

FY 2016 Rwanda Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



September 2016



Acknowledgements

The Rwanda Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG), led by Sharon Felzer (Senior Communications Officer, Head of PORG). Svetlana Markova, Jing Guo, and Jessica Cameron oversaw design, reporting, and analysis. Calita Woods, Isabel Tepedino, Dania Mendoza, and Noreen Wambui 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 Rwanda country team and the local fielding agency FATE Consulting. In particular, PORG is grateful for the support from Rogers Kayihura (Communications Officer) who coordinated the survey related activities from Kigali, Rwanda.



Country Opinion Surveys
THE WORLD BANK GROUP



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I. Objectives

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

- *General Issues Facing Rwanda*
- *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 Rwanda*
- *Communication and Information Sharing*
- *Background Information*

II. Methodology

From December 2015 to February 2016, 254 stakeholders of the WBG in Rwanda were invited to provide their opinions on the WBG's work in the country by participating in a country opinion survey. Participants were drawn from the Office of the President, Prime Minister; office of a minister; office of a parliamentarian; ministries/ministerial departments/implementation agencies; Project Management Units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/programs; local governments; bilateral/multilateral agencies; private sector organizations; private foundations; the financial sector/private banks; CSOs/NGOs/community based organizations; the media; independent government institutions; trade unions; faith-based groups; youth groups; academia/research institutes/think tanks; the judiciary branch; and other organizations. A total of 400 stakeholders participated in the survey (64% response rate).

Respondents completed the questionnaire with a representative from the fielding agency. Respondents were asked about: general issues facing Rwanda; 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 Rwanda; and the WBG's communication and information sharing.

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

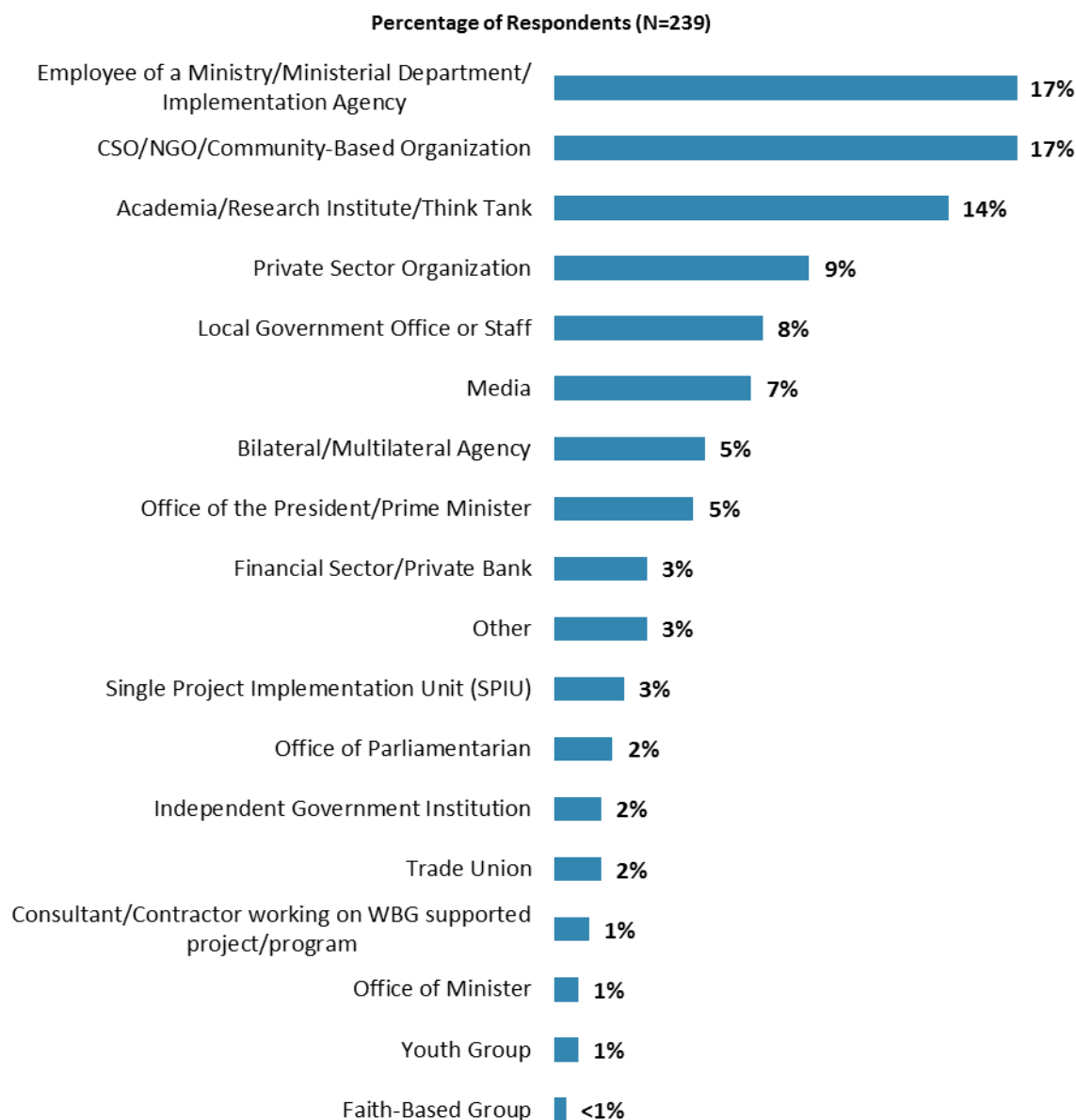
The results in this year's Country Survey were compared to those in the Country Survey conducted in FY'13 (response rate was 96%, N=770). Data were weighted to reach the same stakeholder composition in two years, which allows for year comparisons. Stakeholder groups which were not present in both fiscal years were not included in the comparison. Respondents who belonged to the "other" stakeholder category were not included either. As a result, mean ratings, percentages of respondents, and the total number of respondents in both years are slightly different from those of the original data reported in the FY'13 COS report and the non-weighted data presented in appendices A, B, C, D, and F. For the weighted stakeholder breakdown and year comparison results, please refer to Appendix E (page 86).



III. Demographics of the Sample

Current Position

- For further analyses, respondents from SPIUs and consultants working on WBG-supported projects were combined with employees of ministries; respondents from the financial sector/private banks were combined with those from private sector organizations; respondents from CSOs/NGOs/community based organizations, trade unions, youth groups, and faith-based groups were combined in the “CSO” category; and the small number of respondents from the office of parliamentarian and independent government institutions were included in the “Other” category. There were no respondents from the judiciary branch.

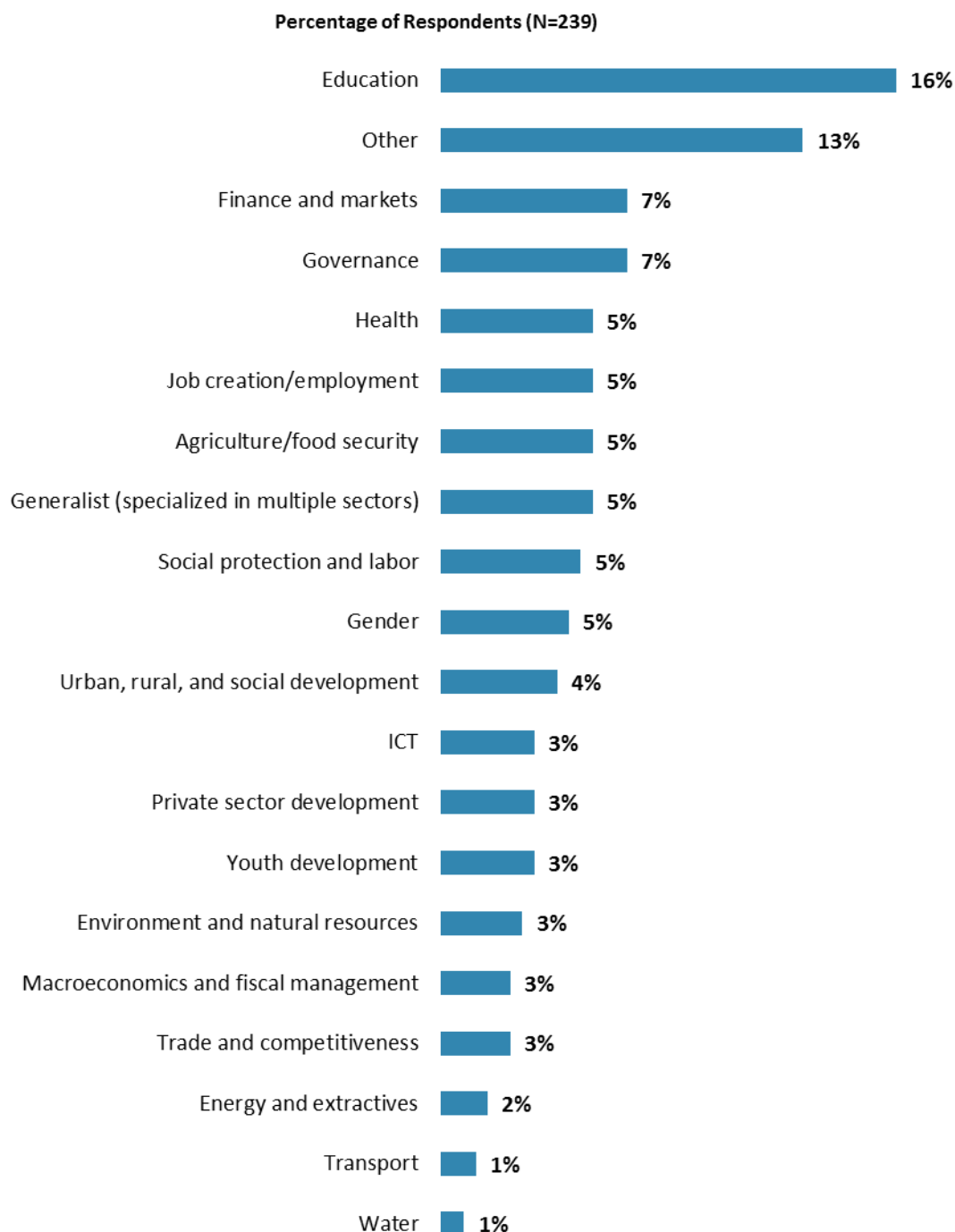


“Which of the following best describes your current position?” (Respondents chose from a list.)



III. Demographics of the Sample (continued)

Area of Primary Specialization



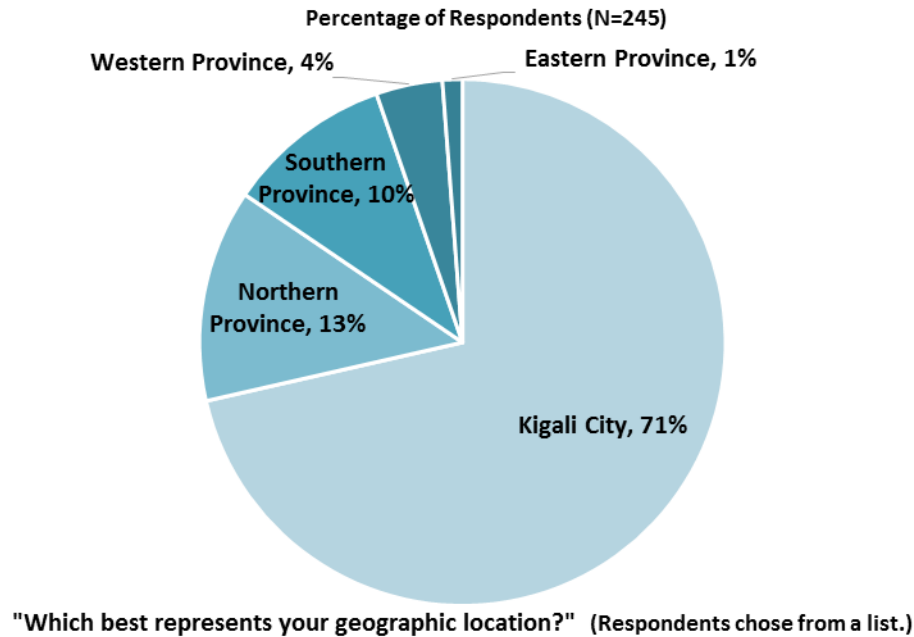
"Please identify the primary specialization of your work." (Respondents chose from a list.)



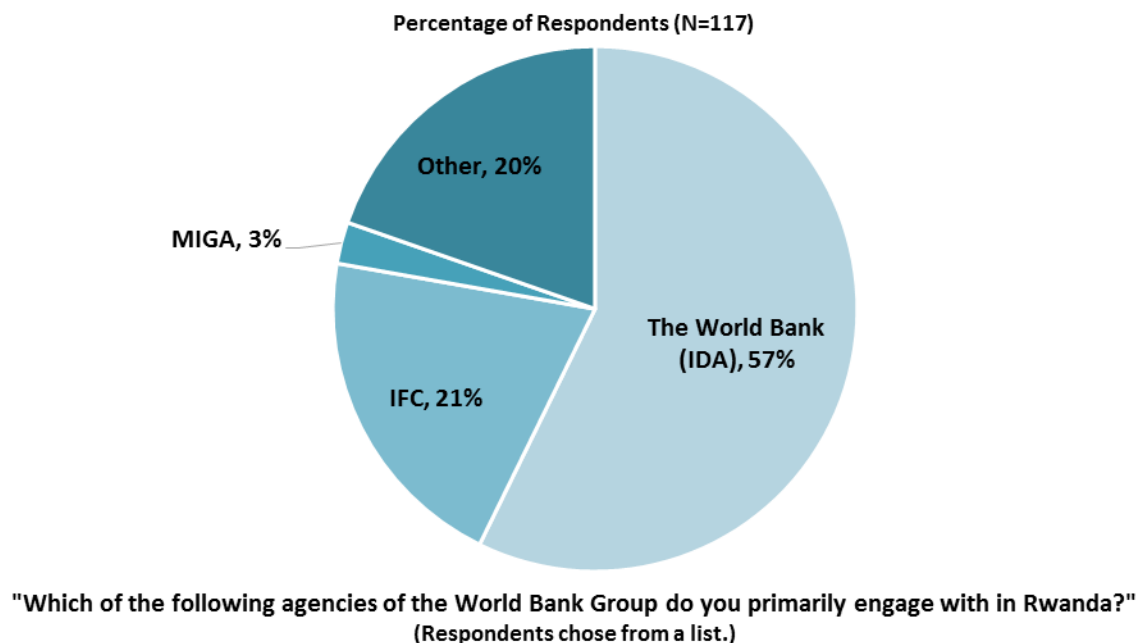
III. Demographics of the Sample (continued)

Geographic Locations

- For further analyses, the small number of respondents from the areas outside Kigali City were combined in the “Other” category. Geographic location comparisons can be found in Appendix C (page 77).



Exposure to Agencies within the World Bank Group

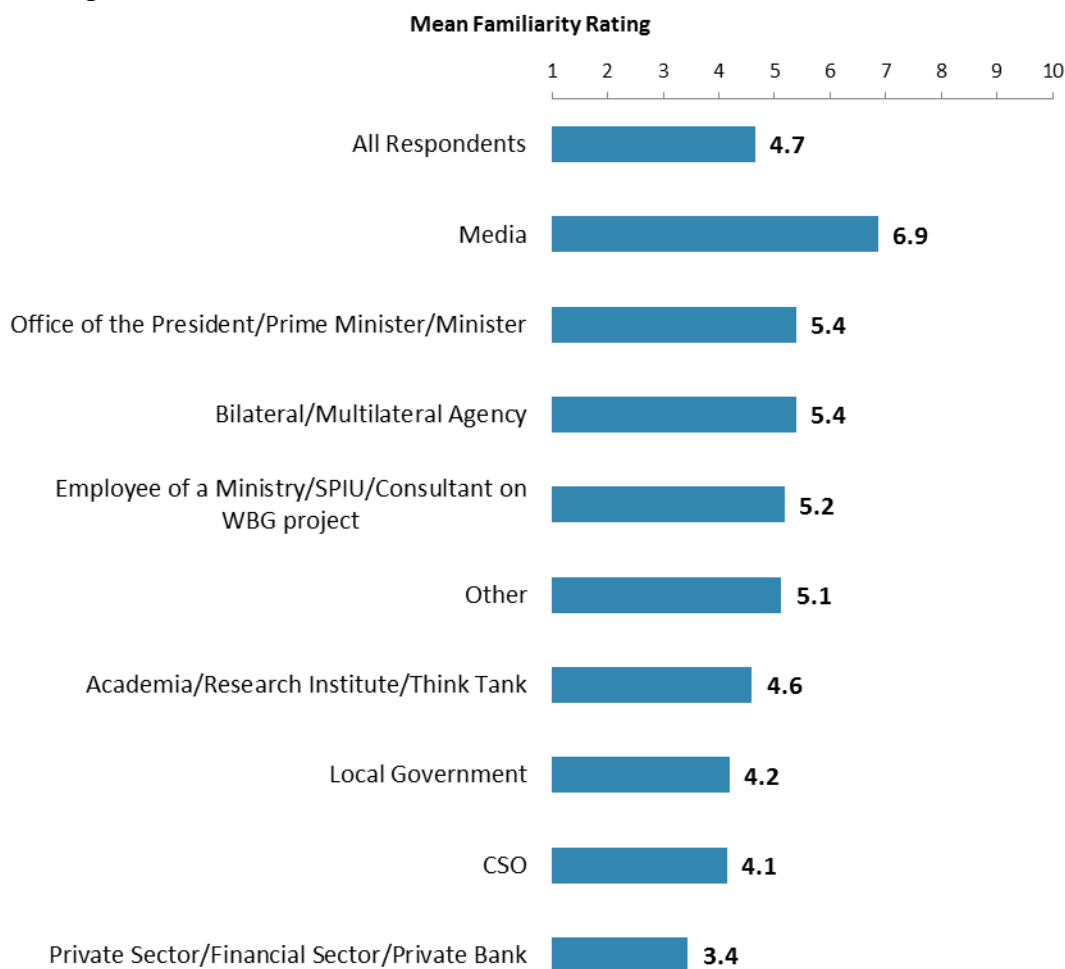




III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey were significantly less familiar with the WBG than respondents in the previous FY'13 Survey (weighted mean in FY'16 = 4.8; weighted mean in FY'13 = 5.5)¹.
- Respondents' levels of familiarity with the WBG were significantly, strongly correlated with their ratings of the WBG's overall effectiveness in Rwanda, and significantly, moderately correlated with the extent to which the WBG plays a relevant role in development in Rwanda, and the extent to which the WBG contributes to the country's development results.



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

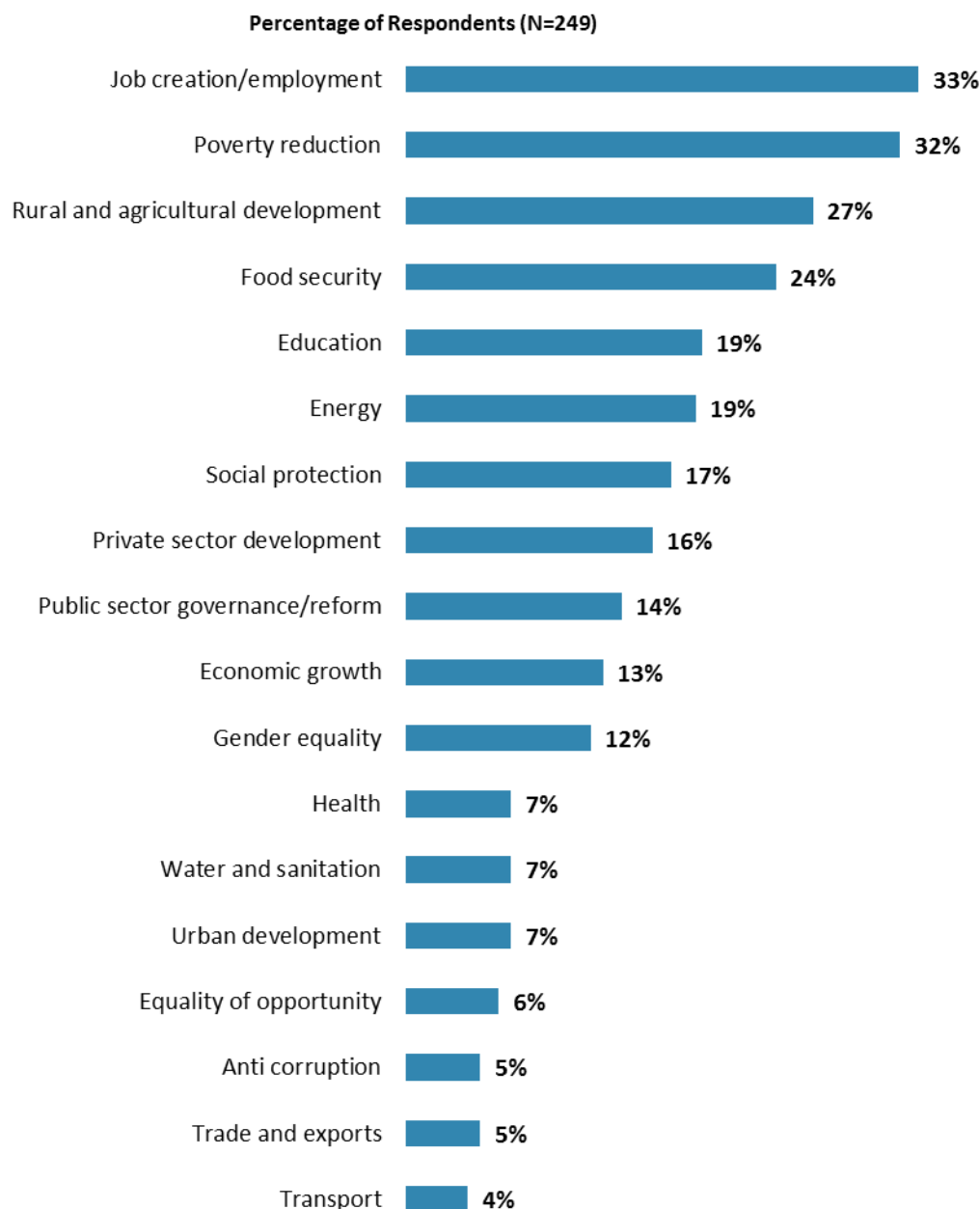
¹ Please refer to Appendix E (page 86) for more details on weighting. The means in the chart were calculated based on un-weighted data.



IV. General Issues Facing Rwanda

Development Priority

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the most important development priorities in Rwanda were “*health*” (42%), “*education*” (38%), and “*poverty reduction*” (28%).



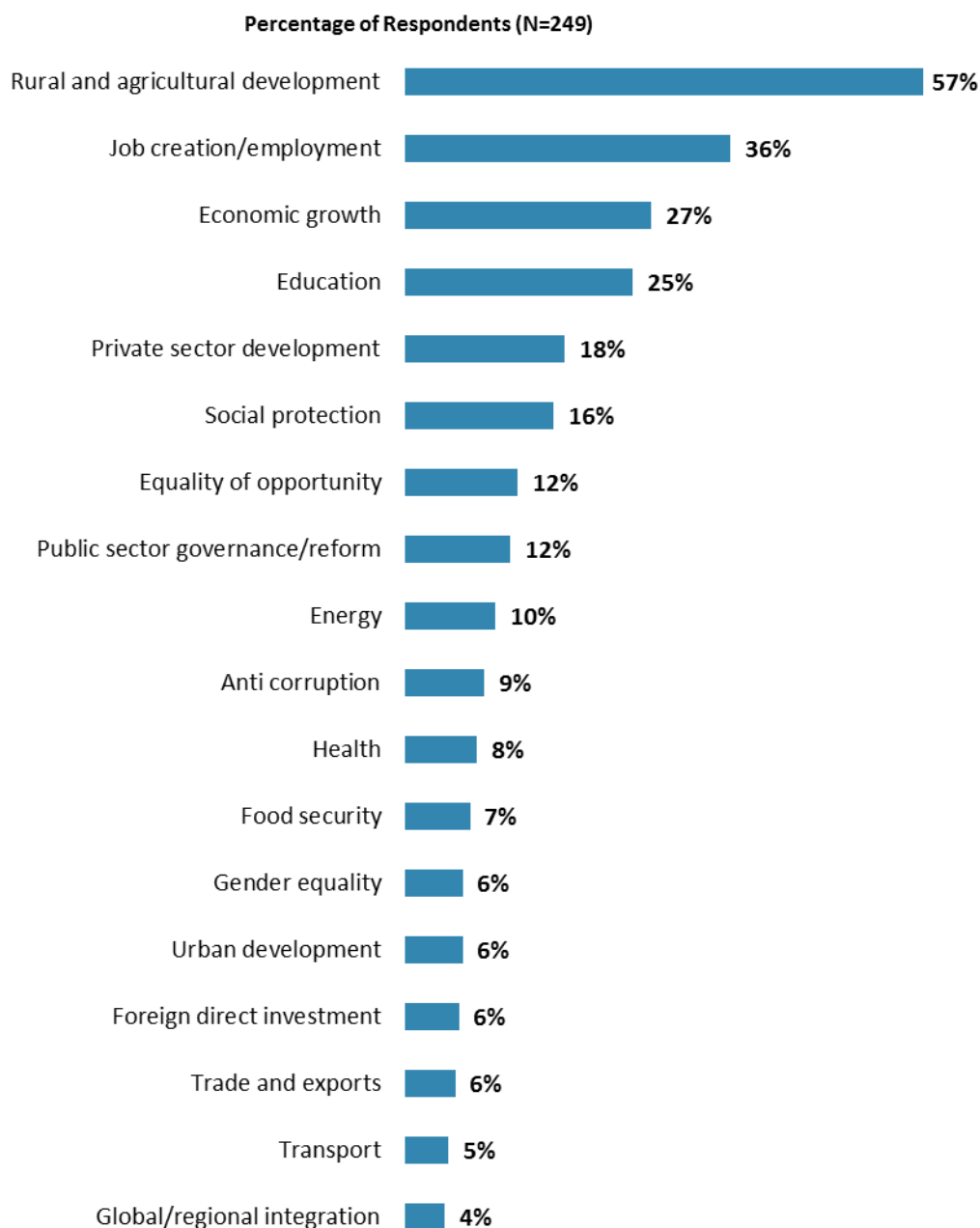
"Listed below are a number of development priorities in Rwanda. Please identify which of the following you consider the most important development priorities in Rwanda. (Choose no more than THREE)"
(Respondents chose from a list. Responses combined. Top 18 of 27 response options shown.)



IV. General Issues Facing Rwanda (continued)

What Would Contribute Most to Reducing Poverty

- **Year comparison:** In the previous FY'13 Country Survey, respondents indicated that the greatest contributors to poverty reduction in Rwanda were “*education*” (34%) and “*rural development*” (27%).

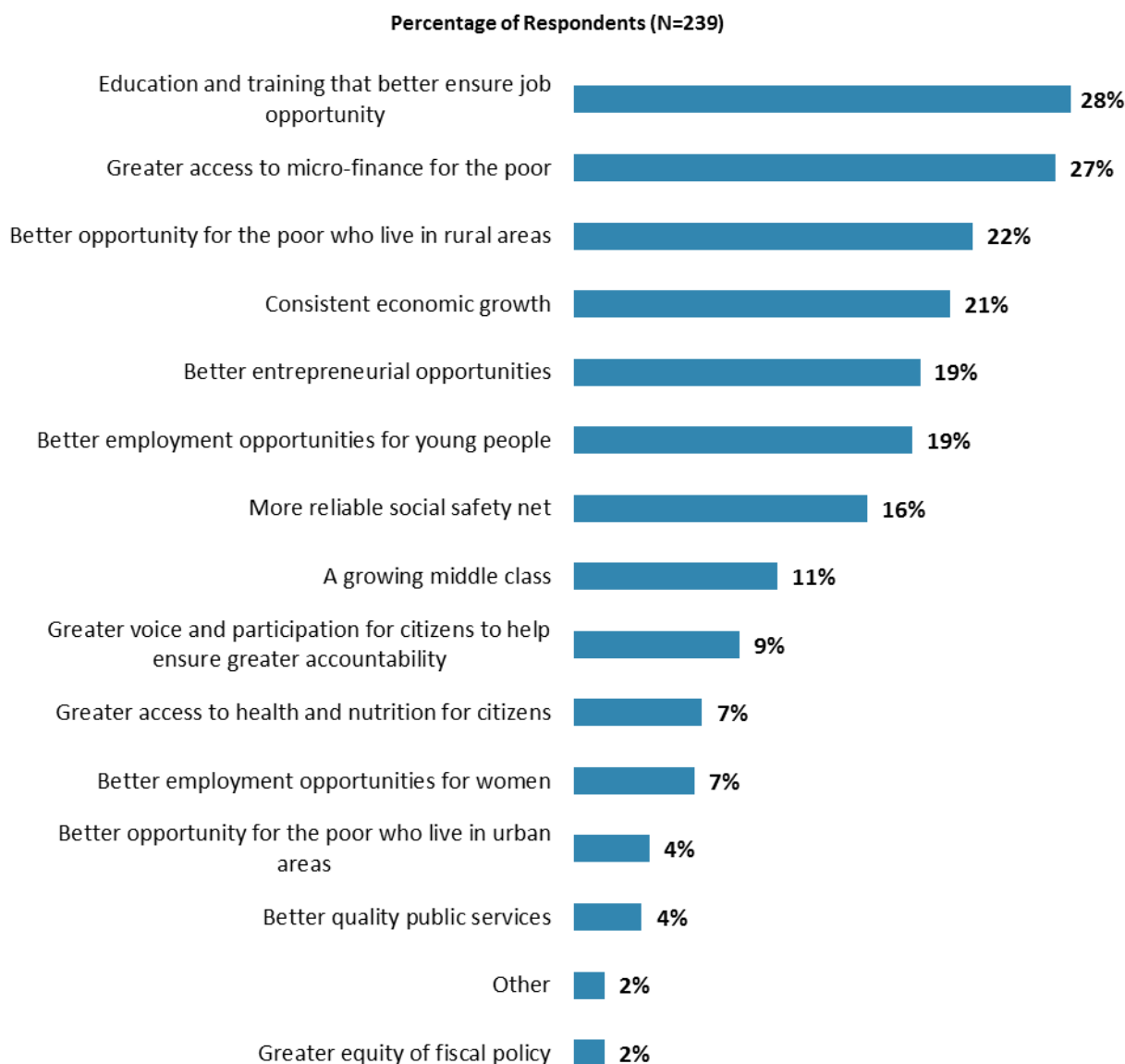


"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Rwanda? (Choose no more than THREE)" (Respondents chose from a list. Responses combined. Top 18 of 26 response options shown.)



