	185	6.28	1.78

(1-Strongly disagree, 10-Strongly agree)

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

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	146	6.40	1.96	166	5.93	1.59
Flexibility (in terms of the institution's products and services)	147	5.48	2.12	151	5.13	1.61
Flexibility (in terms of changing country circumstances)	148	5.45	1.94	157	5.23	1.76
Being inclusive	148	5.76	2.09	162	5.38	2.00
Openness (sharing data and other information)	156	6.29	2.24	170	5.98	2.17
Collaboration with the Government*	164	7.84	1.63	182	7.26	1.67
Collaboration with civil society	143	5.31	2.37	149	5.06	1.95
Staff accessibility	148	5.90	2.29	160	5.72	2.34
Collaboration with other donors and development partners*	111	6.59	2.09	139	5.84	1.99
Straightforwardness and honesty	146	6.48	2.20	148	6.40	1.96

(1-To no degree at all, 10-To a very significant degree) *Significantly different between FY16 and FY13 respondents.

**C. World Bank Group's 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 Botswana? (1-Not effective at all, 10-Very effective)

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
Gender equity*	116	6.09	2.23	68	6.71	1.61
Information and communications technology	112	5.84	2.09	66	6.14	1.46
Transport (e.g., roads, bridges, transportation)	125	6.02	2.20	99	6.44	1.88
Law and justice (e.g., judicial system)	98	5.64	2.15	63	6.10	1.69
Urban development*	114	5.91	2.19	82	6.56	1.72
Environmental sustainability*	119	5.48	2.07	95	6.83	1.94
Regulatory framework*	128	6.19	1.98	95	6.86	1.81
Communicable/non-communicable diseases	120	6.28	2.24	85	6.63	2.09
Poverty reduction*	138	5.97	2.12	108	6.80	1.97
Anti-corruption	113	5.45	2.62	77	5.73	2.14
Private sector development*	111	5.42	2.12	94	6.10	2.15
Foreign direct investment	117	5.86	2.04	81	6.39	2.02
Water and sanitation	118	5.64	2.19	89	6.21	2.14
Trade and exports	116	5.93	1.99	89	6.47	2.16
Economic growth	142	6.35	1.95	128	6.82	2.08
Health	122	6.42	2.23	105	6.85	1.93
Public sector governance/reform	133	6.34	2.05	124	6.84	2.13
Job creation/employment*	114	4.72	2.19	107	5.77	2.45
Financial markets	108	5.78	2.06	76	5.94	2.28
Equality of opportunity (i.e., equity)*	107	5.07	2.10	85	5.98	2.19
Energy	135	6.11	2.32	100	6.02	2.24
Global/regional integration*	118	5.76	2.02	80	6.45	2.19
Education	115	5.86	1.99	105	6.30	1.90
Social protection (e.g., pensions, targeted social assistance)*	105	5.02	1.99	82	6.40	2.34
Natural resource management (e.g., oil, gas, mining)*	117	5.40	2.31	84	6.49	2.25

*Significantly different between FY16 and FY13 respondents.

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Botswana?	177	6.19	1.77	166	6.43	1.66

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

**C. World Bank Group's Effectiveness and Results (continued)****To what extent do you agree with the following statements about the World Bank Group in Botswana?**

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Botswana	160	5.84	2.02	145	5.47	1.95
The World Bank Group meets Botswana's needs for knowledge services	168	5.98	1.94	168	6.33	1.78

(1-Strongly disagree, 10-Strongly agree)

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that Botswana received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?	128	6.39	1.87	101	6.51	1.91

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

D. The World Bank Group's Knowledge Work and Activities**How frequently do you consult World Bank Group's knowledge work and activities in the work you do?**

Percentage of Respondents	FY13	FY16
Weekly	4.8%	5.1%
Monthly	13.0%	14.8%
A few times a year*	33.1%	42.6%
Rarely*	30.7%	19.4%
Never	18.4%	18.1%

*Significantly different between FY16 and FY13 respondents.

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

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
Are timely*	145	5.47	2.07	156	6.03	1.72
Include appropriate level of stakeholder involvement during preparation*	153	5.57	2.18	157	6.06	1.94
Lead to practical solutions*	157	6.30	1.94	160	5.79	2.00
Are accessible (well written and easy to understand)	157	6.08	1.99	166	6.45	2.19
Are source of relevant information on global good practices	158	6.95	1.85	170	7.18	1.95
Are adequately disseminated	164	5.17	2.21	162	5.36	2.16
Are translated enough into local language*	142	5.59	2.35	127	3.02	2.20
Are adaptable to Botswana's specific development challenges and country circumstances	160	5.97	2.01	169	5.60	2.29

(1-To no degree at all, 10-To a very significant degree) *Significantly different between FY16 and FY13 respondents.

