

# FY 2019 Rwanda Country Opinion Survey Report

**THE WORLD BANK GROUP**

Public Opinion Research Group



**WORLD BANK GROUP**

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## Acknowledgements

The Rwanda Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG), led by Sharon Felzer (Senior Communications Officer, Head of PORG). Svetlana Markova, 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 Rwanda country team and the independent fielding agency A & G Services Ltd. In particular, PORG is grateful for the support from Rogers Kayihura (Communications Officer) and Antoinette Kamanzi (Operations Analyst) who coordinated the survey related activities from Kigali, Rwanda.





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## RWANDA





## I. Objectives

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

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

## II. Methodology

From February to May 2019, 635 stakeholders of the WBG in Rwanda were invited to provide their opinions on the WBG's work in the country by participating in a Country Opinion Survey. Participants were drawn from the Office of the President, Prime Minister; office of a Minister; office of a Parliamentarian; ministries/ministerial departments/implementation agencies; Project Implementation Units (PIUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/programs; local governments; bilateral and multilateral agencies; private sector organizations; the financial sector/private banks; NGOs, CSOs, and church based organizations; the media; independent government institutions; trade unions; youth groups and organizations; academia/research institutes/think tanks; the judiciary branch; and other organizations.

A total of 421 stakeholders participated in the survey (66% response rate). Respondents completed the questionnaire with a representative from the local fielding agency, or received the questionnaires via the online survey platform Qualtrics.

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 64%, N=254). 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 79).

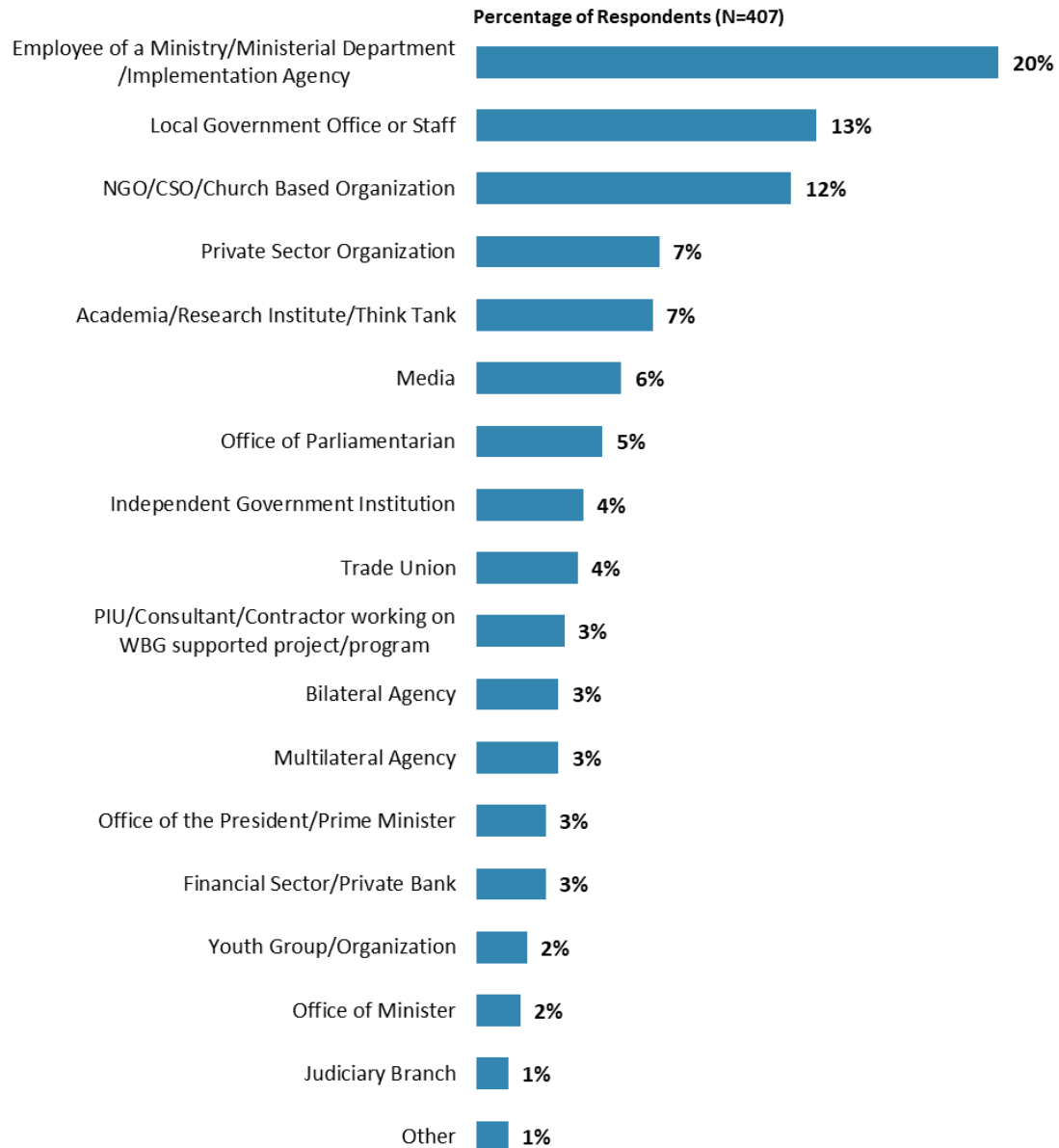
Note that the body of the report presents data on selected questions of the survey questionnaire. Please refer to Appendix A for data on all survey questions. Appendices B, C, D, E and F present data on selected questions. Additional data breakdowns are available upon request.



### III. Demographics of the Sample

#### Current Position

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



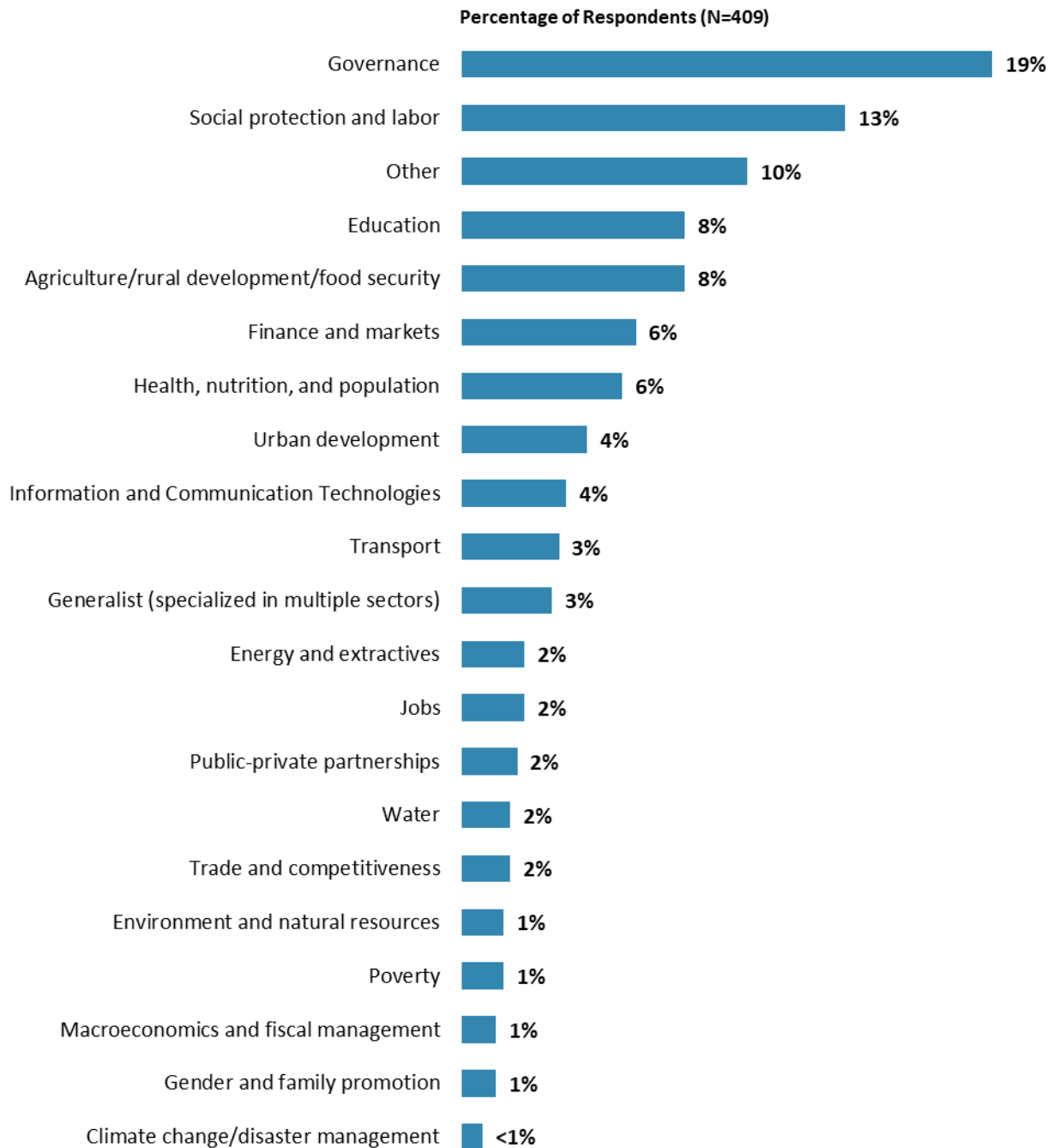
**“Which of the following best describes your current position?”**  
(Respondents chose from a list.)

<sup>1</sup> Respondents from the office of the President/Prime Minister were combined with respondents from the office of a minister; employees of ministries/ministerial departments/implementation agencies were combined with respondents from PIUs, consultants, and contractors working on WBG projects; respondents from bilateral agencies 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, CSOs, Church Based Organizations, trade unions, and youth groups were combined in the “CSO” category; and the small number of respondents from the judiciary branch were included in the “Other” category.



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

#### Area of Primary Specialization



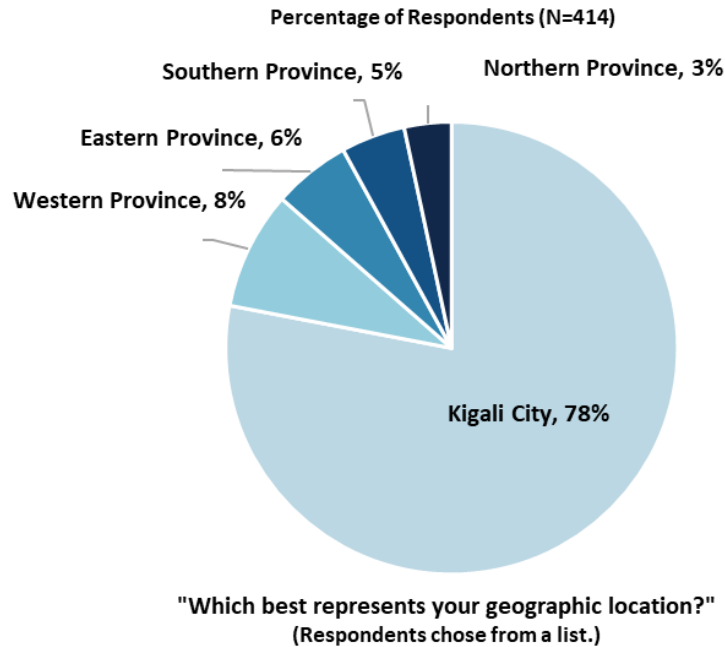
**"Please identify the primary specialization of your work."**  
(Respondents chose from a list.)



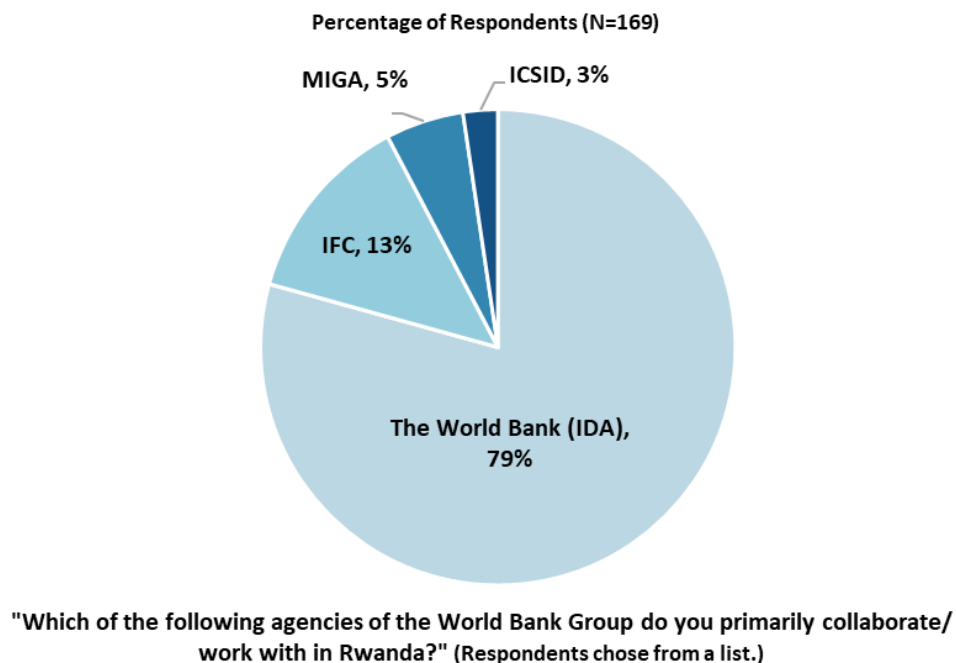
### III. Demographics of the Sample (continued)

#### Geographic Locations

- Because of the small number of respondents from the provinces, these locations were combined in one category: “Outside Kigali City”. Geographic location comparisons can be found in Appendix C (page 69).



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

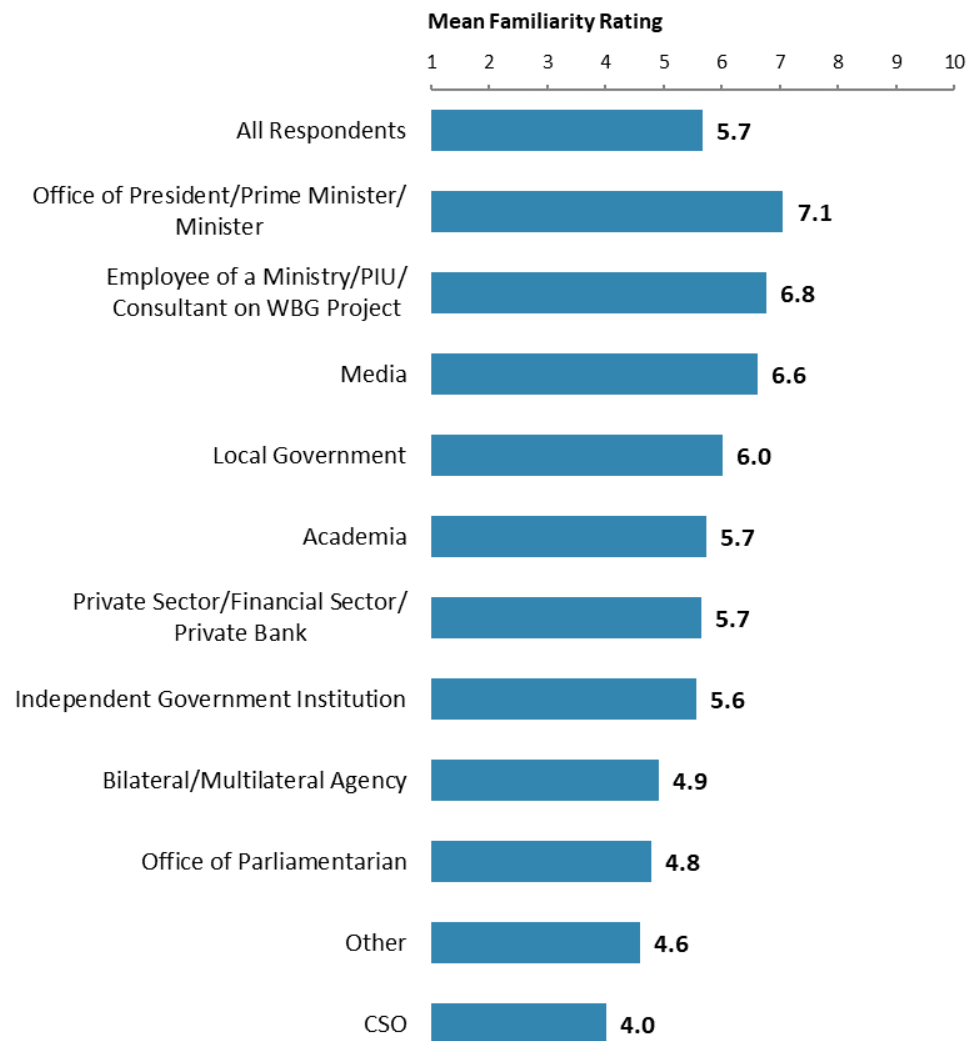




### III. Demographics of the Sample (continued)

#### Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey had significantly higher levels of familiarity with the WBG compared to the FY'16 Country Survey (weighted mean in FY'19 = 5.7; weighted mean in FY'16 = 4.8)<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 Rwanda, and moderately, significantly correlated with their agreement that the WBG plays a relevant role in Rwanda's development, and with their ratings of the extent to which the WBG's work helps to achieve development results in Rwanda.



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

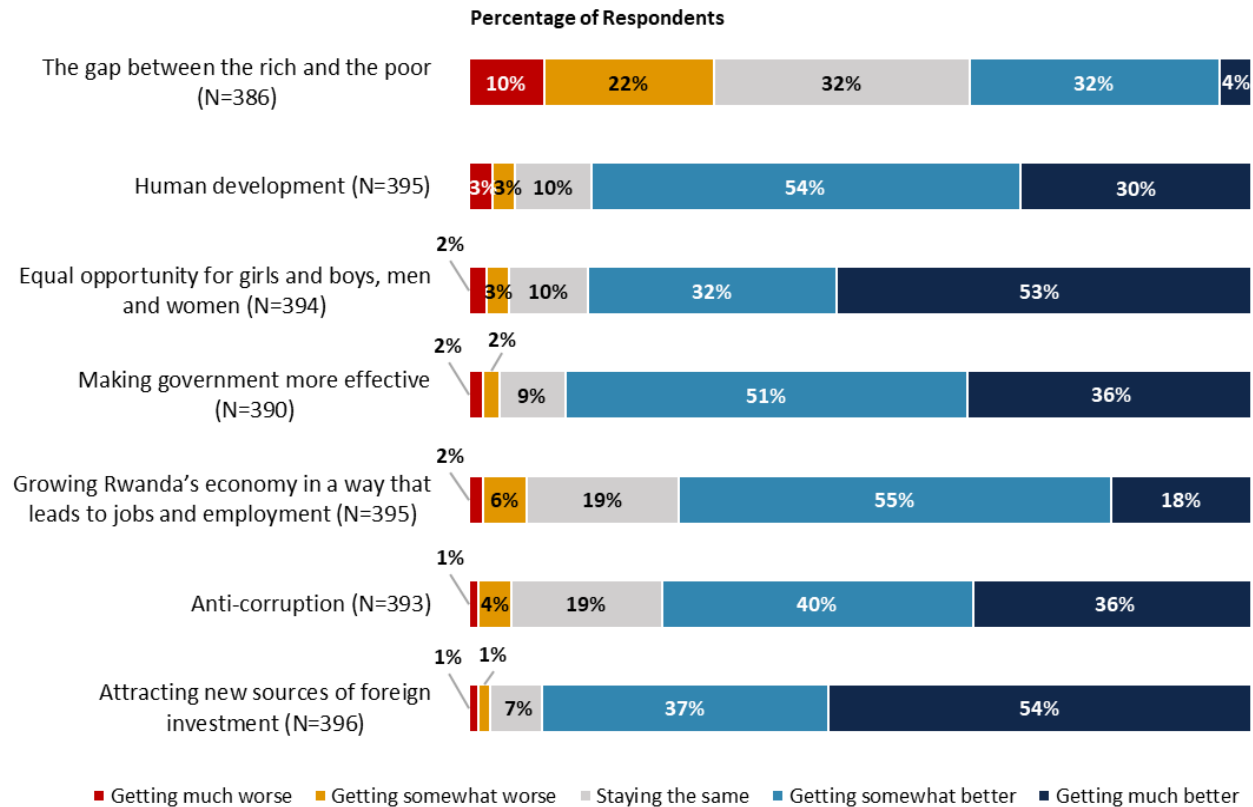
<sup>2</sup> The means in the chart were calculated based on un-weighted data. Please refer to Appendix E (page 79) for more details on weighting.





## IV. General Issues Facing Rwanda

### Perceptions of Improvement and Decline in Specific Areas



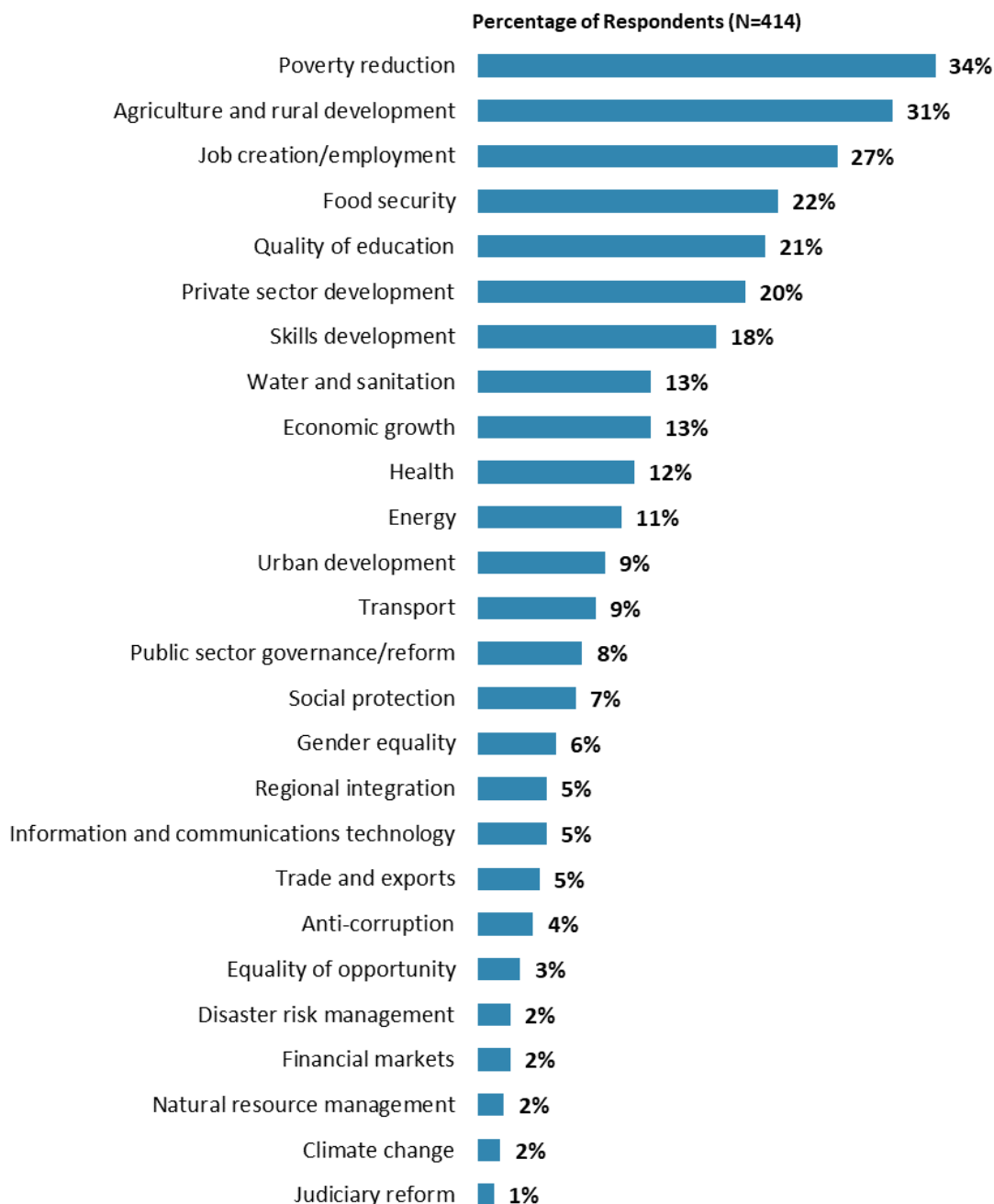
"Please describe the direction Rwanda is moving in, when considering ... ?"  
(Respondents chose from a list.)



## IV. General Issues Facing Rwanda (continued)

### Development Priority

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the most important development priorities in Rwanda were “*job creation/employment*” (33%), “*poverty reduction*” (32%), and “*rural and agricultural development*” (27%).



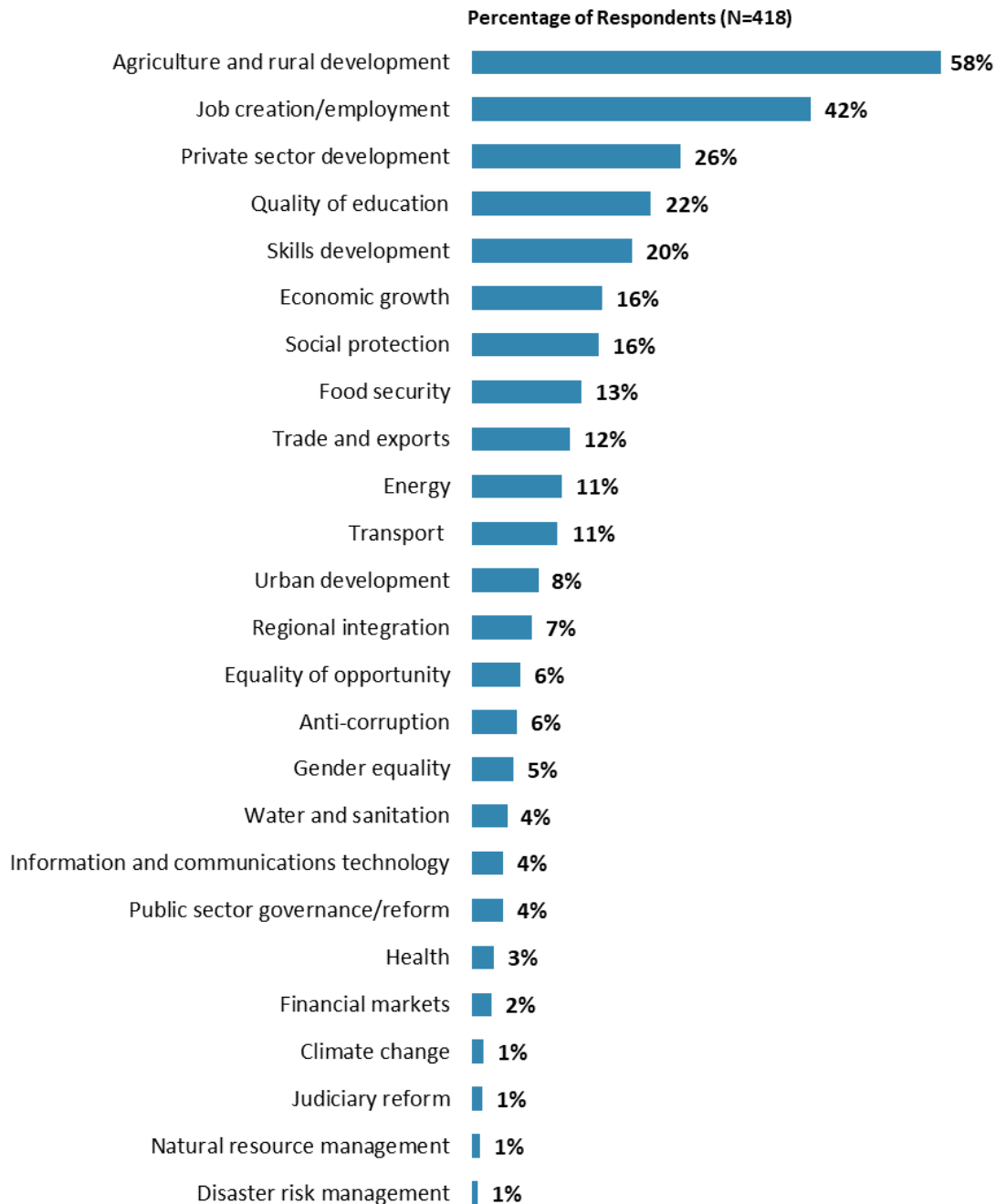
"Listed below are a number of development priorities in Rwanda. Please identify which of the following you consider the most important development priorities in Rwanda. (Choose no more than THREE)"  
(Respondents chose from a list. Responses combined.)