IV. General Issues Facing Rwanda (continued)

Factors Contributing to “Shared Prosperity”

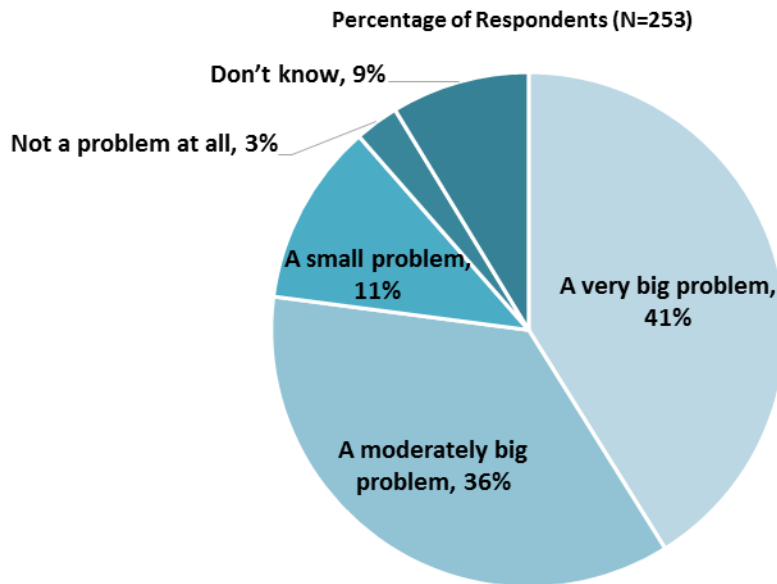


"The World Bank Group's "Shared Prosperity" goal captures two key elements, economic growth and equity. It will seek to foster income growth among the bottom 40 percent of a country's population. Improvement in the Shared Prosperity Indicator requires growth and well-being of the less well-off. When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



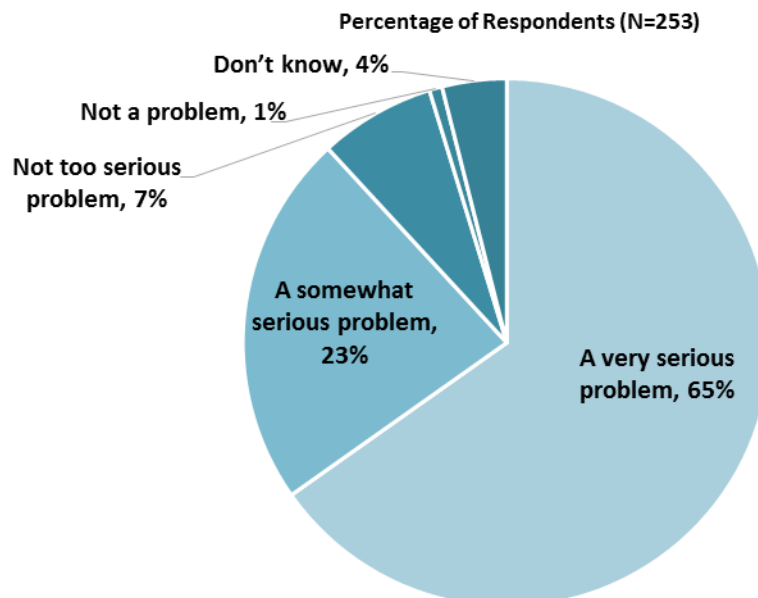
IV. General Issues Facing Rwanda (continued)

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 Rwanda?" (Respondents chose from a list.)

Global Climate Change



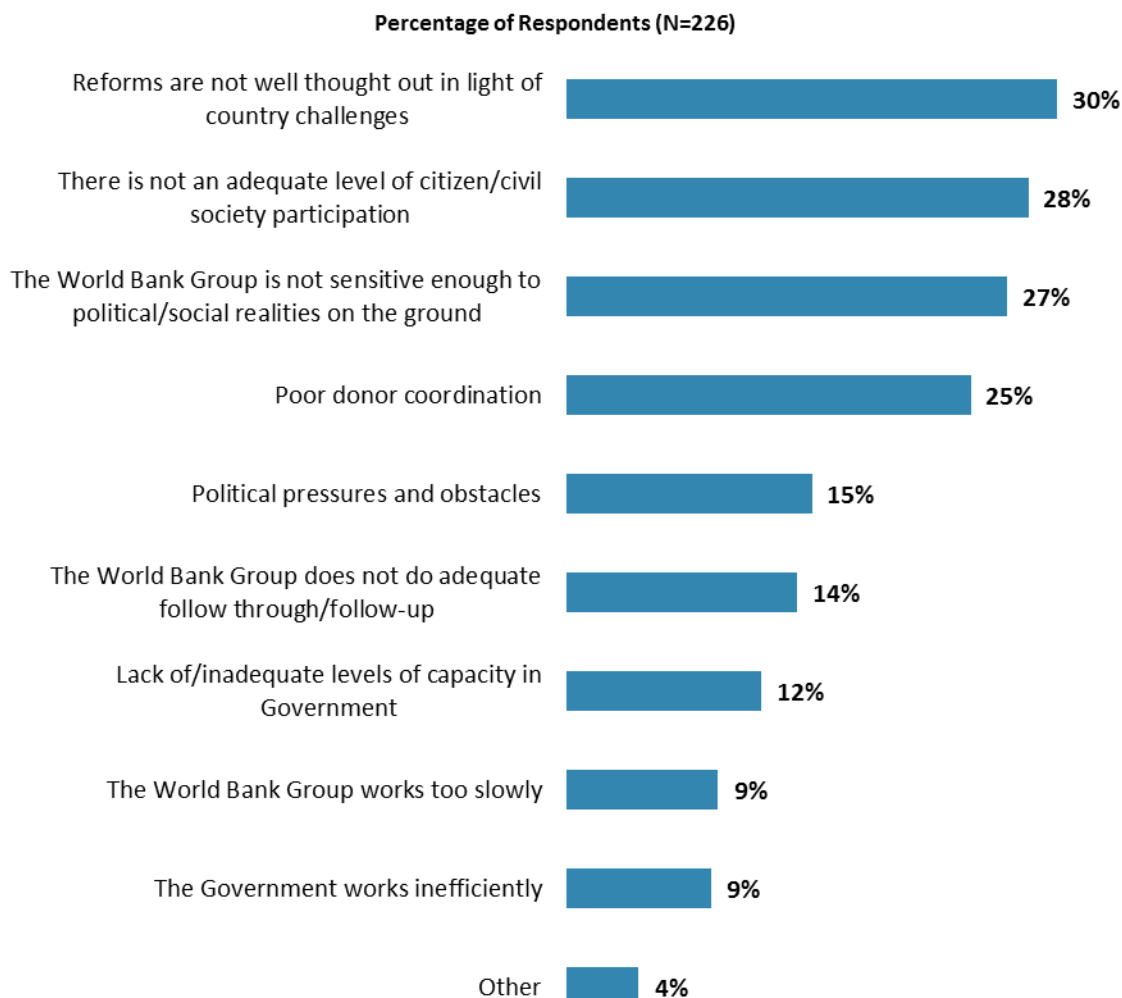
"In your view, is global climate change a very serious problem, somewhat serious, not too serious, or not a problem?" (Respondents chose from a list.)



V. Overall Attitudes toward the World Bank Group

Attributing Failed/Slow Reform Efforts

- **Year comparison:** Respondents in the previous FY'13 Country Survey most often attributed failed or slow World Bank assisted reform efforts to that *"there is not an adequate level of citizen/civil society participation"* (34%).



"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)

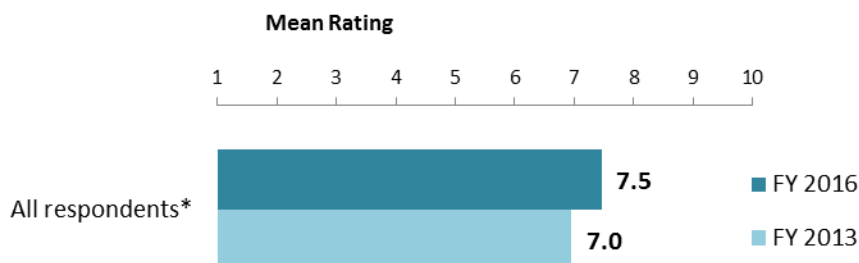
As noted in the “Methodology” section, the indicator questions referred to throughout the survey report are questions that are asked in every country that engages in the Country Opinion Survey. These will be aggregated for the World Bank Group’s annual Corporate Scorecard.

The World Bank Group’s Overall Effectiveness² (Indicator Question)



"Overall, please rate your impression of the World Bank Group's effectiveness in Rwanda."
(1 - "Not effective at all", 10 - "Very effective")
(*Significantly different between FY 2016 and FY 2013)

Achieving Development Results (Indicator Question)



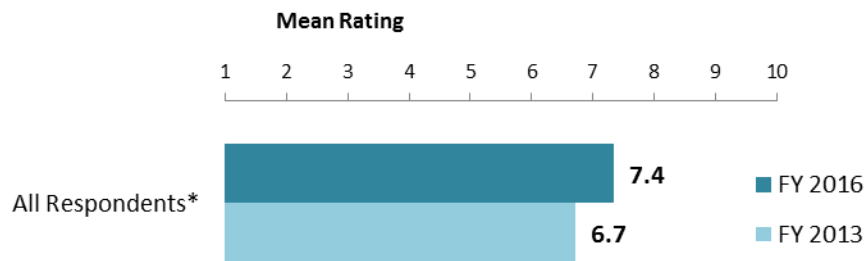
"To what extent does the World Bank Group's work help to achieve development results in Rwanda?" (1-"To no degree at all", 10-"To a very significant degree")
(*Significantly different between FY 2016 and FY 2013)

² Means presented in the charts on this page were calculated based on weighted data from FY'16 and FY'13.



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

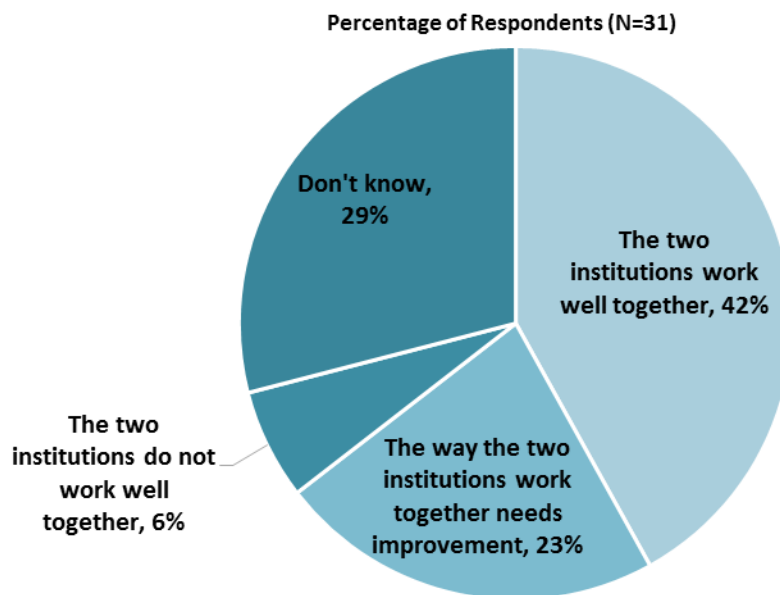
WBG Staff Preparedness³



"To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Rwanda solve its most complicated development challenges?"
(1-"To no degree at all", 10-"To a very significant degree")
(*Significantly different between FY 2016 and FY 2013)

The World Bank and the IFC Working Together

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



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

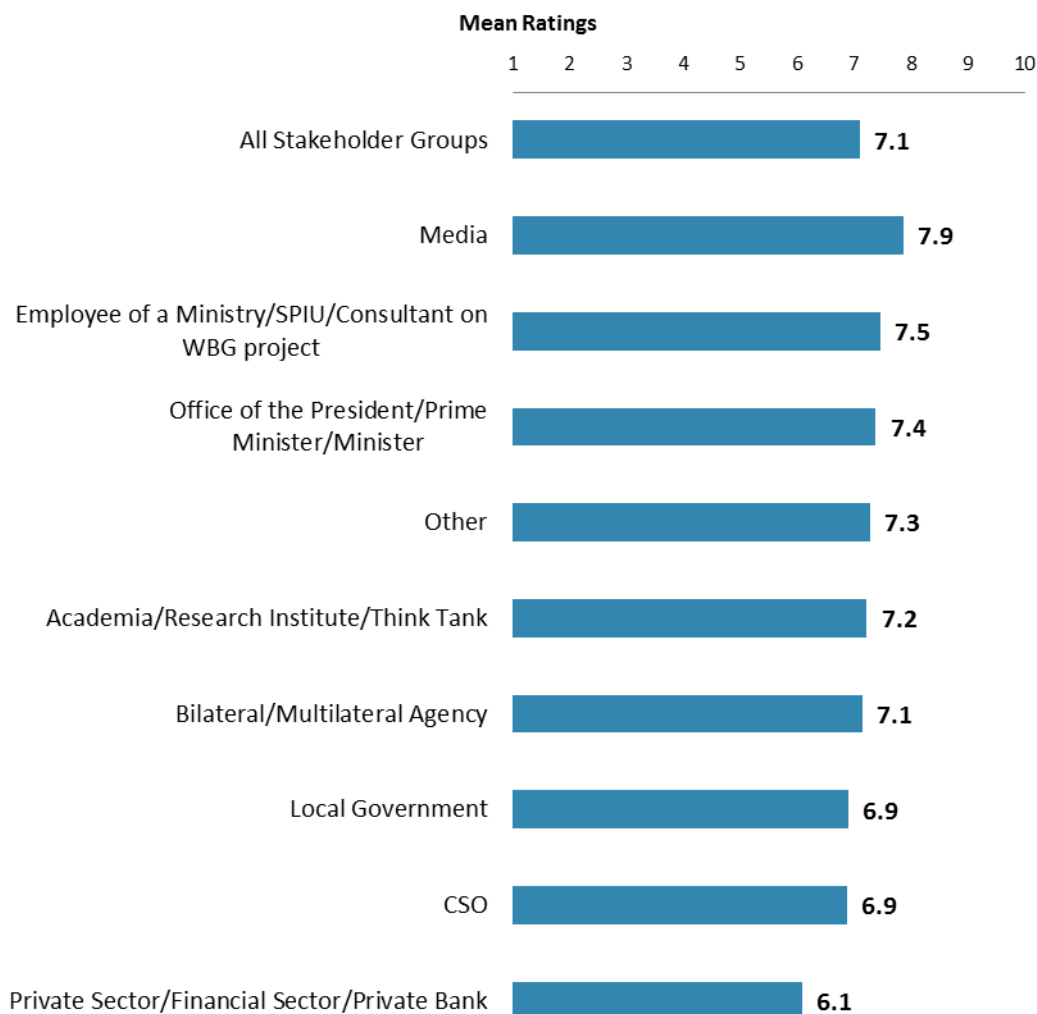
³ Means presented in the chart were calculated based on weighted data.



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

Overall Ratings for Indicator Questions by Stakeholder Groups

- **Stakeholder groups:** Respondents from the media had the highest mean ratings for the aggregated responses to the twenty six COS indicator questions, whereas respondents from 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 (page 56).



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

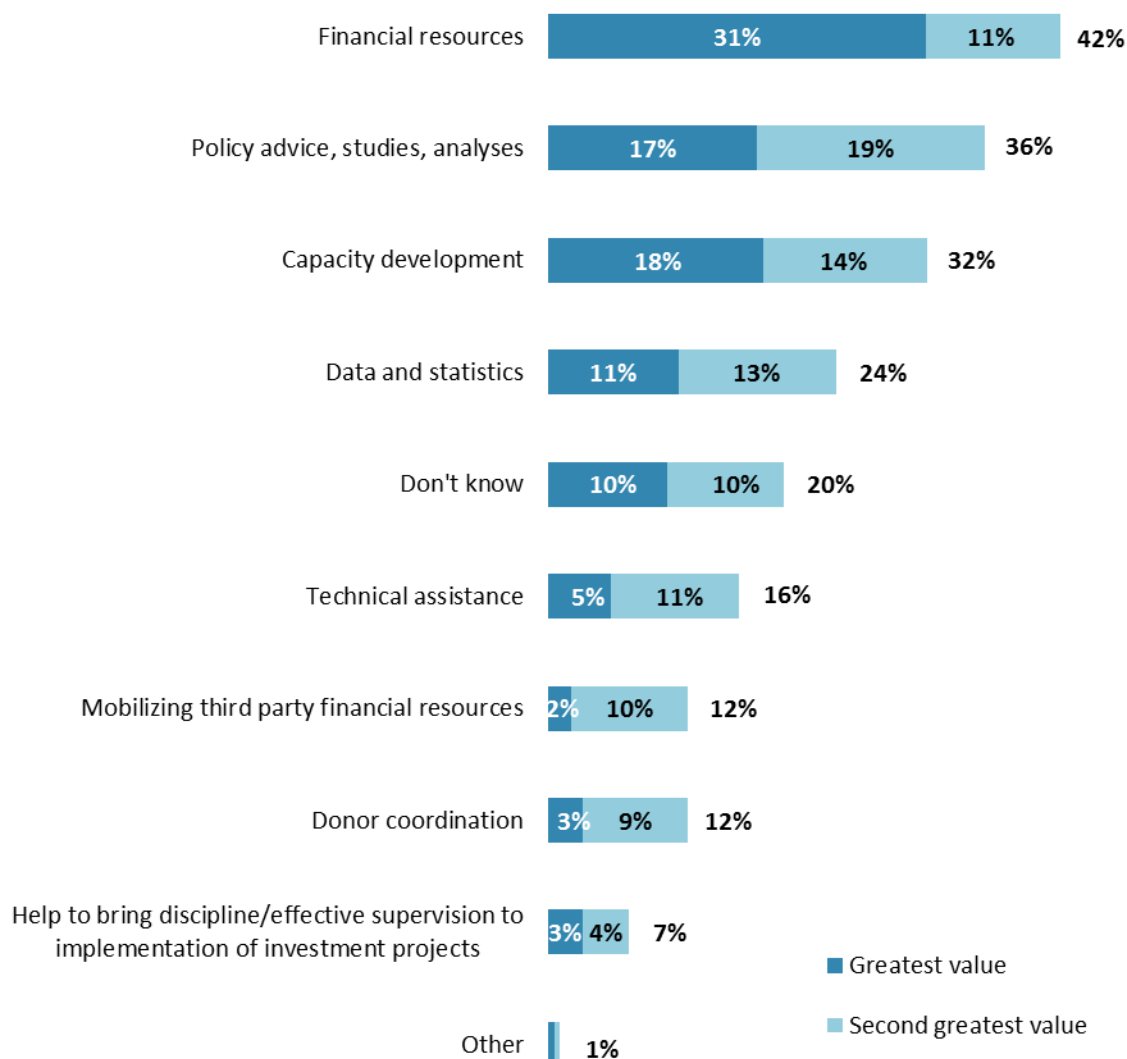


V. Overall Attitudes toward the World Bank Group (continued)

Greatest Value

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank's greatest value to Rwanda was its "*financial resources*": "*investment lending*" (65%) and "*policy based lending/budget support to the Government*" (54%).

Percentage of Respondents (N=214)



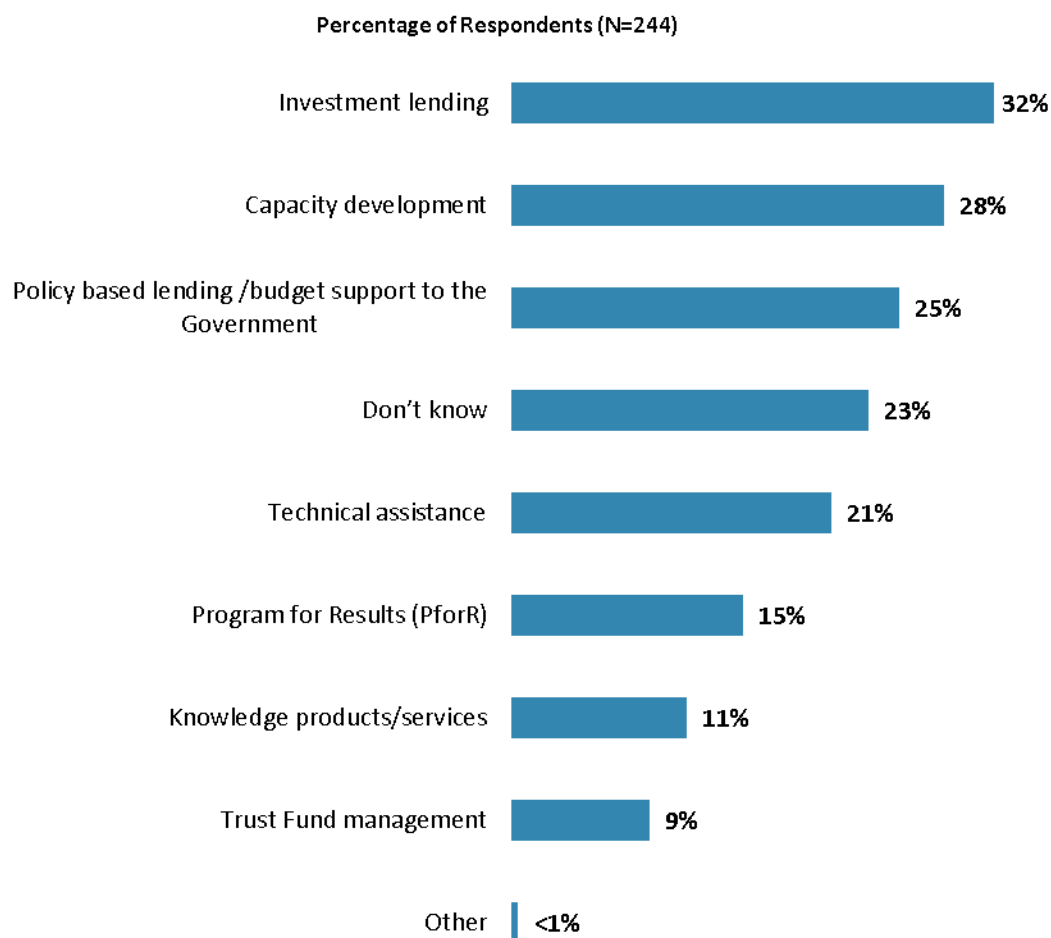
"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Rwanda?"
(Respondents chose from a list.)



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

Most Effective Instruments in Reducing Poverty

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the most effective World Bank's instruments in reducing poverty in Rwanda were "*capacity development*" (40%) and "*policy based lending/budget support to the Government*" (38%).



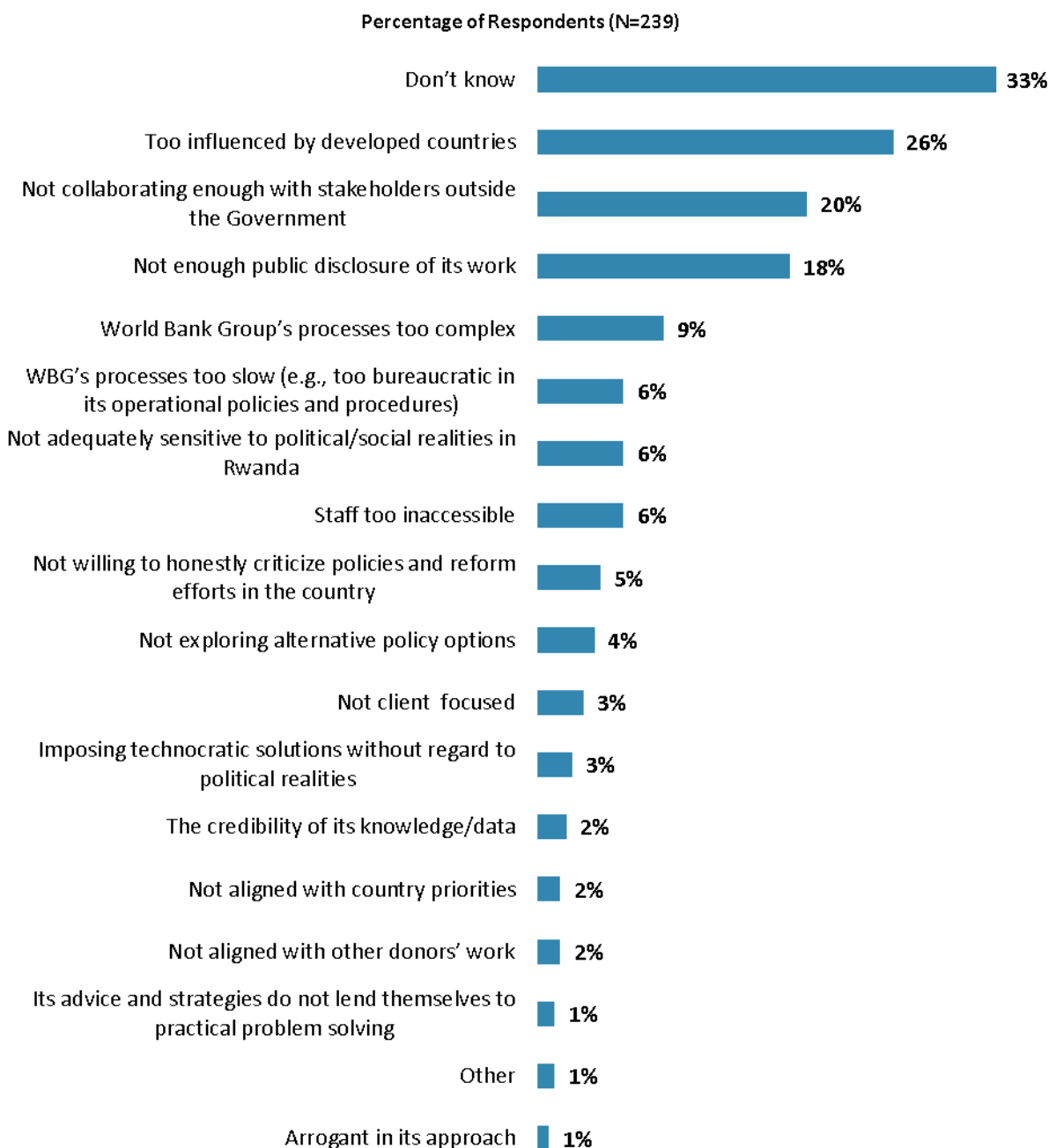
"Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Rwanda? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



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

Greatest Weakness

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank's greatest weakness in its work in the country was being "*too bureaucratic in its operational policies and procedures*" (30%).