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country?	162	6.39	1.90	165	6.37	1.75
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	168	7.10	1.71	166	6.91	1.67

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

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

To what extent do you agree/disagree with the following statements?

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	107	6.10	2.06	87	5.72	2.18
The World Bank Group effectively monitors and evaluates the projects and programs it supports	145	6.87	1.89	138	6.89	1.89
The WBG's approvals and reviews are done in a timely fashion*	118	5.88	2.09	116	6.40	1.69
The World Bank Group's "Safeguard Policy" requirements are reasonable	111	6.38	1.94	85	6.77	1.67
The World Bank Group's conditions on its lending are reasonable	131	5.82	2.01	104	6.05	1.81
Working with the WBG increases Botswana's institutional capacity	160	7.06	1.78	135	7.26	1.74
Where country systems are adequate, the World Bank Group makes appropriate use of them	115	6.56	1.95	101	6.28	2.08
The World Bank Group provides effective implementation support	142	6.60	1.90	128	6.47	2.12

(1-Strongly disagree, 10-Strongly agree) *Significantly different between FY16 and FY13 respondents.

G. Communication and Information Sharing

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

Percentage of Respondents	FY13	FY16
Yes	9.6%	9.3%
No	90.4%	90.7%

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

Percentage of Respondents	FY13	FY16
Yes	15.3%	21.9%
No	84.7%	78.1%

Were you able to obtain this information?

Percentage of Respondents	FY13	FY16
Yes	77.6%	90.5%
No	22.4%	9.5%

Do you have access to the Internet?

Percentage of Respondents	FY13	FY16
Yes	99.1%	100.0%
No	.9%	-

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

Percentage of Respondents	FY13	FY16
Yes	70.3%	60.8%
No	29.7%	39.2%

**G. Communication and Information Sharing (continued)****Which Internet connection do you use primarily when visiting a World Bank Group website?***

Percentage of Respondents	FY13	FY16
High speed/WiFi	74.9%	87.6%
Dial-up	25.1%	12.4%

*Significantly different between FY16 and FY13 respondents.

Please rate how much you agree with the following statements.

	FY13			FY16		
	N	Mean	SD	N	Mean	SD
I find the World Bank Group's websites easy to navigate.*	143	6.62	1.94	139	7.39	1.60
I find the information on the World Bank Group's websites useful.*	144	7.19	1.90	139	7.84	1.68
When I need information from the World Bank Group I know how to find it*	157	5.90	2.74	138	6.58	2.35
The World Bank Group is responsive to my information requests and inquiries	103	6.27	2.44	94	6.59	2.15

(1-Strongly disagree, 10-Strongly agree) *Significantly different between FY16 and FY13 respondents.

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

Percentage of Respondents	FY13	FY16
Yes	51.2%	43.6%
No	48.8%	56.4%

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

Percentage of Respondents (Responses combined)	FY13	FY16
Observer	25.2%	21.4%
Use World Bank Group reports/data	33.2%	36.6%
Engage in World Bank Group related/sponsored events/activities	27.9%	25.1%
Collaborate as part of my professional duties	32.8%	40.6%
Use World Bank Group website for information, data, research, etc.	30.6%	30.6%

