

FY19 Bhutan Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



June 2019



Acknowledgements

The Bhutan 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 Bhutan country team and the independent fielding consultant Karma Tshering. In particular, PORG is grateful for the support from Tenzin Lhaden (Operations Officer) who coordinated the survey related activities from Thimphu, Bhutan.





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BHUTAN





I. Objectives

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

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

II. Methodology

From February through May 2019, 230 stakeholders of the WBG in Bhutan were invited to provide their opinions on the WBG's work in the country by participating in a Country Opinion Survey (COS). Participants were drawn from the office of the Prime Minister, office of a Minister, office of a Parliamentarian, employees of ministries/ministerial departments/implementation agencies, Project Management Units (PMUs) overseeing implementation of projects or consultants/contractors working on WBG-supported projects/programs, local government officials or staff, bilateral agencies, multilateral agencies, private sector organizations, the financial sector/private banks, private foundations, NGOs/community-based organizations (CBOs), the media, independent government institutions, trade unions, faith-based groups, youth groups, academia/research institutes/think tanks, and the judiciary branch.

A total of 122 stakeholders participated in the survey (53% response rate). Respondents received an invitation via email and completed the questionnaire online (N=114) or received the questionnaire via post and returned it accordingly (N=8).

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

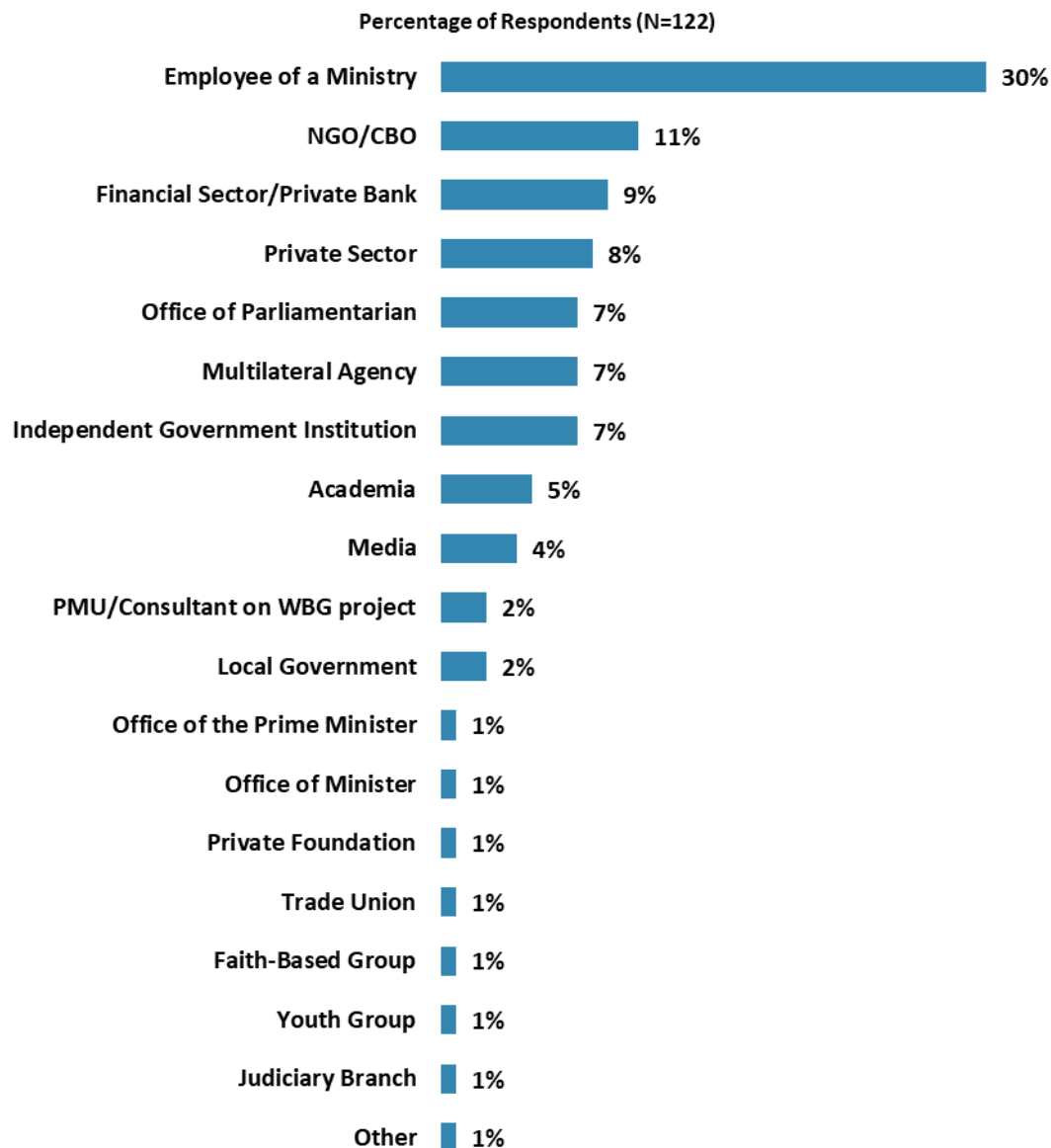
The results of this year's Country Survey were compared to those of the Country Survey conducted in FY '16 (response rate was 56%, N = 102). The data were weighted to reach similar stakeholder compositions across both survey years, allowing for more statistically reliable comparisons. Note, there were too few respondents from the office of Prime Minister or the office of Minister from either year to be included, nor were stakeholders who identified themselves as "Other" in the stakeholder category options included in these comparisons. As a result, mean ratings, percentages of respondents, and the total number of respondents in both years are slightly different from those of the original data reported in the FY '16 COS report and the non-weighted data presented in this report. For the weighted stakeholder breakdown and year comparison results, please refer to Appendix E (see page 95).



III. Demographics of the Sample

Current Position

- For all further analyses, the few respondents from PMUs/Consultants on WBG-supported projects were combined with employees of ministries and the few respondents from private foundations, trade unions, faith-based groups, and youth groups were combined with those from NGOs/CBOs to create a “Civil Society” category. The few respondents from the office of the Prime Minister, the office of Minister, local government, and the judiciary branch were combined with those respondents who indicated “Other”.

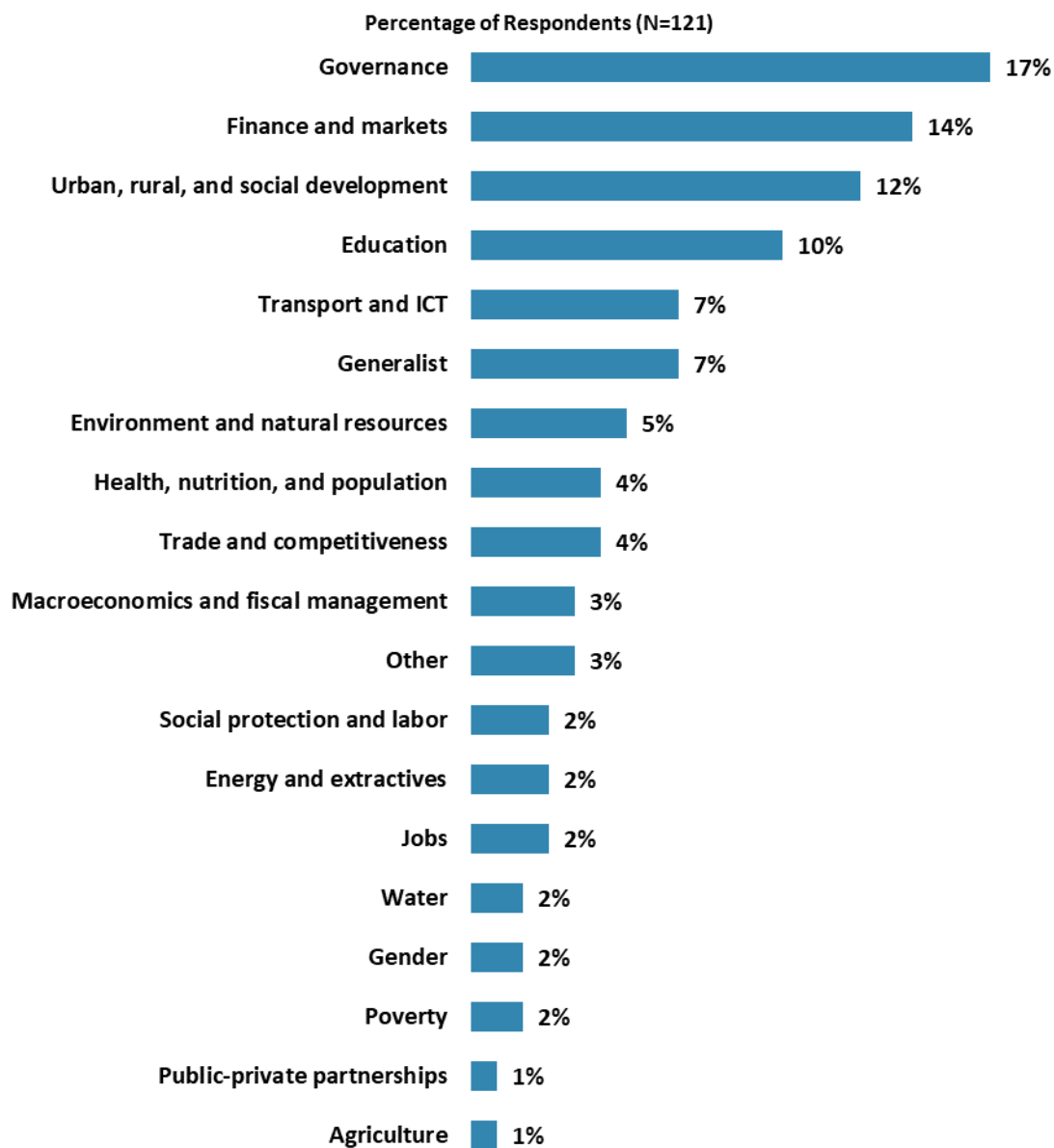


“Which of the following best describes your current affiliation? (Select only ONE response)”
(Respondents chose from a list.)



III. Demographics of the Sample (continued)

Area of Primary Specialization



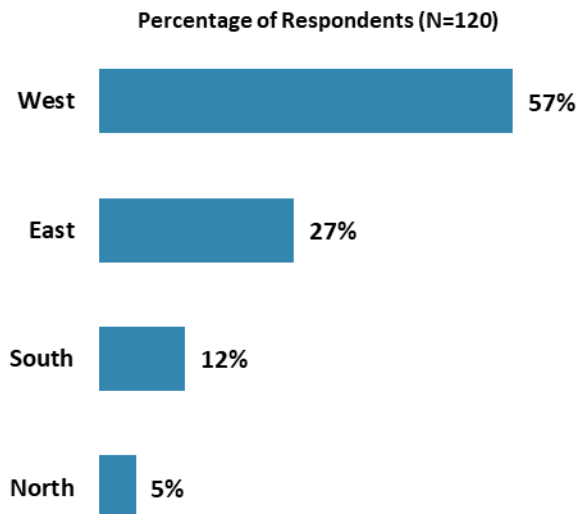
“Please identify the primary specialization of your work. (Select only ONE response)”
(Respondents chose from a list.)



III. Demographics of the Sample (continued)

Geographic Locations

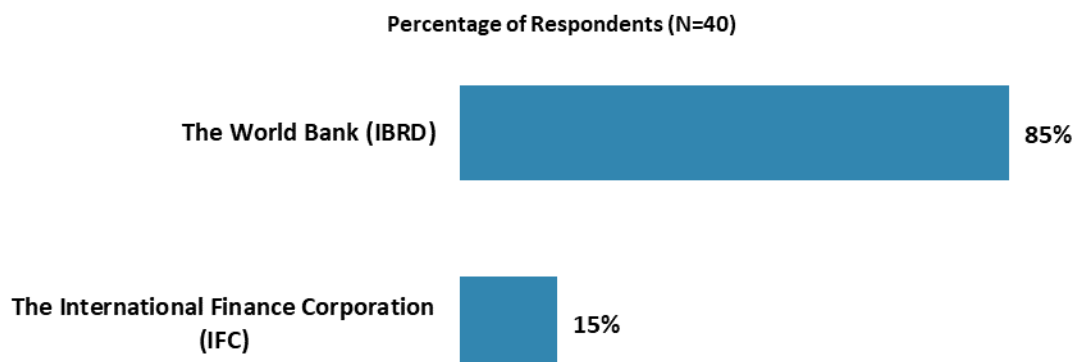
- Geographic location comparisons of indicator questions can be found in Appendix C (page 85).



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

Exposure to Agencies within the World Bank Group

- Respondents who indicated that they professionally collaborate with the WBG were asked which agencies they primarily collaborated with in Bhutan. Comparisons between those who collaborate with the WBG and those who do not can be found in Appendix D (page 88).



"If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Bhutan? (Select only ONE response)" (Respondents choose from a list)



III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey indicated statistically similar levels of familiarity with the WBG (weighted mean rating = 6.0) compared to respondents from the FY '16 Country Survey (weighted mean rating = 6.3).
- **Collaboration:** Respondents who said that they collaborate with the WBG indicated significantly higher levels of familiarity with the WBG (mean rating = 7.3) compared to those who said that they do not collaborate with the WBG (mean rating = 5.3).
- **Impact of Familiarity:** Respondents' ratings of familiarity with the WBG were moderately, significantly correlated with their ratings for the WBG's overall effectiveness in Bhutan and their agreement that the WBG plays a relevant role in Bhutan's development.

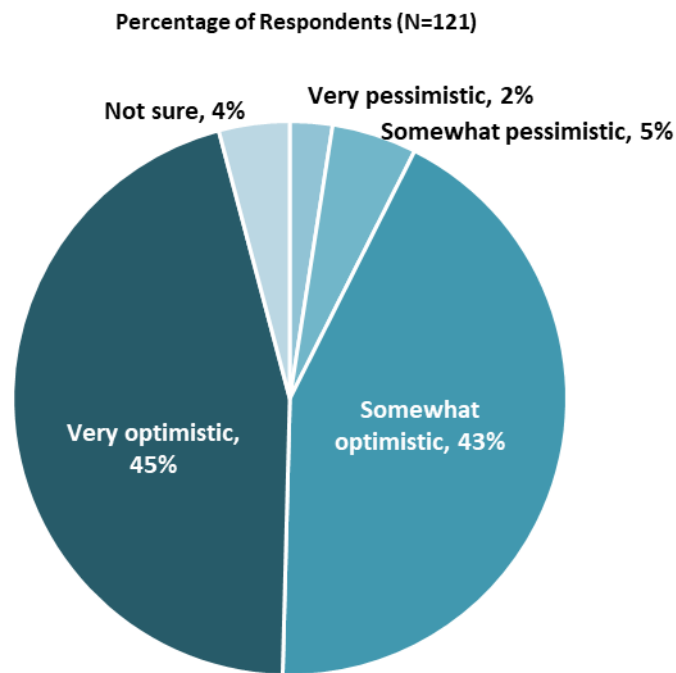


"How familiar are you with the work of the World Bank Group in Bhutan?"
(1 - "Not familiar at all", 10 - "Extremely familiar")



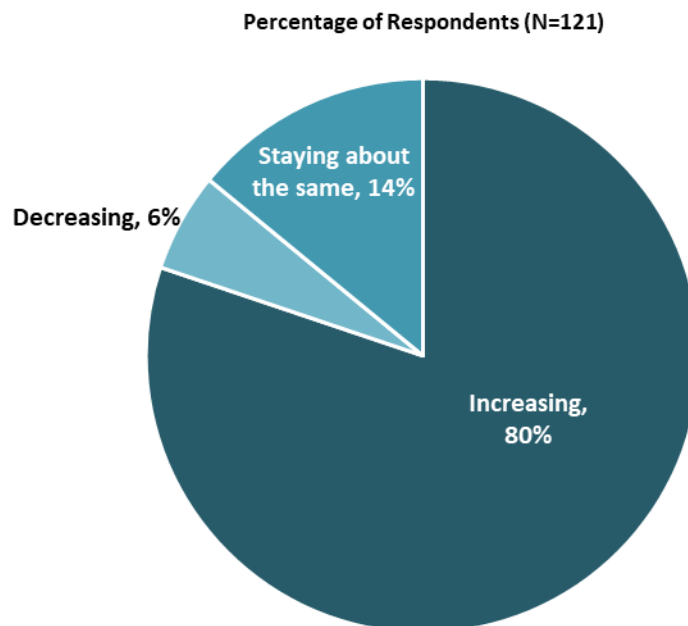
IV. General Issues Facing Bhutan

Optimism for the Future of Bhutan



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

Perceptions of Economic Opportunity

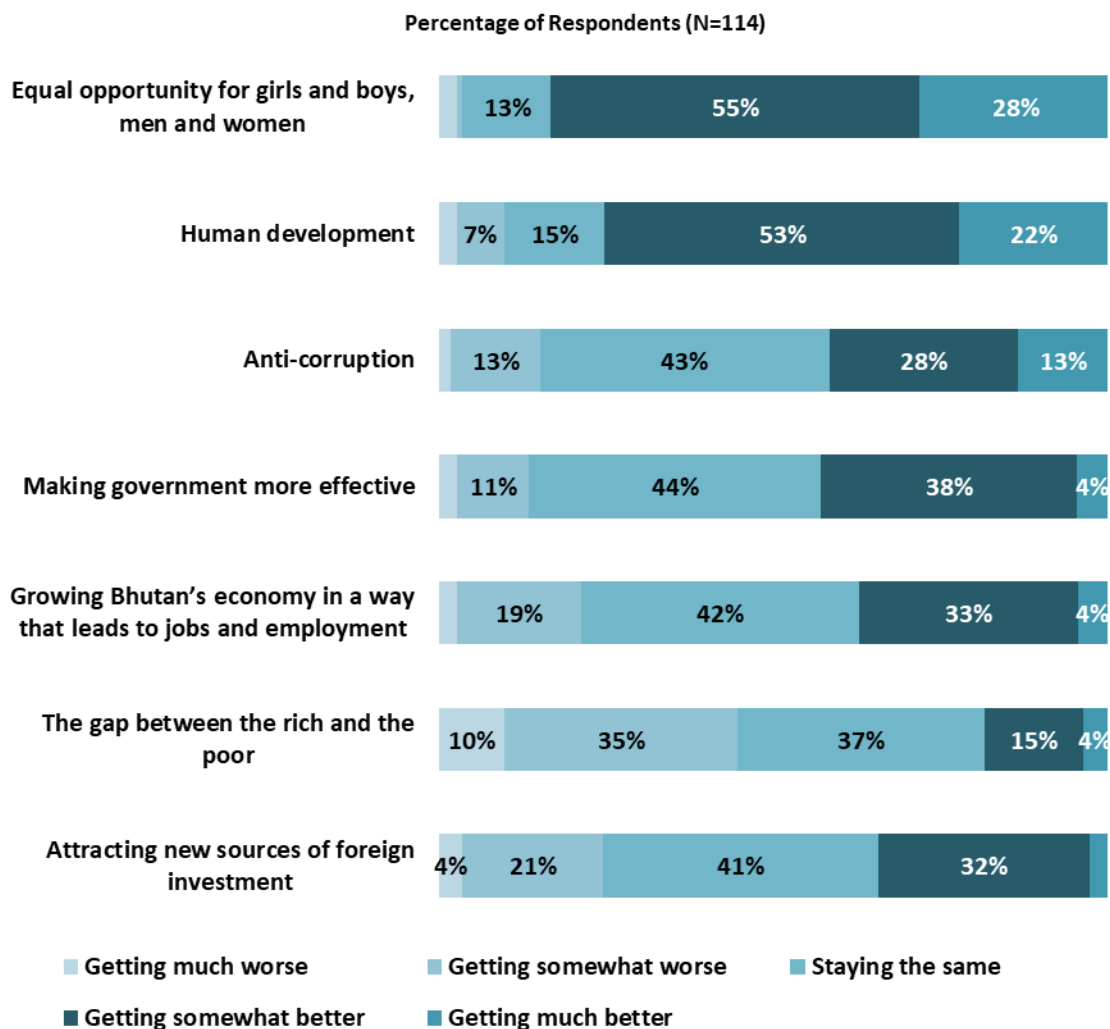


"Do you think that economic opportunity for citizens in Bhutan is ... ?" (Respondents chose from a list.)



IV. General Issues Facing Bhutan (continued)

Perceptions of Improvement and Decline in Specific Areas



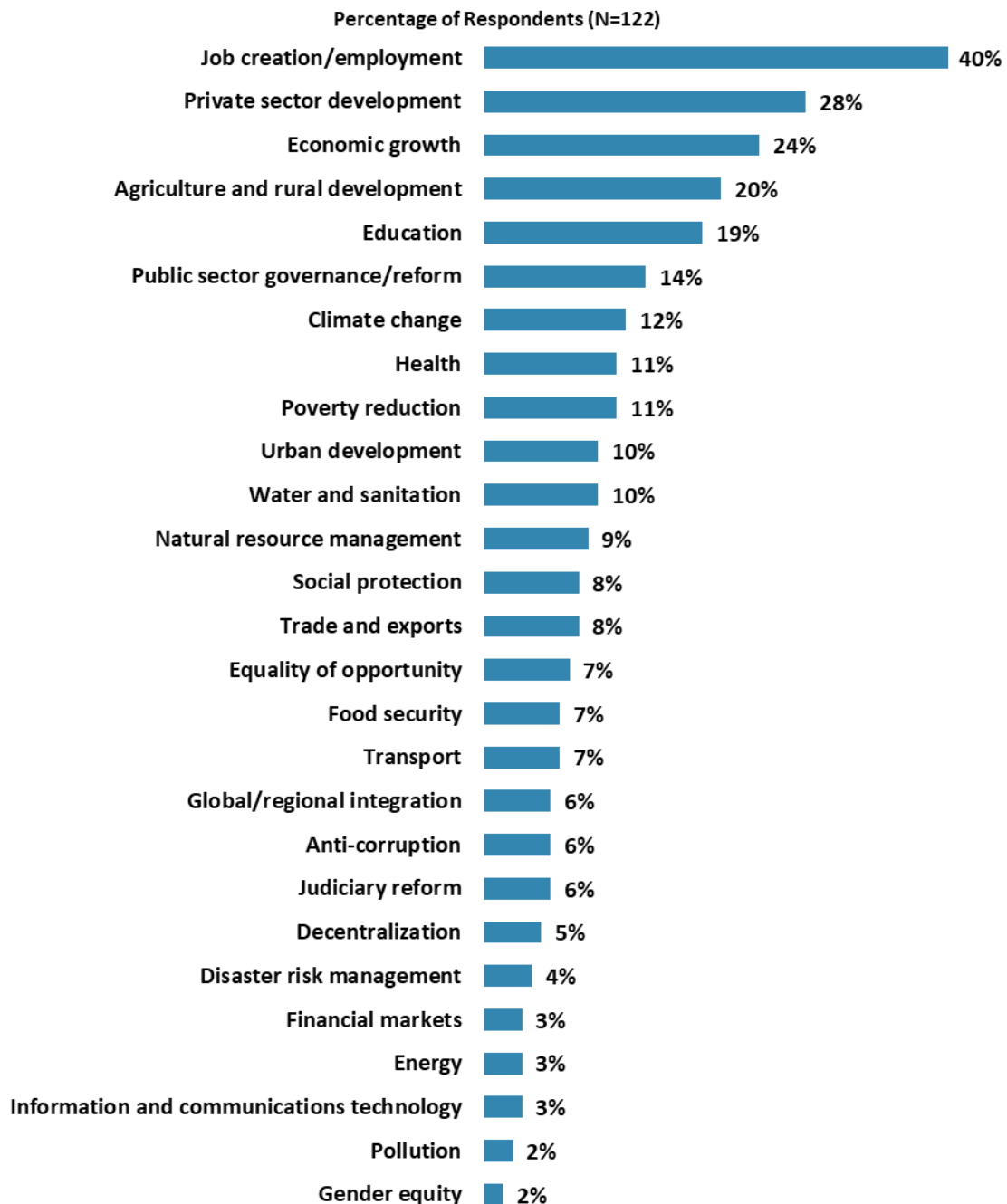
"Please describe the direction Bhutan is moving in, when considering...?"
(Respondents chose from a list.)



IV. General Issues Facing Bhutan (continued)

Development Priority

- **Year comparison:** Respondents in the FY '13 Country Survey indicated that the most important development priorities in Bhutan were private sector development (percentage of respondents = 36%), job creation/employment (27%), poverty reduction (27%), and education (21%).



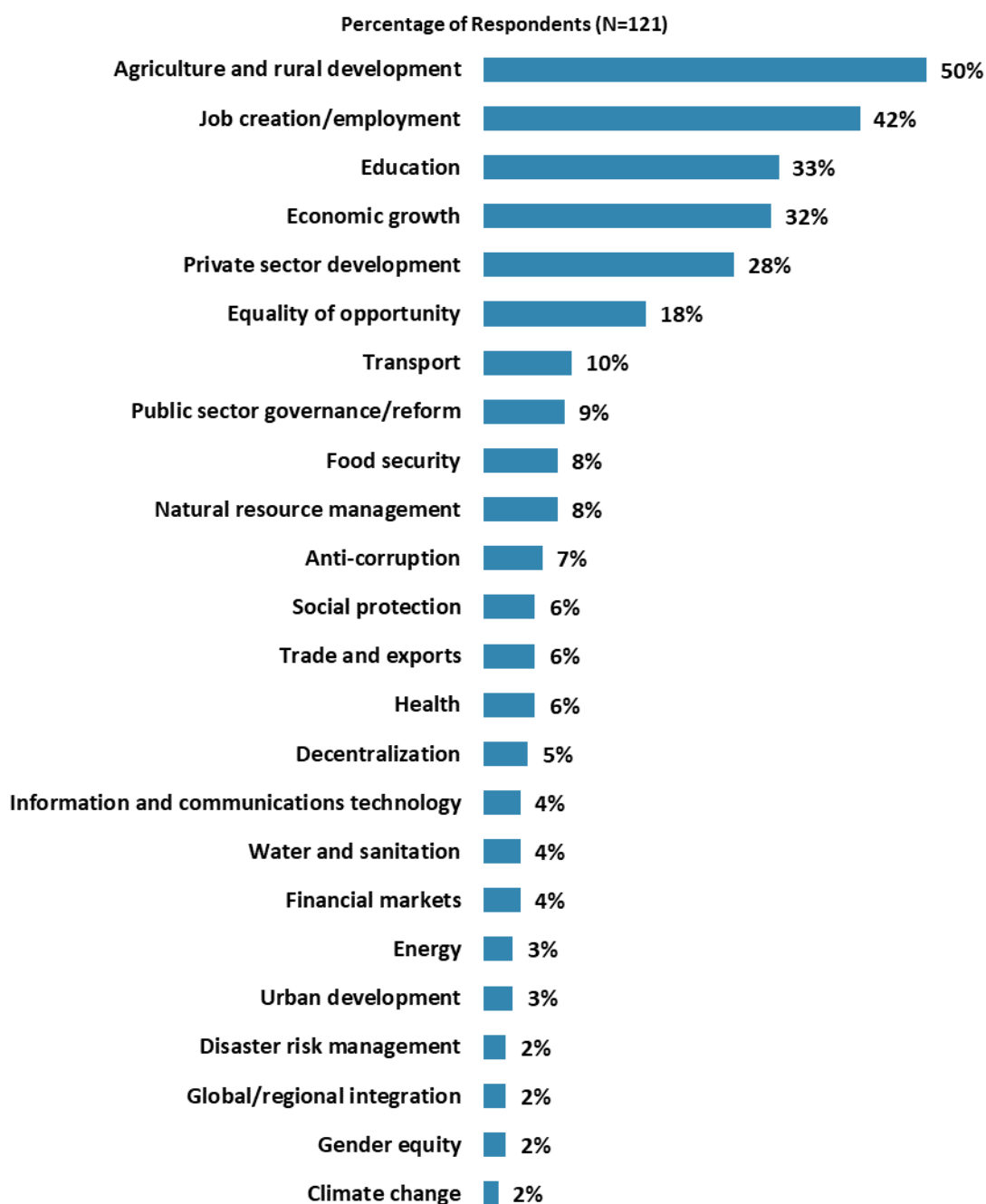
"Listed below are a number of development priorities in Bhutan. Please identify which of the following you consider the most important development priorities in Bhutan. (Choose no more than THREE)" (Respondents chose from a list. Responses combined.)



