

# FY 2019 Botswana Country Opinion Survey Report

**THE WORLD BANK GROUP**

Public Opinion Research Group



**WORLD BANK GROUP**

**July 2019**



## Acknowledgements

The Botswana Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG), led by Sharon Felzer (Senior Communications Officer, Head of PORG). Svetlana Markova, Jessica Cameron, Antonina Redko, and Yulia Danilina oversaw design, reporting, and analysis. Dania Mendoza, Noreen Wambui, and Irina Popova provided data support. PORG acknowledges the significant contribution from the Botswana country team and the independent fielding agency Maipet Investment PTY LTD. In particular, PORG is grateful for the support from Loungo Lolo Tibone (Operations Analyst) and Oarabile Minky Moilwa (Consultant) who coordinated the survey related activities from Gaborone, Botswana.



Country Opinion Surveys  
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# Table of Contents

I. Objectives .....	3
II. Methodology.....	3
III. Demographics of the Sample.....	4
IV. General Issues Facing Botswana.....	8
V. Overall Attitudes toward the World Bank Group.....	15
VI. Sectoral Effectiveness.....	21
VII. How the World Bank Group Operates .....	24
VIII. World Bank Group's Knowledge and Instruments .....	29
IX. The Future Role of the World Bank Group in Botswana .....	33
X. Communication and Outreach .....	37
XI. Appendices.....	41

## BOTSWANA





## I. Objectives

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

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

## II. Methodology

From January to April 2019, 343 stakeholders of the WBG in Botswana were invited to provide their opinions on the WBG's work in the country by participating in a Country Opinion Survey. Participants were drawn from the Office of the President, 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; bilateral and multilateral agencies; embassies; private sector organizations; the financial sector/private banks; private foundations; NGOs and community-based organizations; the media; independent government institutions; trade unions; faith-based groups; youth groups; academia/research institutes/think tanks; judiciary branch; and other organizations.

A total of 303 stakeholders participated in the survey (88% response rate). Respondents completed the questionnaire with a representative from the local fielding agency, or they received the questionnaire via email and returned it accordingly.

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'16 (response rate was 85%, N=256). 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'16 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 77).

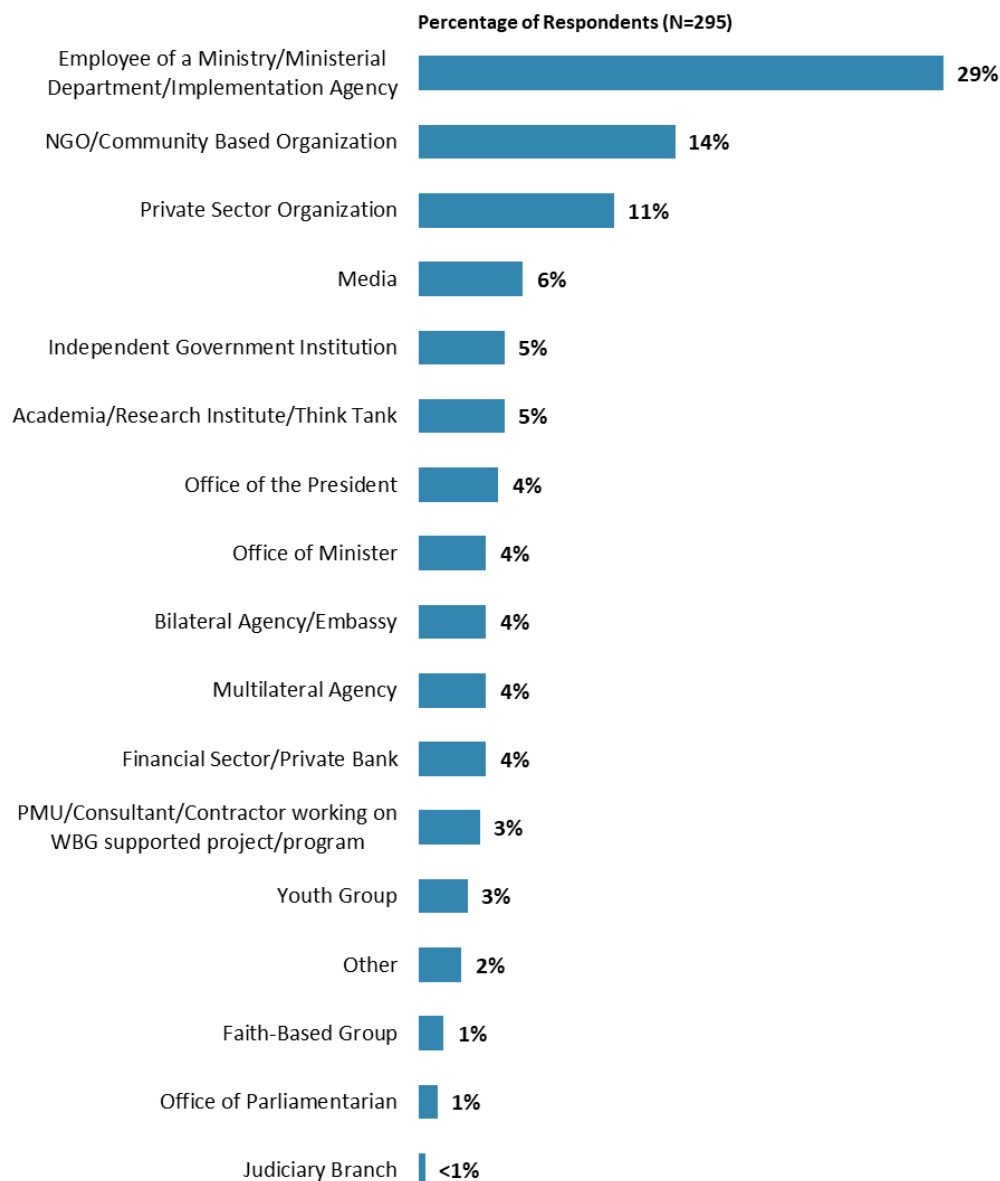
Note that the body of the report presents data on selected questions of the survey questionnaire. Please refer to Appendix A for data on all survey questions. Appendices B, C, D, E, and F present data on selected questions. Additional data breakdowns are available upon request.



### III. Demographics of the Sample

#### Current Position

- Note that for further analyses, some respondent groups were combined.<sup>1</sup>



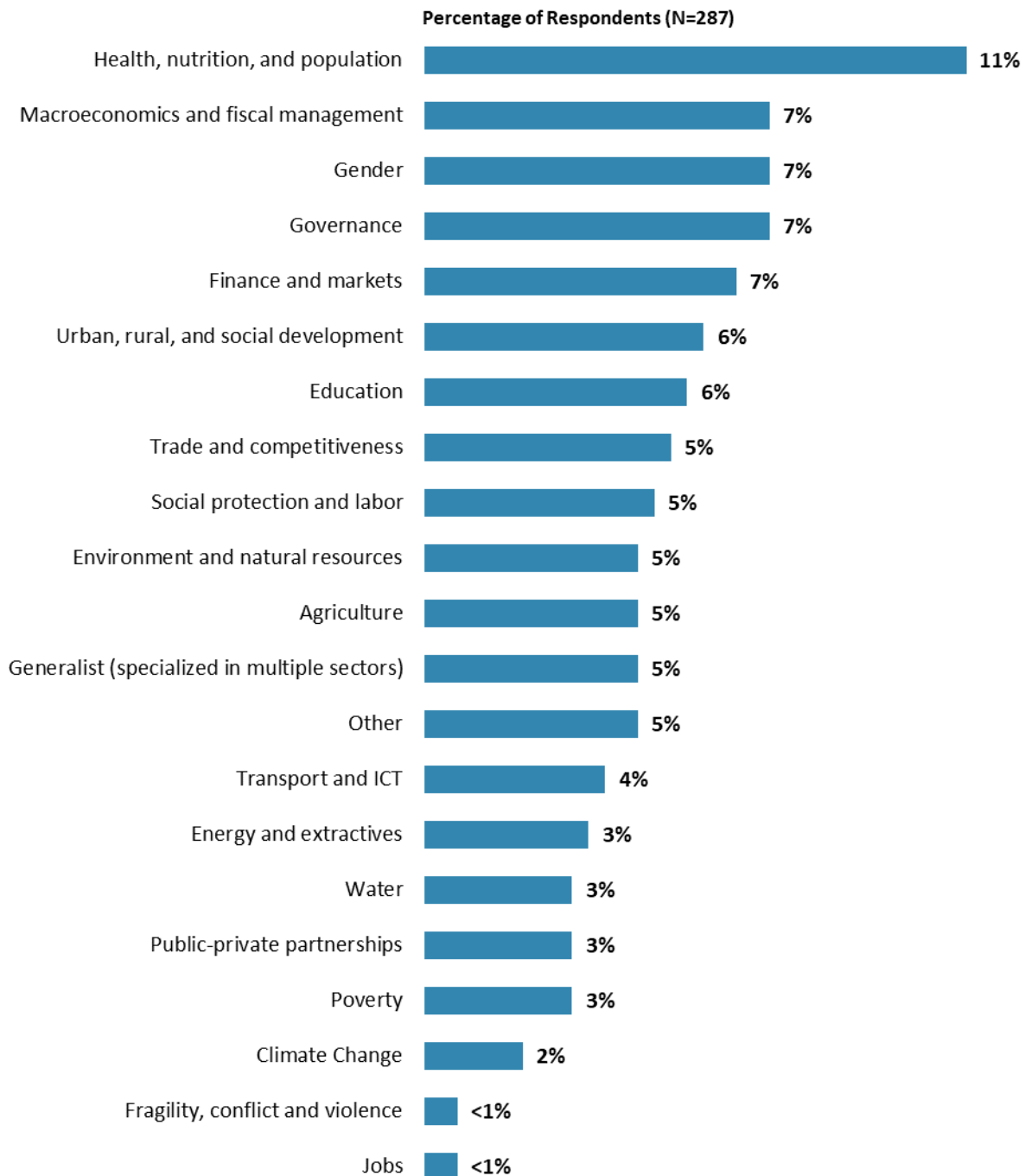
**"Which of the following best describes your current position?"**  
(Respondents chose from a list.)

<sup>1</sup> Respondents from the office of the President were combined with respondents from the office of a minister; employees of ministries/ministerial departments/implementation agencies were combined with respondents from PMUs, and consultants working on WBG projects; respondents from bilateral agencies and embassies were combined with those from multilateral agencies; respondents from the financial sector/private banks were combined with those from private sector organizations; respondents from NGOs/community-based organizations, trade unions, faith-based groups, and youth groups were combined in the "CSO" category; and the small number of respondents from the office of a parliamentarian and from the judiciary branch were included in the "Other" category. There were no respondents from private foundations and from trade unions.



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

#### Area of Primary Specialization



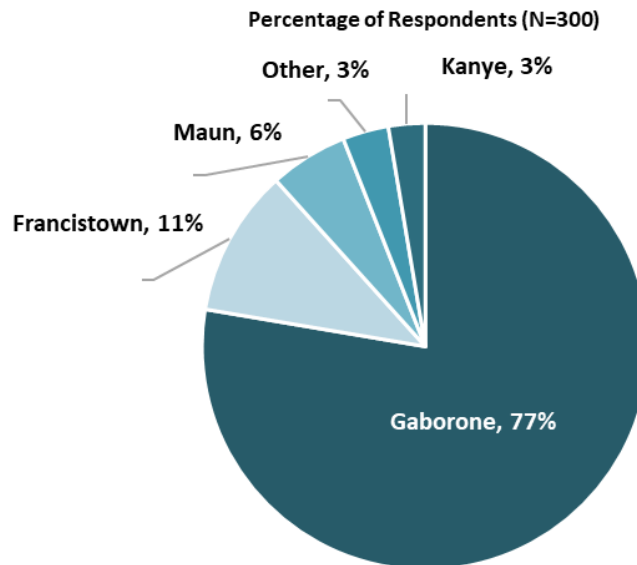
**“Please identify the primary specialization of your work.”**  
(Respondents chose from a list.)



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

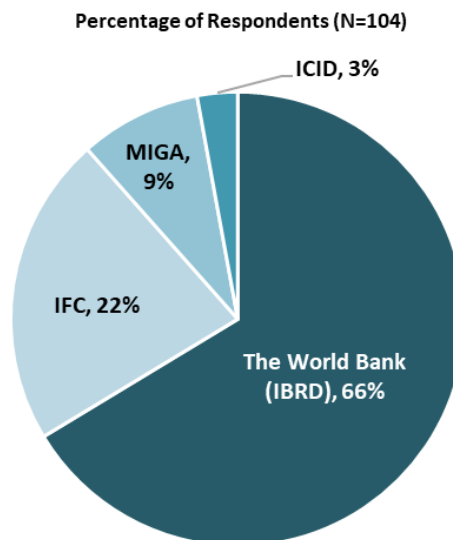
#### Geographic Locations

- Because of the small number of respondents from Francistown, Maun, Kanye, and other regions, these locations were combined in one category: “Outside Gaborone”. Geographic location comparisons can be found in Appendix C (page 67).



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

#### Exposure to Agencies within the World Bank Group



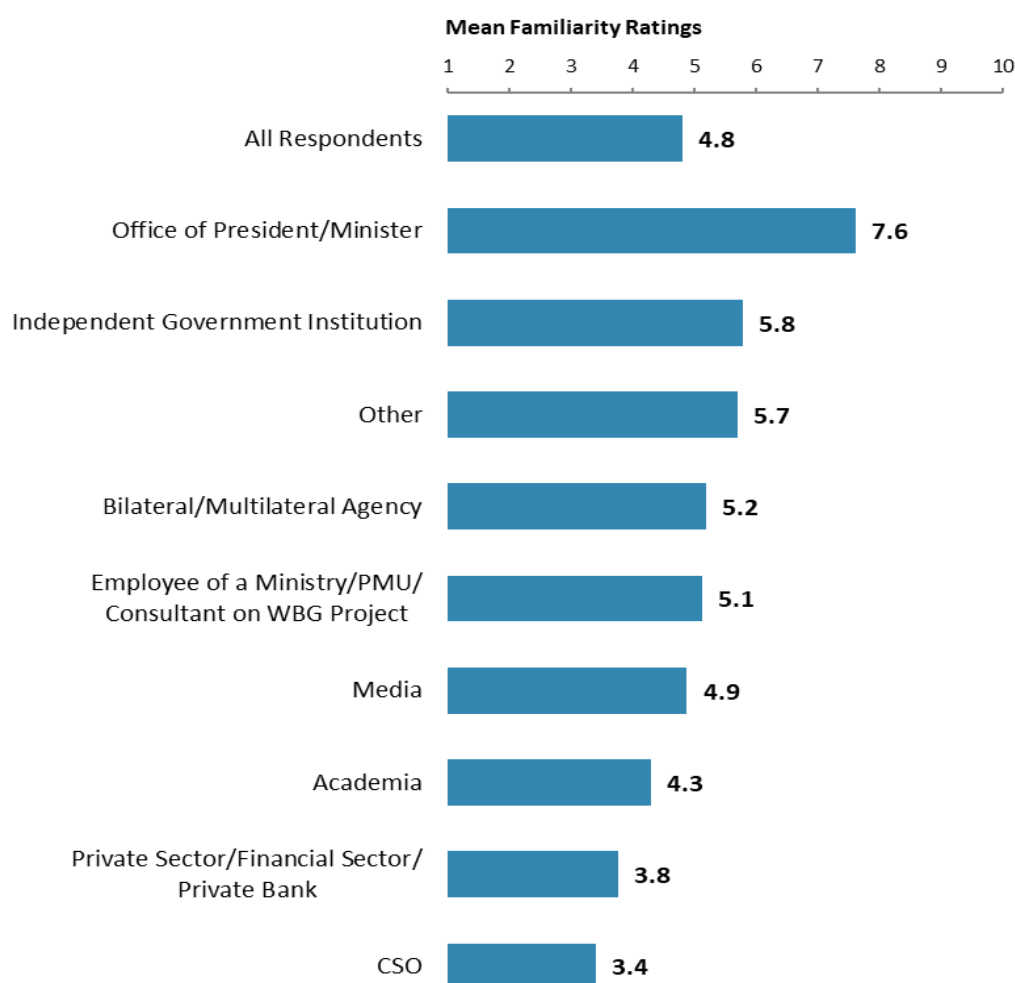
"Which of the following agencies of the World Bank Group do you primarily collaborate/  
work with in Botswana?" (Respondents chose from a list.)



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

#### Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey and the FY'16 Country Survey had statistically similar levels of familiarity with the WBG (weighted mean in FY'19 = 4.8; weighted mean in FY'16 = 5.1)<sup>2</sup>.
- **Impact of familiarity:** Respondents' ratings of familiarity with the WBG were strongly significantly correlated with their ratings for the WBG's overall effectiveness in Botswana, and with their agreement that the WBG plays a relevant role in Botswana's development, and moderately significantly correlated with their ratings of the extent to which the WBG's work helps to achieve development results in Botswana.



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

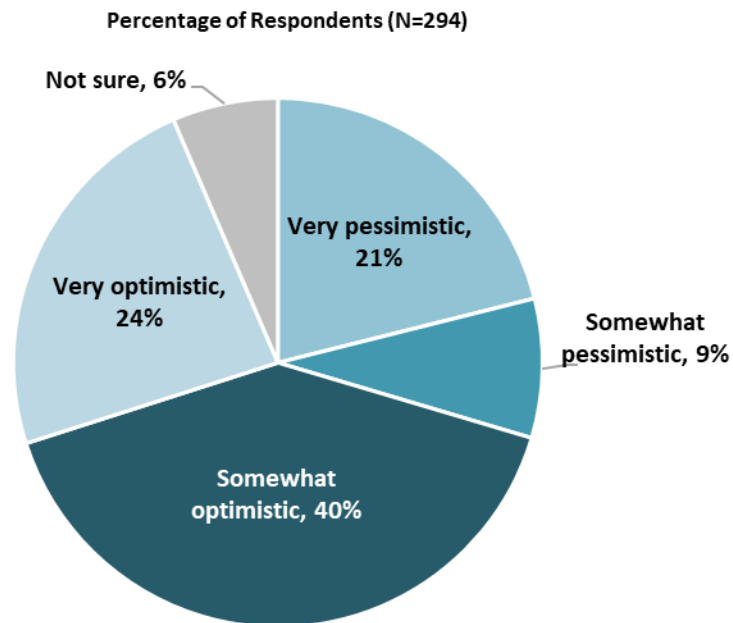
<sup>2</sup> Please refer to Appendix E (page 77) for more details on weighting. The means in the chart were calculated based on un-weighted data.





## IV. General Issues Facing Botswana

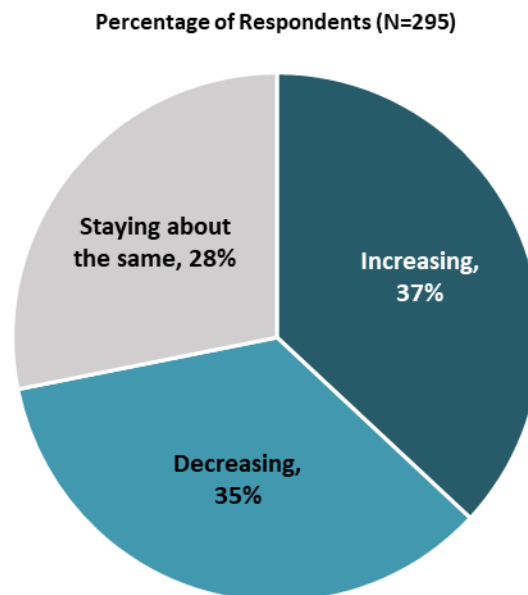
### Optimism for the Future of Botswana



"When you think about the future in Botswana, are you ... ?"  
(Respondents chose from a list.)

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### Perceptions of Economic Opportunity

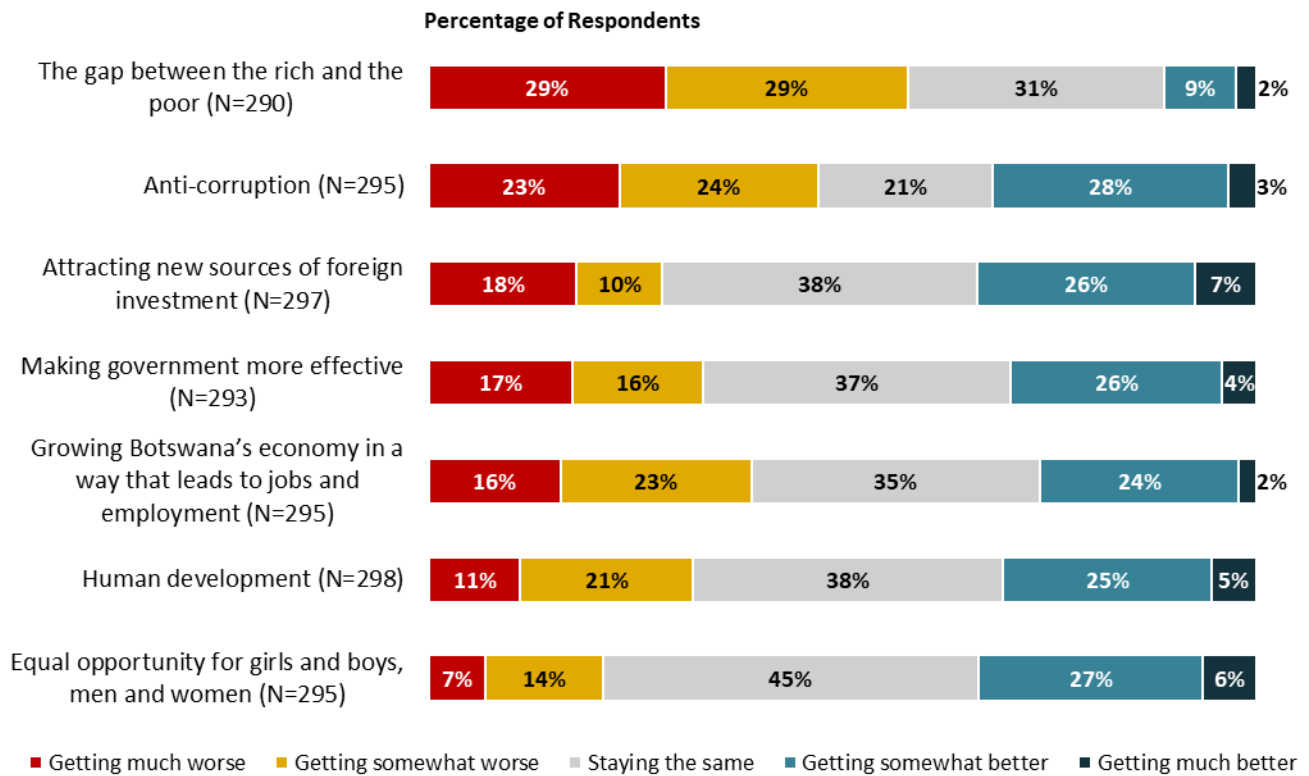


"Do you think that economic opportunity for citizens in Botswana is ... ?"  
(Respondents chose from a list.)



## IV. General Issues Facing Botswana (continued)

### Perceptions of Improvement and Decline in Specific Areas



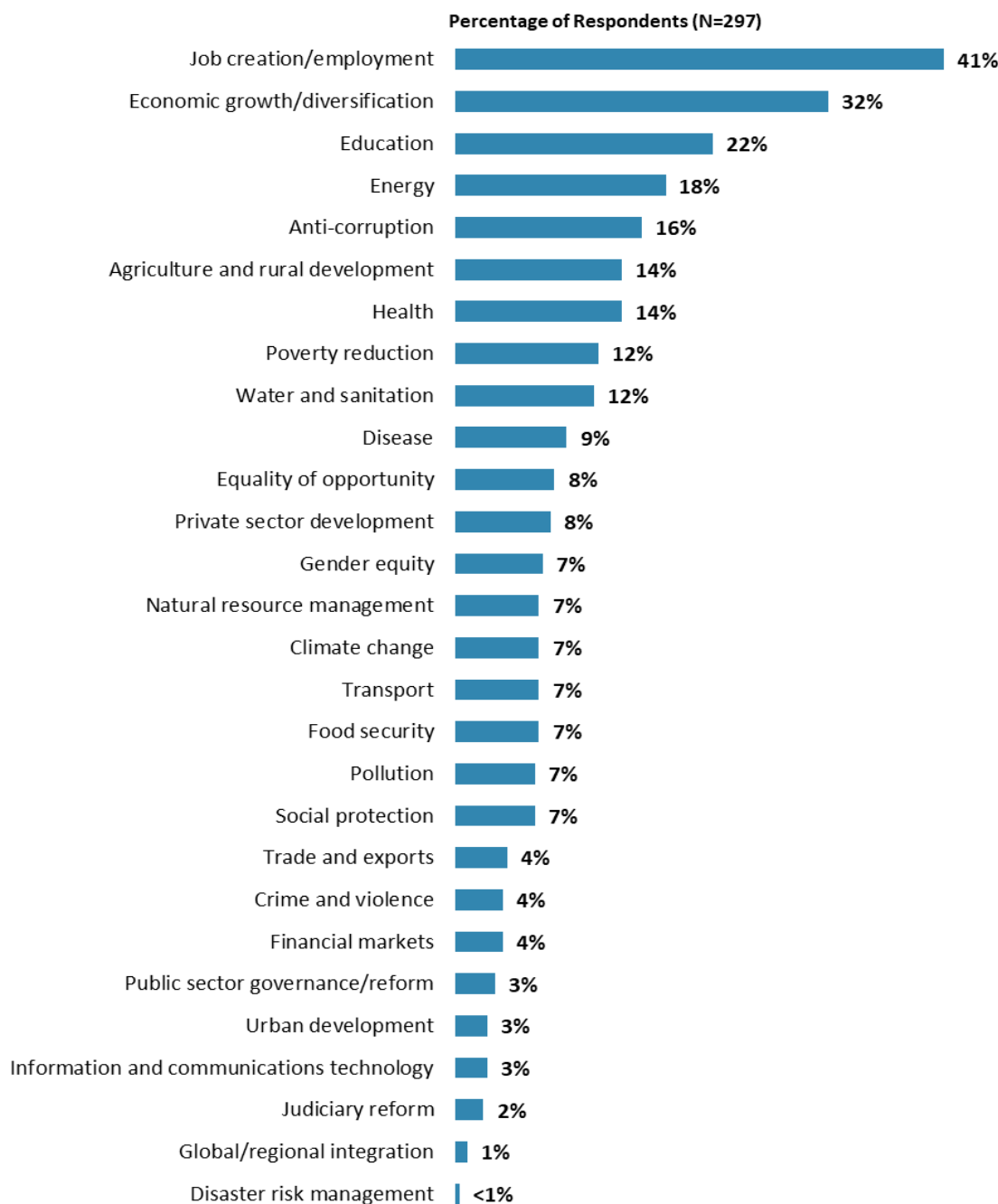
"Please describe the direction Botswana is moving in, when considering ... ?"  
(Respondents chose from a list.)



## IV. General Issues Facing Botswana (continued)

### Development Priority

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the most important development priority in Botswana was “*job creation/employment*” (54%).