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

Indicator Question	Which of the following describes your level of interaction with the WBG?		Which of the following describes most of your exposure to the World Bank in Botswana? (Choose no more than TWO)									
	Not Collaborating	Currently Collaborating	Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG 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 Botswana.	5.63	6.24	6.10	5.63	6.17	5.71	5.82	6.51	5.81	6.24	6.01	5.98
Overall the World Bank Group currently plays a relevant role in development in Botswana	6.13	7.06	6.82	6.24	6.84	6.52	6.50	7.30	6.47	7.00	6.70	6.75
The World Bank Group's work is aligned with what I consider the development priorities for Botswana	5.78	7.11	6.82	5.58	6.67	6.41	6.38	7.08	6.19	7.02	6.53	6.68
Responsiveness to needs	5.61	6.54	6.31	5.76	6.20	6.21	6.14	6.39	5.99	6.46	6.25	6.07
Flexibility (in terms of the institution's products and services)	5.16	5.49	5.52	5.31	5.55	5.38	5.38	5.79	5.49	5.47	5.42	5.65
Flexibility (in terms of changing country circumstances)	4.87	5.88	5.66	4.79	5.57	5.31	5.40	5.68	5.20	5.80	5.42	5.62
Being inclusive	5.24	5.97	5.80	5.27	5.55	5.94	5.55	6.11	5.65	5.76	5.70	5.70
Openness (sharing data and other information)	5.67	6.75	6.47	5.71	6.25	6.48	6.16	6.83	6.10	6.61	6.26	6.53
Collaboration with the Government	7.11	7.61	7.70	6.79	7.39	7.77	7.42	7.83	7.50	7.57	7.46	7.73
The speed in which it gets things accomplished on the ground	5.50	6.55	6.38	5.23	6.26	6.05	6.01	6.61	5.78	6.62	6.16	6.24
Ease of access to the people at the World Bank Group who are making decisions important to my work	5.37	7.00	6.57	5.57	6.36	6.42	6.19	6.88	6.05	6.74	6.37	6.43
Collaboration with civil society	4.99	5.48	5.45	4.72	5.01	5.72	5.14	5.76	5.41	5.15	5.31	5.26
Staff accessibility	5.18	7.08	6.51	5.21	6.42	6.06	5.98	7.09	5.72	6.91	6.23	6.40
Collaboration with other donors and development partners	5.53	6.65	6.36	5.78	6.16	6.37	6.12	6.62	5.99	6.54	6.38	5.89
Collaboration with the private sector	4.70	6.05	5.52	4.96	5.33	5.54	5.44	5.36	5.20	5.71	5.22	5.97
Straightforwardness and honesty	6.44	6.72	6.85	6.36	6.91	6.55	6.75	6.80	6.51	7.04	6.72	6.92
Being a long-term partner	7.33	7.84	7.95	7.26	7.82	7.79	7.73	8.04	7.62	8.03	7.73	8.05
To what extent does the World Bank Group's work help to achieve development results in Botswana?	6.27	6.97	6.95	6.35	7.01	6.57	6.71	7.18	6.75	6.93	6.66	7.37
The World Bank Group's financial instruments meet the needs of Botswana	5.35	6.12	5.89	5.64	5.69	6.07	5.78	6.03	5.75	5.96	5.90	5.72
The World Bank Group meets Botswana's needs for knowledge services	6.07	6.66	6.53	6.50	6.56	6.48	6.42	6.81	6.47	6.59	6.48	6.65
Are adaptable to Botswana's specific development challenges and country circumstances	5.32	6.38	5.95	5.76	6.06	5.70	5.67	6.47	5.66	6.19	6.04	5.51
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.22	6.58	6.57	6.43	6.82	6.12	6.48	6.73	6.42	6.70	6.46	6.78
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	6.64	7.35	7.32	6.22	7.20	7.07	7.16	7.12	6.85	7.48	7.02	7.50
The World Bank Group takes decisions quickly in Botswana	6.15	6.51	6.57	6.29	6.71	6.22	6.50	6.57	6.45	6.60	6.28	7.09
Where country systems are adequate, the World Bank Group makes appropriate use of them	5.85	6.60	6.40	6.06	6.57	5.98	6.31	6.42	6.23	6.46	6.11	6.94

Yellow highlight indicates significant difference between Yes and No means.

Appendix F: Botswana FY 2016 Questionnaire



World Bank Group Country Survey FY16 – Botswana

The World Bank Group is interested in gauging the views of clients and partners who are either involved in development in Botswana or who observe activities related to social and economic development. The following survey will give the World Bank Group's team that works in Botswana, greater insight into how the Bank's work is perceived. This is one tool the World Bank Group uses to assess the views of its stakeholders, and to develop more effective strategies that support development in Botswana.

A local independent firm has been hired to oversee the logistics of this survey. This ensures anonymity and confidentiality. We hope you'll be candid.

Finally, the survey relates to the World Bank Group's work. The World Bank Group consists of IBRD, IDA, IFC, MIGA, and ICSID. When responding to the survey, please consider the area of the World Bank Group with which you are most familiar.

To complete the survey, please circle/check the response that most accurately reflects your opinion. If you prefer not to answer a question, please leave it blank. If you feel that you do not have an adequate amount of information on a subject, please check "Don't know".