IV. General Issues Facing Bhutan (continued)

Factors Contributing to Poverty Reduction

- **Year comparison:** Respondents in the FY '16 Country Survey indicated that the areas that would contribute most to poverty reduction in Bhutan were rural development (percentage of respondents = 44%), economic growth (34%), job creation/employment (33%), private sector development (28%), and education (25%).

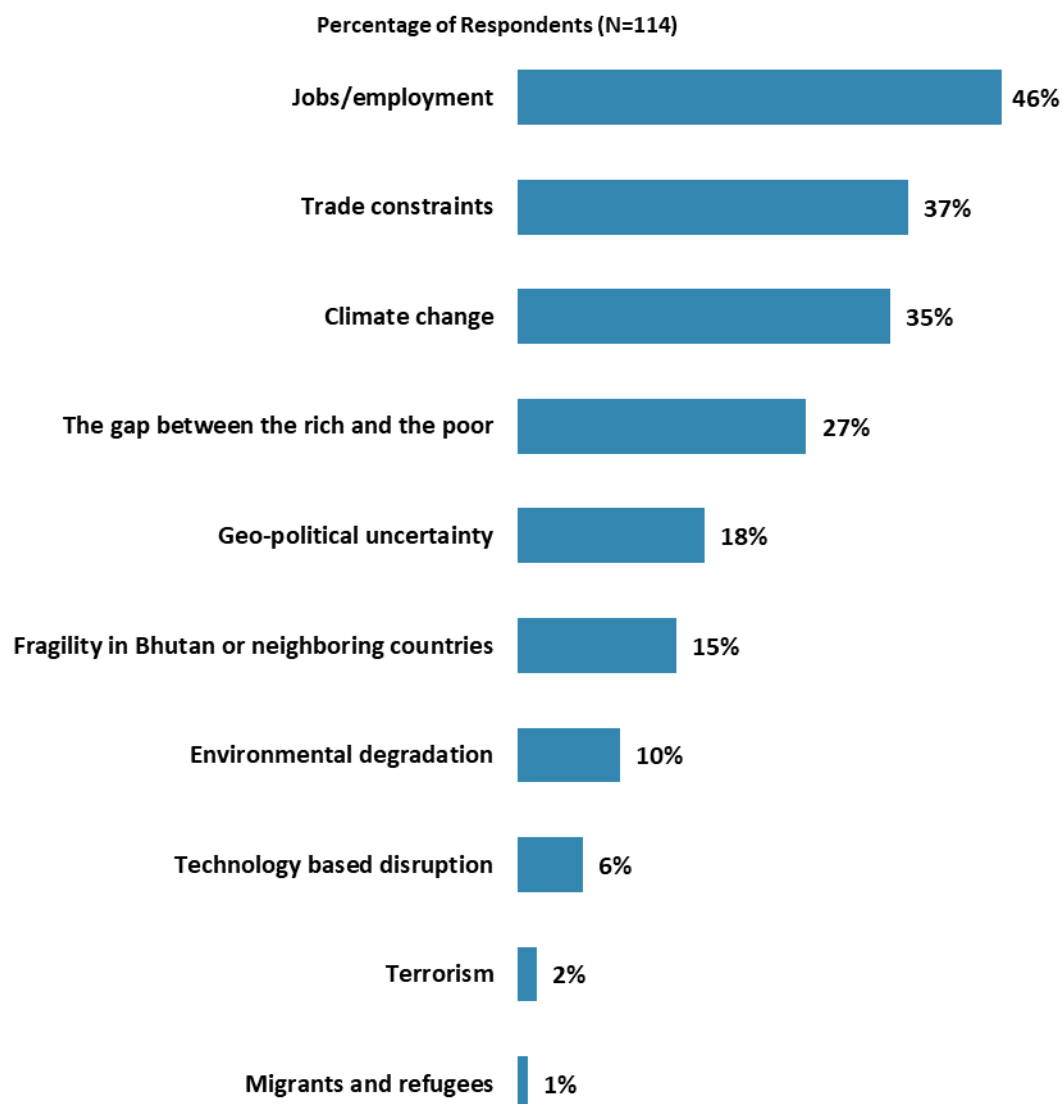


"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Bhutan?" (Respondents chose from a list. Responses combined.)



IV. General Issues Facing Bhutan (continued)

The Impact of Global Challenges on Bhutan

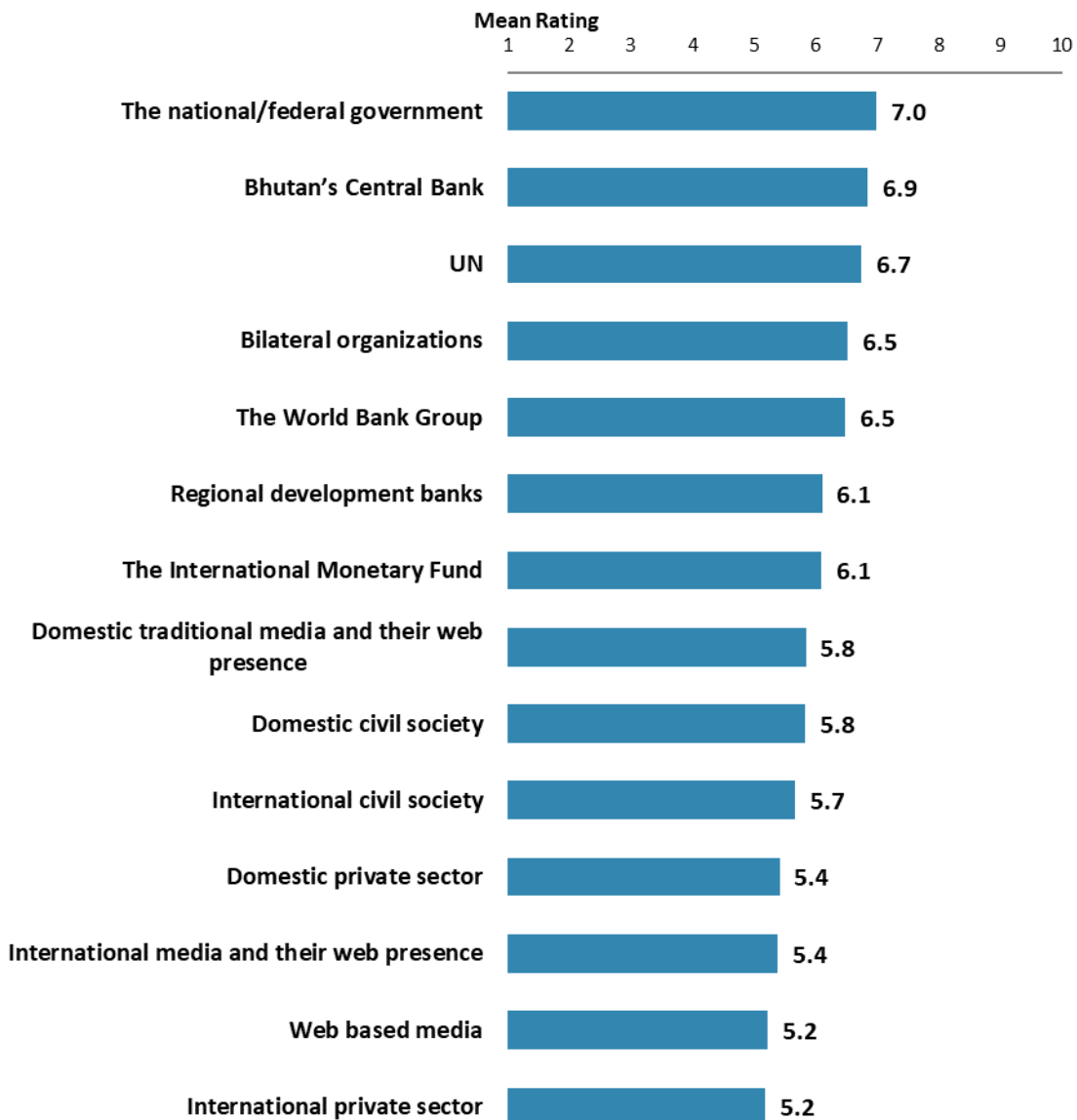


"Listed below are global challenges. Which do you think have the most serious impact on Bhutan? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



IV. General Issues Facing Bhutan (continued)

Trust in Institutions

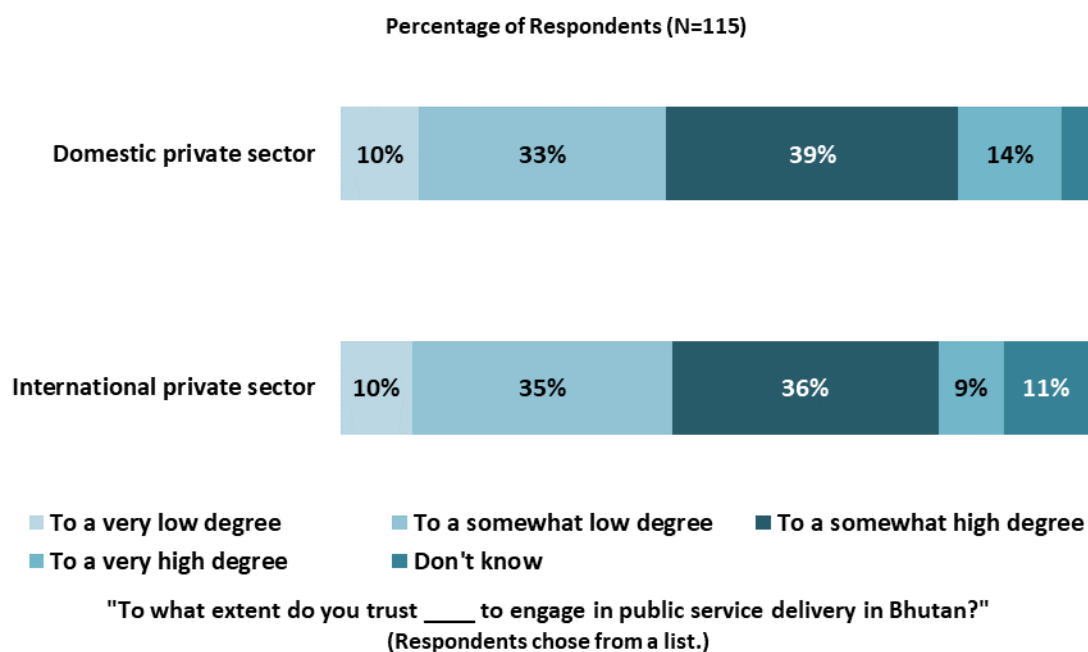


"To what extent do you trust each of the following groups to do what is right?"
(1-"To no degree at all", 10-"To a very significant degree")

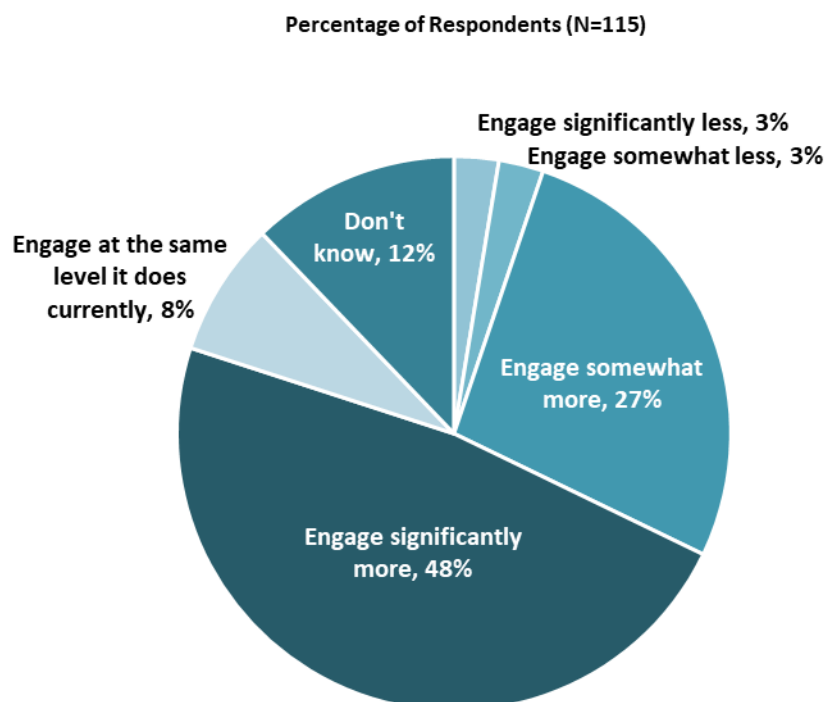


IV. General Issues Facing Bhutan (continued)

Trust in the Private Sector



Civil Society Engagement



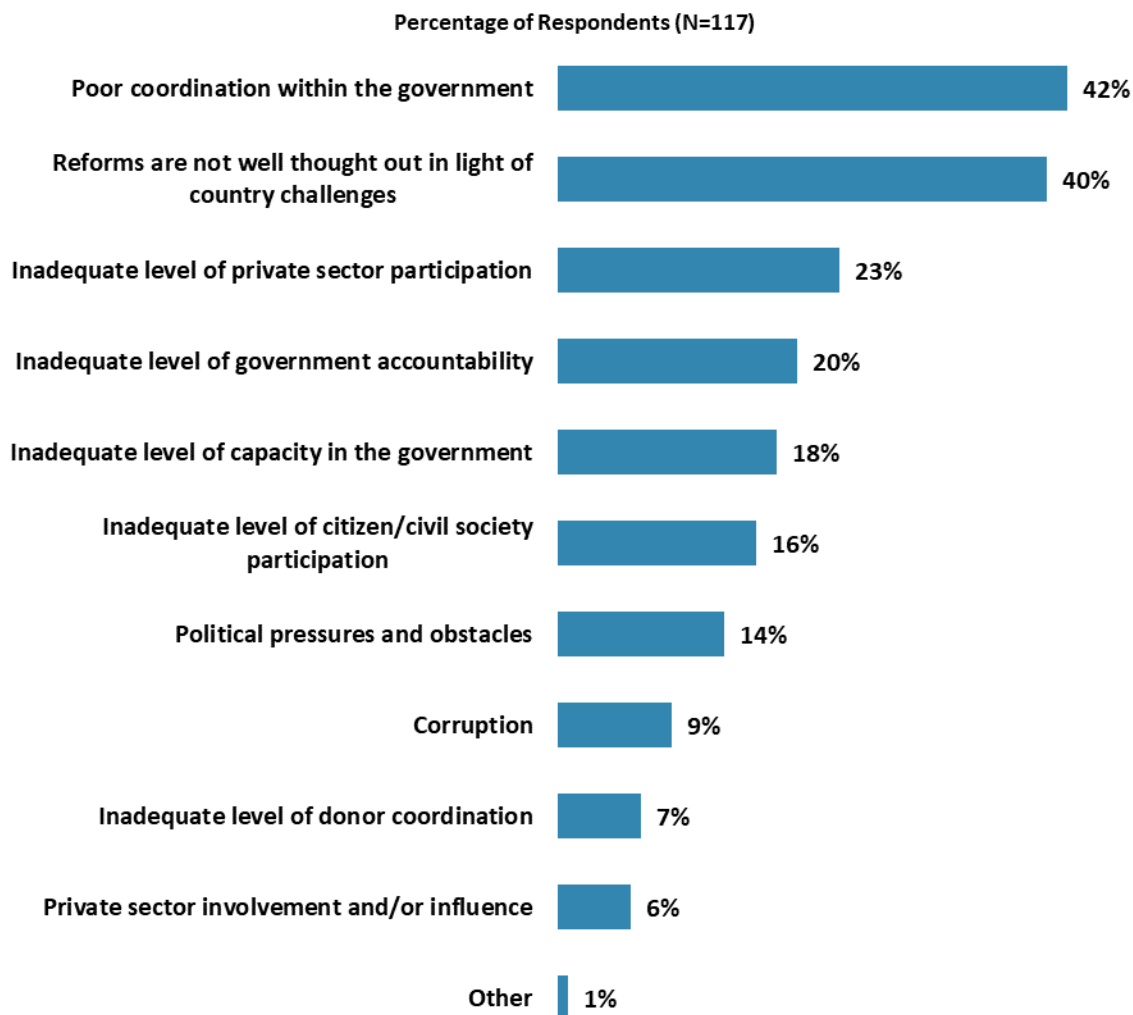
"When thinking about development efforts in Bhutan, do you think that civil society (e.g., NGOs, CBOs) should ... ?" (Respondents chose from a list.)



IV. General Issues Facing Bhutan (continued)

Attributions for Slow/Failed Reform Efforts

- **Year comparison:** Respondents in the FY '16 Country Survey indicated that, when reform efforts fail or are slow to take place in Bhutan, they attribute it to a lack of/inadequate levels of capacity in Government (percentage of respondents = 29%), reforms not being well thought out in light of Bhutan's challenges (29%), poor donor coordination (26%), and the WBG not being sensitive enough to political/social realities on the ground (24%).



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

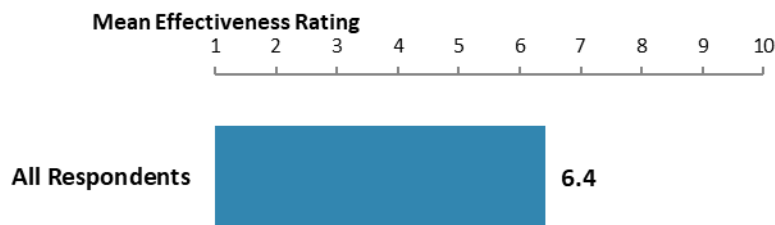


V. Overall Attitudes toward the World Bank Group

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

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

- **Year comparison:** Respondents in this year’s Country Survey gave statistically similar ratings for the WBG’s effectiveness in Bhutan (weighted mean rating = 6.0) compared to respondents from the FY ‘16 Country Survey (weighted mean rating = 6.3).
- **Collaboration:** Respondents who said that they collaborate with the WBG gave significantly higher ratings for the WBG’s effectiveness in Bhutan (mean rating = 7.1) compared to those who said that they do not collaborate with the WBG (mean rating = 6.1).



"Overall, please rate your impression of the World Bank Group’s effectiveness in Bhutan."
(1 - "Not effective at all", 10 - "Very effective")

Achieving Development Results (Indicator Question)

- **Year comparison:** Respondents in this year’s Country Survey gave statistically similar ratings for the extent to which the WBG achieves development results (weighted mean rating = 6.9) compared to respondents from the FY ‘16 Country Survey (weighted mean rating = 6.8).

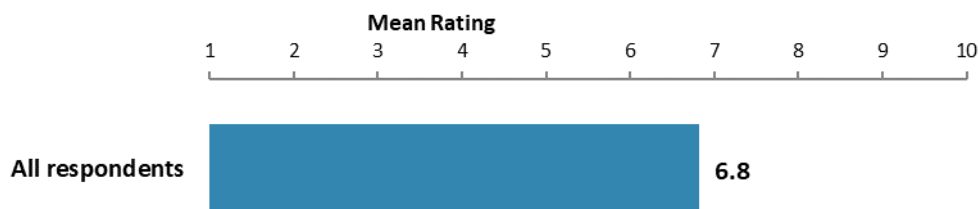


"To what extent does the World Bank Group’s work help to achieve development results in Bhutan?" (1 - "To no degree at all", 10 - "To a very significant degree")



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

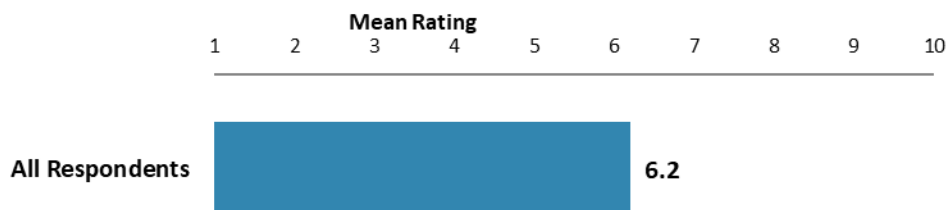
Influence on Bhutan's Development Agenda (*Indicator Question*)



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

WBG Staff Preparedness

- **Year comparison:** Respondents in this year's Country Survey gave statistically similar ratings for the extent to which the WBG's staff is well prepared (weighted mean rating = 6.1) compared to respondents from the FY '16 Country Survey (weighted mean rating = 6.4).
- **Collaboration:** Respondents who said that they collaborate with the WBG gave significantly higher ratings for the extent to which the WBG's staff is well prepared (mean rating = 6.8) compared to those who said that they do not collaborate with the WBG (mean rating = 5.8).
- **Locations:** Respondents from the North/South of Bhutan gave significantly higher ratings for the extent to which the WBG's staff is well prepared (mean rating = 7.4) compared to those from East or West Bhutan (mean ratings = 5.8 and 6.0, respectively).



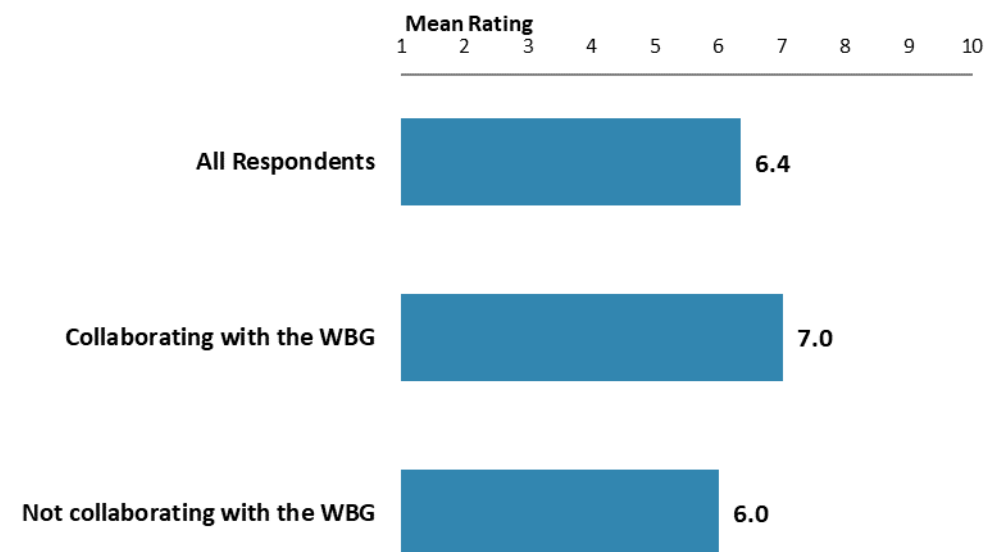
"To what extent do you believe the World Bank Group's staff is well prepared to help Bhutan solve its most complicated development challenges?"
(1-"To no degree at all", 10-"To a very significant degree")



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

Overall Ratings for Indicator Questions

- **Stakeholders:** Respondents across all stakeholder groups gave statistically similar ratings for the aggregated responses to the twenty-eight COS indicator questions.
- **Collaboration:** Respondents who said that they collaborate with the WBG gave significantly higher ratings to the twenty-eight COS indicator questions compared to those who said that they do not collaborate with the WBG. Comparisons for individual indicator questions as a function of exposure to the WBG can be found in Appendix F (page 102).



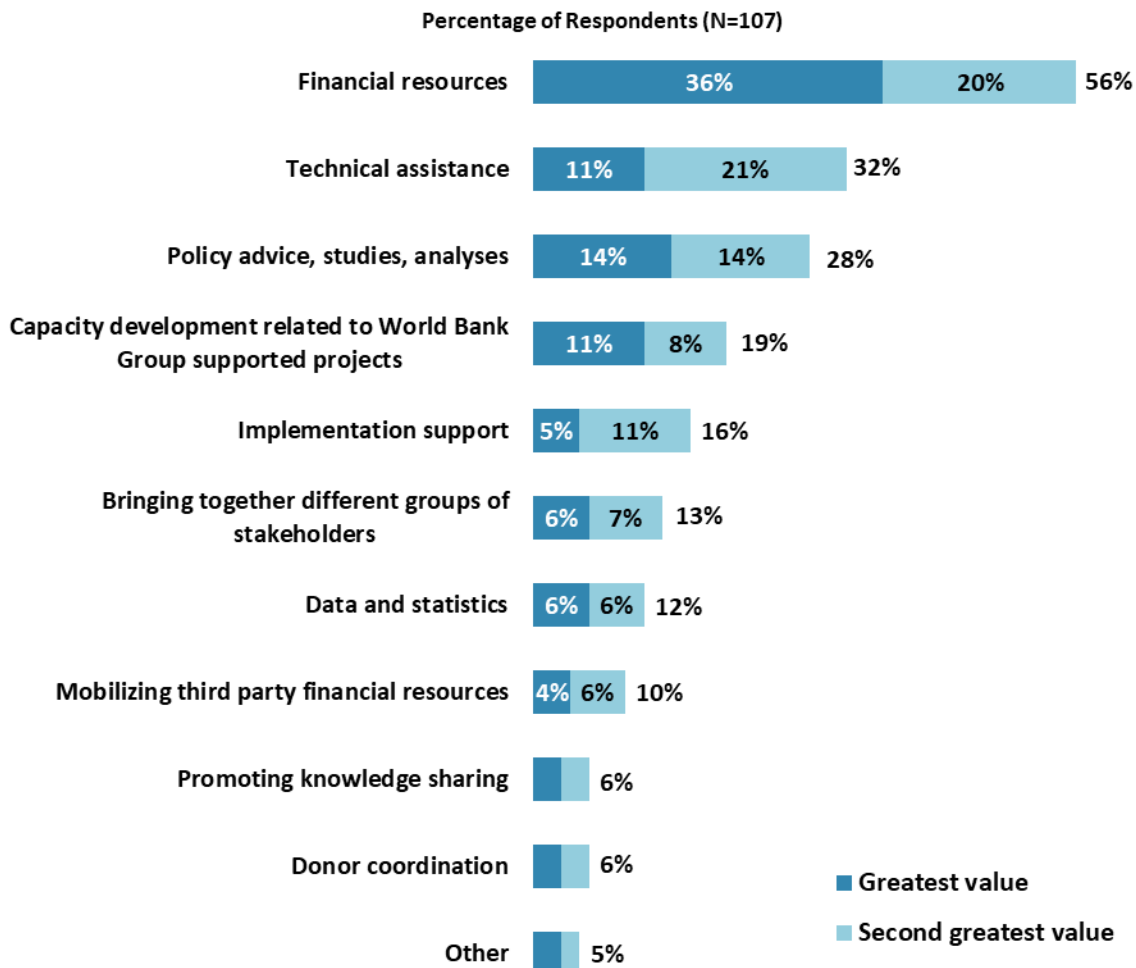
Mean Ratings for All Indicator Questions by Collaboration on a Scale from 1 to 10



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

Greatest Value

- **Year comparison:** Respondents in the FY '16 Country Survey indicated that the WBG's greatest values to Bhutan were its financial resources (percentage of respondents = 58%), followed by policy advice, studies, analyses (36%), technical assistance (36%), and capacity development (26%).