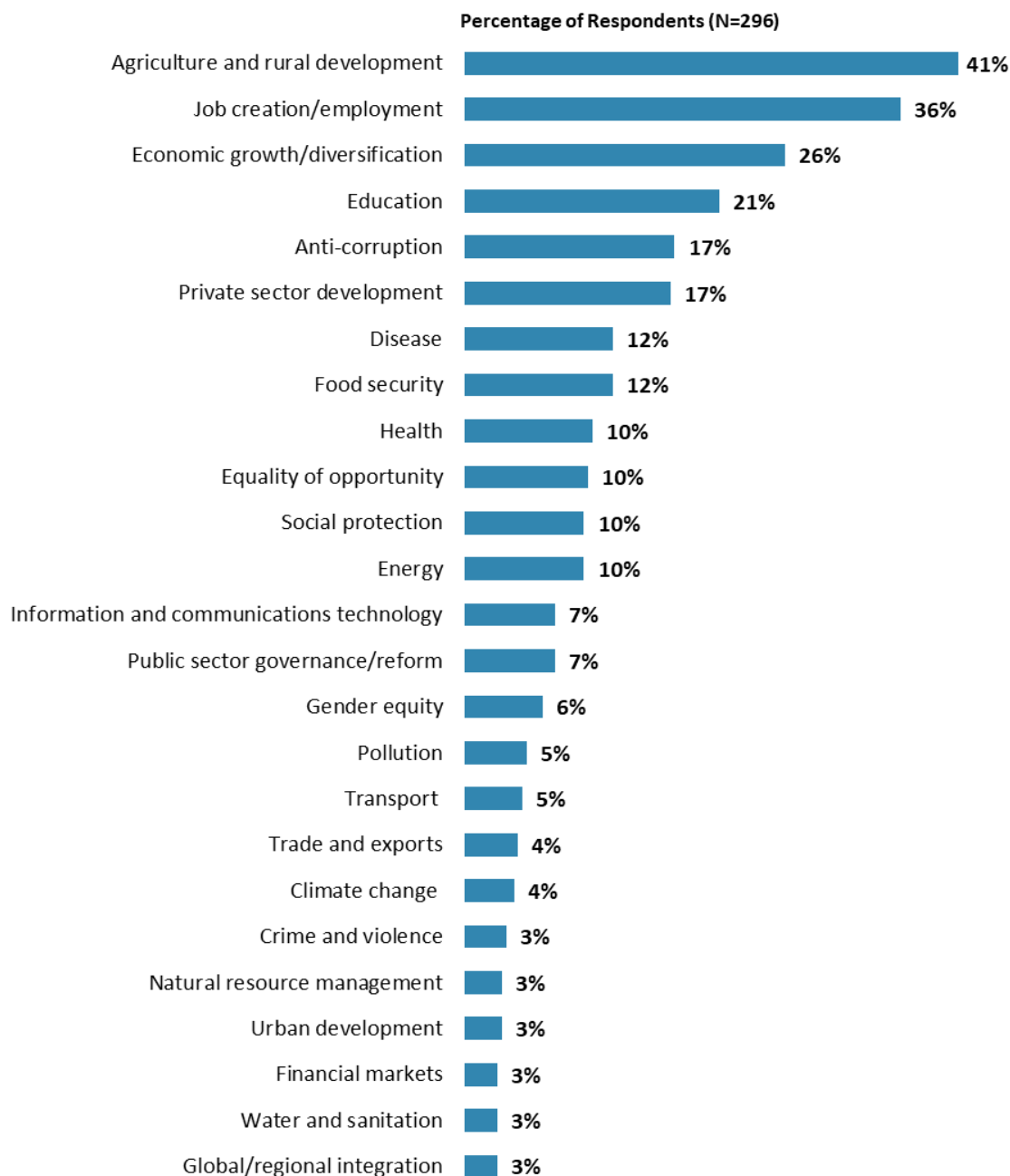
"Listed below are a number of development priorities in Botswana. Please identify which of the following you consider the most important development priorities in Botswana. (Choose no more than THREE)"  
(Respondents chose from a list. Responses combined.)



## IV. General Issues Facing Botswana (continued)

### What Would Contribute Most to Reducing Poverty

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the biggest contributors to poverty reduction in Botswana were “*job creation/employment*” (55%), “*rural development*” (40%), and “*education*” (33%).

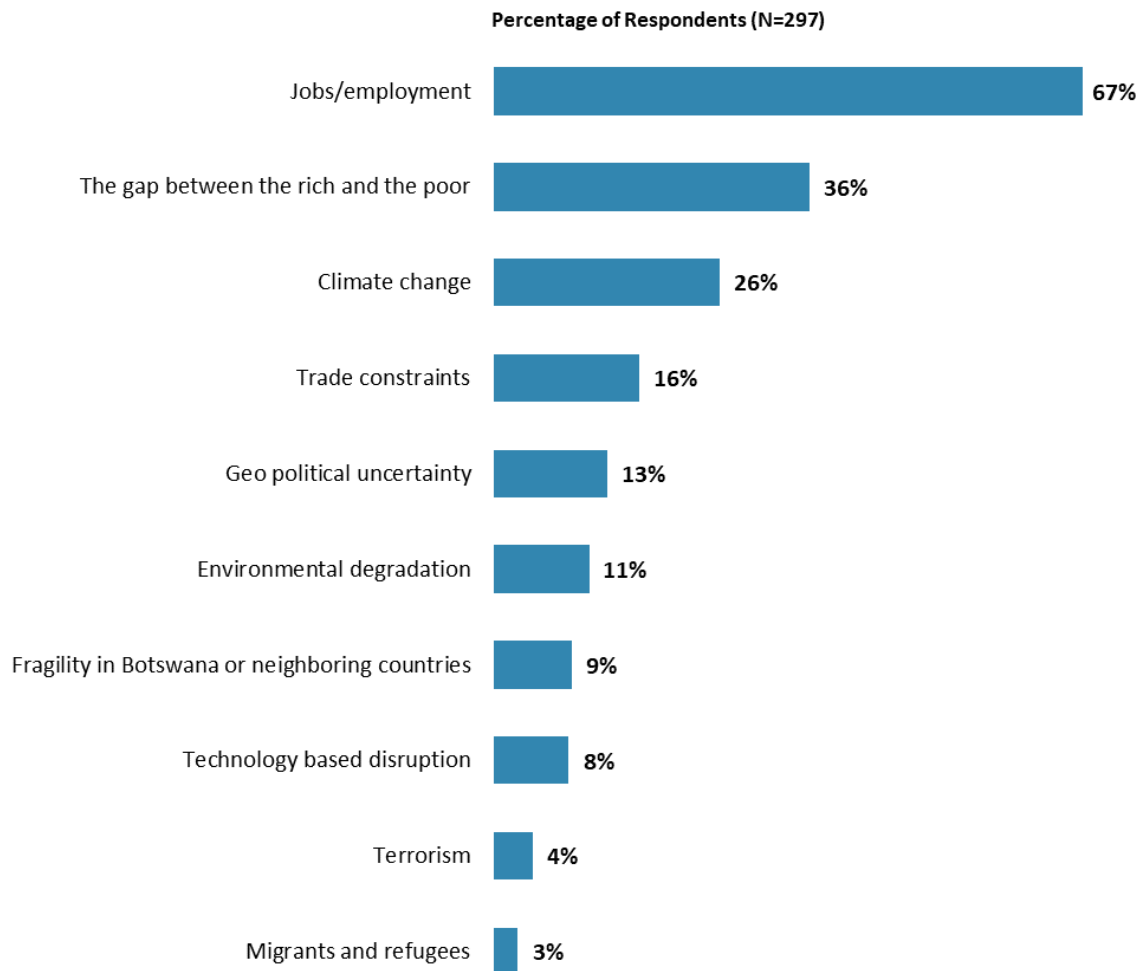


"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Botswana? (Choose no more than THREE)"  
(Respondents chose from a list. Responses combined. Top 25 of 27 response options shown)



## IV. General Issues Facing Botswana (continued)

### The Impact of Global Challenges on Botswana



**"Listed below are global challenges. Which do you think have the most serious impact on Botswana?  
(Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



## IV. General Issues Facing Botswana (continued)

### Trust in Institutions



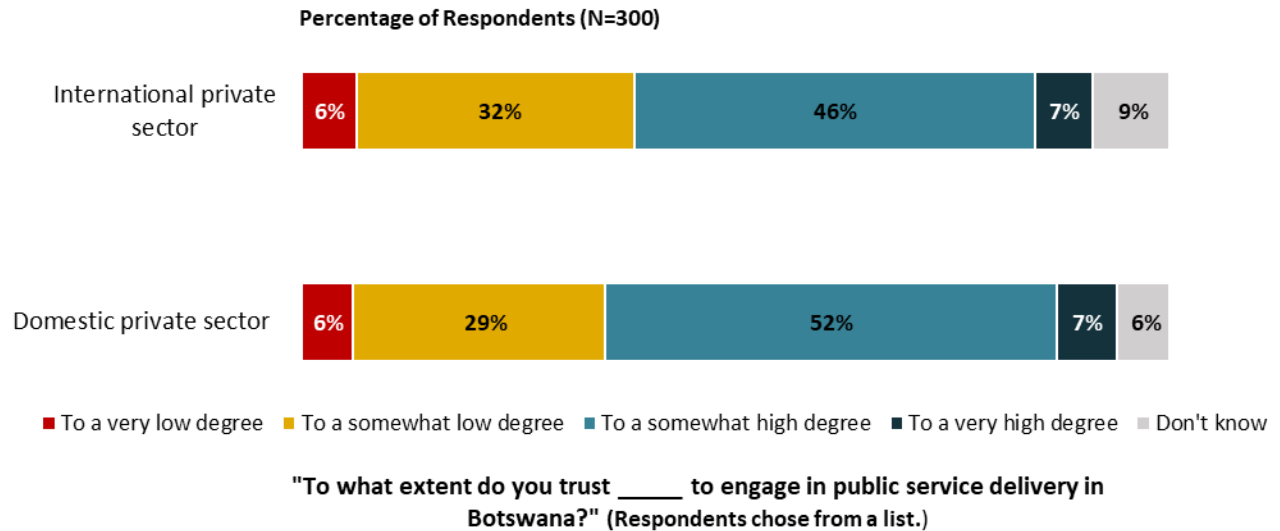
**"To what extent do you trust each of the following groups to do what is right? "**  
(1-"To no degree at all ", 10-"To a very significant degree")

*¹Indicator Question*

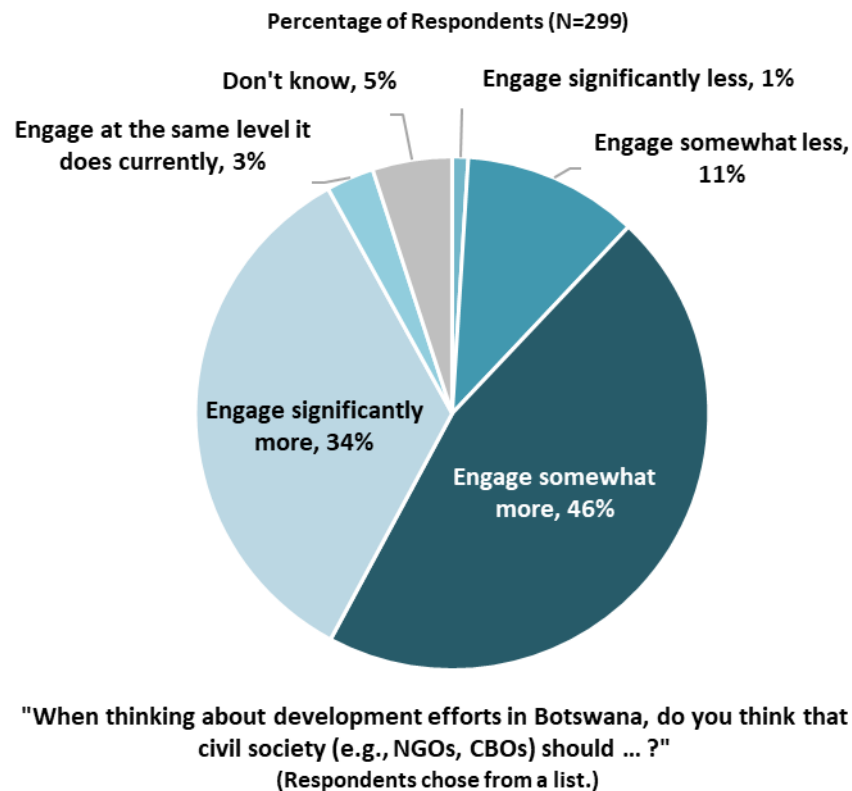


## IV. General Issues Facing Botswana (continued)

### Trust in the Private Sector



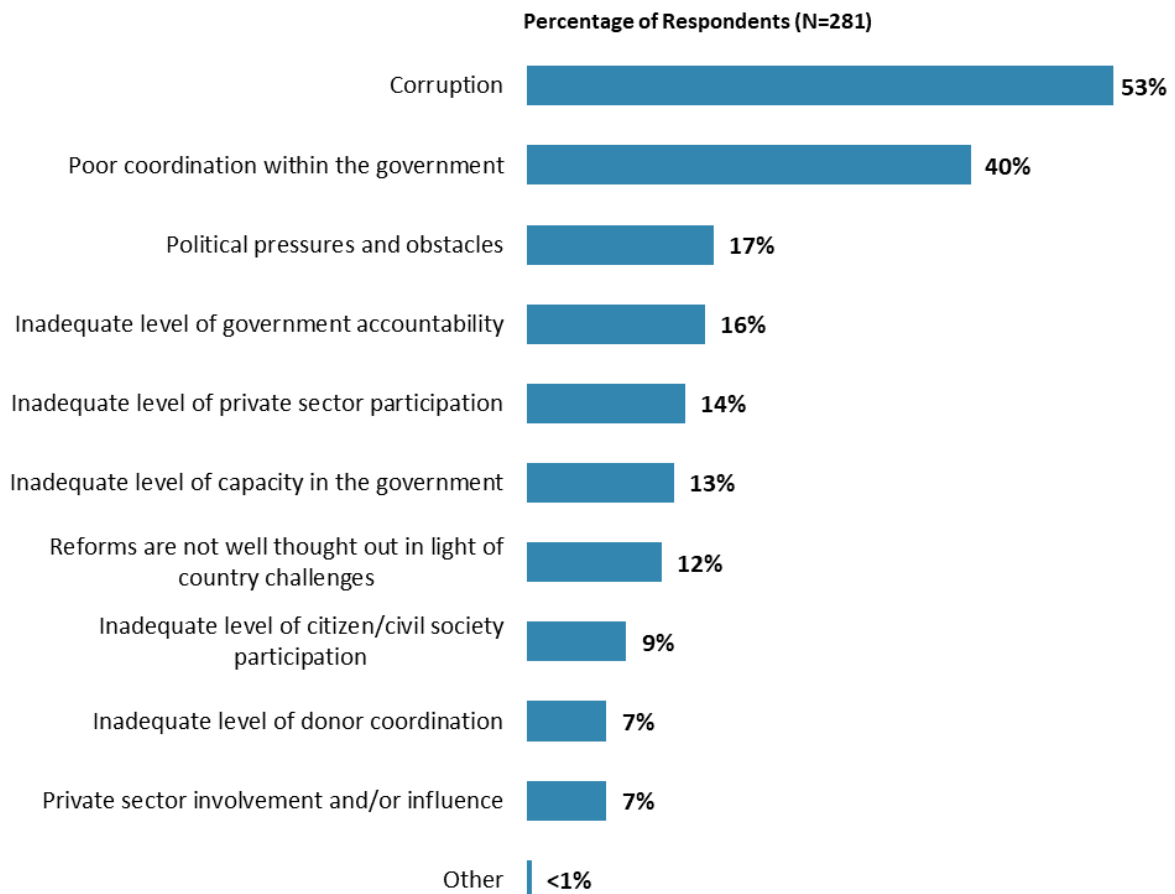
### Civil Society Engagement





## V. Overall Attitudes toward the World Bank Group

### Attributions for Slow/Failed Reform Efforts



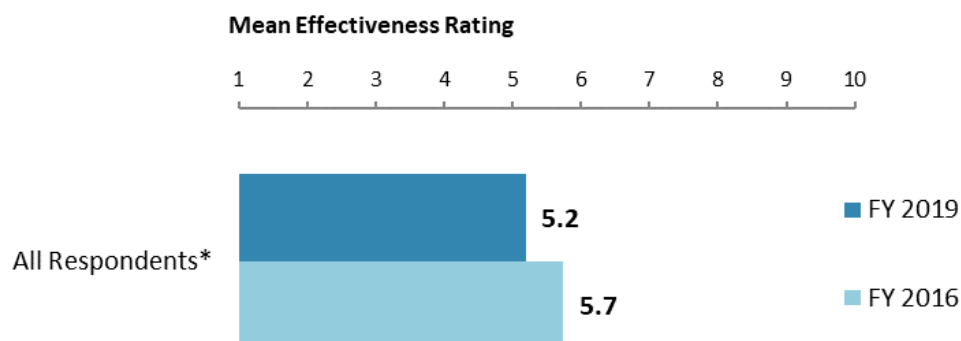
**"When economic and/or social reform efforts fail or are slow to take place in Botswana, which of the following would you attribute this to? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)





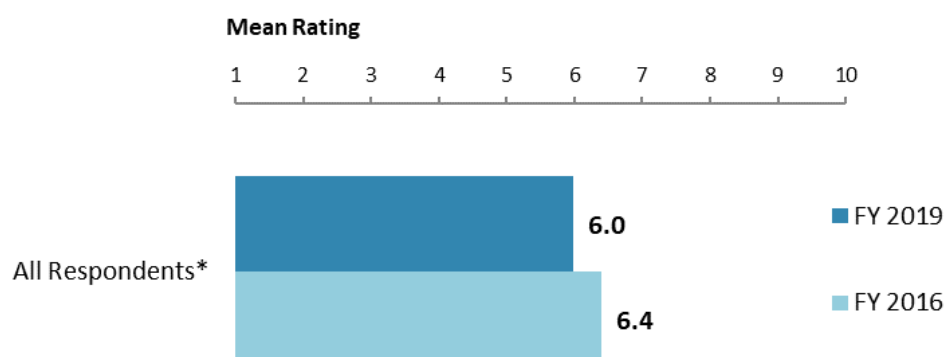
## V. Overall Attitudes toward the World Bank Group (continued)

### The World Bank Group's Overall Effectiveness<sup>3</sup> (*Indicator Question*)



**"Overall, please rate your impression of the World Bank Group's effectiveness in Botswana." (1-"Not effective at all", 10-"Very effective")**  
(\*Significantly different between FY 2019 and FY 2016)

### Achieving Development Results (*Indicator Question*)



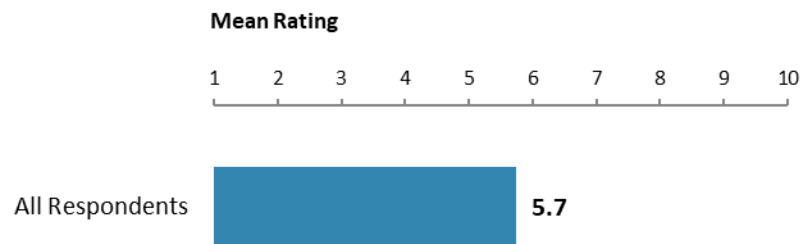
**"To what extent does the World Bank Group's work help to achieve development results in Botswana?" (1-"To no degree at all", 10-"To a very significant degree")**  
(\*Significantly different between FY 2019 and FY 2016)

<sup>3</sup> Means presented in the charts on this page were calculated based on weighted data.



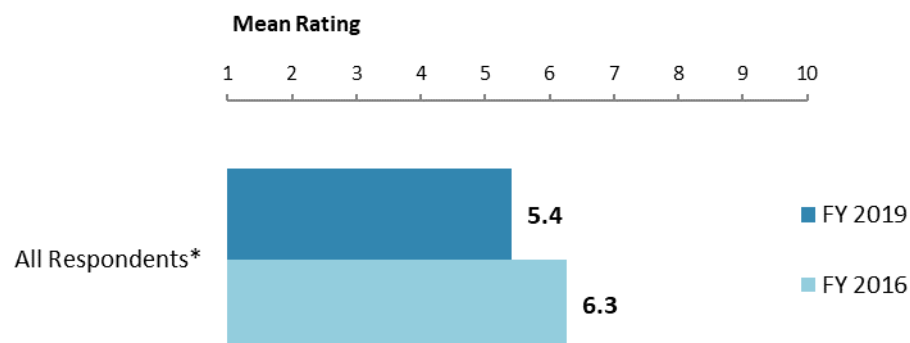
## V. Overall Attitudes toward the World Bank Group (continued)

### Influence on Botswana's Development Agenda (*Indicator Question*)



**"To what extent does the World Bank Group influence the development agenda in Botswana?"**  
(1-"To no degree at all", 10-"To a very significant degree")

### WBG Staff Preparedness<sup>4</sup>



**"To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Botswana solve its most complicated development challenges?"**  
(1-"To no degree at all", 10-"To a very significant degree")  
(\*Significantly different between FY 2019 and FY 2016)

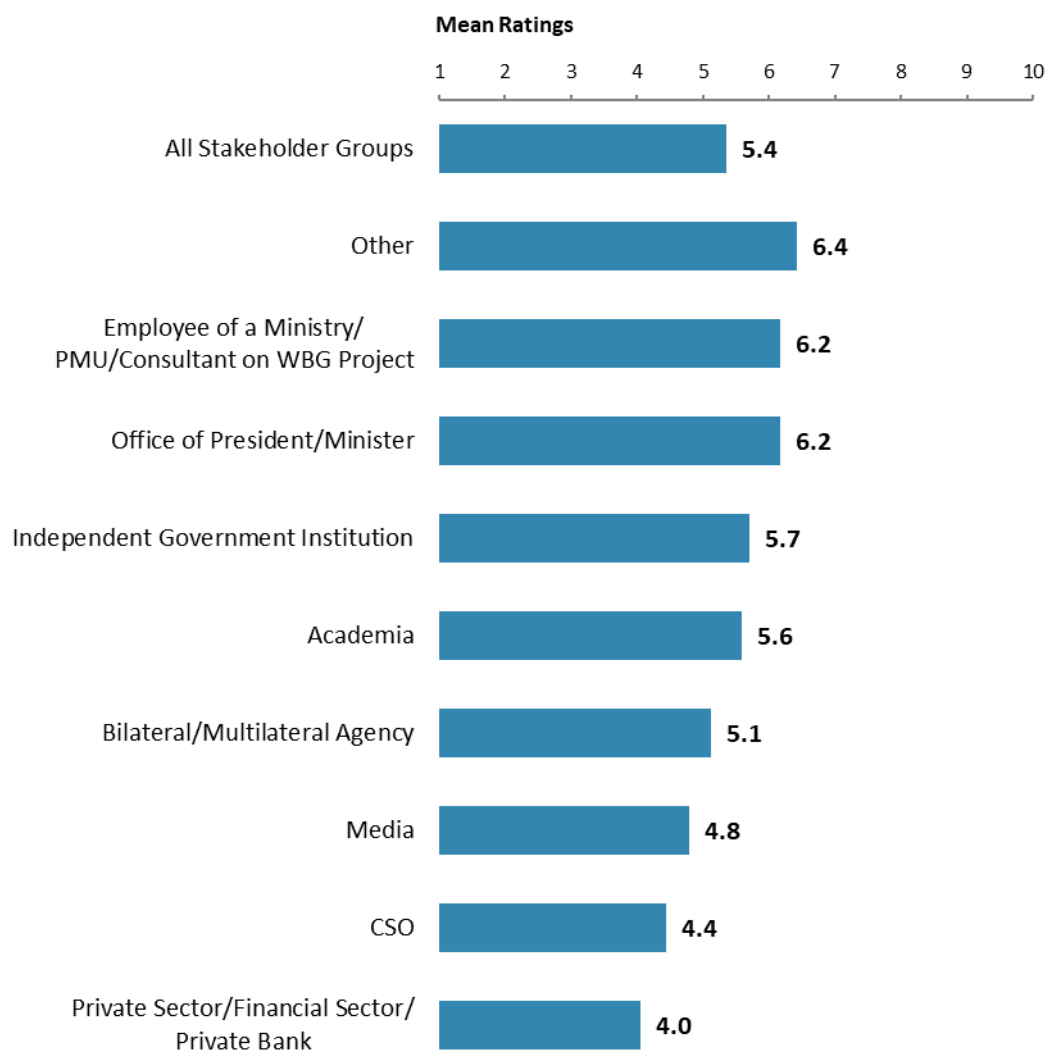
<sup>4</sup> Means presented in this chart were calculated based on weighted data.



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

### Overall Ratings for Indicator Questions by Stakeholder Groups

- **Stakeholder groups:** Respondents from ministries, PMU, consultants on WBG projects, and respondents from the “Other” category had the highest mean ratings for the aggregated responses to the twenty-eight COS indicator questions, whereas respondents from the private sector/financial sector/private banks, and CSOs had significantly lower mean ratings. Responses for individual indicator questions by stakeholder groups can be found in Appendix B (page 56).



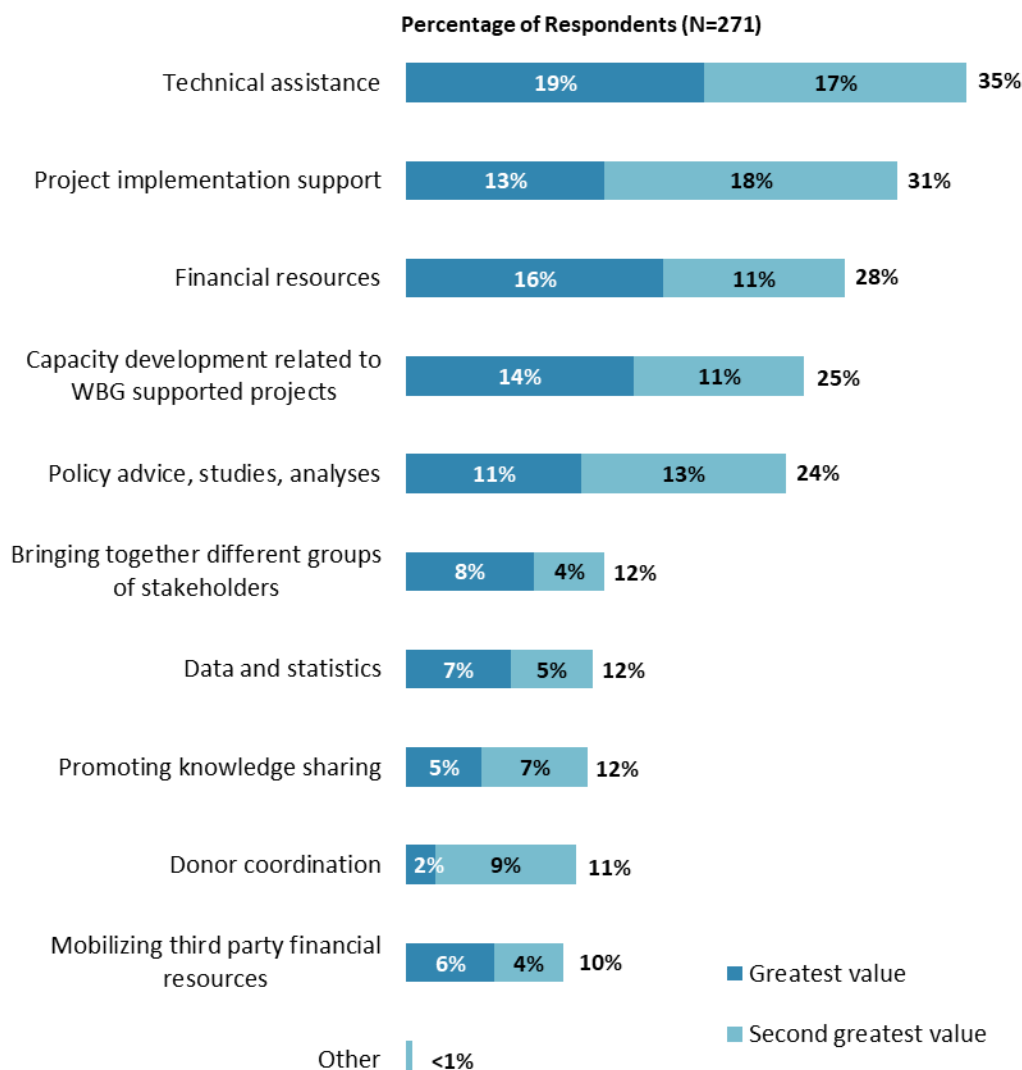
**Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10**



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

### Greatest Value

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG's greatest values to Botswana were its "*policy advice, studies, analyses*" (55%), "*technical assistance*" (37%), and "*capacity development*" (37%).