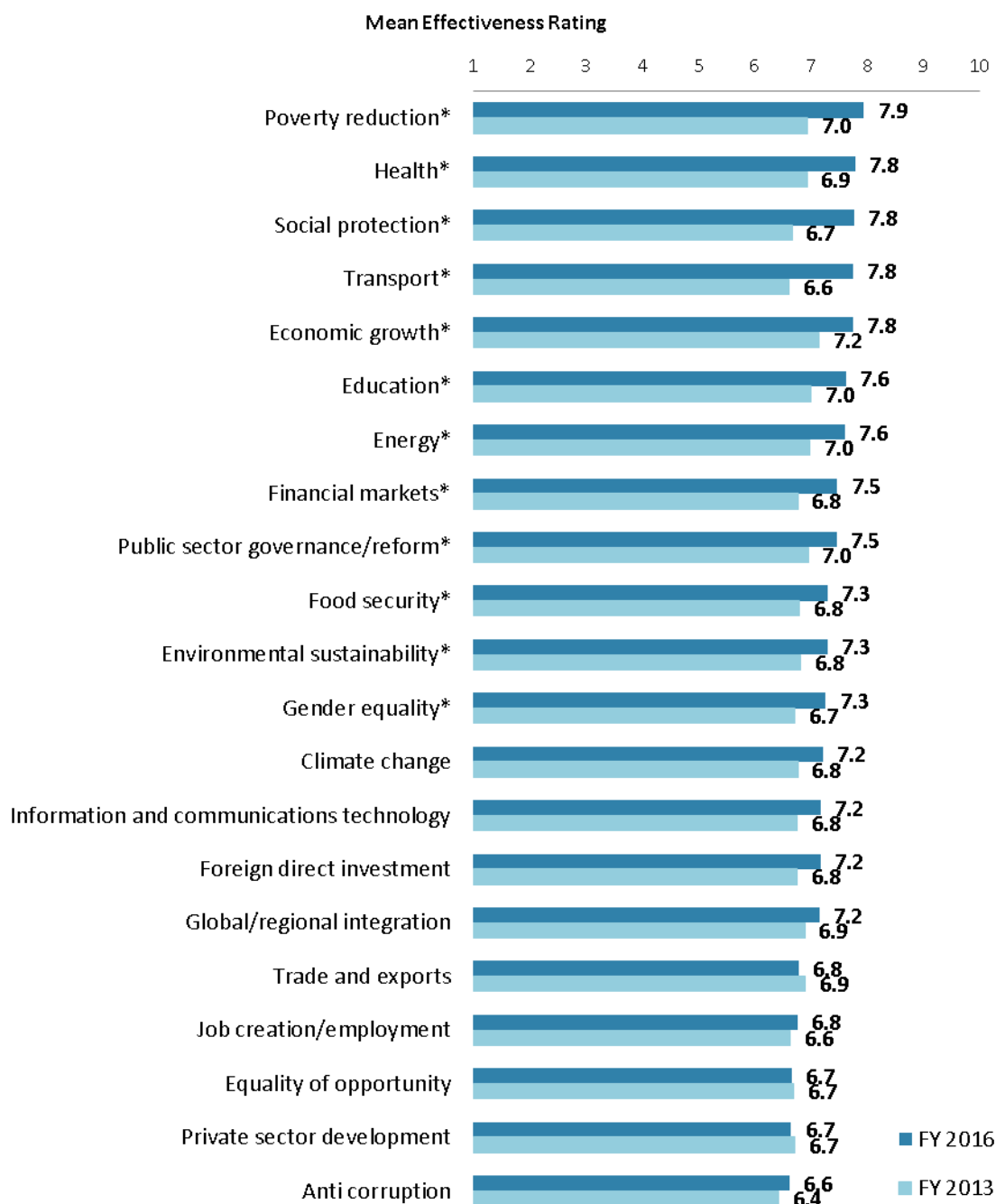


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Rwanda? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



VI. Sectoral Effectiveness

Effectiveness of WBG's Support in Sectoral Areas: Year Comparison⁴



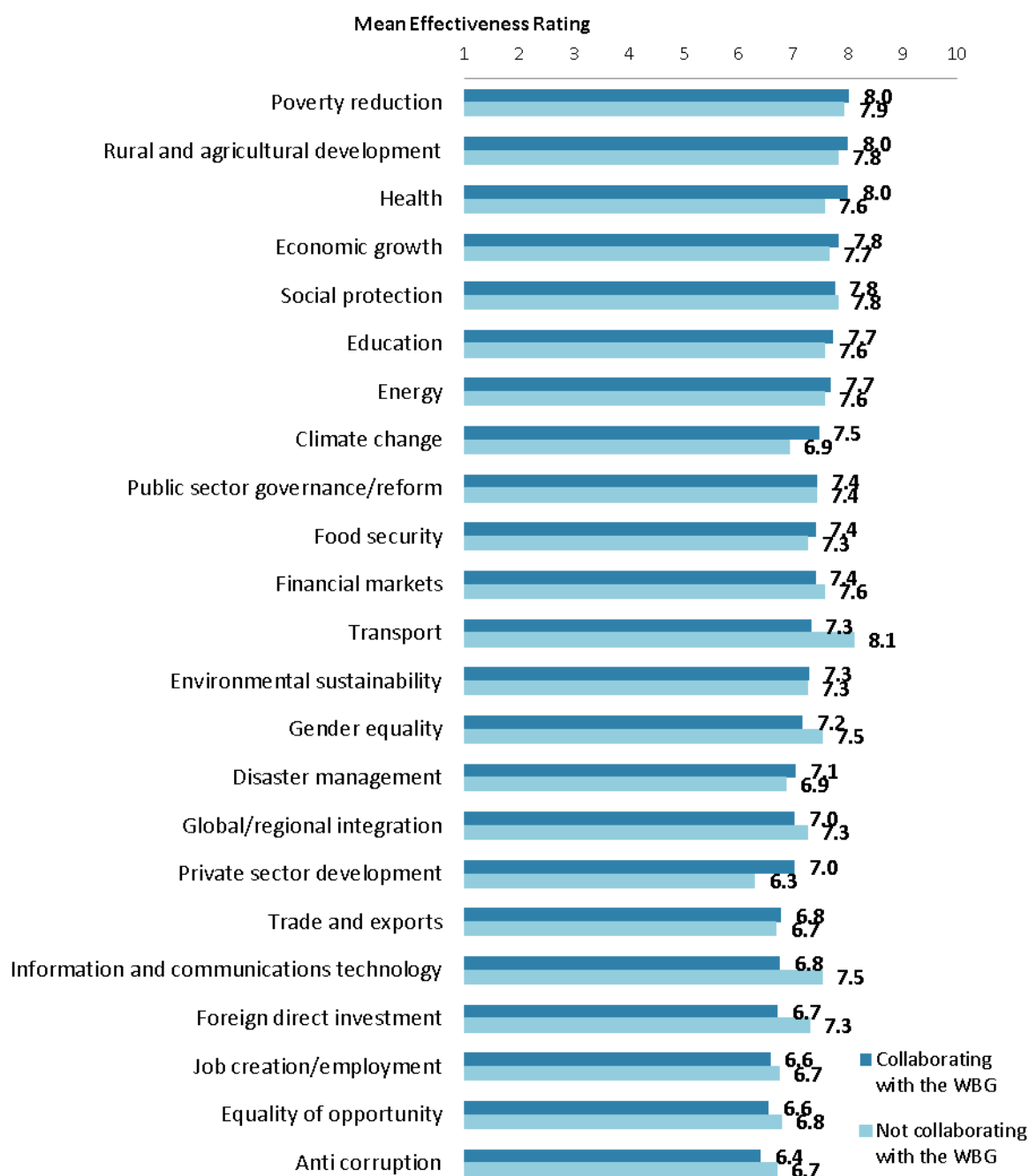
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Rwanda?" (1-"Not effective at all", 10-"Very effective")
 (*Significantly different between FY 2016 and FY 2013)

⁴All means presented in this chart were calculated based on weighted data. See Appendix E for details.



VI. Sectoral Effectiveness (continued)

Effectiveness of WBG's Support in Sectoral Areas: Collaboration⁵



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

⁵ Note in the Appendix on the sectoral effectiveness (Appendix A, page 49) that primarily informed stakeholders responded to this question. Respondents were given the option of "don't know" if they did not have exposure to the WBG's work in certain development areas.



VI. Sectoral Effectiveness (continued)

Drivers of Effectiveness

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

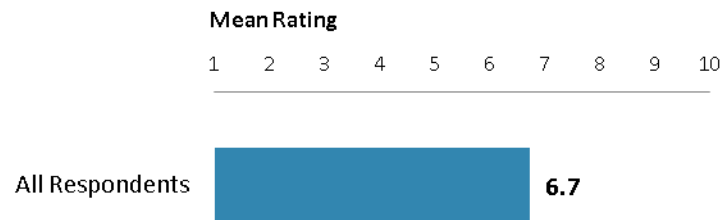
Correlational analyses, however, are not able to tell us exactly what is causing respondents' ratings of the World Bank Group's overall effectiveness or ratings of its ability to help achieve development results. Rather, these analyses tell us that as ratings of effectiveness in one area increase, respondents' 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 Rwanda. The areas determined to be key drivers from these analyses were:
 - The WBG's effectiveness at energy;
 - The WBG's effectiveness at food security;
 - The WBG's effectiveness at global/regional integration;
 - The WBG's effectiveness at rural and agricultural development; and
 - The WBG's effectiveness at health.
- Achieving Development Results: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the WBG's ability to help achieve development results in Rwanda, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the WBG's ability to help achieve development results. The area determined to be key driver from these analyses was:
 - The WBG's effectiveness at rural and agricultural development;
 - The WBG's effectiveness at health;
 - The WBG's effectiveness at environmental sustainability; and
 - The WBG's effectiveness at food security.



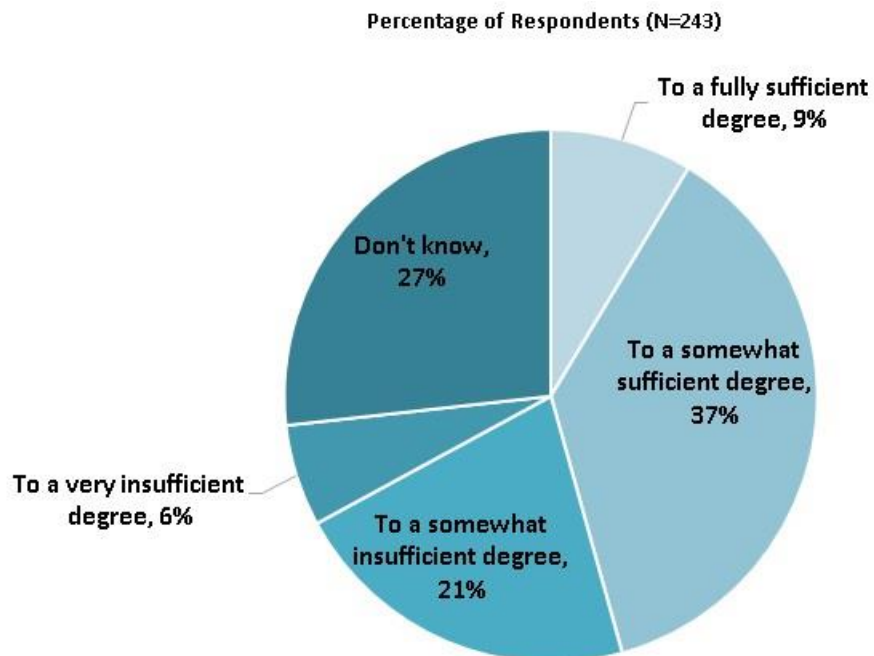
VI. Sectoral Effectiveness (continued)

The WBG Promoting Private Public Partnerships



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

Helping the Poorest

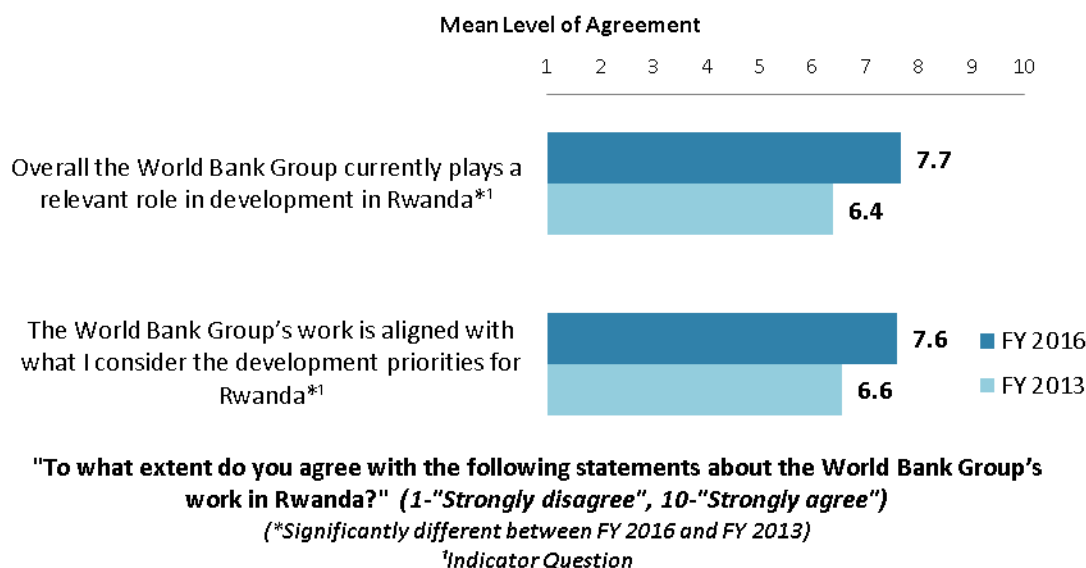


"To what extent do you believe that the World Bank Group's work and support help the poorest in Rwanda?"
(Respondents chose from a list.)

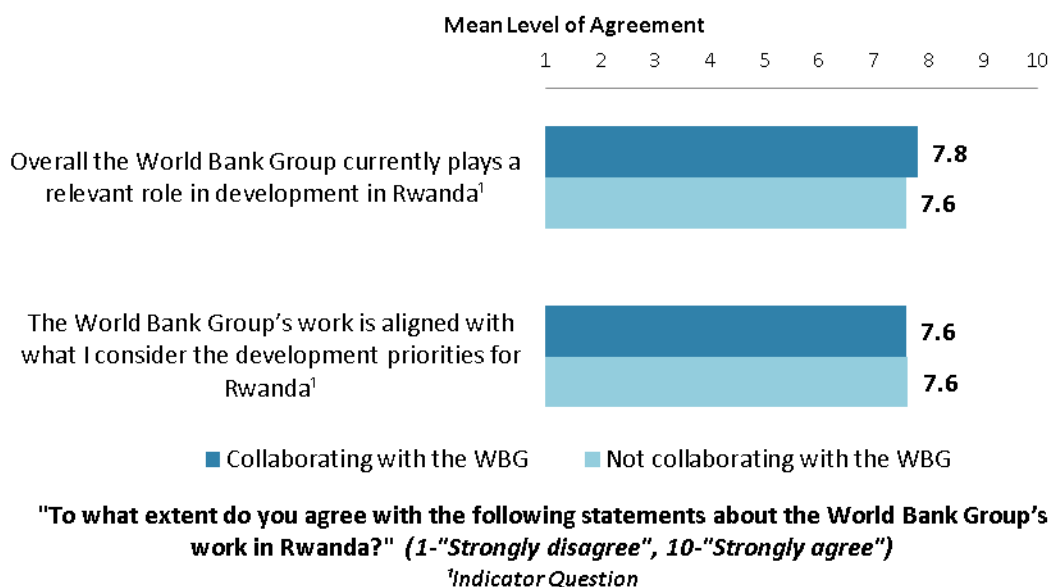


VII. How the World Bank Group Operates

The World Bank Group's Work in Rwanda: Year Comparison⁶



The World Bank Group's Work in Rwanda: Collaboration

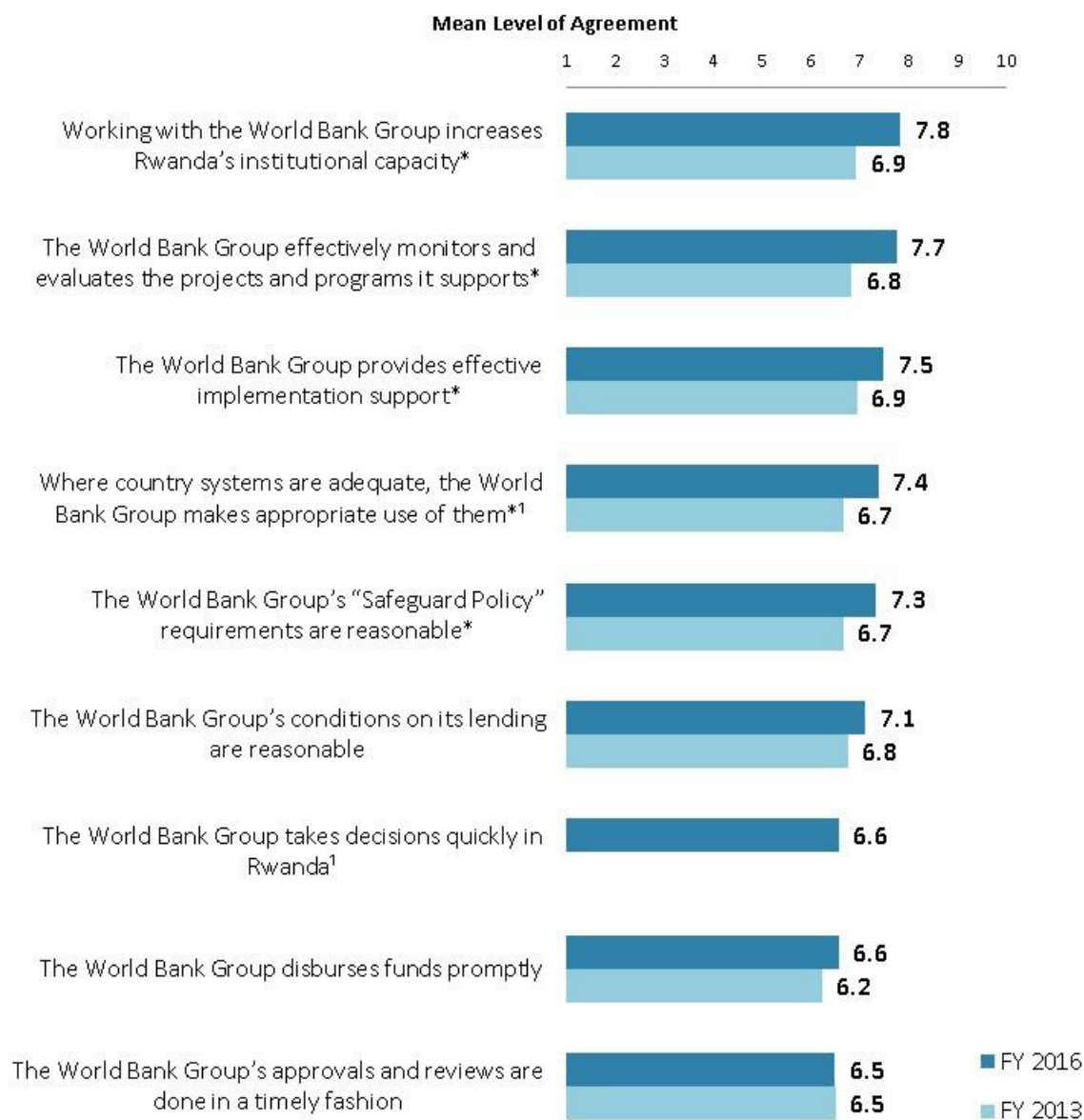


⁶ Means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Year Comparison⁷



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

(1- "Strongly disagree", 10- "Strongly agree")

*(*Significantly different between FY 2016 and FY 2013)*

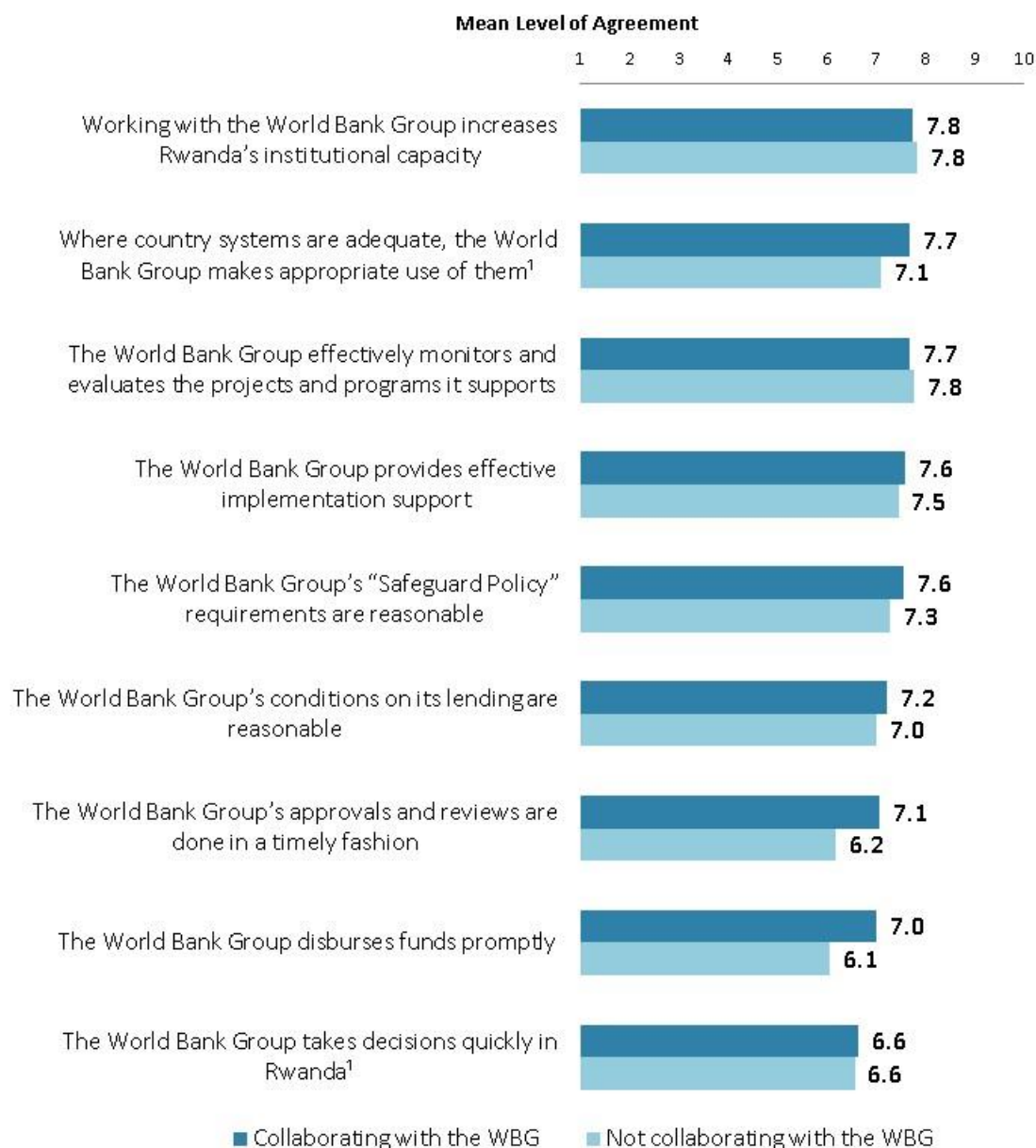
¹Indicator Question

⁷ Means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Collaboration

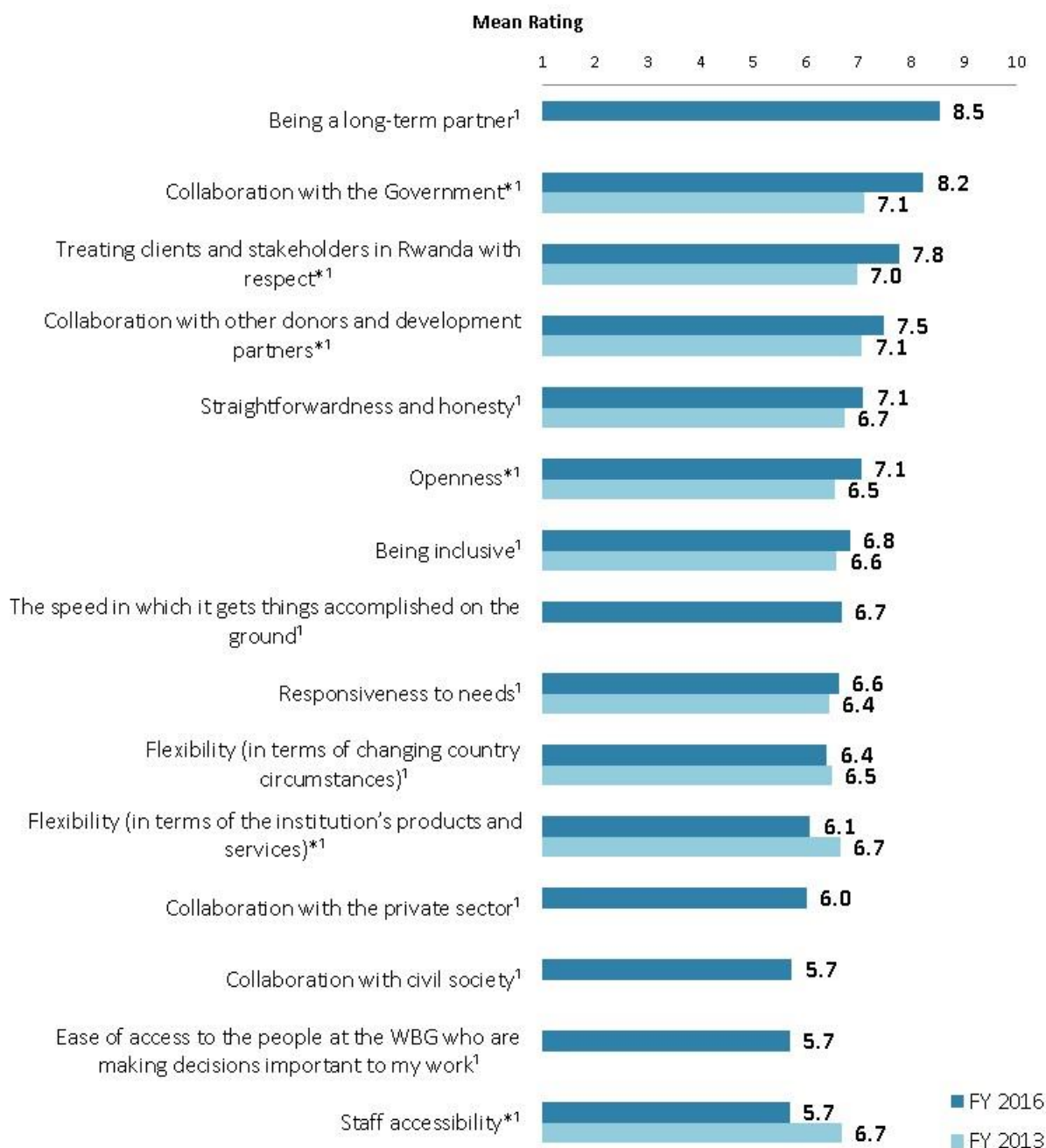


"To what extent do you agree/disagree with the following statements?"
(1- "Strongly disagree", 10- "Strongly agree")
Indicator Question



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Year Comparison⁸



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

(*Significantly different between FY 2016 and FY 2013)

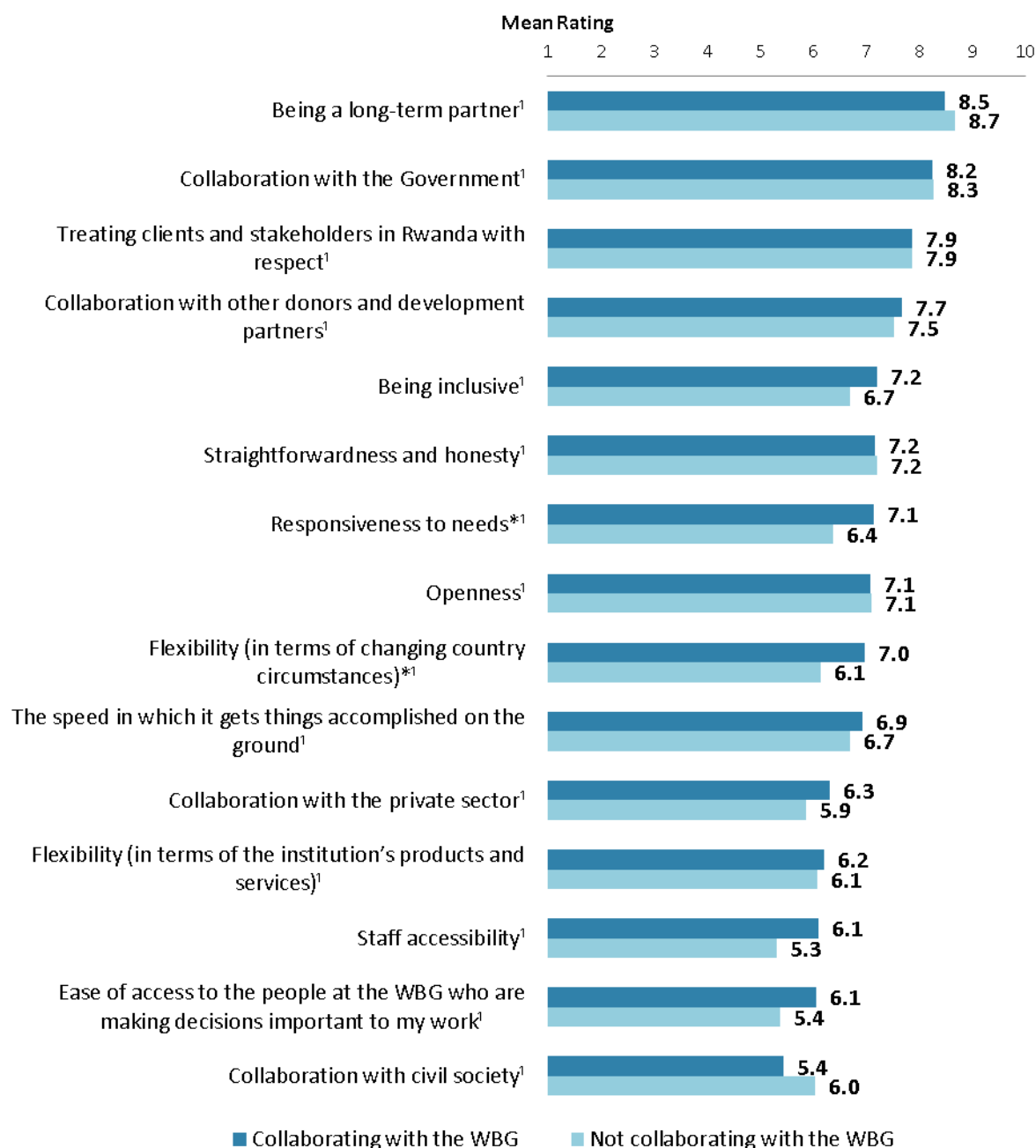
¹Indicator Question

⁸ Means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Collaboration



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

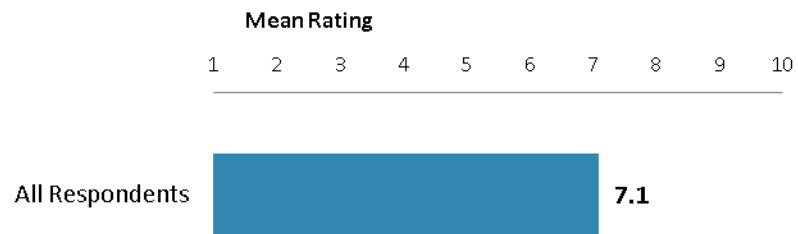
(*Significantly different between collaborators and non-collaborators with the WBG)

¹Indicator Question



VII. How the World Bank Group Operates (continued)

Internal Measuring and Monitoring



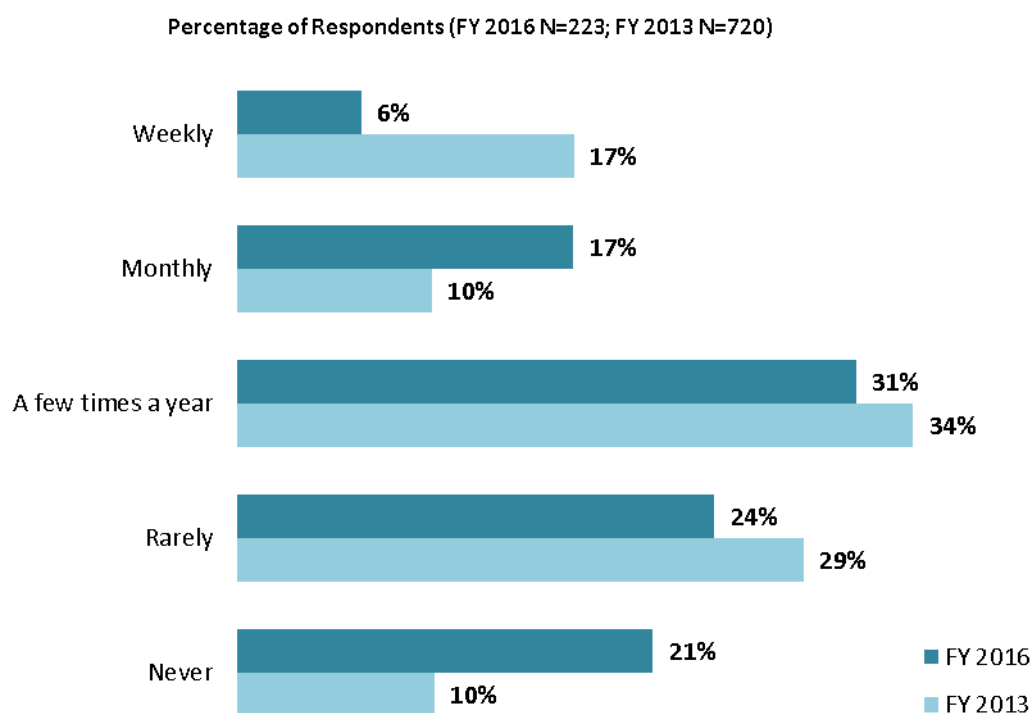
"To what extent do you believe the World Bank Group measures and corrects its work in real time in Rwanda?" (1-"To no degree at all", 10-"To a very significant degree")



VIII. World Bank Group's Knowledge and Instruments

Frequency of Consulting WBG Knowledge Work and Activities⁹

- **Year comparison:** This year's respondents were significantly less likely to consult the WBG's knowledge work and activities on a "*weekly*" basis compared to respondents in the previous FY'13 Country Survey.
- **Stakeholder groups:** In this year's Country Survey, respondents from the media indicated the most frequent usage of the WBG's knowledge work and activities compared to respondents from other stakeholder groups.