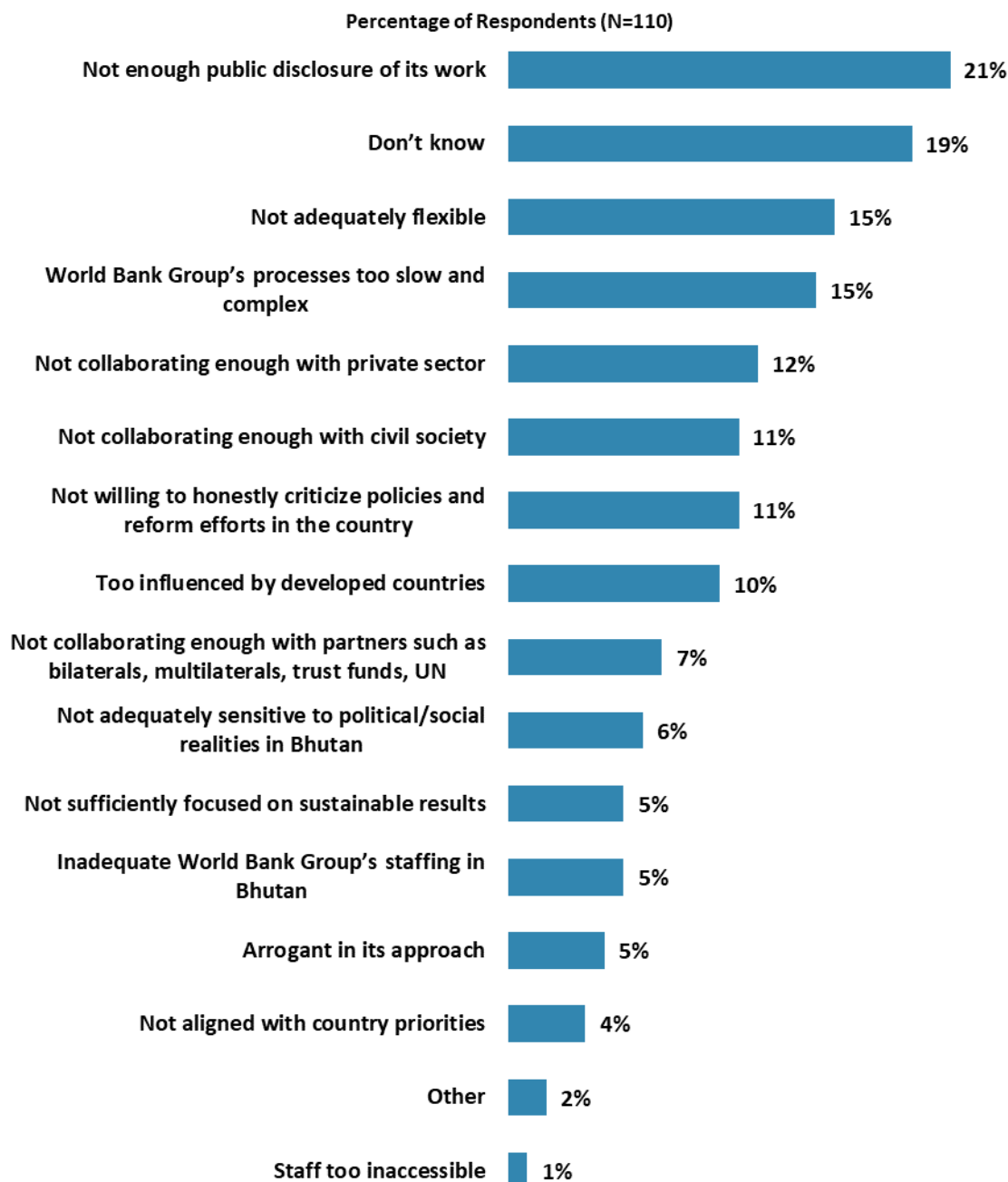
"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Bhutan?" (Respondents chose from a list.)



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

Greatest Weakness

- **Year comparison:** Respondents in the FY '16 Country Survey indicated that the WBG's greatest weakness in its work in Bhutan was not collaborating enough with stakeholders outside the Government (percentage of respondents = 33%), followed by the WBG's processes being too complex (20%) and not enough public disclosure of its work (18%), with 17% of respondents indicated that they didn't know.



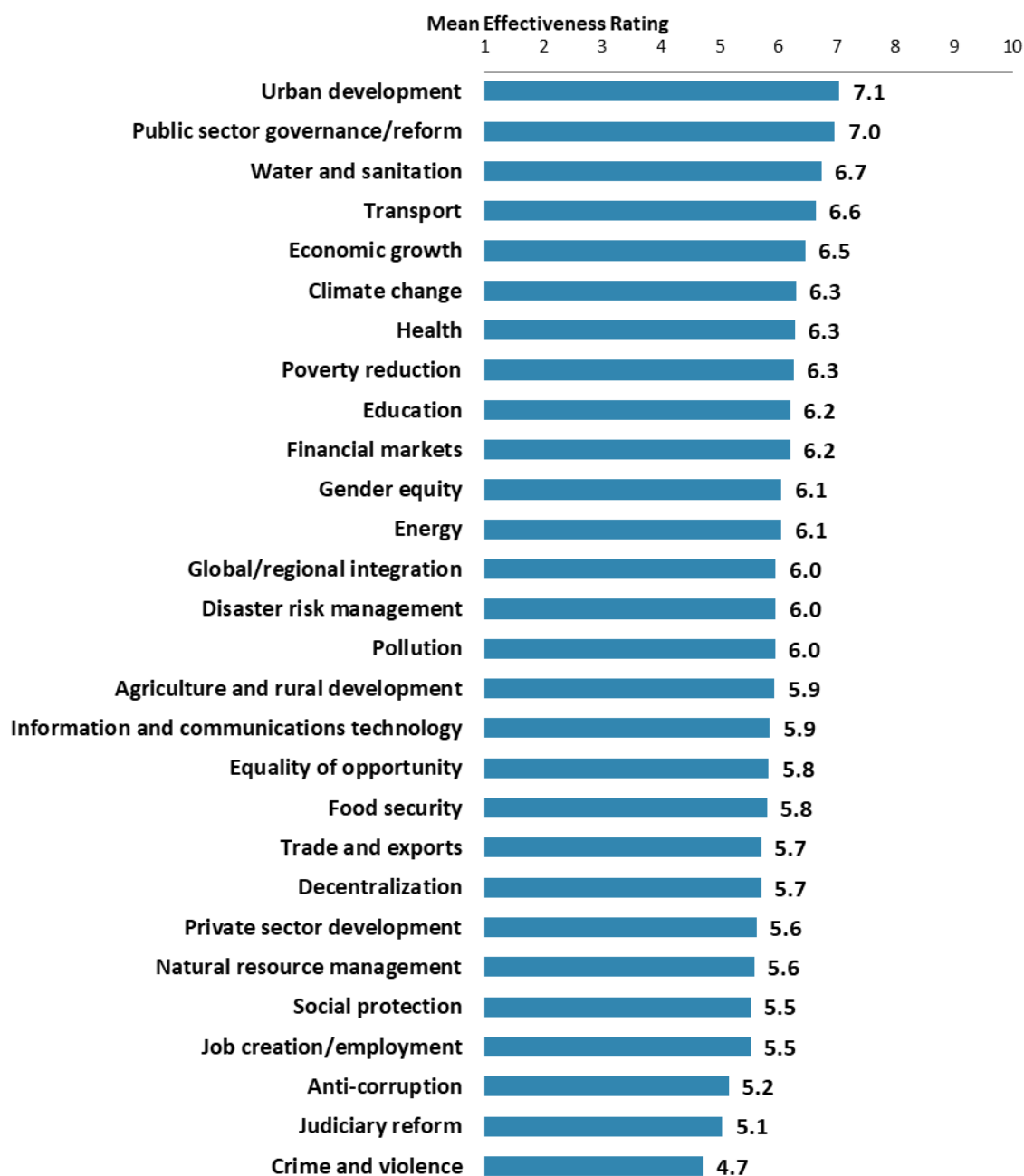
"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Bhutan? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



VI. Sectoral Effectiveness

Effectiveness of WBG's Support in Sectoral Areas

- **Collaboration:** Respondents who said that they collaborate with the WBG gave significantly higher ratings for the WBG's effectiveness at job creation/employment (mean rating = 6.2) compared to those who said that they do not collaborate with the WBG (mean rating = 5.0).

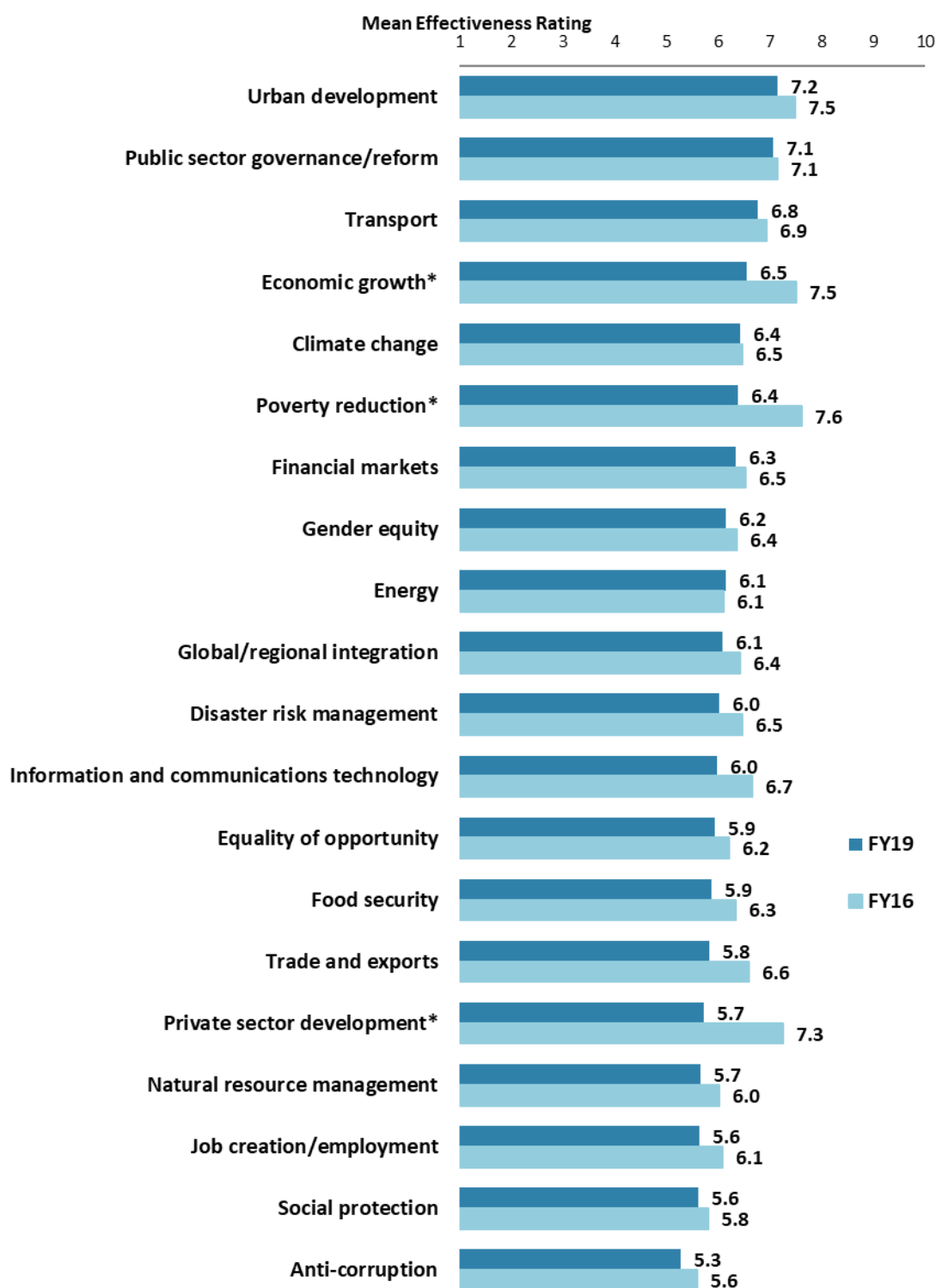


"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Bhutan?" (1-"Not effective at all", 10-"Very effective")



VI. Sectoral Effectiveness (continued)

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

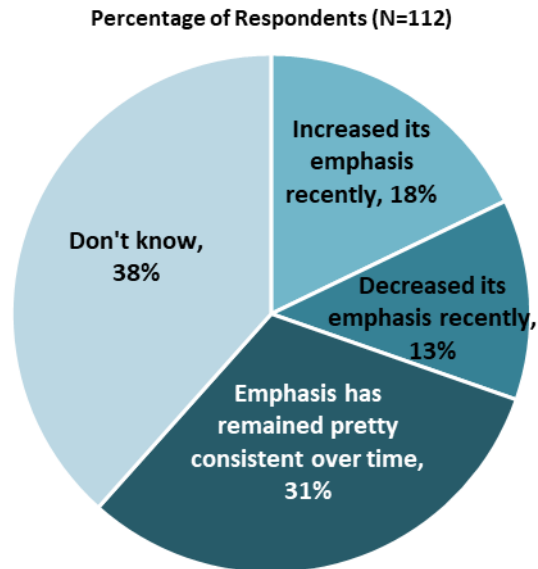


"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Bhutan?" (1-"Not effective at all", 10-"Very effective")
Means calculated using weighted data. (*Significantly different between FY19 and FY16)



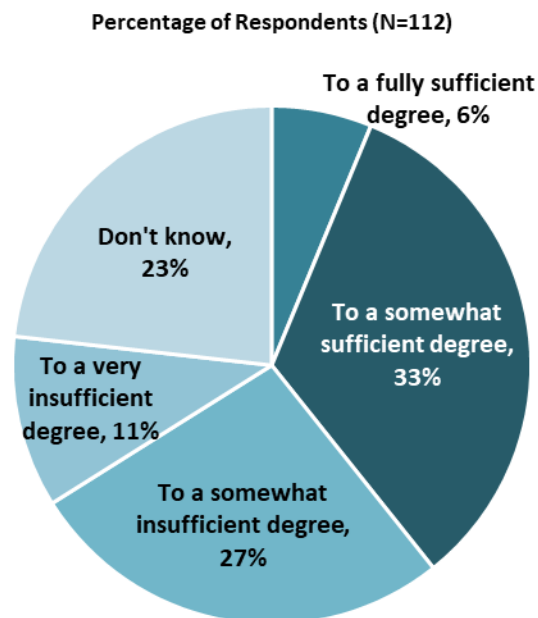
VI. Sectoral Effectiveness (continued)

The WBG's Human Capital Investment



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

Helping the Poorest

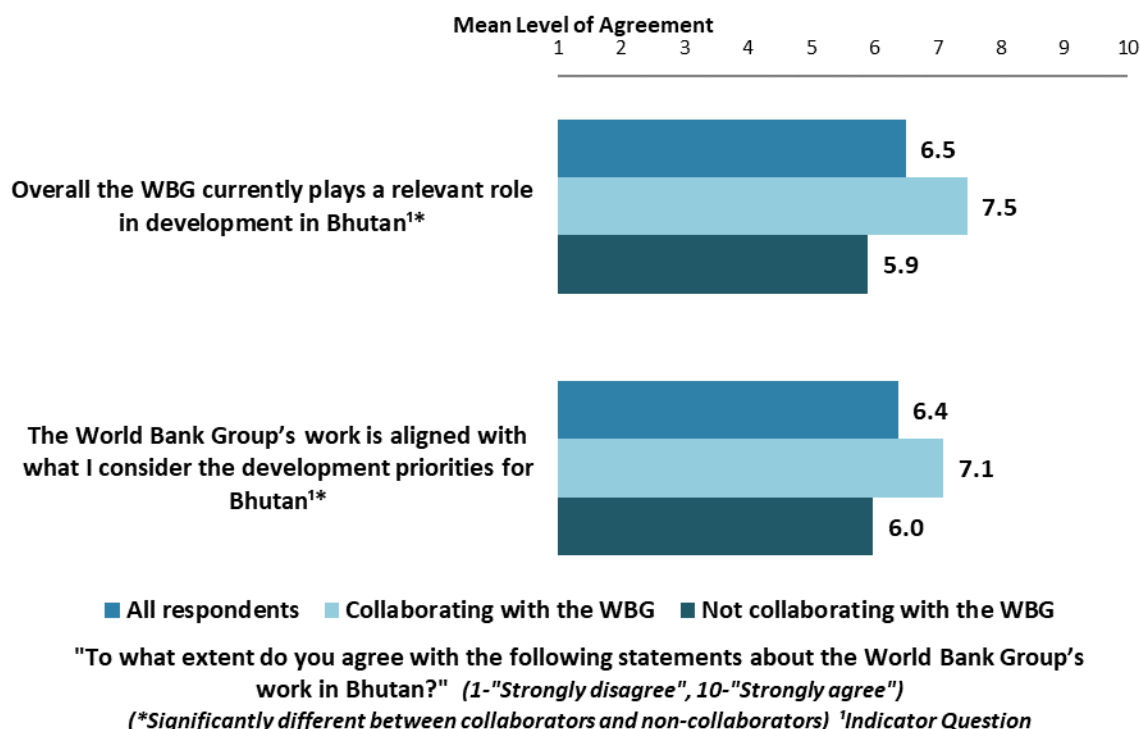


"To what extent do you believe that the World Bank Group's work and support help the poorest in Bhutan? (Select only ONE response)" (Respondents chose from a list.)

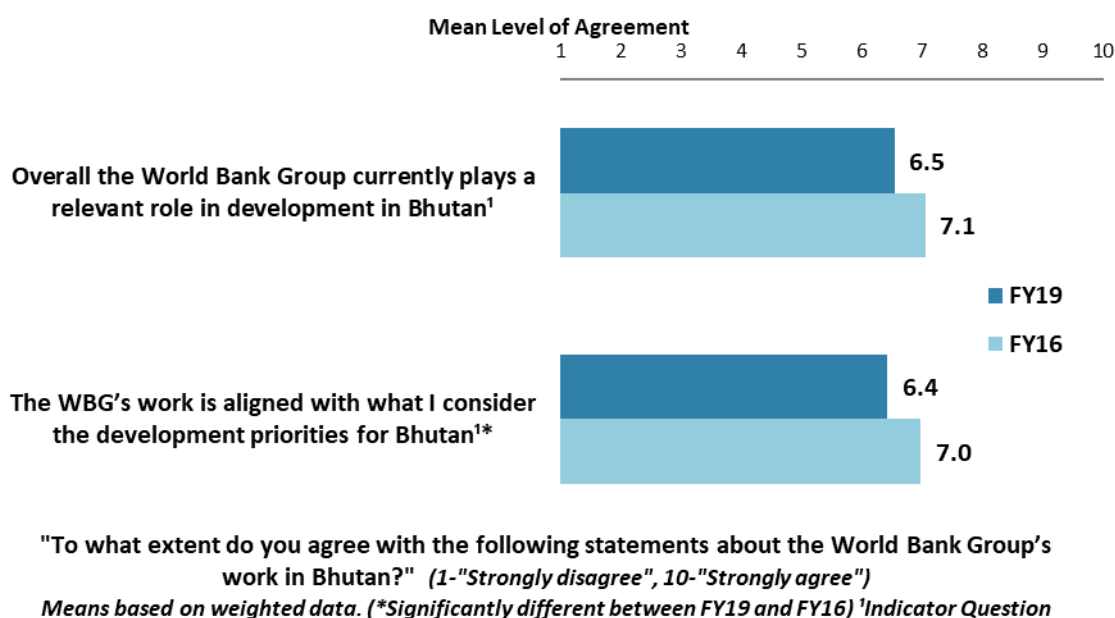


VII. How the World Bank Group Operates

The World Bank Group's Work in Bhutan: Collaboration Comparison



The World Bank Group's Work in Bhutan: Year Comparison

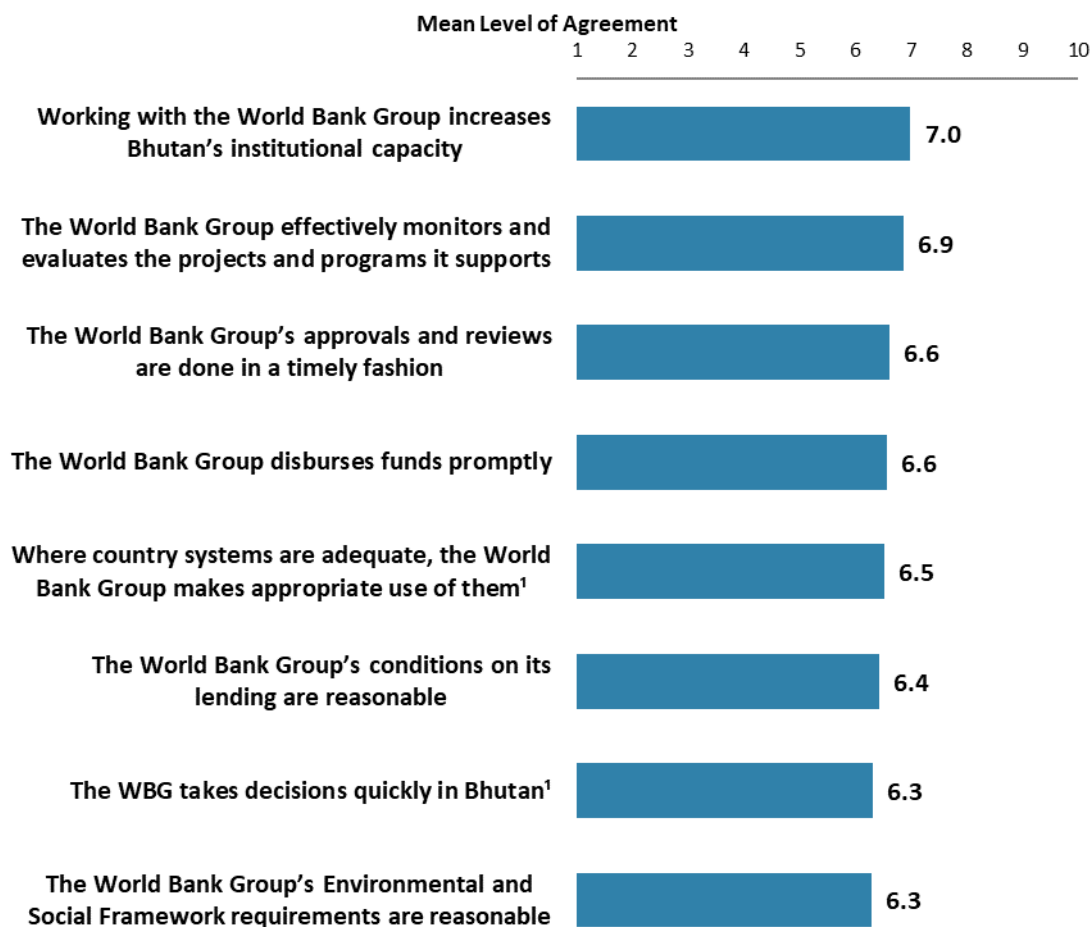




VII. How the World Bank Group Operates (continued)

Overall Perceptions

- **Collaboration:** Respondents who said that they collaborate with the WBG had significantly higher levels of agreement for the WBG disbursing funds promptly (mean rating = 7.3) compared to those who said that they do not collaborate with the WBG (mean rating = 5.8).

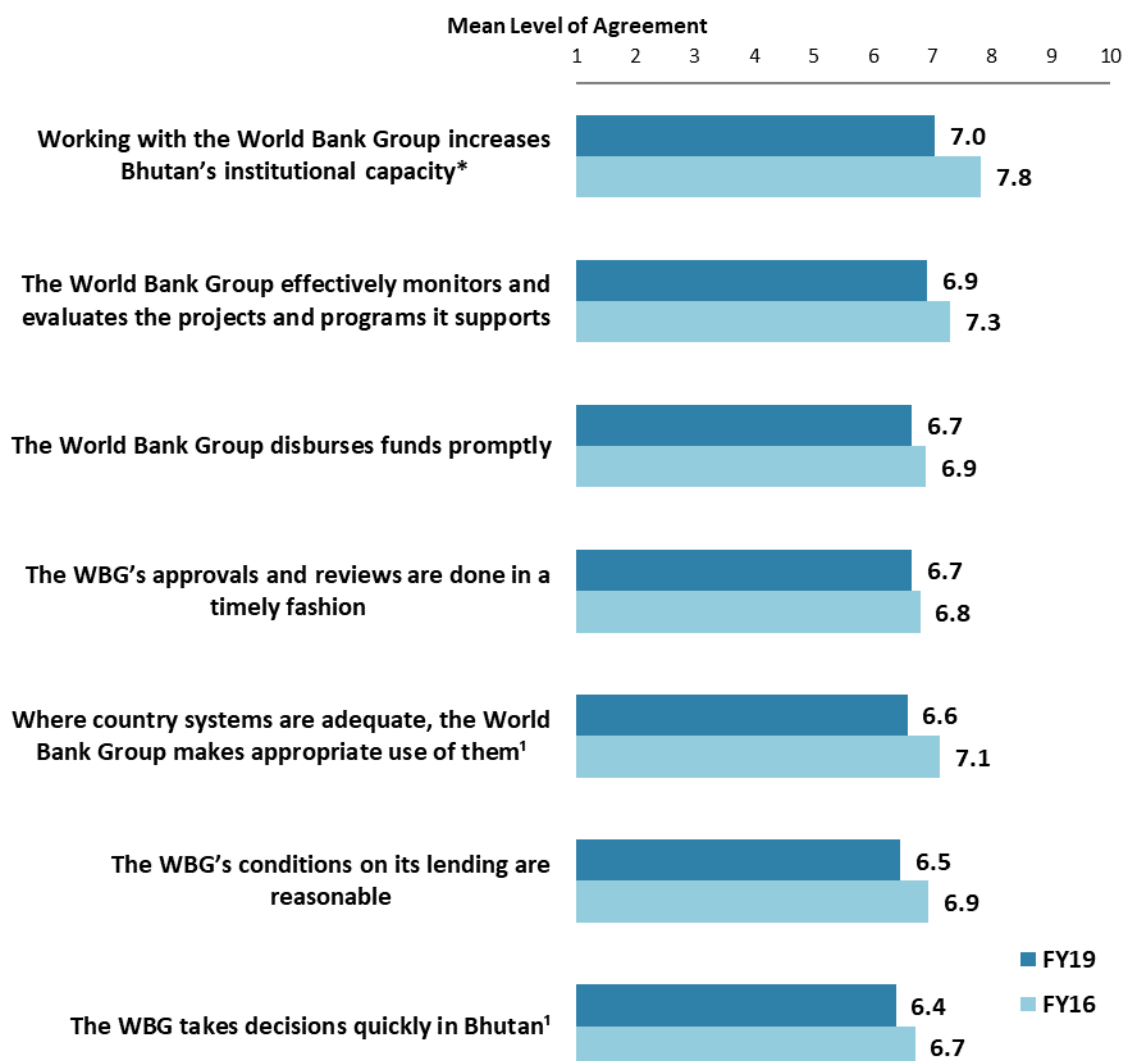


"To what extent do you agree/disagree with the following statements?"
(1-"Strongly disagree", 10-"Strongly agree") ¹Indicator Question



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Year Comparison



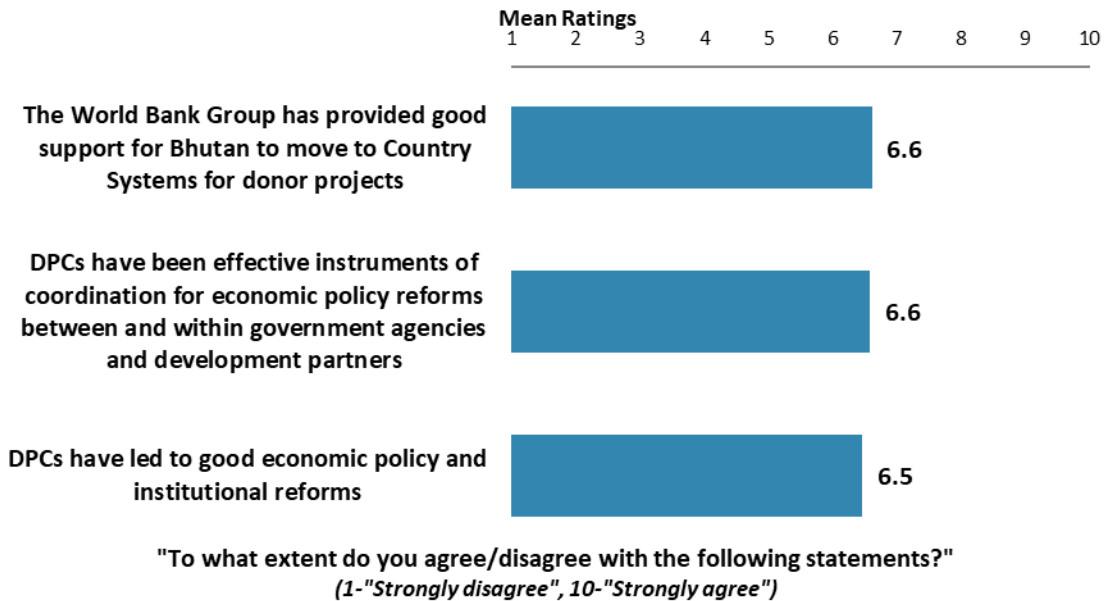
"To what extent do you agree/disagree with the following statements?"
(1-"Strongly disagree", 10-"Strongly agree") Means based on weighted data.
(*Significantly different between FY19 and FY16) ¹Indicator Question



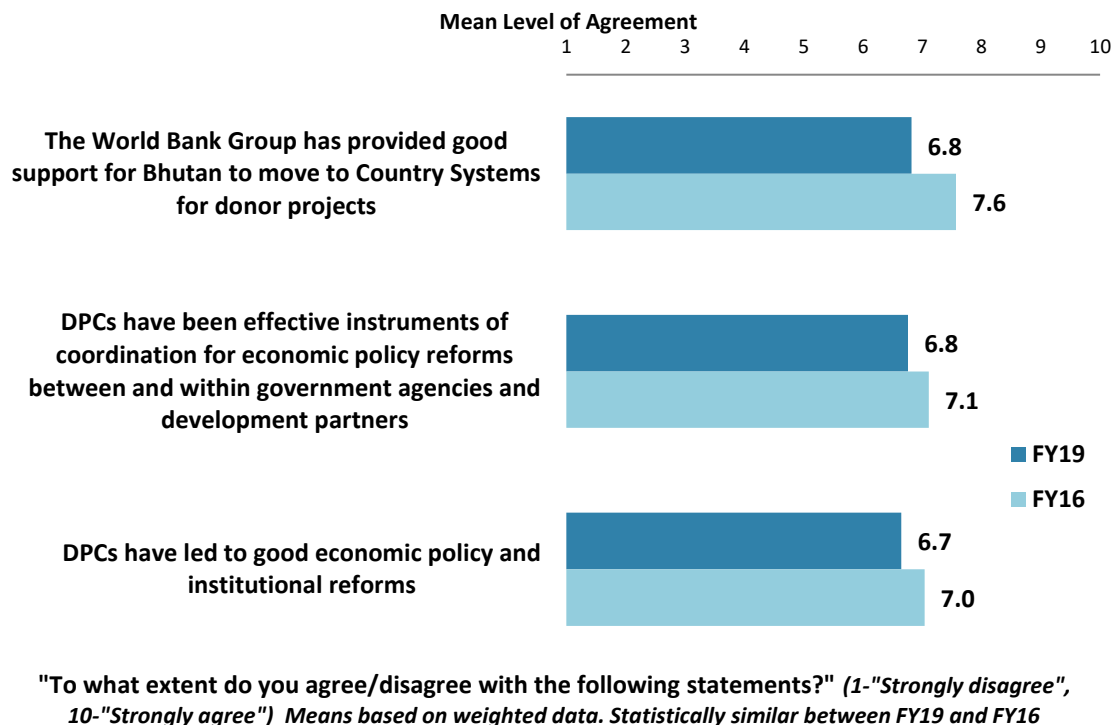
VII. How the World Bank Group Operates (continued)

WBG Development Policy Credit (DPC) Program

Only those respondents who have or have had knowledge, experience, and/or involvement in the implementation of the DPC program were asked to answer these questions.