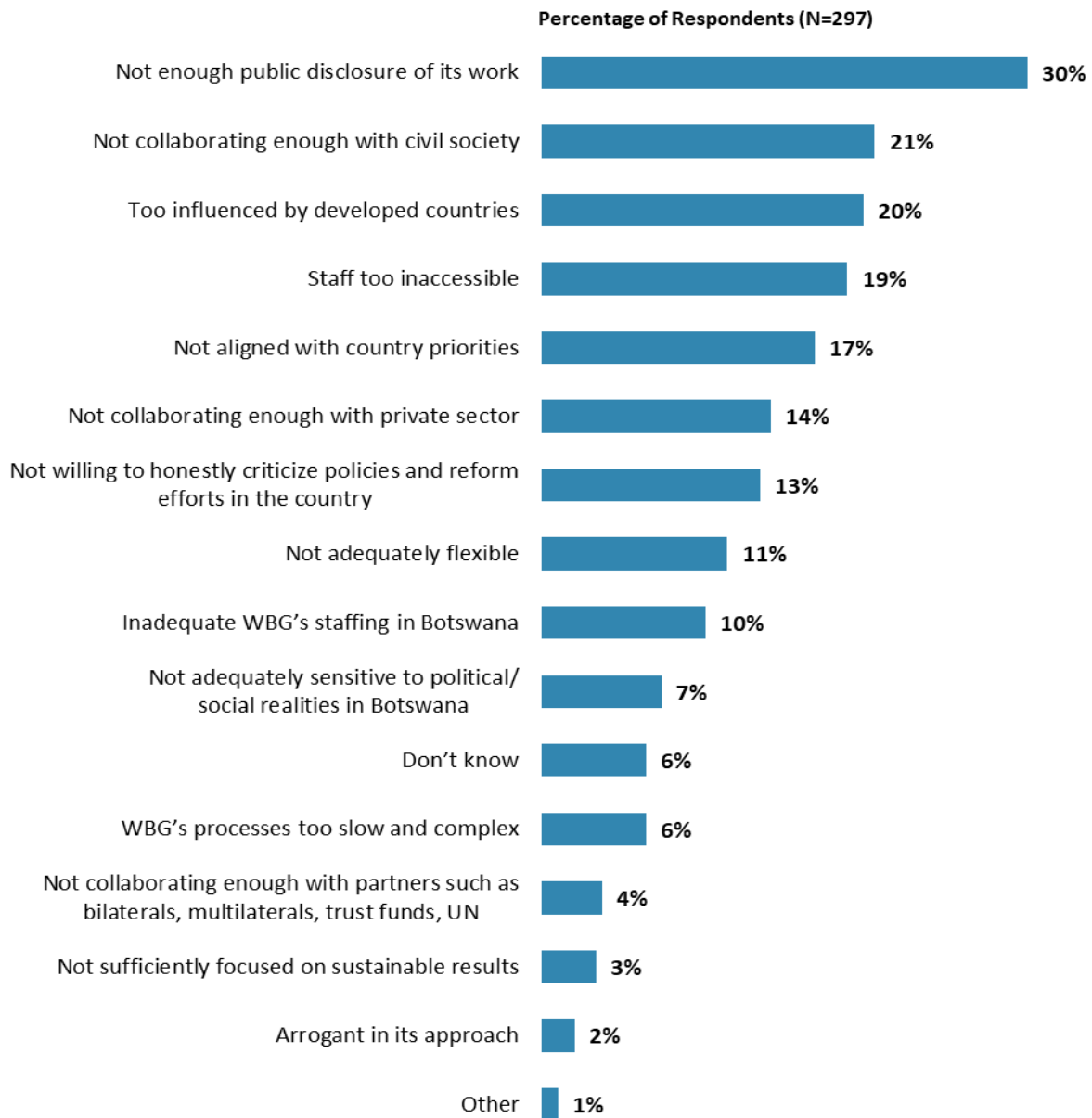
**"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Botswana?"**  
(Respondents chose from a list.)



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

### Greatest Weakness

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG's greatest weaknesses in its work in Botswana were "*not enough public disclosure of its work*" (35%) and "*not collaborating enough with stakeholders outside the Government*" (32%).

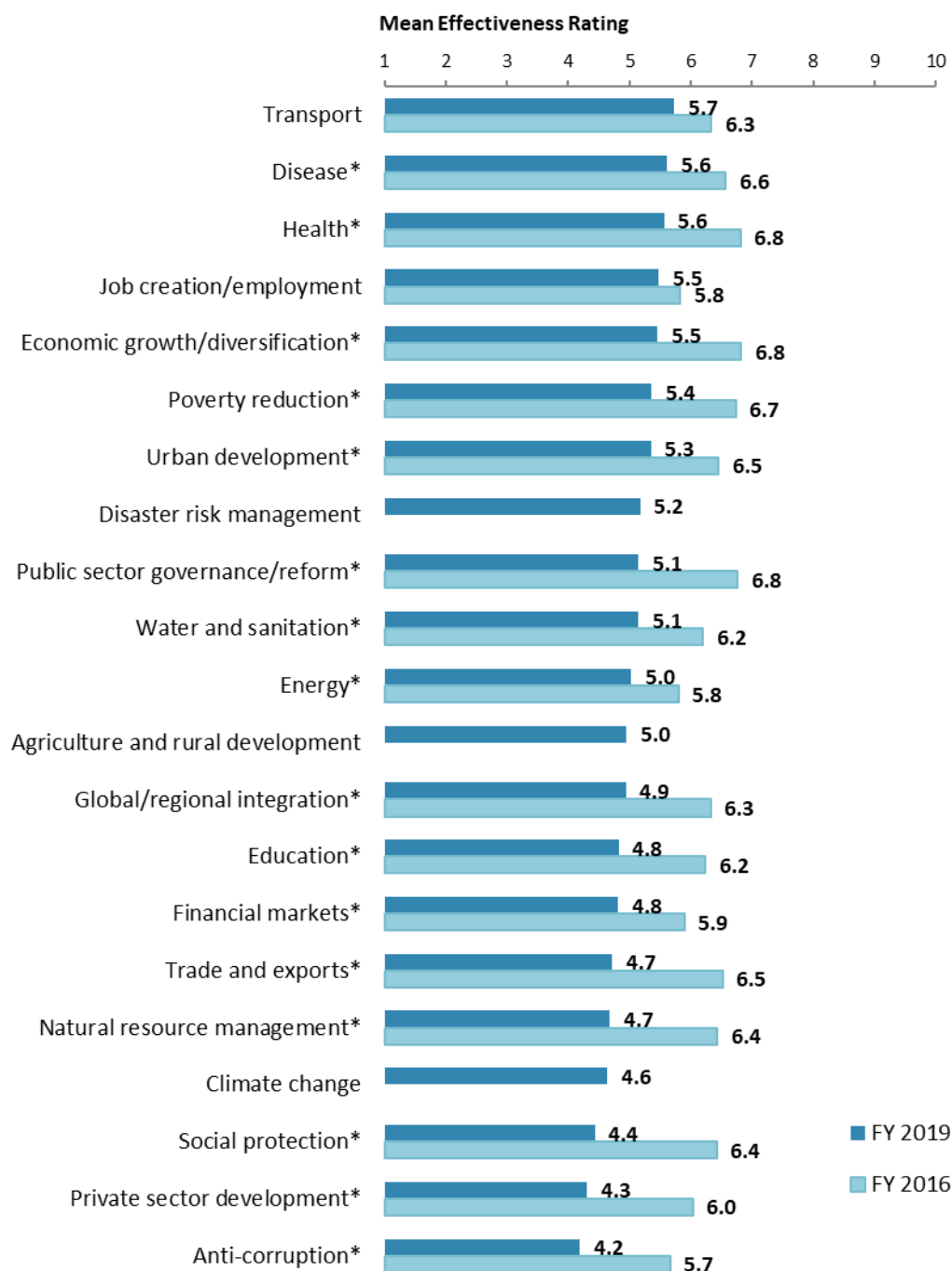


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Botswana? (Choose no more than TWO)"  
(Respondents chose from a list. Responses combined.)



## VI. Sectoral Effectiveness

### Effectiveness of WBG's Support in Sectoral Areas: Year Comparison<sup>5</sup>



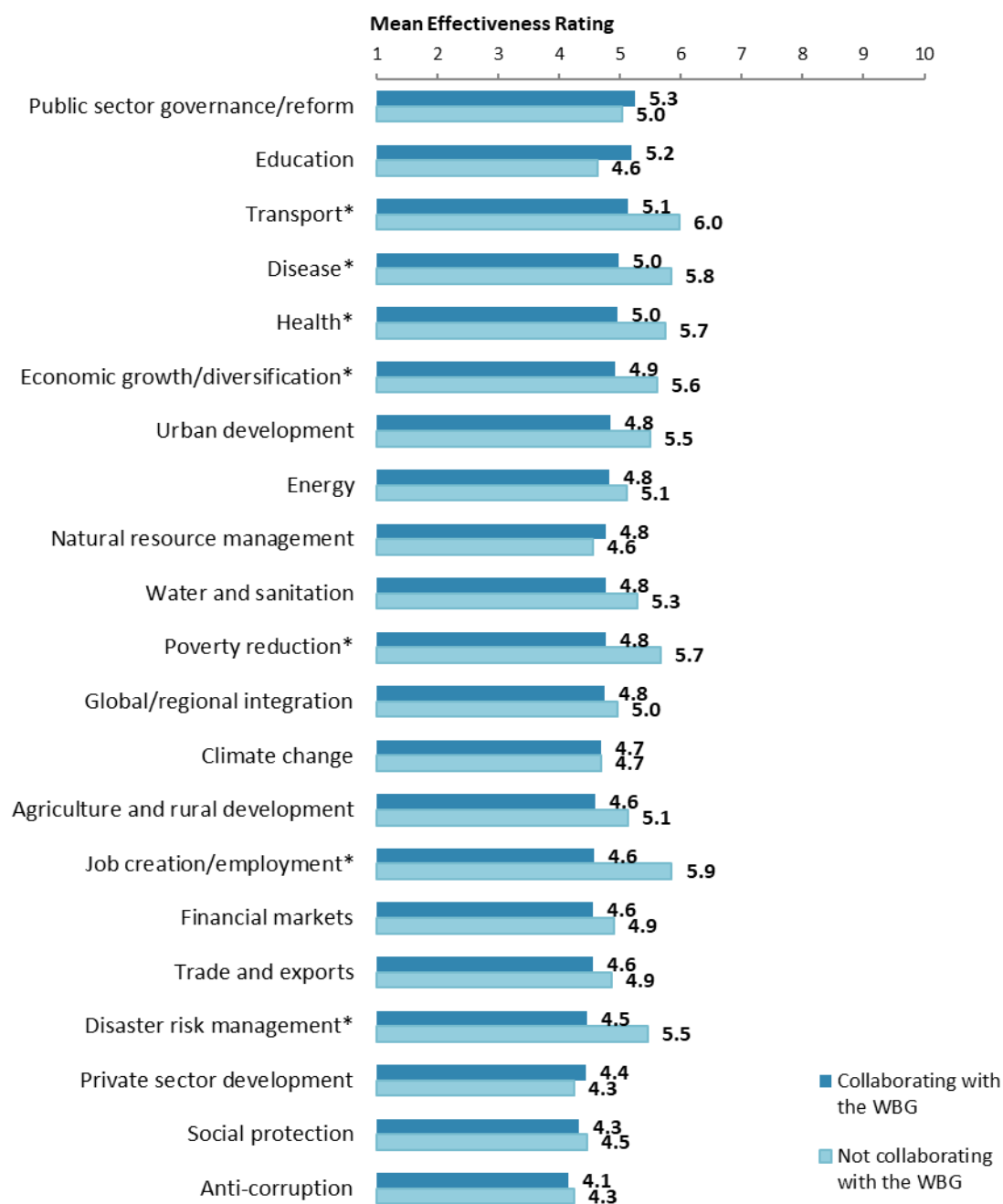
**"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Botswana?" (1-"Not effective at all", 10-"Very effective")**  
*(\*Significantly different between FY 2019 and FY 2016)*

<sup>5</sup> 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: Collaboration<sup>6</sup>



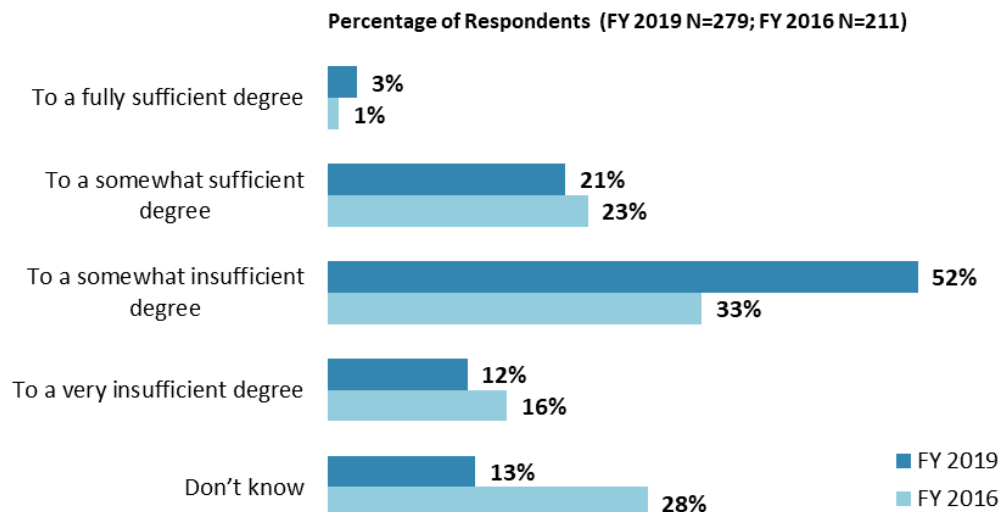
**"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Botswana?" (1-"Not effective at all", 10-"Very effective")**  
*(\*Significantly different between collaborators and non-collaborators)*

<sup>6</sup> Note in the Appendix on the sectoral effectiveness (Appendix A, page 42) 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.



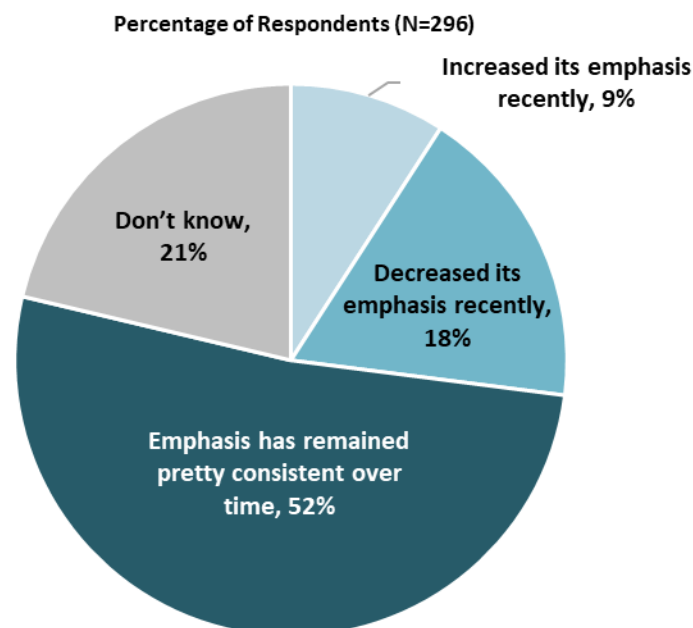
## VI. Sectoral Effectiveness (continued)

### Helping the Poorest<sup>7</sup>



**"To what extent do you believe that the World Bank Group's work and support help the poorest in Botswana?" (Respondents chose from a list.)**  
(Significantly different between FY 2019 and FY 2016)

### The WBG's Human Capital Investment



**"From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?"**  
(Respondents chose from a list.)

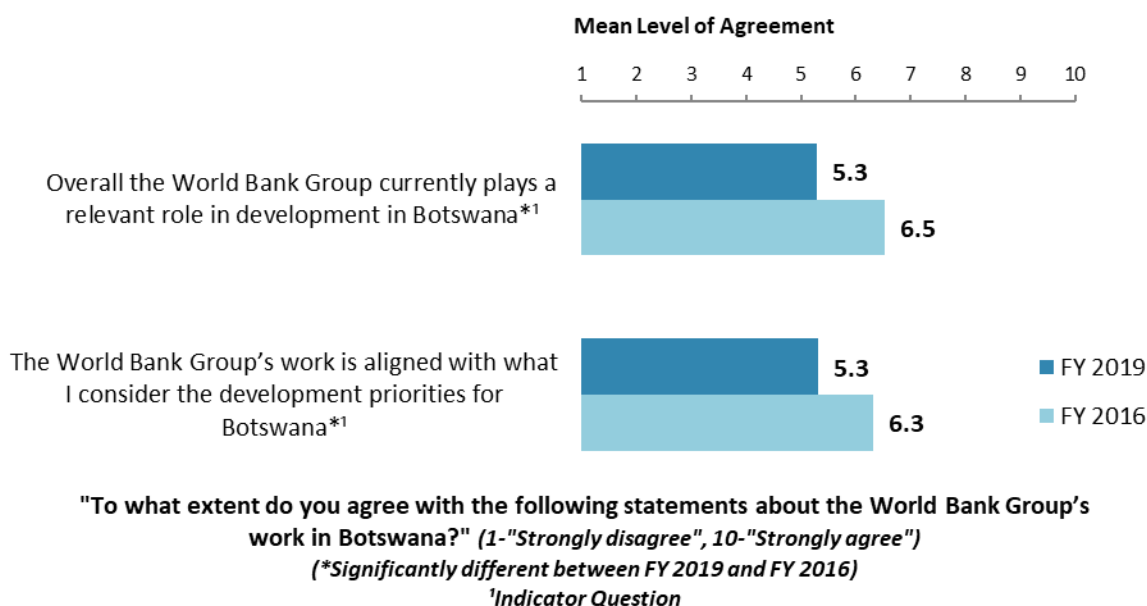
<sup>7</sup> Percentages presented in this chart were calculated based on weighted data.



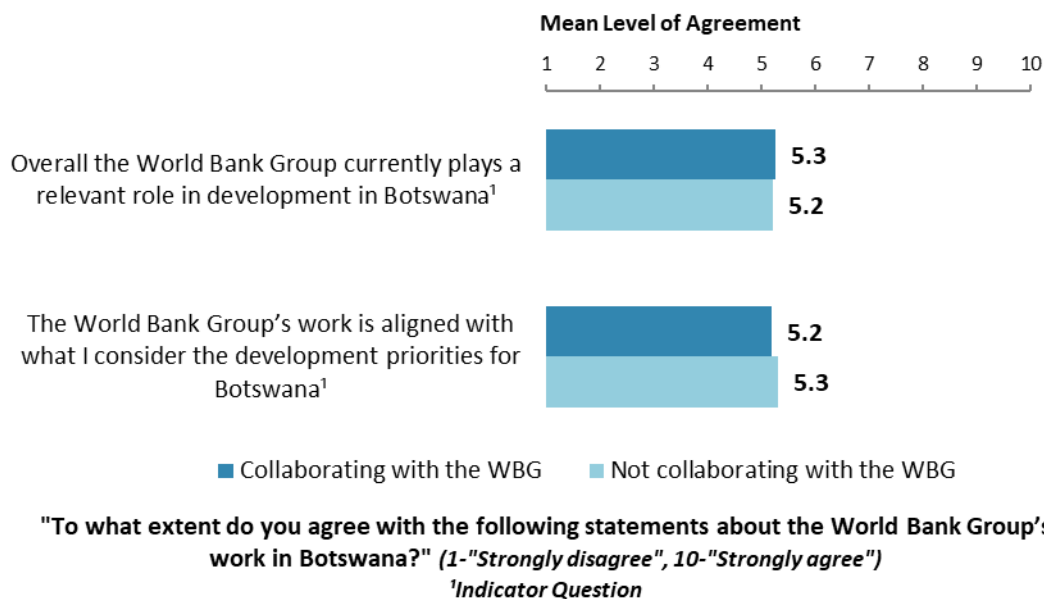


## VII. How the World Bank Group Operates

### The World Bank Group's Work in Botswana: Year Comparison<sup>8</sup>



### The World Bank Group's Work in Botswana: Collaboration

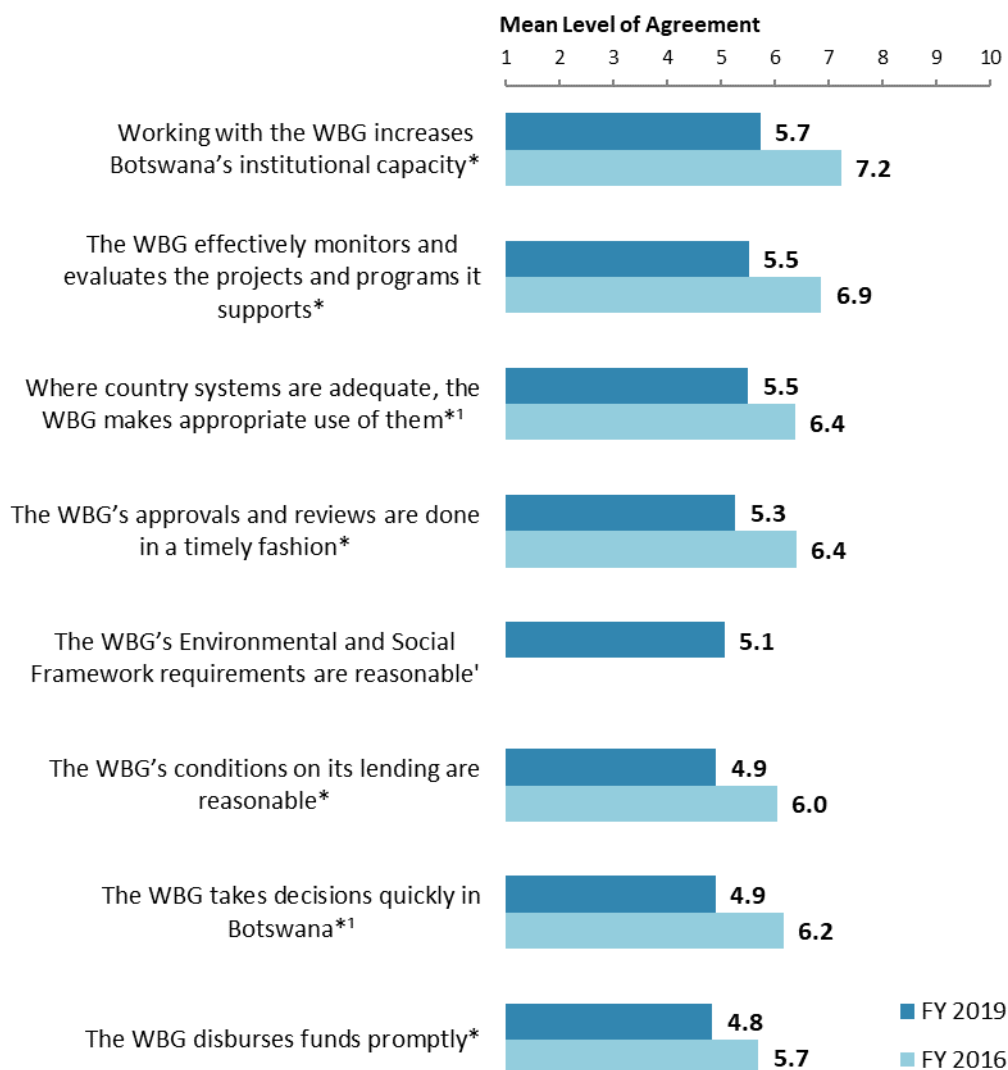


<sup>8</sup> Means in this chart were calculated based on weighted data.



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

### Overall Perceptions: Year Comparison<sup>9</sup>



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

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

(\*Significantly different between FY 2019 and FY 2016)

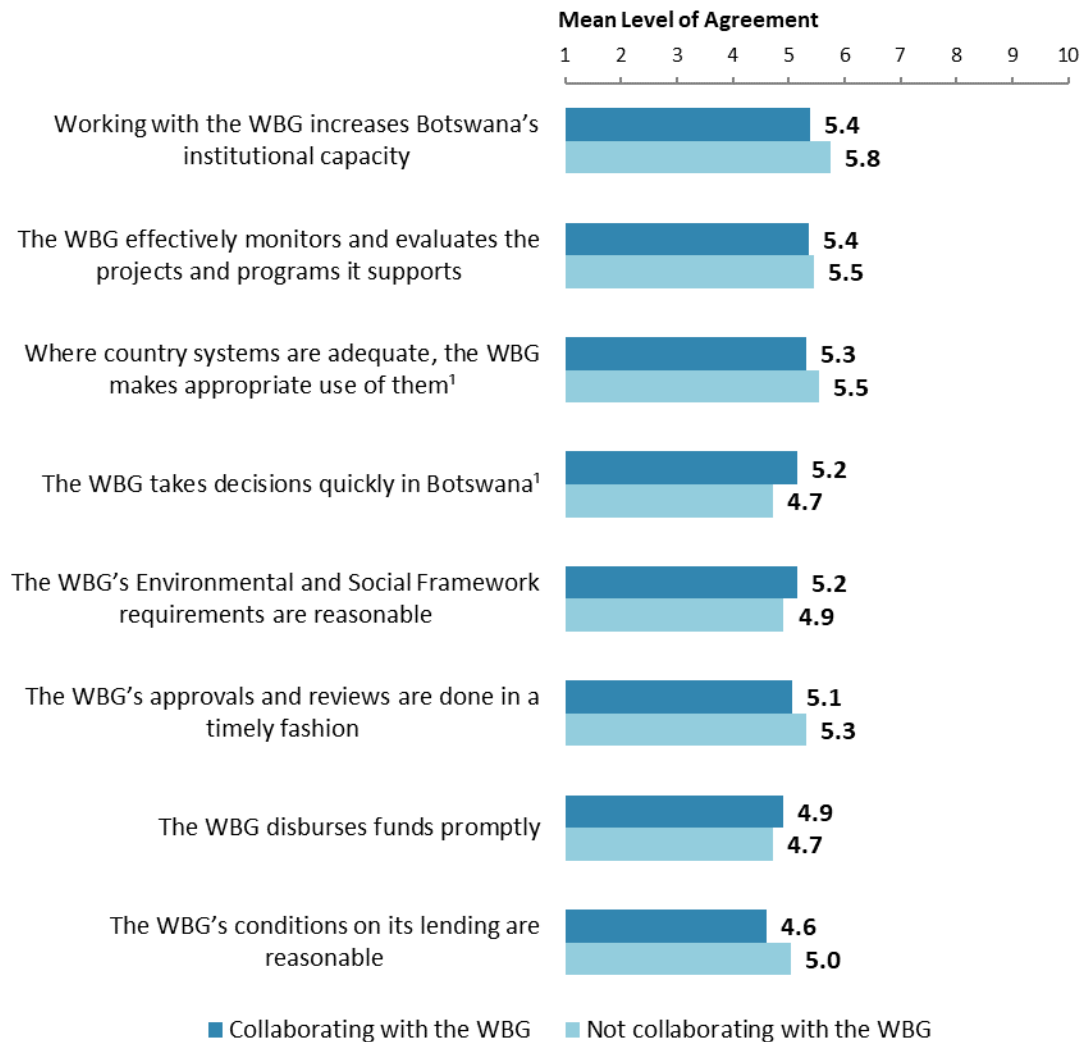
<sup>1</sup>Indicator Question

<sup>9</sup> Means in this chart were calculated based on weighted data.