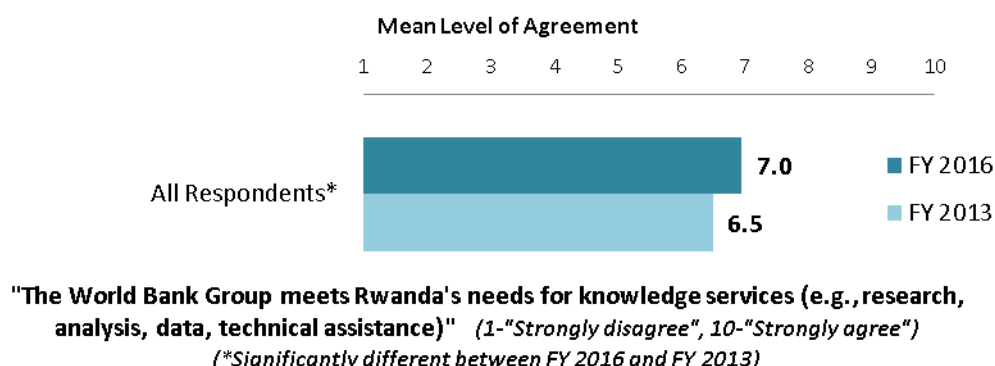
"How frequently do you consult World Bank Group's knowledge work and activities in the work you do?"
(Respondents chose from a list.)

⁹ Percentages in the chart were calculated based on weighted data.

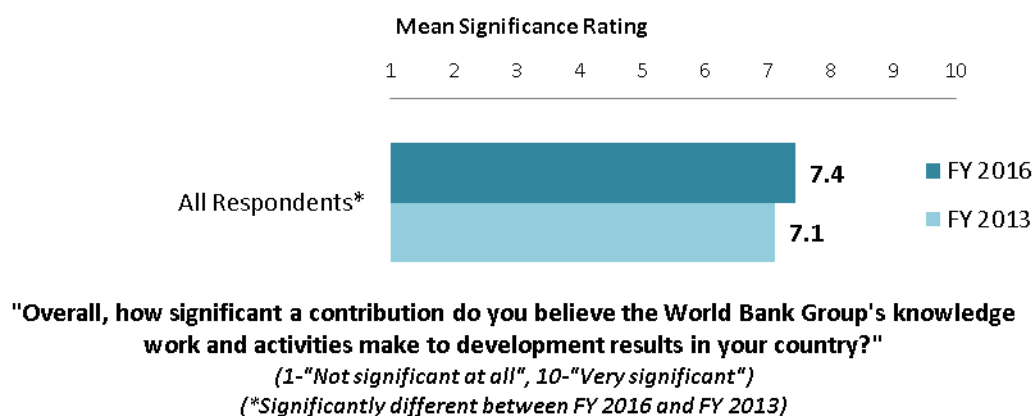


VIII. World Bank Group's Knowledge and Instruments (continued)

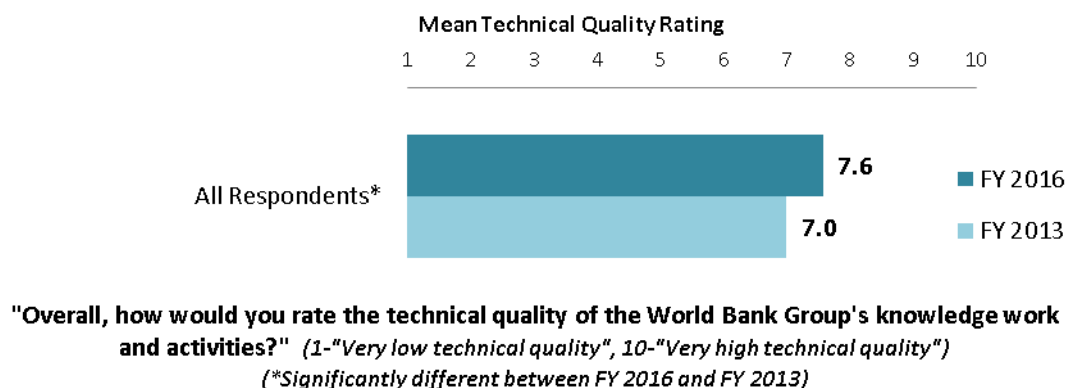
Meeting Rwanda's Knowledge Needs¹⁰ (Indicator Question)



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



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

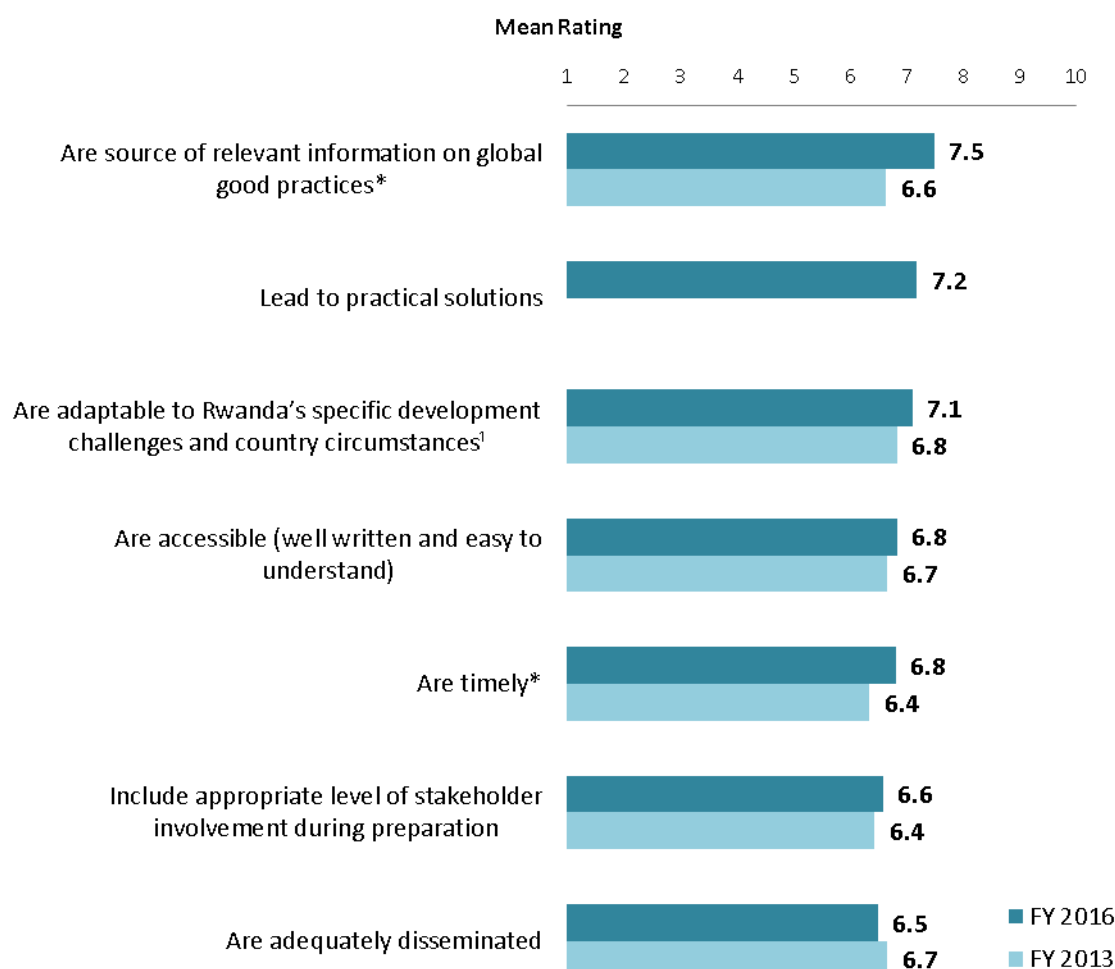


¹⁰ Means in the charts on this page were calculated based on weighted data.



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

Qualities of the WBG's Knowledge Work and Activities¹¹



"In Rwanda, 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 FY 2016 and FY 2013)

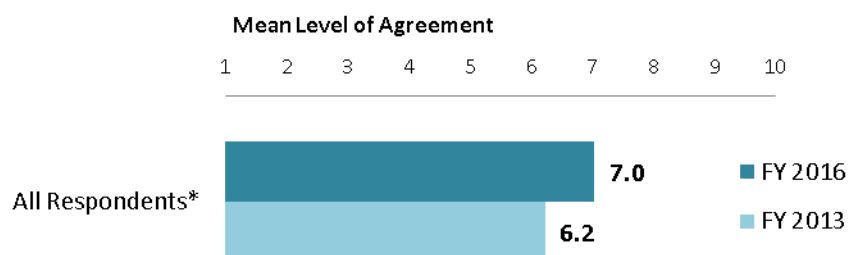
¹Indicator Question

¹¹ Means in the chart were calculated based on weighted data.



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

Meeting Rwanda's Needs for Financial Instruments¹² (*Indicator Question*)



"The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Rwanda."

(1-"Strongly disagree", 10-"Strongly agree")

*(*Significantly different between FY 2016 and FY 2013)*

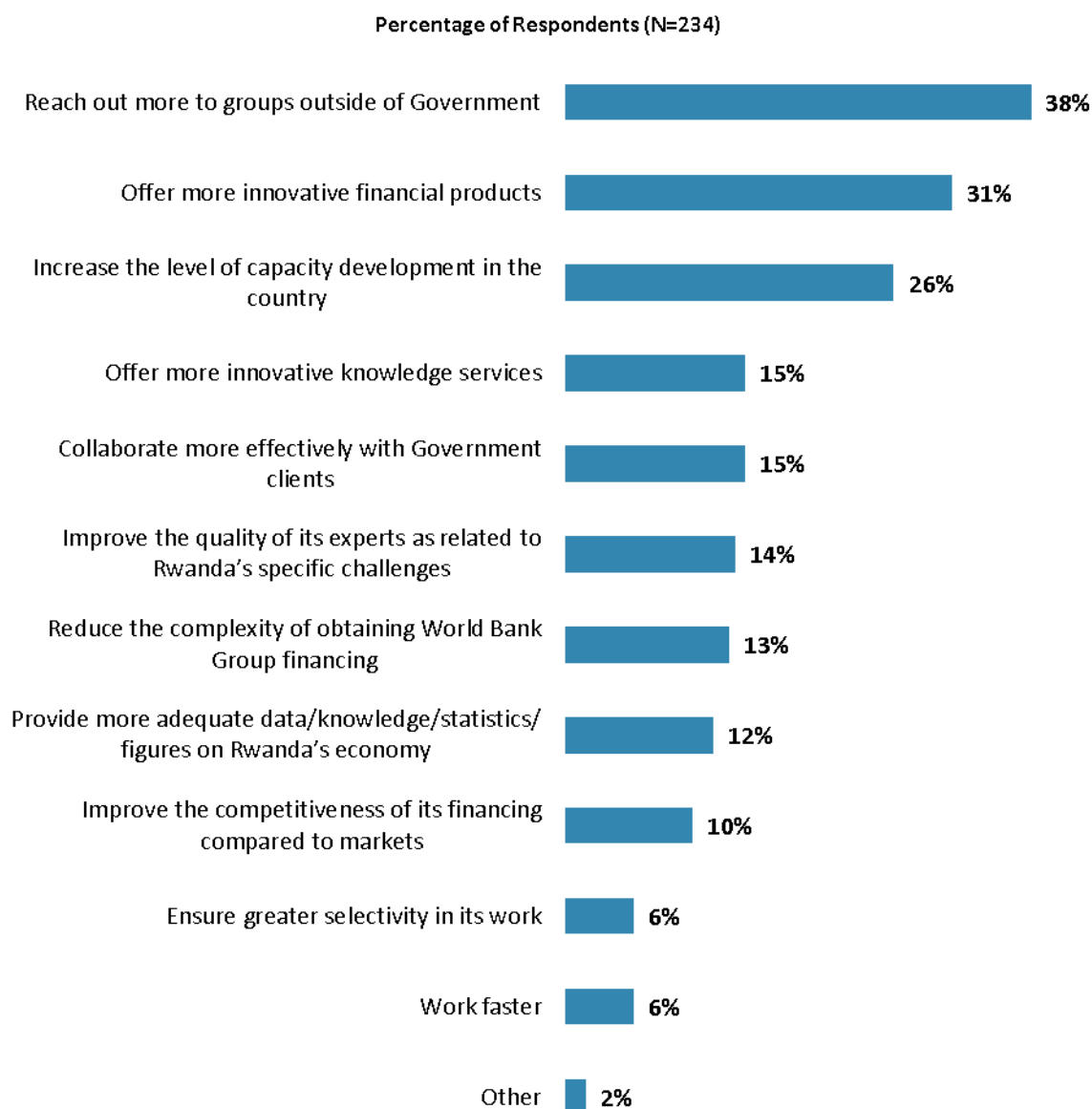
¹² Means in the chart were calculated based on weighted data.



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

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank should “*reach out more to groups outside of Government*” (38%) and “*reduce the complexity of obtaining World Bank financing*” (37%) to make itself of greater value in Rwanda.



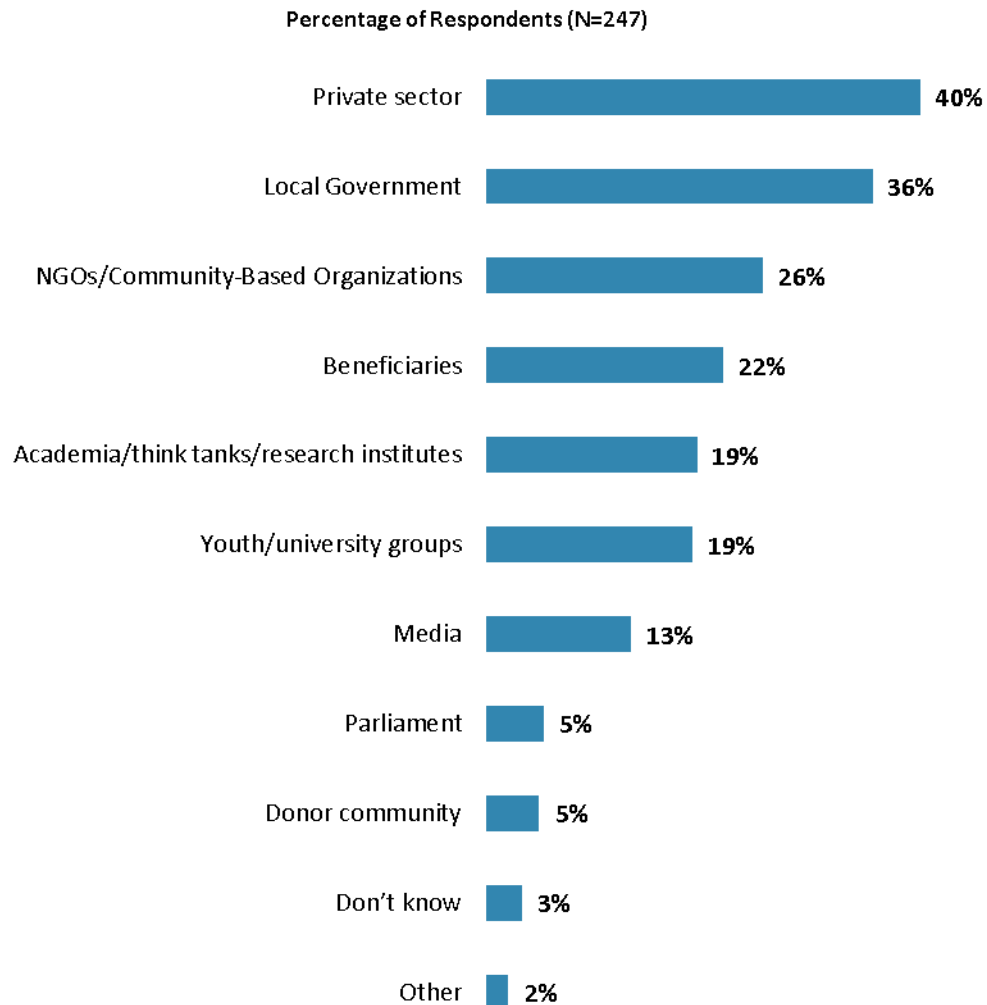
"Which of the following **SHOULD** the World Bank Group do to make itself of greater value in Rwanda? (Choose no more than **TWO**)" (Respondents chose from a list. Responses combined.)



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

The World Bank Group Should Collaborate More with ...

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank should work more with “*local government*” (47%) and “*private sector*” (35%) to ensure better development results in Rwanda.



"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country?"

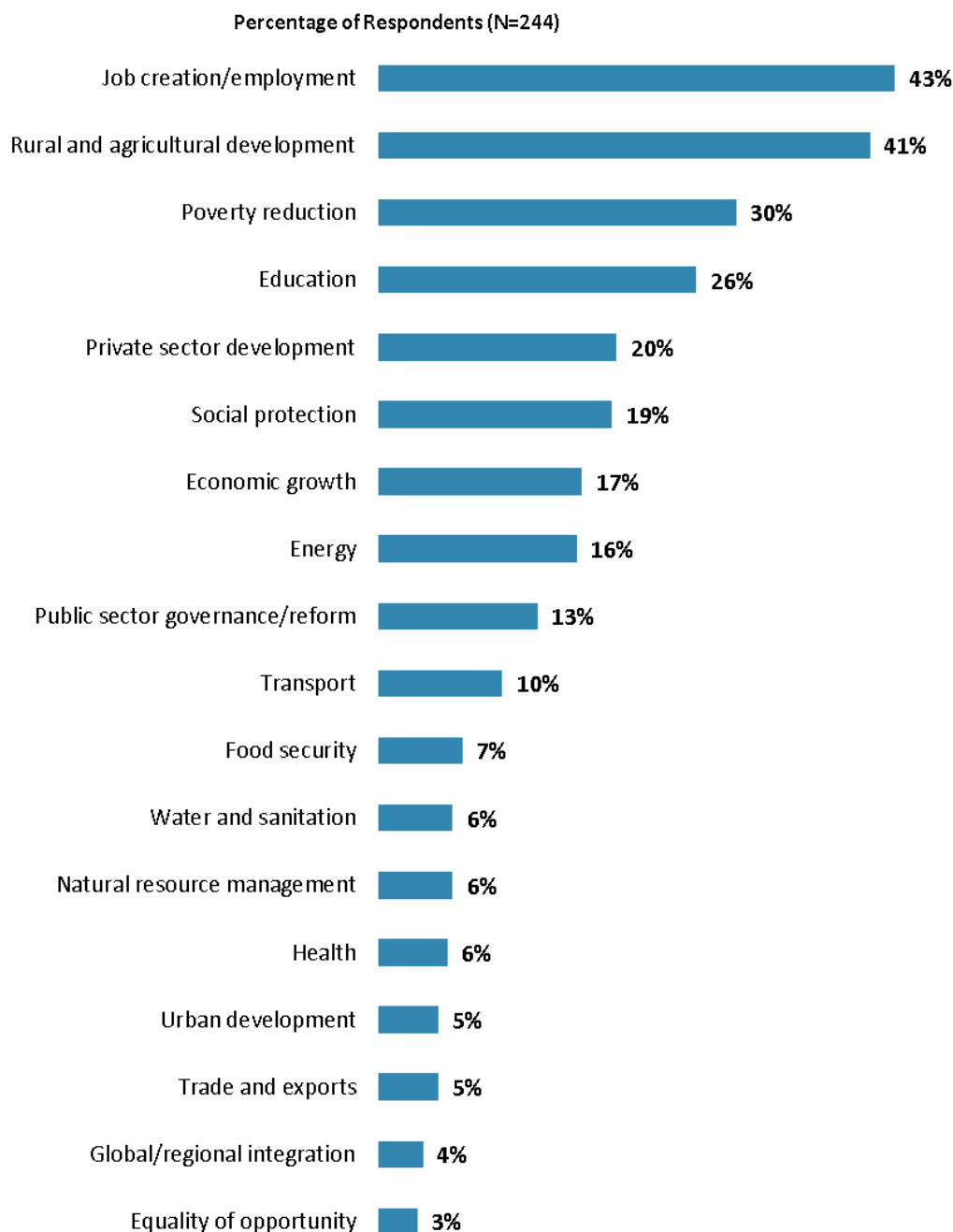
(Respondents chose from a list. Responses combined.)



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

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that the World Bank should focus its resources on “*health*” (41%) and “*education*” (39%).

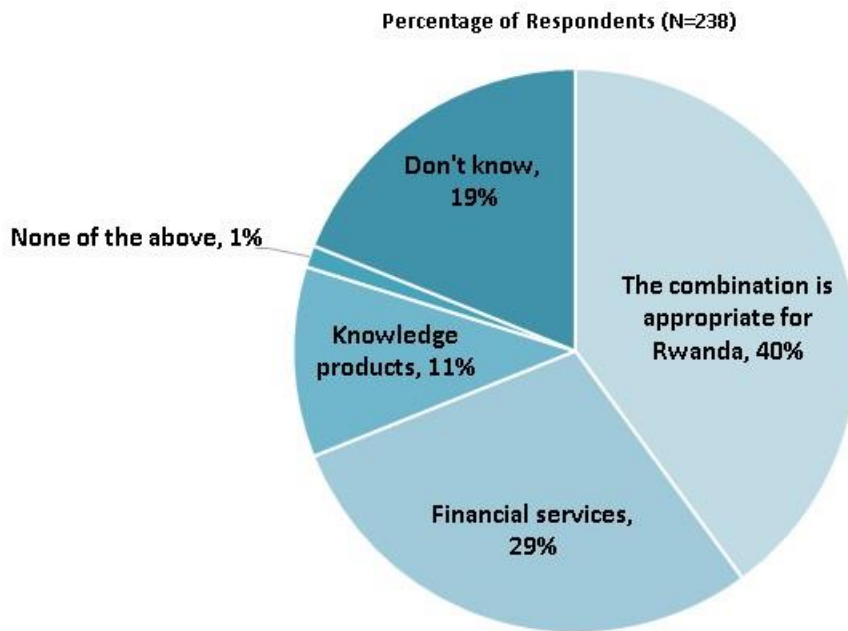


“When thinking about how the World Bank Group can have the most impact on development results in Rwanda, in which sectoral areas do you believe the WBG should focus most of its resources in Rwanda? (Choose no more than THREE)” (Respondents chose from a list. Responses combined. Top 18 of 27 response options shown.)



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

Future Combination of the WBG Services



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

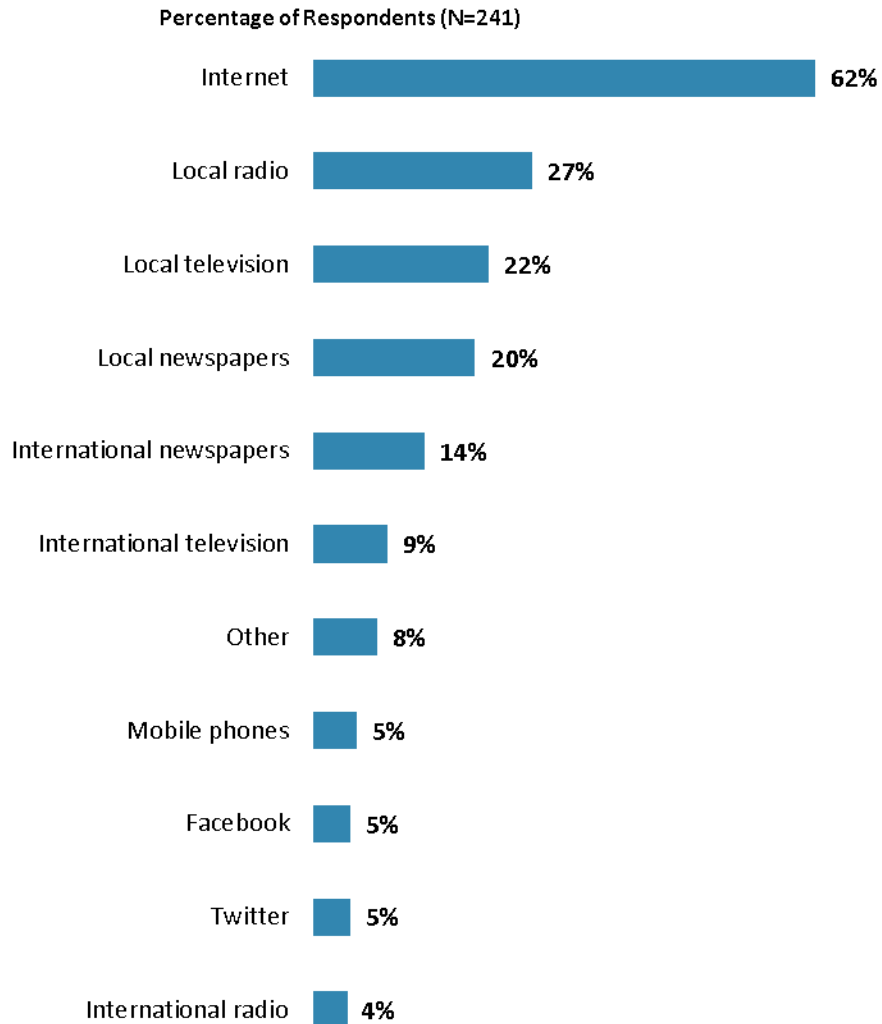


X. Communication and Outreach

Note: When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 56) for all responses by stakeholder groups.

General Information Sources

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that they got most of their information about economic and social development issues in Rwanda from “*local newspapers*” (45%), “*Internet*” (35%), and “*local radio*” (30%).



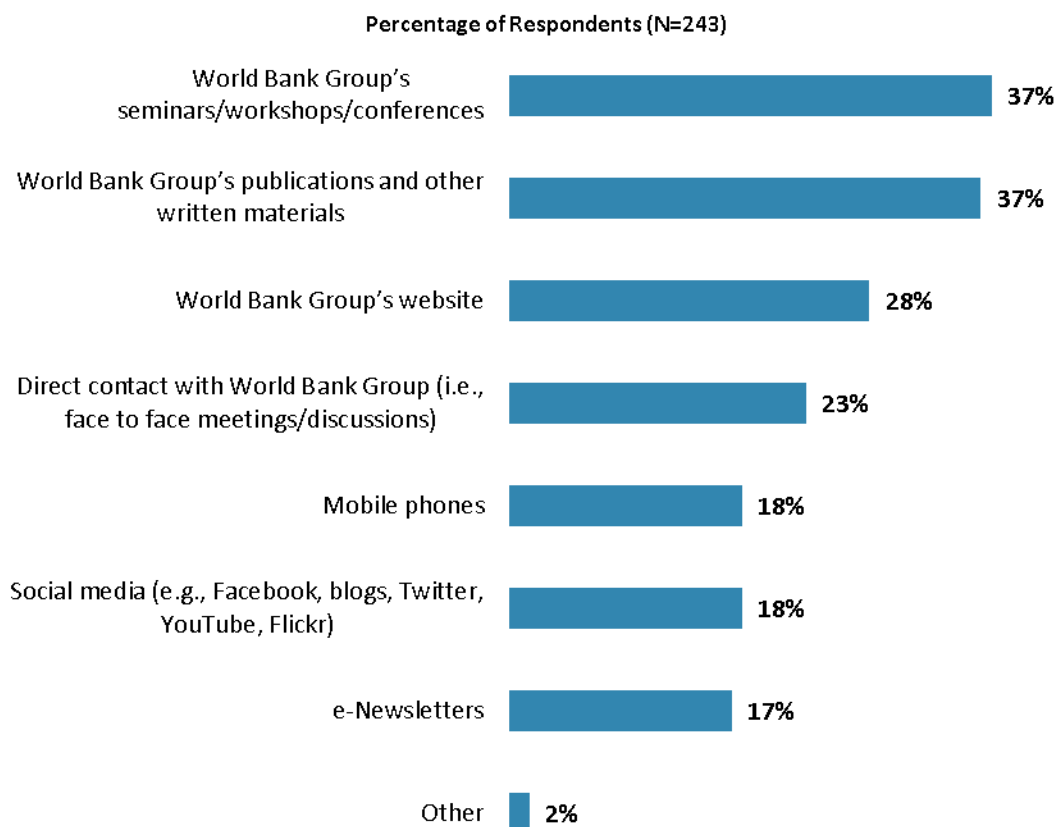
"How do you get most of your information about economic and social development issues in Rwanda? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'13 Country Survey indicated that they would prefer to receive information from the World Bank through the “*World Bank website*” (52%).