## IV. General Issues Facing Rwanda (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 Rwanda were “*rural and agricultural development*” (57%), and “*job creation/employment*” (36%).

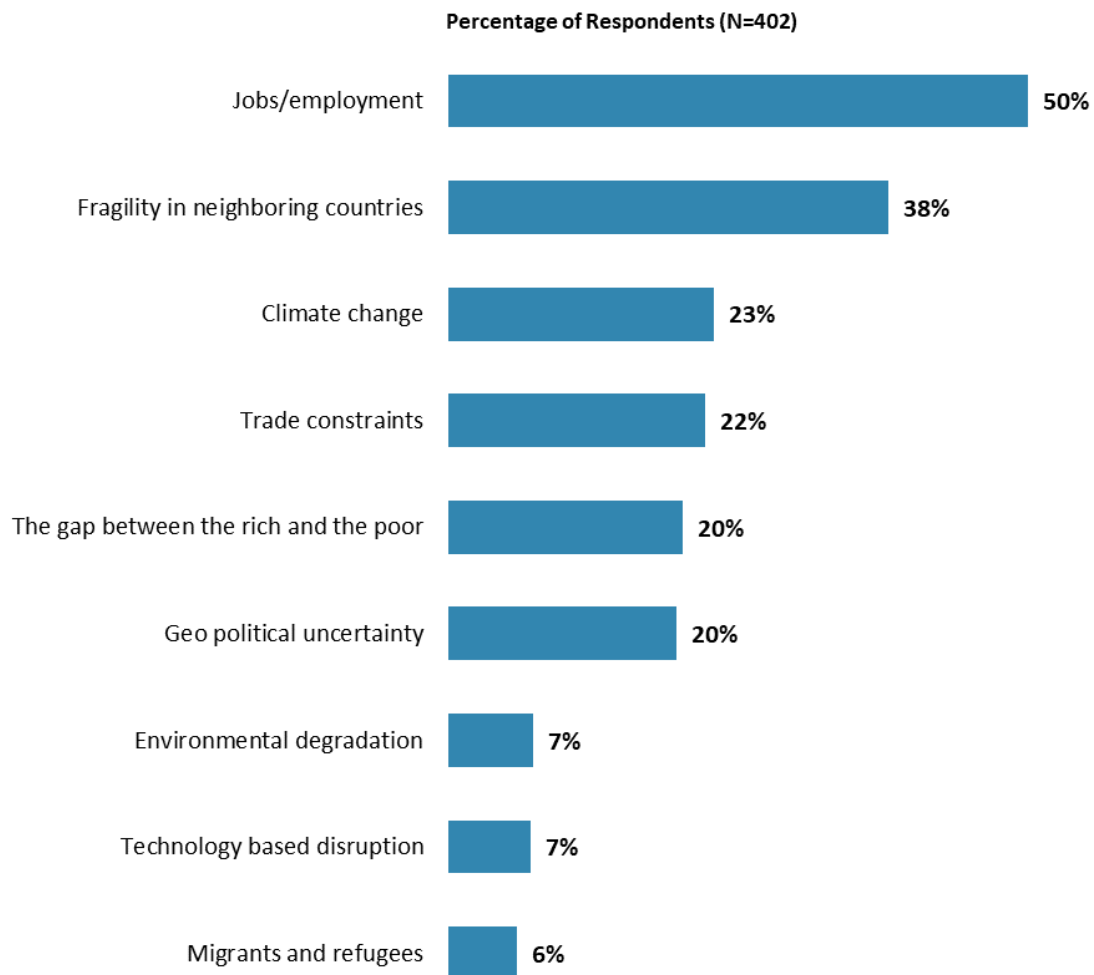


"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Rwanda? (Choose no more than THREE)" (Respondents chose from a list. Responses combined.)



## IV. General Issues Facing Rwanda (continued)

### The Impact of Global Challenges on Rwanda



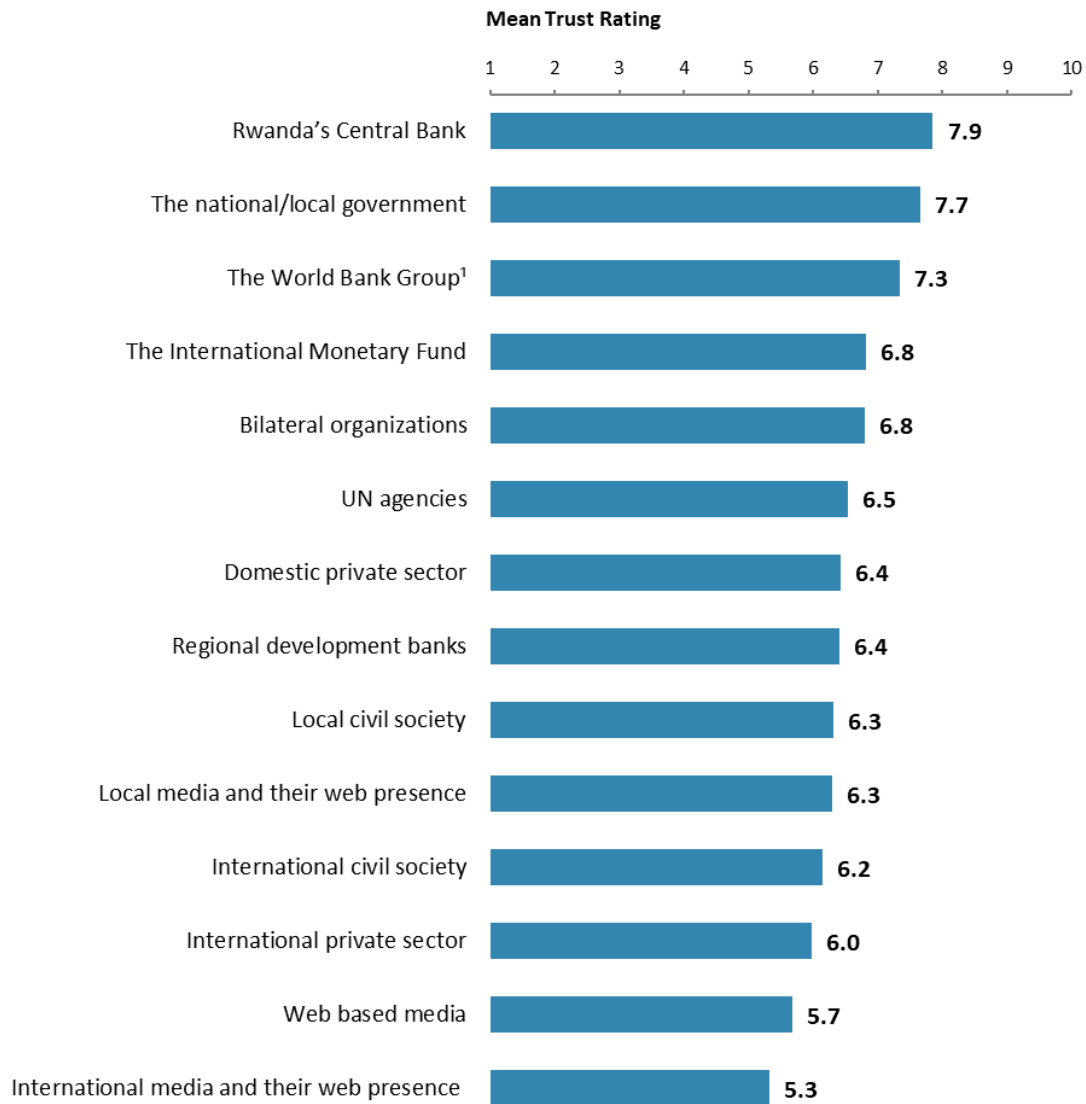
**"Listed below are global challenges. Which do you think have the most serious impact on Rwanda?  
(Choose no more than TWO)"**

**(Respondents chose from a list. Responses combined.)**



## IV. General Issues Facing Rwanda (continued)

### Trust in Institutions



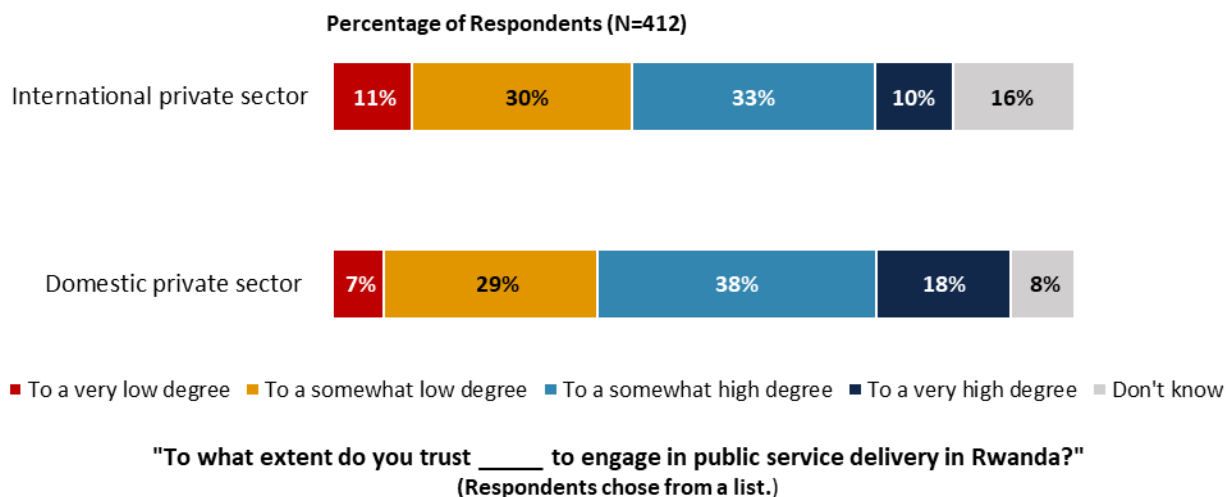
**"To what extent do you trust each of the following groups to do what is right? "**  
**(1-"To no degree at all ", 10-"To a very significant degree")**

*<sup>1</sup>Indicator Question*

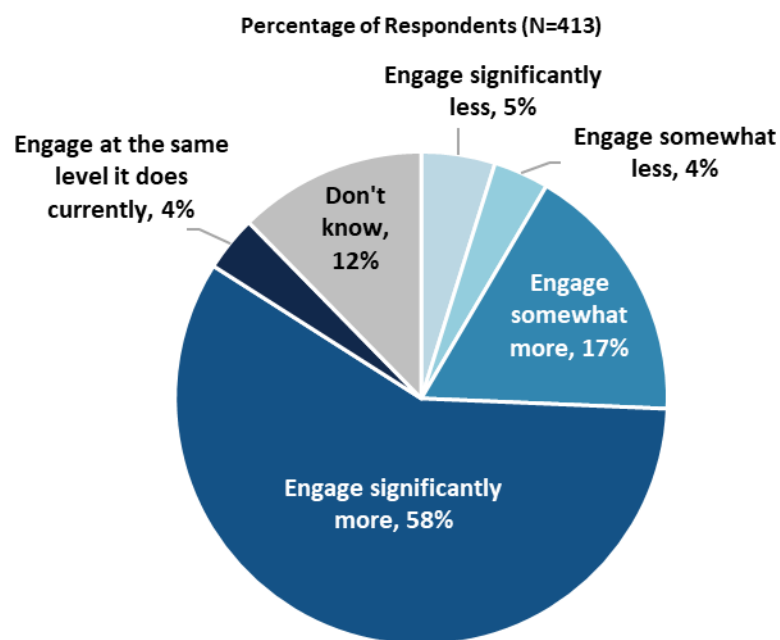


## IV. General Issues Facing Rwanda (continued)

### Trust in the Private Sector



### Civil Society Engagement

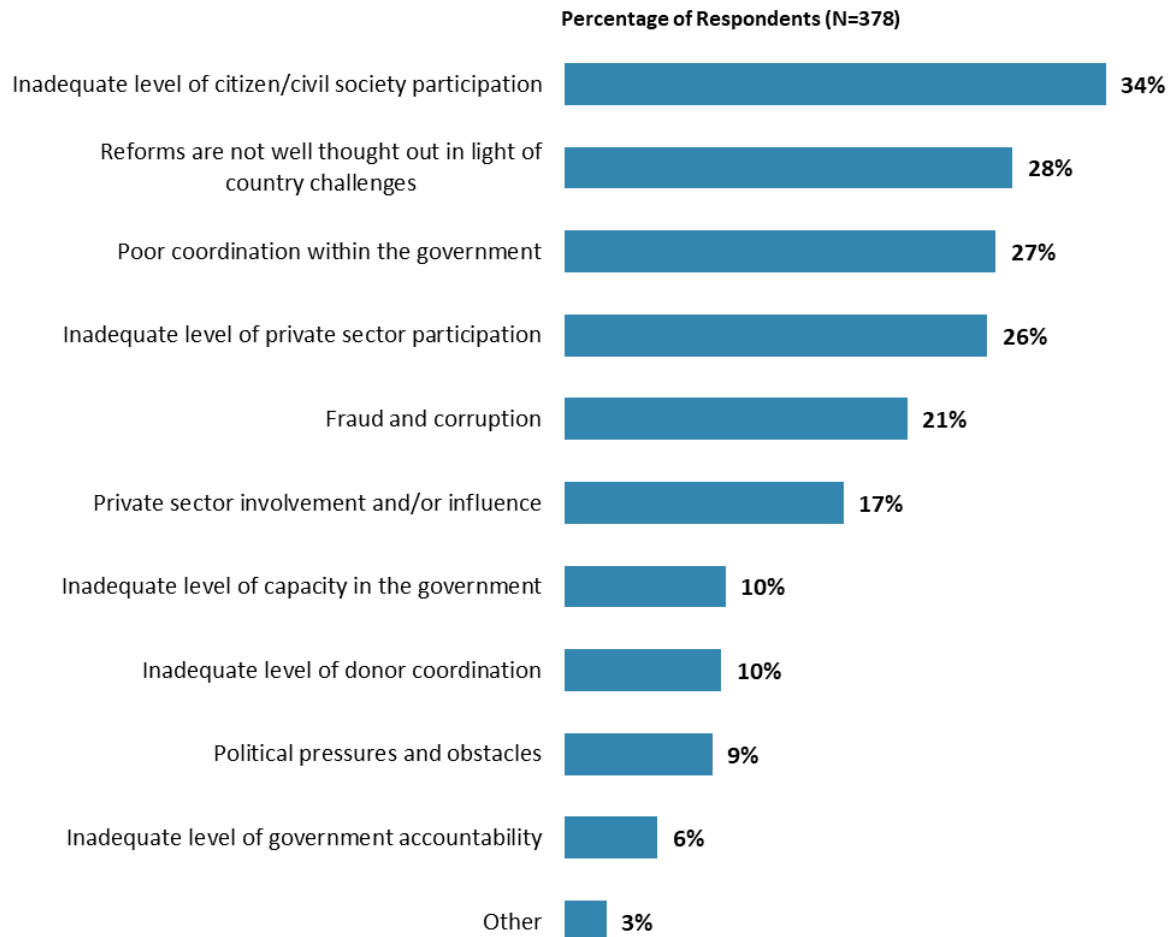


"When thinking about development efforts in Rwanda, do you think that civil society (e.g., NGOs, CBOs) should ... ?"  
(Respondents chose from a list.)



## IV. General Issues Facing Rwanda (continued)

### Attributions for Slow/Failed Reform Efforts



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



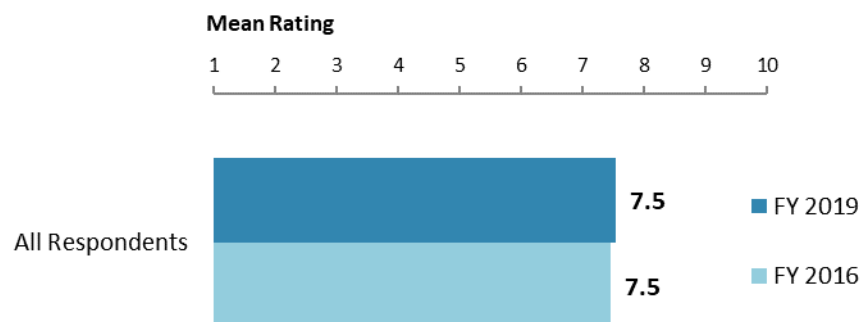
## V. Overall Attitudes toward the World Bank Group

### 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 Rwanda." (1-"Not effective at all", 10-"Very effective")

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



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

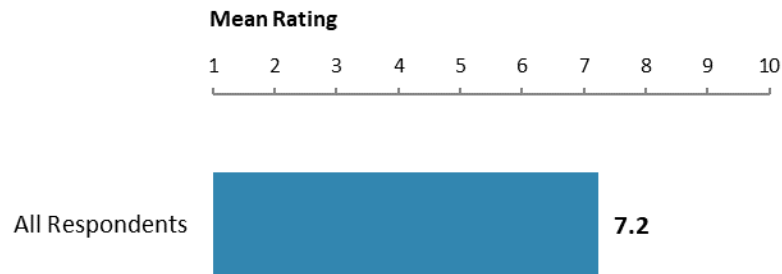
<sup>3</sup> Means presented in the charts on this page were calculated based on weighted data.





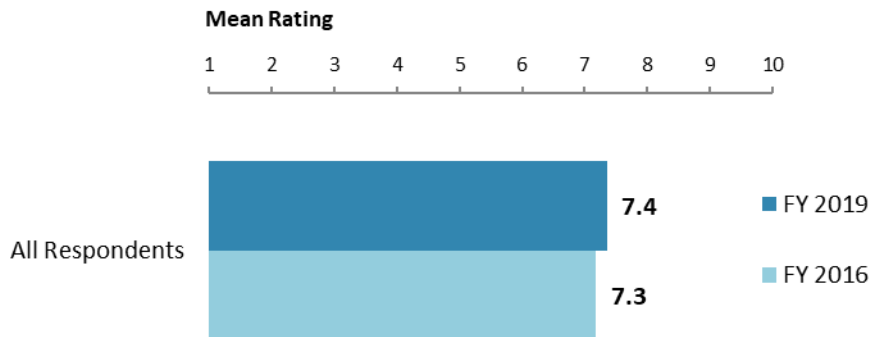
## V. Overall Attitudes toward the World Bank Group (continued)

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



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

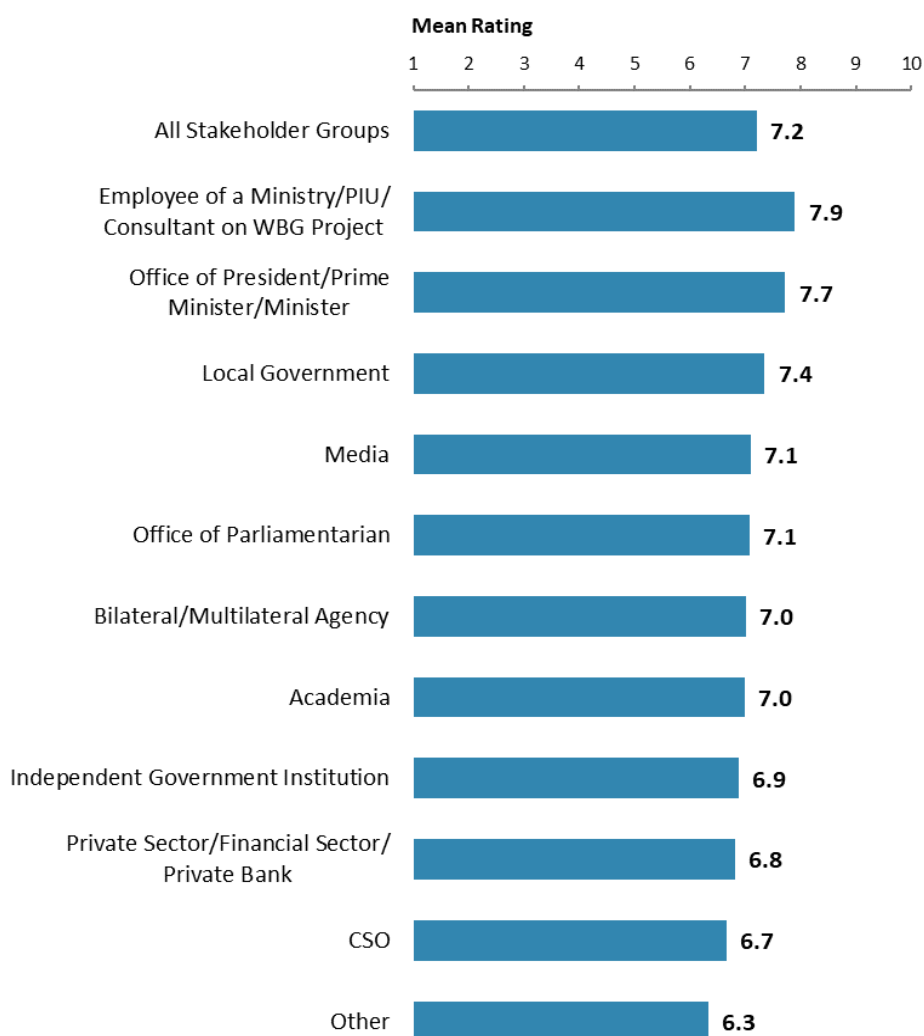
<sup>4</sup> Means presented in this chart were calculated based on weighted data.



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

### Overall Ratings for Indicator Questions by Stakeholder Groups

- **Stakeholder groups:** Employees of a ministries, PIU, and consultants on WBG projects had the highest mean ratings for the aggregated responses to the twenty-eight COS indicator questions, whereas respondents from CSO and other organizations had significantly lower mean ratings. Responses for individual indicator questions by stakeholder groups can be found in Appendix B (page 57).
- **Collaboration:** Respondents who collaborate with the WBG had significantly higher mean ratings for the aggregated responses to the twenty-eight COS indicator questions (mean rating = 7.5) compared to respondents who do not collaborate with the WBG (mean rating = 7.0). Responses for individual indicator questions by exposure to the WBG can be found in Appendix F (page 84).



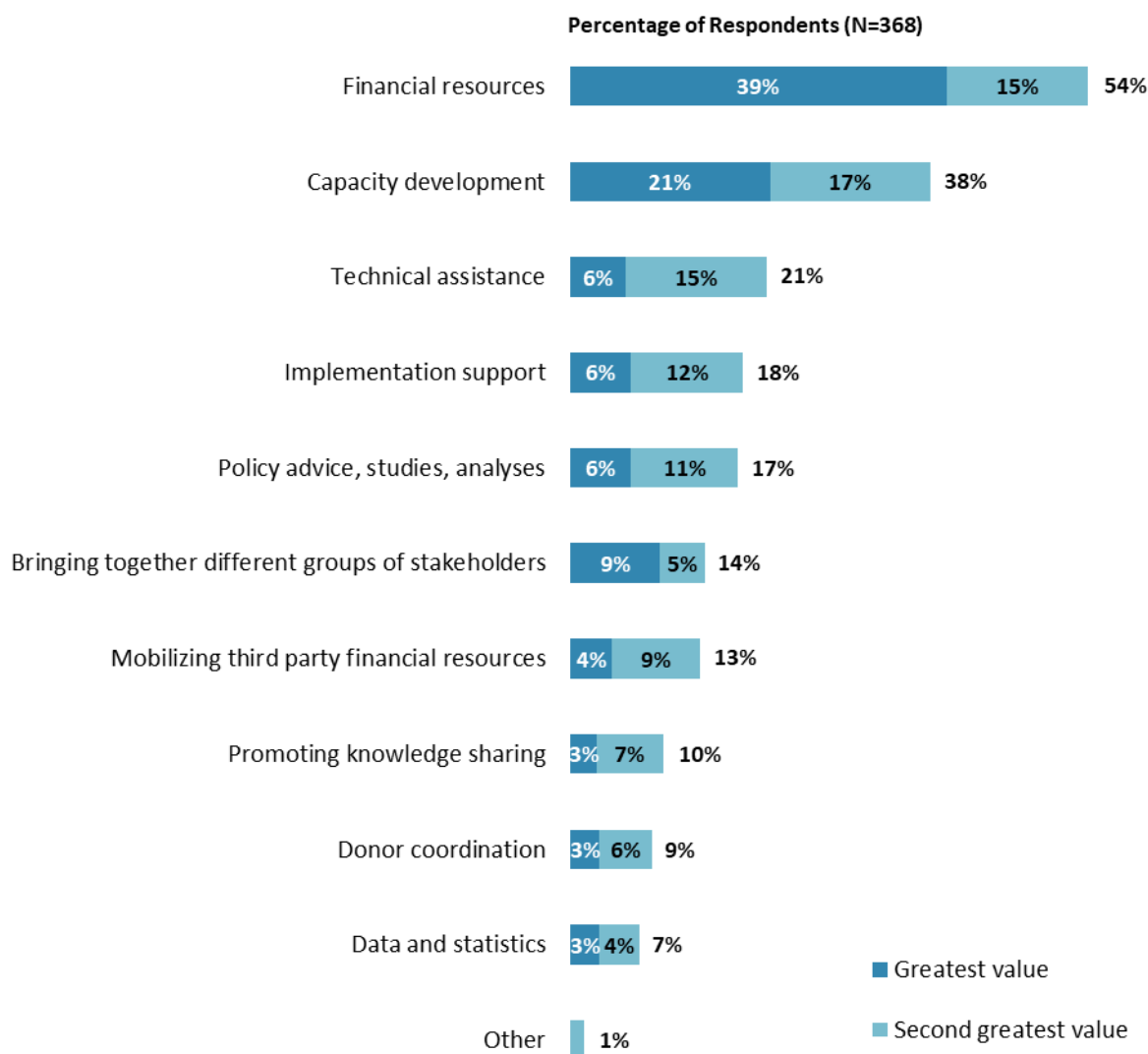
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



## 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 value to Rwanda was its "*financial resources*" (42%), "*policy advice, studies, analyses*" (36%), and "*capacity development*" (32%).