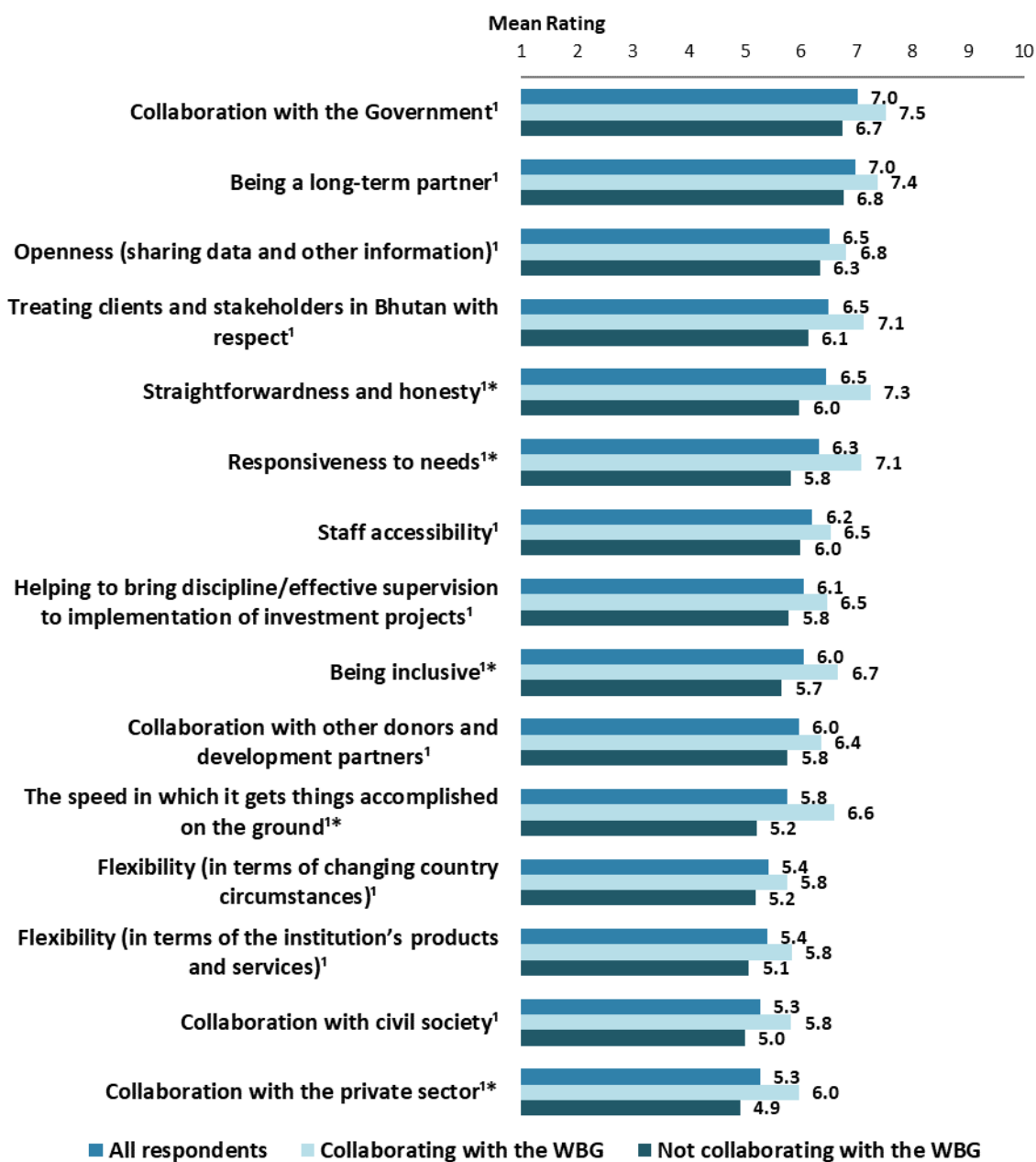
WBG Development Policy Credit (DPC) Program: Year Comparison





VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner



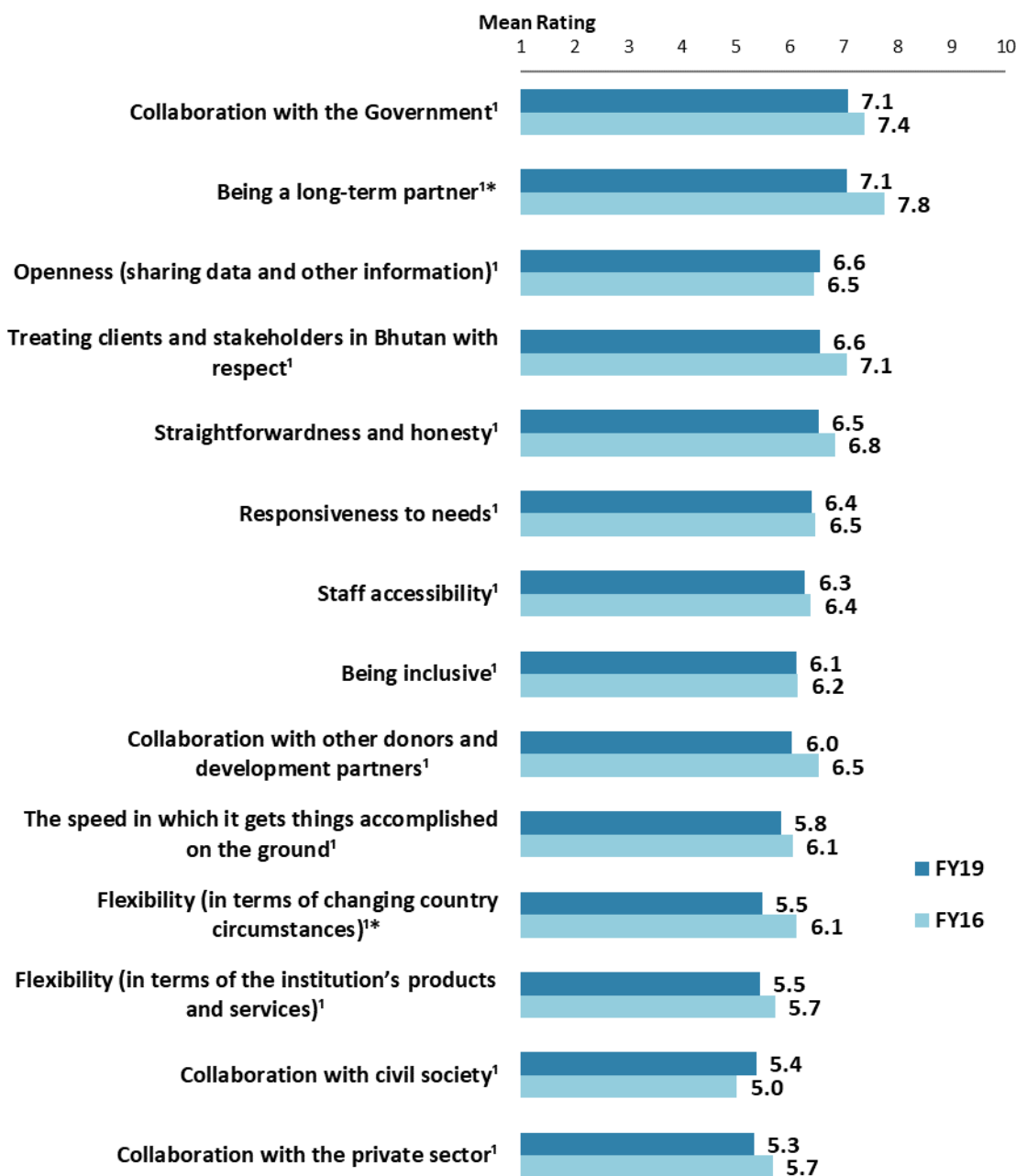
"To what extent is the World Bank Group an effective development partner in Bhutan, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")

^{*}Significantly different between collaborators and non-collaborators ¹Indicator Question



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Year Comparison



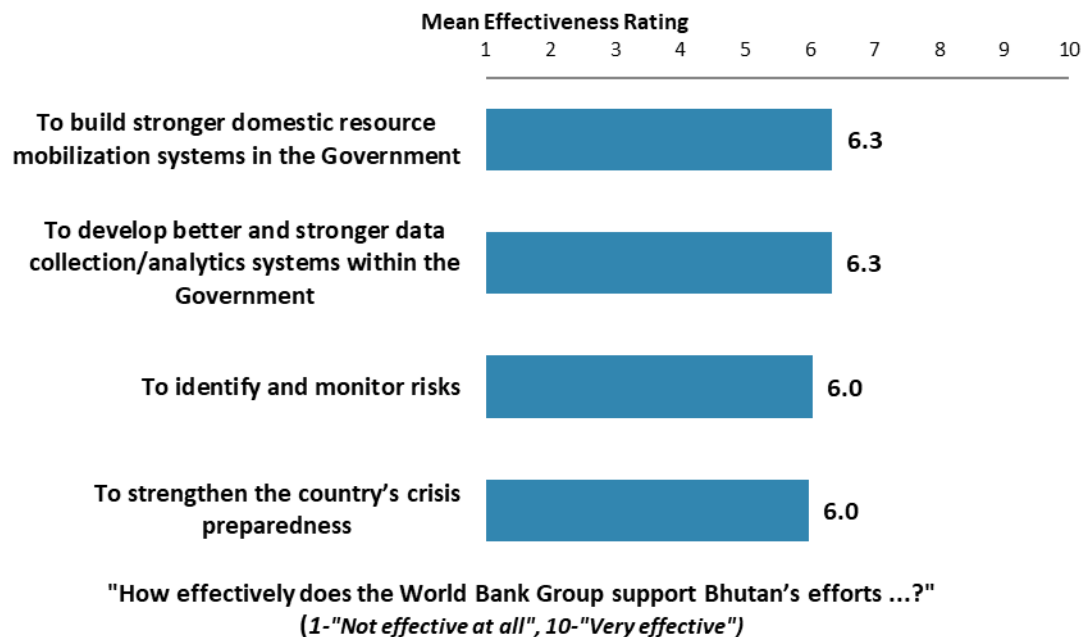
"To what extent is the World Bank Group an effective development partner in Bhutan in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")
Means based on weighted data. (*Significantly different between FY19 and FY16) ¹Indicator Question



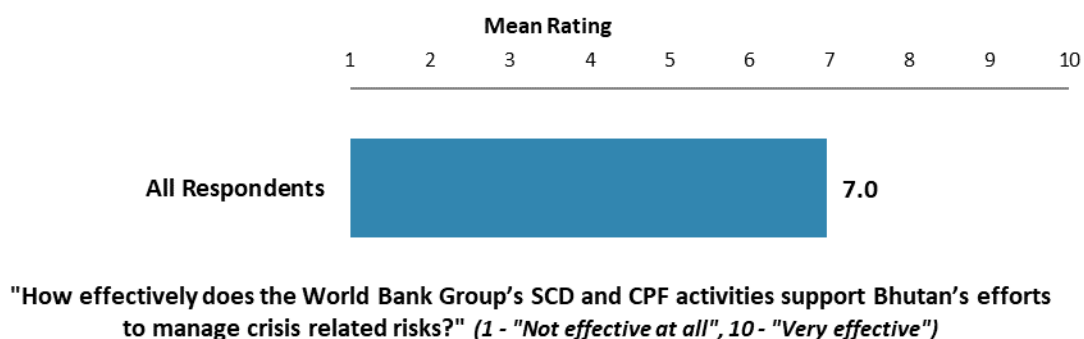
VII. How the World Bank Group Operates (continued)

WBG Supporting Bhutan's Efforts

- **Collaboration:** Respondents who said that they collaborate with the WBG gave significantly higher ratings for the WBG's effectiveness at supporting Bhutan's efforts to build stronger resource mobilization systems (mean rating = 7.1) compared to those who said that they do not collaborate with the WBG (mean rating = 5.9).



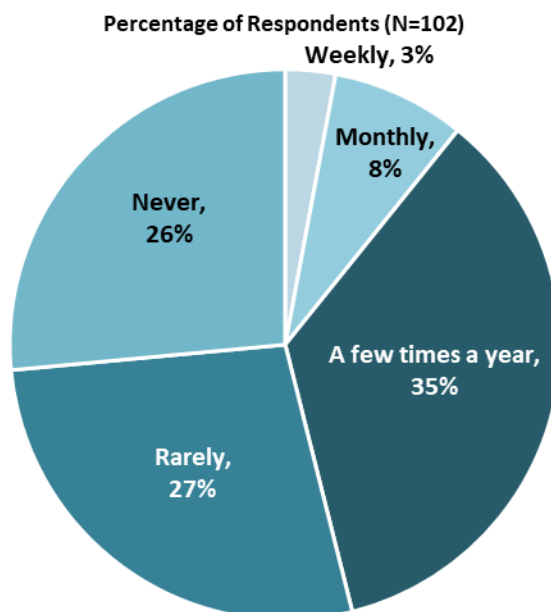
The WBG's SCD and CPF Activities





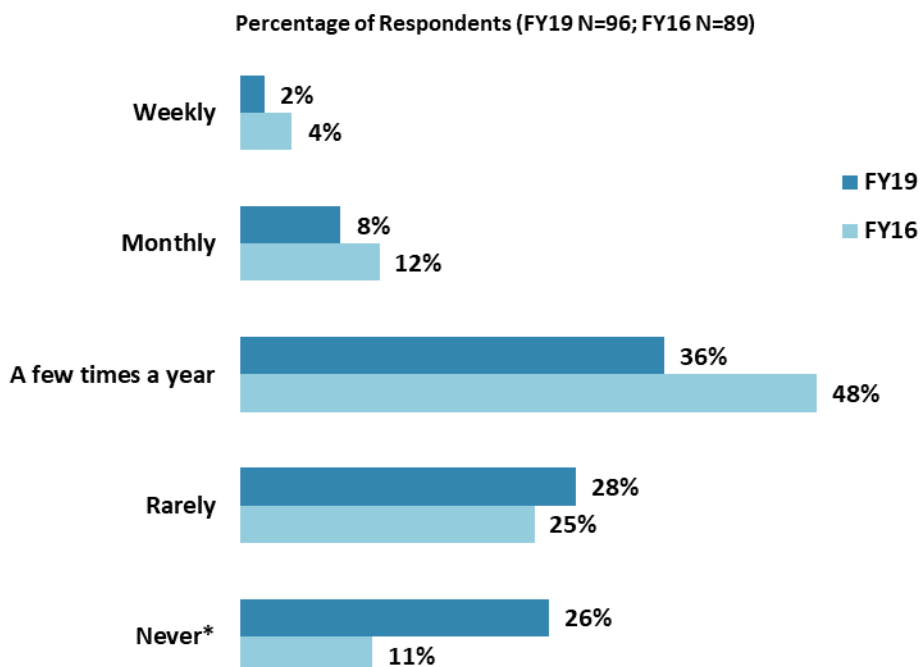
VIII. World Bank Group's Knowledge and Instruments

Frequency of Consulting WBG Knowledge Work and Activities



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

Frequency of Consulting WBG Knowledge Work and Activities: Year Comparison



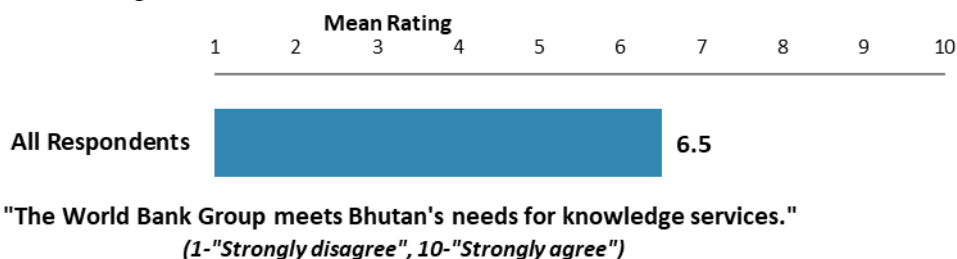
"How frequently do you consult World Bank Group knowledge work and activities in the work you do?" Percentages based on weighted data. *Significantly different between FY19 and FY16



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

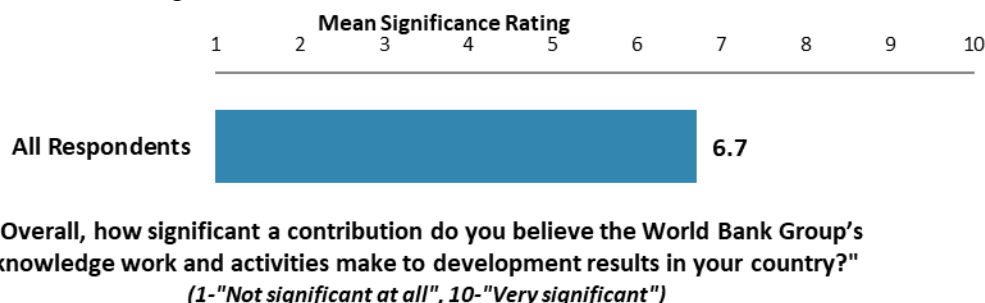
Meeting Bhutan's Knowledge Needs (*Indicator Question*)

- **Year comparison:** Respondents in this year's Country Survey had statistically similar levels of agreement that the WBG meets the country's needs for knowledge services (weighted mean rating = 6.5) compared to respondents from the FY '16 Country Survey (weighted mean rating = 6.7).



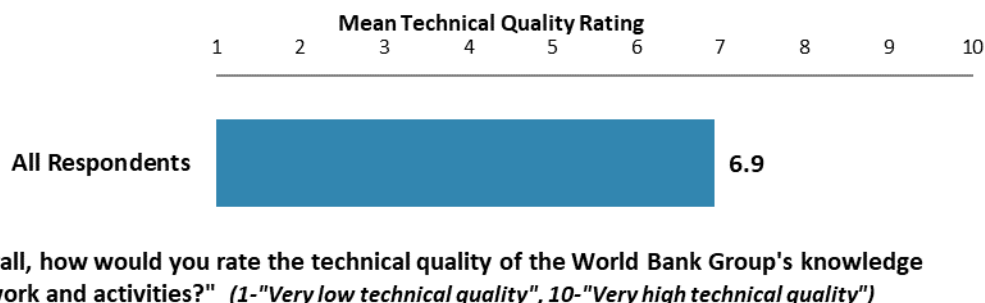
Contribution of the WBG's Knowledge Work and Activities (*Indicator Question*)

- **Year comparison:** Respondents in this year's Country Survey gave statistically similar ratings for the significance of the contribution of the WBG's knowledge work and activities (weighted mean rating = 6.7) compared to respondents from the FY '16 Country Survey (weighted mean rating = 7.0).



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

- **Year comparison:** Respondents in this year's Country Survey gave statistically similar ratings for the technical quality of the WBG's knowledge work and activities (weighted mean rating = 7.0) compared to respondents from the FY '16 Country Survey (weighted mean rating = 7.4).

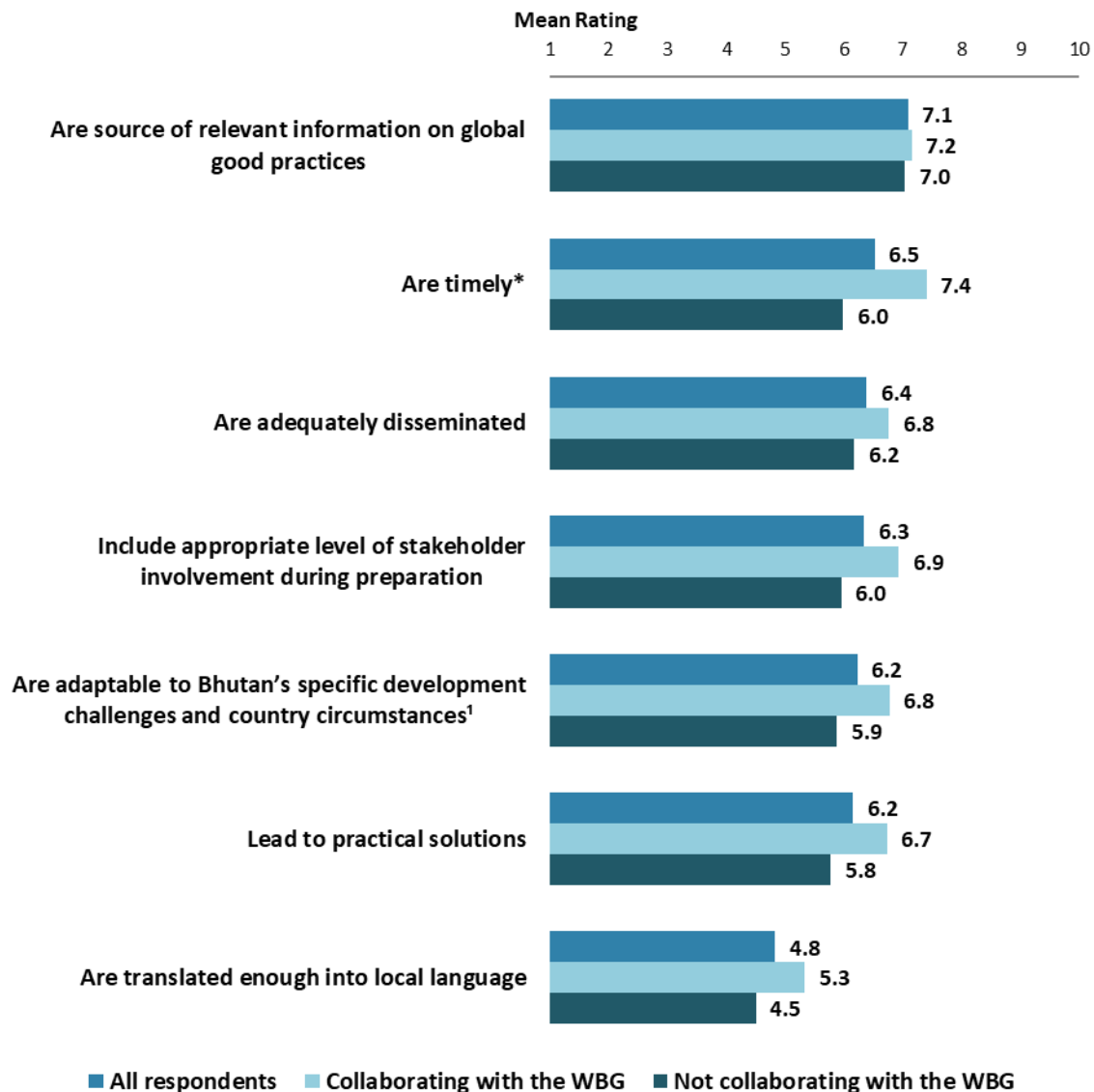




VIII. World Bank Group's Knowledge and Instruments (continued)

Qualities of the WBG's Knowledge Work and Activities

- **Year comparison:** Respondents in this year's Country Survey gave statistically similar ratings regarding these aspects of the WBG's knowledge work and activities as compared to respondents from the FY '16 Country Survey (see Appendix E, page 95).



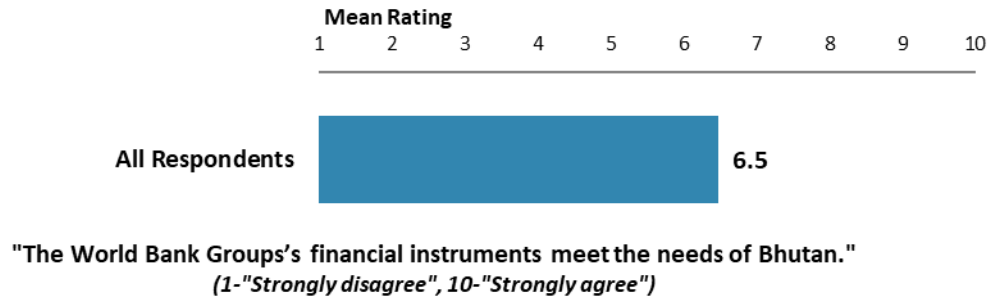
"In Bhutan, to what extent do you believe that the World Bank Group's knowledge work and activities...?" (1-"To no degree at all", 10-"To a very significant degree")
(*Significantly different between collaborators and non-collaborators) ¹Indicator Question



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

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

- **Year comparison:** Respondents in this year's Country Survey had statistically similar levels of agreement that the WBG's financial instruments meets the country's needs (weighted mean rating = 6.5) compared to respondents from the FY '16 Country Survey (weighted mean rating = 6.7).