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

### Overall Perceptions: Collaboration

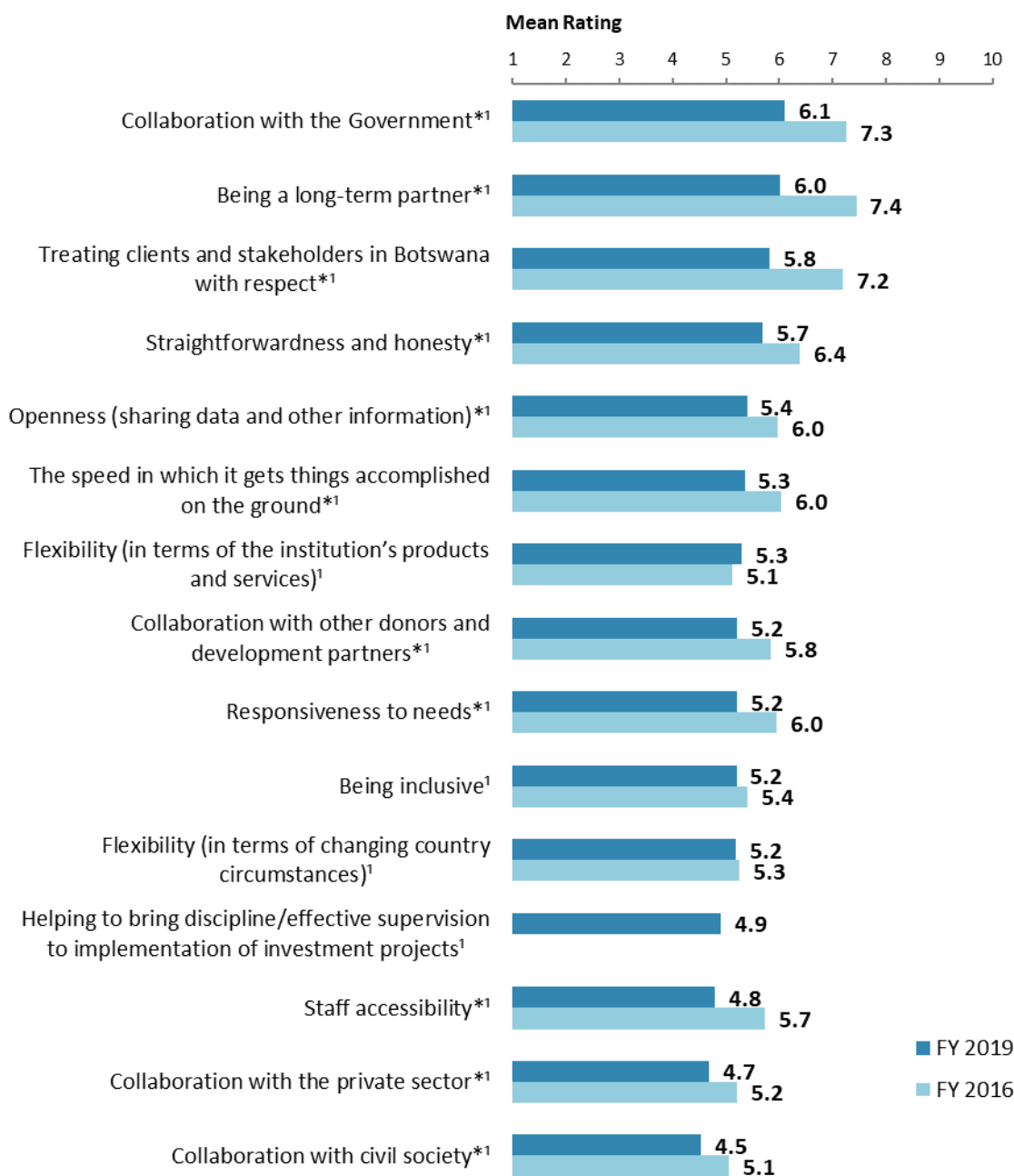


"To what extent do you agree/disagree with the following statements?"  
(1-"Strongly disagree", 10-"Strongly agree")  
<sup>1</sup>Indicator Question



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

### The WBG as an Effective Development Partner: Year Comparison<sup>10</sup>



**"To what extent is the World Bank Group an effective development partner in Botswana, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")**  
(Significantly different between FY 2019 and FY 2016)

<sup>1</sup>Indicator Question

<sup>10</sup> Means in this 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 Botswana, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")**

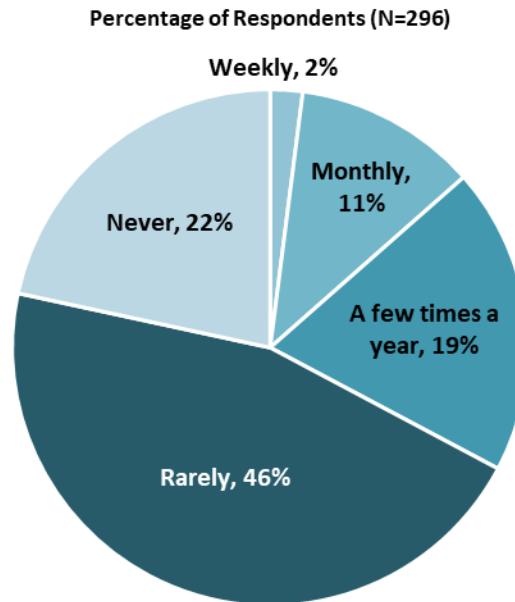
**(\*Significantly different between collaborators and non-collaborators)**

<sup>1</sup>Indicator Question



## VIII. World Bank Group's Knowledge and Instruments

### Frequency of Consulting WBG Knowledge Work and Activities

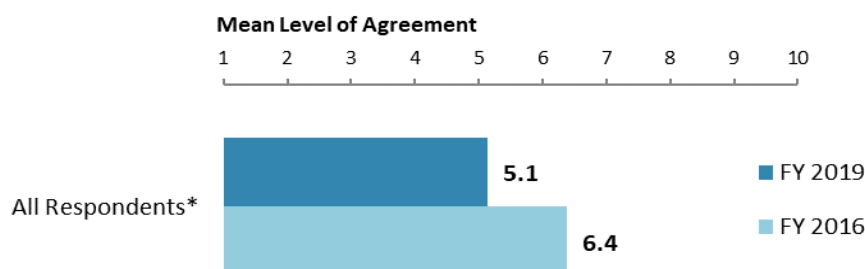


"How frequently do you consult World Bank Group's knowledge work and activities in the work you do?"  
(Respondents chose from a list.)



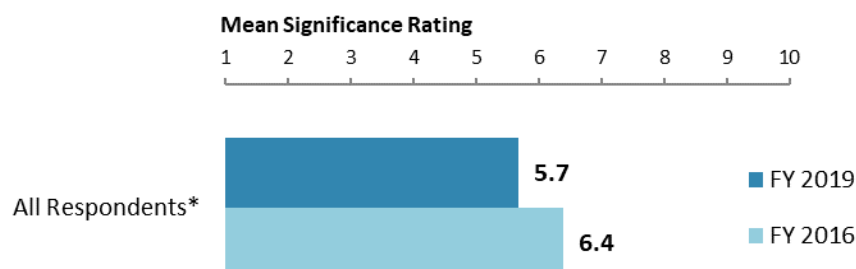
## VIII. World Bank Group's Knowledge and Instruments (continued)

### Meeting Botswana's Knowledge Needs<sup>11</sup> (Indicator Question)



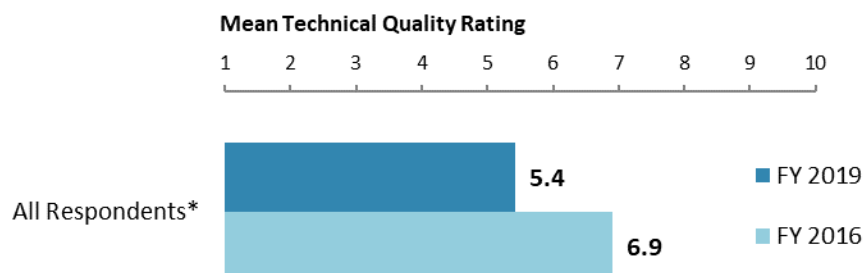
"The World Bank Group meets Botswana's needs for knowledge services  
(e.g., research, analysis, data, technical assistance)"  
(1-"Strongly disagree", 10-"Strongly agree")  
(\*Significantly different between FY 2019 and FY 2016)

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



"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")  
(\*Significantly different between FY 2019 and FY 2016)

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



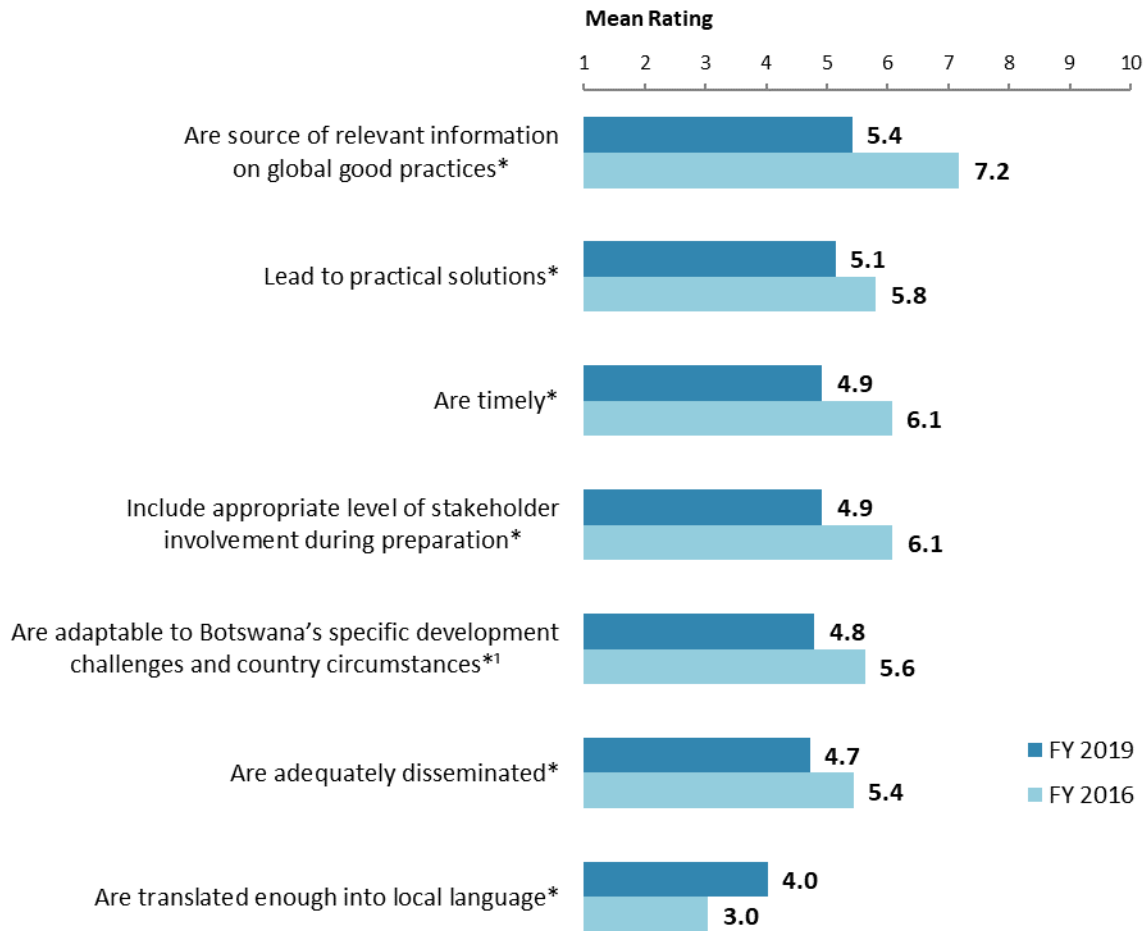
"Overall, how would you rate the technical quality of the World Bank Group's  
knowledge work and activities?"  
(1-"Very low technical quality", 10-"Very high technical quality")  
(\*Significantly different between FY 2019 and FY 2016)

<sup>11</sup> 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 Activities<sup>12</sup>



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

(Significantly different between FY 2019 and FY 2016)

<sup>1</sup>Indicator Question

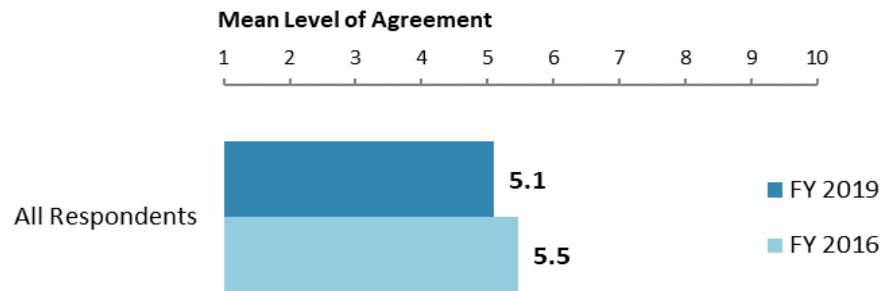
<sup>12</sup> Means in this chart were calculated based on weighted data.





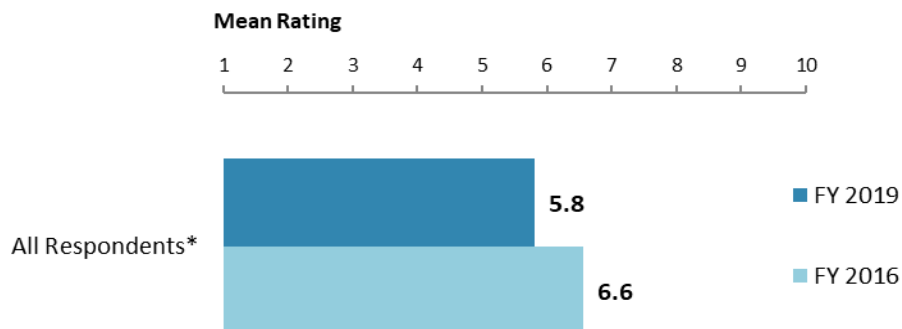
## VIII. World Bank Group's Knowledge and Instruments (continued)

### Meeting Botswana's Needs for Financial Instruments<sup>13</sup> (Indicator Question)



**"The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Botswana"**  
(1-"Strongly disagree", 10-"Strongly agree")

### WBG's Reimbursable Advisory Services (RAS)



**"To what extent do you believe that Botswana received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?"**  
(1-"To no degree at all", 10-"To a very significant degree")  
(\*Significantly different between FY 2019 and FY 2016)

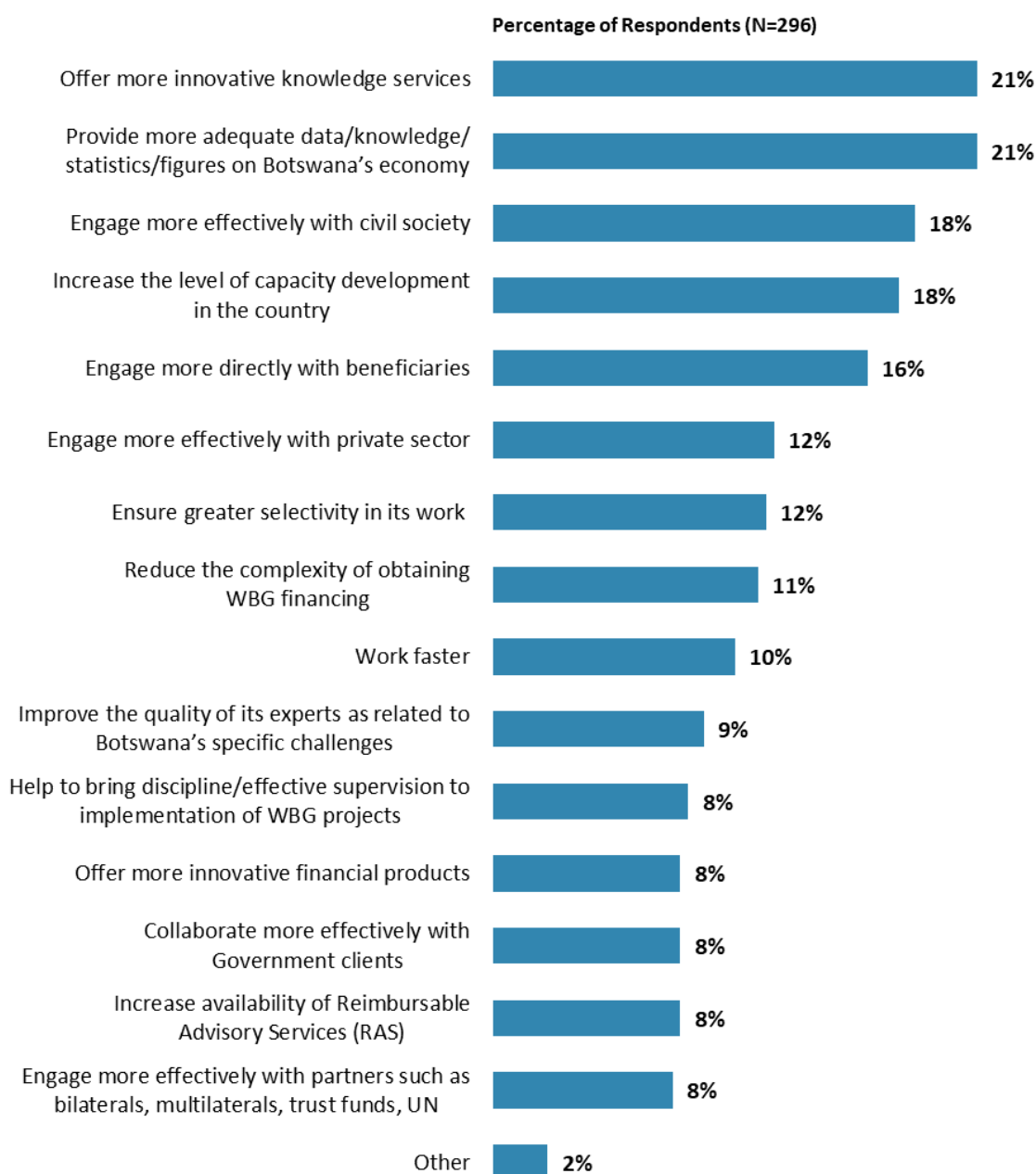
<sup>13</sup> Means in the charts on this page were calculated based on weighted data.



## IX. The Future Role of the WBG in Botswana

### Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG should “*increase the level of capacity development in the country*” (40%) and “*reach out more to groups outside of Government*” (38%) to make itself of greater value in Botswana.



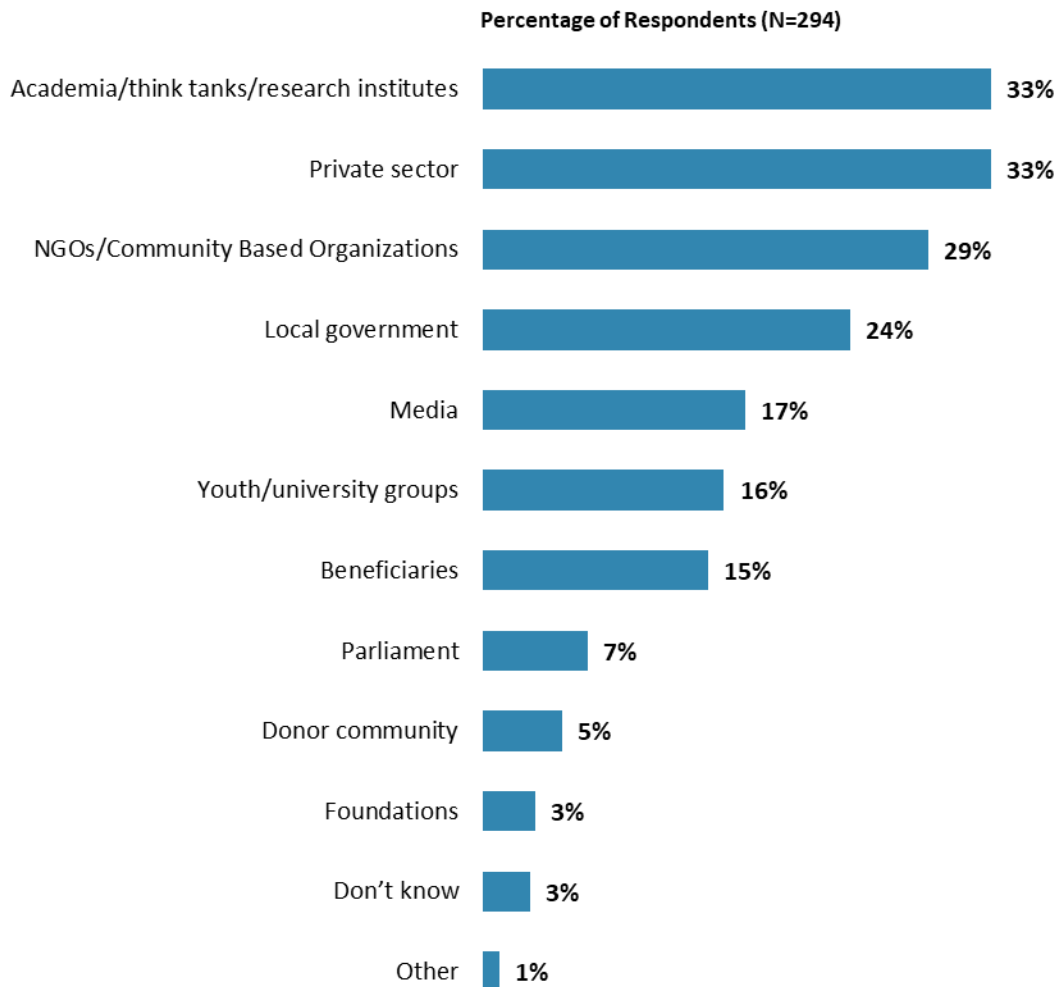
**"Which of the following SHOULD the World Bank Group do to make itself of greater value in Botswana? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



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

### The World Bank Group Should Collaborate More with ...

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG should work more with the “*private sector*” (49%), “*NGOs/community-based organizations*” (32%), “*academia/think tanks/research institutes*” (28%), and “*local government*” (25%) to ensure better development results in Botswana.



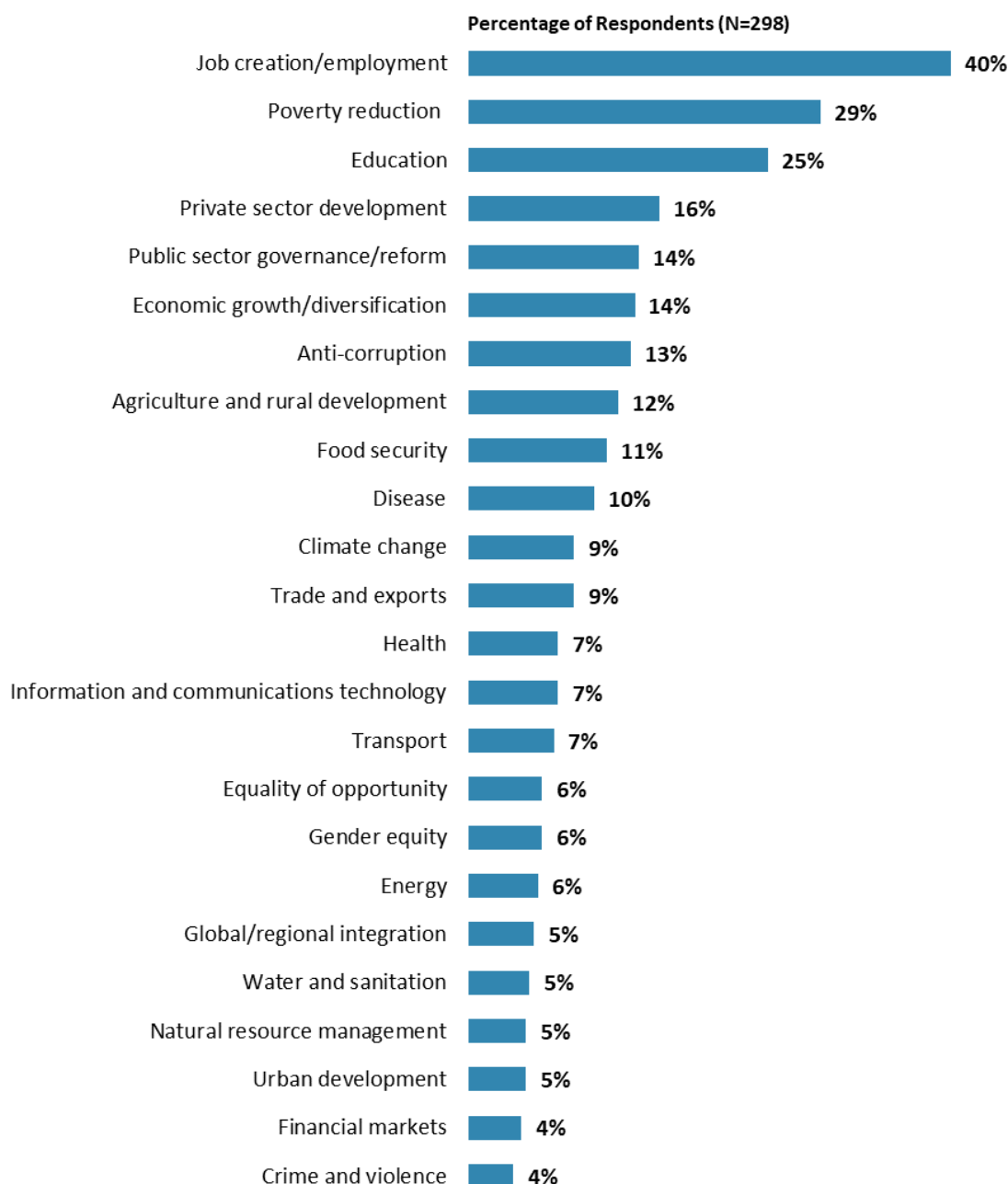
"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)"  
(Respondents chose from a list. Responses combined.)