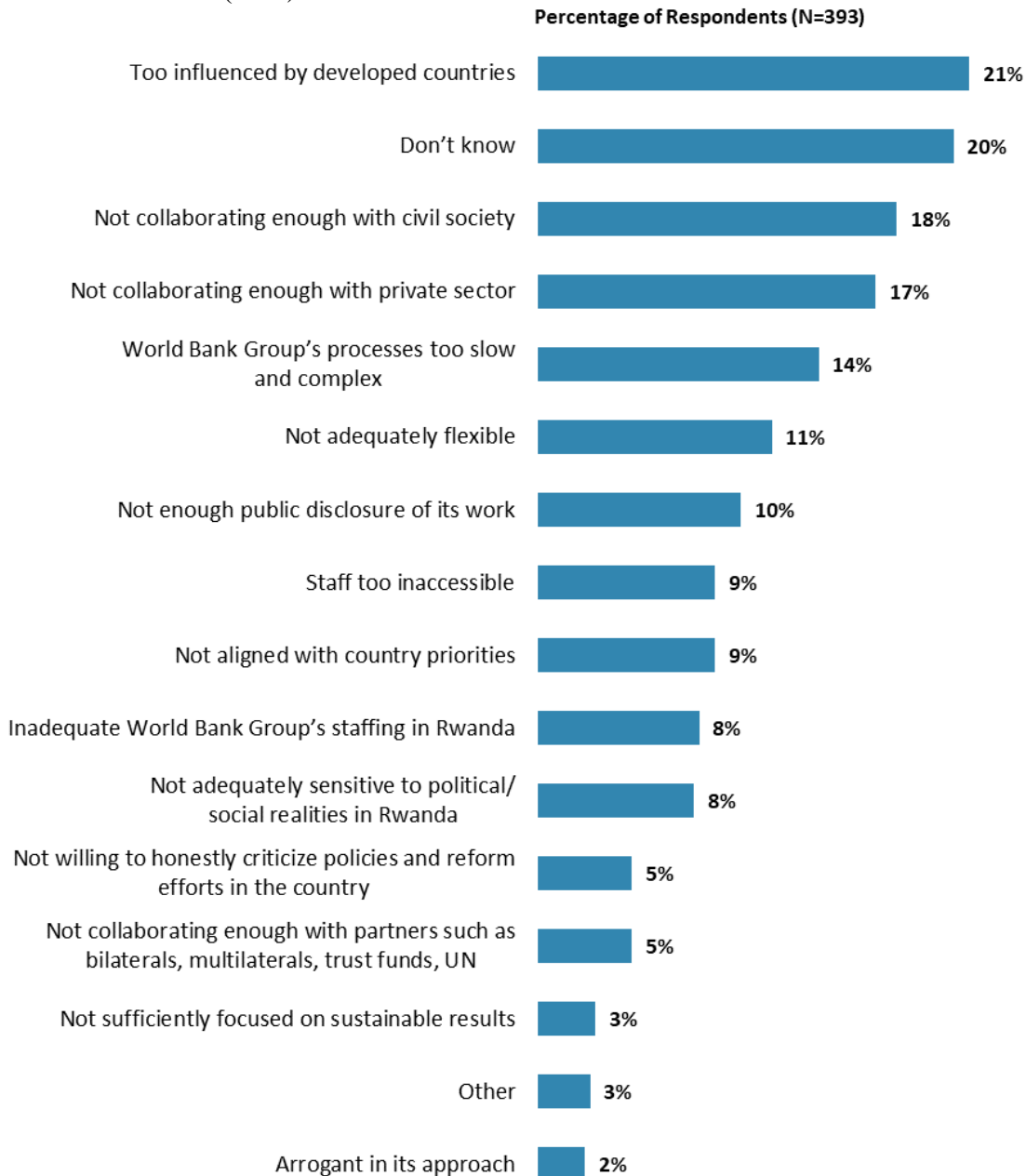
"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Rwanda?"  
(Respondents chose from a list.)



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

### Greatest Weakness

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG's greatest weaknesses in its work in Rwanda was being "*too influenced by developed countries*" (26%), and "*not collaborating enough with stakeholders outside the Government*" (20%).

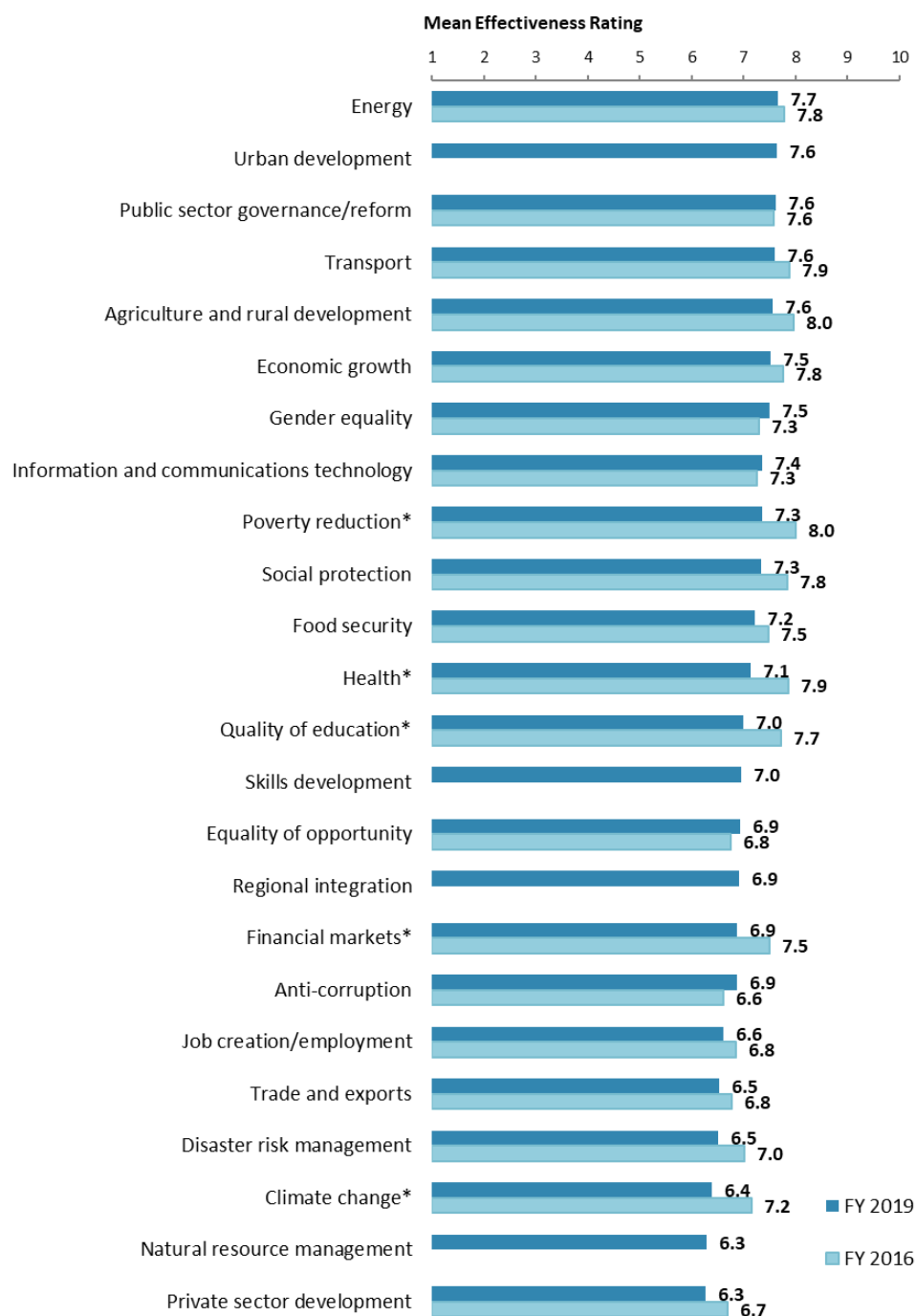


**"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Rwanda? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



## VI. Sectoral Effectiveness

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



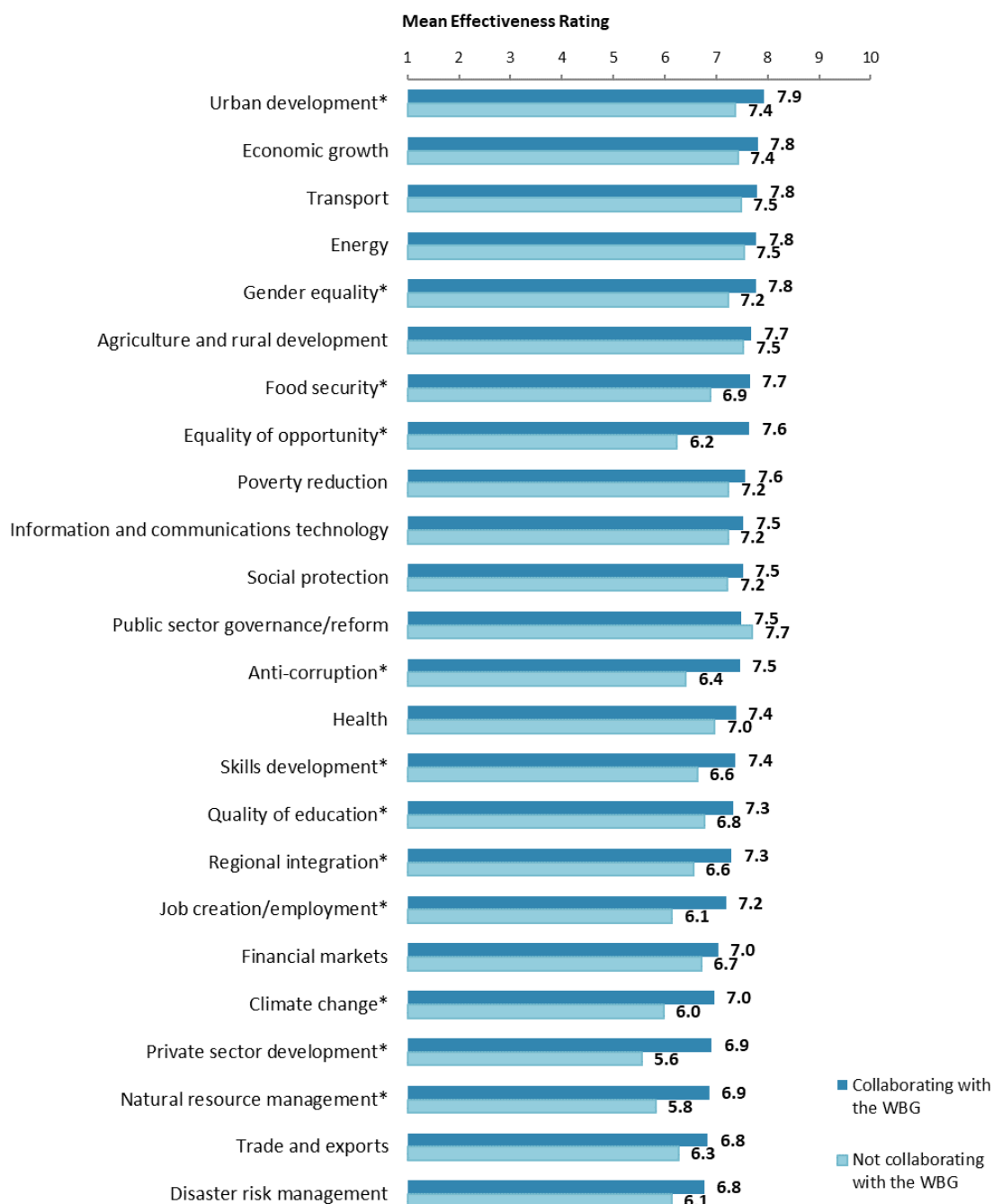
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Rwanda?" (1-"Not effective at all", 10-"Very effective")  
(\*Significantly different between FY 2019 and FY 2016)

<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>



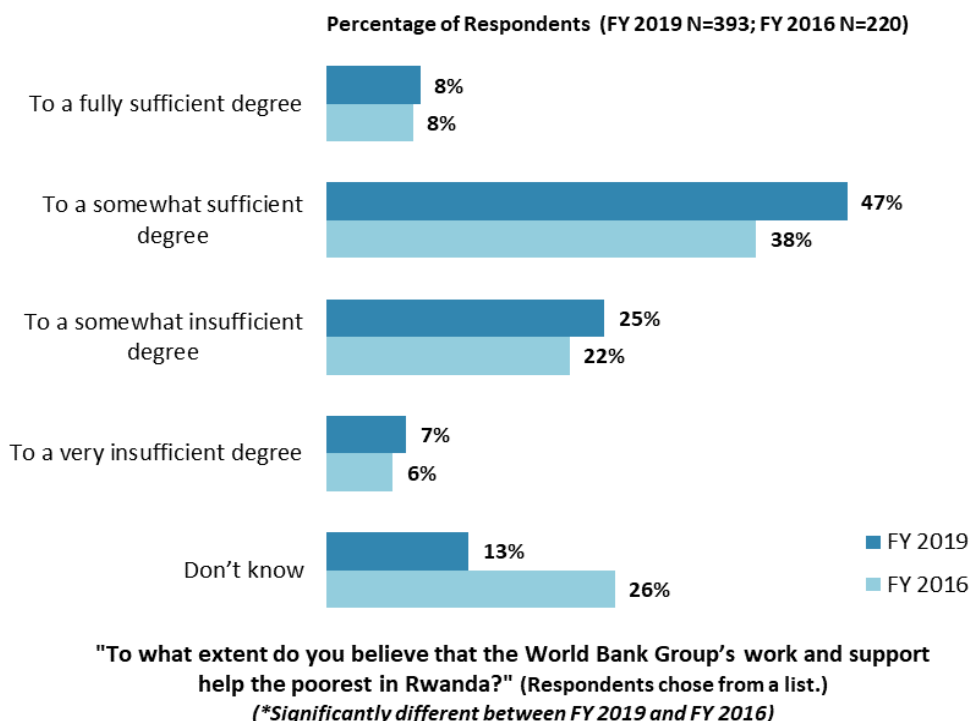
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Rwanda?" (1-"Not effective at all", 10-"Very effective")  
(\*Significantly different between collaborators and non-collaborators)

<sup>6</sup> Note in the Appendix on the sectoral effectiveness (Appendix A, page 43) 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.

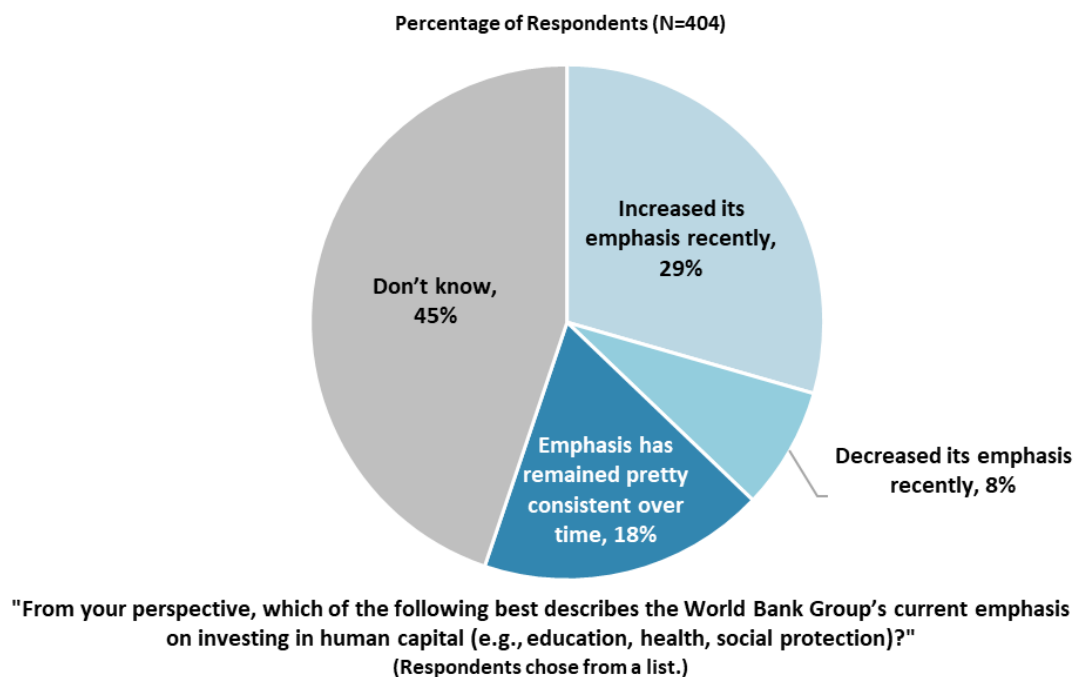


## VI. Sectoral Effectiveness (continued)

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



### The WBG's Human Capital Investment

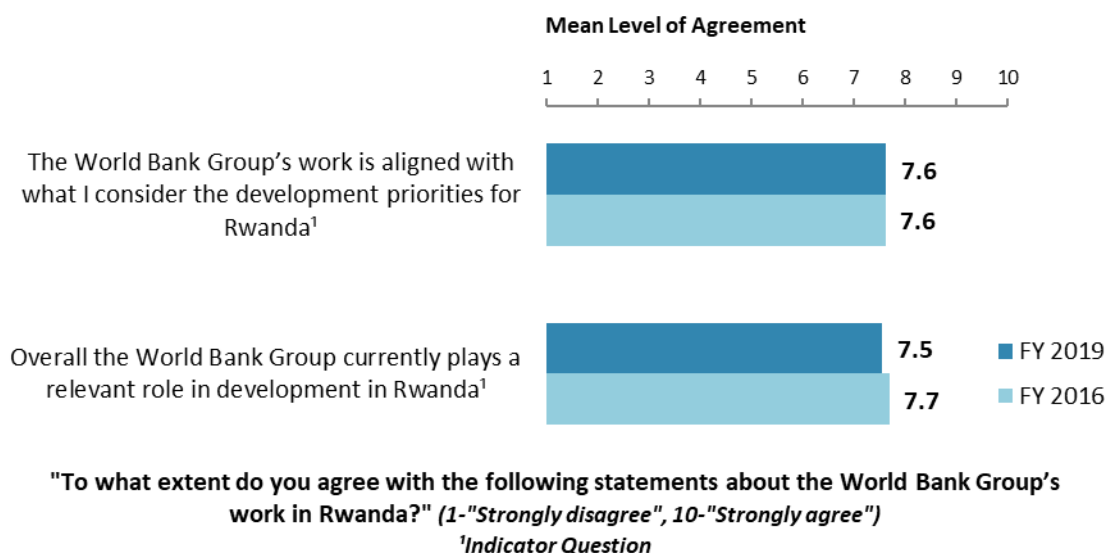


<sup>7</sup> Percentages presented in this chart were calculated based on weighted data.

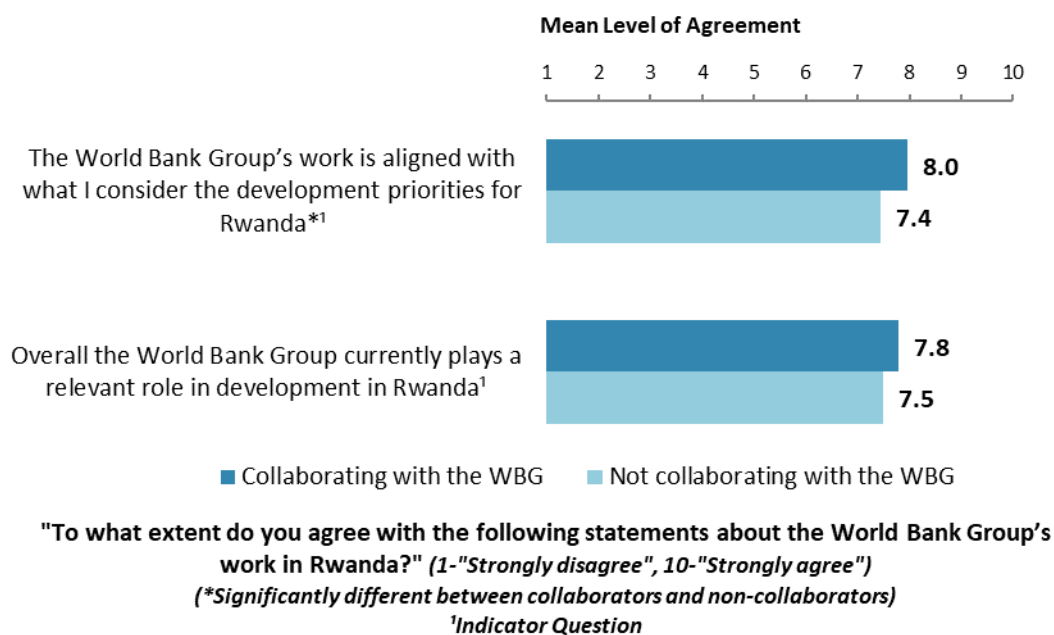


## VII. How the World Bank Group Operates

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



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



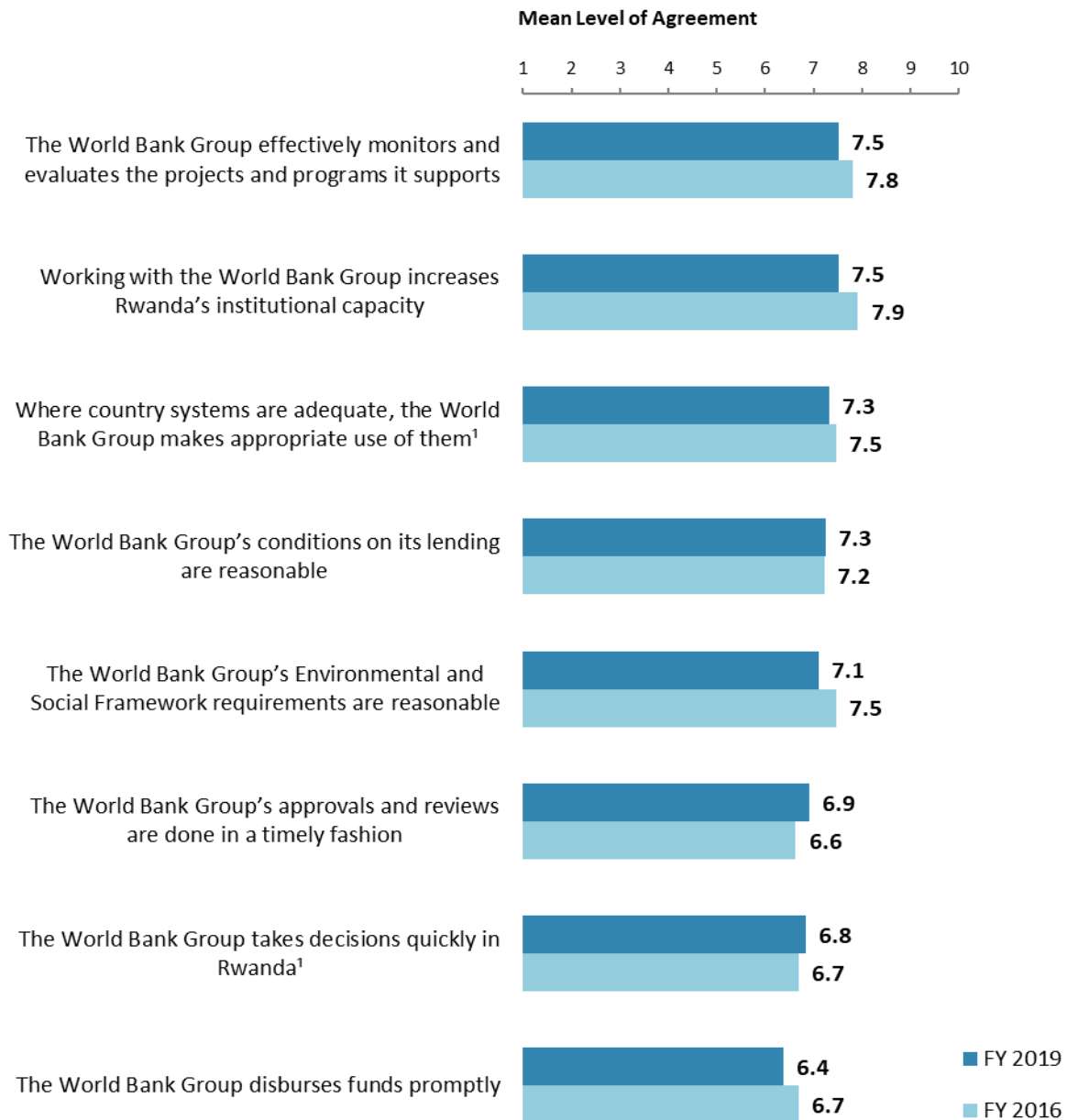
<sup>8</sup> Means in this chart were calculated based on weighted data.