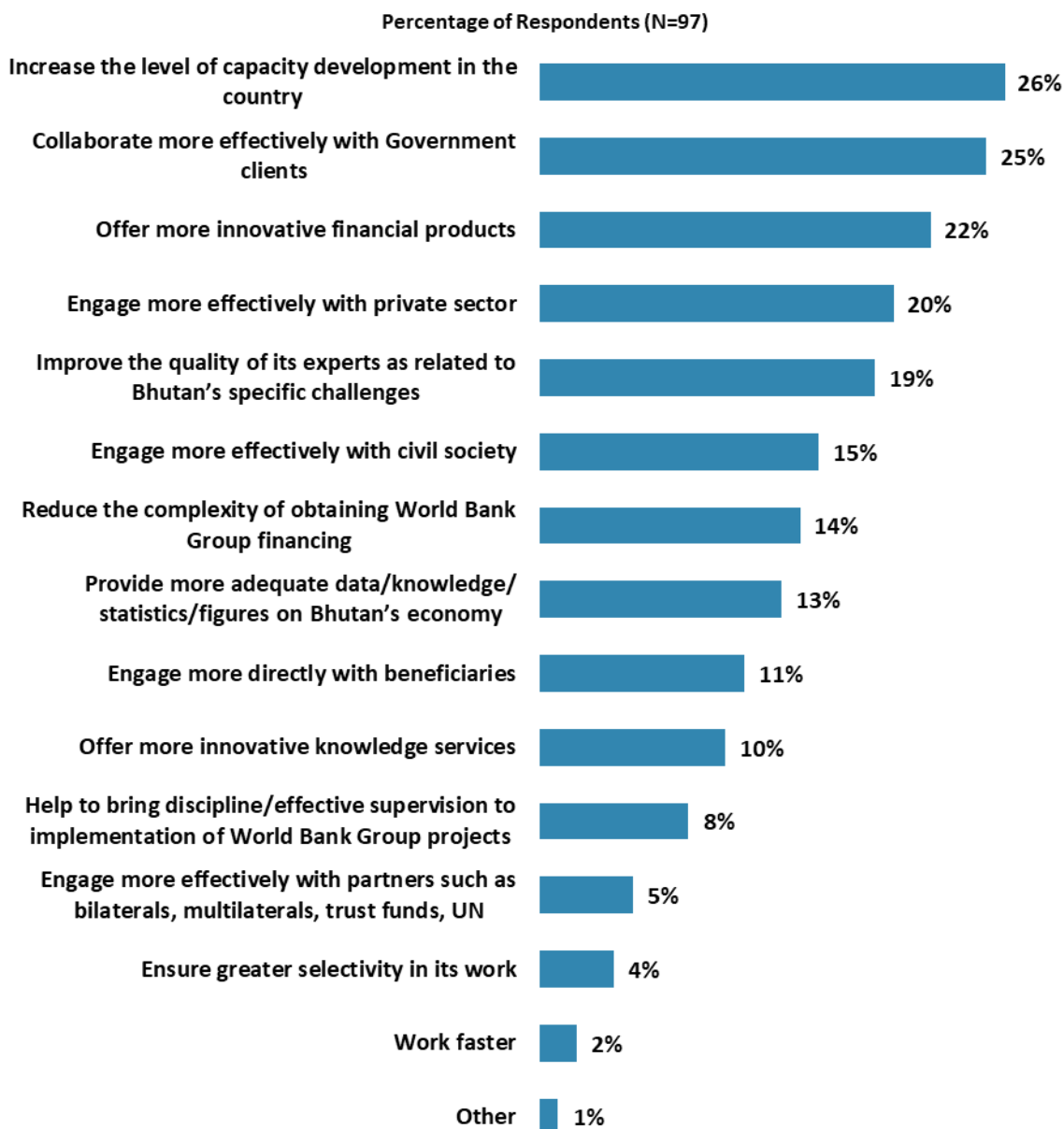




IX. The Future Role of the WBG in Bhutan

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the FY '16 Country Survey indicated that, to make itself of greater value, the WBG should increase the level of capacity development in the country (percentage of respondents = 35%), reach out more to groups outside of Government (30%), and offer more innovative financial products (27%).



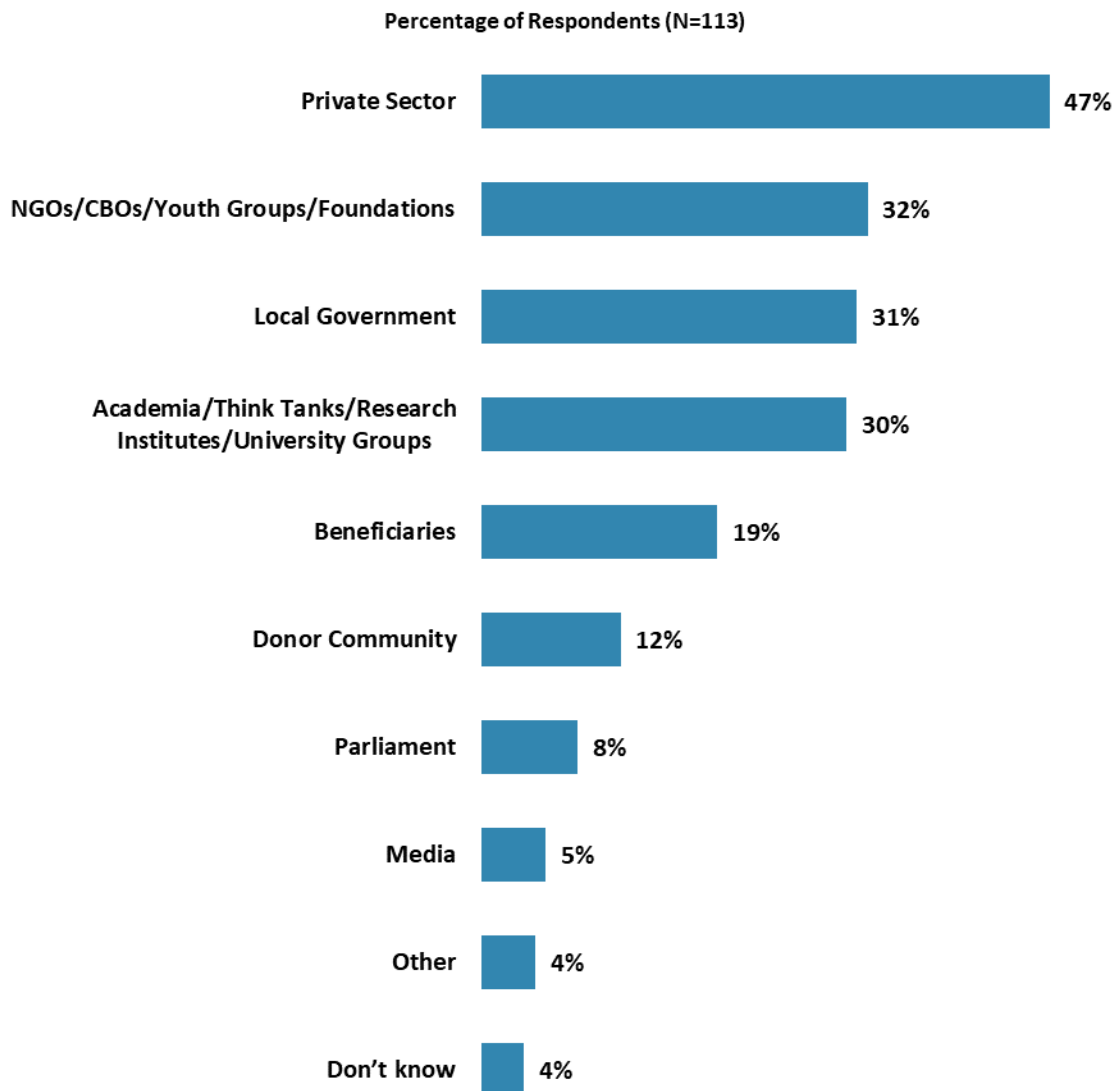
"Which of the following SHOULD the World Bank Group do to make itself of greater value in Bhutan? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



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

World Bank Group Should Collaborate More with...

- **Year comparison:** Respondents in the FY '16 Country Survey indicated that, to ensure better development results in Bhutan, the WBG should collaborate more with the private sector (percentage of respondents = 40%), followed by NGOs/CBOs (29%), local government (26%), academia/think tanks/research institutes (20%), and beneficiaries (19%).



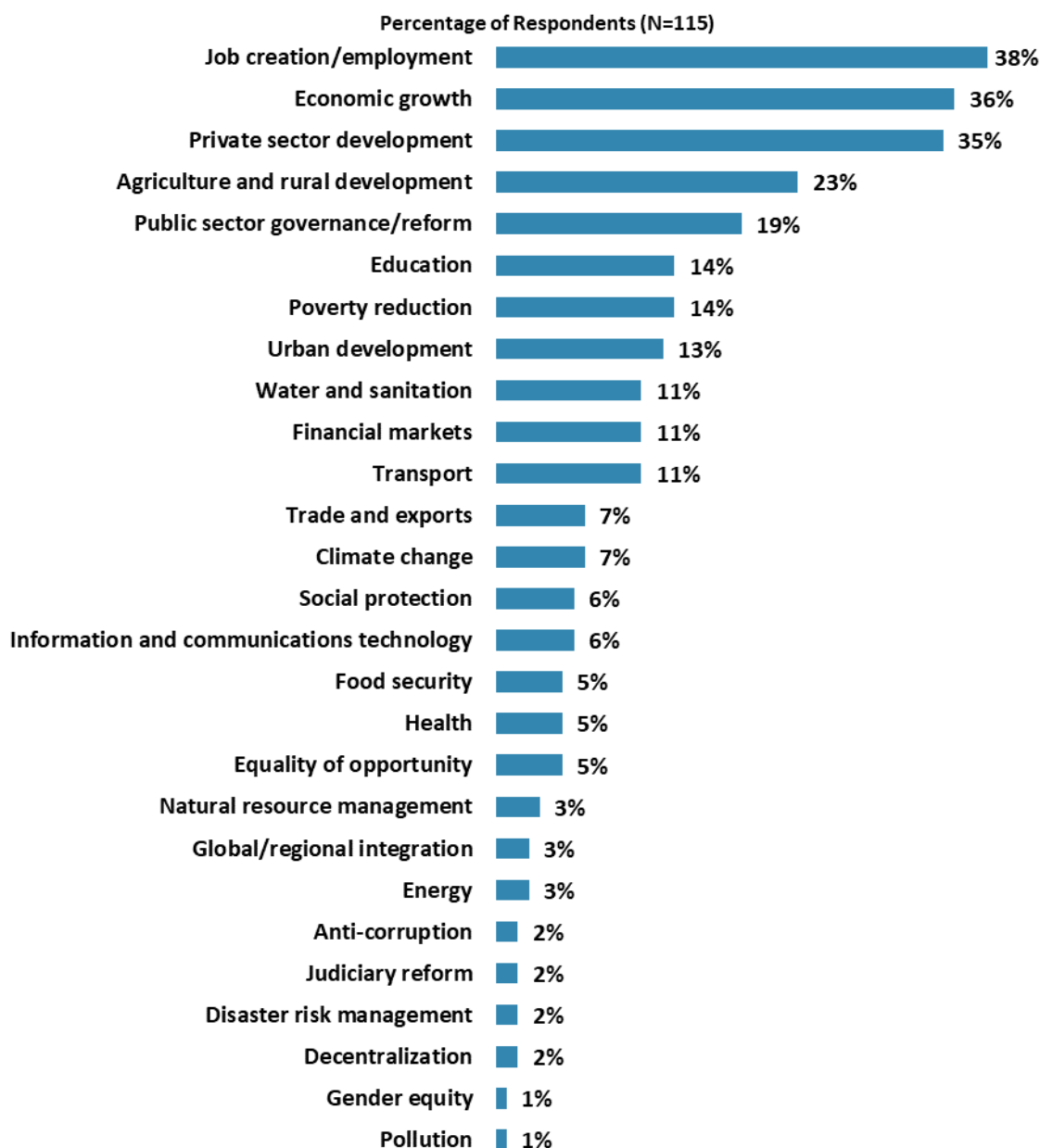
"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



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

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the FY '16 Country Survey indicated that the WBG should focus its resources on economic growth (percentage of respondents = 40%), followed by job creation/employment (28%), private sector development (26%), and rural development (21%).



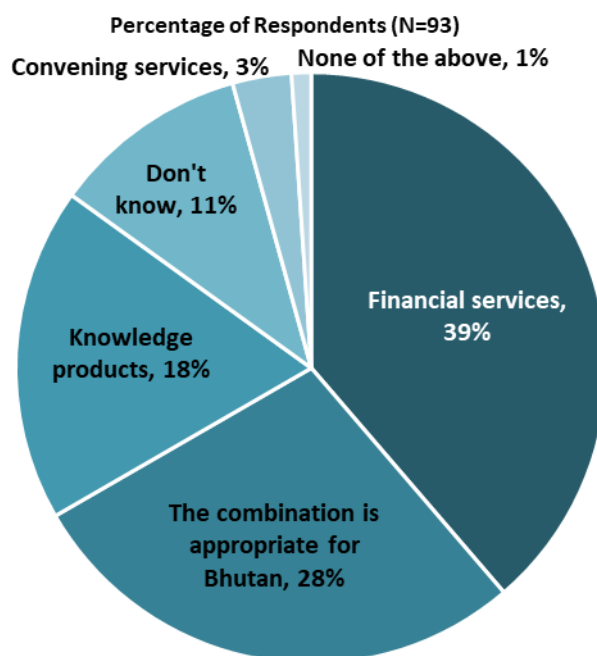
“When thinking about how the World Bank Group can have the most impact on development results in Bhutan, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Bhutan? (Choose no more than THREE)”
(Respondents chose from a list. Responses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



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

Future Combination of the WBG services

- **Year comparison:** Compared to respondents in this year's Country Survey, respondents in the FY '16 Country Survey indicated statistically similar combinations of services that the WBG should offer more of in Bhutan.



"When considering the combination of services that the World Bank Group offers in Bhutan, 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 Bhutan?" (Respondents chose from a list.)

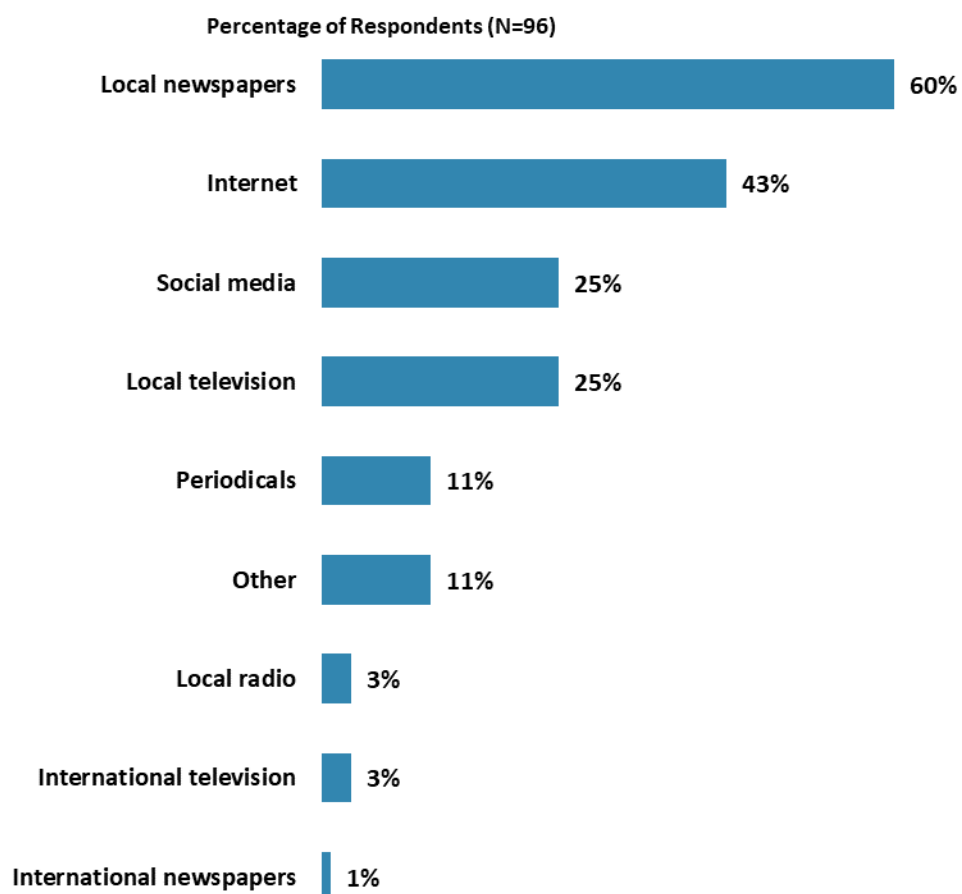


X. Communication and Outreach

When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 50) for all responses by stakeholder groups.

Information Sources

- **Year comparison:** Respondents in the FY '16 Country Survey indicated that they got most of their information about economic and social development issues from the local newspapers (percentage of respondents = 63%), followed by local television (34%), the Internet (28%), and social media (26%).



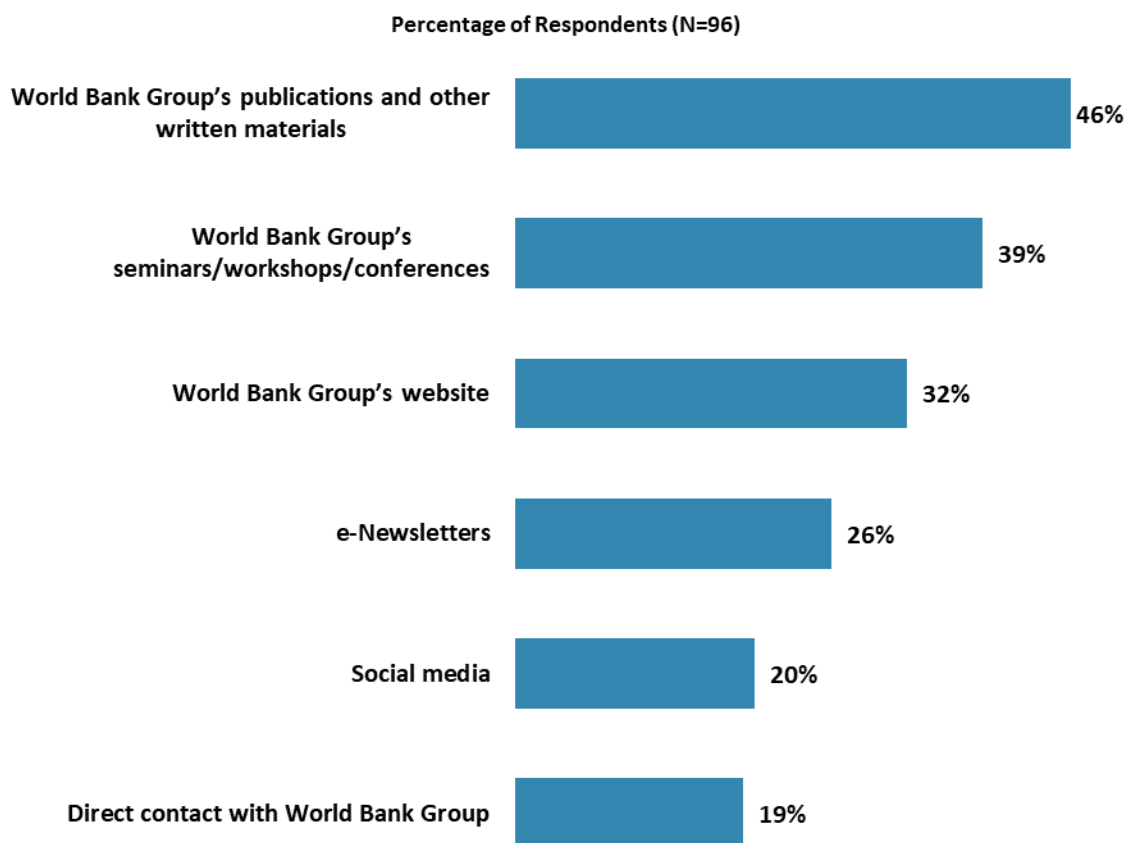
"How do you get most of your information about economic and social development issues in Bhutan? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



XI. Communication and Outreach (continued)

Preferred Information Sources

- **Year comparison:** Respondents in the FY '16 Country Survey indicated that they preferred to get their information from the WBG's seminars/workshops/conferences (percentage of respondents = 44%) and the World Bank website (40%), followed by direct contact with the WBG (27%), the WBG's publications and other written materials (26%), and social media (24%).



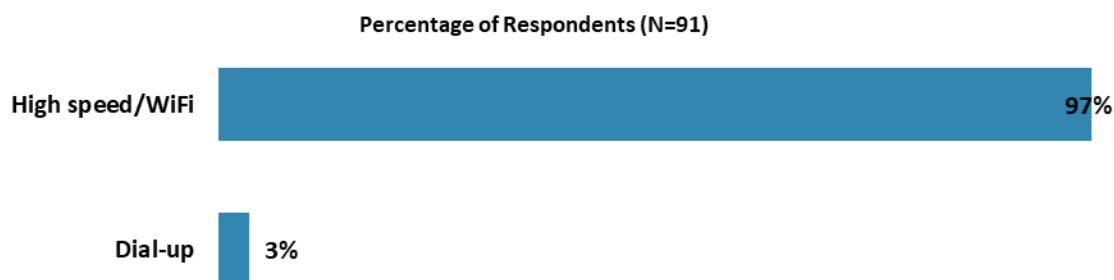
"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



XI. Communication and Outreach (continued)

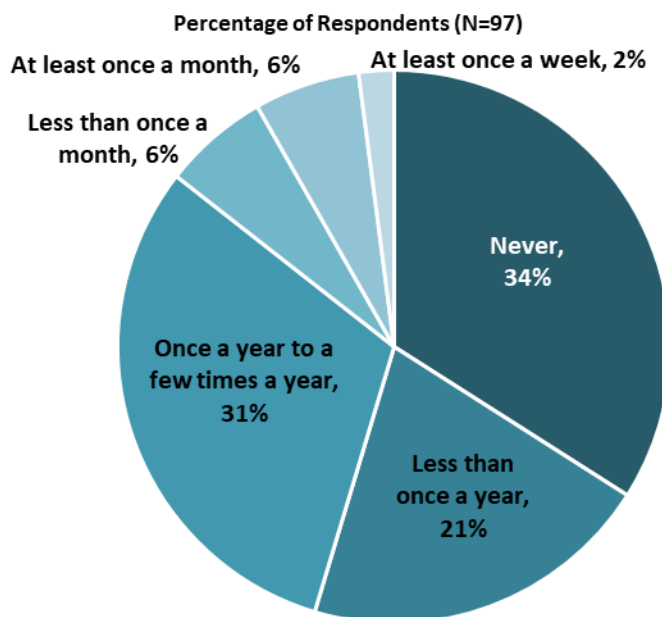
Internet Connection

- **Year comparison:** Respondents in this year's Country Survey had significantly higher rates of high-speed Internet access (weighted percentage of respondents = 98%) compared to respondents in the FY '16 Country Survey (weighted percentage of respondents = 89%).



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

WBG Interaction Frequency

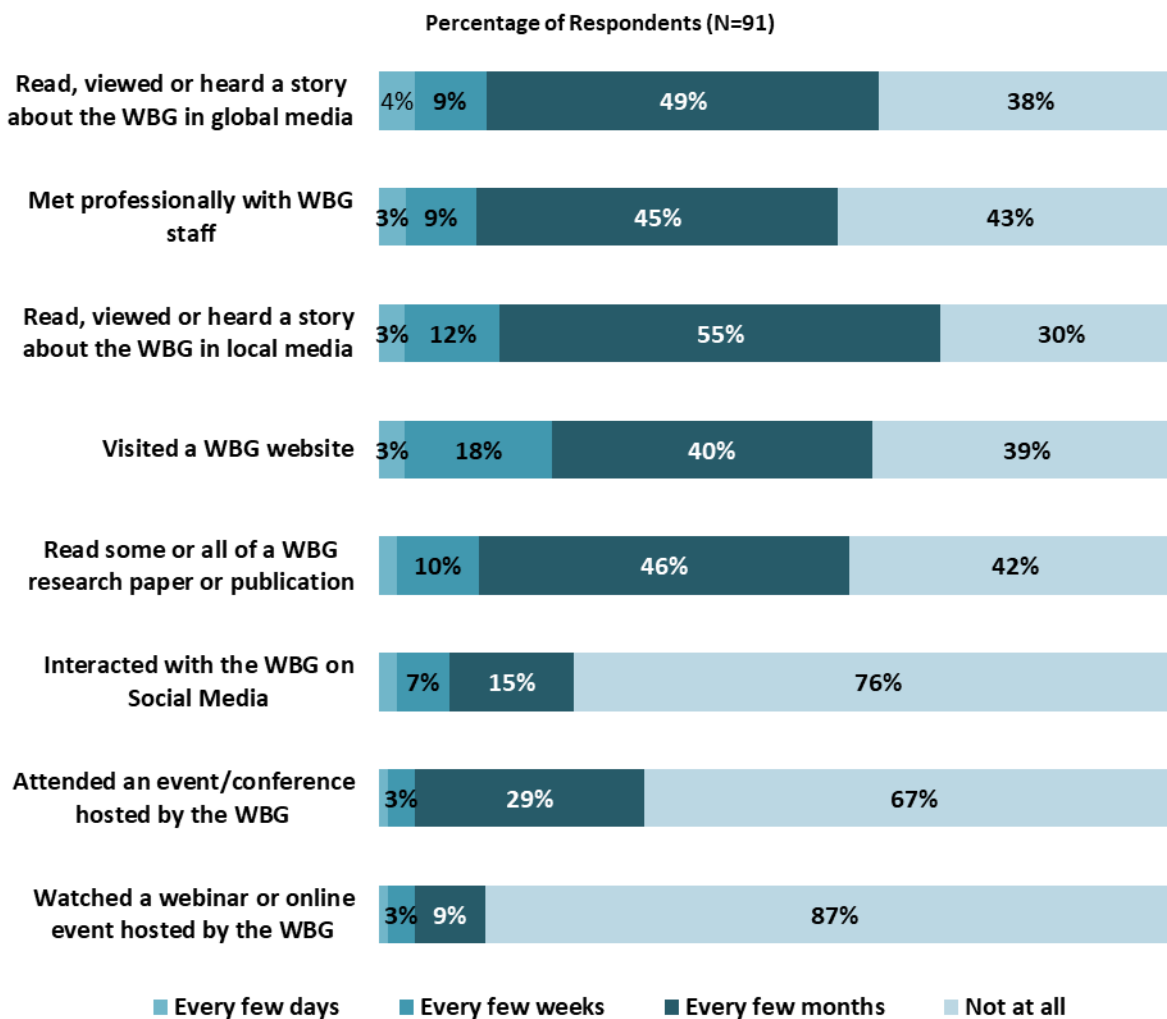


"How frequently do you interact with the World Bank Group now in Bhutan?"
(Respondents chose from a list.)