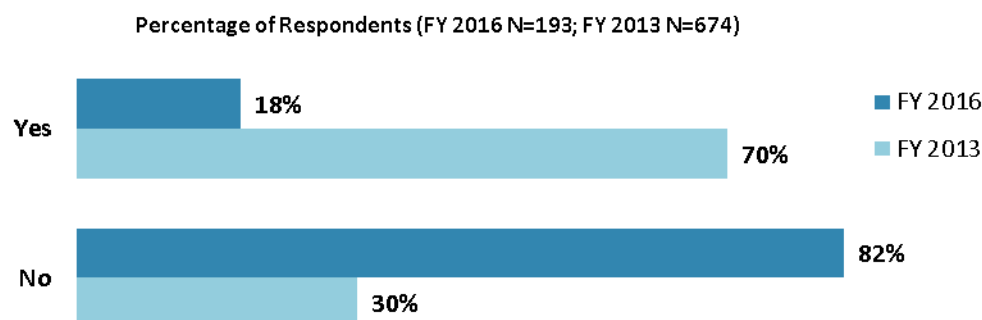


**"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)"** (Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

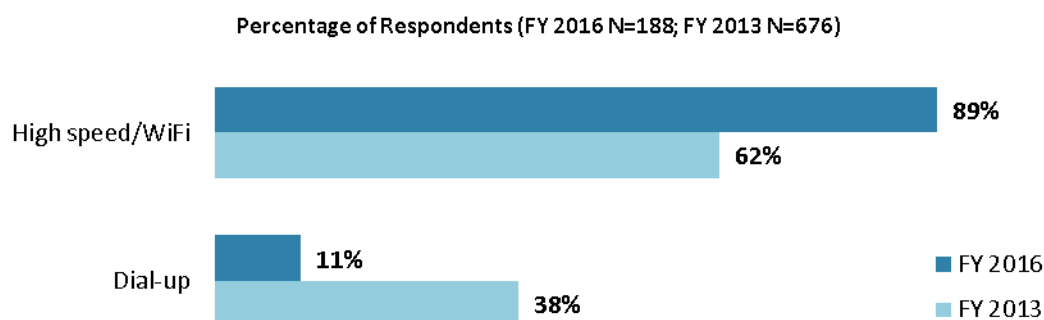
Access to Information¹³



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

Access to the Internet

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



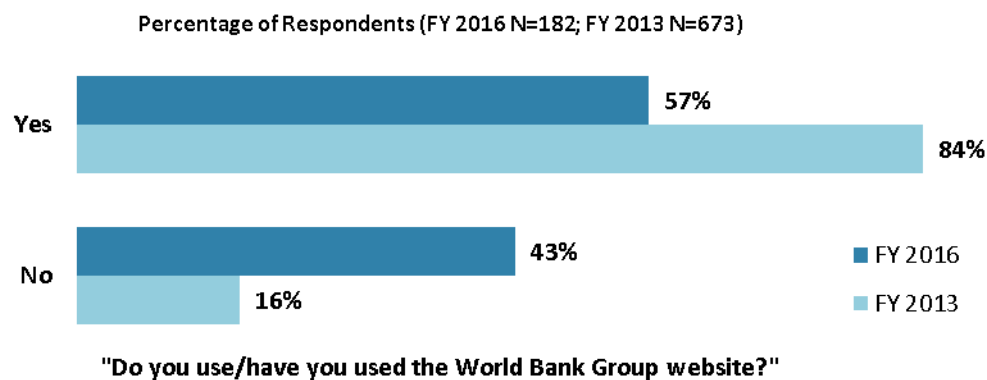
"Which Internet connection do you use primarily when visiting a World Bank Group website?"
(Respondents chose from a list.)

¹³ Percentages presented in the charts on this page were calculated based on weighted data.

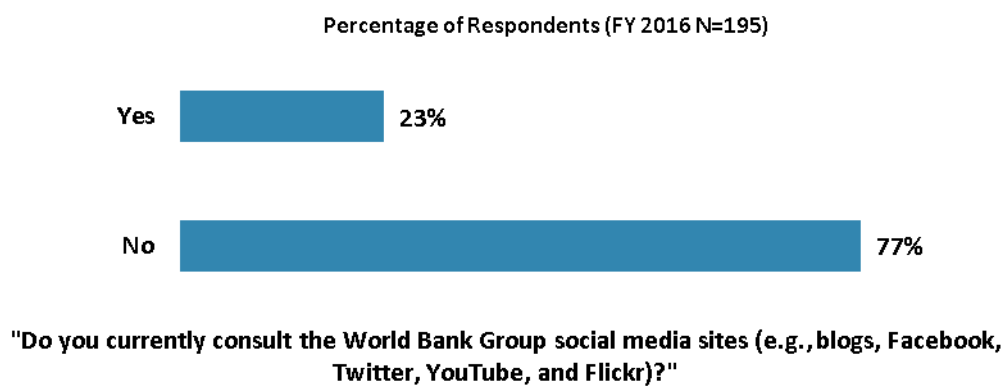


X. Communication and Outreach (continued)

The WBG Website Usage¹⁴



Use of the WBG's Social Media Channels



¹⁴ Percentages presented in the chart were calculated based on weighted data.



XI. Appendices

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Rwanda





Appendix A: Responses to All Questions across All Respondents (N=254)

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 Rwanda

1. Listed below are a number of development priorities in Rwanda. Please identify which of the following you consider the most important development priorities in Rwanda? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=249)
Job creation/employment	33.3%
Poverty reduction	32.1%
Rural and agricultural development	26.5%
Food security	24.1%
Education	19.3%
Energy	18.9%
Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))	17.3%
Private sector development	16.1%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	14.1%
Economic growth	12.9%
Gender equality	12.0%
Health (incl. communicable/non-communicable diseases)	6.8%
Water and sanitation	6.8%
Urban development	6.8%
Equality of opportunity (i.e., equity)	6.0%
Anti corruption	4.8%
Trade and exports	4.8%
Transport (e.g., roads, bridges, transportation)	4.0%
Information and communications technology	3.2%
Law and justice (e.g., judicial system)	2.8%
Environmental sustainability	2.8%
Financial markets	2.4%
Global/regional integration	2.4%
Foreign direct investment	2.4%
Disaster management	2.0%
Natural resource management (e.g., oil, gas, mining)	2.0%
Climate change (e.g., mitigation, adaptation)	0.8%

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

2. 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 Rwanda? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=249)
Rural and agricultural development	57.4%
Job creation/employment	36.1%
Economic growth	27.3%
Education	25.3%
Private sector development	17.7%
Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))	16.5%
Equality of opportunity (i.e., equity)	12.4%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	11.6%
Energy	10.0%
Anti corruption	8.8%
Health (incl. communicable/non-communicable diseases)	8.0%
Food security	7.2%
Gender equality	6.4%
Urban development	6.4%
Foreign direct investment	6.0%
Trade and exports	5.6%
Transport (e.g., roads, bridges, transportation)	4.8%
Global/regional integration	4.4%
Water and sanitation	3.6%
Law and justice (e.g., judicial system)	3.2%
Information and communications technology	2.8%
Environmental sustainability	2.4%
Natural resource management (e.g., oil, gas, mining)	1.6%
Financial markets	1.2%
Climate change (e.g., mitigation, adaptation)	1.2%
Disaster management	1.2%

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

3. 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 Rwanda? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=239)
Education and training that better ensure job opportunity	27.6%
Greater access to micro-finance for the poor	26.8%
Better opportunity for the poor who live in rural areas	22.2%
Consistent economic growth	20.9%
Better entrepreneurial opportunities (i.e., to start small and medium sized businesses)	19.2%
Better employment opportunities for young people	18.8%
More reliable social safety net	16.3%
A growing middle class	11.3%
Greater voice and participation for citizens to help ensure greater accountability	9.2%
Greater access to health and nutrition for citizens	7.1%
Better employment opportunities for women	6.7%
Better opportunity for the poor who live in urban areas	4.2%
Better quality public services	3.8%
Other	1.7%
Greater equity of fiscal policy	1.7%

4. 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 Rwanda? (Select only ONE response)	Percentage of Respondents (N=253)
A very big problem	41.1%
A moderately big problem	36.0%
A small problem	11.5%
Not a problem at all	2.8%
Don't know	8.7%

5. 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	65.2%
A somewhat serious problem	22.9%
Not too serious problem	7.1%
Not a problem	0.8%
Don't know	4.0%

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 Rwanda? (1-Not familiar at all, 10-Extremely familiar)	235	0	4.66	2.76

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

Effectiveness*	N	DK	Mean	SD
2. Overall, please rate your impression of the World Bank Group's effectiveness in Rwanda. (1-Not effective at all, 10-Very effective)	181	63	7.17	2.38

Staff Preparedness	N	DK	Mean	SD
3. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Rwanda solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	144	94	7.35	2.15

4. When thinking about how the World Bank Group can have the most impact on development results in Rwanda, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Rwanda? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=244)
Job creation/employment	42.6%
Rural and agricultural development	40.6%
Poverty reduction	29.5%
Education	26.2%
Private sector development	19.7%
Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))	19.3%
Economic growth	16.8%
Energy	16.4%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	13.1%
Transport (e.g., roads, bridges, transportation)	10.2%
Food security	7.0%
Water and sanitation	6.1%
Natural resource management (e.g., oil, gas, mining)	6.1%
Health (incl. communicable/non-communicable diseases)	5.7%
Urban development	4.9%
Trade and exports	4.9%
Global/regional integration	3.7%
Equality of opportunity (i.e., equity)	3.3%
Financial markets	2.9%
Foreign direct investment	2.9%
Information and communications technology	2.9%
Gender equality	2.5%
Anti corruption	1.6%
Climate change (e.g., mitigation, adaptation)	1.6%
Environmental sustainability	0.8%
Disaster management	0.8%
Law and justice (e.g., judicial system)	0.8%

**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 Rwanda?	Percentage of Respondents (N=214)		
	Greatest Value	2 nd Greatest Value	Combined
Financial resources	31.3%	11.2%	42.5%
Policy advice, studies, analyses	17.3%	18.9%	36.2%
Capacity development	17.8%	13.6%	31.3%
Data and statistics	10.7%	13.1%	23.9%
Don't know	9.8%	9.7%	19.5%
Technical assistance	5.1%	10.7%	15.8%
Mobilizing third party financial resources	1.9%	9.7%	11.6%
Donor coordination	2.8%	8.7%	11.5%
Help to bring discipline/effective supervision to implementation of investment projects	2.8%	3.9%	6.7%
Other	0.5%	0.5%	1.0%

6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Rwanda? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=239)
Don't know	33.5%
Too influenced by developed countries	25.9%
Not collaborating enough with stakeholders outside the Government	19.7%
Not enough public disclosure of its work	18.4%
World Bank Group's processes too complex	9.2%
World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)	6.3%
Not adequately sensitive to political/social realities in Rwanda	6.3%
Staff too inaccessible	6.3%
Not willing to honestly criticize policies and reform efforts in the country	4.6%
Not exploring alternative policy options	4.2%
Not client focused	3.3%
Imposing technocratic solutions without regard to political realities	2.5%
The credibility of its knowledge/data	2.1%
Not aligned with country priorities	1.7%
Not aligned with other donors' work	1.7%
Its advice and strategies do not lend themselves to practical problem solving	1.3%
Other	1.3%
Arrogant in its approach	0.8%

7. Which World Bank Group's instruments do you believe are the MOST effective in reducing poverty in Rwanda? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=244)
Investment lending (financing specific projects)	31.6%
Capacity development	28.3%
Policy based lending/budget support to the Government	25.4%
Don't know	23.4%
Technical assistance (advice, best practice, international experience, etc.)	20.9%
Program for Results (PforR)	15.2%
Knowledge products/services (analytical work, studies, surveys, etc.)	11.5%
Trust Fund management	9.0%
Other	0.4%

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

8. To what extent do you believe that the World Bank Group's work and support help the poorest in Rwanda? (Select only ONE response)	Percentage of Respondents (N=243)
To a fully sufficient degree	8.6%
To a somewhat sufficient degree	37.0%
To a somewhat insufficient degree	21.4%
To a very insufficient degree	6.2%
Don't know	26.7%

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=247)
Private sector	40.1%
Local Government	35.6%
NGOs/Community Based Organizations (CBOs)	25.5%
Beneficiaries	21.9%
Academia/think tanks/research institutes	19.4%
Youth/university groups	19.0%
Media	13.4%
Parliament	5.3%
Donor community	4.9%
Don't know	3.2%
Other	2.0%

To what extent do you agree with the following statements about the World Bank Group's work in Rwanda? (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 Rwanda*	206	34	7.68	2.02
11. The World Bank Group's work is aligned with what I consider the development priorities for Rwanda*	195	42	7.63	1.99

To what extent is the World Bank Group an effective development partner in Rwanda, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
12. Responsiveness to needs*	141	50	6.68	2.10
13. Flexibility (in terms of the institution's products and services)*	114	66	6.15	1.97
14. Flexibility (in terms of changing country circumstances)*	115	68	6.43	2.08
15. Being inclusive*	146	47	6.83	2.18
16. Openness (sharing data and other information)*	150	36	7.10	2.27
17. Collaboration with the Government*	165	32	8.25	1.82
18. The speed in which it gets things accomplished on the ground*	108	71	6.74	2.04
19. Ease of access to the people at the World Bank Group who are making decisions important to my work*	116	58	5.67	2.61
20. Collaboration with civil society*	135	65	5.82	2.46
21. Staff accessibility*	115	62	5.58	2.52
22. Collaboration with other donors and development partners*	124	59	7.56	2.01
23. Collaboration with the private sector*	122	71	5.98	2.04
24. Straightforwardness and honesty*	100	73	7.13	2.10
25. Treating clients and stakeholders in Rwanda with respect*	126	58	7.84	1.96
26. Being a long-term partner*	172	37	8.58	1.83

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

27. When World Bank Group assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=226)
Reforms are not well thought out in light of country challenges	30.1%
There is not an adequate level of citizen/civil society participation	28.3%
The World Bank Group is not sensitive enough to political/social realities on the ground	27.0%
Poor donor coordination	24.8%
Political pressures and obstacles	15.0%
The World Bank Group does not do adequate follow through/follow-up	14.2%
Lack of/inadequate levels of capacity in Government	11.9%
The World Bank Group works too slowly	9.3%
The Government works inefficiently	8.8%
Other	4.4%

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 Rwanda? (1-Not important at all, 10-Very important)	Importance			
	N	DK	Mean	SD
1. Financial markets	168	20	7.64	2.45
2. Transport (e.g., roads, bridges, transportation)	171	17	8.39	1.87
3. Anti corruption	172	21	7.28	2.85
4. Law and justice (e.g., judicial system)	159	28	6.57	2.82
5. Urban development	174	17	7.88	2.19
6. Environmental sustainability	168	19	8.06	1.92
7. Trade and exports	164	20	7.79	2.24
8. Information and communications technology	167	17	7.83	2.21
9. Poverty reduction	204	7	9.24	1.44
10. Gender equality	174	17	7.34	2.64
11. Private sector development	186	11	8.59	1.83
12. Foreign direct investment	165	20	8.02	2.23
13. Water and sanitation	175	18	8.29	1.90
14. Economic growth	193	11	8.96	1.59
15. Energy	174	13	8.67	1.65
16. Disaster management	165	24	7.30	2.34
17. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	175	22	7.57	2.32
18. Job creation/employment	194	11	8.93	1.62
19. Equality of opportunity (i.e., equity)	167	21	7.95	2.24
20. Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))	187	16	8.30	2.21
21. Rural and agricultural development	188	13	9.19	1.29
22. Global/regional integration	157	23	7.76	2.24
23. Food security	175	13	8.45	1.81
24. Natural resource management (e.g., oil, gas, mining)	165	21	7.25	2.49
25. Health (incl. communicable/non-communicable diseases)	167	18	8.30	1.93
26. Climate change (e.g., mitigation, adaptation)	164	22	8.07	2.08
27. Education	193	13	8.89	1.69

**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 Rwanda? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Gender equality	66	133	7.39	2.25
2. Information and communications technology	60	131	7.25	2.18
3. Transport (e.g., roads, bridges, transportation)	85	106	7.79	2.04
4. Environmental sustainability	72	113	7.31	2.11
5. Poverty reduction	136	62	8.01	2.04
6. Anti corruption	61	127	6.56	2.54
7. Private sector development	85	108	6.55	2.37
8. Foreign direct investment	66	117	7.08	2.23
9. Trade and exports	73	116	6.82	2.51
10. Economic growth	123	75	7.73	1.86
11. Health (incl. communicable/non-communicable diseases)	79	113	7.70	2.11
12. Disaster management	54	132	6.96	2.45
13. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	99	95	7.44	2.10
14. Job creation/employment	92	102	6.68	2.53
15. Financial markets	71	119	7.46	1.87
16. Equality of opportunity (i.e., equity)	63	121	6.62	2.50
17. Energy	89	97	7.65	2.14
18. Rural and agricultural development	110	81	7.92	2.10
19. Global/regional integration	67	114	7.21	2.42
20. Food security	87	99	7.31	2.48
21. Education	87	104	7.54	2.31
22. Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))	114	89	7.78	2.26
23. Climate change (e.g., mitigation, adaptation)	59	132	7.17	2.31

Achieving Development Results*	N	DK	Mean	SD
3. To what extent does the World Bank Group's work help to achieve development results in Rwanda? (1-To no degree at all, 10-To a very significant degree)	197	48	7.43	1.92

To what extent do you agree with the following statements about the World Bank Group in Rwanda? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
4. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Rwanda*	157	83	7.03	2.12
5. The World Bank Group meets Rwanda's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	151	83	6.91	2.06

Measuring/Correcting the World Bank Group's Work	N	DK	Mean	SD
6. To what extent do you believe the World Bank Group measures and corrects its work in real time in Rwanda? (1-To no degree at all, 10-To a very significant degree)	114	127	7.11	2.07

**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=240)
Weekly	5.8%
Monthly	16.3%
A few times a year	29.2%
Rarely	26.3%
Never	22.5%

In Rwanda, 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	123	97	6.81	2.22
3. Include appropriate level of stakeholder involvement during preparation	135	83	6.65	2.22
4. Lead to practical solutions	154	64	7.24	1.95
5. Are accessible (well written and easy to understand)	156	62	6.73	2.19
6. Are source of relevant information on global good practices	160	57	7.48	2.01
7. Are adequately disseminated	143	75	6.42	2.27
8. Are adaptable to Rwanda's specific development challenges and country circumstances*	155	70	7.10	2.08

Overall Evaluations	N	DK	Mean	SD
9. 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)	199	43	7.49	1.86
10. 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)	169	73	7.57	1.78

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	67	137	6.51	2.77
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	112	93	7.80	1.84
3. The World Bank Group's approvals and reviews are done in a timely fashion	77	126	6.52	2.29
4. The World Bank Group's "Safeguard Policy" requirements are reasonable	74	127	7.46	2.06
5. The World Bank Group's conditions on its lending are reasonable	79	124	7.19	2.12
6. The World Bank Group takes decisions quickly in Rwanda*	73	127	6.67	2.17
7. Working with the World Bank Group increases Rwanda's institutional capacity	126	79	7.85	1.98
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	77	124	7.42	2.21
9. The World Bank Group provides effective implementation support (i.e., supervision of projects)	109	97	7.51	1.93

WBG Promoting PPP in Rwanda	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 Rwanda? (1-To no degree at all, 10-To a very significant degree)	130	102	6.74	2.06

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

11. Which of the following best describes the World Bank Group's support in Rwanda? (Select only ONE response)	Percentage of Respondents (N=228)
The World Bank Group is sufficiently selective and focuses on the most important development challenges in Rwanda	46.1%
The World Bank Group is not sufficiently selective in Rwanda, and it is involved in too many areas of development	9.6%
Don't know	44.3%

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

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Rwanda? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=234)
Reach out more to groups outside of Government	37.6%
Offer more innovative financial products	31.2%
Increase the level of capacity development in the country	26.5%
Offer more innovative knowledge services	14.5%
Collaborate more effectively with Government clients (e.g., national, local)	14.5%
Improve the quality of its experts as related to Rwanda's specific challenges	13.7%
Reduce the complexity of obtaining World Bank Group financing	13.2%
Provide more adequate data/knowledge/statistics/figures on Rwanda's economy	12.0%
Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, other terms)	10.3%
Ensure greater selectivity in its work	5.6%
Work faster	5.6%
Other	1.7%

2. When considering the combination of services that the World Bank Group offers in Rwanda, 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 Rwanda? (Select only ONE response)	Percentage of Respondents (N=238)
The combination is appropriate for Rwanda	39.9%
Financial services	29.0%
Don't know	18.9%
Knowledge products	10.9%
None of the above	1.3%

**G. Communication and Information Sharing**

1. How do you get most of your information about economic and social development issues in Rwanda? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=241)
Internet	61.8%
Local radio	27.0%
Local television	21.6%
Local newspapers	19.9%
International newspapers	13.7%
International television	9.1%
Other	7.9%
Mobile phones	5.4%
Facebook	4.6%
Twitter	4.6%
International radio	4.1%

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	37.4%
World Bank Group's publications and other written materials	36.6%
World Bank Group's website	28.0%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	23.0%
Mobile phones	18.1%
Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)	18.1%
e-Newsletters	17.3%
Other	1.6%

3. Are you aware of the World Bank Group's Access to Information Policies under which the World Bank Group discloses any information in its possession that is not on a list of exceptions?	Percentage of Respondents (N=209)
Yes	16.7%
No	83.3%

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 (N=36)
World Bank Group's website	47.2%
World Bank Group's seminars/workshops/conferences	22.2%
News/Media	16.7%
Colleagues/Friends/Peer organizations	11.1%
Other	2.8%
World Bank Group's e-Newsletters	0.0%

5. Have you requested information from the World Bank Group on its activities in the past year?	Percentage of Respondents (N=196)
Yes	23.0%
No	77.0%

6. Were you able to obtain this information?	Percentage of Respondents (N=41)
Yes	90.2%
No	9.8%

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

7. Do you have access to the Internet?	Percentage of Respondents (N=207)
Yes	94.2%
No	5.8%

8. Do you use/have you used the World Bank Group website?	Percentage of Respondents (N=196)
Yes	54.6%
No	45.4%

9. Do you currently consult the World Bank Group social media sites (e.g., Facebook, blogs, Twitter, YouTube, and Flickr)?	Percentage of Respondents (N=195)
Yes	23.1%
No	76.9%

10. Which Internet connection do you use primarily when visiting a World Bank Group website?	Percentage of Respondents (N=199)
High speed/WiFi	87.9%
Dial-up	12.1%

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
11. I find the World Bank Group's websites easy to navigate	152	50	7.50	2.26
12. I find the information on the World Bank Group's websites useful	150	46	7.75	2.12
13. The World Bank Group's social media channels (e.g., blogs, Facebook, Twitter, YouTube, Flickr) are valuable sources of information about the institution	94	99	7.38	2.51
14. 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.)	135	57	6.79	2.82
15. The World Bank Group is responsive to my information requests and inquiries	100	81	7.10	2.54

**H. Background Information**

1. Which of the following best describes your current position? (Select only ONE response)	Percentage of Respondents (N=239)
Employee of a Ministry, Ministerial Department or Implementation Agency	16.7%
CSO/NGO/Community Based Organization	16.7%
Academia/Research Institute/Think Tank	14.2%
Private Sector Organization	9.2%
Local Government Office or Staff	7.5%
Media (press, radio, TV, web, etc.)	7.1%
Bilateral/ Multilateral Agency	5.4%
Office of the President/Prime Minister	5.0%
Financial Sector/Private Bank	3.3%
Other	3.3%
Single Project Implementation Unit (SPIU)	2.5%
Office of Parliamentarian	2.1%
Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)	1.7%
Trade Union	1.7%
Consultant/Contractor working on WBG-supported project/program	1.3%
Office of Minister	0.8%
Youth Group	0.8%
Faith-Based Group	0.4%

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=239)
Education	16.3%
Other	13.0%
Finance and markets	6.7%
Governance	6.7%
Health	5.4%
Job creation/employment	5.4%
Agriculture/food security	5.4%
Generalist (specialized in multiple sectors)	5.4%
Social protection and labor	5.0%
Gender	4.6%
Urban, rural, and social development	4.2%
ICT	3.3%
Private sector development	3.3%
Youth development	3.3%
Environment and natural resources	2.9%
Macroeconomics and fiscal management	2.5%
Trade and competitiveness	2.5%
Energy and extractives	1.7%
Transport	1.3%
Water	0.8%

3. Currently, do you professionally collaborate/work with the World Bank Group (IDA, IFC, or MIGA) in your country? (Select only ONE response)	Percentage of Respondents (N=237)
Yes	26.6%
No	73.4%

**H. Background Information (continued)**

4. Which of the following agencies of the World Bank Group do you primarily engage with in Rwanda? (Select only ONE response)	Percentage of Respondents (N=117)
The World Bank (IDA)	57.3%
The International Finance Corporation	20.5%
The Multilateral Investment Guarantee Agency	2.6%
Other	19.7%

5. Do your projects involve both the World Bank and the IFC?	Percentage of Respondents (N=172)
Yes	17.4%
No	82.6%

6. If yes, what was your view of how the two institutions work together in Rwanda? (Select only ONE response)	Percentage of Respondents (N=31)
The two institutions work well together	41.9%
The way the two institutions work together needs improvement	22.6%
The two institutions do not work well together	6.5%
Don't know	29.0%

7. Which of the following describes most of your exposure to the World Bank Group in Rwanda? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=224)
Observer (i.e., follow in media, discuss in informal conversations, etc.)	40.2%
Use World Bank Group reports/data	39.7%
Use World Bank Group website for information, data, research, etc.	35.3%
Collaborate as part of my professional duties (e.g., oversee/work on a WBG project)	17.9%
Engage in World Bank Group related/sponsored events/activities	14.7%

8. What's your gender?	Percentage of Respondents (N=244)
Female	31.1%
Male	68.9%

9. Which best represents your geographic location?	Percentage of Respondents (N=245)
Kigali City	71.4%
Northern Province	13.1%
Eastern Province	1.2%
Western Province	4.1%
Southern Province	10.2%



Appendix B: Responses to All Questions by Stakeholder Groups¹⁵

- Office of President/Prime Minister/Minister N=14 ● Employee of a Ministry/SPIU/Consultant on WBG-supported project N=49 ● Local Government N=18
- Bilateral/Multilateral Agency N=13 ● Private Sector/Financial Sector/Private Bank N=30 ● CSO N=47 ● Media N=17
- Academia/Research Institute/Think Tank N=34 ● Other N=17

A. General Issues facing Rwanda

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ SPIU/Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Food security	50.0%	14.3%	12.5%	23.1%	28.6%	26.1%	29.4%	17.6%	35.3%
Public sector governance/reform	0.0%	22.4%	12.5%	7.7%	7.1%	19.6%	23.5%	11.8%	0.0%
Social protection	21.4%	26.5%	6.3%	15.4%	3.6%	21.7%	11.8%	20.6%	5.9%
Gender equality	0.0%	14.3%	12.5%	0.0%	14.3%	17.4%	5.9%	11.8%	5.9%
Private sector development*	28.6%	16.3%	0.0%	38.5%	14.3%	13.0%	29.4%	14.7%	0.0%
Foreign direct investment	0.0%	4.1%	0.0%	7.7%	3.6%	0.0%	11.8%	0.0%	0.0%
Urban development	0.0%	8.2%	12.5%	0.0%	3.6%	13.0%	11.8%	5.9%	0.0%
Energy*	50.0%	16.3%	12.5%	23.1%	10.7%	8.7%	35.3%	5.9%	47.1%
Job creation/employment	28.6%	28.6%	56.3%	38.5%	32.1%	28.3%	35.3%	32.4%	35.3%
Rural and agricultural development	28.6%	20.4%	18.8%	7.7%	21.4%	30.4%	11.8%	44.1%	41.2%
Financial markets	0.0%	6.1%	6.3%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%
Water and sanitation	14.3%	2.0%	6.3%	15.4%	7.1%	2.2%	0.0%	11.8%	17.6%
Environmental sustainability	0.0%	6.1%	0.0%	7.7%	0.0%	2.2%	5.9%	0.0%	5.9%
Equality of opportunity	7.1%	8.2%	0.0%	23.1%	10.7%	6.5%	0.0%	2.9%	0.0%
Global/regional integration	0.0%	0.0%	6.3%	15.4%	3.6%	4.3%	0.0%	0.0%	0.0%
Health*	0.0%	4.1%	0.0%	7.7%	21.4%	4.3%	0.0%	14.7%	0.0%
Natural resource management	0.0%	0.0%	0.0%	0.0%	3.6%	4.3%	5.9%	2.9%	0.0%
Poverty reduction	21.4%	42.9%	43.8%	38.5%	32.1%	23.9%	17.6%	32.4%	17.6%
Transport	7.1%	2.0%	0.0%	7.7%	7.1%	4.3%	0.0%	5.9%	5.9%
Education	7.1%	16.3%	31.3%	0.0%	28.6%	19.6%	11.8%	20.6%	23.5%
Trade and exports	7.1%	4.1%	6.3%	7.7%	7.1%	2.2%	0.0%	5.9%	11.8%
Anti corruption	0.0%	2.0%	0.0%	0.0%	7.1%	15.2%	0.0%	2.9%	5.9%
Law and justice	0.0%	0.0%	0.0%	0.0%	3.6%	6.5%	0.0%	8.8%	0.0%
Climate change	0.0%	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Economic growth	21.4%	14.3%	25.0%	15.4%	10.7%	6.5%	17.6%	17.6%	5.9%
Disaster management	0.0%	2.0%	6.3%	0.0%	3.6%	2.2%	0.0%	0.0%	0.0%
Information and communications technology	7.1%	2.0%	0.0%	0.0%	3.6%	2.2%	11.8%	0.0%	5.9%