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

### Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG should focus its resources on “*job creation/employment*” (32%), “*public sector governance/reform*” (31%), and “*private sector development*” (31%).

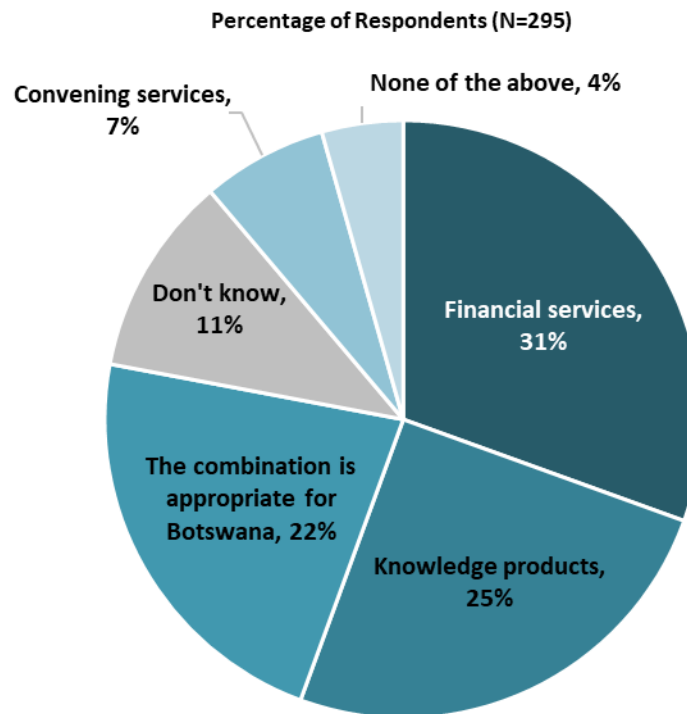


**“When thinking about how the World Bank Group can have the most impact on development results in Botswana, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Botswana? (Choose no more than THREE)”**  
(Respondents chose from a list. Responses combined. Top 24 of 28 response options shown)



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

### Future Combination of the WBG Services



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

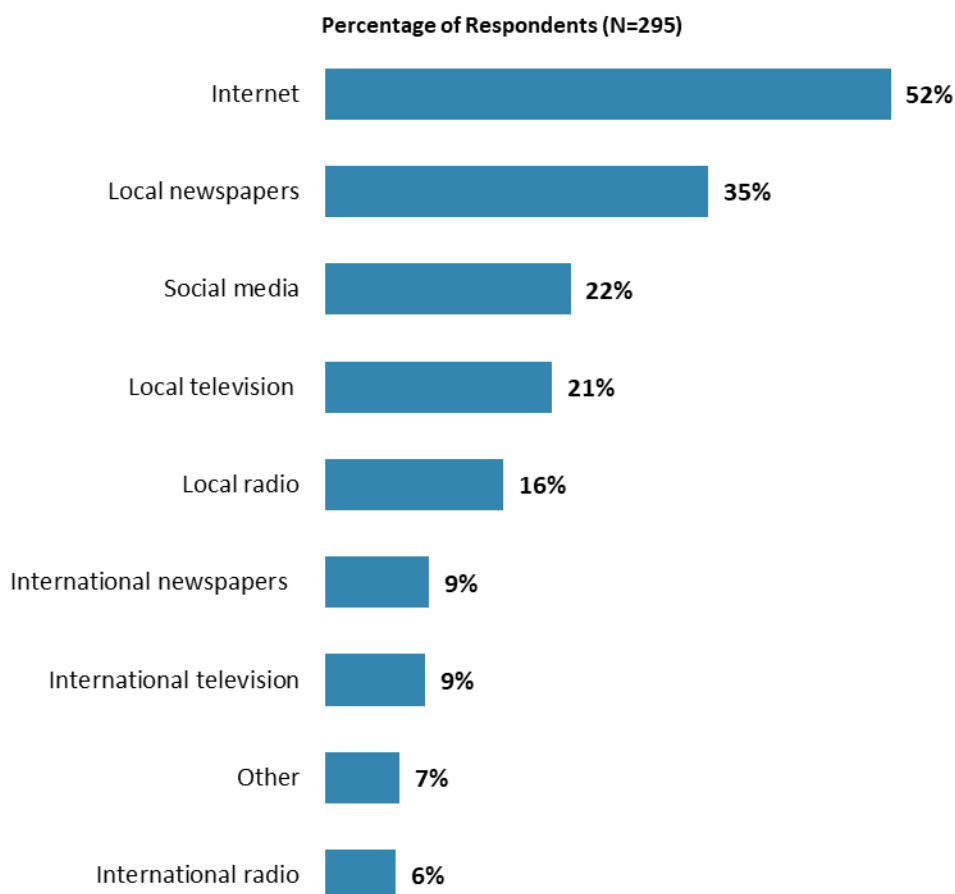


## X. Communication and Outreach

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

### General Information Sources

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that they got most of their information about economic and social development issues in Botswana from “*local newspapers*” (65%) and the “*Internet*” (38%).



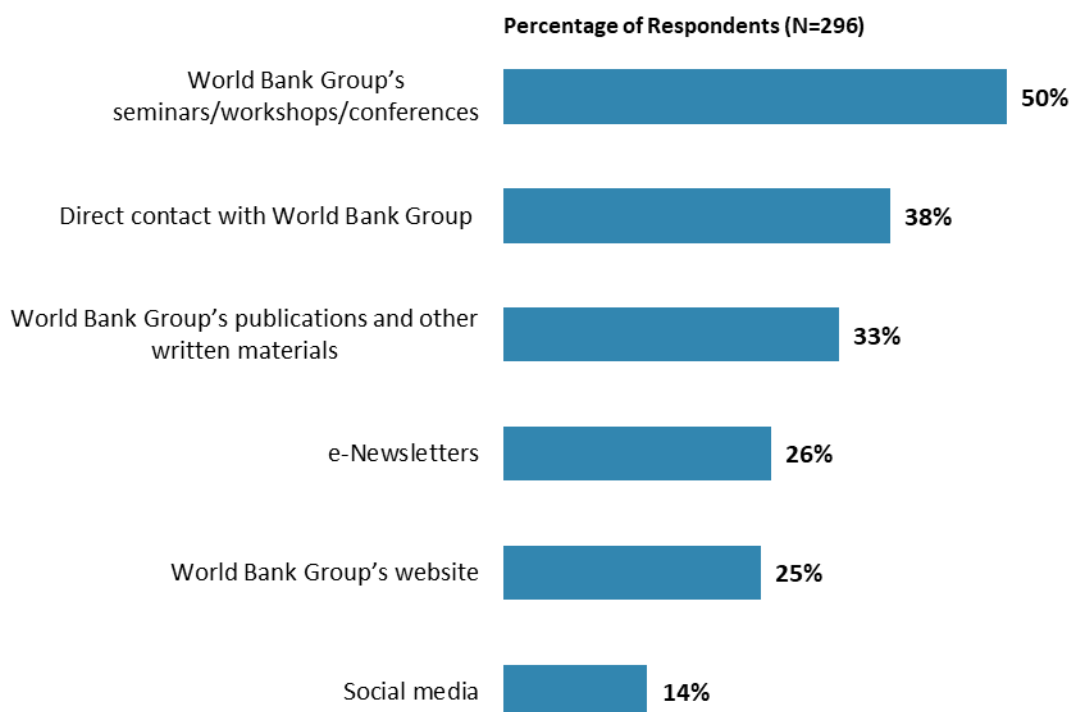
**"How do you get most of your information about economic and social development issues in Botswana? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



## X. Communication and Outreach (continued)

### Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that they would prefer to receive information from the WBG through the “*World Bank Group’s seminars/workshops/conferences*” (44%), “*World Bank Group’s publications and other written materials*” (36%), and “*World Bank Group’s website*” (36%).

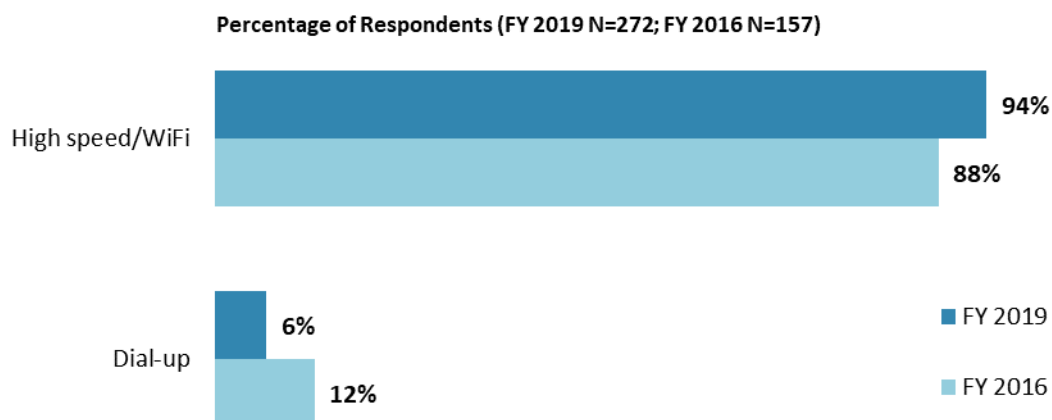


**"How would you prefer to receive information from the World Bank Group?  
(Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



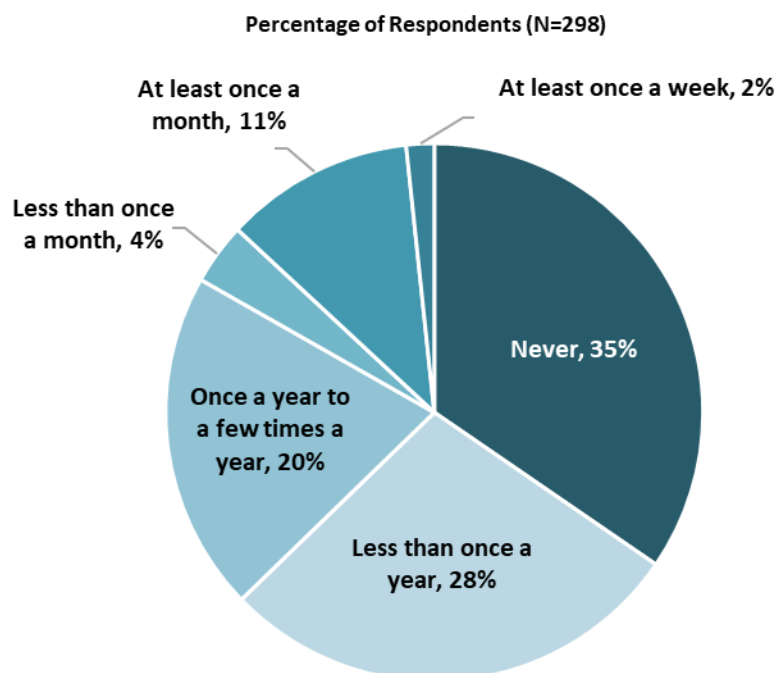
## X. Communication and Outreach (continued)

### Access to the Internet<sup>14</sup>



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

### WBG Interaction Frequency



"How frequently do you interact with the World Bank Group now in Botswana?"  
(Respondents chose from a list.)

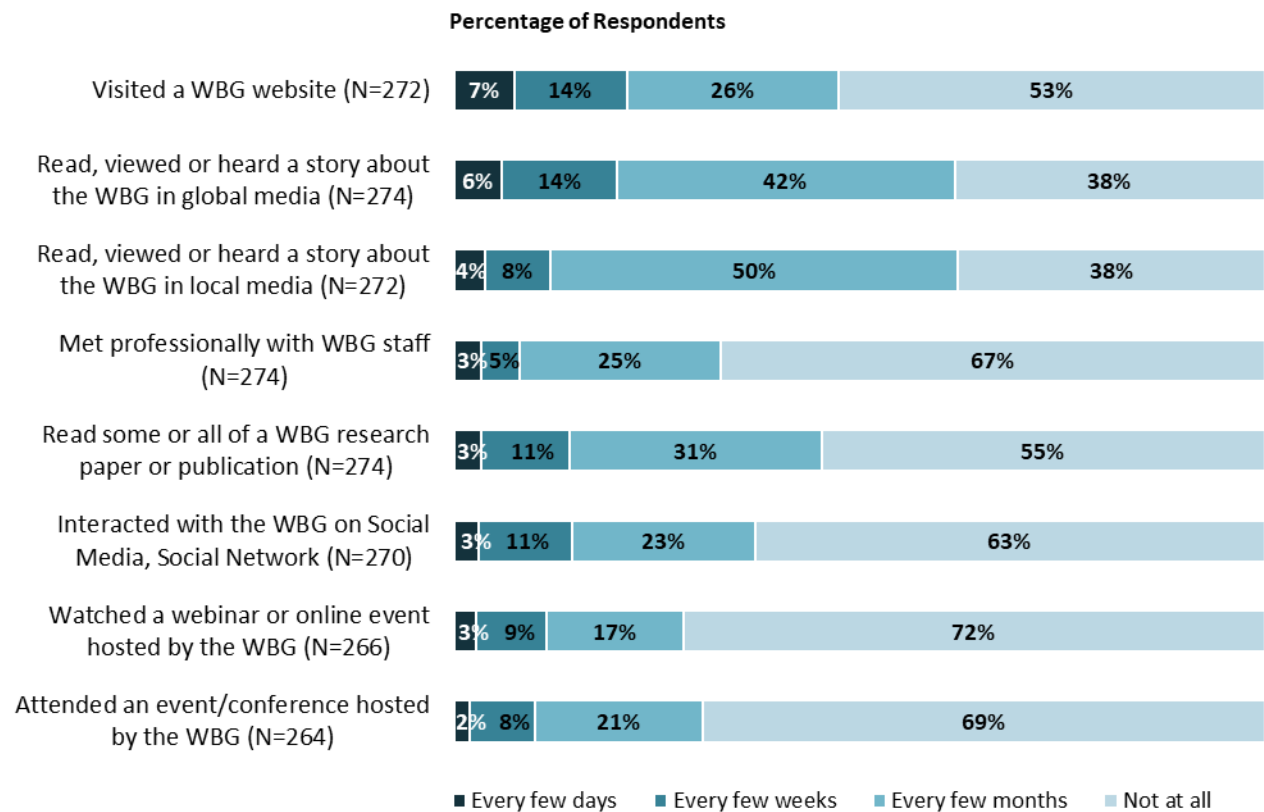
<sup>14</sup> Percentages presented in this chart were calculated based on weighted data.





## X. Communication and Outreach (continued)

### Frequency of Specific WBG Interactions



**"Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?" (Respondents chose from a list.)**



## XI. Appendices

A. Responses to All Questions across All Respondents.....	42
B. Responses to Selected Questions by Stakeholder Groups .....	56
C. Responses to Indicator Questions by Geographic Location .....	67
D. Responses to Selected Questions by Levels of Collaboration with the World Bank Group .....	70
E. Responses to Selected Questions by Year.....	77
F. Indicator Questions as a Function of Exposure to the World Bank Group .....	82
G. Botswana FY 2019 COS Questionnaire.....	83

### **BOTSWANA**





## Appendix A: Responses to All Questions across All Respondents (N=303)

All rating scale questions are presented with the total number of respondents that provided a rating (N), the number of respondents who indicated that they "Don't know" (DK), the mean rating across all respondents (Mean), and the standard deviation of this mean (SD). Indicator questions are noted with an asterisk (\*).

### A. General Issues Facing Botswana

1. When you think about the future in Botswana, are you ... ?	Percentage of Respondents (N=294)
Very pessimistic	21.1%
Somewhat pessimistic	8.5%
Somewhat optimistic	40.5%
Very optimistic	23.5%
Not sure	6.5%

2. Do you think that economic opportunity for citizens in Botswana is ... ?	Percentage of Respondents (N=295)
Increasing	36.9%
Decreasing	34.9%
Staying about the same	28.1%

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

<b>3. Listed below are a number of development priorities in Botswana. Please identify which of the following you consider the most important development priorities in Botswana. (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=297)</b>
Job creation/employment	41.4%
Economic growth/diversification	31.6%
Education	21.9%
Energy	17.8%
Anti-corruption	15.8%
Agriculture and rural development	14.1%
Health	14.1%
Poverty reduction	12.1%
Water and sanitation	11.8%
Disease (HIV/AIDS)	9.4%
Equality of opportunity (i.e., social inclusion)	8.4%
Private sector development (e.g., entrepreneurship)	8.1%
Gender equity (closing the gap between women and men, and boys and girls)	7.4%
Natural resource management (e.g., minerals, renewables/non-renewables)	7.1%
Climate change (e.g., mitigation, adaptation)	7.1%
Transport (e.g., roads, bridges, transportation)	7.1%
Food security	7.1%
Pollution	6.7%
Social protection (e.g., pensions, targeted social assistance)	6.7%
Trade and exports	4.4%
Crime and violence	4.0%
Financial markets	4.0%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	3.4%
Urban development	2.7%
Information and communications technology	2.7%
Judiciary reform	2.4%
Global/regional integration	1.0%
Disaster risk management (drought management)	0.3%

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

<b>4. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Botswana? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=296)</b>
Agriculture and rural development	40.5%
Job creation/employment	35.8%
Economic growth/diversification	26.4%
Education	20.9%
Anti-corruption	17.2%
Private sector development (e.g., entrepreneurship)	16.9%
Disease (HIV/AIDS)	12.2%
Food security	12.2%
Health	10.5%
Equality of opportunity (i.e., social inclusion)	10.1%
Social protection (e.g., pensions, targeted social assistance)	9.8%
Energy	9.8%
Information and communications technology	7.4%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	7.4%
Gender equity (closing the gap between women and men, and boys and girls)	6.4%
Pollution	5.1%
Transport (e.g., roads, bridges, transportation)	4.7%
Trade and exports	4.4%
Climate change (e.g., mitigation, adaptation)	4.1%
Crime and violence	3.4%
Natural resource management (e.g., minerals, renewables/non-renewables)	3.0%
Urban development	3.0%
Financial markets	2.7%
Water and sanitation	2.7%
Global/regional integration	2.7%
Judiciary reform	1.4%
Disaster risk management (drought management)	1.4%

<b>5. When economic and/or social reform efforts fail or are slow to take place in Botswana, which of the following would you attribute this to? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=281)</b>
Corruption	52.7%
Poor coordination within the government	39.9%
Political pressures and obstacles	16.7%
Inadequate level of government accountability	16.0%
Inadequate level of private sector participation	14.2%
Inadequate level of capacity in the government	13.2%
Reforms are not well thought out in light of country challenges	12.1%
Inadequate level of citizen/civil society participation	8.9%
Inadequate level of donor coordination	7.1%
Private sector involvement and/or influence	7.1%
Other	0.4%

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

6. To what extent do you trust each of the following groups to do what is right? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
1. The national/federal government	281	6	5.26	2.42
2. Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	276	13	5.22	2.40
3. The World Bank Group*	275	12	5.71	2.55
4. The International Monetary Fund	272	12	5.65	2.62
5. UN	273	9	5.93	2.73
6. Regional development banks	260	23	5.35	2.44
7. Botswana's Central Bank	269	10	5.99	2.78
8. International private sector	268	15	4.79	2.26
9. Domestic private sector	280	2	5.33	2.44
10. International civil society (e.g., NGOs, CBOs)	275	11	5.23	2.38
11. Domestic civil society (e.g., NGOs, CBOs)	277	4	5.49	2.51
12. Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	279	8	5.32	2.45
13. International media and their web presence	270	19	5.07	2.35
14. Web based media (i.e., blogs, social media, other web-based news and information sources)	268	20	5.03	2.62

7. Please describe the direction Botswana is moving in, when considering ... ?	N	Direction				
		Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
1. Human development (e.g., health, education, and social protection)	298	11.1%	20.8%	37.6%	25.2%	5.4%
2. Equal opportunity for girls and boys, men and women	295	6.8%	14.2%	45.4%	27.1%	6.4%
3. Growing Botswana's economy in a way that leads to jobs and employment	295	15.9%	23.1%	34.9%	24.1%	2.0%
4. The gap between the rich and the poor	290	28.6%	29.3%	31.0%	8.6%	2.4%
5. Making government more effective	293	17.4%	15.7%	37.2%	25.6%	4.1%
6. Anti-corruption	295	23.1%	24.1%	21.0%	28.5%	3.4%
7. Attracting new sources of foreign investment	297	17.8%	10.4%	38.0%	26.3%	7.4%

8. Listed below are global challenges. Which do you think have the most serious impact on Botswana? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=297)
Jobs/employment	66.7%
The gap between the rich and the poor	35.7%
Climate change	25.6%
Trade constraints	16.5%
Geo political uncertainty	12.8%
Environmental degradation	10.8%
Fragility in Botswana or neighboring countries	8.8%
Technology based disruption	8.4%
Terrorism	4.4%
Migrants and refugees	2.7%

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

9. When thinking about development efforts in Botswana, do you think that civil society (e.g., NGOs, CBOs) should ... ?	Percentage of Respondents (N=299)
Engage significantly less	1.0%
Engage somewhat less	11.0%
Engage somewhat more	45.8%
Engage significantly more	34.1%
Engage at the same level it does currently	3.0%
Don't know	5.0%

10. To what extent do you trust domestic private sector to engage in public service delivery in Botswana?	Percentage of Respondents (N=300)
To a very low degree	6.0%
To a somewhat low degree	29.0%
To a somewhat high degree	52.0%
To a very high degree	7.0%
Don't know	6.0%

11. To what extent do you trust international private sector to engage in public service delivery in Botswana?	Percentage of Respondents (N=297)
To a very low degree	6.4%
To a somewhat low degree	32.0%
To a somewhat high degree	46.1%
To a very high degree	6.7%
Don't know	8.8%

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

Familiarity	N	DK	Mean	SD
1. How familiar are you with the work of the World Bank Group in Botswana? (1-Not familiar at all, 10-Extremely familiar)	299	n/a	4.78	2.32

Effectiveness	N	DK	Mean	SD
2. Overall, please rate your impression of the World Bank Group's effectiveness in Botswana.* (1-Not effective at all, 10-Very effective)	291	7	5.19	2.34

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 Botswana solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	271	26	5.42	2.48

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

<b>4. When thinking about how the World Bank Group can have the most impact on development results in Botswana, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Botswana? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=298)</b>
Job creation/employment	39.9%
Poverty reduction	29.2%
Education	24.8%
Private sector development (e.g., entrepreneurship)	15.8%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	14.1%
Economic growth/diversification	13.8%
Anti-corruption	13.4%
Agriculture and rural development	12.4%
Food security	11.4%
Disease (HIV/AIDS)	10.4%
Climate change (e.g., mitigation, adaptation)	8.7%
Trade and exports	8.7%
Health	7.4%
Information and communications technology	7.4%
Transport (e.g., roads, bridges, transportation)	7.0%
Equality of opportunity (i.e., social inclusion)	6.0%
Gender equity (closing the gap between women and men, and boys and girls)	6.0%
Energy	5.7%
Global/regional integration	5.4%
Water and sanitation	5.0%
Natural resource management (e.g., minerals, renewables/non-renewables)	4.7%
Urban development	4.7%
Financial markets	4.4%
Crime and violence	3.7%
Social protection (e.g., pensions, targeted social assistance)	3.4%
Judiciary reform	3.0%
Pollution	2.3%
Disaster risk management (drought management)	1.7%



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

5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Botswana?	Percentage of Respondents (N=271)		
	Greatest Value	Second Greatest Value	Combined
Technical assistance	18.8%	16.6%	35.4%
Project implementation support	12.5%	18.5%	31.0%
Financial resources	16.2%	11.4%	27.7%
Capacity development related to World Bank Group supported projects	14.4%	10.7%	25.1%
Policy advice, studies, analyses	11.1%	12.9%	24.0%
Bringing together different groups of stakeholders	8.1%	4.4%	12.5%
Data and statistics	6.6%	5.2%	11.8%
Promoting knowledge sharing	4.8%	6.6%	11.4%
Donor coordination	1.8%	8.9%	10.7%
Mobilizing third party financial resources	5.5%	4.4%	10.0%
Other	0.0%	0.4%	0.4%

6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Botswana? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=297)
Not enough public disclosure of its work	30.0%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	20.5%
Too influenced by developed countries	19.9%
Staff too inaccessible	18.9%
Not aligned with country priorities	16.8%
Not collaborating enough with private sector	14.1%
Not willing to honestly criticize policies and reform efforts in the country	13.5%
Not adequately flexible	11.4%
Inadequate World Bank Group's staffing in Botswana	10.1%
Not adequately sensitive to political/social realities in Botswana	7.4%
Don't know	6.4%
World Bank Group's processes too slow and complex	6.4%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	3.7%
Not sufficiently focused on sustainable results	3.4%
Arrogant in its approach	2.0%
Other	1.0%

7. To what extent do you believe that the World Bank Group's work and support help the poorest in Botswana? (Select only ONE response)	Percentage of Respondents (N=294)
To a fully sufficient degree	2.4%
To a somewhat sufficient degree	20.1%
To a somewhat insufficient degree	53.4%
To a very insufficient degree	11.9%
Don't know	12.2%

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

8. From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?	Percentage of Respondents (N=296)
Increased its emphasis recently	9.1%
Decreased its emphasis recently	17.9%
Emphasis has remained pretty consistent over time	51.7%
Don't know	21.3%

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=294)
Academia/think tanks/research institutes	33.0%
Private sector	33.0%
NGOs/Community Based Organizations	28.9%
Local government	23.8%
Media	17.0%
Youth/university groups	15.6%
Beneficiaries	14.6%
Parliament	6.8%
Donor community	5.1%
Foundations	3.4%
Don't know	3.1%
Other	1.0%

To what extent do you agree with the following statements about the World Bank Group's work in Botswana? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
10. Overall the World Bank Group currently plays a relevant role in development in Botswana*	281	10	5.25	2.12
11. The World Bank Group's work is aligned with what I consider the development priorities for Botswana*	280	10	5.27	2.26

To what extent is the World Bank Group an effective development partner in Botswana, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
12. Responsiveness to needs*	280	20	5.21	2.26
13. Flexibility (in terms of the institution's products and services)*	263	34	5.23	2.32
14. Flexibility (in terms of changing country circumstances)*	263	34	5.19	2.38
15. Being inclusive*	266	29	5.17	2.31
16. Openness (sharing data and other information)*	271	23	5.39	2.53
17. Collaboration with the Government*	270	23	6.03	2.74
18. The speed in which it gets things accomplished on the ground*	264	31	5.34	2.46
19. Helping to bring discipline/effective supervision to implementation of investment projects*	262	33	4.92	2.19
20. Collaboration with civil society*	266	29	4.55	2.06
21. Staff accessibility*	243	52	4.78	2.21
22. Collaboration with other donors and development partners*	256	40	5.17	2.51
23. Collaboration with the private sector*	259	37	4.69	1.99
24. Straightforwardness and honesty*	267	27	5.62	2.69
25. Treating clients and stakeholders in Botswana with respect*	257	36	5.74	2.72
26. Being a long-term partner*	246	46	6.00	2.86