## 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")  
*'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")**

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

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

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

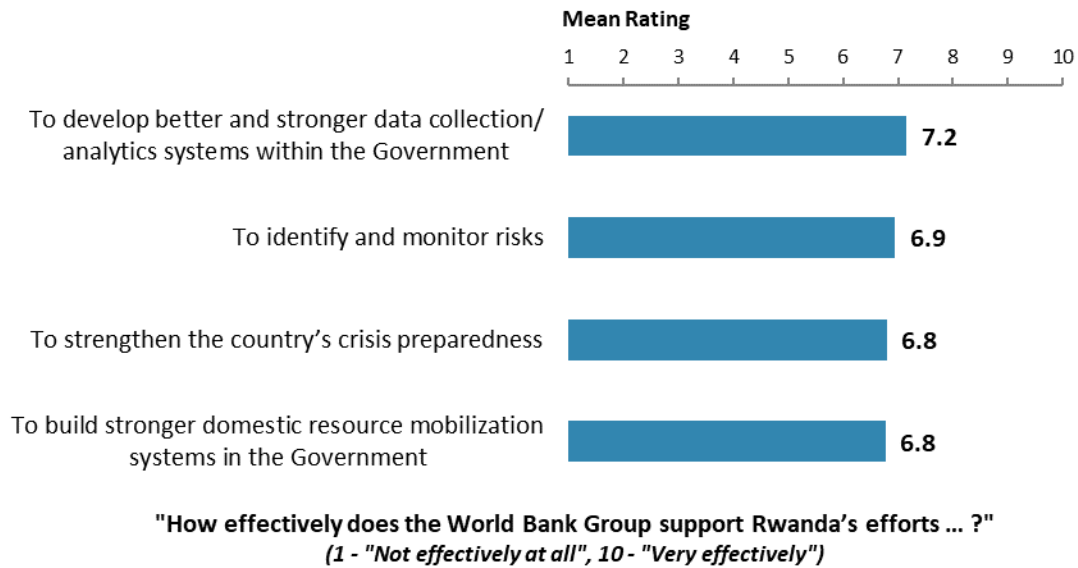
*(\*Significantly different between collaborators and non-collaborators)*

*<sup>1</sup>Indicator Question*

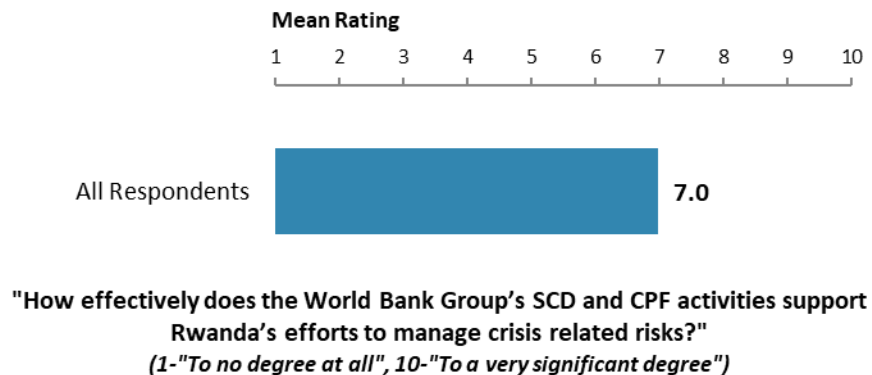


## VII. How the World Bank Group Operates (continued)

### Effectiveness of WBG's Support



### Effectiveness of WBG's Support for Management of Crisis Related Risks

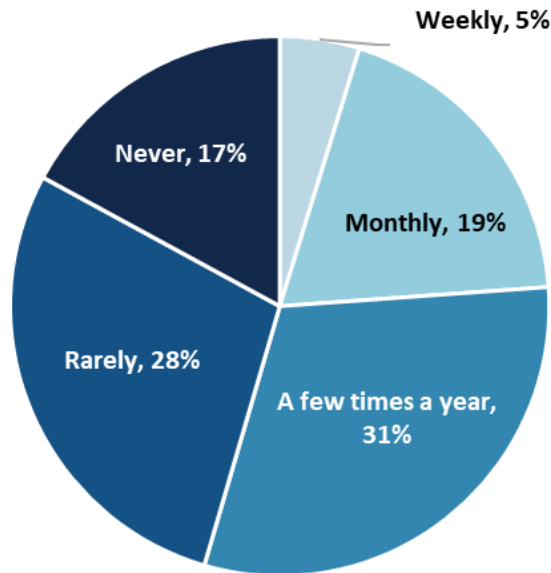




## VIII. World Bank Group's Knowledge and Instruments

### Frequency of Consulting WBG Knowledge Work and Activities

Percentage of Respondents (N=398)

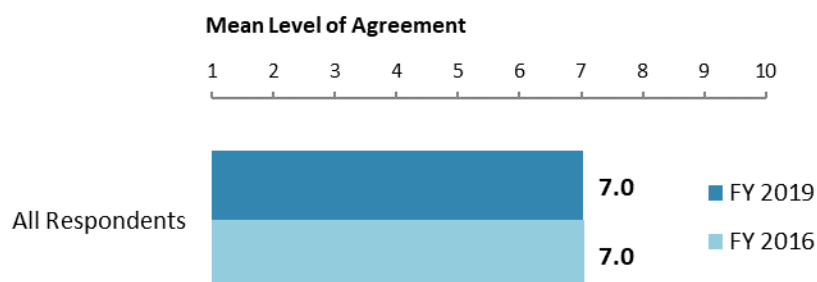


"How frequently do you consult World Bank Group's knowledge work and activities in the work you do?"  
(Respondents chose from a list.)



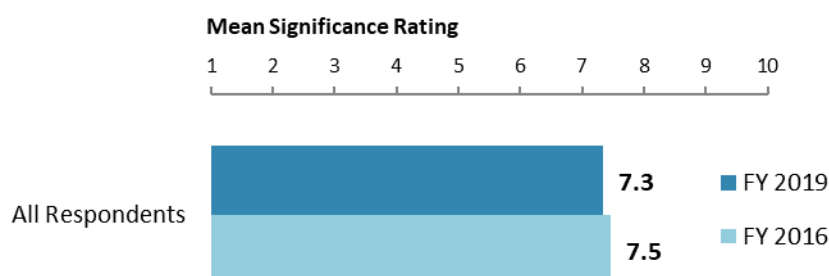
## VIII. World Bank Group's Knowledge and Instruments (continued)

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



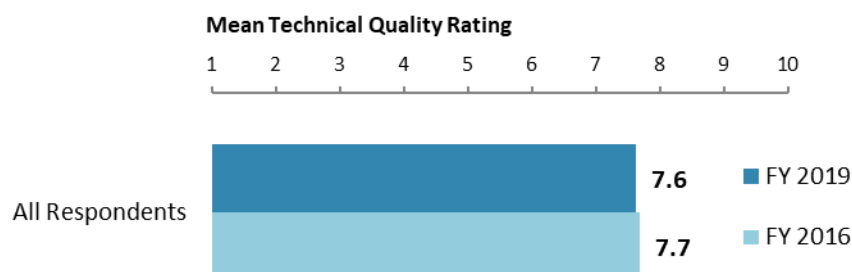
**"The World Bank Group meets Rwanda's needs for knowledge services (e.g., research, analysis, data, technical assistance)"**  
(1-"Strongly disagree", 10-"Strongly agree")

### 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")

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



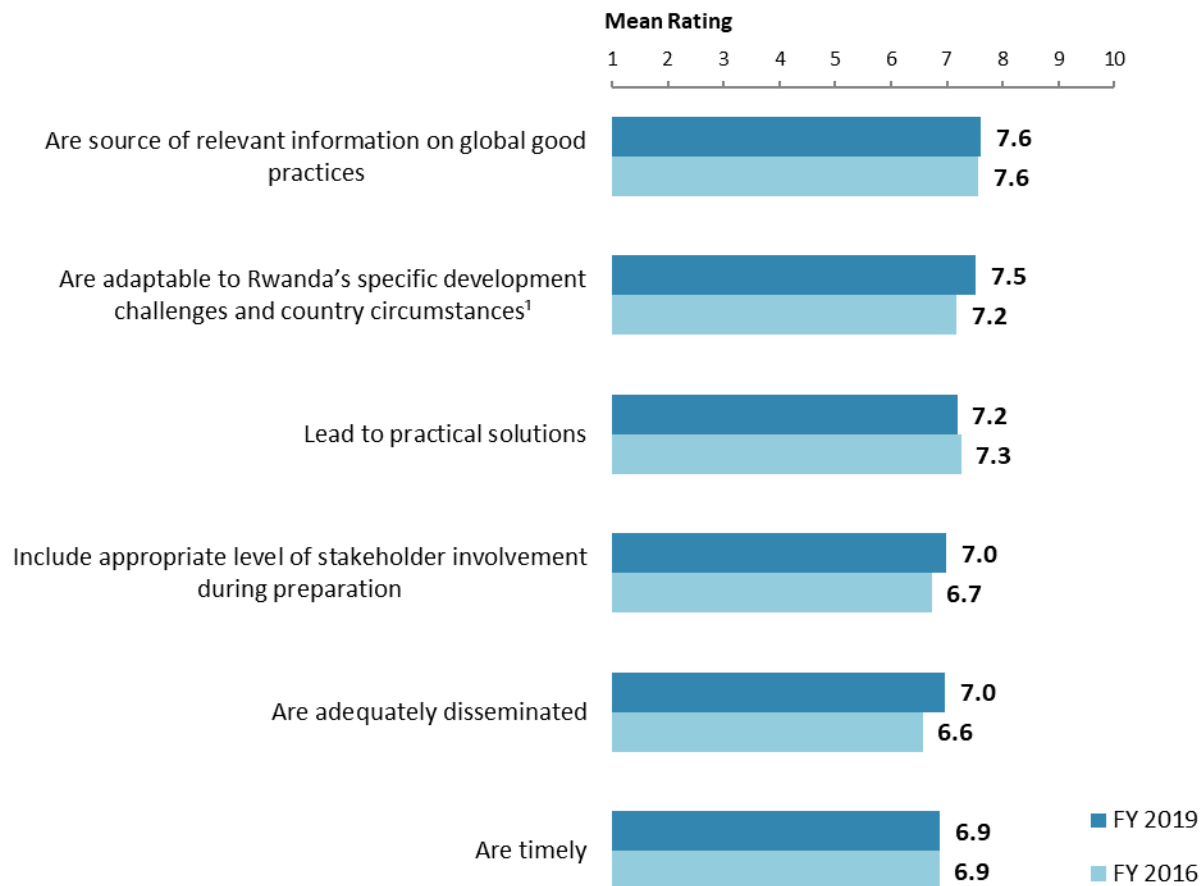
**"Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?"**  
(1-"Very low technical quality", 10-"Very high technical quality")

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

*Indicator Question*

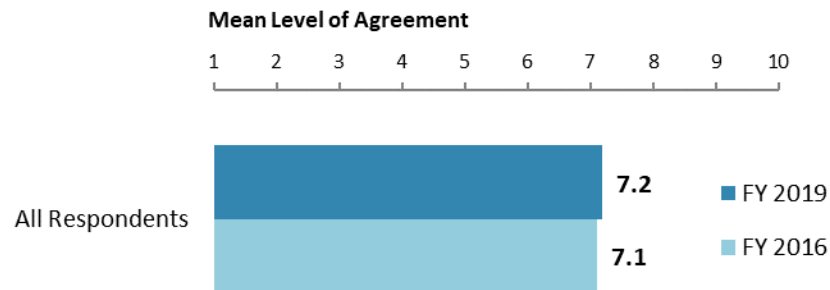
<sup>12</sup> Means in this chart were calculated based on weighted data.





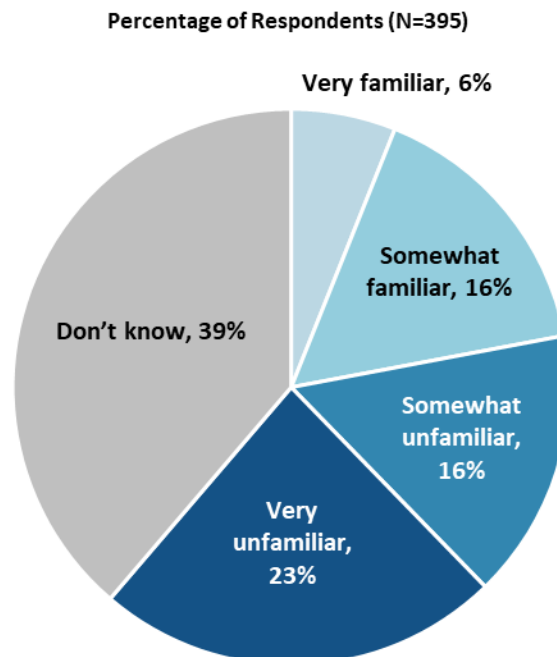
## VIII. World Bank Group's Knowledge and Instruments (continued)

### Meeting Rwanda'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, Program-for-Results, etc.) meet the needs of Rwanda"  
(1-"Strongly disagree", 10-"Strongly agree")

### Familiarity with WBG's New Financial Instruments



"As part of IDA18, the World Bank Group has expanded (or developed) a number of financial instruments to respond to challenges in IDA countries. These include the Crisis Response Window (CRW), Pandemic Emergency Finance Facility (PEF), Catastrophe Deferred Draw Down Option (CAT-DDO), and the Private Sector Window (PSW). In general, how familiar are you with these new or expanded financial instruments in Rwanda?" (Respondents chose from a list.)

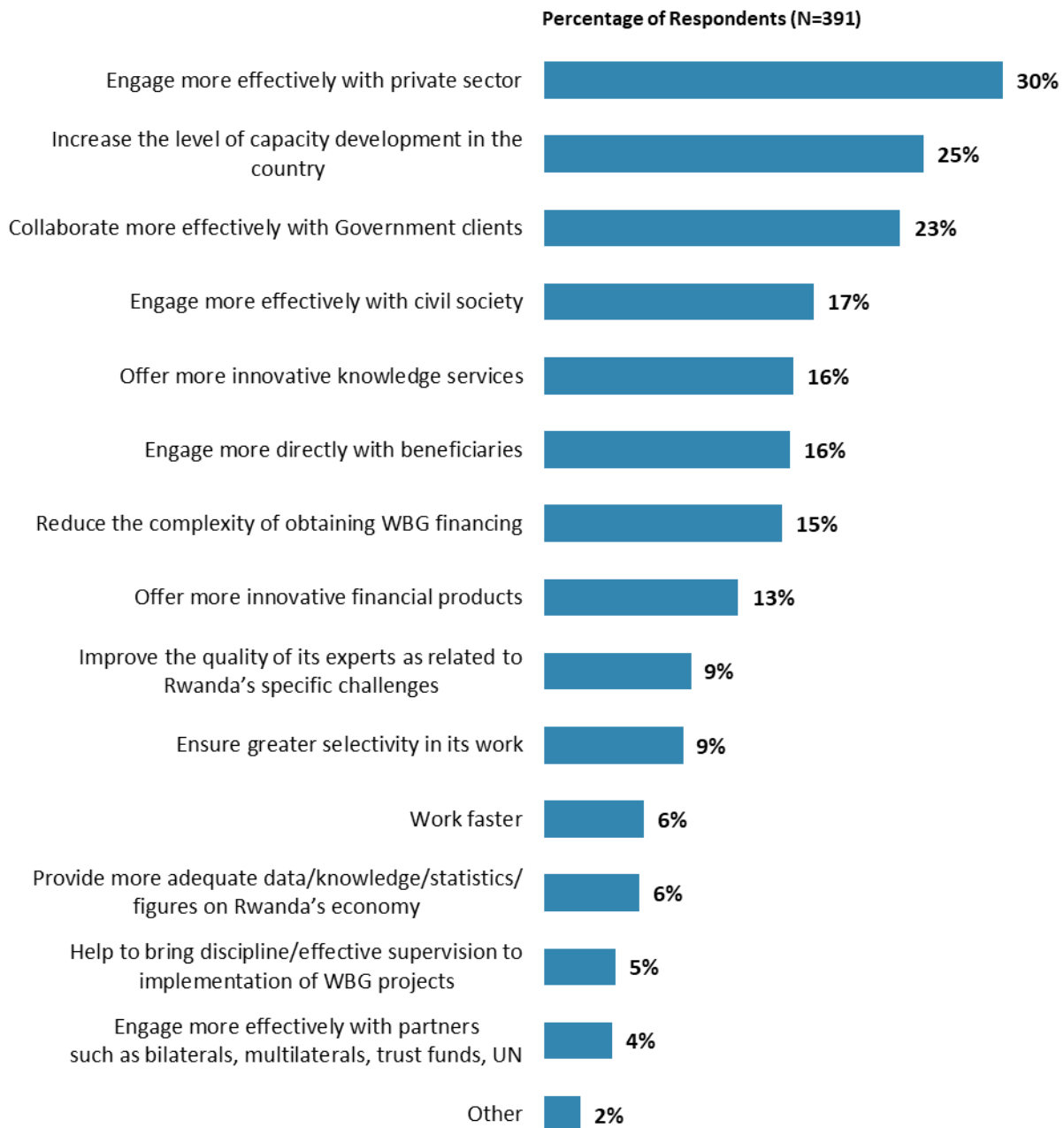
<sup>13</sup> Means in this chart were calculated based on weighted data.



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

### Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that, to make itself of greater value, the WBG should “*reach out more to groups outside of Government*” (38%), “*offer more innovative financial products*” (31%), and “*increase the level of capacity development in the country*” (26%).

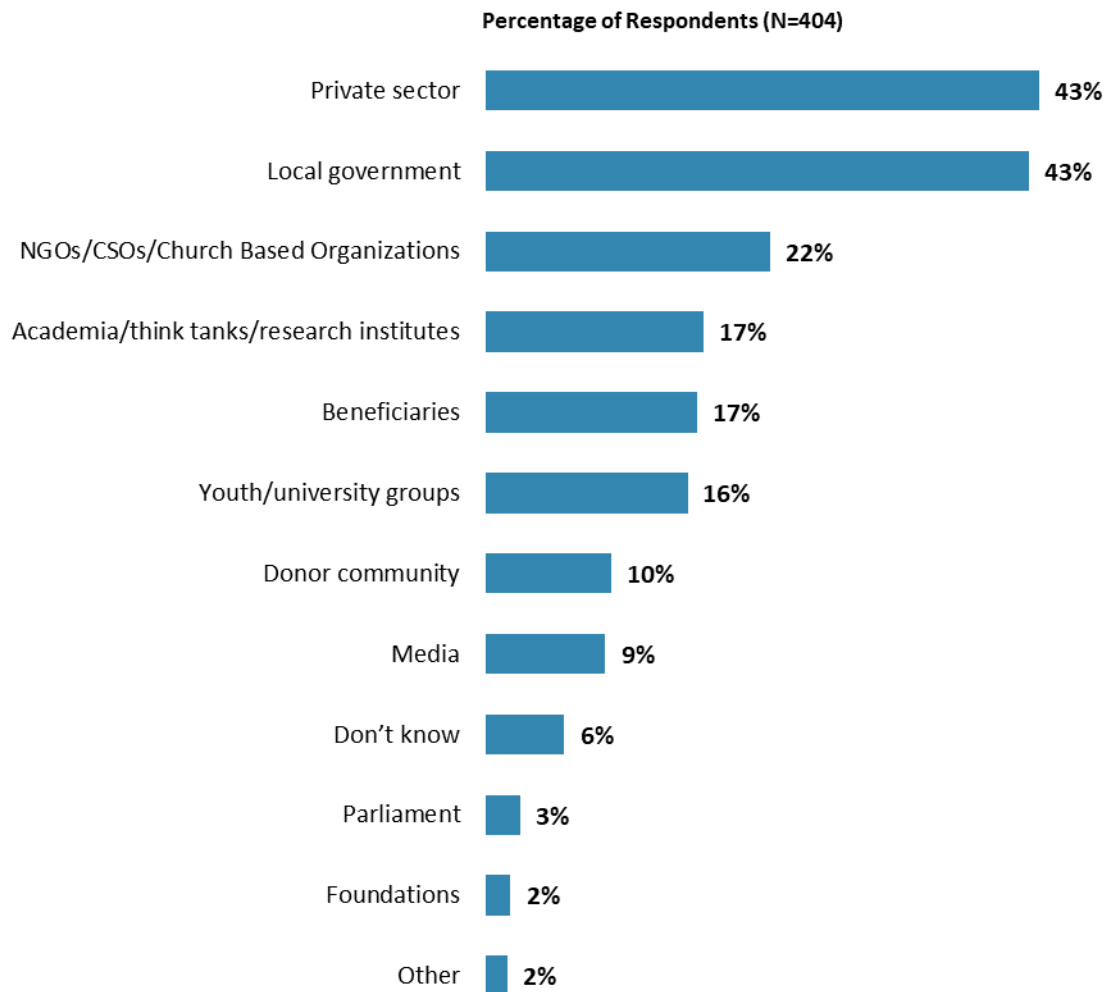


**"Which of the following SHOULD the World Bank Group do to make itself of greater value in Rwanda? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)**



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

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



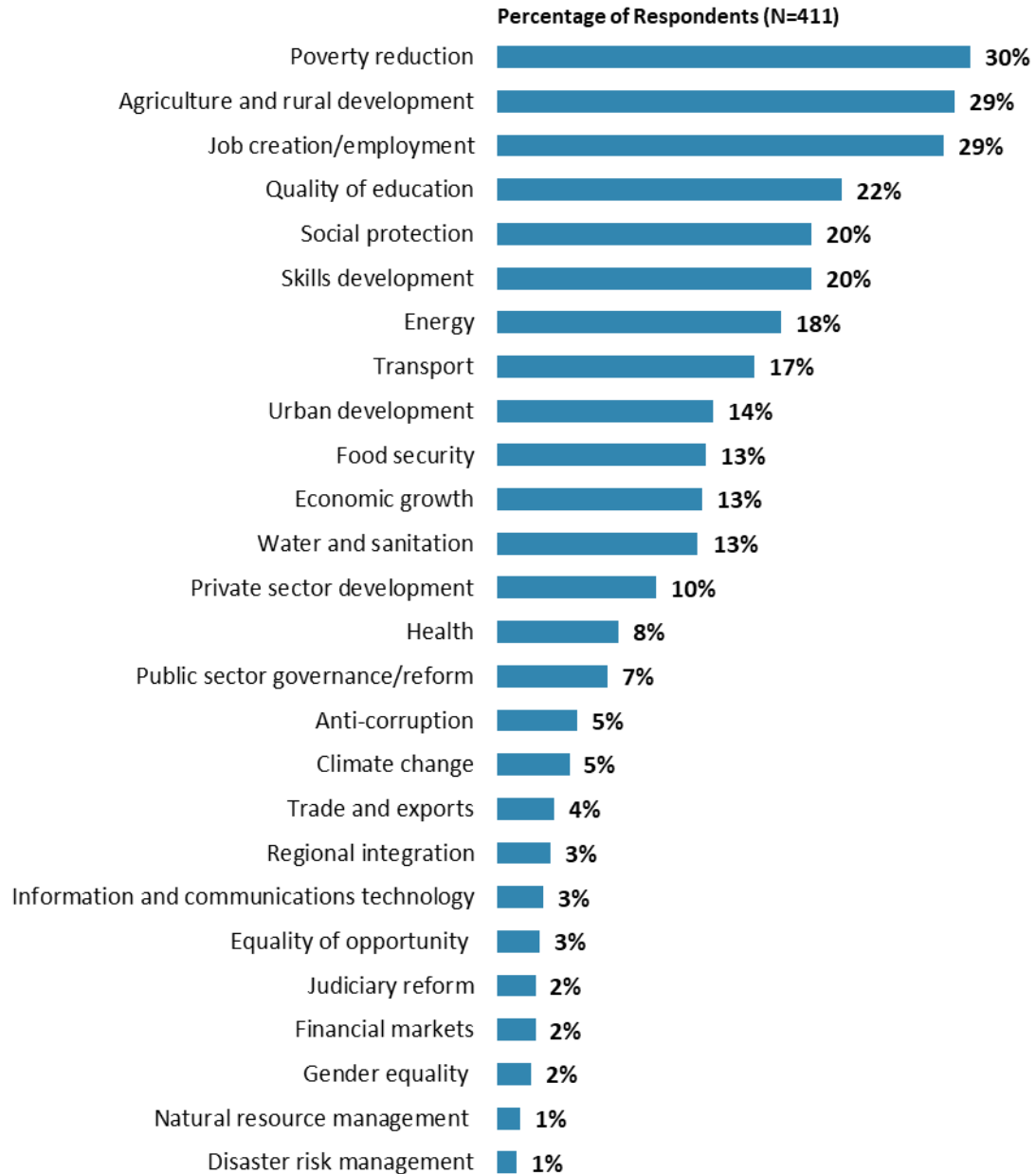
**"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)



## IX. The Future Role of the WBG in Rwanda (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*” (43%), and “*rural and agricultural development*” (41%).

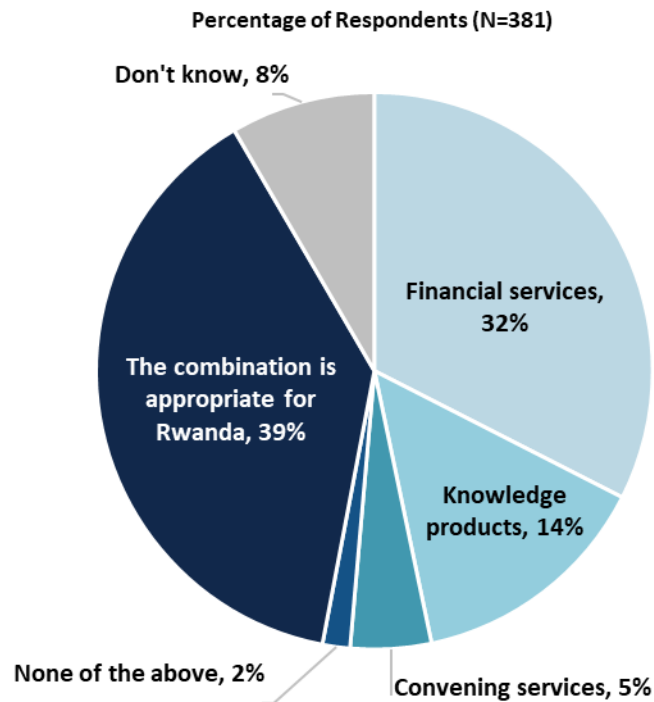


**“When thinking about how the World Bank Group can have the most impact on development results in Rwanda, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Rwanda? (Choose no more than THREE)”**  
(Respondents chose from a list.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



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

### Future Combination of the WBG Services

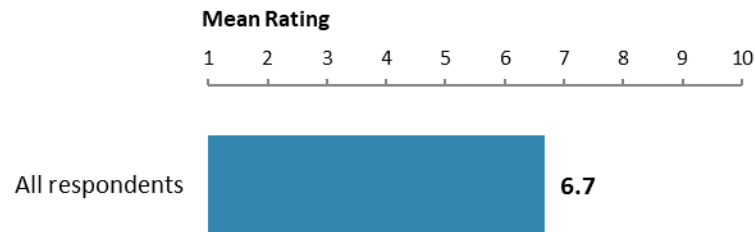


"When considering the combination of services that the World Bank Group offers in Rwanda, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Rwanda?" (Respondents chose from a list.)



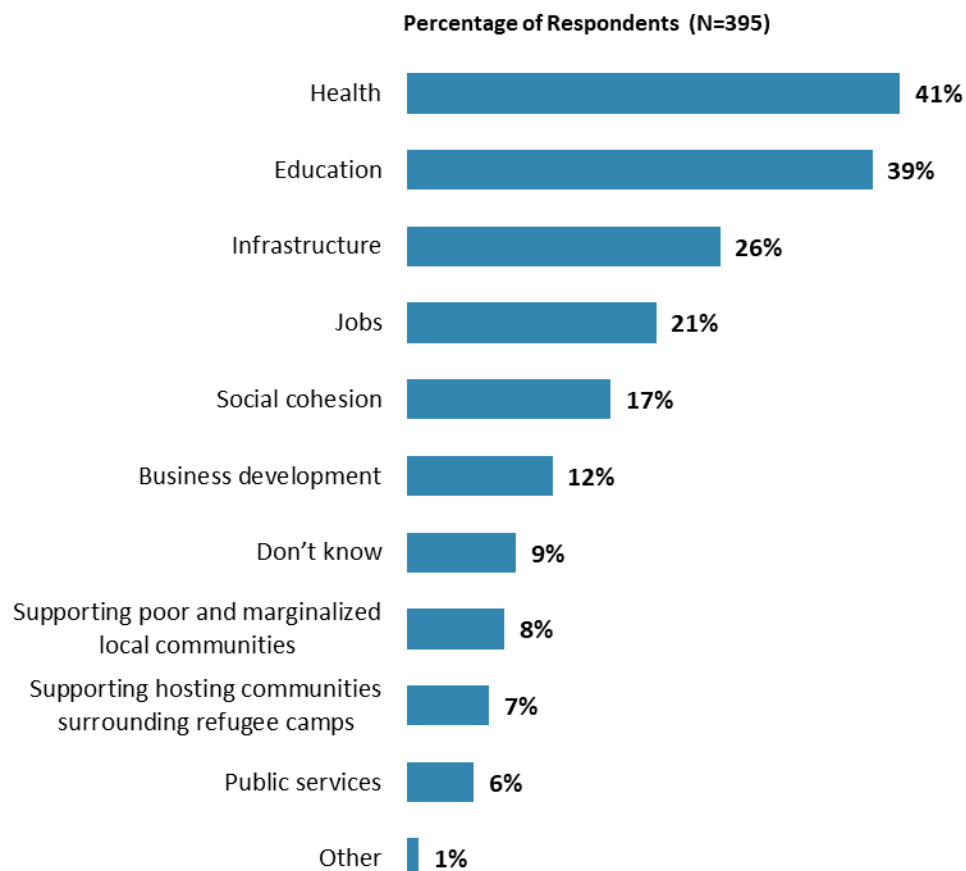
## IX. The Future Role of the WBG in Rwanda (continued)

### Refugees: Donor Community's Support



**"To what extent do you believe that the donor community is doing enough to support the government's efforts related to refugees in Rwanda?"**  
(1-"To no degree at all", 10-"To a very significant degree")

### Refugees: WBG's Support



**"In which of the following areas do you believe the World Bank Group should provide most of its resources when it comes to providing support to the refugee crisis in Rwanda? (Choose no more than TWO)"** (Respondents chose from a list.)