*Significantly different between stakeholder groups

¹⁵ Only 239 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

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

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 Rwanda? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ SPIU/Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Water and sanitation	7.1%	2.0%	12.5%	0.0%	7.1%	2.2%	0.0%	5.9%	0.0%
Equality of opportunity	7.1%	10.2%	6.3%	15.4%	7.1%	23.9%	17.6%	5.9%	17.6%
Rural and agricultural development	78.6%	59.2%	37.5%	69.2%	42.9%	56.5%	47.1%	55.9%	82.4%
Climate change	0.0%	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%
Global/regional integration*	0.0%	2.0%	18.8%	23.1%	0.0%	0.0%	5.9%	5.9%	0.0%
Gender equality	0.0%	8.2%	6.3%	15.4%	10.7%	4.3%	0.0%	5.9%	0.0%
Economic growth	21.4%	36.7%	50.0%	30.8%	14.3%	17.4%	35.3%	32.4%	23.5%
Urban development	14.3%	4.1%	6.3%	7.7%	10.7%	4.3%	0.0%	8.8%	0.0%
Health*	14.3%	4.1%	6.3%	0.0%	25.0%	4.3%	17.6%	5.9%	5.9%
Law and justice	0.0%	2.0%	0.0%	7.7%	0.0%	2.2%	11.8%	5.9%	5.9%
Transport	0.0%	2.0%	0.0%	7.7%	14.3%	4.3%	0.0%	5.9%	5.9%
Information and communications technology	7.1%	0.0%	6.3%	0.0%	7.1%	2.2%	0.0%	2.9%	0.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	5.9%	0.0%
Anti corruption*	0.0%	0.0%	6.3%	0.0%	10.7%	21.7%	17.6%	2.9%	0.0%
Education	14.3%	24.5%	18.8%	15.4%	28.6%	34.8%	23.5%	23.5%	29.4%
Foreign direct investment	0.0%	6.1%	0.0%	7.7%	7.1%	0.0%	5.9%	8.8%	11.8%
Energy*	0.0%	12.2%	6.3%	7.7%	10.7%	6.5%	5.9%	2.9%	41.2%
Public sector governance/reform	0.0%	12.2%	0.0%	7.7%	17.9%	19.6%	0.0%	11.8%	11.8%
Private sector development*	42.9%	8.2%	12.5%	23.1%	32.1%	13.0%	29.4%	23.5%	0.0%
Natural resource management	0.0%	4.1%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%
Environmental sustainability	0.0%	4.1%	6.3%	0.0%	0.0%	0.0%	0.0%	8.8%	0.0%
Social protection	21.4%	30.6%	6.3%	15.4%	3.6%	17.4%	11.8%	17.6%	5.9%
Job creation/employment	50.0%	36.7%	50.0%	38.5%	35.7%	32.6%	47.1%	26.5%	35.3%
Financial markets*	0.0%	0.0%	12.5%	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%
Trade and exports	0.0%	4.1%	0.0%	0.0%	7.1%	4.3%	11.8%	8.8%	5.9%
Food security	21.4%	10.2%	0.0%	0.0%	0.0%	2.2%	5.9%	8.8%	17.6%

*Significantly different between stakeholder groups

A. General Issues facing Rwanda (continued)

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ SPIU/Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Consistent economic growth*	23.1%	36.2%	43.8%	15.4%	3.7%	8.5%	25.0%	21.9%	13.3%
More reliable social safety net	15.4%	25.5%	12.5%	23.1%	11.1%	8.5%	18.8%	18.8%	20.0%
Greater access to micro-finance for the poor	53.8%	25.5%	12.5%	15.4%	33.3%	27.7%	37.5%	18.8%	20.0%
Greater voice and participation for citizens to help ensure greater accountability*	7.7%	2.1%	0.0%	30.8%	14.8%	17.0%	0.0%	6.3%	6.7%
Greater access to health and nutrition for citizens*	0.0%	2.1%	6.3%	0.0%	3.7%	14.9%	0.0%	9.4%	26.7%
Better entrepreneurial opportunities	15.4%	17.0%	12.5%	15.4%	18.5%	29.8%	31.3%	12.5%	13.3%
A growing middle class	15.4%	19.1%	6.3%	0.0%	7.4%	12.8%	6.3%	6.3%	20.0%
Better opportunity for the poor who live in rural areas	23.1%	19.1%	25.0%	38.5%	18.5%	12.8%	18.8%	34.4%	33.3%
Better opportunity for the poor who live in urban areas	0.0%	6.4%	12.5%	0.0%	0.0%	6.4%	0.0%	6.3%	0.0%
Better employment opportunities for young people	7.7%	12.8%	18.8%	30.8%	25.9%	17.0%	31.3%	25.0%	0.0%
Better employment opportunities for women	0.0%	12.8%	0.0%	0.0%	14.8%	6.4%	0.0%	3.1%	0.0%
Greater equity of fiscal policy	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	3.1%	6.7%
Education and training that better ensure job opportunity	38.5%	17.0%	12.5%	23.1%	29.6%	36.2%	25.0%	34.4%	26.7%
Better quality public services*	0.0%	0.0%	6.3%	0.0%	14.8%	2.1%	0.0%	0.0%	13.3%
Other	0.0%	0.0%	0.0%	7.7%	3.7%	2.1%	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 Rwanda? (Select only ONE response)

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ SPIU/Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
A very big problem	28.6%	34.7%	47.1%	30.8%	43.3%	51.1%	29.4%	50.0%	23.5%
A moderately big problem	57.1%	38.8%	35.3%	53.8%	36.7%	23.4%	35.3%	23.5%	64.7%
A small problem	7.1%	10.2%	5.9%	15.4%	3.3%	10.6%	23.5%	14.7%	11.8%
Not a problem at all	7.1%	4.1%	5.9%	0.0%	6.7%	0.0%	5.9%	0.0%	0.0%
Don't know	0.0%	12.2%	5.9%	0.0%	10.0%	14.9%	5.9%	11.8%	0.0%

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

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
A very serious problem	85.7%	63.3%	82.4%	53.8%	53.3%	70.2%	64.7%	58.8%	76.5%
A somewhat serious problem	7.1%	30.6%	11.8%	38.5%	30.0%	21.3%	11.8%	17.6%	23.5%
Not too serious problem	7.1%	4.1%	5.9%	7.7%	10.0%	4.3%	17.6%	11.8%	0.0%
Not a problem	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%
Don't know	0.0%	2.0%	0.0%	0.0%	6.7%	4.3%	5.9%	5.9%	0.0%

B. Overall Attitudes toward the World Bank Group

	Office of the President/Prime Minister/Minister			Employee of a Ministry/SPIU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Rwanda?*	13	5.38	2.47	49	5.18	2.66	15	4.20	2.88	13	5.38	1.85	27	3.44	2.55	42	4.14	2.82	14	6.86	2.63	32	4.59	3.00	16	5.13	2.58

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

	Office of the President/Prime Minister/Minister			Employee of a Ministry/SPIU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Rwanda.*	10	7.90	1.29	38	7.53	1.97	11	6.36	3.07	11	6.82	1.78	22	5.59	2.84	31	7.71	2.18	12	7.83	1.85	23	7.39	2.78	14	6.79	2.26

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

	Office of the President/Prime Minister/Minister			Employee of a Ministry/SPIU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Rwanda solve its most complicated development challenges?	5	7.00	1.41	33	7.52	1.46	11	6.36	3.01	12	7.42	1.83	15	6.33	2.74	24	8.33	1.83	10	7.40	2.32	18	7.72	2.42	10	7.30	1.89

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ SPIU/Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Natural resource management	0.0%	8.3%	20.0%	7.7%	3.4%	2.1%	11.8%	9.1%	0.0%
Transport	15.4%	8.3%	0.0%	15.4%	3.4%	6.4%	23.5%	12.1%	25.0%
Global/regional integration	0.0%	2.1%	6.7%	15.4%	6.9%	0.0%	5.9%	3.0%	0.0%
Job creation/employment	53.8%	35.4%	46.7%	7.7%	41.4%	46.8%	64.7%	33.3%	56.3%
Public sector governance/reform	0.0%	16.7%	6.7%	30.8%	20.7%	8.5%	5.9%	15.2%	0.0%
Trade and exports*	7.7%	0.0%	26.7%	0.0%	6.9%	2.1%	5.9%	6.1%	6.3%
Rural and agricultural development	38.5%	39.6%	33.3%	30.8%	41.4%	40.4%	35.3%	45.5%	62.5%
Foreign direct investment	7.7%	2.1%	0.0%	15.4%	3.4%	0.0%	0.0%	6.1%	0.0%
Education	15.4%	20.8%	26.7%	7.7%	34.5%	29.8%	11.8%	45.5%	31.3%
Energy*	30.8%	10.4%	13.3%	23.1%	13.8%	10.6%	23.5%	6.1%	50.0%
Food security	7.7%	6.3%	0.0%	0.0%	3.4%	2.1%	11.8%	15.2%	12.5%
Financial markets	7.7%	0.0%	0.0%	7.7%	3.4%	4.3%	0.0%	3.0%	0.0%
Urban development	7.7%	6.3%	13.3%	7.7%	3.4%	2.1%	5.9%	3.0%	0.0%
Environmental sustainability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.1%	0.0%
Health	0.0%	6.3%	6.7%	0.0%	10.3%	8.5%	0.0%	6.1%	6.3%
Economic growth*	23.1%	35.4%	26.7%	46.2%	10.3%	10.6%	0.0%	9.1%	0.0%
Private sector development	23.1%	25.0%	13.3%	23.1%	17.2%	17.0%	29.4%	21.2%	6.3%
Water and sanitation	7.7%	2.1%	6.7%	0.0%	10.3%	6.4%	5.9%	3.0%	6.3%
Social protection*	0.0%	33.3%	13.3%	30.8%	13.8%	27.7%	11.8%	6.1%	12.5%
Climate change	0.0%	2.1%	6.7%	0.0%	0.0%	2.1%	0.0%	3.0%	0.0%
Information and communications technology	7.7%	2.1%	6.7%	0.0%	6.9%	2.1%	0.0%	0.0%	0.0%
Gender equality	0.0%	6.3%	0.0%	0.0%	0.0%	2.1%	5.9%	0.0%	0.0%
Equality of opportunity	0.0%	0.0%	6.7%	0.0%	0.0%	10.6%	5.9%	0.0%	6.3%
Law and justice	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.1%	0.0%
Poverty reduction	30.8%	25.0%	20.0%	30.8%	31.0%	42.6%	17.6%	30.3%	18.8%
Anti corruption	0.0%	0.0%	0.0%	0.0%	3.4%	6.4%	0.0%	0.0%	0.0%
Disaster management	0.0%	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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

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

Greatest Value Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ SPIU/Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Policy advice, studies, analyses	10.0%	23.3%	17.6%	25.0%	12.0%	13.2%	7.7%	20.7%	25.0%
Data and statistics	0.0%	11.6%	17.6%	16.7%	4.0%	10.5%	15.4%	17.2%	0.0%
Financial resources	50.0%	30.2%	11.8%	50.0%	24.0%	28.9%	46.2%	20.7%	50.0%
Capacity development	10.0%	23.3%	5.9%	8.3%	24.0%	18.4%	15.4%	27.6%	0.0%
Technical assistance	0.0%	7.0%	0.0%	0.0%	0.0%	7.9%	7.7%	3.4%	6.3%
Help to bring discipline/effective supervision to implementation of investment projects	20.0%	0.0%	5.9%	0.0%	0.0%	2.6%	0.0%	3.4%	6.3%
Mobilizing third party financial resources*	0.0%	2.3%	0.0%	0.0%	12.0%	0.0%	0.0%	0.0%	0.0%
Donor coordination	10.0%	0.0%	5.9%	0.0%	4.0%	5.3%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know*	0.0%	2.3%	29.4%	0.0%	20.0%	13.2%	7.7%	6.9%	12.5%

*Significantly different between stakeholder groups

2nd Greatest Value Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ SPIU/Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Policy advice, studies, analyses	36.4%	20.0%	5.6%	41.7%	26.1%	18.4%	10.0%	11.5%	12.5%
Data and statistics	9.1%	20.0%	22.2%	8.3%	8.7%	13.2%	10.0%	7.7%	6.3%
Financial resources	0.0%	10.0%	11.1%	25.0%	4.3%	13.2%	10.0%	15.4%	6.3%
Capacity development	18.2%	12.5%	11.1%	8.3%	4.3%	7.9%	20.0%	15.4%	37.5%
Technical assistance	9.1%	10.0%	0.0%	8.3%	13.0%	10.5%	30.0%	15.4%	6.3%
Help to bring discipline/effective supervision to implementation of investment projects	0.0%	7.5%	11.1%	8.3%	0.0%	0.0%	0.0%	3.8%	6.3%
Mobilizing third party financial resources	27.3%	7.5%	5.6%	0.0%	13.0%	10.5%	0.0%	15.4%	12.5%
Donor coordination	0.0%	10.0%	5.6%	0.0%	8.7%	7.9%	20.0%	11.5%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%
Don't know*	0.0%	2.5%	27.8%	0.0%	17.4%	18.4%	0.0%	3.8%	12.5%

*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 Rwanda? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ SPIU/Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Too influenced by developed countries	53.8%	18.8%	11.8%	8.3%	25.9%	23.9%	33.3%	28.1%	41.2%
Not exploring alternative policy options	0.0%	4.2%	5.9%	8.3%	3.7%	2.2%	6.7%	0.0%	17.6%
Not collaborating enough with stakeholders outside the Government	0.0%	18.8%	0.0%	33.3%	18.5%	28.3%	26.7%	21.9%	11.8%
Its advice and strategies do not lend themselves to practical problem solving*	7.7%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Not enough public disclosure of its work	7.7%	14.6%	11.8%	25.0%	25.9%	30.4%	13.3%	12.5%	17.6%
Arrogant in its approach	0.0%	2.1%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Not client focused*	0.0%	0.0%	11.8%	0.0%	3.7%	0.0%	6.7%	12.5%	0.0%
The credibility of its knowledge/data	7.7%	2.1%	11.8%	0.0%	3.7%	0.0%	0.0%	0.0%	0.0%
World Bank Group's processes too complex	15.4%	8.3%	5.9%	8.3%	3.7%	10.9%	20.0%	9.4%	11.8%
Not willing to honestly criticize policies and reform efforts in the country*	0.0%	2.1%	0.0%	25.0%	0.0%	2.2%	0.0%	6.3%	17.6%
Staff too inaccessible	0.0%	2.1%	11.8%	0.0%	7.4%	8.7%	6.7%	6.3%	17.6%
Imposing technocratic solutions without regard to political realities	7.7%	2.1%	5.9%	0.0%	3.7%	2.2%	0.0%	0.0%	5.9%
World Bank Group's processes too slow	7.7%	12.5%	5.9%	8.3%	7.4%	2.2%	0.0%	0.0%	5.9%
Not aligned with other donors' work*	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	6.7%	3.1%	0.0%
Not aligned with country priorities	0.0%	0.0%	11.8%	0.0%	3.7%	2.2%	0.0%	0.0%	0.0%
Not adequately sensitive to political/social realities in Rwanda	23.1%	6.3%	11.8%	0.0%	0.0%	6.5%	0.0%	9.4%	5.9%
Other	0.0%	2.1%	0.0%	8.3%	0.0%	2.2%	0.0%	0.0%	0.0%
Don't know	30.8%	43.8%	41.2%	16.7%	37.0%	28.3%	26.7%	34.4%	17.6%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ SPIU/Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Trust Fund management	7.1%	4.3%	5.9%	0.0%	14.3%	10.9%	12.5%	9.4%	12.5%
Knowledge products/services*	0.0%	6.4%	11.8%	30.8%	3.6%	19.6%	12.5%	0.0%	12.5%
Capacity development	42.9%	23.4%	35.3%	0.0%	32.1%	21.7%	12.5%	34.4%	43.8%
Technical assistance	7.1%	17.0%	29.4%	38.5%	21.4%	21.7%	31.3%	25.0%	12.5%
Investment lending	42.9%	23.4%	23.5%	30.8%	35.7%	23.9%	37.5%	34.4%	50.0%
Policy based lending/budget support to the Government*	57.1%	19.1%	17.6%	46.2%	14.3%	32.6%	37.5%	18.8%	18.8%
Program for Results (PforR)	21.4%	19.1%	5.9%	38.5%	10.7%	21.7%	6.3%	9.4%	6.3%
Other	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	7.1%	36.2%	29.4%	0.0%	28.6%	19.6%	12.5%	31.3%	18.8%

*Significantly different between stakeholder groups



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

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
To a fully sufficient degree	0.0%	6.4%	6.3%	8.3%	6.9%	2.2%	29.4%	12.9%	11.8%
To a somewhat sufficient degree	69.2%	40.4%	18.8%	41.7%	27.6%	50.0%	23.5%	29.0%	35.3%
To a somewhat insufficient degree	15.4%	19.1%	31.3%	33.3%	20.7%	15.2%	29.4%	12.9%	35.3%
To a very insufficient degree	0.0%	4.3%	6.3%	0.0%	13.8%	6.5%	11.8%	6.5%	5.9%
Don't know	15.4%	29.8%	37.5%	16.7%	31.0%	26.1%	5.9%	38.7%	11.8%

In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country?

(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Parliament	0.0%	2.1%	11.1%	7.7%	3.6%	0.0%	17.6%	3.1%	11.8%
Donor community	0.0%	6.4%	5.6%	7.7%	0.0%	6.4%	0.0%	3.1%	5.9%
Media*	0.0%	19.1%	22.2%	15.4%	3.6%	6.4%	35.3%	9.4%	5.9%
Local Government*	53.8%	48.9%	66.7%	15.4%	28.6%	29.8%	29.4%	31.3%	17.6%
Private sector*	61.5%	46.8%	16.7%	46.2%	64.3%	34.0%	35.3%	34.4%	35.3%
Academia/think tanks/research institutes*	15.4%	14.9%	11.1%	0.0%	7.1%	25.5%	5.9%	43.8%	29.4%
NGOs/Community-Based Organizations*	0.0%	12.8%	27.8%	61.5%	14.3%	42.6%	23.5%	15.6%	35.3%
Youth/university groups	23.1%	17.0%	5.6%	15.4%	25.0%	25.5%	5.9%	37.5%	5.9%
Beneficiaries	23.1%	27.7%	11.1%	0.0%	21.4%	25.5%	17.6%	15.6%	41.2%
Other*	15.4%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%
Don't know*	0.0%	0.0%	5.6%	15.4%	10.7%	0.0%	5.9%	0.0%	0.0%

*Significantly different between stakeholder groups

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

	Office of the President/Prime Minister/Minister			Employee of a Ministry/SPIU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Rwanda	12	7.92	1.68	41	8.07	1.90	9	7.33	2.18	13	7.92	1.12	25	6.88	2.26	38	7.87	1.80	12	8.42	2.43	25	7.36	2.41	17	7.24	2.11
The World Bank Group's work is aligned with what I consider the development priorities for Rwanda*	13	7.69	1.89	37	7.84	1.66	7	7.43	1.13	12	8.08	1.38	22	6.27	2.57	39	7.74	1.74	10	8.90	1.20	25	7.56	2.68	17	7.53	1.91

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

	Office of the President/Prime Minister/Minister			Employee of a Ministry/SPIU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs	10	5.90	2.60	25	7.12	2.05	7	6.14	1.68	10	7.20	1.32	14	5.64	1.95	32	6.66	2.04	7	8.43	1.62	17	6.24	2.88	13	6.92	1.19
Flexibility (in terms of the institution's products and services)	9	6.11	1.54	21	6.29	1.87	7	5.00	2.71	9	6.11	1.05	14	5.07	1.90	21	6.57	2.01	5	6.40	1.95	14	6.57	2.53	10	6.30	1.89
Flexibility (in terms of changing country circumstances)	8	5.75	1.58	24	6.88	1.87	6	7.33	2.07	6	6.67	1.21	14	5.36	1.78	20	6.55	2.21	9	6.56	2.96	18	6.61	2.25	7	5.71	2.50
Being inclusive	11	7.45	1.97	24	7.33	1.93	8	6.50	1.85	12	6.08	1.88	17	6.53	1.97	29	6.48	2.37	8	7.50	2.83	20	7.20	2.46	12	6.17	2.41
Openness (sharing data and other information)	12	6.83	2.44	27	7.63	2.02	8	6.75	2.43	11	5.82	2.27	14	6.71	1.94	27	7.04	2.07	8	7.75	2.76	20	7.55	2.42	15	6.40	2.69
Collaboration with the Government	11	8.27	1.35	28	8.07	2.29	9	7.00	2.60	11	8.36	1.29	17	7.59	1.70	28	8.14	2.10	11	9.27	0.90	25	8.92	1.55	15	8.07	0.96
The speed in which it gets things accomplished on the ground	8	6.88	0.83	19	6.84	2.36	7	7.00	2.24	7	5.71	2.43	14	6.29	2.05	20	7.00	2.47	6	6.17	1.33	13	7.08	2.06	11	6.91	1.64
Ease of access to the people at the World Bank Group who are making decisions important to my work	7	6.43	1.51	20	6.00	2.88	8	6.00	3.16	12	6.67	3.06	15	4.47	2.33	19	5.74	2.66	6	5.00	2.19	14	5.14	2.57	11	5.55	2.30
Collaboration with civil society	8	6.63	1.60	23	6.35	2.19	10	6.00	3.09	7	4.29	2.36	15	5.33	2.66	31	5.52	2.66	6	5.83	2.56	19	5.84	2.41	9	5.56	2.30
Staff accessibility	9	6.22	0.97	19	5.74	2.66	7	6.00	3.06	11	6.91	3.02	13	4.69	2.46	22	5.55	2.65	6	5.67	1.63	15	5.00	2.85	9	5.11	2.42
Collaboration with other donors and development partners	11	7.73	2.45	19	7.16	2.50	7	7.00	2.00	11	6.64	2.42	13	7.15	1.63	24	8.00	1.62	6	8.67	1.97	16	7.69	1.96	11	7.45	1.51
Collaboration with the private sector	8	6.25	1.49	24	5.42	2.00	7	7.00	1.83	4	5.75	2.87	15	5.47	2.10	23	6.87	1.69	9	6.67	2.35	17	5.24	2.05	11	5.73	2.37
Straightforwardness and honesty	9	6.44	1.67	20	7.30	2.41	6	5.00	2.76	8	6.63	2.45	10	6.90	1.73	17	7.29	2.08	6	7.67	1.51	12	7.92	1.88	10	7.90	1.52
Treating clients and stakeholders in Rwanda with respect	8	7.75	1.67	21	7.67	2.11	8	7.38	1.77	9	7.44	2.24	10	8.20	1.99	27	7.44	2.56	7	8.71	0.95	17	8.12	1.76	14	8.07	1.27
Being a long-term partner	12	8.08	1.98	32	8.66	1.98	10	8.00	2.49	12	8.67	0.78	18	8.44	1.72	31	8.19	2.23	11	9.27	0.90	21	9.00	1.67	16	8.81	1.11



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

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ SPIU/Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
The Government works inefficiently*	0.0%	0.0%	25.0%	9.1%	14.8%	4.7%	7.1%	12.5%	18.8%
Poor donor coordination	35.7%	26.7%	18.8%	9.1%	40.7%	18.6%	21.4%	12.5%	31.3%
The World Bank Group is not sensitive enough to political/social realities on the ground	35.7%	20.0%	25.0%	36.4%	33.3%	27.9%	21.4%	31.3%	25.0%
Lack of/inadequate levels of capacity in Government	7.1%	6.7%	6.3%	27.3%	7.4%	11.6%	14.3%	15.6%	12.5%
There is not an adequate level of citizen/civil society participation	28.6%	26.7%	37.5%	36.4%	14.8%	39.5%	14.3%	25.0%	31.3%
The World Bank Group works too slowly	0.0%	8.9%	6.3%	27.3%	11.1%	9.3%	14.3%	6.3%	6.3%
The World Bank Group does not do adequate follow through/follow-up	0.0%	11.1%	6.3%	0.0%	14.8%	18.6%	35.7%	18.8%	18.8%
Political pressures and obstacles	28.6%	6.7%	12.5%	27.3%	18.5%	16.3%	14.3%	12.5%	18.8%
Reforms are not well thought out in light of country challenges*	50.0%	42.2%	31.3%	0.0%	14.8%	27.9%	35.7%	37.5%	12.5%
Other	0.0%	6.7%	0.0%	0.0%	7.4%	4.7%	0.0%	9.4%	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 Rwanda? (1-Not important at all, 10-Very important)

	Office of the President/Prime Minister/Minister			Employee of a Ministry/SPIU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Financial markets	12	8.42	1.83	30	8.20	2.28	10	7.40	3.20	11	7.09	1.97	19	6.42	3.01	31	7.97	2.23	14	8.36	1.82	21	7.29	2.85	13	7.08	2.56
Transport	12	8.33	1.56	33	8.70	1.49	11	7.82	3.46	9	7.22	1.79	17	8.59	1.28	31	8.48	1.93	13	8.62	1.56	22	7.91	2.29	15	8.73	1.49
Anti corruption*	12	4.83	2.59	32	7.75	2.57	11	5.36	3.07	9	6.44	2.40	18	7.11	3.08	36	8.50	2.24	12	7.92	2.64	22	7.09	3.25	13	6.92	3.01
Law and justice*	12	5.25	2.01	30	7.53	2.49	10	5.70	3.33	8	4.50	1.60	19	5.95	3.03	30	7.33	2.99	12	7.08	2.23	20	6.15	3.30	12	6.92	2.64
Urban development	13	7.38	1.61	33	8.70	1.69	11	7.36	3.29	10	7.10	1.60	18	6.89	2.42	30	7.97	2.30	13	8.62	1.45	24	7.75	2.69	14	7.79	2.04
Environmental sustainability	13	7.46	2.54	33	8.48	1.56	11	8.09	2.02	8	7.25	1.67	18	7.67	2.17	29	8.03	2.10	12	7.92	1.73	23	8.57	2.02	14	7.71	1.59
Trade and exports	12	8.08	1.78	30	8.17	2.32	10	7.40	3.31	9	7.89	0.93	19	7.37	2.43	27	7.56	2.50	14	8.14	1.66	24	7.75	2.51	12	7.75	1.82
Information and communications technology	13	7.69	2.02	33	8.18	1.84	10	7.60	3.17	7	5.57	2.30	19	7.16	2.19	28	7.68	2.61	13	8.15	2.08	25	8.20	2.02	12	8.17	1.75
Poverty reduction*	13	9.23	2.20	39	9.69	0.52	13	8.69	1.97	11	8.82	1.25	21	8.62	1.69	41	9.39	1.56	14	9.79	0.58	29	9.28	1.46	16	8.63	1.45
Gender equality*	12	6.33	2.31	35	7.91	2.39	11	6.18	2.89	10	7.60	1.78	17	5.24	2.49	32	7.88	2.74	12	8.67	1.37	25	7.80	2.69	13	6.62	2.66
Private sector development*	13	8.62	1.89	36	9.28	1.06	11	7.27	2.57	10	8.40	1.51	19	8.26	2.00	33	8.39	2.25	13	9.38	1.45	27	8.63	1.92	15	8.00	1.51
Foreign direct investment	13	8.54	1.76	33	8.91	1.59	10	7.40	3.41	9	8.22	1.79	19	7.05	2.39	29	7.62	2.38	10	8.60	1.51	23	8.17	2.29	12	6.92	2.81
Water and sanitation	13	7.92	1.85	35	8.69	1.86	10	8.10	2.38	6	7.00	1.10	21	7.81	1.86	34	8.38	1.86	13	7.23	2.86	25	8.72	1.57	12	8.75	1.29
Economic growth	13	9.15	0.90	41	9.49	1.00	14	8.21	2.52	10	8.70	1.77	19	8.47	1.74	35	8.80	1.81	12	8.67	2.31	26	9.42	0.86	15	8.47	1.64
Energy	12	9.67	0.65	35	8.83	1.52	9	8.56	2.35	10	8.20	1.14	20	8.20	1.40	31	8.48	1.98	13	8.15	2.15	24	9.00	1.59	14	8.57	1.55
Disaster management*	13	7.00	2.24	34	7.97	1.90	11	7.45	2.98	7	5.14	1.77	18	5.33	2.52	29	7.76	2.26	11	6.64	2.25	23	8.04	2.31	13	7.54	1.81
Public sector governance/reform	13	6.31	2.21	34	7.97	2.43	14	7.21	2.91	9	7.89	1.45	20	6.55	2.35	31	8.06	2.25	10	7.70	2.26	24	7.96	2.39	13	7.38	1.76
Job creation/employment	13	8.77	1.74	38	9.34	1.15	13	8.15	2.30	11	8.27	1.62	20	8.25	1.89	36	9.14	1.40	12	9.08	1.38	27	9.15	1.92	16	8.81	1.42
Equality of opportunity*	12	6.08	1.93	31	8.71	2.22	9	5.89	3.18	11	7.73	1.01	19	7.42	2.12	32	8.88	1.77	11	8.27	1.42	22	7.86	2.64	13	7.69	2.02
Social protection*	13	7.23	2.35	39	9.08	1.71	12	7.25	3.05	10	8.50	1.43	22	6.91	2.54	34	8.88	1.89	12	9.25	0.75	24	8.42	2.55	15	7.73	2.09
Rural and agricultural development*	13	9.31	0.85	38	9.50	0.83	14	8.29	2.58	9	8.11	0.93	21	8.57	1.54	33	9.36	1.08	13	9.69	0.85	25	9.60	1.08	15	9.07	0.88
Global/regional integration	12	6.92	2.50	31	8.06	2.21	9	7.00	3.32	8	8.38	2.26	20	7.35	2.23	26	7.77	2.44	12	7.50	2.07	21	8.38	1.96	12	7.75	1.54
Food security*	13	7.85	2.85	37	8.57	1.59	9	8.33	2.12	8	6.25	1.67	20	7.90	1.80	31	8.68	1.56	11	9.36	1.57	24	8.83	1.76	14	8.71	1.14
Natural resource management	13	6.85	2.67	30	7.57	2.22	11	6.55	3.21	9	6.22	2.28	19	6.58	2.46	29	7.34	2.62	13	6.54	2.90	22	7.68	2.44	12	8.25	1.71
Health*	12	8.75	1.06	32	8.63	1.41	9	8.44	2.01	7	4.14	1.35	19	7.47	2.37	32	8.28	2.14	12	9.17	0.94	23	8.57	1.83	13	8.62	0.87
Climate change	13	7.92	2.81	33	8.45	1.54	8	8.88	1.13	10	6.70	2.21	18	6.94	2.46	28	8.39	1.99	11	8.18	1.60	22	8.00	2.60	14	8.00	1.57
Education*	13	8.85	1.21	38	8.95	1.69	12	8.83	2.04	9	6.33	2.74	21	8.57	1.66	37	9.19	1.41	13	8.85	1.86	25	9.48	1.00	16	9.19	0.91