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

SECTION A: GENERAL ISSUES FACING BOTSWANA

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

SECTION A: GENERAL ISSUES

A2. Listed below are a number of development priorities in Botswana.

Please identify which of the following you consider the most important development priorities in Botswana? (Choose no more than THREE)

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

A3. The World Bank Group has committed itself to twin goals: ending extreme poverty by 2030 and boosting shared prosperity. Poverty reduction is a broad term that encompasses work in many different areas.

Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Botswana? (Choose no more than THREE)

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

SECTION A: GENERAL ISSUES

A4. The World Bank Group’s “Shared Prosperity” goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country’s population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When thinking about the idea of “shared prosperity” in your country, which of the following TWO best illustrate how this would be achieved in Botswana? (Choose no more than TWO)

1	Consistent economic growth
2	More reliable social safety net
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	Better employment opportunities for young people
11	Better employment opportunities for women
12	Greater equity of fiscal policy
13	Education and training that better ensure job opportunity
14	Better quality public services
15	Other (please specify): _____

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

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

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

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

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

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

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

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

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

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Botswana?			
		Greatest Value (Choose only ONE)	Second Greatest Value (Choose only ONE)
1	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
2	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
3	Convening/Facilitating	<input type="checkbox"/>	<input type="checkbox"/>
4	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
5	Capacity development	<input type="checkbox"/>	<input type="checkbox"/>
6	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
7	Help to bring discipline/effective supervision to implementation of investment projects	<input type="checkbox"/>	<input type="checkbox"/>
8	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
9	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
10	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	<input type="checkbox"/>	<input type="checkbox"/>
11	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

B6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Botswana? (Choose no more than TWO)	
1	Too influenced by developed countries
2	Not exploring alternative policy options
3	Not collaborating enough with stakeholders outside the Government
4	Its advice and strategies do not lend themselves to practical problem solving
5	Not enough public disclosure of its work
6	Arrogant in its approach
7	Not client focused
8	The credibility of its knowledge/data
9	World Bank Group's processes too complex
10	Not willing to honestly criticize policies and reform efforts in the country
11	Staff too inaccessible
12	Imposing technocratic solutions without regard to political realities
13	World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)
14	Not aligned with other donors' work
15	Not aligned with country priorities
16	Not adequately sensitive to political/social realities in Botswana
17	Other (please specify): _____
18	Don't know

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B7. Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Botswana? (Choose no more than TWO)

1	Trust Fund management
2	Knowledge products/services (analytical work, studies, surveys, etc.)
3	Capacity development
4	Technical assistance (advice, best practice, international experience, etc.)
5	Investment lending (financing specific projects)
6	Policy based lending / budget support to the Government
7	Multi-sectoral approaches
8	Other (please specify): _____
9	Don't know

B8. To what extent do you believe that the World Bank Group's work and support help the poorest in Botswana? (Select only ONE response)

1	To a fully sufficient degree
2	To a somewhat sufficient degree
3	To a somewhat insufficient degree
4	To a very insufficient degree
5	Don't know

B9. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)

1	Parliament	7	NGOs/Community Based Organizations (CBOs)
2	Donor community	8	Youth/university groups
3	Media	9	Beneficiaries
4	Local Government	10	Foundations
5	Private sector	11	Other (please specify): _____
6	Academia/think tanks/research institutes	12	Don't know

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

		Strongly disagree										Strongly agree	Don't know
B10	Overall the World Bank Group currently plays a relevant role in development in Botswana	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
B11	The World Bank Group's work is aligned with what I consider the development priorities for Botswana	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

To what extent is the World Bank Group an effective development partner in Botswana, in terms of each of the following?													
		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
B12	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B13	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B14	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B15	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B16	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B17	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B18	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B19	Ease of access to the people at the World Bank Group who are making decisions important to my work	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B20	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B21	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B22	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B23	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B24	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B25	Treating clients and stakeholders in Botswana with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B26	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

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

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

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

C2. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Botswana? *(If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")*

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Gender equity	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	Information and communications technology	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
4	Law and justice (e.g., judicial system)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
5	Urban development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
6	Environmental sustainability	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
7	Regulatory framework	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
8	Communicable/non-communicable diseases	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
9	Poverty reduction	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
10	Anti corruption	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
11	Private sector development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
12	Foreign direct investment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
13	Water and sanitation	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
14	Trade and exports	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
15	Economic growth	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
16	Health	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
17	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"/>
18	Job creation/employment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
19	Financial markets	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
20	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
21	Energy	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
22	Global/regional integration	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
23	Education	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
24	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
25	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS

C3. To what extent does the World Bank Group's work help to achieve development results in Botswana?											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

To what extent do you agree with the following statements about the World Bank Group in Botswana?												
		Strongly disagree								Strongly agree		Don't know
C4	The World Bank Group's financial instruments (i.e., investment lending, Trust Funds, etc.) meet the needs of Botswana	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C5	The World Bank Group meets Botswana'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"/>

C6. To what extent do you believe that Botswana received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?											
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

C7. To what extent do you believe the World Bank Group measures and corrects its work in real time in Botswana?											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

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

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

D1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	
1	Weekly
2	Monthly
3	A few times a year
4	Rarely
5	Never

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

D10. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Not significant at all									Very significant		Don't know	

D11. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Very low technical quality									Very high technical quality		Don't know	

SECTION E: WORKING WITH THE WORLD BANK GROUP

To what extent do you agree/disagree with the following statements?												
		Strongly disagree									Strongly agree	Don't know
E1	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E2	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"/>
E3	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"/>
E4	The World Bank Group's "Safeguard Policy" requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E5	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E6	The World Bank Group takes decisions quickly in Botswana	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E7	Working with the World Bank Group increases Botswana's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
E8	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"/>
E9	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"/>

E10. To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Botswana?												
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	

E11. Which of the following best describes the World Bank Group's support in Botswana? (Select only one response)												
1	The World Bank Group is sufficiently selective and focuses on the most important development challenges in Botswana											
2	The World Bank Group is not sufficiently selective in Botswana, and it is involved in too many areas of development.											
3	Don't know											

SECTION F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN BOTSWANA

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

F2. When considering the combination of services that the World Bank Group offers in Botswana, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Botswana? (Select only ONE response)	
1	Financial services
2	Knowledge products
3	Analytical and advisory services / Technical assistance
4	Reimbursable Advisory Services (RAS)
5	Convening services
6	None of the above
7	The combination is appropriate for Botswana
8	Don't know

SECTION G: COMMUNICATION AND INFORMATION SHARING

G1. How do you get most of your information about economic and social development issues in Botswana? (Choose no more than TWO)

1	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	6	International television
2	International newspapers	7	Local newspapers
3	Local radio	8	Internet
4	International radio	9	Periodicals
5	Local television	10	Other (please specify): _____

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

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

G3	Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions? (If YES please go to Question G4; if NO please go to G5)	Yes	No
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G4. If yes, from which of the following sources did you learn about the World Bank Group's Access to Information Policies? (Select only ONE response)

1	World Bank Group's seminars/workshops/conferences
2	World Bank Group's website
3	World Bank Group's e-Newsletters
4	News/Media
5	Colleagues/Friends/Peer organizations
6	Other (please specify): _____

G5	Have you requested information from the World Bank Group on its activities in the past year? (If YES please go to Question G6; if NO please go to G7)	Yes	No
G6	Were you able to obtain this information?	Yes	No
G7	Do you have access to the Internet?	Yes	No
G8	Do you use/have you used the World Bank Group website?	Yes	No
G9	Do you currently consult the World Bank Group social media sites (e.g., blogs, Facebook, Twitter, YouTube, and Flickr)?	Yes	No

SECTION G: COMMUNICATION AND INFORMATION SHARING

G10. Which Internet connection do you use primarily when visiting a World Bank Group website?	
1	High speed/WiFi
2	Dial-up

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

SECTION H: BACKGROUND INFORMATION

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

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

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

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

**SECTION H: BACKGROUND INFORMATION**

H5. Do your projects involve both the World Bank and the IFC? <i>(If YES please go to Question H6; If NO please go to H7)</i>	
1	Yes
2	No

H6. If yes, what was your view of how the two institutions work together in Botswana? (Select only ONE response)	
1	The two institutions work well together
2	The way the two institutions work together needs improvement
3	The two institutions do not work well together
4	Don't know

H7. Which of the following describes most of your exposure to the World Bank Group in Botswana? (Choose no more than TWO)	
1	Observer (i.e., follow in media, discuss in informal conversations, etc.)
2	Use World Bank Group reports/data
3	Engage in World Bank Group related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank Group website for information, data, research, etc.

H8. What's your gender?	
1	Female
2	Male

H9. Which best represents your geographic location?	
1	Gaborone
2	Maun
3	Kanye
4	Other

Thank you for completing the survey!