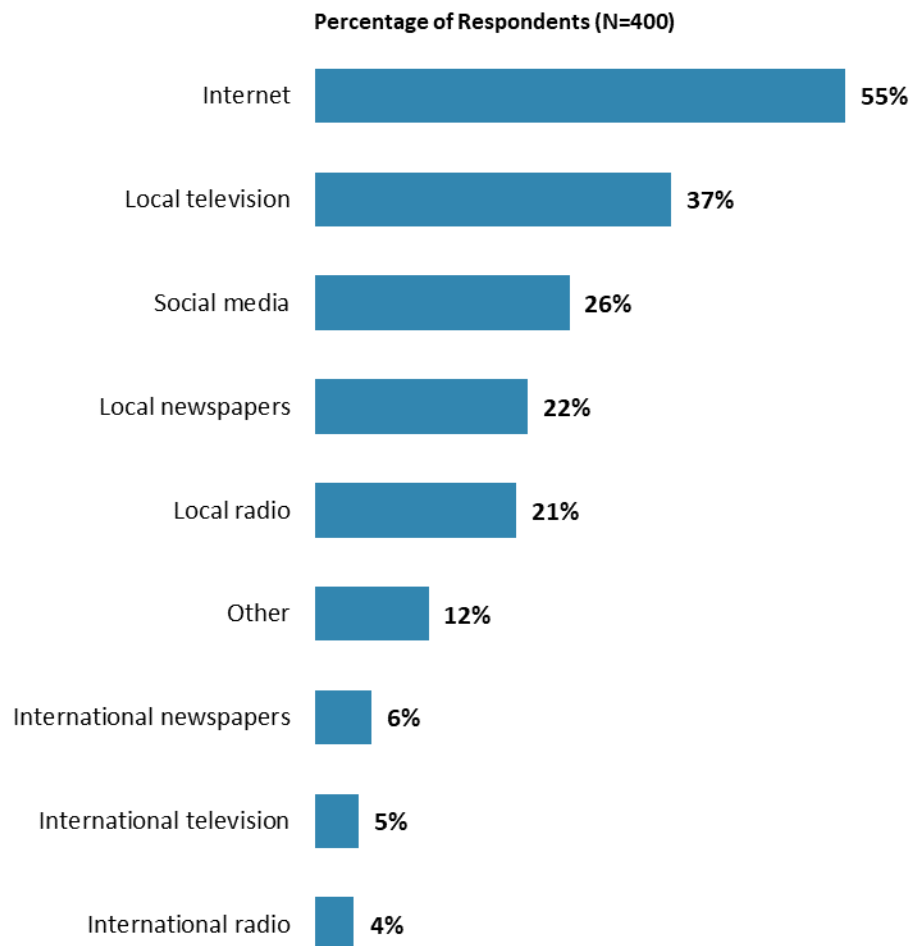


## X. Communication and Outreach

*Note: When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 57) 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 Rwanda from the “Internet” (62%).



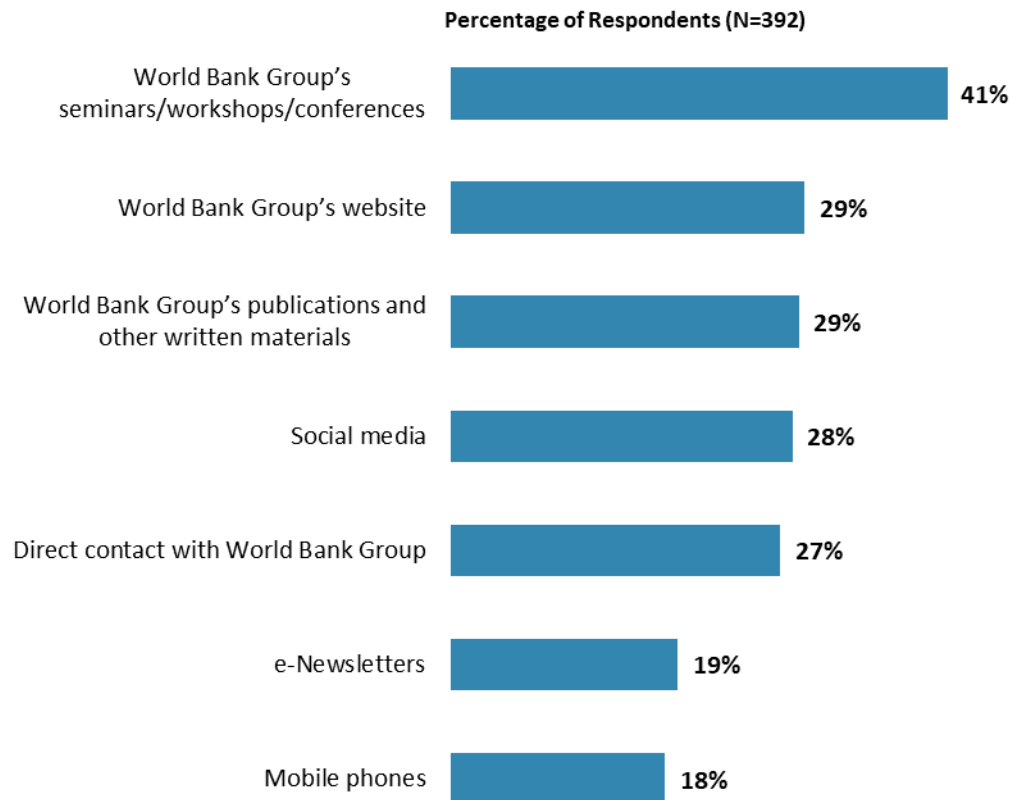
"How do you get most of your information about economic and social development issues in Rwanda? (Choose no more than TWO)"  
(Respondents chose from a list. Responses combined.)



## X. Communication and Outreach (continued)

### Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that they would prefer to receive information from the WBG through the “*World Bank Group’s seminars/workshops/conferences*” (37%), and “*World Bank Group’s publications and other written materials*” (37%).



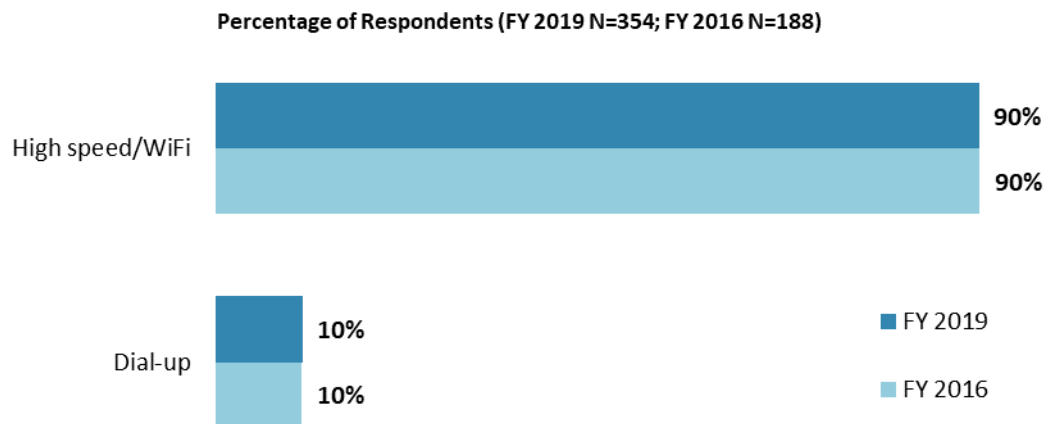
**"How would you prefer to receive information from the World Bank Group?  
(Choose no more than TWO)"**  
(Respondents chose from a list. Responses combined.)





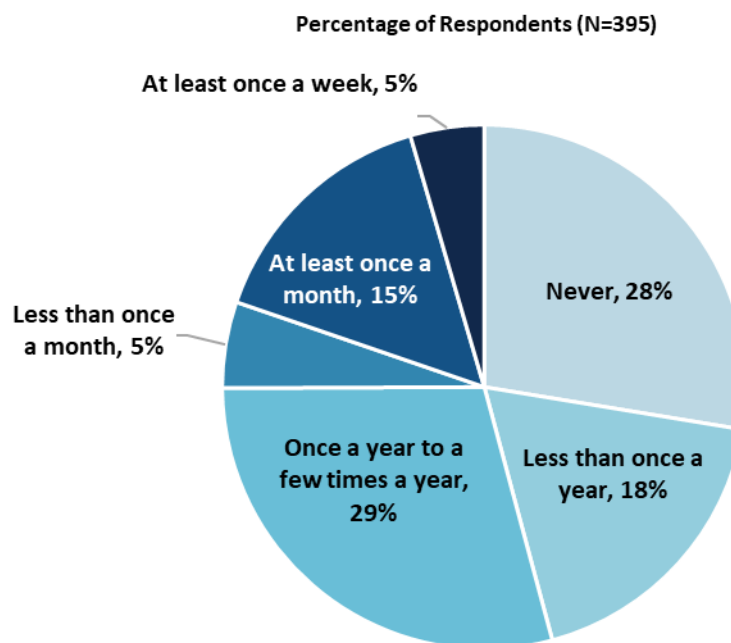
## X. Communication and Outreach (continued)

### 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



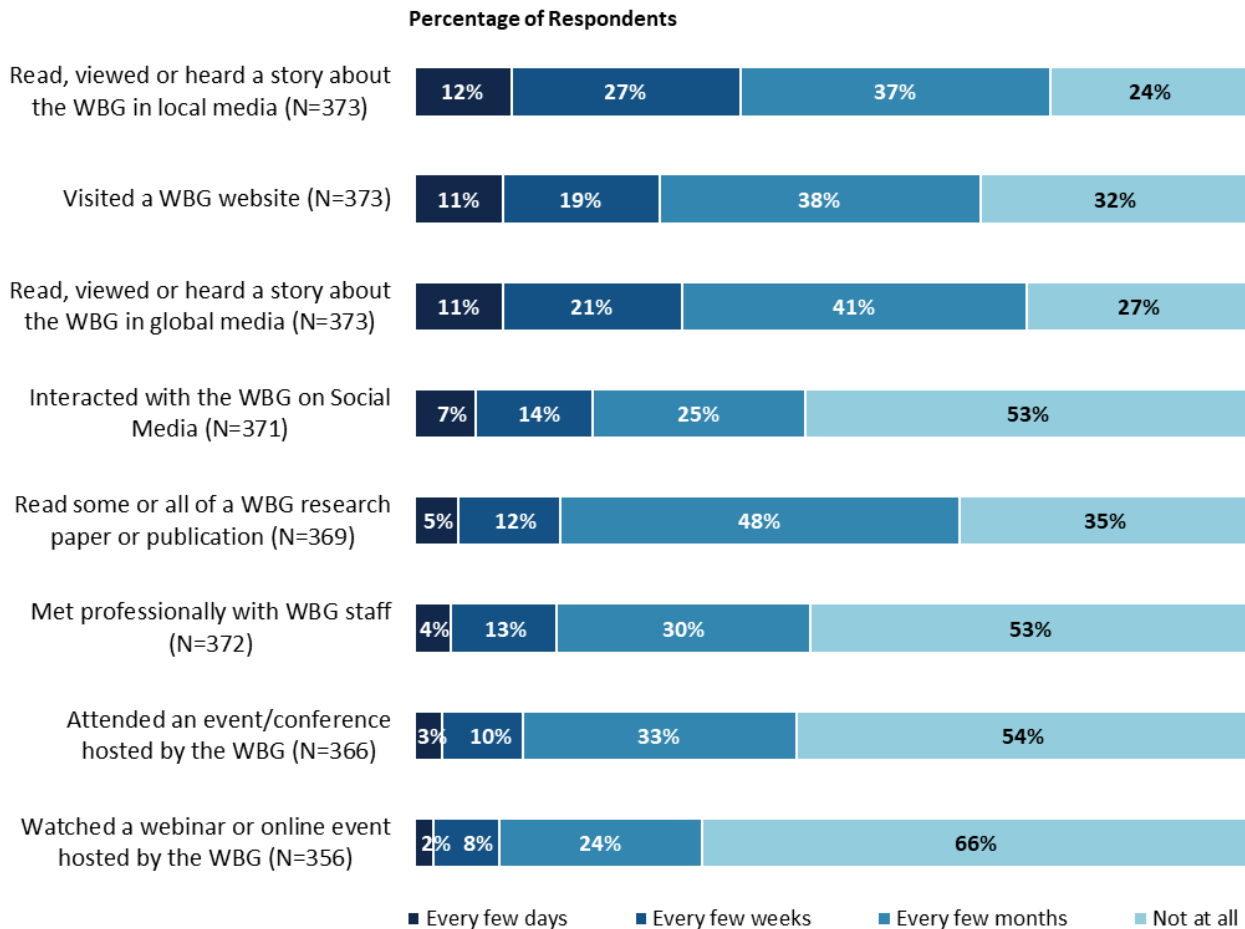
"How frequently do you interact with the World Bank Group now in Rwanda?"  
(Respondents chose from a list.)

<sup>14</sup> Means 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

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### RWANDA





## Appendix A: Responses to All Questions across All Respondents (N=421)

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

### A. General Issues Facing Rwanda

1. Listed below are a number of development priorities in Rwanda. Please identify which of the following you consider the most important development priorities in Rwanda. (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=414)
Poverty reduction	33.8%
Agriculture and rural development	30.7%
Job creation/employment	26.6%
Food security (i.e., combating malnutrition and stunting)	22.2%
Quality of education	21.3%
Private sector development	19.8%
Skills development	17.6%
Water and sanitation	12.8%
Economic growth	12.8%
Health (including communicable/non-communicable diseases)	11.6%
Energy	10.6%
Urban development	9.4%
Transport (e.g., roads, feeder roads, transportation)	8.7%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	7.7%
Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))	7.2%
Gender equality (closing the gap between women and men, and boys and girls)	5.8%
Regional integration	5.1%
Information and communications technology	5.1%
Trade and exports	4.6%
Anti-corruption	4.1%
Equality of opportunity (i.e., social inclusion)	3.1%
Disaster risk management	2.4%
Financial markets	2.4%
Natural resource management (e.g., gas, minerals, and forests)	1.9%
Climate change (e.g., mitigation, adaptation)	1.7%
Judiciary reform	1.2%

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

<b>2. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Rwanda? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=418)</b>
Agriculture and rural development	57.7%
Job creation/employment	41.6%
Private sector development	25.6%
Quality of education	22.0%
Skills development	19.6%
Economic growth	16.0%
Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))	15.6%
Food security (i.e., combating malnutrition and stunting)	13.4%
Trade and exports	12.0%
Energy	11.0%
Transport (e.g., roads, feeder roads, transportation)	10.5%
Urban development	8.1%
Regional integration	7.4%
Equality of opportunity (i.e., social inclusion)	6.0%
Anti-corruption	5.5%
Gender equality (closing the gap between women and men, and boys and girls)	5.0%
Water and sanitation	4.3%
Information and communications technology	3.8%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	3.8%
Health (including communicable/non-communicable diseases)	2.6%
Financial markets	2.4%
Climate change (e.g., mitigation, adaptation)	1.4%
Judiciary reform	1.2%
Natural resource management (e.g., gas, minerals, and forests)	1.0%
Disaster risk management	0.7%

<b>3. When economic and/or social reform efforts fail or are slow to take place in Rwanda, which of the following would you attribute this to? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=378)</b>
Inadequate level of citizen/civil society participation	33.9%
Reforms are not well thought out in light of country challenges	28.0%
Poor coordination within the government	27.0%
Inadequate level of private sector participation	26.5%
Fraud and corruption	21.4%
Private sector involvement and/or influence	17.5%
Inadequate level of capacity in the government	10.1%
Inadequate level of donor coordination	9.8%
Political pressures and obstacles	9.3%
Inadequate level of government accountability	5.8%
Other	2.6%

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

4. 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/local government	380	10	7.66	2.01
2. Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	344	35	6.80	1.78
3. The World Bank Group*	354	24	7.33	1.87
4. The International Monetary Fund	305	64	6.82	1.96
5. UN agencies	330	41	6.54	2.06
6. Regional development banks	308	61	6.41	1.91
7. Rwanda's Central Bank	359	19	7.86	1.78
8. International private sector	309	66	5.98	2.01
9. Domestic private sector	360	14	6.43	1.95
10. International civil society (e.g., NGOs, CBOs)	344	32	6.15	1.99
11. Local civil society (e.g., NGOs, CBOs)	357	18	6.31	2.07
12. Local media and their web presence (e.g., newspapers, TV stations, radio)	360	23	6.29	2.12
13. International media and their web presence	343	40	5.32	2.01
14. Web based media (i.e., blogs, social media, other web-based news and information sources)	341	44	5.67	2.12

5. Please describe the direction Rwanda 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)	395	3.0%	2.8%	9.9%	54.7%	29.6%
2. Equal opportunity for girls and boys, men and women	394	2.3%	2.8%	10.2%	31.7%	53.0%
3. Growing Rwanda's economy in a way that leads to jobs and employment	395	1.8%	5.6%	19.5%	55.2%	18.0%
4. The gap between the rich and the poor	386	9.6%	21.8%	32.6%	31.9%	4.1%
5. Making government more effective	390	1.8%	2.1%	8.5%	51.3%	36.4%
6. Anti-corruption	393	1.3%	4.1%	19.3%	39.7%	35.6%
7. Attracting new sources of foreign investment	396	1.3%	1.5%	6.6%	36.6%	54.0%

6. Listed below are global challenges. Which do you think have the most serious impact on Rwanda? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=402)
Jobs/employment	50.5%
Fragility in neighboring countries	38.3%
Climate change	23.1%
Trade constraints	22.4%
The gap between the rich and the poor	20.4%
Geo political uncertainty	19.9%
Environmental degradation	7.5%
Technology based disruption	7.2%
Migrants and refugees	6.0%

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

<b>7. When thinking about development efforts in Rwanda, do you think that civil society (e.g., NGOs, CBOs) should ... ?</b>	<b>Percentage of Respondents (N=413)</b>
Engage significantly less	4.8%
Engage somewhat less	3.6%
Engage somewhat more	17.2%
Engage significantly more	58.4%
Engage at the same level it does currently	3.6%
Don't know	12.3%

<b>8. To what extent do you trust domestic private sector to engage in public service delivery in Rwanda?</b>	<b>Percentage of Respondents (N=412)</b>
To a very low degree	6.8%
To a somewhat low degree	28.9%
To a somewhat high degree	37.6%
To a very high degree	18.2%
Don't know	8.5%

<b>9. To what extent do you trust international private sector to engage in public service delivery in Rwanda?</b>	<b>Percentage of Respondents (N=412)</b>
To a very low degree	10.7%
To a somewhat low degree	29.6%
To a somewhat high degree	32.8%
To a very high degree	10.7%
Don't know	16.3%

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

<b>Familiarity</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
1. How familiar are you with the work of the World Bank Group in Rwanda? (1-Not familiar at all, 10-Extremely familiar)	408	n/a	5.67	2.57

<b>Effectiveness</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
2. Overall, please rate your impression of the World Bank Group's effectiveness in Rwanda.* (1-Not effective at all, 10-Very effective)	360	53	7.38	1.96

<b>Staff Preparedness</b>	<b>N</b>	<b>DK</b>	<b>Mean</b>	<b>SD</b>
3. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Rwanda solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	326	83	7.46	1.86

**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 Rwanda, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Rwanda? (Choose no more than THREE)</b>	<b>Percentage of Respondents (Responses Combined; N=411)</b>
Poverty reduction	30.4%
Agriculture and rural development	29.4%
Job creation/employment	28.7%
Quality of education	22.1%
Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))	20.2%
Skills development	20.2%
Energy	18.2%
Transport (e.g., roads, feeder roads, transportation)	16.5%
Urban development	13.9%
Food security (i.e., combating malnutrition and stunting)	13.4%
Economic growth	13.1%
Water and sanitation	12.9%
Private sector development	10.2%
Health (including communicable/non-communicable diseases)	7.8%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	7.1%
Anti-corruption	5.1%
Climate change (e.g., mitigation, adaptation)	4.6%
Trade and exports	3.6%
Regional integration	3.4%
Information and communications technology	2.9%
Equality of opportunity (i.e., social inclusion)	2.7%
Judiciary reform	2.4%
Financial markets	2.4%
Gender equality (closing the gap between women and men, and boys and girls)	2.2%
Natural resource management (e.g., gas, minerals, and forests)	1.5%
Disaster risk management	1.2%



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

5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Rwanda?	Percentage of Respondents (N=368)		
	Greatest Value	Second Greatest Value	Combined
Financial resources	38.9%	14.6%	53.5%
Capacity development	20.7%	16.5%	37.2%
Technical assistance	5.7%	14.6%	20.3%
Implementation support	6.3%	11.6%	17.8%
Policy advice, studies, analyses	6.3%	11.0%	17.3%
Bringing together different groups of stakeholders	9.2%	4.7%	13.9%
Mobilizing third party financial resources	4.3%	9.1%	13.4%
Promoting knowledge sharing	2.7%	6.9%	9.6%
Donor coordination	3.0%	5.5%	8.5%
Data and statistics	3.0%	4.1%	7.1%
Other	0.0%	1.4%	1.4%

6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Rwanda? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=393)
Too influenced by developed countries	21.1%
Don't know	20.4%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	17.6%
Not collaborating enough with private sector	16.5%
World Bank Group's processes too slow and complex	13.7%
Not adequately flexible	11.5%
Not enough public disclosure of its work	9.9%
Staff too inaccessible	8.7%
Not aligned with country priorities	8.7%
Inadequate World Bank Group's staffing in Rwanda	7.9%
Not adequately sensitive to political/social realities in Rwanda	7.6%
Not willing to honestly criticize policies and reform efforts in the country	4.6%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	4.6%
Not sufficiently focused on sustainable results	2.8%
Other	2.5%
Arrogant in its approach	2.3%

7. To what extent do you believe that the World Bank Group's work and support help the poorest in Rwanda? (Select only ONE response)	Percentage of Respondents (N=408)
To a fully sufficient degree	8.6%
To a somewhat sufficient degree	46.3%
To a somewhat insufficient degree	25.2%
To a very insufficient degree	6.9%
Don't know	13.0%

**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=404)
Increased its emphasis recently	29.5%
Decreased its emphasis recently	7.7%
Emphasis has remained pretty consistent over time	18.1%
Don't know	44.8%

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=404)
Private sector	43.3%
Local government	42.6%
NGOs/CSOs/Church Based Organizations	22.3%
Academia/think tanks/research institutes	17.1%
Beneficiaries	16.6%
Youth/university groups	15.8%
Donor community	9.9%
Media	9.4%
Don't know	6.2%
Parliament	2.7%
Foundations	2.0%
Other	1.7%

To what extent do you agree with the following statements about the World Bank Group's work in Rwanda? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
10. Overall the World Bank Group currently plays a relevant role in development in Rwanda*	378	16	7.58	1.98
11. The World Bank Group's work is aligned with what I consider the development priorities for Rwanda*	357	25	7.66	1.79

To what extent is the World Bank Group an effective development partner in Rwanda, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
12. Responsiveness to needs*	326	53	7.00	1.98
13. Flexibility (in terms of the institution's products and services)*	292	74	6.47	2.00
14. Flexibility (in terms of changing country circumstances)*	297	71	6.61	1.85
15. Being inclusive*	303	64	6.95	1.93
16. Openness (sharing data and other information)*	304	66	6.96	2.23
17. Collaboration with the Government*	352	31	8.20	1.82
18. The speed in which it gets things accomplished on the ground*	275	98	7.06	2.08
19. Helping to bring discipline/effective supervision to implementation of investment projects*	287	88	7.42	1.83
20. Collaboration with civil society*	285	84	5.88	2.32
21. Staff accessibility*	288	81	5.94	2.60
22. Collaboration with other donors and development partners*	266	108	7.27	2.01
23. Collaboration with the private sector*	272	96	5.83	2.20
24. Straightforwardness and honesty*	260	106	7.27	2.16
25. Treating clients and stakeholders in Rwanda with respect*	296	79	7.70	2.00
26. Being a long-term partner*	337	41	8.38	1.83

**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 Rwanda? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., targeted social assistance, Vision 2020 Umurenge Program (VUP))	237	150	7.33	2.15
2. Gender equality (closing the gap between women and men, and boys and girls)	209	167	7.44	1.93
3. Private sector development	219	156	6.21	2.15
4. Quality of education	223	147	6.98	1.99
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	243	132	7.61	1.77
6. Regional integration	171	199	6.90	2.10
7. Food security (i.e., combating malnutrition and stunting)	220	152	7.24	1.97
8. Urban development	272	107	7.60	1.95
9. Energy	275	97	7.64	1.87
10. Skills development	243	123	6.95	1.87
11. Job creation/employment	241	127	6.59	2.12
12. Health (including communicable/non-communicable diseases)	195	177	7.14	1.84
13. Financial markets	161	207	6.89	2.14
14. Transport (e.g., roads, feeder roads, transportation)	264	106	7.60	2.06
15. Agriculture and rural development	269	104	7.56	1.94
16. Trade and exports	171	198	6.53	2.13
17. Natural resource management (e.g., gas, minerals, and forests)	160	210	6.30	2.25
18. Climate change (e.g., mitigation, adaptation)	175	190	6.39	2.26
19. Poverty reduction	287	89	7.36	2.01
20. Anti-corruption	162	200	6.88	2.32
21. Economic growth	263	107	7.56	1.92
22. Disaster risk management	143	224	6.45	2.45
23. Equality of opportunity (i.e., social inclusion)	188	183	6.87	2.54
24. Information and communications technology	193	181	7.33	1.87

Achieving Development Results	N	DK	Mean	SD
2. To what extent does the World Bank Group's work help to achieve development results in Rwanda?* (1-To no degree at all, 10-To a very significant degree)	333	50	7.54	1.74

Influencing the Development Agenda	N	DK	Mean	SD
3. To what extent does the World Bank Group influence the development agenda in Rwanda?* (1-To no degree at all, 10-To a very significant degree)	326	71	7.23	1.93