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

1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Botswana? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance)	206	89	4.41	2.28
2. Private sector development (e.g., entrepreneurship)	213	79	4.34	2.00
3. Education	224	65	4.88	2.34
4. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	240	55	5.14	2.42
5. Global/regional integration	214	75	4.88	2.55
6. Urban development	235	59	5.27	2.58
7. Energy	224	66	5.01	2.39
8. Water and sanitation	233	59	5.08	2.54
9. Job creation/employment	243	44	5.40	2.78
10. Health	239	51	5.50	2.64
11. Financial markets	200	92	4.80	2.33
12. Transport (e.g., roads, bridges, transportation)	240	50	5.66	2.84
13. Agriculture and rural development	230	60	4.93	2.33
14. Trade and exports	205	86	4.76	2.30
15. Natural resource management (e.g., minerals, renewables/non-renewables)	216	78	4.67	2.31
16. Climate change (e.g., mitigation, adaptation)	213	77	4.70	2.26
17. Poverty reduction	257	36	5.34	2.64
18. Anti-corruption	230	61	4.22	2.27
19. Economic growth/diversification	244	40	5.43	2.63
20. Disaster risk management (drought management)	233	60	5.12	2.62
21. Disease (HIV/AIDS)	242	49	5.57	2.85

Achieving Development Results	N	DK	Mean	SD
2. To what extent does the World Bank Group's work help to achieve development results in Botswana?* (1-To no degree at all, 10-To a very significant degree)	286	15	5.88	2.26

Influencing the Development Agenda	N	DK	Mean	SD
3. To what extent does the World Bank Group influence the development agenda in Botswana?* (1-To no degree at all, 10-To a very significant degree)	269	29	5.74	2.33

To what extent do you agree with the following statements about the World Bank Group in Botswana? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
4. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Botswana*	268	31	5.04	2.24
5. The World Bank Group meets Botswana's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	276	20	5.12	2.19

Reimbursable Advisory Services	N	DK	Mean	SD
6. To what extent do you believe that Botswana received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)? (1-To no degree at all, 10-To a very significant degree)	230	68	5.71	2.51

**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=296)
Weekly	2.0%
Monthly	11.5%
A few times a year	19.3%
Rarely	45.6%
Never	21.6%

In Botswana, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Are timely	233	64	4.92	2.20
3. Include appropriate level of stakeholder involvement during preparation	245	50	4.93	2.26
4. Lead to practical solutions	251	42	5.11	2.39
5. Are source of relevant information on global good practices	254	41	5.43	2.56
6. Are adequately disseminated	250	44	4.70	2.25
7. Are translated enough into local language	247	46	4.00	2.16
8. Are adaptable to Botswana's specific development challenges and country circumstances*	255	40	4.80	2.28

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)	258	37	5.67	2.32
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)	265	30	5.42	2.37

**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	229	67	4.81	2.18
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	264	33	5.46	2.52
3. The World Bank Group's approvals and reviews are done in a timely fashion	244	52	5.23	2.45
4. The World Bank Group's Environmental and Social Framework requirements are reasonable	233	60	5.04	2.29
5. The World Bank Group's conditions on its lending are reasonable	219	71	4.88	2.32
6. The World Bank Group takes decisions quickly in Botswana*	231	61	4.94	2.37
7. Working with the World Bank Group increases Botswana's institutional capacity	262	35	5.66	2.65
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	240	58	5.50	2.82

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

<b>1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Botswana? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=296)</b>
Offer more innovative knowledge services	20.9%
Provide more adequate data/knowledge/statistics/figures on Botswana's economy	20.9%
Engage more effectively with civil society (e.g., NGOs, CBOs)	18.2%
Increase the level of capacity development in the country	17.6%
Engage more directly with beneficiaries	16.2%
Engage more effectively with private sector	12.2%
Ensure greater selectivity in its work	11.8%
Reduce the complexity of obtaining World Bank Group financing	11.5%
Work faster	10.5%
Improve the quality of its experts as related to Botswana's specific challenges	9.1%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	8.4%
Offer more innovative financial products	8.1%
Collaborate more effectively with Government clients (e.g., national, state, local)	8.1%
Increase availability of Reimbursable Advisory Services (RAS)	8.1%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	7.8%
Other	2.4%

<b>2. When considering the combination of services that the World Bank Group offers in Botswana, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Botswana? (Select only ONE response)</b>	<b>Percentage of Respondents (N=295)</b>
Financial services	30.5%
Knowledge products	25.1%
The combination is appropriate for Botswana	22.4%
Don't know	10.8%
Convening services	6.8%
None of the above	4.4%

**G. Communication and Information Sharing**

<b>1. How frequently do you interact with the World Bank Group now in Botswana?</b>	<b>Percentage of Respondents (N=298)</b>
Never	34.6%
Less than once a year	28.2%
Once a year to a few times a year	20.5%
Less than once a month	3.7%
At least once a month	11.4%
At least once a week	1.7%

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

<b>2. How do you get most of your information about economic and social development issues in Botswana? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=295)</b>
Internet	51.5%
Local newspapers	34.9%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	22.4%
Local television	20.7%
Local radio	16.3%
International newspapers	9.5%
International television	9.2%
Other	6.8%
International radio	6.4%
Periodicals	5.8%

<b>3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=296)</b>
World Bank Group's seminars/workshops/conferences	49.7%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	38.2%
World Bank Group's publications and other written materials	33.1%
e-Newsletters	26.4%
World Bank Group's website	25.3%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	14.2%

<b>4. Which Internet connection do you use primarily when visiting a World Bank Group website?</b>	<b>Percentage of Respondents (N=285)</b>
High speed/WiFi	93.0%
Dial-up	7.0%

<b>5. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?</b>	<b>N</b>	<b>Percentage of Respondents</b>			
		<b>Every few days</b>	<b>Every few weeks</b>	<b>Every few months</b>	<b>Not at all</b>
Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	272	3.7%	8.1%	50.4%	37.9%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	274	5.8%	14.2%	41.6%	38.3%
Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted)	270	3.0%	11.5%	22.6%	63.0%
Visited a WBG website (e.g. read a blog, used data)	272	7.4%	14.0%	26.1%	52.6%
Attended an event/conference hosted by the WBG	264	1.9%	8.0%	20.8%	69.3%
Watched a webinar or online event hosted by the WBG	266	2.6%	8.6%	16.9%	71.8%
Read some or all of a WBG research paper or publication	274	3.3%	10.9%	31.0%	54.7%
Met professionally with WBG staff	274	3.3%	4.7%	24.8%	67.2%

**H. Background Information**

<b>1. Which of the following best describes your current position? (Select only ONE response)</b>	<b>Percentage of Respondents (N=295)</b>
Employee of a Ministry, Ministerial Department or Implementation Agency	29.2%
NGO/Community Based Organization	14.2%
Private Sector Organization	10.8%
Media (press, radio, TV, web, etc.)	5.8%
Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)	4.7%
Academia/Research Institute/Think Tank	4.7%
Office of the President	4.4%
Office of Minister	3.7%
Bilateral Agency/Embassy	3.7%
Multilateral Agency	3.7%
Financial Sector/Private Bank	3.7%
PMU overseeing implementation of project/Consultant/Contractor working on World Bank Group supported project/program	3.4%
Youth Group	2.7%
Other	2.4%
Faith-Based Group	1.4%
Office of Parliamentarian	1.0%
Judiciary Branch	0.3%
Private Foundation	0.0%
Trade Union	0.0%

<b>2. Please identify the primary specialization of your work. (Select only ONE response)</b>	<b>Percentage of Respondents (N=287)</b>
Health, nutrition, and population	11.5%
Macroeconomics and fiscal management	7.3%
Gender	7.3%
Governance	7.3%
Finance and markets	6.6%
Urban, rural, and social development	5.9%
Education	5.6%
Trade and competitiveness	5.2%
Social protection and labor	4.9%
Environment and natural resources	4.5%
Agriculture	4.5%
Generalist (specialized in multiple sectors)	4.5%
Other	4.5%
Transport and ICT	3.8%
Energy and extractives	3.5%
Water	3.1%
Public-private partnerships	3.1%
Poverty	3.1%
Climate Change	2.1%
Fragility, conflict and violence	0.7%
Jobs	0.7%

**H. Background Information (continued)**

<b>3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, MIGA, ICSID) in your country?</b>	<b>Percentage of Respondents (N=292)</b>
Yes	36.6%
No	63.4%

<b>4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Botswana? (Select only ONE response)</b>	<b>Percentage of Respondents (N=104)</b>
The World Bank (IBRD)	66.3%
The International Finance Corporation (IFC)	22.1%
The Multilateral Investment Guarantee Agency (MIGA)	8.7%
International Centre for Settlement of Investment Disputes (ICSID)	2.9%

<b>5. Do your projects involve both the World Bank and the IFC?</b>	<b>Percentage of Respondents (N=104)</b>
Yes	59.6%
No	40.4%

<b>6. Which of the following describes most of your exposure to the World Bank Group in Botswana? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=281)</b>
Collaborate as part of my professional duties	34.2%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	33.8%
Use World Bank Group website for information, data, research, etc.	33.1%
Use World Bank Group reports/data	23.8%
Engage in World Bank Group related/sponsored events/activities	22.4%

<b>7. What's your gender?</b>	<b>Percentage of Respondents (N=297)</b>
Female	39.4%
Male	60.6%

<b>8. What's your age?</b>	<b>Percentage of Respondents (N=300)</b>
25 and under	1.7%
26-35	13.0%
36-45	37.3%
46-55	33.3%
56 and above	14.7%

<b>9. Which best represents your geographic location?</b>	<b>Percentage of Respondents (N=300)</b>
Gaborone	77.7%
Francistown	10.7%
Maun	5.7%
Other	3.3%
Kanye	2.7%





## Appendix B: Responses to Selected Questions by Stakeholder Groups<sup>15</sup>

- Office of President/Minister N= 24
- Private Sector/Financial Sector/Private Bank N=43
- Independent Government Institution N=14
- Employee of a Ministry/PMU/Consultant on WBG Project N= 96
- CSO N=54
- Academia N=14
- Bilateral/Multilateral Agency N=22
- Media N=17
- Other<sup>16</sup> N=11

### A. General Issues facing Botswana

When you think about the future in Botswana, are you ... ?\*

Percentage of Respondents	Office of President/ Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Very pessimistic	8.7%	9.8%	31.8%	26.2%	31.5%	31.3%	7.1%	28.6%	27.3%
Somewhat pessimistic	0.0%	6.5%	9.1%	7.1%	13.0%	12.5%	0.0%	28.6%	9.1%
Somewhat optimistic	60.9%	41.3%	27.3%	42.9%	35.2%	43.8%	42.9%	42.9%	27.3%
Very optimistic	21.7%	30.4%	27.3%	23.8%	13.0%	12.5%	50.0%	0.0%	27.3%
Not sure	8.7%	12.0%	4.5%	0.0%	7.4%	0.0%	0.0%	0.0%	9.1%

\*Significantly different between stakeholder groups

<sup>15</sup> Only 295 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

<sup>16</sup> Includes the following categories: Office of Parliamentarian (N=3), Judiciary Branch (N=1), and Other (N=7).

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

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

Percentage of Respondents (Responses combined)	Office of President/ Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Energy*	13.0%	18.1%	18.2%	11.6%	11.1%	25.0%	64.3%	7.1%	9.1%
Water and sanitation*	4.3%	20.2%	9.1%	2.3%	7.4%	0.0%	28.6%	7.1%	9.1%
Pollution	4.3%	7.4%	13.6%	0.0%	3.7%	6.3%	0.0%	14.3%	18.2%
Job creation/employment*	47.8%	51.1%	36.4%	11.6%	42.6%	50.0%	64.3%	14.3%	63.6%
Health	0.0%	16.0%	13.6%	11.6%	20.4%	18.8%	7.1%	7.1%	27.3%
Financial markets	0.0%	1.1%	9.1%	9.3%	1.9%	0.0%	0.0%	14.3%	9.1%
Social protection*	0.0%	3.2%	22.7%	14.0%	5.6%	0.0%	0.0%	21.4%	0.0%
Gender equity	13.0%	5.3%	4.5%	2.3%	7.4%	25.0%	7.1%	14.3%	0.0%
Private sector development	21.7%	7.4%	9.1%	4.7%	5.6%	12.5%	21.4%	0.0%	0.0%
Education*	0.0%	37.2%	9.1%	4.7%	29.6%	6.3%	28.6%	28.6%	0.0%
Public sector governance/reform*	17.4%	1.1%	4.5%	0.0%	1.9%	12.5%	0.0%	7.1%	0.0%
Global/regional integration	0.0%	0.0%	0.0%	2.3%	1.9%	6.3%	0.0%	0.0%	0.0%
Food security	8.7%	7.4%	4.5%	14.0%	5.6%	6.3%	0.0%	7.1%	0.0%
Urban development	0.0%	3.2%	4.5%	0.0%	3.7%	0.0%	0.0%	7.1%	9.1%
Economic growth/diversification*	52.2%	29.8%	36.4%	37.2%	18.5%	43.8%	28.6%	7.1%	54.5%
Disaster risk management	0.0%	0.0%	0.0%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	13.0%	8.5%	0.0%	2.3%	11.1%	0.0%	7.1%	28.6%	18.2%
Disease	8.7%	7.4%	13.6%	9.3%	13.0%	18.8%	7.1%	7.1%	0.0%
Information and communications technology	4.3%	3.2%	4.5%	2.3%	1.9%	0.0%	0.0%	0.0%	9.1%
Crime and violence	0.0%	2.1%	13.6%	4.7%	3.7%	6.3%	0.0%	7.1%	9.1%
Transport	4.3%	7.4%	4.5%	9.3%	3.7%	6.3%	21.4%	14.3%	0.0%
Agriculture and rural development*	8.7%	22.3%	0.0%	20.9%	13.0%	0.0%	0.0%	7.1%	0.0%
Natural resource management*	0.0%	2.1%	9.1%	16.3%	18.5%	0.0%	0.0%	0.0%	0.0%
Trade and exports	0.0%	2.1%	4.5%	11.6%	3.7%	6.3%	0.0%	14.3%	0.0%
Climate change	4.3%	5.3%	13.6%	7.0%	9.3%	6.3%	0.0%	7.1%	18.2%
Poverty reduction	13.0%	10.6%	18.2%	9.3%	16.7%	6.3%	0.0%	21.4%	0.0%
Anti-corruption	4.3%	11.7%	13.6%	32.6%	18.5%	18.8%	14.3%	7.1%	18.2%
Judiciary reform	4.3%	1.1%	0.0%	4.7%	3.7%	0.0%	0.0%	0.0%	9.1%

\*Significantly different between stakeholder groups

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

When economic and/or social reform efforts fail or are slow to take place in Botswana, which of the following would you attribute this to? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of President/ Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Inadequate level of donor coordination*	0.0%	2.3%	19.0%	9.5%	7.4%	11.8%	0.0%	0.0%	20.0%
Corruption	26.1%	55.7%	52.4%	54.8%	50.0%	70.6%	42.9%	78.6%	30.0%
Private sector involvement and/or influence	4.3%	8.0%	4.8%	4.8%	13.0%	5.9%	14.3%	0.0%	0.0%
Political pressures and obstacles	13.0%	14.8%	19.0%	21.4%	11.1%	35.3%	0.0%	28.6%	10.0%
Inadequate level of private sector participation*	39.1%	15.9%	9.5%	9.5%	5.6%	5.9%	57.1%	0.0%	30.0%
Inadequate level of citizen/civil society participation	13.0%	9.1%	9.5%	7.1%	3.7%	11.8%	0.0%	14.3%	20.0%
Reforms are not well thought out in light of country challenges	21.7%	12.5%	9.5%	4.8%	14.8%	11.8%	0.0%	14.3%	10.0%
Poor coordination within the government	39.1%	37.5%	47.6%	33.3%	50.0%	23.5%	71.4%	42.9%	30.0%
Inadequate level of government accountability	0.0%	22.7%	4.8%	14.3%	22.2%	11.8%	14.3%	7.1%	20.0%
Inadequate level of capacity in the government	34.8%	13.6%	19.0%	9.5%	7.4%	5.9%	0.0%	7.1%	20.0%
Other	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

	Office of President/ Minister			Employee of a Ministry/ PMU/Consultant on WBG Project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you trust The World Bank Group to do what is right?*	22	6.59	1.26	91	6.67	2.74	21	5.43	2.68	40	4.45	2.33	48	4.48	2.07	14	5.43	1.74	11	7.00	2.65	12	5.92	2.64	10	5.60	2.07

\*Significantly different between stakeholder groups

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

	Office of President/ Minister			Employee of a Ministry/ PMU/Consultant on WBG Project			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Botswana?*	23	7.61	1.97	96	5.13	2.03	22	5.18	2.48	43	3.77	1.60	54	3.39	1.47	16	4.88	2.25	14	5.79	3.29	14	4.29	2.70	10	5.70	2.54

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

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

	Office of President/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Botswana.*	22	6.50	2.48	94	5.76	2.28	22	5.00	2.67	43	4.70	1.83	49	4.39	2.03	16	5.06	2.41	14	5.00	2.39	14	4.29	3.17	10	5.80	2.39

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

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

Percentage of Respondents (Responses combined)	Office of President/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Public sector governance/reform	17.4%	12.5%	22.7%	14.0%	9.3%	12.5%	21.4%	0.0%	45.5%
Global/regional integration*	8.7%	2.1%	4.5%	16.3%	1.9%	12.5%	0.0%	0.0%	9.1%
Education*	0.0%	37.5%	13.6%	7.0%	37.0%	31.3%	21.4%	21.4%	0.0%
Food security	0.0%	14.6%	9.1%	20.9%	7.4%	6.3%	0.0%	21.4%	9.1%
Urban development*	0.0%	1.0%	0.0%	14.0%	5.6%	6.3%	0.0%	0.0%	9.1%
Energy	0.0%	6.3%	18.2%	0.0%	5.6%	0.0%	7.1%	7.1%	9.1%
Water and sanitation*	4.3%	12.5%	4.5%	0.0%	1.9%	0.0%	0.0%	0.0%	0.0%
Pollution	0.0%	4.2%	0.0%	2.3%	1.9%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	26.1%	49.0%	54.5%	20.9%	40.7%	37.5%	35.7%	42.9%	36.4%
Health	0.0%	9.4%	9.1%	16.3%	5.6%	0.0%	0.0%	7.1%	0.0%
Financial markets	4.3%	5.2%	4.5%	2.3%	5.6%	6.3%	0.0%	0.0%	9.1%
Social protection	0.0%	4.2%	0.0%	2.3%	3.7%	6.3%	0.0%	14.3%	0.0%
Gender equity	17.4%	4.2%	0.0%	4.7%	7.4%	6.3%	0.0%	0.0%	18.2%
Private sector development*	30.4%	14.6%	18.2%	0.0%	14.8%	25.0%	50.0%	0.0%	18.2%
Natural resource management	8.7%	4.2%	0.0%	0.0%	13.0%	0.0%	0.0%	0.0%	9.1%
Poverty reduction*	17.4%	16.7%	22.7%	67.4%	27.8%	37.5%	14.3%	42.9%	27.3%
Anti-corruption*	34.8%	4.2%	0.0%	14.0%	22.2%	25.0%	14.3%	28.6%	0.0%
Crime and violence	0.0%	1.0%	13.6%	2.3%	5.6%	6.3%	7.1%	7.1%	0.0%
Climate change	13.0%	8.3%	13.6%	0.0%	13.0%	18.8%	0.0%	7.1%	9.1%
Judiciary reform	0.0%	1.0%	0.0%	7.0%	3.7%	6.3%	0.0%	14.3%	0.0%
Economic growth/diversification*	26.1%	16.7%	27.3%	0.0%	11.1%	6.3%	7.1%	0.0%	27.3%
Disaster risk management	0.0%	0.0%	0.0%	4.7%	0.0%	0.0%	7.1%	7.1%	9.1%
Equality of opportunity*	0.0%	10.4%	0.0%	2.3%	1.9%	6.3%	0.0%	35.7%	0.0%
Disease*	0.0%	6.3%	27.3%	18.6%	11.1%	18.8%	0.0%	7.1%	0.0%
Information and communications technology*	4.3%	3.1%	4.5%	14.0%	9.3%	0.0%	28.6%	7.1%	0.0%
Transport*	0.0%	5.2%	4.5%	4.7%	5.6%	12.5%	50.0%	0.0%	9.1%
Agriculture and rural development*	13.0%	20.8%	4.5%	4.7%	7.4%	6.3%	28.6%	7.1%	0.0%
Trade and exports*	13.0%	15.6%	9.1%	2.3%	3.7%	0.0%	0.0%	0.0%	27.3%

\*Significantly different between stakeholder groups

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

From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?\*

Percentage of Respondents	Office of President/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Increased its emphasis recently	8.3%	6.4%	27.3%	2.3%	11.1%	6.3%	0.0%	35.7%	0.0%
Decreased its emphasis recently	0.0%	27.7%	13.6%	23.3%	14.8%	6.3%	7.1%	14.3%	10.0%
Emphasis has remained pretty consistent over time	58.3%	46.8%	54.5%	72.1%	35.2%	62.5%	64.3%	42.9%	60.0%
Don't know	33.3%	19.1%	4.5%	2.3%	38.9%	25.0%	28.6%	7.1%	30.0%

\*Significantly different between stakeholder groups

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/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Private sector*	37.5%	26.3%	42.9%	55.8%	18.5%	46.7%	42.9%	21.4%	40.0%
Local government*	25.0%	53.7%	4.8%	2.3%	7.4%	13.3%	7.1%	7.1%	30.0%
Beneficiaries*	12.5%	5.3%	28.6%	18.6%	18.5%	33.3%	7.1%	7.1%	20.0%
Youth/university groups	16.7%	17.9%	19.0%	4.7%	20.4%	0.0%	28.6%	21.4%	10.0%
Donor community	4.2%	5.3%	0.0%	9.3%	7.4%	0.0%	0.0%	0.0%	0.0%
NGOs/Community Based Organizations*	20.8%	22.1%	19.0%	25.6%	63.0%	13.3%	0.0%	28.6%	30.0%
Foundations	4.2%	3.2%	4.8%	2.3%	5.6%	6.7%	0.0%	0.0%	0.0%
Media*	8.3%	6.3%	19.0%	30.2%	7.4%	60.0%	42.9%	42.9%	0.0%
Academia/think tanks/research institutes*	54.2%	35.8%	42.9%	18.6%	13.0%	13.3%	64.3%	50.0%	50.0%
Parliament	0.0%	8.4%	4.8%	7.0%	11.1%	0.0%	0.0%	14.3%	0.0%
Other	4.2%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	4.2%	3.2%	0.0%	0.0%	7.4%	0.0%	7.1%	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 Botswana? (1-Strongly disagree, 10-Strongly agree)

	Office of President/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Botswana*	22	6.68	1.43	88	5.90	2.05	21	5.33	2.50	41	3.85	1.28	49	4.53	2.16	16	4.50	1.71	14	6.36	2.02	14	5.36	2.21	10	5.40	2.17
The World Bank Group's work is aligned with what I consider the development priorities for Botswana*	22	6.64	1.50	90	5.68	2.24	21	5.48	2.62	42	4.14	1.92	45	4.62	2.30	16	4.81	2.04	14	6.07	1.86	14	5.71	2.52	10	5.50	2.59

\*Significantly different between stakeholder groups

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

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

	Office of President/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	23	6.57	1.59	90	5.88	2.32	22	5.14	2.23	42	3.88	2.03	46	4.50	1.80	17	4.82	2.30	8	5.63	2.00	14	4.50	2.31	11	6.82	2.23
Flexibility (in terms of the institution's products and services)*	23	6.35	1.34	90	6.19	2.44	20	4.70	2.85	42	3.71	1.61	40	4.25	1.64	17	4.76	2.11	3	5.33	2.08	14	6.07	1.73	8	5.63	3.34
Flexibility (in terms of changing country circumstances)*	23	5.91	1.73	90	6.09	2.58	20	5.05	2.54	40	4.05	1.95	40	4.18	1.74	17	4.94	2.08	3	3.33	2.31	14	4.57	2.03	10	6.60	2.63
Being inclusive*	22	6.14	1.46	87	6.01	2.39	21	4.29	2.35	39	3.69	1.61	46	4.30	1.72	17	4.76	2.17	4	5.50	3.00	14	6.57	2.31	10	6.40	2.72
Openness (sharing data and other information)*	23	6.74	0.86	90	6.36	2.70	22	5.55	2.67	42	3.83	1.85	39	4.38	2.10	16	4.88	2.42	8	4.38	1.19	14	4.64	2.17	11	7.00	2.90
Collaboration with the Government*	23	7.13	1.66	90	7.37	2.73	21	5.14	2.74	41	4.00	1.97	43	4.93	2.15	17	4.65	2.18	8	6.75	1.75	13	6.92	2.56	10	7.50	2.92
The speed in which it gets things accomplished on the ground*	23	6.57	1.44	89	6.15	2.79	19	5.00	2.38	39	4.00	2.00	44	4.50	1.93	17	5.00	2.29	3	4.33	1.53	14	5.21	2.01	11	6.55	2.42
Helping to bring discipline/effective supervision to implementation of investment projects*	23	6.09	1.56	85	5.51	2.34	22	4.95	2.17	42	3.67	1.71	42	4.26	1.56	17	3.88	1.96	3	3.67	2.08	14	5.64	2.73	9	6.22	2.17
Collaboration with civil society*	21	6.10	1.18	87	4.79	2.06	20	4.65	2.35	41	3.90	1.99	47	3.81	1.75	17	3.82	1.98	3	5.33	2.08	14	5.50	2.38	10	5.30	1.95
Staff accessibility*	22	5.18	1.53	70	5.79	2.31	21	4.71	2.63	41	3.37	1.61	41	4.22	1.85	17	4.24	1.89	3	4.33	1.53	13	4.85	2.58	11	5.82	2.04
Collaboration with other donors and development partners*	21	6.38	1.28	83	6.11	2.76	21	4.90	2.34	42	3.71	1.85	39	4.23	1.88	17	5.00	2.35	4	6.00	2.58	13	4.85	3.08	11	5.91	2.63
Collaboration with the private sector*	23	6.35	1.23	88	5.07	1.84	22	4.36	1.87	40	3.60	1.91	37	4.08	1.82	16	4.06	1.98	3	4.33	1.53	14	5.36	2.50	10	5.70	1.77
Straightforwardness and honesty*	23	7.39	1.03	90	6.71	3.07	21	5.33	2.58	41	3.63	1.92	42	4.76	1.87	17	5.12	1.96	3	5.33	2.08	13	5.38	2.43	11	6.18	2.82
Treating clients and stakeholders in Botswana with respect*	22	7.18	1.65	83	7.05	2.81	20	4.95	2.26	42	4.05	2.20	42	4.74	2.19	17	4.65	2.21	2	5.00	2.83	13	6.23	2.42	10	6.90	2.96
Being a long-term partner*	22	7.50	2.37	79	7.05	3.06	19	5.42	2.65	40	4.25	2.11	42	4.83	2.41	16	5.31	2.15	4	6.50	2.65	10	7.30	2.06	10	7.20	3.05

\*Significantly different between stakeholder groups

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

	Office of President/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Botswana?*	23	6.48	1.88	88	6.80	2.18	22	5.55	2.15	43	4.70	2.22	49	4.98	1.84	17	5.71	2.14	13	6.08	1.04	14	7.50	2.44	10	5.40	2.67

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



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

	Office of President/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Botswana?*	23	6.52	1.65	86	6.72	2.34	19	5.42	2.29	41	4.56	2.15	45	4.87	1.78	16	5.19	1.97	10	4.10	1.73	12	7.17	2.89	10	6.40	2.41