XI. 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.)



XII. Appendices

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BHUTAN





Appendix A: Responses to All Questions across All Respondents (N=122)

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

A. General Issues Facing Bhutan

1. When you think about the future in Bhutan, are you ... ?	Percentage of Respondents (N=121)
Very pessimistic	2.5%
Somewhat pessimistic	5.0%
Somewhat optimistic	43.0%
Very optimistic	45.5%
Not sure	4.1%

2. Do you think that economic opportunity for citizens in Bhutan is ... ?	Percentage of Respondents (N=121)
Increasing	80.2%
Decreasing	5.8%
Staying about the same	14.0%

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

3. Listed below are a number of development priorities in Bhutan. Please identify which of the following you consider the most important development priorities in Bhutan? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=122)
Job creation/employment	40.2%
Private sector development	27.9%
Economic growth	23.8%
Agriculture and rural development	20.5%
Education	18.9%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	13.9%
Climate change (e.g., mitigation, adaptation)	12.3%
Health	11.5%
Poverty reduction	11.5%
Urban development	9.8%
Water and sanitation	9.8%
Natural resource management	9.0%
Social protection	8.2%
Trade and exports	8.2%
Equality of opportunity (i.e., social inclusion)	7.4%
Food security	6.6%
Transport (e.g., roads, bridges, transportation)	6.6%
Global/regional integration	5.7%
Anti-corruption	5.7%
Judiciary reform	5.7%
Decentralization	4.9%
Disaster risk management	4.1%
Financial markets	3.3%
Energy	3.3%
Information and communications technology	3.3%
Pollution	2.5%
Gender equity (closing the gap between women and men, and boys and girls)	1.6%
Crime and violence	0.0%

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

4. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Bhutan? (Choose no more than 3)	Percentage of Respondents (Responses Combined; N=121)
Agriculture and rural development	49.6%
Job creation/employment	42.1%
Education	33.1%
Economic growth	32.2%
Private sector development	28.1%
Equality of opportunity (i.e., social inclusion)	18.2%
Transport (e.g., roads, bridges, transportation)	9.9%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	9.1%
Food security	8.3%
Natural resource management	8.3%
Anti-corruption	6.6%
Social protection	5.8%
Trade and exports	5.8%
Health	5.8%
Decentralization	5.0%
Information and communications technology	4.1%
Water and sanitation	4.1%
Financial markets	4.1%
Energy	3.3%
Urban development	3.3%
Disaster risk management	2.5%
Global/regional integration	2.5%
Gender equity (closing the gap between women and men, and boys and girls)	2.5%
Climate change (e.g., mitigation, adaptation)	1.7%
Crime and violence	0.0%
Judiciary reform	0.0%
Pollution	0.0%

5. When economic and/or social reform efforts fail or are slow to take place in Bhutan, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=117)
Poor coordination within the government	41.9%
Reforms are not well thought out in light of country challenges	40.2%
Inadequate level of private sector participation	23.1%
Inadequate level of government accountability	19.7%
Inadequate level of capacity in the government	17.9%
Inadequate level of citizen/civil society participation	16.2%
Political pressures and obstacles	13.7%
Corruption	9.4%
Inadequate level of donor coordination	6.8%
Private sector involvement and/or influence	6.0%
Other	0.9%

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

6. To what extent do you trust each of the following groups to do what is right? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
1. The national/federal government	105	5	6.99	2.13
2. Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	95	12	6.53	1.84
3. The World Bank Group*	105	8	6.49	2.02
4. The International Monetary Fund	97	12	6.09	2.05
5. UN	102	7	6.75	2.08
6. Regional development banks	97	11	6.10	2.03
7. Bhutan's Central Bank	107	2	6.85	2.14
8. International private sector	88	22	5.18	2.06
9. Domestic private sector	104	4	5.41	1.94
10. International civil society (e.g., NGOs, CBOs)	101	10	5.67	2.00
11. Domestic civil society (e.g., NGOs, CBOs)	109	4	5.83	1.99
12. Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	111	1	5.84	2.10
13. International media and their web presence	103	10	5.38	2.31
14. Web based media (i.e., blogs, social media, other web-based news and information sources)	106	6	5.23	2.20

7. Please describe the direction Bhutan is moving in, when considering ...					
	Percentage of Respondents				
	Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
Human development (e.g., health, education, and social protection) (N=113)	2.7%	7.1%	15.0%	53.1%	22.1%
Equal opportunity for girls and boys, men and women (N=114)	2.6%	.9%	13.2%	55.3%	28.1%
Growing Bhutan's economy in a way that leads to jobs and employment (N=113)	2.7%	18.6%	41.6%	32.7%	4.4%
The gap between the rich and the poor (N=114)	9.6%	35.1%	36.8%	14.9%	3.5%
Making government more effective (N=112)	2.7%	10.7%	43.8%	38.4%	4.5%
Anti-corruption (N=113)	1.8%	13.3%	43.4%	28.3%	13.3%
Attracting new sources of foreign investment (N=114)	3.5%	21.1%	41.2%	31.6%	2.6%

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

8. Listed below are global challenges. Which do you think have the most serious impact on Bhutan? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=114)
Jobs/employment	45.6%
Trade constraints	36.8%
Climate change	35.1%
The gap between the rich and the poor	27.2%
Geo-political uncertainty	17.5%
Fragility in Bhutan or neighboring countries	14.9%
Environmental degradation	9.6%
Technology based disruption	6.1%
Terrorism	1.8%
Migrants and refugees	0.9%

9. When thinking about development efforts in Bhutan, do you think that civil society (e.g., NGOs, CBOs) should ... ?	Percentage of Respondents (N=115)
Engage significantly less	2.6%
Engage somewhat less	2.6%
Engage somewhat more	27.0%
Engage significantly more	47.8%
Engage at the same level it does currently	7.8%
Don't know	12.2%

To what extent do you trust _____ to engage in public service delivery in Bhutan?					
	Percentage of Respondents (N=115)				
	To a very low degree	To a somewhat low degree	To a somewhat high degree	To a very high degree	Don't know
10. Domestic private sector	10.4%	33.0%	39.1%	13.9%	3.5%
11. International private sector	9.6%	34.8%	35.7%	8.7%	11.3%

B. Overall Attitudes toward the World Bank Group

(1-Not familiar at all, 10-Extremely familiar)	N	DK	Mean	SD
1. How familiar are you with the work of the World Bank Group in Bhutan?	115	n/a	5.97	2.46

(1-Not effective at all, 10-Very effective)	N	DK	Mean	SD
2. Overall, please rate your impression of the World Bank Group's effectiveness in Bhutan.*	102	11	6.42	2.12

(1-To no degree at all, 10-To a very significant degree)	N	DK	Mean	SD
3. To what extent do you believe the World Bank Group's staff is well prepared to help Bhutan solve its most complicated development challenges?	90	24	6.20	2.11

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

4. When thinking about how the World Bank Group can have the most impact on development results in Bhutan, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Bhutan? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=115)
Job creation/employment	38.3%
Economic growth	35.7%
Private sector development	34.8%
Agriculture and rural development	23.5%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	19.1%
Education	13.9%
Poverty reduction	13.9%
Urban development	13.0%
Water and sanitation	11.3%
Financial markets	11.3%
Transport (e.g., roads, bridges, transportation)	11.3%
Trade and exports	7.0%
Climate change (e.g., mitigation, adaptation)	7.0%
Social protection	6.1%
Information and communications technology	6.1%
Food security	5.2%
Health	5.2%
Equality of opportunity (i.e., social inclusion)	5.2%
Natural resource management	3.5%
Global/regional integration	2.6%
Energy	2.6%
Anti-corruption	1.7%
Judiciary reform	1.7%
Disaster risk management	1.7%
Decentralization	1.7%
Gender equity (closing the gap between women and men, and boys and girls)	0.9%
Pollution	0.9%
Crime and violence	0.0%

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 Bhutan?	Percentage of Respondents (N=107)		
	Greatest Value	2nd Greatest Value	Combined
Financial resources	35.5%	19.6%	55.1%
Technical assistance	11.2%	20.6%	31.8%
Policy advice, studies, analyses	14.0%	14.0%	28.0%
Capacity development related to WBG-supported projects	11.2%	8.4%	19.6%
Implementation support	4.7%	11.2%	15.9%
Bringing together different groups of stakeholders	5.6%	7.5%	13.1%
Data and statistics	5.6%	5.6%	11.2%
Mobilizing third party financial resources	3.7%	5.6%	9.3%
Promoting knowledge sharing	2.8%	2.8%	5.6%
Donor coordination	2.8%	2.8%	5.6%
Other	2.8%	1.9%	4.7%

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

6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Bhutan? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=110)
Not enough public disclosure of its work	20.9%
Don't know	19.1%
Not adequately flexible	15.5%
World Bank Group's processes too slow and complex	14.5%
Not collaborating enough with private sector	11.8%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	10.9%
Not willing to honestly criticize policies and reform efforts in the country	10.9%
Too influenced by developed countries	10.0%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	7.3%
Not adequately sensitive to political/social realities in Bhutan	6.4%
Not sufficiently focused on sustainable results	5.5%
Inadequate World Bank Group's staffing in Bhutan	5.5%
Arrogant in its approach	4.5%
Not aligned with country priorities	3.6%
Other	1.8%
Staff too inaccessible	0.9%

7. To what extent do you believe that the World Bank Group's work and support help the poorest in Bhutan? (Select only ONE response)	Percentage of Respondents (N=112)
To a fully sufficient degree	6.3%
To a somewhat sufficient degree	33.0%
To a somewhat insufficient degree	26.8%
To a very insufficient degree	10.7%
Don't know	23.2%

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=112)
Increased its emphasis recently	17.9%
Decreased its emphasis recently	12.5%
Emphasis has remained pretty consistent over time	31.3%
Don't know	38.4%

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=113)
Private Sector	46.9%
NGOs/Community-Based Organizations/Youth Groups/Foundations	31.9%
Local Government	31.0%
Academia/Think Tanks/Research Institutes/University Groups	30.1%
Beneficiaries	19.5%
Donor Community	11.5%
Parliament	8.0%
Media	5.3%
Other	4.4%
Don't know	3.5%

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

To what extent do you agree with the following statements about the World Bank Group's work in Bhutan? (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 Bhutan*	100	12	6.50	2.14
11. The World Bank Group's work is aligned with what I consider the development priorities for Bhutan*	97	14	6.38	2.10

To what extent is the World Bank Group an effective development partner in Bhutan, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Mean Rating			
	N	DK	Mean	SD
12. Responsiveness to needs	83	22	6.33	2.00
13. Flexibility (in terms of the institution's products and services)	76	27	5.39	1.86
14. Flexibility (in terms of changing country circumstances)	81	22	5.42	1.94
15. Being inclusive	86	17	6.05	1.96
16. Openness (sharing data and other information)	89	11	6.52	2.10
17. Collaboration with the Government	89	15	7.01	1.98
18. The speed in which it gets things accomplished on the ground	77	25	5.75	1.97
19. Helping to bring discipline/effective supervision to implementation of investment projects	78	24	6.05	2.15
20. Collaboration with civil society	69	32	5.28	2.09
21. Staff accessibility	76	26	6.21	2.05
22. Collaboration with other donors and development partners	72	29	5.97	1.94
23. Collaboration with the private sector	67	35	5.27	1.97
24. Straightforwardness and honesty	74	27	6.46	2.23
25. Treating clients and stakeholders in Bhutan with respect	86	17	6.50	2.40
26. Being a long-term partner	86	17	6.98	2.34

**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 Bhutan? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection	45	56	5.53	2.17
2. Gender equity (closing the gap between women and men, and boys and girls)	52	47	6.06	2.28
3. Private sector development	62	38	5.63	2.14
4. Education	53	48	6.21	2.21
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	65	35	6.97	2.02
6. Global/regional integration	49	51	5.96	1.95
7. Food security	47	51	5.81	2.30
8. Urban development	62	37	7.05	2.13
9. Energy	49	51	6.06	2.01
10. Water and sanitation	53	45	6.74	2.19
11. Pollution	42	56	5.95	2.23
12. Job creation/employment	49	48	5.53	2.09
13. Health	51	47	6.29	2.27
14. Financial markets	57	41	6.21	2.30
15. Transport (e.g., roads, bridges, transportation)	53	46	6.64	2.19
16. Agriculture and rural development	52	45	5.94	2.44
17. Trade and exports	47	51	5.72	2.08
18. Crime and violence	36	60	4.72	2.21
19. Natural resource management	46	52	5.59	2.31
20. Climate change (e.g., mitigation, adaptation)	53	45	6.30	2.36
21. Poverty reduction	51	47	6.27	2.32
22. Anti-corruption	38	58	5.16	2.16
23. Judiciary reform	41	56	5.05	2.19
24. Economic growth	61	37	6.46	2.08
25. Disaster risk management	48	49	5.96	2.20
26. Equality of opportunity (i.e., social inclusion)	44	53	5.84	2.13
27. Decentralization	45	53	5.71	1.85
28. Information and communications technology	43	55	5.86	1.97

(1-To no degree at all, 10-To a very significant degree)	N	DK	Mean	SD
2. To what extent does the World Bank Group's work help to achieve development results in Bhutan?*	80	21	6.83	1.93

(1-To no degree at all, 10-To a very significant degree)	N	DK	Mean	SD
3. To what extent does the World Bank Group influence the development agenda in Bhutan?	78	22	6.12	2.08

**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 Bhutan? (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, etc.) meet the needs of Bhutan*	73	26	6.48	2.06
5. The World Bank Group meets Bhutan's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	79	21	6.51	1.99

How effectively does the World Bank Group support Bhutan's efforts...? (1-Not effective at all, 10-Very effective)	N	DK	Mean	SD
6. To build stronger domestic resource mobilization systems in the Government (e.g., tax collection)	61	38	6.34	2.13
7. To develop better and stronger data collection/analytics systems within the Government	67	31	6.34	1.94
8. To strengthen the country's crisis preparedness	59	38	5.98	2.01
9. To identify and monitor risks	58	39	6.03	2.07

(1-Not effective at all, 10-Very effective)	N	DK	Mean	SD
10. How effectively does the World Bank Group's SCD and CPF activities support Bhutan's efforts to manage crisis related risks?	26	70	6.58	2.32

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=102)
Weekly	2.9%
Monthly	7.8%
A few times a year	35.3%
Rarely	27.5%
Never	26.5%

In Bhutan, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Are timely	66	31	6.52	2.02
3. Include appropriate level of stakeholder involvement during preparation	69	27	6.33	2.11
4. Lead to practical solutions	65	31	6.15	2.08
5. Are source of relevant information on global good practices	72	23	7.08	1.97
6. Are adequately disseminated	67	29	6.39	2.08
7. Are translated enough into local language	53	43	4.83	2.52
8. Are adaptable to Bhutan's specific development challenges and country circumstances*	66	28	6.23	2.12

Overall Evaluations	N	DK	Mean	SD
9. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*(1-Not significant at all, 10-Very significant)	78	20	6.71	1.86
10. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*(1-Very low technical quality, 10-Very high technical quality)	76	22	6.92	2.01

**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	52	69	6.56	2.28
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	68	28	6.87	2.02
3. The World Bank Group's approvals and reviews are done in a timely fashion	62	40	6.61	2.09
4. The World Bank Group's Environmental and Social Framework requirements are reasonable	56	66	6.29	2.02
5. The World Bank Group's conditions on its lending are reasonable	52	57	6.42	2.03
6. The World Bank Group takes decisions quickly in Bhutan*	54	51	6.31	2.21
7. Working with the World Bank Group increases Bhutan's institutional capacity	70	31	6.99	2.37
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	54	57	6.52	2.21

World Bank Group Development Policy Credit (DPC) Program To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
9. DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners	29	44	6.56	2.16
10. DPCs have led to good economic policy and institutional reforms	30	42	6.87	2.30
11. The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects	31	42	6.61	2.33

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

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Bhutan? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=97)
Increase the level of capacity development in the country	25.8%
Collaborate more effectively with Government clients (e.g., national, state, local)	24.7%
Offer more innovative financial products	21.6%
Engage more effectively with private sector	19.6%
Improve the quality of its experts as related to Bhutan's specific challenges	18.6%
Engage more effectively with civil society (e.g., NGOs, CBOs)	15.5%
Reduce the complexity of obtaining World Bank Group financing	14.4%
Provide more adequate data/knowledge/statistics/figures on Bhutan's economy	13.4%
Engage more directly with beneficiaries	11.3%
Offer more innovative knowledge services	10.3%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	8.2%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	5.2%
Ensure greater selectivity in its work	4.1%
Work faster	2.1%
Other	1.0%

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

2. When considering the combination of services that the World Bank Group offers in Bhutan, 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 Bhutan? (Select only ONE response)	Percentage of Respondents (N=93)
Financial services	38.7%
The combination is appropriate for Bhutan	28.0%
Knowledge products	18.3%
Don't know	10.8%
Convening services	3.2%
None of the above	1.1%

G. Communication and Information Sharing

1. How frequently do you interact with the World Bank Group now in Bhutan?	Percentage of Respondents (N=97)
Never	34.0%
Less than once a year	20.6%
Once a year to a few times a year	30.9%
Less than once a month	6.2%
At least once a month	6.2%
At least once a week	2.1%

2. How do you get most of your information about economic and social development issues in Bhutan? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=96)
Local newspapers	60.4%
Internet	42.7%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	25.0%
Local television	25.0%
Periodicals	11.5%
Other	11.5%
Local radio	3.1%
International television	3.1%
International newspapers	1.0%
International radio	0.0%

3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=96)
World Bank Group's publications and other written materials	45.8%
World Bank Group's seminars/workshops/conferences	38.5%
World Bank Group's website	32.3%
e-Newsletters	26.0%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	19.8%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	18.8%

4. Which Internet connection do you use primarily when visiting a World Bank Group website?	Percentage of Respondents (N=91)
High speed/WiFi	96.7%
Dial-up	3.3%

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

5. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?	Percentage of Respondents			
	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) (N=93)	3.2%	11.8%	54.8%	30.1%
2. Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio) (N=90)	4.4%	8.9%	48.9%	37.8%
3. Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted) (N=91)	2.2%	6.6%	15.4%	75.8%
4. Visited a WBG website (e.g. read a blog, used data) (N=93)	3.2%	18.3%	39.8%	38.7%
5. Attended an event/conference hosted by the WBG (N=91)	1.1%	3.3%	28.6%	67.0%
6. Watched a webinar or online event hosted by the WBG (N=91)	1.1%	3.3%	8.8%	86.8%
7. Read some or all of a WBG research paper or publication (N=89)	2.2%	10.1%	46.1%	41.6%
8. Met professionally with WBG staff (N=91)	3.3%	8.8%	45.1%	42.9%

H. Background Information

1. Which of the following best describes your current affiliation? (Select only ONE response)	Percentage of Respondents (N=122)
Employee of a Ministry, Ministerial Department or Implementation Agency	29.5%
NGO/Community-Based Organization	10.7%
Financial Sector/Private Bank	9.0%
Private Sector Organization	8.2%
Office of Parliamentarian	7.4%
Multilateral Agency	7.4%
Independent Government Institution	7.4%
Academia/Research Institute/Think Tank	4.9%
Media	4.1%
PMU overseeing implementation of project/Consultant/Contractor working on World Bank Group supported project/program	2.5%
Local Government Office or Staff	2.5%
Office of the Prime Minister	.8%
Office of Minister	.8%
Private Foundation	.8%
Trade Union	.8%
Faith-Based Group	.8%
Youth Group	.8%
Judiciary Branch	.8%
Other	.8%

**H. Background Information (continued)**

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=121)
Governance	16.5%
Finance and markets	14.0%
Urban, rural, and social development	12.4%
Education	9.9%
Transport and ICT	6.6%
Generalist (specialized in multiple sectors)	6.6%
Environment and natural resources	5.0%
Health, nutrition, and population	4.1%
Trade and competitiveness	4.1%
Macroeconomics and fiscal management	3.3%
Other	3.3%
Social protection and labor	2.5%
Energy and extractives	2.5%
Jobs	2.5%
Water	1.7%
Gender	1.7%
Poverty	1.7%
Public-private partnerships	.8%
Agriculture	.8%

3. Currently, do you professionally collaborate/work with the World Bank Group (IDA, IFC, MIGA, ICSID) in your country?	Percentage of Respondents (N=122)
Yes	33.6%
No	66.4%

4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Bhutan? (Select only ONE response)	Percentage of Respondents (N=40)
The World Bank (IDA)	85.0%
The International Finance Corporation (IFC)	15.0%
The Multilateral Investment Guarantee Agency (MIGA)	-
International Centre for Settlement of Investment Disputes (ICSID)	-

5. Do your projects involve both the World Bank and the IFC?	Percentage of Respondents (N=40)
Yes	40.0%
No	60.0%

6. Which of the following describes most of your exposure to the World Bank Group in Bhutan? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=118)
Observer (i.e., follow in media, discuss in informal conversations, etc.)	37.3%
Collaborate as part of my professional duties	35.6%
Use World Bank Group reports/data	28.0%
Engage in World Bank Group related/sponsored events/activities	24.6%
Use World Bank Group website for information, data, research, etc.	20.3%

**H. Background Information (continued)**

7. What's your gender?	Percentage of Respondents (N=122)
Female	25.4%
Male	74.6%

8. What's your age?	Percentage of Respondents (N=122)
25 and under	-
26-35	12.3%
36-45	32.0%
46-55	49.2%
56 and above	6.6%

9. Which best represents your geographic location?	Percentage of Respondents (N=120)
West	56.7%
East	26.7%
South	11.7%
North	5.0%



Appendix B: Responses to All Questions by Stakeholder Groups¹

Office of Parliamentarian N=9 ● Employee of a Ministry/PMU/Consultant on WBG-supported project N=39 ●
 Multilateral Agency N=9 ● Private Sector N=10 ● Financial Sector/Private Bank N=11 ● Civil Society N=17 ●
 Media N=5 ● Independent Government Institution N=9 ● Academia N=6 ● Other N=7

A. General Issues Facing Bhutan

When you think about the future in Bhutan, are you ... ?

Percentage of Respondents	Office of Parliamentarian	Employee of a Ministry/PMU/Consultant	Multilateral Agency	Private Sector	Financial Sector/Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Very pessimistic						5.9%	20.0%			14.3%
Somewhat pessimistic		5.1%		10.0%	20.0%	5.9%				
Somewhat optimistic	33.3%	48.7%	55.6%	30.0%	30.0%	58.8%	80.0%	11.1%	33.3%	28.6%
Very optimistic	66.7%	46.2%	44.4%	50.0%	50.0%	17.6%		88.9%	33.3%	57.1%
Not sure				10.0%		11.8%			33.3%	

Do you think that economic opportunity for citizens in Bhutan is ... ?

Percentage of Respondents	Office of Parliamentarian	Employee of a Ministry/PMU/Consultant	Multilateral Agency	Private Sector	Financial Sector/Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Increasing	77.8%	84.6%	100.0%	80.0%	90.0%	64.7%	100.0%	88.9%	50.0%	57.1%
Decreasing	22.2%	2.6%			10.0%	5.9%			16.7%	14.3%
Staying about the same		12.8%		20.0%		29.4%		11.1%	33.3%	28.6%

¹ For these analyses, the few respondents from the office of the Prime Minister, the office of a Minister, local government, and the judiciary branch were combined into the Other category; the few respondents from PMUs/Consultants on WBG-supported projects were combined with employees of ministries; and respondents from private foundations, trade unions, faith-based groups, and youth groups were combined with those from NGOs/CBOs into a "Civil Society" category.



A. General Issues Facing Bhutan (continued)

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

Percentage of Respondents (Responses combined)	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Health	11.1%	7.7%	22.2%	20.0%	0.0%	17.6%	20.0%	11.1%	0.0%	14.3%
Financial markets	0.0%	0.0%	11.1%	10.0%	9.1%	0.0%	0.0%	0.0%	0.0%	14.3%
Public sector governance/reform	0.0%	15.4%	11.1%	0.0%	36.4%	17.6%	0.0%	22.2%	0.0%	14.3%
Global/regional integration	11.1%	0.0%	22.2%	20.0%	0.0%	5.9%	0.0%	0.0%	16.7%	0.0%
Social protection	22.2%	0.0%	22.2%	10.0%	18.2%	17.6%	0.0%	0.0%	0.0%	0.0%
Education	11.1%	17.9%	22.2%	20.0%	0.0%	23.5%	20.0%	0.0%	33.3%	57.1%
Food security	11.1%	7.7%	0.0%	0.0%	9.1%	11.8%	20.0%	0.0%	0.0%	0.0%
Urban development	0.0%	17.9%	11.1%	10.0%	0.0%	5.9%	40.0%	0.0%	0.0%	0.0%
Energy	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%
Job creation/employment	44.4%	38.5%	44.4%	40.0%	36.4%	47.1%	20.0%	22.2%	83.3%	28.6%
Gender equity	0.0%	2.6%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%
Private sector development	44.4%	17.9%	22.2%	60.0%	18.2%	41.2%	20.0%	22.2%	16.7%	28.6%
Water and sanitation	11.1%	7.7%	0.0%	20.0%	0.0%	11.8%	40.0%	0.0%	16.7%	14.3%
Pollution	0.0%	2.6%	0.0%	0.0%	9.1%	5.9%	0.0%	0.0%	0.0%	0.0%
Decentralization	0.0%	10.3%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	14.3%
Information and communications technology	0.0%	5.1%	0.0%	0.0%	9.1%	5.9%	0.0%	0.0%	0.0%	0.0%
Natural resource management	11.1%	10.3%	0.0%	10.0%	0.0%	0.0%	0.0%	33.3%	0.0%	28.6%
Climate change	11.1%	10.3%	11.1%	0.0%	0.0%	11.8%	20.0%	22.2%	33.3%	28.6%
Transport	11.1%	10.3%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	28.6%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Poverty reduction	22.2%	12.8%	33.3%	0.0%	9.1%	0.0%	20.0%	11.1%	16.7%	0.0%
Anti-corruption	0.0%	2.6%	0.0%	10.0%	9.1%	0.0%	0.0%	22.2%	16.7%	14.3%
Judiciary reform	11.1%	7.7%	0.0%	0.0%	9.1%	0.0%	0.0%	22.2%	0.0%	0.0%
Equality of opportunity	0.0%	7.7%	22.2%	10.0%	0.0%	17.6%	0.0%	0.0%	0.0%	0.0%
Agriculture and rural development	33.3%	25.6%	22.2%	10.0%	36.4%	11.8%	40.0%	0.0%	16.7%	0.0%
Trade and exports *	11.1%	2.6%	0.0%	0.0%	36.4%	11.8%	0.0%	22.2%	0.0%	0.0%
Economic growth	22.2%	38.5%	11.1%	30.0%	0.0%	11.8%	20.0%	44.4%	16.7%	0.0%
Disaster risk management	0.0%	2.6%	0.0%	0.0%	0.0%	5.9%	20.0%	11.1%	16.7%	0.0%

*Significantly different between stakeholder groups

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

Poverty reduction is a broad term that encompasses work in many different areas. Which **THREE** areas of development listed below do you believe would contribute most to reducing poverty in Bhutan? (Choose no more than 3)

Percentage of Respondents (Responses combined)	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Climate change	0.0%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%
Transport	25.0%	7.7%	11.1%	0.0%	9.1%	5.9%	20.0%	11.1%	16.7%	14.3%
Energy	12.5%	5.1%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%
Economic growth	12.5%	38.5%	33.3%	20.0%	36.4%	23.5%	0.0%	44.4%	33.3%	57.1%
Disaster risk management	0.0%	2.6%	11.1%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%
Equality of opportunity	12.5%	15.4%	44.4%	10.0%	9.1%	23.5%	20.0%	11.1%	16.7%	28.6%
Decentralization	12.5%	5.1%	11.1%	0.0%	0.0%	0.0%	20.0%	11.1%	0.0%	0.0%
Information and communications technology	0.0%	5.1%	0.0%	0.0%	0.0%	11.8%	0.0%	11.1%	0.0%	0.0%
Social protection	0.0%	7.7%	22.2%	0.0%	0.0%	5.9%	20.0%	0.0%	0.0%	0.0%
Agriculture and rural development	50.0%	46.2%	44.4%	40.0%	72.7%	47.1%	60.0%	88.9%	16.7%	28.6%
Trade and exports	0.0%	15.4%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%
Anti-corruption	0.0%	2.6%	11.1%	10.0%	18.2%	11.8%	20.0%	0.0%	0.0%	0.0%
Judiciary reform	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Education	50.0%	28.2%	0.0%	60.0%	18.2%	29.4%	40.0%	33.3%	50.0%	57.1%
Global/regional integration*	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%
Food security	12.5%	5.1%	0.0%	0.0%	18.2%	11.8%	0.0%	0.0%	33.3%	14.3%
Urban development	0.0%	5.1%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	16.7%	0.0%
Water and sanitation	0.0%	0.0%	11.1%	10.0%	0.0%	11.8%	0.0%	0.0%	0.0%	14.3%
Pollution	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	62.5%	46.2%	33.3%	40.0%	54.5%	41.2%	60.0%	11.1%	50.0%	14.3%
Health	25.0%	2.6%	0.0%	20.0%	0.0%	5.9%	0.0%	11.1%	0.0%	0.0%
Financial markets	0.0%	2.6%	11.1%	10.0%	9.1%	0.0%	0.0%	0.0%	0.0%	14.3%
Public sector governance/reform	0.0%	10.3%	0.0%	10.0%	18.2%	23.5%	0.0%	0.0%	0.0%	0.0%
Gender equity	0.0%	2.6%	0.0%	0.0%	9.1%	5.9%	0.0%	0.0%	0.0%	0.0%
Private sector development	25.0%	25.6%	33.3%	50.0%	9.1%	29.4%	40.0%	11.1%	33.3%	42.9%
Natural resource management	0.0%	17.9%	11.1%	0.0%	0.0%	0.0%	0.0%	22.2%	0.0%	0.0%

*Significantly different between stakeholder groups

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

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

Percentage of Respondents (Responses combined)	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Inadequate level of capacity in the government	28.6%	21.1%	44.4%	25.0%	18.2%	5.9%	0.0%	22.2%	0.0%	0.0%
Corruption	14.3%	5.3%	0.0%	12.5%	9.1%	17.6%	20.0%	0.0%	16.7%	14.3%
Private sector involvement and/or influence	0.0%	7.9%	11.1%	12.5%	0.0%	5.9%	0.0%	0.0%	0.0%	14.3%
Political pressures and obstacles	0.0%	21.1%	11.1%	0.0%	18.2%	5.9%	0.0%	22.2%	0.0%	28.6%
Reforms are not well thought out in light of country challenges	28.6%	42.1%	55.6%	25.0%	63.6%	58.8%	20.0%	33.3%	0.0%	14.3%
Poor coordination within the government	42.9%	42.1%	22.2%	37.5%	27.3%	29.4%	100.0%	44.4%	66.7%	57.1%
Inadequate level of government accountability	28.6%	15.8%	11.1%	0.0%	18.2%	17.6%	20.0%	44.4%	50.0%	14.3%
Inadequate level of private sector participation	42.9%	21.1%	11.1%	37.5%	36.4%	11.8%	0.0%	11.1%	50.0%	28.6%
Inadequate level of citizen/civil society participation	0.0%	7.9%	22.2%	25.0%	0.0%	41.2%	40.0%	11.1%	16.7%	14.3%
Inadequate level of donor coordination	14.3%	10.5%	11.1%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%
Other	0.0%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