To what extent do you agree with the following statements about the World Bank Group in Rwanda? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
4. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Rwanda*	335	64	7.19	2.02
5. The World Bank Group meets Rwanda's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	324	69	7.09	1.96

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

6. As part of IDA18, the World Bank Group has expanded (or developed) a number of financial instruments to respond to challenges in IDA countries. These include the Crisis Response Window (CRW), Pandemic Emergency Finance Facility (PEF), Catastrophe Deferred Draw Down Option (CAT-DDO), and the Private Sector Window (PSW). In general, how familiar are you with these new or expanded financial instruments in Rwanda? (Select only ONE response)	Percentage of Respondents (N=395)
Very familiar	6.1%
Somewhat familiar	15.9%
Somewhat unfamiliar	15.7%
Very unfamiliar	23.5%
Don't know	38.7%

How effectively does the World Bank Group support Rwanda's efforts ... ? (1-Not effectively at all, 10-Very effectively)	Effectiveness			
	N	DK	Mean	SD
7. To build stronger domestic resource mobilization systems in the Government (e.g., tax collection)	253	136	6.77	2.19
8. To develop better and stronger data collection/analytics systems within the Government	263	129	7.16	2.00
9. To strengthen the country's crisis preparedness	204	177	6.79	2.11
10. To identify and monitor risks	209	176	6.94	2.21

Systematic Country Diagnosis and Country Partnership Framework Activities	N	DK	Mean	SD
11. How effectively does the World Bank Group's SCD and CPF activities support Rwanda's efforts to manage crisis related risks? (1-Not effectively at all, 10-Very effectively)	108	267	6.98	1.97

**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=398)
Weekly	4.8%
Monthly	19.1%
A few times a year	30.7%
Rarely	28.4%
Never	17.1%

In Rwanda, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Are timely	251	122	6.88	2.22
3. Include appropriate level of stakeholder involvement during preparation	276	100	6.95	2.02
4. Lead to practical solutions	284	95	7.19	1.94
5. Are source of relevant information on global good practices	277	97	7.56	1.94
6. Are adequately disseminated	256	122	6.95	2.14
7. Are adaptable to Rwanda's specific development challenges and country circumstances*	283	96	7.50	2.10

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

Overall Evaluations	N	DK	Mean	SD
8. 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)	327	67	7.33	1.92
9. 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)	307	88	7.61	1.87

**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	268	115	6.43	2.51
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	325	61	7.55	2.15
3. The World Bank Group's approvals and reviews are done in a timely fashion	282	95	6.96	2.17
4. The World Bank Group's Environmental and Social Framework requirements are reasonable	283	97	7.11	1.95
5. The World Bank Group's conditions on its lending are reasonable	271	108	7.29	2.08
6. The World Bank Group takes decisions quickly in Rwanda*	246	131	6.85	2.23
7. Working with the World Bank Group increases Rwanda's institutional capacity	322	59	7.52	2.05
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	269	117	7.34	2.24

Donor Support to Refugees	N	DK	Mean	SD
9. To what extent do you believe that the donor community is doing enough to support the government's efforts related to refugees in Rwanda? (1-To no degree at all, 10-To a very significant degree)	244	142	6.68	2.12

10. In which of the following areas do you believe the World Bank Group should provide most of its resources when it comes to providing support to the refugee crisis in Rwanda? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=395)
Health	41.0%
Education	38.7%
Infrastructure	26.1%
Jobs	20.8%
Social cohesion	17.0%
Business development	12.2%
Don't know	9.1%
Supporting poor and marginalized local communities	8.1%
Supporting hosting communities surrounding refugee camps	6.8%
Public services	5.6%
Other	1.0%

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

<b>1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Rwanda? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=391)</b>
Engage more effectively with private sector	29.7%
Increase the level of capacity development in the country	24.6%
Collaborate more effectively with Government clients (e.g., national, state, local)	23.0%
Engage more effectively with civil society (e.g., NGOs, CBOs)	17.4%
Offer more innovative knowledge services	16.1%
Engage more directly with beneficiaries	15.9%
Reduce the complexity of obtaining World Bank Group financing	15.3%
Offer more innovative financial products	12.5%
Improve the quality of its experts as related to Rwanda's specific challenges	9.5%
Ensure greater selectivity in its work	9.0%
Work faster	6.4%
Provide more adequate data/knowledge/statistics/figures on Rwanda's economy	6.1%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	4.6%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	4.3%
Other	2.3%

<b>2. When considering the combination of services that the World Bank Group offers in Rwanda, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Rwanda? (Select only ONE response)</b>	<b>Percentage of Respondents (N=381)</b>
Financial services	32.5%
Knowledge products	14.2%
Convening services	4.7%
None of the above	1.6%
The combination is appropriate for Rwanda	38.6%
Don't know	8.4%

**G. Communication and Information Sharing**

<b>1. How frequently do you interact with the World Bank Group now in Rwanda?</b>	<b>Percentage of Respondents (N=395)</b>
Never	27.6%
Less than once a year	18.2%
Once a year to a few times a year	29.1%
Less than once a month	5.3%
At least once a month	15.2%
At least once a week	4.6%

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

<b>2. How do you get most of your information about economic and social development issues in Rwanda? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=400)</b>
Internet	54.8%
Local television	36.8%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	26.3%
Local newspapers	22.0%
Local radio	20.8%
Other	11.8%
International newspapers	5.8%
International television	4.5%
International radio	4.0%

<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=392)</b>
World Bank Group's seminars/workshops/conferences	40.8%
World Bank Group's website	29.8%
World Bank Group's publications and other written materials	28.6%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	28.1%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	26.3%
e-Newsletters	18.6%
Mobile phones (sms alerts)	17.6%

<b>4. Which Internet connection do you use primarily when visiting a World Bank Group website?</b>	<b>Percentage of Respondents (N=370)</b>
High speed/4G LTE/WiFi	89.5%
Dial-up	10.5%

<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)	373	11.5%	27.3%	37.0%	24.1%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	373	10.5%	21.4%	41.3%	26.8%
Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted)	371	7.3%	14.0%	25.3%	53.4%
Visited a WBG website (e.g. read a blog, used data)	373	10.5%	18.8%	38.3%	32.4%
Attended an event/conference hosted by the WBG	366	3.3%	9.6%	32.8%	54.4%
Watched a webinar or online event hosted by the WBG	356	2.2%	7.9%	24.2%	65.7%
Read some or all of a WBG research paper or publication	369	5.1%	12.2%	47.7%	35.0%
Met professionally with WBG staff	372	4.3%	12.6%	30.4%	52.7%

**H. Background Information**

<b>1. Which of the following best describes your current position? (Select only ONE response)</b>	<b>Percentage of Respondents (N=407)</b>
Employee of a Ministry, Ministerial Department or Implementation Agency	20.4%
Local Government Office or Staff	13.3%
NGO/CSO/Church Based Organization	12.3%
Private Sector Organization	7.1%
Academia/Research Institute/Think Tank	6.9%
Media (press, radio, TV, web, etc.)	5.7%
Office of Parliamentarian	4.9%
Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)	4.2%
Trade Union	3.9%
PIU overseeing implementation of project/Consultant/Contractor working on World Bank Group supported project/program	3.4%
Bilateral Agency	3.2%
Multilateral Agency	3.2%
Office of the President, Prime Minister	2.7%
Financial Sector/Private Bank	2.7%
Youth Group/Organization	2.0%
Office of Minister	1.7%
Judiciary Branch	1.2%
Other	1.2%

<b>2. Please identify the primary specialization of your work. (Select only ONE response)</b>	<b>Percentage of Respondents (N=409)</b>
Governance	18.6%
Social protection and labor	13.4%
Other	10.0%
Education	7.8%
Agriculture/rural development/food security	7.8%
Finance and markets	6.1%
Health, nutrition, and population	5.6%
Urban development	4.4%
Information and Communication Technologies	3.7%
Transport	3.4%
Generalist (specialized in multiple sectors)	3.2%
Energy and extractives	2.2%
Jobs	2.2%
Public-private partnerships	2.0%
Water	1.7%
Trade and competitiveness	1.7%
Environment and natural resources	1.5%
Poverty	1.5%
Macroeconomics and fiscal management	1.2%
Gender and family promotion	1.2%
Climate change/disaster management	0.7%



**H. Background Information (continued)**

<b>3. Currently, do you professionally collaborate/work with the World Bank Group (IDA, IFC, MIGA, ICSID) in your country?</b>	<b>Percentage of Respondents (N=408)</b>
Yes	40.2%
No	59.8%

<b>4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Rwanda? (Select only ONE response)</b>	<b>Percentage of Respondents (N=169)</b>
The World Bank (IDA)	79.3%
The International Finance Corporation (IFC)	13.0%
The Multilateral Investment Guarantee Agency (MIGA)	5.3%
International Centre for Settlement of Investment Disputes (ICSID)	2.4%

<b>5. Do your projects involve both the World Bank and the IFC?</b>	<b>Percentage of Respondents (N=274)</b>
Yes	36.9%
No	63.1%

<b>6. Which of the following describes most of your exposure to the World Bank Group in Rwanda? (Choose no more than TWO)</b>	<b>Percentage of Respondents (Responses Combined; N=343)</b>
Use World Bank Group reports/data	37.3%
Use World Bank Group website for information, data, research, etc.	26.5%
Collaborate as part of my professional duties (i.e., work on a World Bank project)	25.9%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	25.4%
Development partner (other donors)	22.4%
Engage in World Bank Group related/sponsored events/activities	15.7%

<b>7. What's your gender?</b>	<b>Percentage of Respondents (N=411)</b>
Female	28.0%
Male	72.0%

<b>8. What's your age?</b>	<b>Percentage of Respondents (N=413)</b>
25 and under	1.9%
26-35	23.5%
36-45	55.7%
46-55	14.3%
56 and above	4.6%

<b>9. Which best represents your geographic location?</b>	<b>Percentage of Respondents (N=414)</b>
Kigali City	78.0%
Western Province	8.5%
Eastern Province	5.6%
Southern Province	4.6%
Northern Province	3.4%



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

- Office of President/Prime Minister/Minister N=18    ● Office of Parliamentarian N=20    ● Employee of a Ministry/PIU/Consultant on WBG Project N=97    ● Local Government N=54  
 ● Bilateral/Multilateral Agency N=26    ● Private Sector/Financial Sector/Private Bank N=40    ● CSO N=74    ● Media N=23    ● Independent Government Institution N=17  
 ● Academia N=28    ● Other<sup>16</sup> N=10

### A. General Issues facing Rwanda

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PIU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Food security*	44.4%	15.0%	23.7%	30.2%	19.2%	30.8%	13.7%	33.3%	11.8%	0.0%	22.2%
Water and sanitation*	38.9%	45.0%	7.2%	15.1%	3.8%	15.4%	12.3%	9.5%	11.8%	3.6%	11.1%
Job creation/employment*	5.6%	50.0%	19.6%	26.4%	30.8%	46.2%	24.7%	38.1%	17.6%	28.6%	22.2%
Health*	11.1%	55.0%	12.4%	9.4%	3.8%	7.7%	4.1%	9.5%	23.5%	10.7%	22.2%
Skills development	16.7%	20.0%	21.6%	11.3%	23.1%	12.8%	23.3%	4.8%	17.6%	14.3%	0.0%
Natural resource management	0.0%	0.0%	2.1%	0.0%	0.0%	2.6%	1.4%	0.0%	11.8%	3.6%	0.0%
Private sector development	16.7%	15.0%	17.5%	18.9%	30.8%	28.2%	17.8%	19.0%	5.9%	17.9%	22.2%
Public sector governance/reform	5.6%	0.0%	9.3%	11.3%	7.7%	2.6%	4.1%	19.0%	0.0%	14.3%	11.1%
Quality of education	16.7%	35.0%	19.6%	11.3%	19.2%	17.9%	26.0%	33.3%	23.5%	32.1%	11.1%
Energy	5.6%	5.0%	14.4%	3.8%	15.4%	10.3%	15.1%	4.8%	5.9%	10.7%	0.0%
Regional integration	16.7%	0.0%	4.1%	5.7%	11.5%	2.6%	4.1%	4.8%	5.9%	7.1%	0.0%
Urban development	11.1%	5.0%	12.4%	5.7%	11.5%	5.1%	12.3%	4.8%	0.0%	7.1%	0.0%
Gender equality	0.0%	5.0%	3.1%	9.4%	11.5%	2.6%	8.2%	9.5%	0.0%	3.6%	11.1%
Poverty reduction	16.7%	10.0%	35.1%	32.1%	38.5%	38.5%	32.9%	38.1%	35.3%	46.4%	55.6%
Economic growth	16.7%	5.0%	13.4%	13.2%	11.5%	12.8%	11.0%	4.8%	11.8%	17.9%	22.2%
Equality of opportunity	5.6%	0.0%	2.1%	1.9%	3.8%	2.6%	6.8%	0.0%	5.9%	3.6%	0.0%
Information and communications technology	0.0%	0.0%	8.2%	0.0%	3.8%	2.6%	8.2%	0.0%	11.8%	3.6%	11.1%
Disaster risk management*	16.7%	0.0%	2.1%	3.8%	0.0%	0.0%	1.4%	0.0%	5.9%	0.0%	11.1%
Financial markets	0.0%	0.0%	1.0%	0.0%	3.8%	0.0%	6.8%	9.5%	5.9%	0.0%	0.0%
Agriculture and rural development	27.8%	15.0%	32.0%	26.4%	34.6%	35.9%	32.9%	23.8%	23.5%	39.3%	33.3%
Social protection*	5.6%	0.0%	10.3%	26.4%	0.0%	0.0%	4.1%	0.0%	5.9%	0.0%	0.0%
Trade and exports	16.7%	0.0%	4.1%	3.8%	3.8%	5.1%	5.5%	0.0%	11.8%	3.6%	0.0%
Judiciary reform	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.5%	4.8%	0.0%	0.0%	0.0%
Climate change	0.0%	0.0%	2.1%	0.0%	3.8%	0.0%	2.7%	0.0%	5.9%	3.6%	0.0%
Anti-corruption	0.0%	0.0%	3.1%	3.8%	0.0%	5.1%	5.5%	4.8%	11.8%	10.7%	0.0%
Transport	5.6%	0.0%	11.3%	11.3%	7.7%	7.7%	1.4%	23.8%	11.8%	10.7%	11.1%

\*Significantly different between stakeholder groups

<sup>15</sup> Only 407 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: Judiciary Branch (N=5), and Other (N=5).

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

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PIU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Private sector involvement and/or influence	12.5%	11.1%	22.6%	24.4%	12.0%	13.5%	10.8%	33.3%	20.0%	12.0%	0.0%
Inadequate level of capacity in the government	18.8%	16.7%	10.7%	4.4%	24.0%	5.4%	6.8%	16.7%	6.7%	12.0%	0.0%
Fraud and corruption*	18.8%	44.4%	8.3%	15.6%	12.0%	16.2%	47.3%	0.0%	6.7%	12.0%	30.0%
Inadequate level of donor coordination	6.3%	5.6%	8.3%	2.2%	24.0%	8.1%	12.2%	16.7%	6.7%	8.0%	10.0%
Political pressures and obstacles	0.0%	5.6%	9.5%	13.3%	4.0%	8.1%	9.5%	16.7%	6.7%	4.0%	30.0%
Reforms are not well thought out in light of country challenges*	25.0%	16.7%	22.6%	22.2%	12.0%	45.9%	37.8%	22.2%	20.0%	44.0%	20.0%
Inadequate level of private sector participation*	31.3%	16.7%	40.5%	31.1%	32.0%	21.6%	12.2%	5.6%	46.7%	12.0%	20.0%
Poor coordination within the government*	43.8%	22.2%	22.6%	11.1%	32.0%	37.8%	25.7%	33.3%	20.0%	44.0%	50.0%
Inadequate level of citizen/civil society participation	25.0%	44.4%	36.9%	53.3%	32.0%	18.9%	31.1%	33.3%	46.7%	24.0%	40.0%
Inadequate level of government accountability	6.3%	0.0%	3.6%	6.7%	12.0%	8.1%	1.4%	11.1%	13.3%	16.0%	0.0%
Other	0.0%	0.0%	6.0%	2.2%	4.0%	2.7%	1.4%	0.0%	6.7%	0.0%	0.0%

\*Significantly different between stakeholder groups

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PIU/Consultant on WBG Project			Local Government			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	N	Mean	SD	N	Mean	SD
To what extent do you trust the World Bank Group to do what is right?	16	7.69	2.02	13	7.15	2.48	89	7.81	1.59	37	7.30	2.11	21	7.38	1.91	34	6.76	2.26	66	7.24	1.70	20	7.15	2.06	13	7.08	2.22	25	7.04	1.62	7	6.57	1.72

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

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

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PIU/ Consultant on WBG Project			Local Government			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	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Rwanda?*	18	7.06	1.95	19	4.79	2.57	95	6.77	2.34	50	6.02	2.23	25	4.92	2.23	40	5.65	2.77	73	4.01	2.50	23	6.61	2.48	16	5.56	2.31	27	5.74	2.44	10	4.60	2.41

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

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PIU/ Consultant on WBG Project			Local Government			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	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Rwanda.*	17	8.24	1.56	19	7.58	1.74	92	8.16	1.69	45	7.31	2.12	19	7.16	1.26	29	6.97	2.35	59	6.73	1.71	22	7.41	2.30	16	6.06	2.79	25	7.00	1.89	8	6.50	1.60

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



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

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PIU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Social protection*	11.1%	25.0%	24.5%	45.3%	15.4%	2.6%	9.6%	30.4%	37.5%	3.6%	20.0%
Regional integration	5.6%	0.0%	2.1%	1.9%	0.0%	2.6%	6.8%	4.3%	0.0%	7.1%	0.0%
Public sector governance/reform	5.6%	15.0%	2.1%	9.4%	19.2%	7.9%	9.6%	4.3%	0.0%	3.6%	10.0%
Energy	22.2%	25.0%	20.2%	5.7%	19.2%	21.1%	12.3%	26.1%	37.5%	17.9%	10.0%
Food security	22.2%	15.0%	14.9%	13.2%	3.8%	5.3%	13.7%	26.1%	12.5%	7.1%	0.0%
Water and sanitation	27.8%	30.0%	14.9%	9.4%	3.8%	10.5%	9.6%	17.4%	25.0%	7.1%	0.0%
Quality of education*	16.7%	40.0%	12.8%	9.4%	30.8%	15.8%	24.7%	34.8%	18.8%	46.4%	50.0%
Skills development	22.2%	10.0%	18.1%	13.2%	30.8%	13.2%	34.2%	8.7%	18.8%	25.0%	10.0%
Health	5.6%	25.0%	8.5%	5.7%	3.8%	13.2%	4.1%	8.7%	12.5%	7.1%	0.0%
Job creation/employment	16.7%	35.0%	29.8%	20.8%	30.8%	50.0%	26.0%	17.4%	12.5%	28.6%	50.0%
Financial markets	0.0%	0.0%	2.1%	1.9%	7.7%	2.6%	2.7%	4.3%	0.0%	3.6%	0.0%
Gender equality	0.0%	0.0%	2.1%	0.0%	3.8%	5.3%	5.5%	0.0%	0.0%	0.0%	0.0%
Private sector development	5.6%	0.0%	9.6%	11.3%	15.4%	5.3%	12.3%	13.0%	12.5%	14.3%	0.0%
Transport	16.7%	5.0%	22.3%	26.4%	7.7%	7.9%	12.3%	13.0%	12.5%	25.0%	20.0%
Poverty reduction	38.9%	35.0%	26.6%	32.1%	19.2%	21.1%	39.7%	26.1%	25.0%	32.1%	40.0%
Climate change	16.7%	0.0%	3.2%	5.7%	7.7%	0.0%	6.8%	0.0%	12.5%	3.6%	0.0%
Urban development	5.6%	5.0%	23.4%	15.1%	11.5%	7.9%	13.7%	17.4%	6.3%	0.0%	10.0%
Anti-corruption*	0.0%	0.0%	0.0%	0.0%	15.4%	2.6%	11.0%	4.3%	18.8%	3.6%	0.0%
Judiciary reform*	11.1%	0.0%	0.0%	1.9%	0.0%	2.6%	4.1%	0.0%	0.0%	0.0%	30.0%
Natural resource management	0.0%	0.0%	1.1%	3.8%	0.0%	5.3%	0.0%	0.0%	6.3%	0.0%	0.0%
Economic growth	5.6%	5.0%	12.8%	18.9%	19.2%	23.7%	8.2%	4.3%	12.5%	14.3%	30.0%
Equality of opportunity	0.0%	0.0%	3.2%	1.9%	3.8%	5.3%	1.4%	4.3%	6.3%	3.6%	0.0%
Disaster risk management	5.6%	0.0%	3.2%	0.0%	3.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	0.0%	4.3%	5.7%	0.0%	0.0%	2.7%	13.0%	0.0%	0.0%	0.0%
Agriculture and rural development	33.3%	20.0%	34.0%	30.2%	26.9%	47.4%	24.7%	21.7%	6.3%	39.3%	10.0%
Trade and exports*	5.6%	0.0%	1.1%	5.7%	0.0%	15.8%	2.7%	0.0%	0.0%	3.6%	10.0%

\*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/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PIU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Increased its emphasis recently	16.7%	10.5%	41.5%	32.1%	24.0%	10.5%	41.7%	22.7%	14.3%	18.5%	30.0%
Decreased its emphasis recently	16.7%	10.5%	6.4%	11.3%	12.0%	10.5%	2.8%	9.1%	7.1%	0.0%	10.0%
Emphasis has remained pretty consistent over time	16.7%	31.6%	19.1%	11.3%	20.0%	7.9%	15.3%	31.8%	21.4%	29.6%	20.0%
Don't know	50.0%	47.4%	33.0%	45.3%	44.0%	71.1%	40.3%	36.4%	57.1%	51.9%	40.0%

\*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/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PIU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Media*	16.7%	15.8%	3.2%	0.0%	4.0%	5.4%	11.3%	60.9%	14.3%	0.0%	10.0%
Local government*	50.0%	63.2%	52.1%	66.0%	40.0%	45.9%	15.5%	30.4%	57.1%	21.4%	30.0%
NGOs/CSOs/Church Based Organizations*	5.6%	15.8%	10.6%	7.5%	28.0%	8.1%	62.0%	8.7%	21.4%	21.4%	40.0%
Youth/university groups	22.2%	21.1%	16.0%	7.5%	24.0%	13.5%	19.7%	17.4%	7.1%	14.3%	20.0%
Foundations*	0.0%	0.0%	0.0%	3.8%	0.0%	0.0%	8.5%	0.0%	0.0%	0.0%	0.0%
Beneficiaries	27.8%	21.1%	13.8%	17.0%	8.0%	24.3%	15.5%	17.4%	7.1%	14.3%	40.0%
Donor community	11.1%	0.0%	10.6%	7.5%	20.0%	10.8%	16.9%	4.3%	0.0%	3.6%	10.0%
Private sector*	38.9%	15.8%	45.7%	50.9%	52.0%	56.8%	28.2%	43.5%	57.1%	50.0%	30.0%
Academia/think tanks/research institutes*	27.8%	10.5%	22.3%	3.8%	8.0%	8.1%	15.5%	0.0%	14.3%	67.9%	0.0%
Parliament	0.0%	10.5%	2.1%	0.0%	4.0%	2.7%	2.8%	4.3%	7.1%	3.6%	0.0%
Other*	0.0%	15.8%	1.1%	0.0%	4.0%	0.0%	0.0%	0.0%	0.0%	3.6%	10.0%
Don't know	0.0%	0.0%	7.4%	13.2%	4.0%	8.1%	1.4%	8.7%	14.3%	0.0%	0.0%

\*Significantly different between stakeholder groups

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

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PIU/Consultant on WBG Project			Local Government			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	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Rwanda*	18	7.33	1.85	19	7.58	1.84	89	8.35	1.51	48	7.63	1.59	22	7.73	1.64	31	7.26	2.41	68	7.04	2.26	23	7.17	2.67	14	6.14	2.77	26	7.81	1.44	9	7.33	1.66
The World Bank Group's work is aligned with what I consider the development priorities for Rwanda*	17	8.24	1.48	17	7.41	2.03	86	8.51	1.37	47	7.49	1.86	22	7.73	1.42	32	7.28	2.02	66	7.12	1.82	19	7.47	1.95	11	7.09	2.59	24	7.17	1.69	8	7.00	1.07

\*Significantly different between stakeholder groups

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

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

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PIU/ Consultant on WBG Project			Local Government			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	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	16	7.19	1.83	15	6.20	1.90	77	7.90	1.49	39	7.36	1.84	20	6.75	1.48	27	6.89	2.39	62	6.58	1.94	20	6.50	2.33	12	6.33	3.14	22	6.73	1.61	7	6.86	1.07
Flexibility (in terms of the institution's products and services)*	15	6.87	2.07	11	6.09	1.51	73	7.18	1.73	37	6.59	2.18	18	6.22	1.99	25	6.80	2.14	58	5.74	2.02	14	6.93	1.64	9	5.89	2.76	16	5.94	1.61	7	6.00	1.63
Flexibility (in terms of changing country circumstances)	14	7.29	2.09	13	6.31	1.65	68	7.26	1.77	37	6.35	1.78	19	6.58	1.87	27	6.37	2.13	59	6.46	1.87	17	6.71	1.69	9	6.22	2.11	18	5.89	1.37	8	6.25	1.39
Being inclusive*	15	7.33	1.95	13	6.38	1.19	76	7.84	1.52	35	6.91	2.01	18	7.00	2.09	23	6.74	1.63	63	6.51	2.21	19	6.68	2.29	9	6.44	2.35	18	6.50	1.29	6	6.50	1.38
Openness (sharing data and other information)*	16	8.06	2.24	14	6.86	1.35	74	7.73	1.90	33	7.45	2.06	21	6.86	2.26	25	6.04	2.24	55	5.89	2.35	19	7.21	2.02	10	7.30	2.58	23	7.04	2.33	6	7.00	2.10
Collaboration with the Government*	16	8.31	1.54	18	8.11	1.28	81	8.78	1.18	40	8.50	1.80	20	8.70	1.03	31	7.48	2.34	69	8.06	1.94	21	7.81	2.25	11	7.36	2.91	25	8.00	1.66	9	7.78	0.67
The speed in which it gets things accomplished on the ground*	15	8.07	1.67	14	6.79	1.31	74	7.80	1.64	35	7.23	2.20	16	6.69	2.24	26	6.50	2.34	41	6.17	2.16	17	7.53	1.62	9	6.33	3.32	15	6.53	2.17	5	7.20	1.64
Helping to bring discipline/effective supervision to implementation of investment projects*	17	7.41	1.97	13	6.92	1.75	71	8.34	1.54	34	7.79	2.11	16	7.38	1.41	25	6.96	1.72	56	6.77	1.71	15	7.13	2.10	9	6.78	1.86	16	6.88	1.78	6	7.33	1.21
Collaboration with civil society*	15	7.67	1.91	14	6.00	1.92	60	6.78	1.68	33	6.70	2.24	16	5.56	2.42	23	6.22	2.02	64	4.20	2.30	17	6.71	1.72	6	5.83	2.48	20	6.10	2.36	8	4.25	2.19
Staff accessibility*	14	6.57	2.59	14	4.57	1.74	70	7.59	2.00	33	6.55	2.28	18	6.72	2.44	25	5.64	2.33	56	4.04	2.45	17	6.59	2.21	8	6.38	2.67	15	5.33	2.26	8	4.50	2.51
Collaboration with other donors and development partners	15	8.13	1.51	14	6.50	2.47	73	7.78	1.79	25	7.52	1.71	18	7.39	1.94	23	6.70	2.44	45	6.73	1.84	15	7.73	1.94	7	7.57	3.15	15	6.67	2.26	6	6.83	1.94
Collaboration with the private sector*	16	7.00	2.28	11	5.64	1.91	60	6.60	1.81	29	6.52	2.18	16	6.06	2.69	24	5.92	1.89	57	4.14	1.88	17	6.53	1.74	7	5.86	1.35	18	6.56	1.85	8	4.75	2.05
Straightforwardness and honesty*	13	6.54	2.82	15	7.00	2.00	68	8.12	1.85	28	8.11	1.93	18	7.11	1.97	23	7.22	1.88	42	5.95	2.26	17	7.41	1.97	11	7.00	2.79	15	7.13	1.30	4	6.00	2.71
Treating clients and stakeholders in Rwanda with respect*	14	8.36	1.65	14	6.93	2.02	78	8.46	1.64	33	7.88	1.80	19	7.63	1.86	24	7.13	1.80	56	7.00	2.21	16	8.25	1.69	11	7.18	3.06	18	7.78	1.63	6	6.83	1.47
Being a long-term partner*	16	8.44	1.50	17	8.18	1.51	81	9.15	1.05	40	8.45	1.96	19	8.42	1.39	26	7.77	2.05	67	8.22	2.03	20	7.80	2.38	11	7.27	3.26	22	8.59	1.56	9	7.56	1.59