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

	Office of the President/Prime Minister/Minister			Employee of a Ministry/SPIU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Gender equality	3	6.33	1.53	10	7.90	1.45	8	7.50	3.25	4	4.25	1.89	5	8.80	1.30	14	7.29	2.70	6	7.83	1.72	10	7.50	1.78	4	7.50	2.38
Information and communications technology	4	5.50	1.29	4	8.00	1.15	8	7.75	1.91	-	-	-	8	6.63	3.07	10	8.20	1.48	6	8.17	1.60	13	6.54	2.73	5	7.40	1.67
Transport	6	9.17	0.41	9	8.22	0.83	8	8.25	1.83	3	6.33	2.08	10	6.30	3.13	14	7.86	2.18	8	7.88	1.64	13	7.62	2.43	11	8.45	1.29
Environmental sustainability	4	6.75	3.20	6	7.67	1.37	6	7.50	1.87	1	5.00	-	7	6.57	2.94	14	7.36	2.10	7	7.00	2.16	16	7.94	1.95	8	6.88	2.10
Poverty reduction	8	7.38	2.97	22	8.27	1.49	9	7.56	2.96	9	7.44	1.42	14	7.00	2.80	29	8.52	1.77	9	8.56	1.88	18	8.00	1.94	14	8.07	1.77
Anti corruption	2	7.50	2.12	3	7.00	1.73	6	5.50	2.74	-	-	-	7	7.14	2.27	17	6.82	2.90	6	6.50	2.51	9	6.11	2.47	8	6.38	3.16
Private sector development	2	8.50	0.71	5	6.00	1.87	8	6.63	2.26	5	6.80	1.64	12	5.92	2.87	18	7.06	1.95	5	7.80	2.28	14	6.29	2.89	10	6.50	2.46
Foreign direct investment	5	7.80	2.05	6	7.00	0.89	6	6.00	4.15	3	7.67	0.58	7	7.29	2.29	12	7.33	1.87	7	7.86	1.68	11	6.73	2.37	6	7.33	1.75
Trade and exports	4	7.00	1.15	6	7.33	1.03	7	5.71	4.46	5	5.80	2.05	11	6.73	2.72	14	7.00	2.11	5	7.40	1.95	11	7.27	2.76	7	7.29	1.98
Economic growth	7	7.71	2.29	18	7.72	1.74	10	7.10	2.81	5	8.20	0.45	14	7.07	2.34	23	8.30	1.66	8	8.25	1.28	22	7.64	1.94	13	7.62	1.45
Health	8	6.88	3.23	8	8.38	1.51	7	7.71	1.89	-	-	-	12	7.17	2.72	15	7.93	1.75	5	9.00	1.00	14	8.07	1.69	7	7.29	2.29
Disaster management	2	6.00	0.00	3	7.00	2.00	7	8.43	1.40	-	-	-	7	6.00	3.74	15	7.33	2.77	4	7.25	1.89	8	7.00	1.93	6	5.67	2.58
Public sector governance/reform	7	7.43	1.27	10	8.60	1.26	8	8.38	1.60	5	6.80	0.84	12	6.08	2.87	17	7.59	1.91	9	7.44	1.74	17	7.71	2.39	10	6.70	2.58
Job creation/employment	4	6.50	3.11	10	6.60	1.96	8	8.25	1.83	3	7.33	0.58	8	5.38	3.46	22	7.00	2.18	9	6.44	3.13	13	6.85	2.54	11	5.73	3.04
Financial markets	6	8.50	1.38	7	7.71	0.76	9	8.22	1.20	3	6.67	1.15	9	6.56	2.51	13	7.77	2.01	7	8.00	2.52	9	6.67	1.94	6	7.00	1.79
Equality of opportunity	3	5.33	2.52	3	7.33	2.08	8	7.13	2.90	4	6.25	1.71	7	6.00	2.71	14	7.43	2.24	7	6.57	3.36	10	6.40	2.12	5	6.20	3.56
Energy*	6	8.17	0.98	12	8.50	1.09	8	8.75	1.16	3	8.00	1.00	10	5.10	2.85	14	8.00	2.04	8	7.38	2.45	15	7.60	2.44	10	7.80	1.75
Rural and agricultural development	8	7.50	2.73	14	8.57	1.09	8	7.88	1.89	4	7.25	0.96	12	6.25	2.99	21	8.33	1.83	8	8.63	2.00	18	7.78	2.39	12	8.25	1.66
Global/regional integration	4	6.00	3.37	6	7.67	1.51	7	8.43	2.23	2	7.00	0.00	9	6.56	3.57	12	7.58	2.19	6	6.83	2.71	12	7.08	2.68	6	7.17	1.72
Food security	8	7.13	1.96	6	8.17	0.75	8	8.63	1.85	3	6.67	2.31	11	5.82	2.99	16	7.75	2.29	7	7.57	2.51	15	7.00	3.18	10	7.60	2.59
Education	6	6.83	1.83	7	7.43	1.51	8	8.75	1.16	1	8.00	-	10	7.10	2.81	19	8.11	2.18	7	8.14	1.86	15	7.07	2.89	11	7.45	2.46
Social protection	6	7.17	2.48	21	8.29	1.45	11	7.45	2.88	6	8.33	1.51	11	6.27	3.26	21	7.95	2.36	7	8.29	2.14	17	8.06	2.11	9	7.89	2.09
Climate change	6	7.67	1.21	4	7.00	2.31	8	7.75	3.15	1	7.00	-	7	5.57	2.94	11	7.73	2.41	5	7.60	1.95	8	7.88	1.81	7	6.29	2.06

*Significantly different between stakeholder groups

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

	Office of the President/Prime Minister/Minister			Employee of a Ministry/SPIU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Rwanda?*	14	7.64	2.17	42	7.55	1.76	11	6.91	1.87	12	7.75	0.97	21	6.62	2.01	33	7.42	2.14	13	9.15	1.21	25	7.20	2.12	15	7.13	1.46

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

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

	Office of the President/Prime Minister/Minister			Employee of a Ministry/SPIU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Rwanda	11	7.27	2.00	24	7.75	1.87	9	6.56	3.05	11	7.45	1.21	22	5.77	1.88	29	6.93	2.14	12	7.92	2.19	19	7.05	2.22	13	7.38	1.56
The World Bank Group meets Rwanda's needs for knowledge services	10	6.70	1.16	21	7.33	1.68	6	8.00	1.10	12	7.25	1.66	21	5.71	2.61	29	7.52	1.94	12	7.33	2.23	21	6.76	2.23	13	6.62	2.18

	Office of the President/Prime Minister/Minister			Employee of a Ministry/SPIU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group measures and corrects its work in real time in Rwanda?	9	6.67	1.50	20	7.85	1.57	9	7.56	2.19	6	5.67	1.75	16	6.56	2.22	18	7.94	2.18	9	6.56	2.19	15	7.13	2.36	9	6.56	2.24

(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	Office of the President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Weekly	7.7%	2.1%	5.9%	0.0%	0.0%	4.5%	35.3%	6.1%	5.9%
Monthly	23.1%	17.0%	23.5%	38.5%	13.3%	13.6%	11.8%	12.1%	11.8%
A few times a year	61.5%	25.5%	23.5%	53.8%	36.7%	29.5%	17.6%	18.2%	23.5%
Rarely	0.0%	38.3%	17.6%	7.7%	23.3%	22.7%	29.4%	27.3%	35.3%
Never	7.7%	17.0%	29.4%	0.0%	26.7%	29.5%	5.9%	36.4%	23.5%

*Significantly different between stakeholder groups

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

In Rwanda, 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/Prime Minister/Minister			Employee of a Ministry/SPIU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are timely	8	6.63	1.85	23	7.22	1.51	11	6.00	2.86	13	6.85	1.91	12	5.92	2.27	18	7.83	2.07	9	7.44	2.24	16	6.19	2.59	10	6.80	1.99
Include appropriate level of stakeholder involvement during preparation	9	6.00	2.24	30	7.47	1.33	13	6.85	2.48	11	5.55	2.81	13	6.15	1.95	19	7.00	2.47	11	7.45	2.11	18	5.61	2.64	10	6.70	1.70
Lead to practical solutions*	10	6.60	2.01	31	7.32	1.60	10	7.20	2.44	12	6.25	1.54	16	6.44	1.90	27	8.15	1.79	12	8.50	1.83	20	6.65	2.37	13	7.54	1.33
Are accessible (well written and easy to understand)	11	6.73	2.37	33	7.15	1.48	12	6.17	3.04	13	7.77	1.83	15	6.13	2.03	24	7.17	2.18	12	6.83	2.48	20	6.10	2.38	14	6.43	2.21
Are source of relevant information on global good practices	12	7.75	1.60	32	7.84	1.25	12	7.67	2.10	13	7.69	2.14	17	6.18	1.55	25	7.80	2.25	12	7.83	2.33	22	7.23	2.39	13	7.00	2.45
Are adequately disseminated	12	6.58	2.35	31	6.87	1.86	11	7.09	2.70	12	6.25	2.18	16	6.00	1.71	22	6.32	2.75	8	6.00	2.67	18	6.61	2.38	11	5.64	2.46
Are adaptable to Rwanda's specific development challenges and country circumstances	10	6.80	2.74	32	7.50	1.27	12	6.92	2.35	10	7.00	2.40	19	6.37	1.61	29	6.86	2.53	10	8.80	1.40	18	6.89	2.25	13	6.85	2.03

*Significantly different between stakeholder groups

	Office of the President/Prime Minister/Minister			Employee of a Ministry/SPIU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	11	7.91	1.70	36	7.69	1.69	14	7.64	2.21	12	7.25	1.66	25	6.60	1.66	35	7.69	1.57	13	8.31	2.18	27	7.19	2.27	16	7.38	1.93
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	10	8.10	1.10	32	8.28	1.08	13	7.85	2.08	13	7.92	1.26	19	6.05	1.96	27	7.74	1.46	12	7.83	2.52	22	7.09	1.97	13	7.31	1.97

(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/Prime Minister/Minister			Employee of a Ministry/ SPIU/Consultant			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	6	6.17	2.32	15	7.93	1.83	6	6.17	3.43	6	6.67	2.07	6	5.50	1.64	6	5.17	4.17	3	9.00	1.73	10	6.00	2.79	5	5.80	2.59
The World Bank Group effectively monitors and evaluates the projects and programs it supports	11	8.27	1.27	26	8.08	1.23	5	7.80	1.64	8	7.50	1.31	9	6.22	1.56	15	7.40	2.85	7	7.57	2.37	13	8.31	1.60	14	7.79	2.04
The World Bank Group's approvals and reviews are done in a timely fashion	7	6.14	1.35	20	7.25	1.55	5	5.60	3.13	6	5.67	2.58	5	7.00	1.22	8	5.75	3.58	6	6.17	2.48	10	6.50	2.55	7	7.71	1.11
The World Bank Group's "Safeguard Policy" requirements are reasonable	7	6.86	1.35	17	8.12	1.36	4	7.50	2.38	4	5.00	2.45	6	7.00	1.41	14	6.79	2.55	4	8.50	1.91	8	7.88	2.36	7	8.00	2.00
The World Bank Group's conditions on its lending are reasonable	7	5.86	2.27	13	8.31	0.95	5	6.80	1.64	9	7.33	1.41	7	6.00	1.53	13	6.62	3.01	6	8.33	1.86	9	7.22	2.82	7	7.57	1.40
The World Bank Group takes decisions quickly in Rwanda*	5	7.00	0.71	17	7.47	1.28	5	6.20	2.68	6	5.33	1.97	7	6.71	1.89	12	5.42	3.12	4	9.25	0.96	7	5.57	1.51	6	7.17	1.72
Working with the World Bank Group increases Rwanda's institutional capacity	9	6.78	1.92	28	8.43	1.37	7	8.29	2.36	7	7.29	1.50	13	6.85	2.23	22	7.82	2.28	7	8.71	1.89	16	8.19	1.97	13	7.23	2.09
Where country systems are adequate, the World Bank Group makes appropriate use of them	8	8.00	1.31	15	7.87	2.07	6	7.00	1.10	6	7.67	0.52	8	6.38	2.26	10	6.20	3.26	5	7.60	2.07	10	7.50	2.99	7	8.29	1.80
The World Bank Group provides effective implementation support	9	7.33	1.22	28	7.93	1.27	7	8.43	1.81	7	7.29	1.50	10	5.80	1.69	17	7.59	2.43	6	7.33	2.66	14	7.71	2.33	8	7.50	2.20

*Significantly different between stakeholder groups

	Office of the President/Prime Minister/Minister			Employee of a Ministry/ SPIU/Consultant			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Rwanda?	8	7.00	1.60	24	7.00	1.89	10	7.00	2.49	6	6.33	2.66	20	6.15	2.16	21	7.10	1.89	8	6.50	1.93	15	6.93	2.05	12	6.67	2.61

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

E. Working with the World Bank Group (continued)

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
The World Bank Group is sufficiently selective and focuses on the most important development challenges in Rwanda	75.0%	51.1%	42.9%	46.2%	25.0%	46.5%	61.5%	29.0%	64.7%
The World Bank Group is not sufficiently selective in Rwanda, and it is involved in too many areas of development	8.3%	6.4%	14.3%	23.1%	21.4%	7.0%	0.0%	9.7%	5.9%
Don't know	16.7%	42.6%	42.9%	30.8%	53.6%	46.5%	38.5%	61.3%	29.4%

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

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Offer more innovative financial products	28.6%	23.4%	29.4%	50.0%	42.9%	22.7%	50.0%	25.8%	41.2%
Ensure greater selectivity in its work	7.1%	4.3%	5.9%	8.3%	3.6%	9.1%	0.0%	6.5%	5.9%
Provide more adequate data/knowledge/statistics/figures on Rwanda's economy	0.0%	10.6%	11.8%	8.3%	3.6%	13.6%	21.4%	9.7%	23.5%
Improve the competitiveness of its financing compared to markets*	42.9%	10.6%	35.3%	0.0%	3.6%	2.3%	0.0%	3.2%	11.8%
Reach out more to groups outside of Government*	7.1%	46.8%	17.6%	50.0%	42.9%	38.6%	64.3%	32.3%	35.3%
Increase the level of capacity development in the country	28.6%	31.9%	11.8%	16.7%	25.0%	27.3%	14.3%	35.5%	23.5%
Improve the quality of its experts as related to Rwanda's specific challenges	14.3%	12.8%	11.8%	8.3%	7.1%	20.5%	14.3%	22.6%	0.0%
Offer more innovative knowledge services	7.1%	14.9%	11.8%	8.3%	17.9%	11.4%	14.3%	19.4%	23.5%
Collaborate more effectively with Government clients	21.4%	4.3%	17.6%	8.3%	17.9%	15.9%	0.0%	22.6%	11.8%
Work faster	0.0%	6.4%	17.6%	0.0%	14.3%	2.3%	0.0%	0.0%	11.8%
Reduce the complexity of obtaining World Bank Group financing	28.6%	12.8%	5.9%	25.0%	7.1%	15.9%	14.3%	12.9%	5.9%
Other	0.0%	0.0%	0.0%	0.0%	3.6%	4.5%	0.0%	3.2%	0.0%

*Significantly different between stakeholder groups

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

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Financial services	42.9%	26.5%	47.1%	15.4%	33.3%	31.1%	56.3%	9.7%	11.8%
Knowledge products	21.4%	10.2%	11.8%	30.8%	11.1%	6.7%	0.0%	16.1%	5.9%
None of the above	0.0%	2.0%	0.0%	0.0%	3.7%	0.0%	0.0%	3.2%	0.0%
The combination is appropriate for Rwanda	35.7%	40.8%	17.6%	30.8%	25.9%	42.2%	37.5%	41.9%	76.5%
Don't know	0.0%	20.4%	23.5%	23.1%	25.9%	20.0%	6.3%	29.0%	5.9%

G. Communication and Information Sharing

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Facebook	0.0%	4.1%	11.8%	0.0%	10.7%	6.5%	5.9%	0.0%	0.0%
Twitter	7.1%	0.0%	5.9%	23.1%	3.6%	2.2%	5.9%	3.2%	5.9%
International newspapers	14.3%	12.2%	5.9%	0.0%	10.7%	19.6%	23.5%	16.1%	5.9%
Local radio	28.6%	26.5%	29.4%	7.7%	25.0%	21.7%	35.3%	32.3%	29.4%
International radio	0.0%	4.1%	11.8%	0.0%	3.6%	4.3%	0.0%	3.2%	5.9%
Local television*	28.6%	34.7%	35.3%	0.0%	21.4%	21.7%	5.9%	12.9%	5.9%
International television	0.0%	16.3%	23.5%	7.7%	14.3%	4.3%	0.0%	6.5%	5.9%
Local newspapers*	21.4%	20.4%	5.9%	46.2%	21.4%	8.7%	41.2%	22.6%	17.6%
Internet	50.0%	51.0%	52.9%	69.2%	60.7%	78.3%	58.8%	61.3%	82.4%
Mobile phones*	0.0%	4.1%	0.0%	0.0%	10.7%	2.2%	0.0%	19.4%	0.0%
Other	21.4%	6.1%	0.0%	23.1%	3.6%	6.5%	5.9%	9.7%	11.8%

*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 President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	7.1%	24.5%	5.6%	38.5%	21.4%	30.4%	41.2%	21.9%	5.9%
Mobile phones*	7.1%	14.3%	44.4%	0.0%	39.3%	17.4%	0.0%	21.9%	11.8%
World Bank Group's seminars/workshops/conferences*	42.9%	55.1%	27.8%	38.5%	32.1%	23.9%	11.8%	46.9%	52.9%
World Bank Group's publications and other written materials	57.1%	34.7%	22.2%	53.8%	10.7%	39.1%	41.2%	37.5%	47.1%
World Bank Group's website	42.9%	16.3%	11.1%	23.1%	25.0%	37.0%	41.2%	25.0%	41.2%
Social media (e.g., Facebook, blogs, Twitter, YouTube, Flickr)*	21.4%	6.1%	38.9%	15.4%	17.9%	21.7%	35.3%	12.5%	5.9%
e-Newsletters	7.1%	22.4%	27.8%	23.1%	21.4%	13.0%	11.8%	12.5%	23.5%
Other	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	5.9%

*Significantly different between stakeholder groups

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

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	16.7%	13.6%	10.0%	33.3%	20.0%	12.5%	30.8%	13.3%	12.5%
No	83.3%	86.4%	90.0%	66.7%	80.0%	87.5%	69.2%	86.7%	87.5%

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 President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
World Bank Group's seminars/workshops/conferences	0.0%	16.7%	0.0%	50.0%	16.7%	16.7%	0.0%	40.0%	50.0%
World Bank Group's website	100.0%	33.3%	0.0%	25.0%	50.0%	66.7%	50.0%	40.0%	50.0%
World Bank Group's e-Newsletters	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
News/Media	0.0%	0.0%	100.0%	0.0%	33.3%	0.0%	50.0%	20.0%	0.0%
Colleagues/Friends/Peer organizations	0.0%	50.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	18.2%	14.0%	15.4%	70.0%	22.2%	15.0%	50.0%	26.7%	25.0%
No	81.8%	86.0%	84.6%	30.0%	77.8%	85.0%	50.0%	73.3%	75.0%

*Significantly different between stakeholder groups

Were you able to obtain this information?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	100.0%	100.0%	100.0%	71.4%	100.0%	83.3%	100.0%	87.5%	100.0%
No	0.0%	0.0%	0.0%	28.6%	0.0%	16.7%	0.0%	12.5%	0.0%

Do you have access to the Internet?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	100.0%	97.6%	86.7%	100.0%	91.3%	90.0%	100.0%	93.3%	100.0%
No	0.0%	2.4%	13.3%	0.0%	8.7%	10.0%	0.0%	6.7%	0.0%

G. Communication and Information Sharing (continued)

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	80.0%	56.1%	28.6%	90.0%	45.0%	48.6%	69.2%	51.6%	64.3%
No	20.0%	43.9%	71.4%	10.0%	55.0%	51.4%	30.8%	48.4%	35.7%

Do you currently consult the World Bank Group social media sites (e.g., Facebook, blogs, Twitter, YouTube, and Flickr)?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	44.4%	17.1%	26.7%	40.0%	20.0%	16.2%	46.2%	27.6%	14.3%
No	55.6%	82.9%	73.3%	60.0%	80.0%	83.8%	53.8%	72.4%	85.7%

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
High speed/WiFi	100.0%	93.3%	90.0%	100.0%	78.3%	97.2%	80.0%	77.8%	84.6%
Dial-up	0.0%	6.7%	10.0%	0.0%	21.7%	2.8%	20.0%	22.2%	15.4%

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

	Office of the President/Prime Minister/Minister			Employee of a Ministry/SPIU/Consultant			Local Government			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Academia/Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
I find the World Bank Group's websites easy to navigate*	11	7.82	2.75	33	8.00	1.71	8	4.13	2.85	12	7.00	1.48	15	7.20	2.31	25	7.96	2.34	13	6.85	3.08	17	7.59	1.84	13	8.23	0.93
I find the information on the World Bank Group's websites useful*	11	8.00	2.68	33	8.21	1.69	10	5.70	3.50	11	8.00	1.26	15	6.60	2.16	25	7.88	2.15	12	8.67	1.37	16	7.94	1.88	12	7.75	1.71
The World Bank Group's social media channels are valuable sources of information about the institution	6	7.67	2.07	17	8.53	1.94	8	6.00	3.46	6	6.50	2.17	11	6.73	2.37	17	6.94	3.07	11	7.45	2.81	9	8.22	1.30	6	6.67	2.25
When I need information from the World Bank Group I know how to find it	8	7.63	2.33	28	7.32	2.58	9	5.22	3.11	11	6.00	3.03	14	6.14	2.28	23	6.96	2.98	14	7.93	3.32	15	6.07	3.01	10	7.00	1.94
The World Bank Group is responsive to my information requests and inquiries*	6	8.50	1.38	19	8.05	2.01	9	4.44	2.83	8	7.38	2.33	14	6.14	2.60	13	7.38	3.04	10	8.30	1.49	10	6.80	2.78	8	6.88	1.55

*Significantly different between stakeholder groups



H. Background Information

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	15.4%	30.4%	33.3%	76.9%	26.7%	15.2%	37.5%	18.2%	25.0%
No	84.6%	69.6%	66.7%	23.1%	73.3%	84.8%	62.5%	81.8%	75.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
The World Bank (IDA)	33.3%	80.0%	66.7%	100.0%	14.3%	38.9%	70.0%	33.3%	81.8%
The International Finance Corporation	16.7%	5.0%	11.1%	0.0%	57.1%	27.8%	20.0%	33.3%	0.0%
The Multilateral Investment Guarantee Agency	16.7%	5.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	33.3%	10.0%	11.1%	0.0%	28.6%	33.3%	10.0%	33.3%	18.2%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
Yes	20.0%	24.0%	50.0%	15.4%	26.1%	5.6%	30.8%	4.3%	8.3%
No	80.0%	76.0%	50.0%	84.6%	73.9%	94.4%	69.2%	95.7%	91.7%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/SPIU/Consultant	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Academia/Research Institute/Think Tank	Other
The two institutions work well together	50.0%	0.0%	57.1%	100.0%	50.0%	0.0%	75.0%	0.0%	0.0%
The way the two institutions work together needs improvement	0.0%	66.7%	0.0%	0.0%	16.7%	50.0%	0.0%	100.0%	0.0%
The two institutions do not work well together	0.0%	16.7%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	50.0%	16.7%	28.6%	0.0%	33.3%	50.0%	25.0%	0.0%	100.0%

**H. Background Information (continued)**

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Employee of a Ministry/ SPIU/Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Observer*	28.6%	41.3%	66.7%	7.7%	35.7%	33.3%	62.5%	58.1%	18.8%
Use World Bank Group reports/data	64.3%	41.3%	33.3%	61.5%	17.9%	46.2%	37.5%	35.5%	43.8%
Engage in World Bank Group related/sponsored events/activities	14.3%	26.1%	6.7%	30.8%	17.9%	15.4%	0.0%	6.5%	6.3%
Collaborate as part of my professional duties*	7.1%	23.9%	6.7%	69.2%	21.4%	12.8%	6.3%	6.5%	18.8%
Use World Bank Group website for information, data, research, etc.*	50.0%	21.7%	13.3%	0.0%	35.7%	48.7%	56.3%	35.5%	50.0%

*Significantly different between stakeholder groups

What's your gender?

Percentage of Respondents	Office of President/Prime Minister/Minister	Employee of a Ministry/ SPIU/Consultant	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Female	14.3%	29.2%	22.2%	53.8%	33.3%	37.0%	23.5%	29.4%	35.3%
Male	85.7%	70.8%	77.8%	46.2%	66.7%	63.0%	76.5%	70.6%	64.7%



Appendix C: Responses to Indicator Questions by Geographic Location¹⁶

● Kigali City N=175 ● Other N=70

B. Overall Attitudes toward the World Bank Group

	Kigali City			Other		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Rwanda.	127	7.27	2.31	48	6.85	2.63

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

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

(1-Strongly disagree, 10-Strongly agree)

	Kigali City			Other		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Rwanda	145	7.80	2.01	52	7.33	2.09
The World Bank Group's work is aligned with what I consider the development priorities for Rwanda*	135	7.83	1.94	51	7.16	2.07

*Significantly different between geographic locations

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

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

	Kigali City			Other		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	101	7.02	1.90	37	5.73	2.33
Flexibility (in terms of the institution's products and services)*	81	6.43	1.96	32	5.38	1.81
Flexibility (in terms of changing country circumstances)*	82	6.72	2.07	31	5.55	1.84
Being inclusive	107	6.99	2.20	36	6.31	2.07
Openness (sharing data and other information)	106	7.27	2.06	40	6.45	2.72
Collaboration with the Government	119	8.28	1.74	42	8.07	2.10
The speed in which it gets things accomplished on the ground	79	6.71	2.08	28	6.82	1.98
Ease of access to the people at the World Bank Group who are making decisions important to my work*	85	6.00	2.59	28	4.57	2.36
Collaboration with civil society	93	5.75	2.47	37	5.92	2.49
Staff accessibility	84	5.83	2.47	30	4.83	2.60
Collaboration with other donors and development partners	94	7.69	1.89	28	6.96	2.33
Collaboration with the private sector*	89	6.26	2.07	31	5.19	1.80
Straightforwardness and honesty	74	7.12	2.05	25	7.12	2.30
Treating clients and stakeholders in Rwanda with respect	95	7.81	1.91	28	7.82	2.20
Being a long-term partner	123	8.56	1.77	44	8.64	1.87

*Significantly different between geographic locations

¹⁶ 245 respondents provided information about their geographic location. Only these respondents were included in the analysis presented in this appendix.

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

	Kigali City			Other		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Rwanda?	144	7.58	1.79	47	7.02	2.26

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

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

(1-Strongly disagree, 10-Strongly agree)

	Kigali City			Other		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Rwanda*	114	7.26	2.04	40	6.30	2.22
The World Bank Group meets Rwanda's needs for knowledge services	108	7.03	1.98	42	6.62	2.26

*Significantly different between geographic locations

D. The World Bank Group's Knowledge Work and Activities**In Rwanda, 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)

	Kigali City			Other		
	N	Mean	SD	N	Mean	SD
Are adaptable to Rwanda's specific development challenges and country circumstances*	111	7.46	1.85	42	6.00	2.25

*Significantly different between geographic locations

	Kigali City			Other		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	146	7.50	1.79	47	7.40	2.09
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	126	7.79	1.74	38	6.87	1.79

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

*Significantly different between geographic locations

E. Working with the World Bank Group**To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)**

	Kigali City			Other		
	N	Mean	SD	N	Mean	SD
The World Bank Group takes decisions quickly in Rwanda	54	6.89	1.94	17	5.88	2.67
Where country systems are adequate, the World Bank Group makes appropriate use of them	55	7.64	1.92	21	6.71	2.76



Appendix D: Responses to Selected Questions by Level of Collaboration with the World Bank Group¹⁷

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

- Collaborating with the WBG N=63 ● Not collaborating with the WBG N=174

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 Rwanda?*	56	5.75	2.67	163	4.31	2.73

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Rwanda	47	7.45	2.04	122	7.07	2.53

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Rwanda solve its most complicated development challenges?	42	7.57	1.84	92	7.39	2.22

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

¹⁷ Only 237 respondents provided information about their level of collaboration with the World Bank Group (question H3 in the questionnaire). Therefore, only these respondents were included in the analysis presented in this appendix.