A. General Issues Facing Bhutan (continued)

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)

	Office of Parliamentarian		Employee of a Ministry/PMU/Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The national/federal government	7	7.43	35	7.34	9	6.78	8	7.88	8	6.38	14	6.43	5	6.60	7	7.00	5	6.20	7	6.71
Bilateral organizations	4	6.25	33	6.91	9	7.00	8	6.37	7	6.43	11	6.36	5	6.60	8	6.13	3	5.67	7	5.57
The World Bank Group	6	7.00	35	6.60	9	6.89	10	7.20	10	6.60	13	6.15	4	6.75	8	5.38	3	6.33	7	5.57
The International Monetary Fund	5	6.60	32	6.00	9	6.00	10	7.00	8	6.25	12	5.67	4	6.75	7	5.86	3	6.00	7	5.43
UN	4	6.50	34	6.53	9	7.67	9	7.78	8	7.38	13	6.46	5	6.20	8	6.25	5	6.60	7	6.29
Regional development banks	6	6.67	32	6.03	9	6.44	9	7.33	9	5.33	11	5.18	2	6.50	8	5.75	4	7.25	7	6.00
Bhutan's Central Bank	5	6.40	37	7.05	8	6.50	9	7.89	9	6.78	14	6.29	5	6.00	8	6.38	5	7.80	7	6.86
International private sector	5	6.20	32	5.00	7	4.71	8	7.38	5	5.20	12	4.83	2	3.50	7	4.71	4	5.50	6	4.50
Domestic private sector	5	5.00	35	5.34	8	5.25	9	6.89	10	6.00	13	5.31	5	5.00	8	4.75	4	5.25	7	4.86
International civil society	6	5.33	32	5.59	8	5.63	9	6.44	9	5.11	15	6.73	5	5.00	7	5.71	4	5.25	6	4.33
Domestic civil society	6	5.33	36	5.53	9	6.00	8	5.75	10	5.30	16	7.44	5	5.80	7	6.29	5	5.40	7	4.57
Domestic traditional media and their web presence	6	5.83	37	5.49	9	6.00	9	5.56	9	5.78	16	6.38	5	6.40	8	5.75	5	6.40	7	6.00
International media and their web presence	6	5.50	34	5.35	6	5.00	9	6.56	9	4.89	15	5.47	5	4.80	7	5.57	5	5.60	7	4.71
Web based media	6	5.00	34	5.18	8	5.75	9	5.89	9	4.33	16	5.81	5	3.60	7	5.57	5	5.60	7	4.57



A. General Issues Facing Bhutan (continued)

Please describe the direction the country is moving in, when considering ... (1-Getting much worse, 5-Getting much better)

	Office of Parliamentarian		Employee of a Ministry/PMU/Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Human development	7	3.71	37	3.81	9	3.67	9	3.67	10	4.40	16	3.69	5	4.00	8	4.25	5	4.20	7	3.43
Equal opportunity for girls and boys, men and women	7	3.86	37	4.08	9	3.67	10	4.00	10	4.20	16	4.00	5	4.20	8	4.25	5	4.60	7	3.86
Growing Bhutan's economy in a way that leads to jobs and employment	7	3.14	37	3.16	8	3.25	10	3.10	10	3.00	16	3.19	5	3.00	8	3.63	5	3.20	7	3.14
The gap between the rich and the poor	7	3.00	38	2.58	8	2.25	10	2.90	10	2.90	16	2.63	5	2.80	8	3.25	5	2.20	7	2.43
Making government more effective	7	3.43	37	3.38	8	3.00	10	3.60	10	3.10	15	3.07	5	3.40	8	3.63	5	3.20	7	3.29
Anti-corruption	7	3.71	37	3.32	8	3.25	10	3.40	10	3.40	16	3.31	5	3.20	8	3.75	5	3.40	7	3.29
Attracting new sources of foreign investment	7	3.14	38	2.97	8	3.00	10	3.20	10	2.70	16	3.19	5	3.80	8	3.63	5	3.40	7	2.57

Listed below are global challenges. Which do you think have the most serious impact of Bhutan? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of Parliamentarian	Employee of a Ministry/PMU/Consultant	Multilateral Agency	Private Sector	Financial Sector/Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Trade constraints	28.6%	48.6%	25.0%	20.0%	54.5%	25.0%	20.0%	33.3%	20.0%	50.0%
Migrants and refugees	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Jobs/employment	14.3%	37.8%	62.5%	40.0%	27.3%	50.0%	40.0%	55.6%	80.0%	100.0%
Climate change	57.1%	27.0%	50.0%	40.0%	54.5%	37.5%	20.0%	44.4%	20.0%	0.0%
Terrorism	14.3%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Geo-political uncertainty*	57.1%	13.5%	12.5%	10.0%	9.1%	12.5%	60.0%	11.1%	40.0%	0.0%
Fragility in Bhutan or neighboring countries	0.0%	18.9%	12.5%	20.0%	0.0%	18.7%	60.0%	11.1%	0.0%	0.0%
Technology based disruption	0.0%	10.8%	0.0%	0.0%	9.1%	12.5%	0.0%	0.0%	0.0%	0.0%
The gap between the rich and the poor	14.3%	29.7%	25.0%	40.0%	27.3%	18.8%	0.0%	33.3%	40.0%	33.3%
Environmental degradation	14.3%	8.1%	12.5%	10.0%	0.0%	25.0%	0.0%	0.0%	0.0%	16.7%

*Significantly different between stakeholder groups

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

When thinking about development efforts in Bhutan, do you think that civil society (e.g., NGOs, CBOs) should ... ? (1-Engage significantly less, 5-Engage significantly more)

Percentage of Respondents	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Engage significantly less		5.4%			9.1%					
Engage somewhat less		2.7%		10.0%						14.3%
Engage somewhat more	28.6%	40.5%	25.0%	20.0%	9.1%	12.5%	60.0%	11.1%	20.0%	28.6%
Engage significantly more	28.6%	29.7%	62.5%	50.0%	63.6%	87.5%	40.0%	44.4%	60.0%	28.6%
Engage at the same level it does currently	28.6%	8.1%	12.5%					22.2%		14.3%
Don't know	14.3%	13.5%		20.0%	18.2%			22.2%	20.0%	14.3%

To what extent do you trust domestic private sector to engage in public service delivery in Bhutan?

Percentage of Respondents	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
To a very low degree		10.8%			18.2%		20.0%	33.3%	20.0%	14.3%
To a somewhat low degree	57.1%	29.7%	25.0%		27.3%	56.3%	20.0%	44.4%	40.0%	28.6%
To a somewhat high degree	28.6%	48.6%	50.0%	70.0%	18.2%	31.3%	60.0%	11.1%	20.0%	28.6%
To a very high degree	14.3%	5.4%	25.0%	30.0%	36.4%	12.5%		11.1%		14.3%
Don't know		5.4%							20.0%	14.3%

To what extent do you trust international private sector to engage in public service delivery in Bhutan?

Percentage of Respondents	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
To a very low degree		13.5%		10.0%	27.3%	6.3%			20.0%	
To a somewhat low degree	14.3%	48.6%	37.5%		18.2%	12.5%	80.0%	66.7%	40.0%	28.6%
To a somewhat high degree	42.9%	27.0%	50.0%	50.0%	45.5%	50.0%	20.0%	33.3%	20.0%	14.3%
To a very high degree	14.3%	2.7%		40.0%	9.1%	12.5%			20.0%	
Don't know	28.6%	8.1%	12.5%			18.8%				57.1%

**Significantly different between stakeholder groups*

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

	Office of Parliamentarian		Employee of a Ministry/PMU/Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
How familiar are you with the work of the World Bank Group in Bhutan?	7	6.00	37	6.54	8	6.25	10	5.30	11	6.91	16	4.75	5	5.00	9	5.89	5	4.60	7	6.57

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

	Office of Parliamentarian		Employee of a Ministry/PMU/Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall, please rate your impression of the WBG's effectiveness in Bhutan.	7	7.00	35	6.31	8	6.38	8	6.63	9	7.33	13	6.31	4	5.75	8	5.38	4	5.25	6	7.67

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

	Office of Parliamentarian		Employee of a Ministry/PMU/Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent do you believe the WBG's staff is well prepared to help Bhutan solve its most complicated development challenges?	6	6.67	35	6.23	6	6.50	8	6.75	7	6.57	11	6.45	3	5.00	5	4.80	4	4.75	5	6.40

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



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

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

Percentage of Respondents (Responses combined)	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Social protection	0.0%	5.4%	12.5%	0.0%	9.1%	6.3%	0.0%	0.0%	0.0%	28.6%
Gender equity	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Private sector development	42.9%	27.0%	50.0%	70.0%	18.2%	50.0%	40.0%	33.3%	0.0%	14.3%
Education*	0.0%	10.8%	12.5%	30.0%	0.0%	25.0%	0.0%	0.0%	60.0%	14.3%
Public sector governance/reform*	0.0%	21.6%	62.5%	0.0%	9.1%	31.3%	20.0%	0.0%	0.0%	28.6%
Global/regional integration	0.0%	5.4%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Food security	0.0%	2.7%	0.0%	10.0%	9.1%	6.3%	40.0%	0.0%	0.0%	0.0%
Urban development	28.6%	13.5%	0.0%	10.0%	9.1%	0.0%	40.0%	11.1%	0.0%	42.9%
Energy	14.3%	5.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Water and sanitation	14.3%	18.9%	0.0%	20.0%	0.0%	6.3%	0.0%	22.2%	0.0%	0.0%
Pollution	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	57.1%	37.8%	50.0%	40.0%	36.4%	50.0%	40.0%	22.2%	20.0%	14.3%
Health	0.0%	0.0%	12.5%	20.0%	0.0%	6.3%	0.0%	0.0%	20.0%	14.3%
Financial markets	14.3%	10.8%	12.5%	10.0%	9.1%	0.0%	0.0%	44.4%	0.0%	14.3%
Transport*	14.3%	13.5%	0.0%	0.0%	9.1%	6.3%	0.0%	11.1%	0.0%	57.1%
Agriculture and rural development	28.6%	24.3%	0.0%	20.0%	27.3%	31.3%	40.0%	11.1%	40.0%	14.3%
Trade and exports	14.3%	8.1%	0.0%	0.0%	0.0%	18.8%	20.0%	0.0%	0.0%	0.0%
Crime and violence	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural resource management	0.0%	8.1%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%
Climate change	0.0%	10.8%	0.0%	0.0%	18.2%	0.0%	0.0%	11.1%	20.0%	0.0%
Poverty reduction*	28.6%	8.1%	25.0%	0.0%	18.2%	0.0%	20.0%	11.1%	60.0%	28.6%
Anti-corruption	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	11.1%	0.0%	0.0%
Judiciary reform*	0.0%	0.0%	0.0%	0.0%	18.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Economic growth	42.9%	40.5%	37.5%	20.0%	36.4%	25.0%	40.0%	55.6%	40.0%	14.3%
Disaster risk management	0.0%	2.7%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity	0.0%	5.4%	12.5%	0.0%	0.0%	18.7%	0.0%	0.0%	0.0%	0.0%
Decentralization	0.0%	2.7%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Information and communications technology	0.0%	5.4%	0.0%	10.0%	9.1%	6.3%	0.0%	11.1%	20.0%	0.0%

*Significantly different between stakeholder groups

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

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

Greatest Value Percentage of Respondents	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Bringing together different groups of stakeholders	0.0%	2.9%	0.0%	22.2%	0.0%	6.3%	0.0%	11.1%	0.0%	16.7%
Capacity development related to World Bank Group supported projects	16.7%	8.6%	0.0%	0.0%	33.3%	25.0%	20.0%	0.0%	0.0%	0.0%
Technical assistance	0.0%	8.6%	12.5%	11.1%	0.0%	6.3%	20.0%	22.2%	25.0%	33.3%
Policy advice, studies, analyses	33.3%	11.4%	25.0%	11.1%	0.0%	18.8%	20.0%	0.0%	25.0%	16.7%
Financial resources	50.0%	42.9%	37.5%	44.4%	22.2%	12.5%	40.0%	55.6%	50.0%	0.0%
Data and statistics	0.0%	8.6%	12.5%	0.0%	11.1%	6.3%	0.0%	0.0%	0.0%	0.0%
Promoting knowledge sharing	0.0%	2.9%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	16.7%
Implementation support	0.0%	11.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%
Mobilizing third party financial resources	0.0%	0.0%	12.5%	0.0%	0.0%	18.7%	0.0%	0.0%	0.0%	0.0%
Donor coordination	0.0%	2.9%	0.0%	11.1%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	22.2%	6.3%	0.0%	0.0%	0.0%	0.0%

2nd Greatest Value Percentage of Respondents	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Bringing together different groups of stakeholders	16.7%	5.9%	0.0%	11.1%	10.0%	6.3%	0.0%	11.1%	0.0%	16.7%
Capacity development related to World Bank Group supported projects	16.7%	14.7%	12.5%	0.0%	10.0%	6.3%	0.0%	0.0%	0.0%	0.0%
Technical assistance	0.0%	26.5%	12.5%	33.3%	30.0%	6.3%	20.0%	11.1%	75.0%	0.0%
Policy advice, studies, analyses	16.7%	14.7%	37.5%	0.0%	10.0%	12.5%	20.0%	11.1%	0.0%	16.7%
Financial resources	33.3%	8.8%	12.5%	22.2%	20.0%	43.8%	20.0%	11.1%	25.0%	16.7%
Data and statistics	0.0%	5.9%	12.5%	11.1%	0.0%	6.3%	0.0%	11.1%	0.0%	0.0%
Promoting knowledge sharing	0.0%	0.0%	0.0%	11.1%	0.0%	6.3%	20.0%	0.0%	0.0%	0.0%
Implementation support	0.0%	11.8%	0.0%	11.1%	10.0%	0.0%	20.0%	33.3%	0.0%	33.3%
Mobilizing third party financial resources	16.7%	8.8%	12.5%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%
Donor coordination	0.0%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	16.7%
Other	0.0%	0.0%	0.0%	0.0%	10.0%	6.3%	0.0%	0.0%	0.0%	0.0%

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

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

Percentage of Respondents (Responses combined)	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Not adequately flexible*	14.3%	34.3%	25.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	14.3%
Not sufficiently focused on sustainable results	0.0%	2.9%	0.0%	0.0%	9.1%	12.5%	0.0%	0.0%	25.0%	14.3%
Not collaborating enough with civil society*	0.0%	0.0%	12.5%	11.1%	0.0%	56.3%	0.0%	0.0%	0.0%	14.3%
Not enough public disclosure of its work	28.6%	14.3%	12.5%	55.6%	9.1%	18.8%	50.0%	22.2%	0.0%	28.6%
Arrogant in its approach	0.0%	5.7%	12.5%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	14.3%
Inadequate World Bank Group's staffing in Bhutan	0.0%	11.4%	0.0%	0.0%	9.1%	0.0%	0.0%	11.1%	0.0%	0.0%
Not willing to honestly criticize policies and reform efforts in the country	14.3%	8.6%	0.0%	22.2%	18.2%	6.3%	25.0%	11.1%	25.0%	0.0%
Staff too inaccessible	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not collaborating enough with private sector*	57.1%	5.7%	0.0%	33.3%	0.0%	18.8%	0.0%	11.1%	0.0%	0.0%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	14.3%	2.9%	37.5%	0.0%	0.0%	12.5%	0.0%	11.1%	0.0%	0.0%
Not aligned with country priorities	0.0%	5.7%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%
Not adequately sensitive to political/social realities in Bhutan	0.0%	8.6%	12.5%	0.0%	18.2%	0.0%	25.0%	0.0%	0.0%	0.0%
Too influenced by developed countries	0.0%	20.0%	12.5%	0.0%	9.1%	0.0%	0.0%	22.2%	0.0%	0.0%
World Bank Group's processes too slow and complex*	0.0%	34.3%	0.0%	0.0%	27.3%	0.0%	0.0%	0.0%	0.0%	14.3%
Other	0.0%	0.0%	0.0%	11.1%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%
Don't know	28.6%	8.6%	12.5%	11.1%	27.3%	18.8%	50.0%	22.2%	50.0%	28.6%

*Significantly different between stakeholder groups

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

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

Percentage of Respondents	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
To a fully sufficient degree	14.3%	5.7%		10.0%		12.5%				14.3%
To a somewhat sufficient degree	57.1%	34.3%	37.5%	10.0%	36.4%	37.5%	40.0%	33.3%	25.0%	14.3%
To a somewhat insufficient degree	28.6%	31.4%	12.5%	10.0%	18.2%	25.0%	40.0%	33.3%	50.0%	28.6%
To a very insufficient degree		17.1%	12.5%	10.0%	18.2%			11.1%		14.3%
Don't know		11.4%	37.5%	60.0%	27.3%	25.0%	20.0%	22.2%	25.0%	28.6%

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 Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Increased its emphasis recently	42.9%	19.4%	25.0%		9.1%	31.3%			25.0%	14.3%
Decreased its emphasis recently		25.0%		10.0%	9.1%	12.5%		11.1%		
Emphasis has remained pretty consistent over time	28.6%	36.1%	37.5%	20.0%	45.5%	25.0%	50.0%	11.1%	25.0%	28.6%
Don't know	28.6%	19.4%	37.5%	70.0%	36.4%	31.3%	50.0%	77.8%	50.0%	57.1%

*Significantly different between stakeholder groups



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

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

Percentage of Respondents (Responses combined)	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
NGOs/CBOs/Youth Groups/Foundations*	14.3%	16.7%	25.0%	30.0%	18.2%	81.2%	40.0%	44.4%	25.0%	28.6%
Beneficiaries	28.6%	25.0%	0.0%	10.0%	27.3%	0.0%	40.0%	22.2%	0.0%	42.9%
Private Sector	57.1%	36.1%	37.5%	80.0%	63.6%	56.3%	20.0%	44.4%	50.0%	28.6%
Local Government	28.6%	44.4%	25.0%	10.0%	36.4%	25.0%	40.0%	22.2%	0.0%	28.6%
Donor Community*	0.0%	13.9%	50.0%	10.0%	9.1%	0.0%	20.0%	11.1%	0.0%	0.0%
Academia/Think Tanks/Research Institutes/University Groups	14.3%	27.8%	25.0%	40.0%	45.5%	18.8%	20.0%	44.4%	75.0%	14.3%
Parliament*	42.9%	8.3%	0.0%	0.0%	0.0%	6.3%	20.0%	0.0%	0.0%	14.3%
Media	0.0%	5.6%	0.0%	10.0%	0.0%	6.3%	0.0%	11.1%	0.0%	14.3%
Other	0.0%	8.3%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	14.3%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	25.0%	14.3%

*Significantly different between stakeholder groups

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

	Office of Parliamen- tarian		Employee of a Ministry/PMU/ Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall the World Bank Group currently plays a relevant role in development in Bhutan	7	7.14	34	6.50	7	7.43	7	7.14	10	6.40	14	6.43	4	5.00	8	6.13	3	5.33	6	6.33
The WBG's work is aligned with what I consider the development priorities for Bhutan	6	7.50	35	6.26	6	6.83	7	6.29	9	5.89	13	6.85	4	5.25	8	6.13	3	6.00	6	6.67



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

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

	Office of Parliamentarian		Employee of a Ministry/PMU/Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Responsiveness to needs	7	6.71	29	6.21	7	6.71	5	6.60	8	6.75	12	6.25	3	6.33	4	5.50	3	6.00	5	6.00
Flexibility (in terms of the institution's products and services)	6	6.50	28	4.96	5	6.00	5	6.00	7	5.29	10	5.80	3	5.33	4	5.00	3	5.33	5	5.00
Flexibility (in terms of changing country circumstances)	6	6.33	29	5.07	7	5.43	5	6.40	8	5.00	10	5.80	2	6.00	6	5.33	3	5.67	5	5.00
Being inclusive	7	7.14	30	6.20	6	6.17	6	5.67	8	5.63	13	6.08	3	5.67	5	5.00	3	5.33	5	6.20
Openness (sharing data and other information)	7	7.57	31	6.13	8	7.38	6	6.33	8	7.00	12	7.00	2	5.50	6	5.17	4	7.00	5	6.00
Collaboration with the Government	7	8.00	32	6.75	6	8.17	5	5.80	7	7.71	14	7.79	2	7.00	8	6.00	3	6.00	5	6.20
The speed in which it gets things accomplished on the ground	5	7.00	28	5.57	5	7.00	5	6.00	8	5.38	11	5.36	2	6.50	5	5.40	3	6.00	5	5.40
Helping to bring discipline/effective supervision to implementation of investment projects	5	6.80	30	6.03	4	7.00	5	6.00	8	5.87	11	6.09	2	6.50	5	5.60	3	6.00	5	5.20
Collaboration with civil society	3	7.33	25	5.80	3	6.33	6	5.67	6	3.83	13	4.15	2	5.00	5	5.20	3	5.33	3	5.00
Staff accessibility	5	7.80	29	6.17	5	7.80	5	5.80	8	6.00	11	5.91	2	5.50	4	5.75	3	6.33	4	5.00
Collaboration with other donors and development partners	4	6.75	26	5.58	7	6.71	5	6.40	7	6.29	11	6.18	2	6.00	4	5.25	3	6.00	3	5.33
Collaboration with the private sector	5	5.80	24	5.17	3	5.67	5	4.60	7	5.57	11	5.64	2	5.00	4	4.25	3	6.00	3	4.67
Straightforwardness and honesty	7	7.86	28	6.11	5	8.40	4	6.25	6	6.67	10	6.40	2	6.50	5	5.00	3	7.00	4	5.50
Treating clients and stakeholders in Bhutan with respect	7	7.86	32	5.81	5	8.20	7	7.00	8	7.13	11	6.91	3	6.67	5	5.00	3	6.67	5	6.00
Being a long-term partner	7	8.43	28	6.32	6	8.33	7	7.14	7	7.43	13	7.15	3	7.00	7	6.43	3	6.67	5	6.60



C. World Bank Group's Effectiveness and Results

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

	Office of Parliamentarian		Employee of a Ministry/PMU/Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Social protection	4	6.75	14	5.21	4	5.25	1	4.00	7	6.43	5	6.00	1	5.00	3	4.67	2	6.00	4	4.50
Gender equity	4	7.25	20	6.05	4	6.00	1	4.00	6	5.67	7	7.00	1	5.00	3	5.00	3	6.67	3	4.67
Private sector development	5	6.00	23	5.96	3	6.00	3	3.67	7	5.00	8	6.00	2	5.00	5	5.00	3	7.00	3	4.67
Education	5	7.40	20	6.10	5	5.80	2	7.00	6	6.50	5	6.60	1	6.00	3	4.67	3	6.33	3	5.33
Public sector governance/reform	5	8.00	25	7.08	5	7.80	2	4.50	7	7.14	7	7.14	2	5.50	5	5.80	3	8.00	4	6.00
Global/regional integration	4	7.00	20	6.00	3	5.67	2	4.50	6	5.50	5	6.40	1	6.00	2	5.50	3	7.33	3	4.67
Food security	3	7.33	14	5.29	3	5.00	3	8.00	6	5.67	7	6.57	1	4.00	4	5.75	3	6.00	3	4.33
Urban development	5	7.60	23	7.39	4	7.00	3	6.33	7	7.00	6	7.00	2	5.00	4	7.00	3	6.33	5	6.80
Energy	3	7.00	19	6.11	4	5.50	2	7.00	6	6.17	6	6.17	1	4.00	2	5.50	3	7.33	3	4.33
Water and sanitation	3	8.33	21	6.90	3	5.67	3	6.00	7	7.71	5	6.40	1	4.00	4	6.25	2	6.50	4	6.00
Pollution	3	7.33	14	5.79	2	5.50	2	4.50	6	6.17	5	6.40	1	4.00	2	5.00	3	7.00	4	5.75
Job creation/employment	3	7.33	19	5.95	3	5.33	1	4.00	7	4.71	5	4.80	2	4.50	3	5.33	3	6.33	3	5.00
Health	4	8.25	17	6.00	4	5.25	2	6.50	8	7.63	5	5.40	1	4.00	4	5.75	3	7.33	3	5.00
Financial markets	5	7.60	17	6.06	4	6.50	3	4.67	9	5.67	7	6.71	1	5.00	4	6.25	3	6.67	4	6.25
Transport	5	8.00	17	6.35	4	7.00	3	6.00	7	6.14	5	6.60	1	6.00	4	7.75	3	7.33	4	5.75
Agriculture & rural development	4	7.25	17	5.59	3	6.00	2	2.50	7	5.86	7	6.86	2	4.50	4	6.50	3	7.67	3	5.00
Trade and exports	3	7.33	16	5.31	3	6.33	2	2.50	7	5.86	7	6.57	1	6.00	2	6.00	3	6.33	3	4.67
Crime and violence	3	7.33	12	4.42	2	4.00	2	2.50	3	3.67	2	5.50	1	3.00	4	4.50	3	5.33	4	5.75
Natural resource management	3	7.00	17	5.29	4	6.25	2	2.50	6	5.50	5	7.00	1	3.00	2	5.50	3	6.67	3	4.67
Climate change	3	8.00	19	6.53	4	6.50	2	2.50	7	6.29	7	6.71	1	4.00	3	5.33	3	6.67	4	6.00
Poverty reduction	3	8.33	20	6.20	4	7.00	2	2.50	5	7.00	6	7.00	1	6.00	4	5.00	3	7.00	3	4.67
Anti-corruption	3	8.00	14	4.79	2	5.00	2	2.50	4	5.25	3	6.67	1	4.00	3	4.33	3	5.67	3	5.00
Judiciary reform	3	6.33	14	4.64	3	5.00	2	3.00	5	5.40	4	6.50	1	4.00	3	4.33	3	6.00	3	4.67
Economic growth	5	6.80	23	6.39	4	7.75	2	4.50	7	6.43	8	7.00	1	5.00	5	6.40	3	6.67	3	5.00
Disaster risk management	3	7.00	19	6.16	4	7.00	2	2.50	4	6.75	5	6.20	2	4.00	4	5.75	2	6.50	3	4.33
Equality of opportunity	3	7.33	15	5.40	4	6.25	2	4.50	6	5.83	5	7.00	1	4.00	2	5.00	3	7.00	3	5.00
Decentralization	3	7.33	16	5.56	4	6.00	2	4.50	6	5.83	4	6.25	1	4.00	2	5.00	3	6.33	4	5.00
Information & comm. technology	3	7.33	16	5.81	3	6.00	2	4.50	5	5.80	4	6.50	1	4.00	3	5.33	2	7.00	4	5.25

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

	Office of Parliamentarian		Employee of a Ministry/PMU/Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent does the WBG's work help to achieve development results in Bhutan?	6	8.00	29	6.62	7	6.29	5	7.60	8	6.63	10	7.20	2	6.00	5	6.40	3	6.33	5	7.20

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

	Office of Parliamentarian		Employee of a Ministry/PMU/Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent does the WBG influence the development agenda in Bhutan?	6	6.50	28	6.32	7	6.00	5	7.40	6	5.00	10	6.50	3	4.67	5	4.80	3	6.00	5	6.20

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

	Office of Parliamentarian		Employee of a Ministry/PMU/Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The WBG's financial instruments meet the needs of Bhutan	5	6.60	30	6.47	6	7.50	3	6.67	6	6.33	9	7.11	2	4.50	5	5.60	2	5.00	5	6.40
The WBG meets Bhutan's needs for knowledge services	6	7.50	30	6.30	6	7.33	5	7.20	6	6.33	11	6.82	2	5.00	5	5.20	3	6.00	5	6.60