\*Significantly different between stakeholder groups

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

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PIU/ Consultant on WBG Project			Local Government			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	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Rwanda?*	16	8.13	1.75	17	7.06	1.60	80	8.13	1.35	46	7.70	1.71	18	7.11	1.78	26	7.31	2.41	55	7.22	1.70	18	7.44	1.89	14	7.79	2.33	24	7.04	1.49	10	6.60	1.43

(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/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PIU/ Consultant on WBG Project			Local Government			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	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Rwanda?	17	8.35	1.06	18	6.83	1.58	80	7.73	1.91	45	7.11	2.34	18	7.11	2.25	22	6.68	2.30	58	7.05	1.63	18	6.44	2.25	12	7.25	2.49	23	6.83	1.03	7	7.14	1.46

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

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

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PIU/ Consultant on WBG Project			Local Government			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	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Rwanda*	18	7.72	1.71	18	6.89	2.05	81	7.86	1.80	43	7.44	1.75	19	6.74	1.91	27	6.85	3.00	66	7.08	1.78	18	6.44	1.76	11	5.73	3.20	18	6.94	1.70	5	7.00	1.73
The World Bank Group meets Rwanda's needs for knowledge services*	16	7.69	1.62	17	6.41	1.84	75	7.80	1.67	42	7.33	1.98	19	6.89	1.76	26	7.12	2.42	62	6.79	1.86	17	5.53	2.32	13	7.31	2.18	20	6.45	1.70	6	6.67	1.75

\*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/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PIU/ Consultant on WBG Project			Local Government			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	N	Mean	SD	N	Mean	SD
Weekly		11.1%			10.5%			6.5%			2.1%			0.0%			0.0%		5.5%		17.4%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%
Monthly		33.3%			5.3%			27.2%			14.6%			32.0%			13.9%		13.7%		21.7%		21.4%		21.4%		0.0%		0.0%		0.0%		0.0%
A few times a year		38.9%			26.3%			29.3%			33.3%			40.0%			22.2%		27.4%		34.8%		35.7%		32.1%		30.0%		30.0%		30.0%		30.0%
Rarely		11.1%			15.8%			20.7%			27.1%			24.0%			50.0%		32.9%		8.7%		35.7%		35.7%		60.0%		60.0%		60.0%		60.0%
Never		5.6%			42.1%			16.3%			22.9%			4.0%			13.9%		20.5%		17.4%		7.1%		10.7%		10.0%		10.0%		10.0%		10.0%

\*Significantly different between stakeholder groups

	Office of President/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PIU/ Consultant on WBG Project			Local Government			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	N	Mean	SD	N	Mean	SD
In Rwanda, to what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Rwanda's specific development challenges and country circumstances*	16	7.94	2.02	15	6.80	2.01	65	8.12	1.64	26	7.15	2.43	18	7.33	1.78	18	7.00	2.52	65	8.00	2.02	16	6.88	2.13	11	6.00	2.57	21	7.00	1.97	5	6.80	1.79

(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/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PIU/ Consultant on WBG Project			Local Government			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	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?*	17	8.18	1.88	14	7.00	1.47	75	7.99	1.53	39	7.41	2.11	18	6.72	1.78	23	6.39	2.29	66	7.24	1.86	18	6.94	2.67	12	7.25	2.30	25	7.28	1.49	8	6.88	1.64
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	15	8.33	1.68	17	7.71	0.99	70	8.56	1.25	34	7.50	2.02	18	7.56	1.89	22	7.05	2.21	61	7.38	1.82	16	7.94	2.32	13	6.00	2.77	24	7.00	1.47	6	6.83	1.17

(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/Prime Minister/Minister			Office of Parliamentarian			Employee of a Ministry/ PIU/ Consultant on WBG Project			Local Government			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	N	Mean	SD	N	Mean	SD
The World Bank Group takes decisions quickly in Rwanda*	12	7.83	1.64	16	7.19	1.60	65	7.71	1.60	33	7.48	1.82	12	5.33	2.74	16	6.00	2.66	42	5.48	2.30	15	7.33	1.99	9	7.56	1.51	12	6.58	2.61	6	5.50	2.88
Where country systems are adequate, the World Bank Group makes appropriate use of them*	14	8.21	1.37	13	6.85	1.95	69	8.52	1.69	33	8.00	1.71	17	7.00	2.24	15	7.13	2.10	51	5.65	2.50	13	7.31	2.02	7	6.43	1.51	21	7.52	2.34	7	6.29	2.43

\*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PIU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Offer more innovative knowledge services	22.2%	26.3%	10.0%	24.0%	7.7%	22.6%	11.1%	26.1%	7.1%	22.2%	22.2%
Ensure greater selectivity in its work	16.7%	10.5%	5.6%	2.0%	7.7%	12.9%	15.3%	8.7%	14.3%	3.7%	11.1%
Engage more effectively with private sector	22.2%	15.8%	34.4%	32.0%	26.9%	29.0%	19.4%	43.5%	35.7%	37.0%	33.3%
Collaborate more effectively with Government clients*	33.3%	15.8%	32.2%	32.0%	3.8%	25.8%	18.1%	4.3%	50.0%	11.1%	22.2%
Engage more directly with beneficiaries	27.8%	5.3%	14.4%	16.0%	15.4%	9.7%	16.7%	21.7%	0.0%	33.3%	11.1%
Work faster	5.6%	0.0%	4.4%	4.0%	11.5%	9.7%	5.6%	4.3%	14.3%	3.7%	11.1%
Reduce the complexity of obtaining World Bank Group financing	11.1%	10.5%	18.9%	14.0%	19.2%	19.4%	12.5%	17.4%	14.3%	22.2%	0.0%
Engage more effectively with civil society*	0.0%	5.3%	5.6%	16.0%	15.4%	3.2%	50.0%	17.4%	14.3%	14.8%	11.1%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	5.6%	5.3%	4.4%	4.0%	15.4%	6.5%	1.4%	0.0%	7.1%	0.0%	0.0%
Offer more innovative financial products	11.1%	10.5%	16.7%	10.0%	15.4%	16.1%	13.9%	4.3%	7.1%	7.4%	22.2%
Provide more adequate data/knowledge/statistics/figures on Rwanda's economy	0.0%	0.0%	2.2%	8.0%	3.8%	9.7%	11.1%	13.0%	7.1%	3.7%	11.1%
Increase the level of capacity development in the country	27.8%	42.1%	27.8%	20.0%	34.6%	12.9%	20.8%	17.4%	21.4%	22.2%	11.1%
Improve the quality of its experts as related to Rwanda's specific challenges	16.7%	10.5%	5.6%	12.0%	7.7%	16.1%	1.4%	21.7%	7.1%	11.1%	22.2%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	0.0%	15.8%	7.8%	0.0%	3.8%	3.2%	2.8%	0.0%	0.0%	7.4%	11.1%
Other*	0.0%	15.8%	3.3%	2.0%	3.8%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%

\*Significantly different between stakeholder groups



## G. Communication and Information Sharing

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PIU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Never	27.8%	50.0%	16.3%	37.5%	19.2%	28.6%	29.2%	30.4%	28.6%	22.2%	33.3%
Less than once a year	16.7%	25.0%	12.0%	12.5%	19.2%	22.9%	26.4%	4.3%	21.4%	22.2%	33.3%
Once a year to a few times a year	27.8%	10.0%	29.3%	31.3%	26.9%	34.3%	26.4%	39.1%	35.7%	40.7%	11.1%
Less than once a month	0.0%	5.0%	1.1%	10.4%	19.2%	2.9%	2.8%	4.3%	7.1%	7.4%	11.1%
At least once a month	16.7%	10.0%	28.3%	8.3%	15.4%	11.4%	13.9%	13.0%	7.1%	7.4%	0.0%
At least once a week	11.1%	0.0%	13.0%	0.0%	0.0%	0.0%	1.4%	8.7%	0.0%	0.0%	11.1%

\*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PIU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
International television	16.7%	15.0%	1.1%	4.1%	0.0%	8.3%	4.2%	8.7%	0.0%	3.7%	0.0%
International radio	11.1%	15.0%	0.0%	4.1%	7.7%	0.0%	6.9%	4.3%	7.1%	0.0%	0.0%
Local television*	33.3%	30.0%	46.2%	40.8%	30.8%	22.2%	47.2%	26.1%	28.6%	11.1%	30.0%
Social media	22.2%	20.0%	24.7%	20.4%	34.6%	22.2%	33.3%	34.8%	21.4%	29.6%	20.0%
International newspapers	5.6%	15.0%	4.3%	4.1%	11.5%	5.6%	4.2%	4.3%	7.1%	11.1%	0.0%
Local radio	16.7%	25.0%	16.1%	28.6%	15.4%	19.4%	26.4%	17.4%	28.6%	11.1%	10.0%
Local newspapers	11.1%	20.0%	19.4%	14.3%	30.8%	41.7%	18.1%	21.7%	21.4%	29.6%	10.0%
Internet*	61.1%	25.0%	55.9%	55.1%	42.3%	63.9%	45.8%	52.2%	57.1%	77.8%	80.0%
Other	5.6%	20.0%	17.2%	10.2%	15.4%	8.3%	4.2%	13.0%	14.3%	14.8%	20.0%

\*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/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PIU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Mobile phones*	11.1%	52.6%	15.2%	28.6%	16.0%	14.3%	7.2%	40.9%	15.4%	3.6%	10.0%
World Bank Group's publications and other written materials*	50.0%	36.8%	35.9%	8.2%	36.0%	40.0%	20.3%	22.7%	23.1%	35.7%	10.0%
World Bank Group's seminars/workshops/conferences	27.8%	15.8%	44.6%	38.8%	40.0%	40.0%	46.4%	18.2%	46.2%	53.6%	50.0%
e-Newsletters*	11.1%	26.3%	6.5%	16.3%	24.0%	11.4%	34.8%	22.7%	15.4%	14.3%	50.0%
World Bank Group's website	44.4%	21.1%	34.8%	32.7%	28.0%	17.1%	18.8%	31.8%	46.2%	39.3%	20.0%
Direct contact with World Bank Group	16.7%	26.3%	26.1%	20.4%	20.0%	22.9%	36.2%	13.6%	38.5%	39.3%	30.0%
Social media	27.8%	5.3%	27.2%	36.7%	28.0%	40.0%	30.4%	27.3%	15.4%	14.3%	30.0%

\*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/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PIU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
High speed/4G LTE/WiFi	100.0%	94.1%	86.9%	95.7%	81.8%	93.3%	87.1%	86.4%	92.9%	92.3%	77.8%
Dial-up	0.0%	5.9%	13.1%	4.3%	18.2%	6.7%	12.9%	13.6%	7.1%	7.7%	22.2%

**H. Background Information**

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PIU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Yes	55.6%	10.0%	64.6%	34.6%	50.0%	39.5%	27.0%	40.9%	37.5%	17.9%	20.0%
No	44.4%	90.0%	35.4%	65.4%	50.0%	60.5%	73.0%	59.1%	62.5%	82.1%	80.0%

\*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PIU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
The World Bank (IDA)	70.0%	100.0%	91.8%	89.5%	71.4%	62.5%	55.0%	66.7%	83.3%	80.0%	100%
The International Finance Corporation (IFC)	20.0%	0.0%	8.2%	0.0%	7.1%	37.5%	20.0%	33.3%	16.7%	0.0%	0.0%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%	0.0%	0.0%	5.3%	21.4%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%
International Centre for Settlement of Investment Disputes (ICSID)	10.0%	0.0%	0.0%	5.3%	0.0%	0.0%	5.0%	0.0%	0.0%	20.0%	0.0%

\*Significantly different between stakeholder groups

**H. Background Information (continued)**

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

Percentage of Respondents (Responses combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of a Ministry/ PIU/Consultant on WBG Project	Local Government	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Independent Government Institution	Academia	Other
Observer*	27.8%	47.4%	15.3%	21.1%	20.8%	33.3%	26.1%	50.0%	14.3%	26.9%	14.3%
Use World Bank Group reports/data*	61.1%	31.6%	37.6%	10.5%	33.3%	30.6%	39.1%	50.0%	64.3%	50.0%	57.1%
Engage in World Bank Group related/sponsored events/activities*	0.0%	15.8%	16.5%	34.2%	29.2%	13.9%	10.9%	18.2%	0.0%	3.8%	14.3%
Collaborate as part of my professional duties*	33.3%	10.5%	52.9%	23.7%	20.8%	5.6%	15.2%	4.5%	21.4%	15.4%	28.6%
Use World Bank Group website for information, data, research, etc.*	33.3%	21.1%	18.8%	10.5%	12.5%	25.0%	37.0%	40.9%	35.7%	53.8%	42.9%
Development partner (other donors)*	11.1%	0.0%	20.0%	36.8%	54.2%	22.2%	26.1%	4.5%	35.7%	7.7%	14.3%

\*Significantly different between stakeholder groups



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

● Kigali City N=323    ● Outside Kigali City N=91

### A. General Issues Facing Rwanda

	Kigali City			Outside Kigali City		
	N	Mean	SD	N	Mean	SD
To what extent do you trust the World Bank Group to do what is right?	278	7.30	1.77	71	7.51	2.11

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

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

	Kigali City			Outside Kigali City		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Rwanda.	287	7.46	1.78	69	7.03	2.50

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

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

(1-Strongly disagree, 10-Strongly agree)

	Kigali City			Outside Kigali City		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Rwanda*	290	7.74	1.83	83	7.11	2.31
The World Bank Group's work is aligned with what I consider the development priorities for Rwanda	275	7.73	1.70	78	7.46	2.01

\*Significantly different between geographic locations

<sup>17</sup> 414 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 Rwanda, in terms of each of the following?  
(1-To no degree at all, 10-To a very significant degree)

	Kigali City			Outside Kigali City		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	248	7.05	1.88	74	6.92	2.23
Flexibility (in terms of the institution's products and services)	221	6.52	1.95	67	6.42	2.13
Flexibility (in terms of changing country circumstances)	226	6.69	1.83	68	6.41	1.91
Being inclusive	233	7.00	1.85	66	6.82	2.21
Openness (sharing data and other information)	235	6.88	2.20	66	7.44	2.21
Collaboration with the Government	276	8.28	1.69	72	7.99	2.13
The speed in which it gets things accomplished on the ground	209	7.10	1.94	64	7.02	2.48
Helping to bring discipline/effective supervision to implementation of investment projects	218	7.40	1.70	67	7.54	2.15
Collaboration with civil society*	220	5.67	2.30	61	6.80	2.17
Staff accessibility	226	5.85	2.66	59	6.37	2.38
Collaboration with other donors and development partners	208	7.25	1.94	56	7.45	2.17
Collaboration with the private sector*	209	5.66	2.19	60	6.43	2.20
Straightforwardness and honesty	205	7.19	2.13	53	7.57	2.28
Treating clients and stakeholders in Rwanda with respect	231	7.72	1.97	62	7.66	2.16
Being a long-term partner	260	8.45	1.73	73	8.16	2.17

\*Significantly different between geographic locations

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

	Kigali City			Outside Kigali City		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Rwanda?	253	7.61	1.64	77	7.36	1.99

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

	Kigali City			Outside Kigali City		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Rwanda?	244	7.35	1.76	77	6.95	2.40

(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 Rwanda?

(1-Strongly disagree, 10-Strongly agree)

	Kigali City			Outside Kigali City		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Rwanda	258	7.29	1.92	72	6.97	2.28
The World Bank Group meets Rwanda's needs for knowledge services	244	7.12	1.82	75	7.09	2.32

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

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

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

	Kigali City			Outside Kigali City		
	N	Mean	SD	N	Mean	SD
Are adaptable to Rwanda's specific development challenges and country circumstances	224	7.53	2.05	55	7.42	2.31

	Kigali City			Outside Kigali City		
	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?	251	7.41	1.70	70	7.17	2.48
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	240	7.73	1.68	64	7.30	2.37

(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)

	Kigali City			Outside Kigali City		
	N	Mean	SD	N	Mean	SD
The World Bank Group takes decisions quickly in Rwanda	184	6.73	2.20	60	7.28	2.25
Where country systems are adequate, the World Bank Group makes appropriate use of them	199	7.24	2.25	68	7.71	2.15





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

● Collaborating with the WBG N=164 ● Not collaborating with the WBG N=244

### A. General Issues Facing Rwanda

**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/local government	150	7.66	2.04	220	7.74	1.88
Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	143	6.73	1.65	192	6.85	1.86
The World Bank Group	145	7.46	1.85	199	7.29	1.81
The International Monetary Fund	122	6.93	1.92	176	6.79	1.96
UN agencies	136	6.75	1.88	185	6.37	2.12
Regional development banks*	125	6.69	1.67	175	6.23	2.04
Rwanda's Central Bank	138	7.87	1.84	211	7.89	1.63
International private sector	127	6.17	2.01	174	5.86	1.98
Domestic private sector	141	6.28	1.94	209	6.52	1.90
International civil society	138	6.15	1.90	196	6.15	2.03
Local civil society	141	6.18	2.08	207	6.37	2.08
Local media and their web presence	145	6.38	2.03	205	6.20	2.16
International media and their web presence*	140	5.74	1.78	194	4.96	2.11
Web based media*	137	6.06	1.89	196	5.40	2.20

\*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 Rwanda?*	158	6.73	2.26	239	4.94	2.54

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Rwanda.*	150	7.93	1.83	199	6.97	1.92

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

<sup>18</sup> Only 408 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 Rwanda solve its most complicated development challenges?	147	7.67	1.90	170	7.34	1.71

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Social protection	20.8%	19.9%
Regional integration	3.1%	3.7%
Public sector governance/reform	6.3%	7.5%
Energy*	23.3%	14.9%
Food security	15.7%	11.6%
Water and sanitation*	17.0%	9.5%
Quality of education*	14.5%	27.0%
Skills development	21.4%	19.1%
Health	5.0%	9.5%
Job creation/employment	25.2%	32.0%
Financial markets	3.1%	2.1%
Gender equality	2.5%	2.1%
Private sector development	11.3%	9.5%
Transport	18.2%	15.8%
Poverty reduction*	23.3%	35.7%
Climate change	3.8%	5.0%
Urban development	17.6%	10.8%
Anti-corruption	5.7%	4.6%
Judiciary reform	0.6%	3.7%
Natural resource management	1.9%	1.2%
Economic growth	11.3%	14.9%
Equality of opportunity	1.9%	2.1%
Disaster risk management*	3.1%	0.0%
Information and communications technology	2.5%	3.3%
Agriculture and rural development	32.7%	27.8%
Trade and exports*	6.3%	2.1%

\*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 Rwanda?  
(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN*	8.4%	2.2%
Not collaborating enough with civil society	14.3%	20.5%
Not aligned with country priorities	7.8%	9.6%
Not adequately sensitive to political/social realities in Rwanda	6.5%	8.3%
Inadequate World Bank Group's staffing in Rwanda	10.4%	6.6%
Too influenced by developed countries	18.2%	22.3%
World Bank Group's processes too slow and complex*	19.5%	10.0%
Not adequately flexible	14.9%	8.7%
Not willing to honestly criticize policies and reform efforts in the country	5.8%	3.9%
Staff too inaccessible*	3.2%	12.2%
Not collaborating enough with private sector	20.1%	14.0%
Not sufficiently focused on sustainable results	2.6%	3.1%
Not enough public disclosure of its work*	5.8%	12.7%
Arrogant in its approach	1.9%	2.6%
Other	3.2%	2.2%
Don't know	18.2%	21.4%

\*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 Rwanda?  
(Select only ONE response)

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
To a fully sufficient degree	11.9%	6.3%
To a somewhat sufficient degree	49.1%	45.0%
To a somewhat insufficient degree	21.4%	27.7%
To a very insufficient degree	7.5%	6.3%
Don't know	10.1%	14.7%

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

(1-Strongly disagree, 10-Strongly agree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Rwanda	152	7.78	2.03	216	7.50	1.86
The World Bank Group's work is aligned with what I consider the development priorities for Rwanda*	148	7.96	1.81	201	7.45	1.73

\*Significantly different between collaborators and non-collaborators

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	141	7.33	1.97	178	6.77	1.87
Flexibility (in terms of the institution's products and services)*	133	6.92	1.87	152	6.10	1.99
Flexibility (in terms of changing country circumstances)*	132	6.98	1.86	159	6.32	1.79
Being inclusive*	134	7.22	1.97	163	6.77	1.89
Openness (sharing data and other information)*	136	7.43	1.95	162	6.60	2.40
Collaboration with the Government	147	8.31	1.81	198	8.13	1.77
The speed in which it gets things accomplished on the ground*	136	7.33	1.91	131	6.74	2.19
Helping to bring discipline/effective supervision to implementation of investment projects	133	7.63	1.92	148	7.21	1.69
Collaboration with civil society*	118	6.59	1.85	161	5.36	2.51
Staff accessibility*	130	6.95	2.21	151	5.05	2.63
Collaboration with other donors and development partners	125	7.33	2.00	135	7.24	2.01
Collaboration with the private sector*	115	6.36	1.84	151	5.40	2.39
Straightforwardness and honesty	126	7.45	2.21	127	7.05	2.12
Treating clients and stakeholders in Rwanda with respect	136	7.79	2.13	154	7.64	1.90
Being a long-term partner	143	8.42	1.77	187	8.35	1.90

\*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 Rwanda?** (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	95	7.52	2.17	134	7.22	2.10
Gender equality*	89	7.78	1.98	115	7.23	1.87
Private sector development*	100	6.91	1.54	114	5.55	2.41
Quality of education*	86	7.33	1.80	133	6.77	2.09
Public sector governance/reform	98	7.49	1.73	140	7.71	1.79
Regional integration*	73	7.30	1.93	94	6.55	2.19
Food security*	94	7.66	1.73	121	6.88	2.09
Urban development*	111	7.94	2.05	155	7.37	1.85
Energy	114	7.78	2.04	155	7.54	1.67
Skills development*	96	7.38	1.92	140	6.64	1.81
Job creation/employment*	100	7.19	1.88	134	6.14	2.16
Health	76	7.38	1.83	114	6.97	1.86
Financial markets	71	7.04	1.97	86	6.71	2.27
Transport	108	7.80	1.97	149	7.48	2.11
Agriculture and rural development	108	7.69	2.06	155	7.53	1.80
Trade and exports	74	6.84	1.81	93	6.27	2.34
Natural resource management*	64	6.86	1.77	91	5.82	2.44
Climate change*	74	6.96	1.92	98	5.98	2.43
Poverty reduction	110	7.56	1.98	170	7.24	2.04
Anti-corruption*	69	7.46	1.91	88	6.41	2.53
Economic growth	102	7.81	1.83	155	7.42	1.91
Disaster risk management	65	6.77	2.26	74	6.14	2.63
Equality of opportunity*	77	7.65	2.14	105	6.24	2.70
Information and communications technology	68	7.53	1.82	120	7.23	1.92

\*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 Rwanda?*	136	7.80	1.72	186	7.33	1.72

(1-To no degree at all, 10-To a very significant degree) \*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 influence the development agenda in Rwanda?*	134	7.54	2.04	184	7.01	1.83

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Rwanda*	135	7.49	2.13	191	7.03	1.88
The World Bank Group meets Rwanda's needs for knowledge services*	128	7.38	1.98	186	6.88	1.91

(1- Strongly disagree, 10- Strongly agree) \*Significantly different between collaborators and non-collaborators

**C. World Bank Group's Effectiveness and Results (continued)****How effectively does the World Bank Group support Rwanda's efforts ... ?** (1-Not effectively at all, 10-Very effectively)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To build stronger domestic resource mobilization systems in the Government	99	7.06	2.26	148	6.64	2.07
To develop better and stronger data collection/analytics systems within the Government	107	7.44	2.04	149	7.00	1.95
To strengthen the country's crisis preparedness	94	7.01	1.95	105	6.64	2.18
To identify and monitor risks	98	7.20	2.03	105	6.68	2.38

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How effectively does the World Bank Group's SCD and CPF activities support Rwanda's efforts to manage crisis related risks?	53	7.17	1.78	52	6.73	2.17

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

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

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely*	113	7.35	2.18	133	6.57	2.10
Include appropriate level of stakeholder involvement during preparation	117	7.03	2.01	153	6.97	2.00
Lead to practical solutions	119	7.29	1.91	159	7.14	1.97
Are source of relevant information on global good practices	117	7.75	1.72	154	7.45	2.06
Are adequately disseminated	114	7.09	1.99	136	6.85	2.29
Are adaptable to Rwanda's specific development challenges and country circumstances	120	7.43	1.90	157	7.59	2.23

\*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	129	7.44	2.01	188	7.25	1.82

(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?*	128	7.93	1.86	171	7.42	1.79

(1- Very low technical quality, 10- Very high technical quality) \*Significantly different between collaborators and non-collaborators

**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*	115	7.21	2.29	145	5.88	2.49
The World Bank Group effectively monitors and evaluates the projects and programs it supports	134	7.72	2.27	182	7.46	1.98
The World Bank Group's approvals and reviews are done in a timely fashion	124	7.25	2.05	152	6.75	2.22
The World Bank Group's Environmental and Social Framework requirements are reasonable	119	7.27	2.04	156	7.03	1.85
The World Bank Group's conditions on its lending are reasonable	112	7.16	2.09	150	7.47	1.98
The World Bank Group takes decisions quickly in Rwanda	112	7.15	2.02	127	6.59	2.36
Working with the World Bank Group increases Rwanda's institutional capacity	135	7.71	2.04	179	7.39	2.02
Where country systems are adequate, the World Bank Group makes appropriate use of them*	119	7.83	2.01	142	6.93	2.36