(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 Botswana? (1- Strongly disagree, 10- Strongly agree)

	Office of President/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Botswana*	21	5.48	2.04	89	5.93	2.16	19	4.74	2.54	42	4.05	2.02	47	4.09	1.64	17	4.59	1.66	3	4.33	2.31	14	5.50	2.88	9	6.33	2.78
The World Bank Group meets Botswana's needs for knowledge services*	22	5.86	1.61	89	5.74	2.17	21	5.57	2.20	42	3.86	1.80	47	4.19	1.53	17	4.47	2.29	8	6.13	2.80	14	5.36	3.00	9	7.33	1.73

\*Significantly different between stakeholder groups

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

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

Percentage of Respondents	Office of President/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Weekly	4.2%	2.1%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%	18.2%
Monthly	4.2%	12.6%	18.2%	11.9%	7.7%	17.6%	0.0%	14.3%	18.2%
A few times a year	41.7%	14.7%	31.8%	19.0%	5.8%	17.6%	21.4%	50.0%	0.0%
Rarely	41.7%	46.3%	45.5%	38.1%	53.8%	47.1%	50.0%	28.6%	63.6%
Never	8.3%	24.2%	0.0%	31.0%	32.7%	17.6%	28.6%	7.1%	0.0%

\*Significantly different between stakeholder groups

	Office of President/Minister			Employee of a Ministry/PMU/Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's knowledge work and activities are adaptable to Botswana's specific development challenges and country circumstances*	22	5.68	1.89	83	5.65	2.27	21	4.52	2.52	37	3.49	1.80	46	4.07	2.05	17	3.88	1.45	2	3.50	3.54	13	4.31	2.50	9	7.22	1.92

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

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

	Office of President/Minister			Employee of a Ministry/PMU/ Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	21	6.43	1.16	86	6.22	2.19	20	4.80	2.53	36	5.08	2.60	43	4.98	2.22	17	5.41	2.00	7	6.14	0.69	13	5.62	3.43	9	6.89	2.32
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	21	6.05	1.60	89	6.01	2.31	20	5.15	2.78	40	4.30	2.27	43	4.53	2.02	17	5.35	2.29	6	6.17	2.04	14	6.07	3.00	9	6.89	2.09

(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 President/Minister			Employee of a Ministry/PMU/ Consultant on WBG Project			Bilateral/Multilateral Agency			Private Sector/Financial Sector/Private Bank			CSO			Media			Independent Government Institution			Academia			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group takes decisions quickly in Botswana*	20	5.90	1.68	73	5.58	2.53	18	4.78	2.82	41	4.41	2.07	37	3.70	1.73	14	4.21	2.12	2	4.50	3.54	14	5.21	2.58	7	6.43	2.57
Where country systems are adequate, the World Bank Group makes appropriate use of them*	20	6.55	1.57	82	6.66	3.07	19	4.63	2.73	36	4.08	2.35	40	4.30	2.08	16	4.44	2.19	1	10.00	0.00	11	5.27	3.04	10	7.00	2.79

\*Significantly different between stakeholder groups





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

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

Percentage of Respondents (Responses combined)	Office of President/ Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Increase availability of Reimbursable Advisory Services (RAS)*	8.7%	5.2%	13.6%	0.0%	5.6%	50.0%	7.1%	7.1%	0.0%
Provide more adequate data/knowledge/statistics/figures on Botswana's economy*	8.7%	30.2%	9.1%	16.3%	11.1%	12.5%	28.6%	35.7%	40.0%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	0.0%	8.3%	13.6%	4.7%	9.3%	18.8%	14.3%	0.0%	20.0%
Offer more innovative knowledge services	13.0%	29.2%	27.3%	4.7%	20.4%	18.8%	21.4%	35.7%	10.0%
Collaborate more effectively with Government clients	4.3%	13.5%	4.5%	4.7%	11.1%	0.0%	0.0%	0.0%	10.0%
Work faster	4.3%	8.3%	18.2%	11.6%	16.7%	6.3%	0.0%	14.3%	0.0%
Reduce the complexity of obtaining World Bank Group financing*	21.7%	7.3%	4.5%	27.9%	7.4%	25.0%	7.1%	0.0%	0.0%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN*	8.7%	4.2%	31.8%	7.0%	1.9%	12.5%	0.0%	21.4%	10.0%
Offer more innovative financial products	0.0%	14.6%	9.1%	2.3%	5.6%	0.0%	0.0%	14.3%	10.0%
Ensure greater selectivity in its work	8.7%	15.6%	13.6%	14.0%	3.7%	6.3%	14.3%	21.4%	10.0%
Engage more effectively with civil society*	4.3%	10.4%	13.6%	2.3%	59.3%	25.0%	0.0%	7.1%	20.0%
Increase the level of capacity development in the country*	56.5%	15.6%	13.6%	14.0%	5.6%	6.3%	21.4%	21.4%	30.0%
Engage more directly with beneficiaries*	4.3%	5.2%	18.2%	34.9%	25.9%	6.3%	14.3%	21.4%	10.0%
Improve the quality of its experts as related to Botswana's specific challenges*	17.4%	13.5%	4.5%	9.3%	0.0%	0.0%	28.6%	0.0%	10.0%
Engage more effectively with private sector*	13.0%	9.4%	4.5%	25.6%	9.3%	6.3%	42.9%	0.0%	0.0%
Other	4.3%	3.1%	0.0%	2.3%	0.0%	6.3%	0.0%	0.0%	10.0%

\*Significantly different between stakeholder groups



## G. Communication and Information Sharing

How frequently do you interact with the World Bank Group now in Botswana?\*

Percentage of Respondents	Office of President/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Never	4.2%	52.6%	0.0%	11.9%	50.0%	47.1%	35.7%	21.4%	27.3%
Less than once a year	37.5%	14.7%	22.7%	57.1%	35.2%	17.6%	21.4%	42.9%	0.0%
Once a year to a few times a year	45.8%	12.6%	36.4%	16.7%	9.3%	17.6%	28.6%	28.6%	36.4%
Less than once a month	4.2%	3.2%	4.5%	2.4%	0.0%	5.9%	7.1%	7.1%	18.2%
At least once a month	4.2%	15.8%	31.8%	11.9%	3.7%	11.8%	7.1%	0.0%	9.1%
At least once a week	4.2%	1.1%	4.5%	0.0%	1.9%	0.0%	0.0%	0.0%	9.1%

\*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of President/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
International radio	4.3%	7.4%	4.8%	11.9%	1.9%	11.8%	0.0%	14.3%	0.0%
International newspapers*	4.3%	4.2%	9.5%	23.8%	7.4%	11.8%	0.0%	7.1%	30.0%
Local radio	0.0%	13.7%	9.5%	16.7%	27.8%	11.8%	28.6%	14.3%	20.0%
Social media*	13.0%	13.7%	52.4%	11.9%	46.3%	29.4%	7.1%	14.3%	0.0%
Local television*	43.5%	30.5%	4.8%	19.0%	13.0%	5.9%	0.0%	14.3%	20.0%
Periodicals	8.7%	7.4%	4.8%	4.8%	1.9%	0.0%	0.0%	7.1%	10.0%
Local newspapers*	34.8%	50.5%	14.3%	14.3%	31.5%	23.5%	50.0%	28.6%	50.0%
Internet*	34.8%	44.2%	66.7%	71.4%	50.0%	52.9%	35.7%	71.4%	50.0%
International television	8.7%	9.5%	4.8%	11.9%	7.4%	23.5%	7.1%	0.0%	10.0%
Other*	30.4%	2.1%	14.3%	2.4%	3.7%	0.0%	7.1%	21.4%	10.0%

\*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/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
World Bank Group's publications and other written materials*	29.2%	51.0%	27.3%	20.9%	15.7%	23.5%	35.7%	21.4%	50.0%
e-Newsletters*	12.5%	39.6%	22.7%	25.6%	19.6%	29.4%	0.0%	28.6%	20.0%
World Bank Group's seminars/workshops/conferences*	41.7%	38.5%	54.5%	51.2%	64.7%	47.1%	78.6%	42.9%	60.0%
Direct contact with World Bank Group*	45.8%	19.8%	45.5%	55.8%	54.9%	52.9%	21.4%	35.7%	10.0%
World Bank Group's website	37.5%	32.3%	22.7%	16.3%	11.8%	17.6%	21.4%	42.9%	30.0%
Social media*	8.3%	9.4%	13.6%	18.6%	29.4%	5.9%	7.1%	0.0%	20.0%

\*Significantly different between stakeholder groups

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

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

Percentage of Respondents	Office of President/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
High speed/WiFi	91.3%	94.6%	95.2%	89.7%	92.2%	100.0%	100.0%	92.3%	80.0%
Dial-up	8.7%	5.4%	4.8%	10.3%	7.8%	0.0%	0.0%	7.7%	20.0%

**H. Background Information**

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

Percentage of Respondents	Office of President/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Yes	75.0%	28.0%	76.2%	42.9%	19.2%	11.8%	28.6%	28.6%	50.0%
No	25.0%	72.0%	23.8%	57.1%	80.8%	88.2%	71.4%	71.4%	50.0%

\*Significantly different between stakeholder groups

If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Botswana? \* (Select only ONE response)

Percentage of Respondents	Office of President/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
The World Bank (IBRD)	72.2%	80.8%	73.3%	27.8%	66.7%	50.0%	100.0%	100.0%	60.0%
The International Finance Corporation (IFC)	5.6%	15.4%	20.0%	61.1%	0.0%	50.0%	0.0%	0.0%	40.0%
The Multilateral Investment Guarantee Agency (MIGA)	22.2%	0.0%	0.0%	11.1%	33.3%	0.0%	0.0%	0.0%	0.0%
International Centre for Settlement of Investment Disputes (ICSID)	0.0%	3.8%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of President/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Local Government	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Observer*	13.6%	6.3%	18.8%	3.7%	8.1%	27.6%	30.8%	3.6%	3.3%	16.7%
Use World Bank Group reports/data*	54.5%	28.4%	43.8%	18.5%	24.2%	25.9%	38.5%	23.6%	33.3%	83.3%
Engage in World Bank Group related/sponsored events/activities*	40.9%	60.0%	68.8%	53.7%	50.0%	48.3%	38.5%	63.6%	70.0%	16.7%
Collaborate as part of my professional duties*	31.8%	44.2%	25.0%	46.3%	41.9%	20.7%	30.8%	18.2%	26.7%	33.3%
Use World Bank Group website for information, data, research, etc.	13.6%	14.7%	6.3%	5.6%	25.8%	13.8%	23.1%	20.0%	10.0%	16.7%

\*Significantly different between stakeholder groups



## Appendix C: Responses to Indicator Questions by Geographic Location<sup>17</sup>

● Gaborone N=233    ● Outside Gaborone N=67

### A. General Issues Facing Botswana

	Gaborone			Outside Gaborone		
	N	Mean	SD	N	Mean	SD
To what extent do you trust the World Bank Group to do what is right?*	214	5.94	2.57	60	4.88	2.33

(1-To no degree at all, 10-To a very significant degree) \*Significantly different between geographic locations

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

	Gaborone			Outside Gaborone		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Botswana.*	226	5.38	2.34	63	4.49	2.27

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

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

(1-Strongly disagree, 10-Strongly agree)

	Gaborone			Outside Gaborone		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Botswana*	216	5.41	2.05	64	4.73	2.28
The World Bank Group's work is aligned with what I consider the development priorities for Botswana	216	5.37	2.18	63	4.97	2.53

\*Significantly different between geographic locations

<sup>17</sup> 300 respondents provided information about their geographic location (question H9 in the questionnaire).

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

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

	Gaborone			Outside Gaborone		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	216	5.26	2.22	63	5.08	2.41
Flexibility (in terms of the institution's products and services)*	202	5.43	2.31	60	4.62	2.29
Flexibility (in terms of changing country circumstances)	203	5.34	2.36	59	4.71	2.36
Being inclusive	204	5.28	2.28	61	4.85	2.38
Openness (sharing data and other information)	211	5.54	2.51	59	4.97	2.57
Collaboration with the Government	208	6.20	2.68	62	5.48	2.88
The speed in which it gets things accomplished on the ground*	203	5.53	2.45	61	4.70	2.38
Helping to bring discipline/effective supervision to implementation of investment projects*	202	5.06	2.16	60	4.42	2.21
Collaboration with civil society	202	4.64	2.05	63	4.30	2.07
Staff accessibility*	189	4.96	2.17	54	4.15	2.27
Collaboration with other donors and development partners	199	5.25	2.46	57	4.89	2.66
Collaboration with the private sector*	201	4.88	1.94	57	4.09	2.06
Straightforwardness and honesty	206	5.76	2.67	60	5.20	2.74
Treating clients and stakeholders in Botswana with respect*	197	5.96	2.65	59	5.02	2.85
Being a long-term partner*	188	6.22	2.80	58	5.26	2.95

\*Significantly different between geographic locations

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

	Gaborone			Outside Gaborone		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Botswana?	221	6.02	2.25	64	5.44	2.27

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

	Gaborone			Outside Gaborone		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Botswana?	207	5.86	2.30	61	5.36	2.39

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

**C. World Bank Group's Effectiveness and Results (continued)****To what extent do you agree with the following statements about the World Bank Group in Botswana?***(1-Strongly disagree, 10-Strongly agree)*

	Gaborone			Outside Gaborone		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Botswana	205	5.14	2.19	62	4.79	2.36
The World Bank Group meets Botswana's needs for knowledge services	213	5.26	2.19	62	4.65	2.13

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

	Gaborone			Outside Gaborone		
	N	Mean	SD	N	Mean	SD
Are adaptable to Botswana's specific development challenges and country circumstances	194	4.91	2.30	61	4.44	2.21

	Gaborone			Outside Gaborone		
	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?	196	5.68	2.35	61	5.62	2.27
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	203	5.56	2.38	61	5.02	2.25

*(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)**

	Gaborone			Outside Gaborone		
	N	Mean	SD	N	Mean	SD
The World Bank Group takes decisions quickly in Botswana	180	5.02	2.38	51	4.65	2.32
Where country systems are adequate, the World Bank Group makes appropriate use of them	181	5.56	2.85	59	5.29	2.76



## Appendix D: Responses to Selected Questions by Level of Collaboration with the World Bank Group<sup>18</sup>

*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 FY19 Botswana COS questionnaire: All 10-point scale questions and questions B4, B6, B7, and F1.*

● Collaborating with the WBG N=107      ● Not collaborating with the WBG N=185

### A. General Issues Facing Botswana

**To what extent do you trust each of the following groups to do what is right?** (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
The national/federal government	102	4.94	2.31	171	5.42	2.44
Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	102	4.87	2.20	166	5.39	2.45
The World Bank Group	104	5.34	2.40	164	5.86	2.59
The International Monetary Fund*	98	5.00	2.37	165	5.96	2.68
UN*	102	5.21	2.53	164	6.30	2.75
Regional development banks*	95	4.66	2.20	156	5.68	2.45
Botswana's Central Bank	99	5.75	2.84	161	6.09	2.70
International private sector*	101	4.10	1.90	159	5.16	2.32
Domestic private sector*	101	4.50	2.12	171	5.78	2.44
International civil society*	103	4.66	2.19	164	5.51	2.40
Domestic civil society*	103	4.67	2.20	166	5.94	2.56
Domestic traditional media and their web presence*	103	4.57	1.99	168	5.70	2.58
International media and their web presence*	99	4.51	2.19	163	5.35	2.36
Web based media	99	4.76	2.56	161	5.15	2.64

\*Significantly different between collaborators and non-collaborators

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Botswana?*	105	5.43	2.81	184	4.40	1.89

(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 Botswana.	103	5.25	2.51	178	5.08	2.23

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

<sup>18</sup> Only 292 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)**

	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 Botswana solve its most complicated development challenges?	103	5.52	2.45	159	5.28	2.47

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

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Public sector governance/reform	17.9%	12.5%
Global/regional integration	6.6%	4.3%
Education*	7.5%	34.2%
Food security	10.4%	12.0%
Urban development*	9.4%	2.2%
Energy	6.6%	4.9%
Water and sanitation	4.7%	5.4%
Pollution	1.9%	2.7%
Job creation/employment*	30.2%	44.6%
Health	9.4%	6.5%
Financial markets	5.7%	3.3%
Social protection	5.7%	2.2%
Gender equity*	9.4%	3.8%
Private sector development	19.8%	13.6%
Natural resource management*	8.5%	2.7%
Poverty reduction	31.1%	28.3%
Anti-corruption	13.2%	13.0%
Crime and violence	4.7%	3.3%
Climate change	8.5%	9.2%
Judiciary reform	3.8%	2.7%
Economic growth/diversification	16.0%	12.0%
Disaster risk management	1.9%	1.1%
Equality of opportunity	2.8%	8.2%
Disease	14.2%	8.7%
Information and communications technology	9.4%	6.5%
Transport	8.5%	6.5%
Agriculture and rural development	11.3%	13.0%
Trade and exports	4.7%	11.4%

\*Significantly different between collaborators and non-collaborators



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

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Not enough public disclosure of its work	31.4%	29.7%
Inadequate World Bank Group's staffing in Botswana*	15.2%	6.6%
Staff too inaccessible	21.0%	17.6%
Not collaborating enough with private sector	8.6%	16.5%
Not collaborating enough with civil society*	8.6%	27.5%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	4.8%	3.3%
Not willing to honestly criticize policies and reform efforts in the country	14.3%	13.2%
Not aligned with country priorities	12.4%	19.2%
Not adequately sensitive to political/social realities in Botswana	11.4%	5.5%
Too influenced by developed countries*	27.6%	15.4%
World Bank Group's processes too slow and complex	8.6%	5.5%
Not adequately flexible	9.5%	12.1%
Not sufficiently focused on sustainable results	3.8%	3.3%
Arrogant in its approach	2.9%	1.6%
Other	1.0%	0.5%
Don't know	4.8%	7.7%

\*Significantly different between collaborators and non-collaborators

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

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
To a fully sufficient degree	1.9%	2.2%
To a somewhat sufficient degree	20.4%	20.3%
To a somewhat insufficient degree	55.3%	51.6%
To a very insufficient degree	11.7%	12.6%
Don't know	10.7%	13.2%

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

(1-Strongly disagree, 10-Strongly agree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Botswana	100	5.26	2.20	172	5.21	2.04
The World Bank Group's work is aligned with what I consider the development priorities for Botswana	99	5.18	2.47	172	5.30	2.12

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	105	5.28	2.35	165	5.15	2.17
Flexibility (in terms of the institution's products and services)*	97	4.85	2.21	157	5.45	2.30
Flexibility (in terms of changing country circumstances)	96	4.85	2.27	158	5.36	2.36
Being inclusive	95	4.85	2.25	162	5.31	2.26
Openness (sharing data and other information)	102	5.31	2.45	159	5.40	2.53
Collaboration with the Government	103	5.64	2.72	158	6.23	2.69
The speed in which it gets things accomplished on the ground	97	5.21	2.32	159	5.40	2.49
Helping to bring discipline/effective supervision to implementation of investment projects	100	4.98	2.29	154	4.85	2.09
Collaboration with civil society	93	4.75	2.40	165	4.45	1.82
Staff accessibility	96	4.76	2.23	139	4.73	2.16
Collaboration with other donors and development partners	95	5.00	2.45	152	5.22	2.49
Collaboration with the private sector	92	4.82	2.13	157	4.62	1.92
Straightforwardness and honesty	99	5.28	2.59	159	5.82	2.70
Treating clients and stakeholders in Botswana with respect	95	5.63	2.64	153	5.79	2.74
Being a long-term partner	93	5.56	2.94	145	6.25	2.76

\*Significantly different between collaborators and non-collaborators



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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Social protection	85	4.33	2.41	116	4.46	2.16
Private sector development	87	4.44	2.17	120	4.25	1.83
Education	94	5.18	2.49	124	4.63	2.21
Public sector governance/reform	98	5.26	2.47	136	5.03	2.36
Global/regional integration	81	4.75	2.65	128	4.96	2.48
Urban development	85	4.84	2.39	144	5.50	2.60
Energy	86	4.83	2.43	133	5.11	2.34
Water and sanitation	89	4.76	2.70	139	5.29	2.41
Job creation/employment*	88	4.58	2.44	148	5.85	2.84
Health*	88	4.95	2.39	143	5.75	2.71
Financial markets	82	4.56	2.31	113	4.90	2.31
Transport*	91	5.13	2.57	144	5.98	2.94
Agriculture and rural development	82	4.60	2.40	143	5.13	2.28
Trade and exports	80	4.55	2.22	121	4.86	2.32
Natural resource management	83	4.77	2.46	127	4.56	2.20
Climate change	82	4.68	2.23	126	4.69	2.26
Poverty reduction*	95	4.76	2.46	156	5.66	2.69
Anti-corruption	83	4.14	2.38	140	4.26	2.17
Economic growth/diversification*	86	4.92	2.52	151	5.62	2.62
Disaster risk management*	80	4.46	2.39	148	5.46	2.66
Disease*	83	4.98	2.59	153	5.84	2.93

\*Significantly different between collaborators and non-collaborators

	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 Botswana?	104	5.60	2.31	172	6.02	2.18

(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
To what extent does the World Bank Group influence the development agenda in Botswana?	99	5.54	2.22	161	5.84	2.34

(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
The World Bank Group's financial instruments meet the needs of Botswana	96	4.82	2.39	162	5.14	2.08
The World Bank Group meets Botswana's needs for knowledge services	104	5.13	2.26	163	5.06	2.12

(1- Strongly disagree, 10- Strongly agree)

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that Botswana received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?	88	5.45	2.38	135	5.87	2.55

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

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

**In Botswana, to what extent do you believe that the World Bank Group's knowledge work and activities:** (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	95	4.88	2.03	130	4.85	2.24
Include appropriate level of stakeholder involvement during preparation	94	4.97	2.04	143	4.82	2.29
Lead to practical solutions	95	4.82	2.13	148	5.23	2.47
Are source of relevant information on global good practices	98	5.37	2.44	148	5.44	2.61
Are adequately disseminated	98	4.83	2.06	145	4.56	2.31
Are translated enough into local language	94	4.07	2.32	147	3.97	2.02
Are adaptable to Botswana's specific development challenges and country circumstances	98	4.67	2.18	149	4.82	2.28

	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?	103	5.53	2.32	147	5.73	2.29

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	102	5.43	2.34	155	5.39	2.30

(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	88	4.90	2.28	135	4.71	2.08
The World Bank Group effectively monitors and evaluates the projects and programs it supports	99	5.35	2.37	158	5.46	2.56
The World Bank Group's approvals and reviews are done in a timely fashion	94	5.05	2.10	144	5.31	2.62
The World Bank Group's Environmental and Social Framework requirements are reasonable	93	5.15	2.26	134	4.91	2.25
The World Bank Group's conditions on its lending are reasonable	88	4.60	2.12	125	5.03	2.42
The World Bank Group takes decisions quickly in Botswana	92	5.15	2.43	133	4.71	2.27
Working with the World Bank Group increases Botswana's institutional capacity	99	5.37	2.40	155	5.75	2.77
Where country systems are adequate, the World Bank Group makes appropriate use of them	92	5.32	2.66	141	5.55	2.90

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Increase availability of Reimbursable Advisory Services (RAS)	8.6%	8.2%
Provide more adequate data/knowledge/statistics/figures on Botswana's economy*	14.3%	24.0%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	10.5%	7.1%
Offer more innovative knowledge services	17.1%	22.4%
Collaborate more effectively with Government clients	5.7%	9.3%
Work faster	14.3%	8.7%
Reduce the complexity of obtaining World Bank Group financing*	18.1%	7.7%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	9.5%	6.0%
Offer more innovative financial products	6.7%	9.3%
Ensure greater selectivity in its work	10.5%	13.1%
Engage more effectively with civil society*	9.5%	23.0%
Increase the level of capacity development in the country*	31.4%	10.4%
Engage more directly with beneficiaries	14.3%	17.5%
Improve the quality of its experts as related to Botswana's specific challenges	13.3%	7.1%
Engage more effectively with private sector	7.6%	14.8%
Other	2.9%	2.2%

\*Significantly different between collaborators and non-collaborators



## Appendix E: Responses to Selected Questions by Year<sup>19</sup>

*All data presented in this appendix are weighted. As a result, means of the FY 2019 data and the total number of respondents indicated will be slightly different from the aggregated responses in Appendix A. Similarly, responses from FY 2016 respondents and the total number of respondents indicated may differ from those reported in the FY 2016 COS report.*

- FY 2016 Number of comparable respondents = 218
- FY 2019 Number of comparable respondents = 285

*By weighting, the FY 2016 and FY 2019 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 2016	FY 2019
Office of the President/Minister	6.5%	6.5%
Government Institutions	44%	44%
Bilateral/Multilateral Agencies	7.5%	7.5%
Civil Society	20%	20%
Private Sector	12%	12%
Academia	5%	5%
Media	5%	5%

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Botswana?	216	5.13	2.44	283	4.75	2.29

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Botswana.*	160	5.74	1.99	275	5.19	2.36

*(1-Not effective at all, 10-Very effective) \*Significantly different between FY2016 and FY2019*

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Botswana solve its most complicated development challenges?*	137	6.27	1.97	254	5.42	2.51

*(1-To no degree at all, 10-To a very significant degree) \*Significantly different between FY2016 and FY2019*

<sup>19</sup> Only those questions that were asked in the FY 2016 and FY 2019 country opinion surveys, with similar response scales/options, are presented in this appendix.

**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 Botswana?\*

(Select only ONE response)

Percentage of Respondents	FY 2016	FY 2019
To a fully sufficient degree	0.9%	2.5%
To a somewhat sufficient degree	22.7%	20.8%
To a somewhat insufficient degree	32.7%	51.6%
To a very insufficient degree	15.6%	12.2%
Don't know	28.0%	12.9%

\*Significantly different between FY2016 and FY2019

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

(1-Strongly disagree, 10-Strongly agree)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Botswana*	179	6.53	1.81	266	5.30	2.15
The World Bank Group's work is aligned with what I consider the development priorities for Botswana*	185	6.33	1.77	265	5.31	2.28

\*Significantly different between FY2016 and FY2019

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

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	166	5.95	1.60	261	5.20	2.26
Flexibility (in terms of the institution's products and services)	152	5.12	1.61	248	5.29	2.34
Flexibility (in terms of changing country circumstances)	159	5.26	1.75	246	5.19	2.40
Being inclusive	163	5.40	2.01	249	5.20	2.31
Openness (sharing data and other information)*	171	5.97	2.15	253	5.39	2.53
Collaboration with the Government*	182	7.26	1.63	256	6.09	2.73
The speed in which it gets things accomplished on the ground*	144	6.03	1.84	247	5.35	2.49
Helping to bring discipline/effective supervision to implementation of investment projects'				246	4.91	2.19
Collaboration with civil society*	151	5.05	1.91	249	4.53	2.07
Staff accessibility*	162	5.73	2.35	224	4.80	2.24
Collaboration with other donors and development partners*	140	5.83	1.93	238	5.21	2.55
Collaboration with the private sector*	142	5.22	1.95	242	4.69	1.98
Straightforwardness and honesty*	150	6.38	1.98	249	5.69	2.74
Treating clients and stakeholders in Botswana with respect*	164	7.18	2.06	239	5.81	2.72
Being a long-term partner*	167	7.44	2.09	230	6.01	2.87

\*Significantly different between FY2016 and FY2019

' Only FY 2019 questionnaire had this response option.