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

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Natural resource management	10.2%	5.3%
Transport*	16.9%	7.6%
Global/regional integration	6.8%	2.4%
Job creation/employment*	27.1%	48.8%
Public sector governance/reform	6.8%	13.5%
Trade and exports	8.5%	4.1%
Rural and agricultural development	39.0%	40.6%
Foreign direct investment	3.4%	2.4%
Education	27.1%	25.9%
Energy*	23.7%	11.8%
Food security	5.1%	7.1%
Financial markets	3.4%	2.9%
Urban development	6.8%	4.1%
Environmental sustainability	0.0%	1.2%
Health	8.5%	5.3%
Economic growth	20.3%	16.5%
Private sector development	18.6%	21.2%
Water and sanitation	8.5%	5.9%
Social protection	20.3%	20.0%
Climate change	1.7%	1.8%
Information and communications technology	3.4%	2.9%
Gender equality	1.7%	1.8%
Equality of opportunity	1.7%	4.1%
Law and justice	0.0%	1.2%
Poverty reduction	28.8%	30.0%
Anti corruption	0.0%	2.4%
Disaster management	0.0%	1.2%

*Significantly different between collaborators and non-collaborators

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

(1-Strongly disagree, 10-Strongly agree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Rwanda	52	7.81	2.05	138	7.59	2.01
The World Bank Group's work is aligned with what I consider the development priorities for Rwanda	49	7.59	2.08	130	7.63	1.95

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

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	47	7.15	1.79	84	6.38	2.16
Flexibility (in terms of the institution's products and services)	42	6.21	1.80	66	6.08	2.01
Flexibility (in terms of changing country circumstances)*	40	6.98	1.75	68	6.15	2.12
Being inclusive	44	7.20	1.87	95	6.71	2.24
Openness (sharing data and other information)	45	7.09	2.01	96	7.09	2.36
Collaboration with the Government	50	8.24	1.52	105	8.28	1.89
The speed in which it gets things accomplished on the ground	40	6.93	1.94	61	6.69	2.06
Ease of access to the people at the World Bank Group who are making decisions important to my work	46	6.07	2.46	62	5.37	2.70
Collaboration with civil society	39	5.44	2.11	86	6.05	2.62
Staff accessibility	40	6.10	2.49	68	5.32	2.57
Collaboration with other donors and development partners	44	7.68	1.85	73	7.52	2.02
Collaboration with the private sector	36	6.31	1.97	78	5.87	2.03
Straightforwardness and honesty	38	7.16	1.95	56	7.21	2.12
Treating clients and stakeholders in Rwanda with respect	45	7.87	1.56	74	7.86	2.09
Being a long-term partner	52	8.48	1.61	108	8.67	1.78

*Significantly different between collaborators and non-collaborators



C. World Bank Group's Effectiveness and Results

In your opinion, how IMPORTANT is it for the World Bank Group to be involved in the following areas of development in Rwanda? (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	48	7.15	2.61	108	7.81	2.42
Transport	52	8.15	2.33	105	8.45	1.66
Anti corruption*	51	6.37	3.13	110	7.67	2.63
Law and justice*	49	5.73	2.68	100	7.00	2.83
Urban development	51	7.59	2.32	110	7.97	2.19
Environmental sustainability	47	7.79	1.85	108	8.17	1.93
Trade and exports	47	7.68	2.35	105	7.87	2.20
Information and communications technology	49	7.45	2.13	104	7.93	2.24
Poverty reduction	54	9.07	1.48	137	9.27	1.47
Gender equality	53	6.81	2.55	109	7.53	2.66
Private sector development	52	8.31	1.80	121	8.69	1.91
Foreign direct investment	50	7.66	2.37	102	8.13	2.23
Water and sanitation	49	7.98	2.04	114	8.39	1.87
Economic growth*	53	8.55	1.74	127	9.09	1.56
Energy	52	8.40	1.65	111	8.76	1.66
Disaster management*	46	6.59	2.26	108	7.54	2.40
Public sector governance/reform*	48	6.88	2.54	116	7.85	2.22
Job creation/employment	54	8.61	1.70	127	9.02	1.59
Equality of opportunity*	51	7.29	2.31	104	8.22	2.21
Social protection	53	7.85	2.43	123	8.50	2.15
Rural and agricultural development*	53	8.85	1.69	122	9.30	1.09
Global/regional integration	47	7.43	2.53	98	7.87	2.13
Food security	50	8.10	1.89	112	8.62	1.79
Natural resource management	51	6.75	2.76	102	7.43	2.40
Health	50	7.88	2.25	104	8.45	1.82
Climate change	51	7.63	1.95	101	8.17	2.19
Education*	53	8.25	2.18	127	9.13	1.42

*Significantly different between collaborators and non-collaborators

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Gender equality	23	7.17	2.52	39	7.54	2.16
Information and communications technology	22	6.77	2.00	34	7.53	2.33
Transport	33	7.33	2.31	45	8.11	1.89
Environmental sustainability	26	7.31	2.02	42	7.26	2.22
Poverty reduction	46	8.02	1.86	83	7.94	2.19
Anti corruption	19	6.42	2.32	37	6.70	2.76
Private sector development	28	7.04	2.10	52	6.31	2.55
Foreign direct investment	22	6.73	2.23	40	7.30	2.32
Trade and exports	29	6.79	2.29	40	6.70	2.75
Economic growth	38	7.84	1.85	80	7.66	1.93
Health	27	8.00	1.59	47	7.57	2.38
Disaster management	20	7.05	2.06	31	6.87	2.78
Public sector governance/reform	29	7.45	1.97	64	7.44	2.24
Job creation/employment	34	6.59	2.57	51	6.75	2.61
Financial markets	24	7.42	2.17	42	7.57	1.76
Equality of opportunity	25	6.56	2.52	35	6.80	2.56
Energy	33	7.70	2.16	50	7.58	2.23
Rural and agricultural development	40	8.00	1.97	63	7.83	2.25
Global/regional integration	25	7.04	2.15	37	7.27	2.74
Food security	31	7.42	2.39	51	7.27	2.64
Education	31	7.74	2.10	51	7.57	2.39
Social protection	30	7.77	2.34	77	7.82	2.26
Climate change	23	7.48	2.04	31	6.94	2.58

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Rwanda?	53	7.57	1.65	131	7.34	2.04

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

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

(1-Strongly disagree, 10-Strongly agree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Rwanda	52	7.38	1.84	95	6.72	2.27
The World Bank Group meets Rwanda's needs for knowledge services	47	7.13	1.80	96	6.73	2.20

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group measures and corrects its work in real time in Rwanda?	40	7.28	1.80	68	7.04	2.26

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

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

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely*	48	7.35	1.90	70	6.40	2.40
Include appropriate level of stakeholder involvement during preparation	43	6.56	2.44	87	6.64	2.15
Lead to practical solutions	51	7.06	2.05	96	7.29	1.95
Are accessible (well written and easy to understand)	48	7.25	1.82	101	6.50	2.30
Are source of relevant information on global good practices	49	7.90	1.97	105	7.24	2.04
Are adequately disseminated	45	6.93	2.16	92	6.18	2.34
Are adaptable to Rwanda's specific development challenges and country circumstances	45	7.22	1.72	103	6.93	2.23

*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	53	7.47	1.89	135	7.44	1.86
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	51	7.80	1.54	108	7.44	1.91

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

E. Working with the World Bank Group

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	31	7.00	2.24	31	6.06	2.98
The World Bank Group effectively monitors and evaluates the projects and programs it supports	40	7.68	1.79	66	7.79	1.92
The World Bank Group's approvals and reviews are done in a timely fashion	31	7.06	1.65	41	6.20	2.55
The World Bank Group's "Safeguard Policy" requirements are reasonable	30	7.57	1.87	39	7.28	2.26
The World Bank Group's conditions on its lending are reasonable	30	7.23	1.61	43	7.02	2.45
The World Bank Group takes decisions quickly in Rwanda	31	6.65	1.78	37	6.57	2.49
Working with the World Bank Group increases Rwanda's institutional capacity	41	7.76	1.93	79	7.85	2.06
Where country systems are adequate, the World Bank Group makes appropriate use of them	28	7.68	1.68	44	7.09	2.52
The World Bank Group provides effective implementation support	38	7.58	1.90	66	7.45	1.98

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that the World Bank Group's work helps to find solutions that promote private public partnerships in Rwanda?	39	6.69	1.92	85	6.73	2.14

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

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	48	7.77	2.13	95	7.37	2.20
I find the information on the World Bank Group's websites useful	48	8.02	2.22	93	7.55	2.01
The World Bank Group's social media channels are valuable sources of information about the institution	34	7.26	2.40	53	7.23	2.65
When I need information from the World Bank Group I know how to find it	48	6.96	2.79	79	6.59	2.85
The World Bank Group is responsive to my information requests and inquiries	36	7.53	2.29	59	6.73	2.69



Appendix E: Responses to Selected Questions by Year¹⁸

All data presented in this appendix are weighted. As a result, means of the FY 2016 data and the total number of respondents indicated will be slightly different from the aggregated responses in Appendix A. Similarly, responses from FY 2013 respondents and the total number of respondents indicated may differ from those reported in the FY 2013 COS report.

FY 2013 Number of comparable respondents = 746 • FY 2016 Number of comparable respondents = 231

By weighting, the FY 2013 and FY 2016 samples have the same stakeholder composition and thus are comparable. The weighted percentage of a stakeholder group is determined by the extent to which the World Bank Group interacts with them in the country and the percentage this group usually makes up in the past aggregated annual global data. The weighted stakeholder breakdown is presented below:

Percentage of Respondents	FY 2013	FY 2016
Office of the President/Prime Minister/Minister	7.0%	7.0%
Office of Parliamentarian	2.0%	2.0%
Government institutions	19.0%	19.0%
Local Government	8.0%	8.0%
Bilateral/multilateral agencies	8.0%	8.0%
Civil society	19.0%	19.0%
Private sector	15.0%	15.0%
Academia	14.0%	14.0%
Media	8.0%	8.0%

B. Overall Attitudes toward the World Bank Group

	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Rwanda?*	739	5.52	2.29	213	4.77	2.75

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

*Significantly different between FY2016 and FY2013

	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Rwanda.*	702	6.47	1.77	166	7.14	2.37

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

*Significantly different between FY2016 and FY2013

	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Rwanda solve its most complicated development challenges?*	689	6.73	1.80	135	7.35	2.16

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

*Significantly different between FY2016 and FY2013

¹⁸ 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 (continued)**

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

(1-Strongly disagree, 10-Strongly agree)

	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Rwanda*	701	6.41	1.72	185	7.67	2.01
The World Bank Group's work is aligned with what I consider the development priorities for Rwanda*	656	6.57	1.61	174	7.60	2.02

*Significantly different between FY2016 and FY2013

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

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

	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	641	6.44	1.62	130	6.63	2.12
Flexibility (in terms of the institution's products and services)*	640	6.66	1.71	108	6.08	1.97
Flexibility (in terms of changing country circumstances)	645	6.50	1.69	109	6.40	2.07
Being inclusive	609	6.59	1.69	137	6.84	2.15
Openness (sharing data and other information)*	611	6.55	1.79	136	7.06	2.22
Collaboration with the Government*	657	7.10	1.71	149	8.24	1.83
The speed in which it gets things accomplished on the ground				102	6.68	2.05
Ease of access to the people at the World Bank Group who are making decisions important to my work				110	5.70	2.62
Collaboration with civil society				123	5.74	2.46
Staff accessibility*	617	6.69	1.79	109	5.69	2.56
Collaboration with other donors and development partners*	636	7.07	1.66	117	7.49	2.03
Collaboration with the private sector				112	6.01	2.04
Straightforwardness and honesty	598	6.73	1.80	95	7.09	2.11
Treating clients and stakeholders in Rwanda with respect*	631	6.97	1.78	114	7.78	2.00
Being a long-term partner				156	8.54	1.80

*Significantly different between FY2016 and FY2013

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

	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
Gender equality*	624	6.71	1.76	63	7.27	2.32
Information and communications technology	639	6.76	1.60	56	7.18	2.22
Transport*	628	6.62	1.78	79	7.76	2.14
Environmental sustainability*	615	6.83	1.81	65	7.30	2.13
Poverty reduction*	641	6.95	1.72	126	7.95	2.10
Anti corruption	657	6.44	1.89	55	6.62	2.50
Private sector development	621	6.72	1.83	76	6.66	2.36
Foreign direct investment	603	6.76	1.76	61	7.18	2.15
Trade and exports	626	6.91	1.80	68	6.79	2.46
Economic growth*	626	7.15	1.67	114	7.75	1.90
Health*	625	6.94	1.76	72	7.79	2.14
Public sector governance/reform*	579	6.96	1.57	92	7.46	2.06
Job creation/employment	592	6.63	1.97	82	6.77	2.51
Financial markets*	598	6.77	1.81	68	7.47	1.91
Equality of opportunity	575	6.71	1.88	61	6.66	2.41
Energy*	606	6.98	1.70	83	7.61	2.20
Global/regional integration	603	6.89	1.74	63	7.16	2.52
Food security*	606	6.80	1.84	82	7.31	2.52
Education*	639	7.01	1.73	79	7.63	2.27
Social protection*	615	6.67	1.77	106	7.77	2.30
Climate change	610	6.77	1.79	56	7.22	2.30

*Significantly different between FY2016 and FY2013

	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Rwanda?*	705	6.96	1.53	179	7.46	1.91

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

*Significantly different between FY2016 and FY2013

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

(1-Strongly disagree, 10-Strongly agree)

	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Rwanda*	670	6.23	1.66	148	7.03	2.09
The World Bank Group meets Rwanda's needs for knowledge services*	670	6.50	1.72	143	6.96	2.05

*Significantly different between FY2016 and FY2013



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

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

Percentage of Respondents	FY 2013	FY 2016
Weekly	17.1%	6.3%
Monthly	9.9%	17.0%
A few times a year	34.3%	31.4%
Rarely	28.8%	24.2%
Never	10.0%	21.1%

*Significantly different between FY2016 and FY2013

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

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

	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
Are timely*	632	6.35	1.70	121	6.81	2.15
Include appropriate level of stakeholder involvement during preparation	631	6.44	1.60	132	6.58	2.26
Lead to practical solutions				147	7.19	1.97
Are accessible (well written and easy to understand)	630	6.66	1.64	151	6.84	2.16
Are source of relevant information on global good practices*	640	6.64	1.78	155	7.50	1.99
Are adequately disseminated	600	6.67	1.78	138	6.49	2.23
Are adaptable to Rwanda's specific development challenges and country circumstances	637	6.84	1.63	149	7.11	2.08

*Significantly different between FY2016 and FY2013

	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	704	7.12	1.47	182	7.44	1.86
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	696	7.00	1.57	158	7.58	1.78

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

*Significantly different between FY2016 and FY2013

E. Working with the World Bank Group

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

	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	583	6.23	1.81	61	6.56	2.58
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	652	6.83	1.59	103	7.75	1.80
The World Bank Group's approvals and reviews are done in a timely fashion	633	6.50	1.71	71	6.49	2.26
The World Bank Group's "Safeguard Policy" requirements are reasonable*	571	6.66	1.62	68	7.33	2.06
The World Bank Group's conditions on its lending are reasonable	638	6.76	1.70	76	7.11	2.11
The World Bank Group takes decisions quickly in Rwanda				67	6.57	2.16
Working with the World Bank Group increases Rwanda's institutional capacity*	658	6.93	1.73	117	7.82	1.97
Where country systems are adequate, the World Bank Group makes appropriate use of them*	558	6.66	1.80	74	7.38	2.16
The World Bank Group provides effective implementation support*	671	6.93	1.62	103	7.48	1.92

*Significantly different between FY2016 and FY2013

**G. Communication and Information Sharing**

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

Percentage of Respondents	FY 2013	FY 2016
Yes	69.9%	17.6%
No	30.1%	82.4%

*Significantly different between FY2016 and FY2013

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

Percentage of Respondents	FY 2013	FY 2016
Yes	36.2%	24.2%
No	63.8%	75.8%

*Significantly different between FY2016 and FY2013

Were you able to obtain this information?

Percentage of Respondents	FY 2013	FY 2016
Yes	89.4%	88.1%
No	10.6%	11.9%

Do you have access to the Internet?*

Percentage of Respondents	FY 2013	FY 2016
Yes	77.7%	94.3%
No	22.3%	5.7%

*Significantly different between FY2016 and FY2013

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

Percentage of Respondents	FY 2013	FY 2016
Yes	83.8%	56.6%
No	16.2%	43.4%

*Significantly different between FY2016 and FY2013

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

Percentage of Respondents	FY 2013	FY 2016
High speed/WiFi	62.4%	89.4%
Dial-up	37.6%	10.6%

*Significantly different between FY2016 and FY2013

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

	FY 2013			FY 2016		
	N	Mean	SD	N	Mean	SD
I find the World Bank Group's websites easy to navigate*	612	6.66	1.62	143	7.41	2.33
I find the information on the World Bank Group's websites useful*	623	6.72	1.67	141	7.76	2.14
When I need information from the World Bank Group I know how to find it	650	6.71	1.89	131	6.75	2.84
The World Bank Group is responsive to my information requests and inquiries	660	6.71	1.97	96	7.11	2.55

*Significantly different between FY2016 and FY2013



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

Indicator Question	Currently, do you professionally collaborate/work with the World Bank Group in your country?		Which of the following describes most of your exposure to the World Bank Group in Rwanda? (Choose no more than TWO)									
	Not collaborating with the WBG	Collaborating with the WBG	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 Rwanda.	7.07	7.45	7.09	7.47	7.17	7.29	7.20	7.33	7.18	7.41	7.22	7.23
Overall the World Bank Group currently plays a relevant role in development in Rwanda	7.59	7.81	7.72	7.95	7.85	7.73	7.81	7.75	7.82	7.73	7.72	7.94
The World Bank Group's work is aligned with what I consider the development priorities for Rwanda	7.63	7.59	7.72	7.66	7.62	7.80	7.76	7.38	7.76	7.44	7.51	8.02
Responsiveness to needs	6.38	7.15	6.96	6.03	6.92	6.49	6.69	6.85	6.51	7.35	6.73	6.68
Flexibility (in terms of the institution's products and services)	6.08	6.21	6.03	6.19	6.16	5.98	6.01	6.47	6.01	6.26	6.01	6.19
Flexibility (in terms of changing country circumstances)	6.15	6.98	6.43	6.16	6.47	6.20	6.27	6.76	6.19	6.88	6.41	6.25
Being inclusive	6.71	7.20	7.06	6.38	7.00	6.73	6.84	7.05	6.91	6.71	6.73	7.10
Openness (sharing data and other information)	7.09	7.09	6.91	7.51	7.53	6.58	7.08	7.13	7.16	6.83	6.93	7.38
Collaboration with the Government	8.28	8.24	8.25	8.43	8.54	8.00	8.25	8.60	8.30	8.31	8.29	8.33
The speed in which it gets things accomplished on the ground	6.69	6.93	6.89	6.33	6.96	6.48	6.57	7.59	6.65	7.00	6.69	6.85
Ease of access to the people at the World Bank Group who are making decisions important to my work	5.37	6.07	5.84	5.11	5.53	5.81	5.43	6.60	5.44	6.16	5.85	5.24
Collaboration with civil society	6.05	5.44	5.67	5.97	5.89	5.63	5.66	6.37	5.85	5.46	6.04	5.28
Staff accessibility	5.32	6.10	5.89	5.10	5.46	5.94	5.43	6.79	5.49	6.22	5.93	5.22
Collaboration with other donors and development partners	7.52	7.68	7.46	8.03	8.20	6.92	7.61	7.61	7.64	7.50	7.48	7.83
Collaboration with the private sector	5.87	6.31	5.92	6.05	6.18	5.68	5.89	6.32	5.91	6.21	5.84	6.17
Straightforwardness and honesty	7.21	7.16	7.26	6.71	7.48	6.77	6.97	7.76	7.10	7.15	6.95	7.44
Treating clients and stakeholders in Rwanda with respect	7.86	7.87	7.99	7.14	7.70	7.85	7.64	8.32	7.87	7.44	7.77	7.77
Being a long-term partner	8.67	8.48	8.58	8.65	8.80	8.34	8.54	8.96	8.60	8.64	8.70	8.44
To what extent does the World Bank Group's work help to achieve development results in Rwanda?	7.34	7.57	7.36	7.61	7.57	7.30	7.46	7.45	7.38	7.76	7.36	7.64
The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Rwanda	6.72	7.38	7.14	6.96	7.11	7.03	7.01	7.50	6.99	7.36	6.98	7.25
The World Bank Group meets Rwanda's needs for knowledge services (e.g., research, analysis, data, technical assistance)	6.73	7.13	6.85	7.00	6.94	6.86	6.97	6.55	6.79	7.32	6.85	7.00
The World Bank Group's knowledge work and activities are adaptable to Rwanda's specific development challenges and country circumstances	6.93	7.22	6.88	7.46	7.30	6.86	7.13	7.00	7.10	7.13	7.09	7.14
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	7.44	7.47	7.42	7.72	7.55	7.51	7.59	7.24	7.53	7.56	7.48	7.63
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.44	7.80	7.62	7.69	7.49	7.85	7.71	7.32	7.60	7.82	7.76	7.43
The World Bank Group takes decisions quickly in Rwanda	6.57	6.65	6.69	6.60	6.95	6.31	6.64	6.76	6.55	6.95	6.53	6.95
Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	7.09	7.68	7.65	7.16	7.50	7.53	7.72	6.88	7.49	7.57	7.34	7.95

Yellow highlight indicates significant difference between Yes and No means.



Appendix G: Rwanda FY 2016 Questionnaire



World Bank Group Country Survey FY16 – Rwanda

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

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 RWANDA****A1. Listed below are a number of development priorities in Rwanda.****Please identify which of the following you consider the most important development priorities in Rwanda? (Choose no more than THREE)**

1	Food security	15	Global/regional integration
2	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	16	Health (incl. communicable/non-communicable diseases)
3	Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))	17	Natural resource management (e.g., oil, gas, mining)
4	Gender equality	18	Poverty reduction
5	Private sector development	19	Transport (e.g., roads, bridges, transportation)
6	Foreign direct investment	20	Education
7	Urban development	21	Trade and exports
8	Energy	22	Anti corruption
9	Job creation/employment	23	Law and justice (e.g., judicial system)
10	Rural and agricultural development	24	Climate change (e.g., mitigation, adaptation)
11	Financial markets	25	Economic growth
12	Water and sanitation	26	Disaster management
13	Environmental sustainability	27	Information and communications technology
14	Equality of opportunity (i.e., equity)		

A2. 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 Rwanda? (Choose no more than THREE)**

1	Water and sanitation	14	Anti corruption
2	Equality of opportunity (i.e., equity)	15	Education
3	Rural and agricultural development	16	Foreign direct investment
4	Climate change (e.g., mitigation, adaptation)	17	Energy
5	Global/regional integration	18	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
6	Gender equality	19	Private sector development
7	Economic growth	20	Natural resource management (e.g., oil, gas, mining)
8	Urban development	21	Environmental sustainability
9	Health (incl. communicable/non-communicable diseases)	22	Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))
10	Law and justice (e.g., judicial system)	23	Job creation/employment
11	Transport (e.g., roads, bridges, transportation)	24	Financial markets
12	Information and communications technology	25	Trade and exports
13	Disaster management	26	Food security

**SECTION A: GENERAL ISSUES FACING RWANDA**

A3. 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 Rwanda? (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): _____

A4. 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 Rwanda? (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

A5. 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**

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”.

B1. How familiar are you with the work of the World Bank Group in Rwanda?									
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 Rwanda.										
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 Rwanda 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 Rwanda, in which sectoral areas do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Rwanda? (Choose no more than THREE)			
1	Natural resource management (e.g., oil, gas, mining)	15	Health (incl. communicable/non-communicable diseases)
2	Transport (e.g., roads, bridges, transportation)	16	Economic growth
3	Global/regional integration	17	Private sector development
4	Job creation/employment	18	Water and sanitation
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	19	Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))
6	Trade and exports	20	Climate change (e.g., mitigation, adaptation)
7	Rural and agricultural development	21	Information and communications technology
8	Foreign direct investment	22	Gender equality
9	Education	23	Equality of opportunity (i.e., equity)
10	Energy	24	Law and justice (e.g., judicial system)
11	Food security	25	Poverty reduction
12	Financial markets	26	Anti corruption
13	Urban development	27	Disaster management
14	Environmental sustainability		

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

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".

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 Rwanda?			
		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	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
4	Capacity development	<input type="checkbox"/>	<input type="checkbox"/>
5	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
6	Help to bring discipline/effective supervision to implementation of investment projects	<input type="checkbox"/>	<input type="checkbox"/>
7	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
8	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
9	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>
10	Don't know	<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 Rwanda? (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 Rwanda
17	Other (please specify): _____
18	Don't know

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

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”.

B7. Which World Bank Group’s instruments do you believe are the MOST effective in reducing poverty in Rwanda? (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	Program for Results (PforR)
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 Rwanda? (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	Other (please specify): _____
5	Private sector		
6	Academia/think tanks/research institutes	11	Don’t know

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

		Strongly disagree										Strongly agree	Don't know
B10	Overall the World Bank Group currently plays a relevant role in development in Rwanda	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 Rwanda	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

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

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".

To what extent is the World Bank Group an effective development partner in Rwanda, 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											<input type="checkbox"/>	
B13	Flexibility (in terms of the institution's products and services)											<input type="checkbox"/>	
B14	Flexibility (in terms of changing country circumstances)											<input type="checkbox"/>	
B15	Being inclusive											<input type="checkbox"/>	
B16	Openness (sharing data and other information)											<input type="checkbox"/>	
B17	Collaboration with the Government											<input type="checkbox"/>	
B18	The speed in which it gets things accomplished on the ground											<input type="checkbox"/>	
B19	Ease of access to the people at the World Bank Group who are making decisions important to my work											<input type="checkbox"/>	
B20	Collaboration with civil society											<input type="checkbox"/>	
B21	Staff accessibility											<input type="checkbox"/>	
B22	Collaboration with other donors and development partners											<input type="checkbox"/>	
B23	Collaboration with the private sector											<input type="checkbox"/>	
B24	Straightforwardness and honesty											<input type="checkbox"/>	
B25	Treating clients and stakeholders in Rwanda with respect											<input type="checkbox"/>	
B26	Being a long-term partner											<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 Rwanda?													
		Not important at all										Very important	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 equality	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	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	Disaster management	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	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	Rural and agricultural development	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	Food security	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Health (incl. communicable/non-communicable diseases)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
26	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
27	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 Rwanda? *(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 equality	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	Environmental sustainability	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
5	Poverty reduction	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
6	Anti corruption	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
7	Private sector development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
8	Foreign direct investment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
9	Trade and exports	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
10	Economic growth	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
11	Health (incl. communicable/non-communicable diseases)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
12	Disaster management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
13	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"/>
14	Job creation/employment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
15	Financial markets	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
16	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
17	Energy	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
18	Rural and agricultural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
19	Global/regional integration	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
20	Food security	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
21	Education	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
22	Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
23	Climate change (e.g., mitigation, adaptation)	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 Rwanda?												
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 Rwanda?														
		Strongly disagree										Strongly agree		Don't know
C4	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Rwanda	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
C5	The World Bank Group meets Rwanda'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 the World Bank Group measures and corrects its work in real time in Rwanda?												
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 Rwanda, to what extent do you believe that the World Bank Group's knowledge work and activities:

		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
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 adaptable to Rwanda's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

D9. 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

D10. 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**

If you have NO exposure to/experience in working in any of the areas listed below, please respond “Don’t know”.

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 Rwanda	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E7	Working with the World Bank Group increases Rwanda’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 Rwanda?												
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 Rwanda? (Select only one response)	
1	The World Bank Group is sufficiently selective and focuses on the most important development challenges in Rwanda
2	The World Bank Group is not sufficiently selective in Rwanda, 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 RWANDA

F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Rwanda? (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 Rwanda'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 Rwanda's specific challenges
8	Offer more innovative knowledge services
9	Collaborate more effectively with Government clients (e.g., national, local)
10	Work faster
11	Reduce the complexity of obtaining World Bank Group financing
12	Other (please specify): _____

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

1	Financial services
2	Knowledge products
3	None of the above
4	The combination is appropriate for Rwanda
5	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 Rwanda? (Choose no more than TWO)**

1	Facebook	7	International television
2	Twitter	8	Local newspapers
3	International newspapers	9	Internet
4	Local radio	10	Mobile phones
5	International radio	11	Other (please specify): _____
6	Local television		

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., Facebook, blogs, 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., Facebook, blogs, 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
		1	2	3	4	5	6	7	8	9	10		
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>												<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>												<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												<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.)												<input type="checkbox"/>
G15	The World Bank Group is responsive to my information requests and inquiries												<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	CSO/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 Agency	14	Trade Union
5	Single Project Implementation Unit (SPIU)	15	Faith-Based Group
6	Consultant/Contractor working on World Bank Group supported project/program	16	Youth Group
7	Local Government Office or Staff	17	Academia/Research Institute/Think Tank
8	Bilateral/Multilateral Agency	18	Judiciary Branch
9	Private Sector Organization	19	Other (please specify): _____
10	Financial Sector/Private Bank		

H2. Please identify the primary specialization of your work. (Select only ONE response)

1	Water and sanitation	12	Gender
2	Social protection and labor	13	Transport
3	ICT	14	Urban, rural, and social development
4	Environment and natural resource management	15	Governance
5	Private sector development	16	Youth development
6	Education	17	Job creation/employment
7	Health	18	Agriculture/food security
8	Energy and extractives	19	Climate change/disaster management
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 (IDA, 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 Rwanda? (Select only ONE response)

1	The World Bank (IDA)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	Other (please specify): _____

**SECTION H: BACKGROUND INFORMATION****H5. Do your projects involve both the World Bank and the IFC?***(If YES please go to Question H6; If NO please go to H7)*

1 Yes

2 No

H6. If yes, what was your view of how the two institutions work together in Rwanda?**(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 Rwanda?**(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 (e.g., oversee/work on a WBG project)

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 Kigali City

2 Northern Province

3 Eastern Province

4 Western Province

5 Southern Province

Thank you for completing the survey!