\*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 do you believe that the donor community is doing enough to support the government's efforts related to refugees in Rwanda?	102	6.87	2.15	134	6.50	2.11

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

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Offer more innovative knowledge services	16.0%	16.1%
Ensure greater selectivity in its work	10.0%	8.3%
Engage more effectively with private sector	32.7%	27.4%
Collaborate more effectively with Government clients	23.3%	23.5%
Engage more directly with beneficiaries	12.7%	18.3%
Work faster	8.7%	5.2%
Reduce the complexity of obtaining World Bank Group financing*	22.0%	11.3%
Engage more effectively with civil society*	5.3%	25.7%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	5.3%	3.0%
Offer more innovative financial products	14.7%	11.7%
Provide more adequate data/knowledge/statistics/figures on Rwanda's economy	6.0%	6.5%
Increase the level of capacity development in the country	24.0%	24.3%
Improve the quality of its experts as related to Rwanda's specific challenges	9.3%	8.7%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	4.0%	5.2%
Other	2.0%	2.6%

\*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 = 231
- FY 2019 Number of comparable respondents = 402

*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/Prime Minister/Minister	5.5%	5.5%
Office of Parliamentarian	4.0%	4.0%
Government Institutions	26.5%	26.5%
Local Government Office or Staff	10.0%	10.0%
Bilateral/Multilateral Agency/Embassy	6.5%	6.5%
Civil Society	19.0%	19.0%
Private Sector	12.0%	12.0%
Academia	10.0%	10.0%
Media	6.5%	6.5%

### 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 Rwanda?*	214	4.83	2.73	392	5.66	2.61

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Rwanda.	168	7.18	2.32	345	7.35	1.98

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

	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 Rwanda solve its most complicated development challenges?	139	7.33	2.13	313	7.44	1.87

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

<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 Rwanda?\*

(Select only ONE response)

Percentage of Respondents	FY 2016	FY 2019
To a fully sufficient degree	7.7%	8.4%
To a somewhat sufficient degree	38.6%	46.8%
To a somewhat insufficient degree	21.8%	24.9%
To a very insufficient degree	5.9%	7.1%
Don't know	25.9%	12.7%

\*Significantly different between FY2016 and FY2019

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

(1-Strongly disagree, 10-Strongly agree)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Rwanda	185	7.69	2.00	362	7.55	2.01
The World Bank Group's work is aligned with what I consider the development priorities for Rwanda	174	7.62	1.95	345	7.63	1.80

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

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	130	6.68	2.05	315	7.01	1.95
Flexibility (in terms of the institution's products and services)	107	6.11	1.98	278	6.49	1.99
Flexibility (in terms of changing country circumstances)	107	6.46	2.05	285	6.62	1.85
Being inclusive	133	6.88	2.11	292	6.97	1.92
Openness (sharing data and other information)	137	7.14	2.16	296	6.97	2.25
Collaboration with the Government	148	8.17	1.88	339	8.20	1.80
The speed in which it gets things accomplished on the ground	103	6.72	2.05	261	7.06	2.09
Helping to bring discipline/effective supervision to implementation of investment projects <sup>1</sup>				275	7.38	1.82
Collaboration with civil society	122	5.83	2.45	275	5.91	2.34
Staff accessibility	106	5.73	2.56	273	5.95	2.59
Collaboration with other donors and development partners	115	7.48	2.01	253	7.27	2.02
Collaboration with the private sector	113	6.06	2.04	263	5.87	2.17
Straightforwardness and honesty	96	7.13	2.14	250	7.22	2.14
Treating clients and stakeholders in Rwanda with respect	115	7.74	1.98	285	7.72	1.95
Being a long-term partner	157	8.52	1.83	324	8.39	1.83

<sup>1</sup> 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 Rwanda? (1-Not effective at all, 10-Very effective)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Social protection	108	7.83	2.23	219	7.34	2.09
Gender equality	64	7.29	2.32	199	7.50	1.88
Private sector development	73	6.68	2.32	209	6.26	2.08
Quality of education**	78	7.72	2.20	213	6.99	2.00
Public sector governance/reform	89	7.57	2.01	233	7.62	1.77
Regional integration"				162	6.90	2.08
Food security	79	7.48	2.42	206	7.21	1.98
Urban development"				261	7.63	1.94
Energy	83	7.77	2.08	265	7.65	1.87
Skills development"				232	6.95	1.87
Job creation/employment	81	6.84	2.46	228	6.60	2.10
Health*	70	7.85	2.07	184	7.12	1.80
Financial markets*	67	7.49	1.83	157	6.88	2.13
Transport	79	7.87	2.02	252	7.60	2.03
Agriculture and rural development***	99	7.97	2.07	257	7.56	1.93
Trade and exports	65	6.77	2.48	166	6.52	2.11
Natural resource management"				151	6.29	2.24
Climate change*	56	7.15	2.31	166	6.38	2.29
Poverty reduction*	126	8.00	2.06	272	7.34	2.02
Anti-corruption	55	6.60	2.53	158	6.86	2.28
Economic growth	113	7.75	1.89	253	7.51	1.93
Disaster risk management****	50	7.01	2.35	137	6.50	2.39
Equality of opportunity	58	6.76	2.40	176	6.93	2.46
Information and communications technology	54	7.25	2.10	183	7.36	1.85

\*Significantly different between FY2016 and FY2019

' In FY 2016, the category was "Education"

" Only FY 2019 questionnaire had this response option.

\*\*\* In FY 2016, the category was "Rural and agricultural development"

\*\*\*\* In FY 2016, the category was "Disaster management"

	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 Rwanda?	181	7.45	1.86	317	7.54	1.75

(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 Rwanda?

(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 Rwanda	146	7.11	2.08	319	7.19	2.03
The World Bank Group meets Rwanda's needs for knowledge services	137	7.04	1.99	309	7.04	1.97

**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	5.8%	5.0%
Monthly	17.5%	20.1%
A few times a year	30.5%	30.3%
Rarely	26.0%	28.5%
Never	20.2%	16.2%

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

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

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Are timely	122	6.86	2.09	242	6.88	2.22
Include appropriate level of stakeholder involvement during preparation	135	6.73	2.16	268	6.99	2.01
Lead to practical solutions	148	7.26	1.91	276	7.19	1.95
Are source of relevant information on global good practices	156	7.57	1.92	269	7.61	1.91
Are adequately disseminated	139	6.57	2.20	248	6.97	2.11
Are adaptable to Rwanda's specific development challenges and country circumstances	151	7.18	2.01	277	7.52	2.07

	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?	182	7.47	1.82	313	7.35	1.92
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	158	7.68	1.71	295	7.62	1.86

(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)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	62	6.69	2.57	253	6.37	2.52
The World Bank Group effectively monitors and evaluates the projects and programs it supports	107	7.80	1.76	308	7.52	2.19
The World Bank Group's approvals and reviews are done in a timely fashion	74	6.63	2.22	268	6.92	2.20
The World Bank Group's Environmental and Social Framework requirements are reasonable'	71	7.46	1.99	265	7.10	1.95
The World Bank Group's conditions on its lending are reasonable	76	7.23	2.02	254	7.25	2.13
The World Bank Group takes decisions quickly in Rwanda	69	6.69	2.12	229	6.84	2.21
Working with the World Bank Group increases Rwanda's institutional capacity	121	7.92	1.91	308	7.52	2.08
Where country systems are adequate, the World Bank Group makes appropriate use of them	76	7.47	2.12	256	7.33	2.25

' In FY 2016, the category was "the World Bank Group's 'Safeguard Policy' requirements are reasonable".

**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/4G LTE/WiFi	89.9%	89.8%
Dial-up	10.1%	10.2%



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

Indicator Question	Currently, do you professionally collaborate/work with the World Bank Group in your country?		Which of the following describes most of your exposure to the World Bank Group in Rwanda? (Choose no more than TWO)											
	Not collaborating with the WBG	Collaborating with the WBG	Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website		Development partner	
			No Mean	Yes Mean	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?	7.29	7.46	7.46	6.98	7.34	7.37	7.36	7.30	7.17	7.80	7.40	7.23	7.32	7.46
Overall, please rate your impression of the World Bank Group's effectiveness in Rwanda.	6.97	7.93	7.60	6.97	7.54	7.34	7.42	7.67	7.18	8.17	7.49	7.38	7.39	7.69
Overall the World Bank Group currently plays a relevant role in development in Rwanda	7.50	7.78	7.73	7.09	7.57	7.58	7.55	7.69	7.40	8.05	7.59	7.53	7.50	7.84
The World Bank Group's work is aligned with what I consider the development priorities for Rwanda	7.45	7.96	7.85	7.24	7.69	7.72	7.70	7.69	7.43	8.41	7.74	7.59	7.66	7.86
Responsiveness to needs	6.77	7.33	7.25	6.37	7.03	7.05	7.02	7.12	6.77	7.72	7.06	6.99	6.91	7.51
Flexibility (in terms of the institution's products and services)	6.10	6.92	6.77	5.95	6.53	6.67	6.56	6.67	6.34	7.15	6.61	6.49	6.48	6.94
Flexibility (in terms of changing country circumstances)	6.32	6.98	6.76	6.22	6.56	6.75	6.54	7.07	6.42	7.17	6.69	6.46	6.59	6.79
Being inclusive	6.77	7.22	7.16	6.45	6.90	7.14	7.00	6.93	6.73	7.63	7.06	6.79	6.95	7.13
Openness (sharing data and other information)	6.60	7.43	7.41	6.55	7.01	7.52	7.18	7.33	6.99	7.76	7.14	7.33	7.18	7.26
Collaboration with the Government	8.13	8.31	8.24	7.91	8.15	8.17	8.19	7.98	8.01	8.55	8.23	7.95	8.05	8.55
The speed in which it gets things accomplished on the ground	6.74	7.33	7.34	6.46	7.01	7.35	7.10	7.28	6.90	7.70	7.13	7.14	7.10	7.26
Helping to bring discipline/effective supervision to implementation of investment projects	7.21	7.63	7.53	6.98	7.41	7.45	7.41	7.48	7.12	8.15	7.51	7.21	7.37	7.63
Collaboration with civil society	5.36	6.59	6.41	5.89	6.14	6.48	6.24	6.38	6.10	6.75	6.22	6.37	6.21	6.46
Staff accessibility	5.05	6.95	6.69	5.19	6.33	6.35	6.27	6.65	5.76	7.61	6.41	6.10	6.23	6.73
Collaboration with other donors and development partners	7.24	7.33	7.27	7.24	7.21	7.35	7.34	6.84	7.14	7.58	7.27	7.23	7.17	7.57
Collaboration with the private sector	5.40	6.36	6.23	5.68	6.09	6.08	6.08	6.14	5.95	6.48	6.11	6.02	6.00	6.45
Straightforwardness and honesty	7.05	7.45	7.42	6.89	7.34	7.21	7.26	7.44	7.01	7.96	7.45	6.85	7.20	7.64
Treating clients and stakeholders in Rwanda with respect	7.64	7.79	7.72	7.53	7.65	7.71	7.66	7.71	7.48	8.12	7.83	7.24	7.56	8.05
Being a long-term partner	8.35	8.42	8.37	8.11	8.23	8.44	8.27	8.51	8.19	8.63	8.39	8.08	8.26	8.47
To what extent does the World Bank Group's work help to achieve development results in Rwanda?	7.33	7.80	7.72	7.06	7.54	7.58	7.56	7.58	7.38	8.05	7.55	7.58	7.48	7.85
To what extent does the World Bank Group influence the development agenda in Rwanda?	7.01	7.54	7.38	6.71	7.16	7.32	7.14	7.59	6.98	7.85	7.22	7.21	7.22	7.20
The World Bank Group's financial instruments meet the needs of Rwanda	7.03	7.49	7.31	6.48	7.09	7.14	7.17	6.85	6.94	7.55	7.01	7.40	6.99	7.54
The World Bank Group meets Rwanda's needs for knowledge services	6.88	7.38	7.19	6.53	7.06	7.00	7.07	6.87	6.71	7.93	7.07	6.94	6.99	7.22
The World Bank Group's knowledge work and activities are adaptable to Rwanda's specific development challenges and country circumstances	7.59	7.43	7.48	6.77	7.23	7.43	7.28	7.44	7.17	7.65	7.27	7.41	7.26	7.48
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	7.25	7.44	7.37	7.06	7.28	7.31	7.22	7.64	7.11	7.79	7.29	7.28	7.28	7.33
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.42	7.93	7.71	7.28	7.59	7.64	7.58	7.78	7.39	8.20	7.73	7.33	7.59	7.69
The World Bank Group takes decisions quickly in Rwanda	6.59	7.15	7.07	6.57	7.00	6.86	7.01	6.73	6.73	7.43	6.92	7.04	6.87	7.33
Where country systems are adequate, the World Bank Group makes appropriate use of them	6.93	7.83	7.87	6.90	7.56	7.82	7.67	7.62	7.45	8.13	7.56	7.89	7.59	7.98

Yellow highlight indicates significant difference between Yes and No means.

## Appendix G: Rwanda FY19 COS Questionnaire



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

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

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

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

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

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

## SECTION A: GENERAL ISSUES FACING RWANDA

**A1. Listed below are a number of development priorities in Rwanda.**

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

1	Food security (i.e., combating malnutrition and stunting)	14	Poverty reduction
2	Water and sanitation	15	Economic growth
3	Job creation/employment	16	Equality of opportunity (i.e., social inclusion)
4	Health (including communicable/non-communicable diseases)	17	Information and communications technology
5	Skills development	18	Disaster risk management
6	Natural resource management (e.g., gas, minerals, and forests)	19	Financial markets
7	Private sector development	20	Agriculture and rural development
8	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	21	Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))
9	Quality of education	22	Trade and exports
10	Energy	23	Judiciary reform
11	Regional integration	24	Climate change (e.g., mitigation, adaptation)
12	Urban development	25	Anti-corruption
13	Gender equality (closing the gap between women and men, and boys and girls)	26	Transport (e.g., roads, feeder roads, transportation)

**A2. Poverty reduction is a broad term that encompasses work in many different areas.**

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

1	Agriculture and rural development	14	Gender equality (closing the gap between women and men, and boys and girls)
2	Trade and exports	15	Private sector development
3	Climate change (e.g., mitigation, adaptation)	16	Quality of education
4	Transport (e.g., roads, feeder roads, transportation)	17	Regional integration
5	Energy	18	Food security (i.e., combating malnutrition and stunting)
6	Anti-corruption	19	Urban development
7	Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))	20	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
8	Economic growth	21	Skills development
9	Disaster risk management	22	Job creation/employment
10	Equality of opportunity (i.e., social inclusion)	23	Health (including communicable/non-communicable diseases)
11	Information and communications technology	24	Financial markets
12	Judiciary reform	25	Natural resource management (e.g., gas, minerals, and forests)
13	Water and sanitation		

## SECTION A: GENERAL ISSUES

**A3. When economic and/or social reform efforts fail or are slow to take place in Rwanda, which of the following would you attribute this to? (Choose no more than TWO)**

1	Private sector involvement and/or influence
2	Inadequate level of capacity in the government
3	Fraud and corruption
4	Inadequate level of donor coordination
5	Political pressures and obstacles
6	Reforms are not well thought out in light of country challenges
7	Inadequate level of private sector participation
8	Poor coordination within the government
9	Inadequate level of citizen/civil society participation
10	Inadequate level of government accountability
11	Other (please specify): _____

**A4. 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/local government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	The World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	The International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	UN agencies	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
6	Regional development banks	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
7	Rwanda'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	10	<input type="checkbox"/>
9	Domestic private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
10	International civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
11	Local civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
12	Local media and their web presence (e.g., newspapers, TV stations, radio)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
13	International media and their web presence	1	2	3	4	5	6	7	8	9	10	<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	10	<input type="checkbox"/>



## SECTION A: GENERAL ISSUES

<b>A5. Please describe the direction Rwanda is moving in, when considering ... ?</b>						
		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 Rwanda'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"/>

<b>A6. Listed below are global challenges. Which do you think have the most serious impact on Rwanda? (Choose no more than TWO)</b>			
1	Jobs/employment	6	Technology based disruption
2	Geo political uncertainty	7	The gap between the rich and the poor
3	Migrants and refugees	8	Fragility in neighboring countries
4	Trade constraints	9	Climate change
5	Environmental degradation		

<b>A7. When thinking about development efforts in Rwanda, 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

**SECTION A: GENERAL ISSUES**

<b>A8. To what extent do you trust domestic private sector to engage in public service delivery in Rwanda?</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>A9. To what extent do you trust international private sector to engage in public service delivery in Rwanda?</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 Rwanda?</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 Rwanda.</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
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 Rwanda solve its most complicated development challenges?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all								To a very significant degree		Don't know

<b>B4. When thinking about how the World Bank Group can have the most impact on development results in Rwanda, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Rwanda? (Choose no more than THREE)</b>			
1	Social protection (e.g., pensions, targeted social assistance, Vision 2020 Umurenge Program (VUP))	14	Transport (e.g., roads, feeder roads, transportation)
2	Regional integration	15	Poverty reduction
3	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	16	Climate change (e.g., mitigation, adaptation)
4	Energy	17	Urban development
5	Food security (i.e., combating malnutrition and stunting)	18	Anti-corruption
6	Water and sanitation	19	Judiciary reform
7	Quality of education	20	Natural resource management (e.g., gas, minerals, and forests)
8	Skills development	21	Economic growth
9	Health (including communicable/non-communicable diseases)	22	Equality of opportunity (i.e., social inclusion)
10	Job creation/employment	23	Disaster risk management
11	Financial markets	24	Information and communications technology
12	Gender equality (closing the gap between women and men, and boys and girls)	25	Agriculture and rural development
13	Private sector development	26	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 Rwanda?</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	<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	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 Rwanda? (Choose no more than TWO)</b>	
1	Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN
2	Not collaborating enough with civil society (e.g., NGOs, CBOs)
3	Not aligned with country priorities
4	Not adequately sensitive to political/social realities in Rwanda
5	Inadequate World Bank Group's staffing in Rwanda
6	Too influenced by developed countries
7	World Bank Group's processes too slow and complex
8	Not adequately flexible
9	Not willing to honestly criticize policies and reform efforts in the country
10	Staff too inaccessible
11	Not collaborating enough with private sector
12	Not sufficiently focused on sustainable results
13	Not enough public disclosure of its work
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 Rwanda? (Select only ONE response)**

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

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

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

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

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

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

		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	
<b>B12</b>	Responsiveness to needs											<input type="checkbox"/>
<b>B13</b>	Flexibility (in terms of the institution's products and services)											<input type="checkbox"/>
<b>B14</b>	Flexibility (in terms of changing country circumstances)											<input type="checkbox"/>
<b>B15</b>	Being inclusive											<input type="checkbox"/>
<b>B16</b>	Openness (sharing data and other information)											<input type="checkbox"/>
<b>B17</b>	Collaboration with the Government											<input type="checkbox"/>
<b>B18</b>	The speed in which it gets things accomplished on the ground											<input type="checkbox"/>
<b>B19</b>	Helping to bring discipline/effective supervision to implementation of investment projects											<input type="checkbox"/>
<b>B20</b>	Collaboration with civil society											<input type="checkbox"/>
<b>B21</b>	Staff accessibility											<input type="checkbox"/>
<b>B22</b>	Collaboration with other donors and development partners											<input type="checkbox"/>
<b>B23</b>	Collaboration with the private sector											<input type="checkbox"/>
<b>B24</b>	Straightforwardness and honesty											<input type="checkbox"/>
<b>B25</b>	Treating clients and stakeholders in Rwanda with respect											<input type="checkbox"/>
<b>B26</b>	Being a long-term partner											<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 Rwanda?** (If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")

		Not effective at all										Very effective	Don't know
1	Social protection (e.g., targeted social assistance, Vision 2020 Umurenge Program (VUP))	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	Gender equality (closing the gap between women and men, and boys and girls)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	Private sector development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
4	Quality of education	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
6	Regional integration	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
7	Food security (i.e., combating malnutrition and stunting)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
8	Urban development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
9	Energy	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
10	Skills development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
11	Job creation/employment	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
12	Health (including communicable/non-communicable diseases)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
13	Financial markets	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
14	Transport (e.g., roads, feeder roads, transportation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
15	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
16	Trade and exports	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
17	Natural resource management (e.g., gas, minerals, and forests)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
18	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
19	Poverty reduction	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
20	Anti-corruption	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
21	Economic growth	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
22	Disaster risk management	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
23	Equality of opportunity (i.e., social inclusion)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
24	Information and communications technology	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

**C2. To what extent does the World Bank Group's work help to achieve development results in Rwanda?**

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all									To a very significant degree	Don't know

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

<b>C3. To what extent does the World Bank Group influence the development agenda in Rwanda?</b>												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
To no degree at all									To a very significant degree		Don't know	

<b>To what extent do you agree with the following statements about the World Bank Group in Rwanda?</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 Rwanda									1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C5</b>	The World Bank Group meets Rwanda's needs for knowledge services (e.g., research, analysis, data, technical assistance)									1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

<b>C6. As part of IDA18, the World Bank Group has expanded (or developed) a number of financial instruments to respond to challenges in IDA countries. These include the Crisis Response Window (CRW), Pandemic Emergency Finance Facility (PEF), Catastrophe Deferred Draw Down Option (CAT-DDO), and the Private Sector Window (PSW). In general, how familiar are you with these new or expanded financial instruments in Rwanda? (Select only ONE response)</b>	
1	Very familiar
2	Somewhat familiar
3	Somewhat unfamiliar
4	Very unfamiliar
5	Don't know

<b>How effectively does the World Bank Group support Rwanda's efforts ... ?</b>																				
										Not effectively at all		Very effectively		Don't know						
<b>C7</b>	To build stronger domestic resource mobilization systems in the Government (e.g., tax collection)									1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C8</b>	To develop better and stronger data collection/analytics systems within the Government									1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C9</b>	To strengthen the country's crisis preparedness									1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>C10</b>	To identify and monitor risks									1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

<b>C11. How effectively does the World Bank Group's SCD and CPF activities support Rwanda's efforts to manage crisis related risks? [Please only respond if you are familiar with the WBG's Systematic Country Diagnosis (SCD) and Country Partnership Framework (CPF)]</b>												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Not effectively at all									Very effectively		Don't know	



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

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

<b>In Rwanda, to what extent do you believe that the World Bank Group's knowledge work and activities:</b>													
		To no degree at all					To a very significant degree					Don't know	
D2	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D3	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D4	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D5	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D6	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D7	Are adaptable to Rwanda's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

<b>D8. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?</b>												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Not significant at all									Very significant	Don't know		

<b>D9. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?</b>												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Very low technical quality									Very high technical quality	Don't know		

## SECTION E: WORKING WITH THE WORLD BANK GROUP

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
<b>E1</b>	The World Bank Group disburses funds promptly											<input type="checkbox"/>	
<b>E2</b>	The World Bank Group effectively monitors and evaluates the projects and programs it supports											<input type="checkbox"/>	
<b>E3</b>	The World Bank Group's approvals and reviews are done in a timely fashion											<input type="checkbox"/>	
<b>E4</b>	The World Bank Group's Environmental and Social Framework requirements are reasonable											<input type="checkbox"/>	
<b>E5</b>	The World Bank Group's conditions on its lending are reasonable											<input type="checkbox"/>	
<b>E6</b>	The World Bank Group takes decisions quickly in Rwanda											<input type="checkbox"/>	
<b>E7</b>	Working with the World Bank Group increases Rwanda's institutional capacity											<input type="checkbox"/>	
<b>E8</b>	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them											<input type="checkbox"/>	

E9. To what extent do you believe that the donor community is doing enough to support the government's efforts related to refugees in Rwanda?											
1	2	3	4	5	6	7	8	9	10		
To no degree at all									To a very significant degree	<input type="checkbox"/>	
										Don't know	

E10. In which of the following areas do you believe the World Bank Group should provide most of its resources when it comes to providing support to the refugee crisis in Rwanda? (Choose no more than TWO)	
1	Social cohesion
2	Jobs
3	Health
4	Supporting hosting communities surrounding refugee camps
5	Business development
6	Education
7	Infrastructure
8	Public services
9	Supporting poor and marginalized local communities
10	Other (please specify): _____
11	Don't know

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

**F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Rwanda? (Choose no more than TWO)**

1	Offer more innovative knowledge services
2	Ensure greater selectivity in its work
3	Engage more effectively with private sector
4	Collaborate more effectively with Government clients (e.g., national, state, local)
5	Engage more directly with beneficiaries
6	Work faster
7	Reduce the complexity of obtaining World Bank Group financing
8	Engage more effectively with civil society (e.g., NGOs, CBOs)
9	Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN
10	Offer more innovative financial products
11	Provide more adequate data/knowledge/statistics/figures on Rwanda's economy
12	Increase the level of capacity development in the country
13	Improve the quality of its experts as related to Rwanda's specific challenges
14	Help to bring discipline/effective supervision to implementation of World Bank Group projects
15	Other (please specify): _____

**F2. When considering the combination of services that the World Bank Group offers in Rwanda, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Rwanda? (Select only ONE response)**

1	Financial services
2	Knowledge products
3	Convening services
4	None of the above
5	The combination is appropriate for Rwanda
6	Don't know

## SECTION G: COMMUNICATION AND INFORMATION SHARING

<b>G1. How frequently do you interact with the World Bank Group now in Rwanda?</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 Rwanda? (Choose no more than TWO)</b>			
1	International television	5	International newspapers
2	International radio	6	Local radio
3	Local television	7	Local newspapers
4	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	8	Internet
		9	Other (please specify): _____

<b>G3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)</b>			
2	Mobile phones (sms alerts)	6	World Bank Group's website
1	World Bank Group's publications and other written materials	5	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
3	World Bank Group's seminars/workshops/conferences	7	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)
4	e-Newsletters		

<b>G4. Which Internet connection do you use primarily when visiting a World Bank Group website?</b>	
1	High speed/4G LTE/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, Prime Minister	10	Financial Sector/Private Bank
2	Office of Minister	11	NGO/CSO/Church Based Organization
3	Office of Parliamentarian	12	Media (press, radio, TV, web, etc.)
4	Employee of a Ministry, Ministerial Department or Implementation Agency	13	Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)
5	Project Implementation Unit (PIU) overseeing implementation of project/ Consultant/Contractor working on World Bank Group supported project/program	14	Trade Union
6	Local Government Office or Staff	15	Youth Group/Organization
7	Bilateral Agency	16	Academia/Research Institute/Think Tank
8	Multilateral Agency	17	Judiciary Branch
9	Private Sector Organization	18	Other (please specify): _____

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

<b>H3. Currently, do you professionally collaborate/work with the World Bank Group (IDA, 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 Rwanda? (Select only ONE response)</b>	
1	The World Bank (IDA)
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 Rwanda? (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 (i.e., work on a World Bank project)
5	Use World Bank Group website for information, data, research, etc.
6	Development partner (other donors)

<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	Kigali City
2	Eastern Province
3	Western Province
4	Southern Province
5	Northern Province

**Thank you for completing the survey!**