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

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Social protection*	83	6.43	2.42	191	4.43	2.26
Private sector development*	95	6.04	2.12	200	4.31	1.96
Education*	104	6.24	1.88	208	4.82	2.31
Public sector governance/reform*	124	6.76	2.13	227	5.15	2.43
Global/regional integration*	78	6.32	2.24	202	4.94	2.56
Urban development*	83	6.46	1.73	226	5.35	2.64
Energy*	102	5.80	2.31	212	5.03	2.42
Water and sanitation*	86	6.20	2.11	222	5.15	2.52
Job creation/employment	108	5.82	2.46	233	5.47	2.82
Health*	106	6.81	1.95	227	5.56	2.70
Financial markets*	72	5.90	2.30	186	4.81	2.36
Transport	98	6.33	1.89	230	5.73	2.90
Agriculture and rural development <sup>a</sup>				219	4.95	2.32
Trade and exports*	89	6.52	2.17	194	4.71	2.28
Natural resource management*	85	6.43	2.31	204	4.67	2.32
Climate change <sup>a</sup>				197	4.64	2.25
Poverty reduction*	108	6.74	1.96	243	5.37	2.66
Anti-corruption*	76	5.66	2.11	218	4.20	2.23
Economic growth/diversification <sup>a</sup>	130	6.82	2.04	232	5.46	2.66
Disaster risk management <sup>a</sup>				222	5.18	2.65
Disease <sup>a</sup>	84	6.57	2.06	229	5.62	2.89

\*Significantly different between FY2016 and FY2019

<sup>a</sup> Only FY 2019 questionnaire had this response option.

<sup>a</sup> In FY 2016, the category was "Economic growth"

<sup>a</sup> In FY 2016, the category was "Communicable/non-communicable diseases"

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Botswana?*	167	6.40	1.66	269	5.98	2.24

(1-To no degree at all, 10-To a very significant degree) \*Significantly different between FY2016 and FY2019

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

(1-Strongly disagree, 10-Strongly agree)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Botswana	146	5.46	1.93	251	5.10	2.24
The World Bank Group meets Botswana's needs for knowledge services*	170	6.39	1.78	260	5.13	2.21

\*Significantly different between FY2016 and FY2019



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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that Botswana received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?*	102	6.55	1.87	216	5.81	2.54

(1-To no degree at all, 10-To a very significant degree) \*Significantly different between FY2016 and FY2019

**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 2016	FY 2019
Weekly	5.7%	1.4%
Monthly	16.6%	11.4%
A few times a year	41.2%	18.9%
Rarely	19.0%	45.6%
Never	17.5%	22.8%

\*Significantly different between FY2016 and FY2019

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

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Are timely*	157	6.07	1.73	219	4.92	2.22
Include appropriate level of stakeholder involvement during preparation*	157	6.08	1.92	231	4.91	2.27
Lead to practical solutions*	160	5.80	1.98	238	5.14	2.43
Are source of relevant information on global good practices*	171	7.17	1.95	240	5.41	2.56
Are adequately disseminated*	163	5.43	2.19	234	4.71	2.29
Are translated enough into local language*	129	3.04	2.29	236	4.02	2.16
Are adaptable to Botswana's specific development challenges and country circumstances*	169	5.62	2.27	240	4.78	2.29

\*Significantly different between FY2016 and FY2019

	FY 2016			FY 2019		
	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?*	165	6.40	1.77	243	5.69	2.32
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	166	6.91	1.67	250	5.42	2.37

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality) \*Significantly different between FY2016 and FY2019

**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 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	89	5.70	2.14	212	4.84	2.23
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	141	6.86	1.86	250	5.52	2.58
The World Bank Group's approvals and reviews are done in a timely fashion*	118	6.39	1.63	229	5.27	2.49
The World Bank Group's Environmental and Social Framework requirements are reasonable <sup>†</sup>				218	5.06	2.33
The World Bank Group's conditions on its lending are reasonable*	102	6.04	1.78	205	4.91	2.37
The World Bank Group takes decisions quickly in Botswana*	101	6.15	1.84	216	4.90	2.38
Working with the World Bank Group increases Botswana's institutional capacity*	136	7.23	1.71	245	5.73	2.73
Where country systems are adequate, the World Bank Group makes appropriate use of them*	104	6.37	2.09	224	5.50	2.87

\*Significantly different between FY2016 and FY2019

<sup>†</sup> Only FY 2019 questionnaire had this response option.

**G. Communication and Information Sharing**

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

Percentage of Respondents	FY 2016	FY 2019
High speed/WiFi	87.9%	93.8%
Dial-up	12.1%	6.3%

\*Significantly different between FY2016 and FY2019



## 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 Botswana? (Choose no more than TWO)									
			Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
	Not collaborating with the WBG	Collaborating with the WBG	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
To what extent do you trust The World Bank Group to do what is right?	5.86	5.34	6.25	4.59	5.68	5.79	5.91	5.06	5.63	5.85	5.66	5.79
Overall, please rate your impression of the World Bank Group's effectiveness in Botswana.	5.08	5.25	5.74	4.58	5.42	5.09	5.41	5.11	5.01	6.00	5.44	5.13
Overall the World Bank Group currently plays a relevant role in development in Botswana	5.21	5.26	5.72	4.30	5.16	5.45	5.39	4.69	4.94	5.78	5.29	5.10
The World Bank Group's work is aligned with what I consider the development priorities for Botswana	5.30	5.18	5.80	4.29	5.16	5.65	5.39	4.88	4.99	5.80	5.54	4.73
Responsiveness to needs	5.15	5.28	5.78	4.30	5.32	5.19	5.33	5.13	5.11	5.61	5.43	4.98
Flexibility (in terms of the institution's products and services)	5.45	4.85	5.71	4.35	5.25	5.22	5.41	4.71	5.24	5.24	5.22	5.28
Flexibility (in terms of changing country circumstances)	5.36	4.85	5.68	4.28	5.18	5.31	5.38	4.67	5.22	5.18	5.15	5.31
Being inclusive	5.31	4.85	5.67	4.25	5.21	5.13	5.32	4.78	5.25	5.10	5.09	5.40
Openness (sharing data and other information)	5.40	5.31	5.98	4.32	5.45	5.37	5.59	4.88	5.32	5.64	5.35	5.58
Collaboration with the Government	6.23	5.64	6.61	4.89	6.07	5.98	6.36	5.00	6.03	6.08	5.92	6.31
The speed in which it gets things accomplished on the ground	5.40	5.21	5.82	4.33	5.35	5.22	5.45	4.90	5.26	5.43	5.30	5.38
Helping to bring discipline/effective supervision to implementation of investment projects	4.85	4.98	5.40	3.83	4.74	5.38	4.95	4.67	4.78	5.07	4.94	4.75
Collaboration with civil society	4.45	4.75	5.01	3.81	4.47	5.09	4.65	4.47	4.41	4.99	4.87	4.10
Staff accessibility	4.73	4.76	5.11	3.92	4.64	4.89	4.78	4.47	4.63	4.83	4.78	4.51
Collaboration with other donors and development partners	5.22	5.00	5.64	4.41	5.30	4.95	5.37	4.74	5.14	5.36	5.31	5.02
Collaboration with the private sector	4.62	4.82	5.10	3.81	4.53	5.07	4.75	4.36	4.44	5.10	4.80	4.36
Straightforwardness and honesty	5.82	5.28	6.14	4.60	5.69	5.43	5.82	5.00	5.61	5.67	5.65	5.59
Treating clients and stakeholders in Botswana with respect	5.79	5.63	6.51	4.28	5.71	6.02	5.98	5.14	5.66	5.99	5.66	6.03
Being a long-term partner	6.25	5.56	6.60	4.82	6.04	5.96	6.27	5.26	5.88	6.27	6.01	6.05
To what extent does the World Bank Group's work help to achieve development results in Botswana?	6.02	5.60	6.34	5.01	5.80	6.18	6.00	5.53	5.93	5.82	5.85	5.98
To what extent does the World Bank Group influence the development agenda in Botswana?	5.84	5.54	6.30	4.90	5.74	5.98	5.94	5.31	5.82	5.74	5.77	5.84
The World Bank Group's financial instruments meet the needs of Botswana	5.14	4.82	5.33	4.44	5.04	4.89	5.12	4.66	4.98	5.07	4.98	5.08
The World Bank Group meets Botswana's needs for knowledge services	5.06	5.13	5.45	4.42	4.99	5.47	5.29	4.45	4.87	5.53	5.16	4.97
The World Bank Group's knowledge work and activities are adaptable to Botswana's specific development challenges and country circumstances	4.82	4.67	5.24	4.05	4.86	4.65	4.89	4.54	4.70	5.02	4.85	4.74
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	5.73	5.53	5.91	5.23	5.63	5.74	5.73	5.39	5.60	5.78	5.75	5.47
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	5.39	5.43	5.94	4.70	5.46	5.62	5.52	5.43	5.37	5.75	5.61	5.26
The World Bank Group takes decisions quickly in Botswana	4.71	5.15	5.49	4.00	4.87	5.08	4.84	5.14	4.92	4.92	5.04	4.60
Where country systems are adequate, the World Bank Group makes appropriate use of them	5.55	5.32	6.17	4.50	5.51	5.65	5.59	5.38	5.71	5.19	5.48	5.64

Yellow highlight indicates significant difference between Yes and No means.

## Appendix G: Botswana FY19 COS Questionnaire



### **World Bank Group Country Survey FY 2019 – Botswana**

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

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

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

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

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

## SECTION A: GENERAL ISSUES FACING BOTSWANA

<b>A1. When you think about the future in Botswana, are you ... ?</b>	
1	Very pessimistic
2	Somewhat pessimistic
3	Somewhat optimistic
4	Very optimistic
5	Not sure

<b>A2. Do you think that economic opportunity for citizens in Botswana is ... ?</b>	
1	Increasing
2	Decreasing
3	Staying about the same

<b>A3. Listed below are a number of development priorities in Botswana.</b>			
<b>Please identify which of the following you consider the most important development priorities in Botswana. (Choose no more than THREE)</b>			
1	Energy	15	Economic growth/diversification
2	Water and sanitation	16	Disaster risk management (drought management)
3	Pollution	17	Equality of opportunity (i.e., social inclusion)
4	Job creation/employment	18	Disease (HIV/AIDS)
5	Health	19	Information and communications technology
6	Financial markets	20	Crime and violence
7	Social protection (e.g., pensions, targeted social assistance)	21	Transport (e.g., roads, bridges, transportation)
8	Gender equity (closing the gap between women and men, and boys and girls)	22	Agriculture and rural development
9	Private sector development (e.g., entrepreneurship)	23	Natural resource management (e.g., minerals, renewables/non-renewables)
10	Education	24	Trade and exports
11	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	25	Climate change (e.g., mitigation, adaptation)
12	Global/regional integration	26	Poverty reduction
13	Food security	27	Anti-corruption
14	Urban development	28	Judiciary reform

## SECTION A: GENERAL ISSUES

<b>A4. Poverty reduction is a broad term that encompasses work in many different areas.</b>			
<b>Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Botswana? (Choose no more than THREE)</b>			
1	Social protection (e.g., pensions, targeted social assistance)	15	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
2	Agriculture and rural development	16	Gender equity (closing the gap between women and men, and boys and girls)
3	Natural resource management (e.g., minerals, renewables/non-renewables)	17	Private sector development (e.g., entrepreneurship)
4	Climate change (e.g., mitigation, adaptation)	18	Education
5	Economic growth/diversification	19	Water and sanitation
6	Disaster risk management (drought management)	20	Pollution
7	Equality of opportunity (i.e., social inclusion)	21	Job creation/employment
8	Disease (HIV/AIDS)	22	Health
9	Information and communications technology	23	Financial markets
10	Transport (e.g., roads, bridges, transportation)	24	Global/regional integration
11	Energy	25	Food security
12	Anti-corruption	26	Urban development
13	Judiciary reform	27	Trade and exports
14	Crime and violence		

<b>A5. When economic and/or social reform efforts fail or are slow to take place in Botswana, which of the following would you attribute this to? (Choose no more than TWO)</b>	
1	Inadequate level of donor coordination
2	Corruption
3	Private sector involvement and/or influence
4	Political pressures and obstacles
5	Inadequate level of private sector participation
6	Inadequate level of citizen/civil society participation
7	Reforms are not well thought out in light of country challenges
8	Poor coordination within the government
9	Inadequate level of government accountability
10	Inadequate level of capacity in the government
11	Other (please specify): _____

## SECTION A: GENERAL ISSUES

A6. To what extent do you trust each of the following groups to do what is right?												
		To no degree at all					To a very significant degree					Don't know
1	The national/federal government	1	2	3	4	5	6	7	8	9	6	<input type="checkbox"/>
2	Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	1	2	3	4	5	6	7	8	9	13	<input type="checkbox"/>
3	The World Bank Group	1	2	3	4	5	6	7	8	9	12	<input type="checkbox"/>
4	The International Monetary Fund	1	2	3	4	5	6	7	8	9	12	<input type="checkbox"/>
5	UN	1	2	3	4	5	6	7	8	9	9	<input type="checkbox"/>
6	Regional development banks	1	2	3	4	5	6	7	8	9	23	<input type="checkbox"/>
7	Botswana's Central Bank	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
8	International private sector	1	2	3	4	5	6	7	8	9	15	<input type="checkbox"/>
9	Domestic private sector	1	2	3	4	5	6	7	8	9	2	<input type="checkbox"/>
10	International civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	11	<input type="checkbox"/>
11	Domestic civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	4	<input type="checkbox"/>
12	Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	1	2	3	4	5	6	7	8	9	8	<input type="checkbox"/>
13	International media and their web presence	1	2	3	4	5	6	7	8	9	19	<input type="checkbox"/>
14	Web based media (i.e., blogs, social media, other web-based news and information sources)	1	2	3	4	5	6	7	8	9	20	<input type="checkbox"/>

A7. Please describe the direction Botswana is moving in, when considering ... ?						
		Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
1	Human development (e.g., health, education, and social protection)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Equal opportunity for girls and boys, men and women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Growing Botswana's economy in a way that leads to jobs and employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	The gap between the rich and the poor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Making government more effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Anti-corruption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Attracting new sources of foreign investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION A: GENERAL ISSUES

<b>A8. Listed below are global challenges. Which do you think have the most serious impact on Botswana? (Choose no more than TWO)</b>			
1	Migrants and refugees	6	Fragility in Botswana or neighboring countries
2	Terrorism	7	Environmental degradation
3	Jobs/employment	8	Technology based disruption
4	Climate change	9	The gap between the rich and the poor
5	Trade constraints	10	Geo political uncertainty

<b>A9. When thinking about development efforts in Botswana, do you think that civil society (e.g., NGOs, CBOs) should ... ?</b>	
1	Engage significantly less
2	Engage somewhat less
3	Engage somewhat more
4	Engage significantly more
5	Engage at the same level it does currently
6	Don't know

<b>A10. To what extent do you trust domestic private sector to engage in public service delivery in Botswana?</b>	
1	To a very low degree
2	To a somewhat low degree
3	To a somewhat high degree
4	To a very high degree
5	Don't know

<b>A11. To what extent do you trust international private sector to engage in public service delivery in Botswana?</b>	
1	To a very low degree
2	To a somewhat low degree
3	To a somewhat high degree
4	To a very high degree
5	Don't know



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

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

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

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

<b>B4. When thinking about how the World Bank Group can have the most impact on development results in Botswana, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Botswana? (Choose no more than THREE)</b>	
1	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
2	Global/regional integration
3	Education
4	Food security
5	Urban development
6	Energy
7	Water and sanitation
8	Pollution
9	Job creation/employment
10	Health
11	Financial markets
12	Social protection (e.g., pensions, targeted social assistance)
13	Gender equity (closing the gap between women and men, and boys and girls)
14	Private sector development (e.g., entrepreneurship)
15	Natural resource management (e.g., minerals, renewables/non-renewables)
16	Poverty reduction
17	Anti-corruption
18	Crime and violence
19	Climate change (e.g., mitigation, adaptation)
20	Judiciary reform
21	Economic growth/diversification
22	Disaster risk management (drought management)
23	Equality of opportunity (i.e., social inclusion)
24	Disease (HIV/AIDS)
25	Information and communications technology
26	Transport (e.g., roads, bridges, transportation)
27	Agriculture and rural development
28	Trade and exports

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

<b>B5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Botswana?</b>			
		<b>Greatest Value (Choose only ONE)</b>	<b>Second Greatest Value (Choose only ONE)</b>
1	Bringing together different groups of stakeholders	<input type="checkbox"/>	<input type="checkbox"/>
2	Capacity development related to World Bank Group supported projects	<input type="checkbox"/>	<input type="checkbox"/>
3	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
4	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
5	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
6	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
7	Promoting knowledge sharing	<input type="checkbox"/>	<input type="checkbox"/>
8	Project implementation support	<input type="checkbox"/>	<input type="checkbox"/>
9	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
10	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
11	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

<b>B6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Botswana? (Choose no more than TWO)</b>	
1	Not enough public disclosure of its work
2	Inadequate World Bank Group's staffing in Botswana
3	Staff too inaccessible
4	Not collaborating enough with private sector
5	Not collaborating enough with civil society (e.g., NGOs, CBOs)
6	Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN
7	Not willing to honestly criticize policies and reform efforts in the country
8	Not aligned with country priorities
9	Not adequately sensitive to political/social realities in Botswana
10	Too influenced by developed countries
11	World Bank Group's processes too slow and complex
12	Not adequately flexible
13	Not sufficiently focused on sustainable results
14	Arrogant in its approach
15	Other (please specify): _____
16	Don't know

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

**B7. To what extent do you believe that the World Bank Group's work and support help the poorest in Botswana? (Select only ONE response)**

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

**B8. From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?**

1	Increased its emphasis recently
2	Decreased its emphasis recently
3	Emphasis has remained pretty consistent over time
4	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	Private sector	7	Foundations
2	Local government	8	Media
3	Beneficiaries	9	Academia/think tanks/research institutes
4	Youth/university groups	10	Parliament
5	Donor community	11	Other (please specify): _____
6	NGOs/Community Based Organizations	12	Don't know

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

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

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

To what extent is the World Bank Group an effective development partner in Botswana, in terms of each of the following?												
		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	20	
<b>B12</b>	Responsiveness to needs											<input type="checkbox"/>
<b>B13</b>	Flexibility (in terms of the institution's products and services)										34	<input type="checkbox"/>
<b>B14</b>	Flexibility (in terms of changing country circumstances)										34	<input type="checkbox"/>
<b>B15</b>	Being inclusive										29	<input type="checkbox"/>
<b>B16</b>	Openness (sharing data and other information)										23	<input type="checkbox"/>
<b>B17</b>	Collaboration with the Government										23	<input type="checkbox"/>
<b>B18</b>	The speed in which it gets things accomplished on the ground										31	<input type="checkbox"/>
<b>B19</b>	Helping to bring discipline/effective supervision to implementation of investment projects										33	<input type="checkbox"/>
<b>B20</b>	Collaboration with civil society										29	<input type="checkbox"/>
<b>B21</b>	Staff accessibility										52	<input type="checkbox"/>
<b>B22</b>	Collaboration with other donors and development partners										40	<input type="checkbox"/>
<b>B23</b>	Collaboration with the private sector										37	<input type="checkbox"/>
<b>B24</b>	Straightforwardness and honesty										27	<input type="checkbox"/>
<b>B25</b>	Treating clients and stakeholders in Botswana with respect										36	<input type="checkbox"/>
<b>B26</b>	Being a long-term partner										46	<input type="checkbox"/>

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

C1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Botswana? (If you have NO exposure to/experience in working in any of the sectors listed below, please respond “Don’t know”)													
		Not effective at all									Very effective	Don't know	
1	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	89	<input type="checkbox"/>	
2	Private sector development (e.g., entrepreneurship)	1	2	3	4	5	6	7	8	9	79	<input type="checkbox"/>	
3	Education	1	2	3	4	5	6	7	8	9	65	<input type="checkbox"/>	
4	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	55	<input type="checkbox"/>	
5	Global/regional integration	1	2	3	4	5	6	7	8	9	75	<input type="checkbox"/>	
6	Urban development	1	2	3	4	5	6	7	8	9	59	<input type="checkbox"/>	
7	Energy	1	2	3	4	5	6	7	8	9	66	<input type="checkbox"/>	
8	Water and sanitation	1	2	3	4	5	6	7	8	9	59	<input type="checkbox"/>	
9	Job creation/employment	1	2	3	4	5	6	7	8	9	44	<input type="checkbox"/>	
10	Health	1	2	3	4	5	6	7	8	9	51	<input type="checkbox"/>	
11	Financial markets	1	2	3	4	5	6	7	8	9	92	<input type="checkbox"/>	
12	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	50	<input type="checkbox"/>	
13	Agriculture and rural development	1	2	3	4	5	6	7	8	9	60	<input type="checkbox"/>	
14	Trade and exports	1	2	3	4	5	6	7	8	9	86	<input type="checkbox"/>	
15	Natural resource management (e.g., minerals, renewables/non-renewables)	1	2	3	4	5	6	7	8	9	78	<input type="checkbox"/>	
16	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	77	<input type="checkbox"/>	
17	Poverty reduction	1	2	3	4	5	6	7	8	9	36	<input type="checkbox"/>	
18	Anti-corruption	1	2	3	4	5	6	7	8	9	61	<input type="checkbox"/>	
19	Economic growth/diversification	1	2	3	4	5	6	7	8	9	40	<input type="checkbox"/>	
20	Disaster risk management (drought management)	1	2	3	4	5	6	7	8	9	60	<input type="checkbox"/>	
21	Disease (HIV/AIDS)	1	2	3	4	5	6	7	8	9	49	<input type="checkbox"/>	

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

<b>C2. To what extent does the World Bank Group's work help to achieve development results in Botswana?</b>												
1	2	3	4	5	6	7	8	9	15	<input type="checkbox"/>		
To no degree at all									To a very significant degree		Don't know	

<b>C3. To what extent does the World Bank Group influence the development agenda in Botswana?</b>												
1	2	3	4	5	6	7	8	9	29	<input type="checkbox"/>		
To no degree at all									To a very significant degree		Don't know	

<b>To what extent do you agree with the following statements about the World Bank Group in Botswana?</b>														
		Strongly disagree										Strongly agree		Don't know
<b>C4</b>	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Botswana	1	2	3	4	5	6	7	8	9	31	<input type="checkbox"/>		
<b>C5</b>	The World Bank Group meets Botswana's needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	20	<input type="checkbox"/>		

<b>C6. To what extent do you believe that Botswana received value for money from the World Bank Group's Reimbursable Advisory Services (RAS)?</b>												
1	2	3	4	5	6	7	8	9	68	<input type="checkbox"/>		
To no degree at all									To a very significant degree		Don't know	

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

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

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

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

		To no degree at all					To a very significant degree					Don't know
<b>D2</b>	Are timely	1	2	3	4	5	6	7	8	9	64	<input type="checkbox"/>
<b>D3</b>	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	50	<input type="checkbox"/>
<b>D4</b>	Lead to practical solutions	1	2	3	4	5	6	7	8	9	42	<input type="checkbox"/>
<b>D5</b>	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	41	<input type="checkbox"/>
<b>D6</b>	Are adequately disseminated	1	2	3	4	5	6	7	8	9	44	<input type="checkbox"/>
<b>D7</b>	Are translated enough into local language	1	2	3	4	5	6	7	8	9	46	<input type="checkbox"/>
<b>D8</b>	Are adaptable to Botswana's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	40	<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	37	<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	30	<input type="checkbox"/>
Very low technical quality									Very high technical quality	Don't know

## SECTION E: WORKING WITH THE WORLD BANK GROUP

To what extent do you agree/disagree with the following statements?												
		Strongly disagree									Strongly agree	Don't know
E1	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	67	<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	33	<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	52	<input type="checkbox"/>
E4	The World Bank Group's Environmental and Social Framework requirements are reasonable	1	2	3	4	5	6	7	8	9	60	<input type="checkbox"/>
E5	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	71	<input type="checkbox"/>
E6	The World Bank Group takes decisions quickly in Botswana	1	2	3	4	5	6	7	8	9	61	<input type="checkbox"/>
E7	Working with the World Bank Group increases Botswana's institutional capacity	1	2	3	4	5	6	7	8	9	35	<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	58	<input type="checkbox"/>



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

<b>F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Botswana? (Choose no more than TWO)</b>	
1	Increase availability of Reimbursable Advisory Services (RAS)
2	Provide more adequate data/knowledge/statistics/figures on Botswana's economy
3	Help to bring discipline/effective supervision to implementation of World Bank Group projects
4	Offer more innovative knowledge services
5	Collaborate more effectively with Government clients (e.g., national, state, local)
6	Work faster
7	Reduce the complexity of obtaining World Bank Group financing
8	Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN
9	Offer more innovative financial products
10	Ensure greater selectivity in its work
11	Engage more effectively with civil society (e.g., NGOs, CBOs)
12	Increase the level of capacity development in the country
13	Engage more directly with beneficiaries
14	Improve the quality of its experts as related to Botswana's specific challenges
15	Engage more effectively with private sector
16	Other (please specify): _____

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

## SECTION G: COMMUNICATION AND INFORMATION SHARING

<b>G1. How frequently do you interact with the World Bank Group now in Botswana?</b>	
1	Never
2	Less than once a year
3	Once a year to a few times a year
4	Less than once a month
5	At least once a month
6	At least once a week

<b>G2. How do you get most of your information about economic and social development issues in Botswana? (Choose no more than TWO)</b>			
1	International radio	6	Periodicals
2	International newspapers	7	Local newspapers
3	Local radio	8	Internet
4	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	9	International television
5	Local television	10	Other (please specify): _____

<b>G3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)</b>			
1	World Bank Group's publications and other written materials	4	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
2	e-Newsletters	5	World Bank Group's website
3	World Bank Group's seminars/workshops/conferences	6	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)

<b>G4. Which Internet connection do you use primarily when visiting a World Bank Group website?</b>	
1	High speed/WiFi
2	Dial-up

<b>G5. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?</b>					
		Every few days	Every few weeks	Every few months	Not at all
1	Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Visited a WBG website (e.g. read a blog, used data)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Attended an event/conference hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Watched a webinar or online event hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Read some or all of a WBG research paper or publication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Met professionally with WBG staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION H: BACKGROUND INFORMATION

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

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

<b>H3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, MIGA, ICSID) in your country?</b>	
1	Yes
2	No

<b>H4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Botswana? (Select only ONE response)</b>	
1	The World Bank (IBRD)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	International Centre for Settlement of Investment Disputes (ICSID)

**SECTION H: BACKGROUND INFORMATION**

<b>H5. Do your projects involve both the World Bank and the IFC?</b>	
1	Yes
2	No

<b>H6. Which of the following describes most of your exposure to the World Bank Group in Botswana? (Choose no more than TWO)</b>	
1	Observer (i.e., follow in media, discuss in informal conversations, etc.)
2	Use World Bank Group reports/data
3	Engage in World Bank Group related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank Group website for information, data, research, etc.

<b>H7. What's your gender?</b>	
1	Female
2	Male

<b>H8. What's your age?</b>	
1	25 and under
2	26-35
3	36-45
4	46-55
5	56 and above

<b>H9. Which best represents your geographic location?</b>	
1	Gaborone
2	Francistown
3	Kanye
4	Maun
5	Other

**Thank you for completing the survey!**