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

	Office of Parliamentarian		Employee of a Ministry/PMU/Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To build stronger domestic resource mobilization systems in the Government	4	6.75	21	6.33	5	7.20	4	4.50	7	6.43	7	7.29	2	5.00	4	5.75	2	6.50	5	6.20
To develop better and stronger data collection/analytics systems within the Government	5	7.40	25	6.48	5	6.60	3	5.67	6	5.67	9	7.22	2	5.00	5	5.60	2	6.00	5	5.40
To strengthen the country's crisis preparedness	5	7.20	21	6.00	5	6.80	3	4.67	5	5.60	7	6.57	2	4.50	5	5.60	3	6.33	3	4.33
To identify and monitor risks	5	7.20	21	5.76	5	6.60	3	5.00	5	5.80	8	7.00	1	4.00	4	5.75	3	7.00	3	4.00

	Office of Parliamentarian		Employee of a Ministry/PMU/Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
How effectively does the WBG's SCD and CPF activities support Bhutan's efforts to manage crisis related risks?	3	8.00	11	6.00	1	9.00	1	5.00	2	8.00	2	8.50					3	7.00	3	4.33

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



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 Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Weekly		6.1%								16.7%
Monthly		12.1%	25.0%		10.0%		25.0%			
A few times a year	57.1%	45.5%	37.5%	12.5%	30.0%	30.8%		33.3%	50.0%	16.7%
Rarely	42.9%	33.3%	25.0%	25.0%		15.4%		33.3%	50.0%	50.0%
Never		3.0%	12.5%	62.5%	60.0%	53.8%	75.0%	33.3%		16.7%

*Significantly different between stakeholder groups

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

	Office of Parliamen- tarian		Employee of a Ministry/PMU/ Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Are timely	6	7.33	24	6.46	5	7.00	1	8.00	6	6.50	10	7.10	3	6.00	5	5.20	2	5.50	4	5.75
Include appropriate level of stakeholder involvement during preparation	5	6.40	28	6.43	5	6.00	2	6.50	6	6.67	11	6.45	3	6.67	3	4.67	1	6.00	5	6.20
Lead to practical solutions	4	6.75	27	6.04	5	6.60	2	7.00	6	6.67	8	6.25	2	6.00	5	5.00	1	6.00	5	6.00
Are source of relevant information on global good practices	6	8.17	30	7.00	5	7.80	2	7.50	5	7.80	8	7.25	3	7.00	6	5.50	2	7.50	5	6.20
Are adequately disseminated	5	7.40	27	6.41	4	7.25	2	7.00	6	6.50	8	7.25	3	5.33	5	4.20	2	7.00	5	5.40
Are translated enough into local language	5	5.00	21	4.62	1	7.00	1	5.00	5	5.20	7	5.86	2	2.00	4	3.50	2	6.50	5	4.80
Are adaptable to Bhutan's specific development challenges and country circumstances	5	7.00	27	6.00	4	8.00	1	7.00	6	6.83	10	6.50	2	4.50	4	5.00	2	6.50	5	5.40

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

	Office of Parliamentarian		Employee of a Ministry/PMU/Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country?	6	8.00	30	6.43	5	7.60	3	8.33	8	6.50	11	6.73	2	5.50	6	6.00	2	6.50	5	6.60
Overall, how would you rate the technical quality of the WBG's knowledge work and activities?	7	8.14	29	6.76	4	7.75	3	6.67	8	6.88	10	7.00	2	6.50	7	6.00	2	7.50	4	6.75

(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)

	Office of Parliamentarian		Employee of a Ministry/PMU/Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank Group disburses funds promptly	5	7.40	23	6.22	4	7.50			7	6.86	3	7.33	1	4.00	3	5.00	1	9.00	5	6.60
The WBG effectively monitors and evaluates the projects and programs it supports	6	8.00	28	6.89	4	6.75	2	6.00	8	6.88	7	7.43	2	5.00	4	6.75	2	7.50	5	5.60
The World Bank Group's approvals and reviews are done in a timely fashion	5	8.00	27	6.44	4	7.25	2	6.50	8	6.63	5	7.60	2	5.00	4	6.25	1	9.00	4	4.75
The WBG's Environmental and Social Framework requirements are reasonable	4	7.50	25	6.04	3	7.67	2	4.50	7	6.57	7	7.29	1	5.00	2	5.00	1	7.00	4	5.00
The WBG's conditions on its lending are reasonable	4	7.25	20	6.15	4	7.50	1	7.00	7	7.14	5	7.80	2	4.50	3	4.67	2	6.50	4	5.00
The WBG takes decisions quickly in Bhutan	4	7.25	25	6.40	3	7.33	2	7.00	6	5.83	4	7.50	1	5.00	3	5.00	2	6.00	4	4.75
Working with the WBG increases country's institutional capacity	6	8.50	29	6.59	5	8.00	2	6.50	6	7.50	9	7.89	2	5.00	5	5.60	2	7.50	4	6.25
Where country systems are adequate, the WBG makes appropriate use of them	4	8.00	22	6.18	4	7.50	1	5.00	7	6.86	7	7.57	1	5.00	3	5.33	1	8.00	4	4.75

**E. Working with the World Bank Group: World Bank Group Development Policy Credit (DPC) Program**

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

	Office of Parliamentarian		Employee of a Ministry/PMU/Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners	2	9.00	12	6.25	3	7.33			3	8.00	4	6.75			1	6.00	1	6.00	3	4.33
DPCs have led to good economic policy and institutional reforms	2	8.00	12	6.08	3	7.33			4	7.50	4	6.50			1	7.00	1	6.00	3	4.67
The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects	3	8.00	11	6.27	3	7.33			4	7.50	4	6.50			1	5.00	1	6.00	4	5.75



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

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

Percentage of Respondents (Responses combined)	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Work faster	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	16.7%
Collaborate more effectively with Government clients	14.3%	24.2%	12.5%	20.0%	11.1%	30.8%	50.0%	33.3%	0.0%	50.0%
Engage more directly with beneficiaries	14.3%	6.1%	0.0%	20.0%	11.1%	7.7%	25.0%	11.1%	66.7%	16.7%
Reduce the complexity of obtaining World Bank Group financing	28.6%	6.1%	12.5%	20.0%	0.0%	30.8%	0.0%	22.2%	0.0%	33.3%
Help to bring discipline/effective supervision to implementation of WBG projects	0.0%	9.1%	0.0%	0.0%	11.1%	15.4%	25.0%	0.0%	0.0%	16.7%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	0.0%	6.1%	25.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%
Offer more innovative financial products	0.0%	36.4%	25.0%	20.0%	22.2%	0.0%	25.0%	22.2%	0.0%	16.7%
Offer more innovative knowledge services	14.3%	12.1%	25.0%	0.0%	22.2%	7.7%	0.0%	0.0%	0.0%	0.0%
Ensure greater selectivity in its work	0.0%	3.0%	12.5%	0.0%	22.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Provide more adequate data/knowledge/ statistics/figures on Bhutan's economy	42.9%	12.1%	0.0%	0.0%	11.1%	7.7%	25.0%	22.2%	0.0%	16.7%
Engage more effectively with civil society*	14.3%	3.0%	25.0%	0.0%	22.2%	61.5%	0.0%	0.0%	33.3%	0.0%
Increase the level of capacity development in the country	14.3%	39.4%	12.5%	0.0%	33.3%	7.7%	0.0%	33.3%	66.7%	16.7%
Improve the quality of its experts as related to Bhutan's specific challenges	0.0%	30.3%	25.0%	0.0%	22.2%	0.0%	25.0%	33.3%	0.0%	0.0%
Engage more effectively with private sector*	57.1%	12.1%	25.0%	100.0%	0.0%	7.7%	25.0%	11.1%	33.3%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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

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

Percentage of Respondents	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Financial services	28.6%	48.4%	25.0%	40.0%	11.1%	33.3%	50.0%	37.5%	66.7%	50.0%
Knowledge products	14.3%	25.8%	12.5%		33.3%	16.7%		25.0%		
Convening services		3.2%				8.3%				16.7%
None of the above				20.0%						
The combination is appropriate for Bhutan	57.1%	16.1%	50.0%	40.0%	33.3%	16.7%	50.0%	25.0%	33.3%	16.7%
Don't know		6.5%	12.5%		22.2%	25.0%		12.5%		16.7%

G. Communication and Information Sharing

How frequently do you interact with the World Bank Group now in Bhutan?

Percentage of Respondents	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Never	14.3%	12.1%		80.0%	55.6%	53.8%	75.0%	55.6%	66.7%	33.3%
Less than once a year	42.9%	27.3%		20.0%		15.4%	25.0%	22.2%		33.3%
Once a year to a few times a year	42.9%	42.4%	50.0%		33.3%	23.1%		11.1%	33.3%	16.7%
Less than once a month		3.0%	25.0%			7.7%		11.1%		16.7%
At least once a month		9.1%	25.0%		11.1%					
At least once a week		6.1%								

*Significantly different between stakeholder groups

**G. Communication and Information Sharing (continued)****How do you get most of your information about economic and social development issues in Bhutan? (Choose no more than TWO)**

Percentage of Respondents (Responses combined)	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Local radio	0.0%	3.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	16.7%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social media	28.6%	21.2%	0.0%	20.0%	44.4%	30.8%	25.0%	33.3%	0.0%	33.3%
International newspapers*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%
Local television	14.3%	33.3%	14.3%	0.0%	11.1%	23.1%	50.0%	22.2%	33.3%	33.3%
Internet	28.6%	42.4%	57.1%	80.0%	44.4%	61.5%	0.0%	22.2%	33.3%	33.3%
Periodicals	28.6%	15.2%	14.3%	20.0%	0.0%	7.7%	0.0%	0.0%	33.3%	0.0%
International television	14.3%	6.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local newspapers	71.4%	54.5%	71.4%	40.0%	66.7%	61.5%	100.0%	44.4%	100.0%	50.0%
Other	14.3%	15.2%	14.3%	0.0%	11.1%	0.0%	0.0%	22.2%	0.0%	16.7%

*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 Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
World Bank Group's publications and other written materials	71.4%	45.5%	42.9%	20.0%	44.4%	38.5%	25.0%	44.4%	66.7%	66.7%
e-Newsletters	28.6%	30.3%	14.3%	20.0%	22.2%	30.8%	25.0%	11.1%	33.3%	33.3%
World Bank Group's seminars/ workshops/conferences	14.3%	51.5%	14.3%	20.0%	44.4%	38.5%	0.0%	44.4%	33.3%	50.0%
Direct contact with WBG	14.3%	21.2%	42.9%	20.0%	11.1%	15.4%	25.0%	11.1%	0.0%	16.7%
World Bank Group's website	42.9%	30.3%	57.1%	20.0%	33.3%	23.1%	25.0%	22.2%	66.7%	33.3%
Social media	28.6%	12.1%	0.0%	60.0%	22.2%	30.8%	50.0%	22.2%	0.0%	0.0%



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 Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
High Speed/WiFi	100.0%	100.0%	100.0%	100.0%	88.9%	90.9%	100.0%	100.0%	100.0%	83.3%
Dial-up					11.1%	9.1%				16.7%

Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)? (1-Not at all, 4-Every few days)

	Office of Parliamentarian		Employee of a Ministry/PMU/ Consultant		Multilateral Agency		Private Sector		Financial Sector/Private Bank		Civil Society		Media		Independent Government Institution		Academia		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Read, viewed or heard a story about the WBG in local media	7	1.86	32	2.03	7	2.43	5	1.40	8	1.75	13	1.62	4	1.75	8	1.75	3	1.33	6	2.17
Read, viewed or heard a story about the WBG in global media	6	2.17	32	1.91	7	2.00	5	1.40	7	1.71	12	1.58	4	1.00	8	1.63	3	1.67	6	2.33
Interacted with the WBG on Social Media	6	1.00	31	1.35	7	1.29	5	1.00	8	1.63	13	1.23	4	1.25	8	1.38	3	2.00	6	1.67
Visited a WBG website	7	1.43	32	2.16	7	2.00	5	1.20	8	1.87	13	1.62	4	1.50	8	1.63	3	2.33	6	2.00
Attended an event/conference hosted by the WBG	7	1.57	32	1.53	7	1.71	5	1.00	6	1.00	13	1.31	4	1.00	8	1.13	3	1.00	6	1.67
Watched a webinar or online event hosted by the WBG	7	1.14	32	1.28	7	1.14	5	1.00	6	1.00	13	1.00	4	1.00	8	1.13	3	1.33	6	1.67
Read some or all of a WBG research paper or publication	6	2.00	31	1.94	7	2.00	5	1.40	6	1.33	13	1.38	4	1.25	8	1.63	3	2.00	6	1.83
Met professionally with WBG staff*	7	2.00	31	2.06	7	1.86	5	1.00	7	1.43	13	1.31	4	1.25	8	1.50	3	1.67	6	2.00

*Significantly different between stakeholder groups



H. Background Information

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

Percentage of Respondents (Responses combined)	Office of Parliamentarian	Employee of a Ministry/PMU/ Consultant	Multilateral Agency	Private Sector	Financial Sector/ Private Bank	Civil Society	Media	Independent Government Institution	Academia	Other
Observer*	14.3%	20.5%	11.1%	44.4%	27.3%	58.8%	60.0%	75.0%	66.7%	57.1%
Use World Bank Group reports/data	28.6%	30.8%	44.4%	11.1%	9.1%	35.3%	40.0%	25.0%	33.3%	14.3%
Engage in World Bank Group related/sponsored events/activities*	71.4%	28.2%	55.6%	0.0%	27.3%	17.6%	0.0%	0.0%	0.0%	28.6%
Collaborate as part of my professional duties*	57.1%	51.3%	44.4%	33.3%	45.5%	5.9%	20.0%	25.0%	0.0%	28.6%
Use World Bank Group website for information, data, research, etc.	0.0%	15.4%	44.4%	22.2%	27.3%	23.5%	20.0%	0.0%	33.3%	28.6%

*Significantly different between stakeholder groups

Appendix C: Responses to Indicator Questions by Geographic Location²

North/South N=20 ● East N=32 ● West N=68

A. General Issues Facing Bhutan

	North/South			East			West		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you trust The World Bank Group to do what is right?	17	6.76	2.05	26	6.50	1.75	60	6.37	2.12

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

B. Overall Attitudes toward the World Bank Group

	North/South			East			West		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Bhutan?	18	7.06	2.44	28	5.54	2.35	67	5.78	2.44

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

	North/South			East			West		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Bhutan.	17	7.53	2.00	25	6.24	1.99	58	6.14	2.11

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

	North/South			East			West		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the WBG's staff is well prepared to help Bhutan solve its most complicated development challenges?*	14	7.43	1.51	22	5.82	2.15	52	5.98	2.10

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

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

	North/South			East			West		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Bhutan	16	7.63	2.34	25	6.28	1.72	57	6.26	2.14
The World Bank Group's work is aligned with what I consider the development priorities for Bhutan	15	7.27	2.22	25	6.56	1.85	55	6.04	2.08

(1-Strongly disagree, 10-Strongly agree)

²All but two respondents provided their geographic location.

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

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

	North/South			East			West		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs	16	6.81	2.37	22	6.32	1.62	44	6.07	1.98
Flexibility (in terms of the institution's products and services)	12	4.75	2.34	22	5.73	1.39	41	5.29	1.81
Flexibility (in terms of changing country circumstances)	13	4.77	2.32	22	5.50	1.37	44	5.52	1.96
Being inclusive	14	5.64	2.31	22	6.18	1.56	48	6.08	1.96
Openness (sharing data and other information)	15	6.80	2.37	23	6.65	1.77	49	6.31	2.16
Collaboration with the Government	14	7.14	2.11	24	7.08	1.61	51	6.94	2.13
The speed in which it gets things accomplished on the ground	11	6.09	2.30	21	5.67	1.56	44	5.61	2.01
Helping to bring discipline/effective supervision to implementation of investment projects	13	6.38	2.43	21	6.14	1.46	43	5.81	2.30
Collaboration with civil society	10	4.80	2.49	19	5.53	1.47	39	5.15	2.15
Staff accessibility	12	5.92	2.35	20	6.60	1.67	43	6.09	2.16
Collaboration with other donors and development partners	13	5.46	2.47	20	6.25	1.55	38	5.89	1.86
Collaboration with the private sector	9	4.89	2.32	19	5.74	1.63	38	5.00	1.92
Straightforwardness and honesty	11	6.82	2.27	22	6.64	1.84	40	6.18	2.39
Treating clients and stakeholders in Bhutan with respect	14	6.64	2.62	24	6.71	2.03	47	6.28	2.52
Being a long-term partner	13	7.08	2.60	23	6.96	1.82	49	6.90	2.50

C. World Bank Group's Sectoral Effectiveness and Results

	North/South			East			West		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the WBG's work help to achieve development results in Bhutan?	15	6.80	2.37	21	6.90	1.22	42	6.79	2.03

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

	North/South			East			West		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Bhutan?	13	6.31	2.32	21	6.19	1.72	42	6.02	2.08

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

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

	North/South			East			West		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Bhutan	13	6.31	2.32	19	6.53	1.54	41	6.51	2.23
The World Bank Group meets Bhutan's needs for knowledge services	14	6.50	2.35	21	6.48	1.66	43	6.44	2.00

*(1-Strongly disagree, 10-Strongly agree)***D. The World Bank Group's Knowledge Work and Activities****In Bhutan, to what extent do you believe that the World Bank Group's knowledge work and activities:**

	North/South			East			West		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are adaptable to Bhutan's specific development challenges and country circumstances	12	6.42	2.28	19	6.26	1.76	35	6.14	2.29

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

	North/South			East			West		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country?	14	7.14	2.25	20	6.70	1.38	44	6.57	1.93
Overall, how would you rate the technical quality of the WBG's knowledge work and activities?	13	7.31	2.63	20	6.85	1.69	43	6.84	1.98

*(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)**

	North/South			East			West		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
The WBG takes decisions quickly in Bhutan	10	6.30	2.58	18	6.39	1.79	26	6.27	2.41
Where country systems are adequate, the World Bank Group makes appropriate use of them	9	6.67	2.55	18	6.67	2.00	27	6.37	2.31



Appendix D: Responses to Select Questions by Collaboration with the WBG

- Collaborating with the WBG N=41 ● Not collaborating with the WBG N=81

A. General Issues Facing Bhutan

To what extent do you trust each of the following groups to do what is right?

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The national/federal government*	38	7.68	2.08	67	6.60	2.07
Bilateral organizations*	33	7.24	1.70	62	6.15	1.82
The World Bank Group*	38	7.37	1.85	67	5.99	1.96
The International Monetary Fund*	34	7.00	1.94	63	5.60	1.96
UN*	35	7.37	2.02	67	6.42	2.05
Regional development banks*	37	6.70	1.98	60	5.73	1.99
Bhutan's Central Bank	35	7.43	2.29	72	6.57	2.03
International private sector*	30	5.97	2.08	58	4.78	1.95
Domestic private sector*	36	5.94	1.99	68	5.13	1.87
International civil society	33	5.97	2.11	68	5.53	1.94
Domestic civil society	36	6.00	1.99	73	5.74	2.00
Domestic traditional media and their web presence	38	6.03	2.41	73	5.74	1.93
International media and their web presence*	34	6.06	2.30	69	5.04	2.25
Web based media	35	5.66	2.33	71	5.01	2.12

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

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

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 Bhutan?*	39	7.31	2.17	76	5.28	2.32

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Bhutan.*	37	7.05	2.15	65	6.06	2.03

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

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

**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 Bhutan solve its most complicated development challenges?*	37	6.76	2.15	53	5.81	2.00

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

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

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

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not Collaborating with the WBG
Social protection	5.1%	6.6%
Gender equity	0.0%	1.3%
Private sector development	33.3%	35.5%
Education	5.1%	18.4%
Public sector governance/reform	23.1%	17.1%
Global/regional integration	2.6%	2.6%
Food security	2.6%	6.6%
Urban development*	28.2%	5.3%
Energy	5.1%	1.3%
Water and sanitation*	20.5%	6.6%
Pollution	0.0%	1.3%
Job creation/employment	28.2%	43.4%
Health	2.6%	6.6%
Financial markets	10.3%	11.8%
Transport*	20.5%	6.6%
Agriculture and rural development	25.6%	22.4%
Trade and exports	2.6%	9.2%
Crime and violence	0.0%	0.0%
Natural resource management	2.6%	3.9%
Climate change	2.6%	9.2%
Poverty reduction	15.4%	13.2%
Anti-corruption	0.0%	2.6%
Judiciary reform*	5.1%	0.0%
Economic growth	35.9%	35.5%
Disaster risk management	2.6%	1.3%
Equality of opportunity	0.0%	7.9%
Decentralization	0.0%	2.6%
Information and communications technology	2.6%	7.9%

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

**B. Overall Attitudes toward the World Bank Group (continued)****To what extent do you agree with the following statements about the World Bank Group's work in Bhutan?**

	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 Bhutan*	38	7.47	2.08	62	5.90	1.97
The WBG's work is aligned with what I consider the development priorities for Bhutan*	35	7.09	2.15	62	5.98	1.98

*(1-Strongly disagree, 10-Strongly agree)***Significantly different between those who collaborate with the WBG and those who do not***To what extent is the World Bank Group an effective development partner in Bhutan, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)**

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	33	7.09	2.04	50	5.82	1.83
Flexibility (in terms of the institution's products and services)	32	5.84	2.23	44	5.07	1.49
Flexibility (in terms of changing country circumstances)	33	5.76	2.26	48	5.19	1.67
Being inclusive*	33	6.67	2.25	53	5.66	1.68
Openness (sharing data and other information)	33	6.82	2.40	56	6.34	1.90
Collaboration with the Government	31	7.52	2.00	58	6.74	1.93
The speed in which it gets things accomplished on the ground*	30	6.60	2.04	47	5.21	1.74
Helping to bring discipline/effective supervision to implementation of investment projects	30	6.47	2.35	48	5.79	2.00
Collaboration with civil society	23	5.83	2.42	46	5.00	1.86
Staff accessibility	30	6.53	2.45	46	6.00	1.74
Collaboration with other donors and development partners	25	6.36	2.45	47	5.77	1.61
Collaboration with the private sector*	23	5.96	2.33	44	4.91	1.68
Straightforwardness and honesty*	28	7.25	2.41	46	5.98	1.98
Treating clients and stakeholders in Bhutan with respect	32	7.13	2.69	54	6.13	2.16
Being a long-term partner	29	7.38	2.57	57	6.77	2.20

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



C. World Bank Group's Effectiveness and Results

How EFFECTIVE do you believe the WBG is in terms of the work it does in the following areas of development in Bhutan? (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	24	5.79	2.54	21	5.24	1.67
Gender equity	23	5.96	2.50	29	6.14	2.13
Private sector development	25	6.20	2.48	37	5.24	1.82
Education	24	6.29	2.53	29	6.14	1.96
Public sector governance/reform	28	7.46	2.08	37	6.59	1.92
Global/regional integration	22	5.86	2.36	27	6.04	1.58
Food security	22	5.77	2.78	25	5.84	1.84
Urban development	28	7.54	2.22	34	6.65	2.00
Energy	21	6.24	2.14	28	5.93	1.94
Water and sanitation	23	7.13	2.40	30	6.43	2.01
Pollution	19	6.26	2.75	23	5.70	1.72
Job creation/employment*	23	6.17	2.50	26	4.96	1.48
Health	20	6.15	2.52	31	6.39	2.12
Financial markets	23	6.57	2.41	34	5.97	2.22
Transport	22	6.95	2.24	31	6.42	2.17
Agriculture and rural development	22	6.23	2.67	30	5.73	2.29
Trade and exports	20	6.05	2.37	27	5.48	1.85
Crime and violence	16	4.81	2.74	20	4.65	1.76
Natural resource management	22	5.82	2.50	24	5.38	2.16
Climate change	24	6.75	2.42	29	5.93	2.28
Poverty reduction	26	6.65	2.50	25	5.88	2.11
Anti-corruption	16	5.13	2.47	22	5.18	1.97
Judiciary reform	16	5.06	2.32	25	5.04	2.15
Economic growth	25	7.08	2.14	36	6.03	1.95
Disaster risk management	22	6.36	2.32	26	5.62	2.08
Equality of opportunity	21	6.33	2.33	23	5.39	1.88
Decentralization	21	6.00	2.17	24	5.46	1.53
Information and communications technology	19	5.68	2.26	24	6.00	1.75

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the WBG's work help to achieve development results in Bhutan?	31	7.35	1.94	49	6.49	1.87

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Bhutan?	29	6.55	2.31	49	5.86	1.92

(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 Bhutan?

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The WBG's financial instruments meet the needs of Bhutan	29	6.76	2.23	44	6.30	1.95
The WBG meets Bhutan's needs for knowledge services	29	7.03	2.08	50	6.20	1.88

(1-Strongly disagree, 10-Strongly agree)

How effectively does the World Bank Group support Bhutan's efforts...? (1-Not effective at all, 10-Very effective)

	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*	24	7.08	2.23	37	5.86	1.95
To develop better and stronger data collection/analytics systems within the Government	26	6.85	1.97	41	6.02	1.88
To strengthen the country's crisis preparedness	20	6.50	2.19	39	5.72	1.89
To identify and monitor risks	21	6.43	2.14	37	5.81	2.03

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How effectively does the WBG's SCD and CPF activities support Bhutan's efforts to manage crisis related risks?	12	6.50	2.51	14	6.64	2.24

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

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely*	25	7.40	1.89	41	5.98	1.92
Include appropriate level of stakeholder involvement during preparation	27	6.93	2.06	42	5.95	2.08
Lead to practical solutions	26	6.73	2.11	39	5.77	1.99
Are source of relevant information on global good practices	27	7.15	2.13	45	7.04	1.89
Are adequately disseminated	25	6.76	2.17	42	6.17	2.02
Are translated enough into local language	21	5.33	2.71	32	4.50	2.38
Are adaptable to Bhutan's specific development challenges and country circumstances	26	6.77	2.20	40	5.88	2.02

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country?	29	7.21	2.01	49	6.41	1.72
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	28	7.50	2.27	48	6.58	1.78

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

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

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

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	27	7.26	2.25	25	5.80	2.10
The World Bank Group effectively monitors and evaluates the projects and programs it supports	28	7.21	1.87	40	6.63	2.11
The WBG's approvals and reviews are done in a timely fashion	26	6.88	2.12	36	6.42	2.08
The World Bank Group's Environmental and Social Framework requirements are reasonable	24	6.50	2.28	32	6.13	1.83
The WBG's conditions on its lending are reasonable	19	6.95	1.96	33	6.12	2.04
The World Bank Group takes decisions quickly in Bhutan	23	6.57	2.25	31	6.13	2.20
Working with the World Bank Group increases country's institutional capacity	28	6.89	2.60	42	7.05	2.24
Where country systems are adequate, the World Bank Group makes appropriate use of them	22	6.59	2.36	32	6.47	2.14

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

World Bank Group Development Policy Credit (DPC) Program

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

	Collaborating with the WBG			Not Collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners	13	7.23	2.35	16	6.06	1.91
DPCs have led to good economic policy and institutional reforms	13	7.15	2.67	17	5.94	1.89
The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects	14	7.07	2.59	17	6.24	2.11

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



Appendix E: Responses to Select Questions by Year³

Comparing responses across Country Surveys reflect changes in attitudes over time, but also changes in respondent samples and changes to the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. To reduce the influence of the former, the samples from FY16 and FY19 were weighted to have equivalent stakeholder groups.

Original Distribution		
Percentage of Respondents	FY16	FY19
Government institutions (includes office of Parliamentarian, employees of ministries, independent government institutions, PMU/Consultants on WBG-supported projects, and judiciary)	50.6%	48.7%
Bilateral/Multilateral Agency	7.1%	7.6%
Private sector (includes financial sector/private banks)	14.1%	17.6%
Academia	4.7%	5.0%
Media	9.4%	4.2%
Civil society (includes NGOs/CBOs, private foundations, trade unions, faith-based groups, and youth groups)	10.6%	14.3%
Local Government	3.5%	2.5%
Total Number of Respondents (Un-Weighted)	85	119

Note, there were too few respondents from the office of the Prime Minister and the office of Minister to be included in the comparisons. Respondents who indicated "Other" in the stakeholder categories were also excluded from these analyses.

The weighted stakeholder breakdown is presented below:

Weighted Distribution		
Percentage of Respondents	FY16	FY19
Government institutions	49.3%	49.3%
Bilateral/Multilateral Agency	7.3%	7.3%
Private sector	16.1%	16.1%
Academia	4.8%	4.8%
Media	6.4%	6.4%
Civil society	12.9%	12.9%
Local Government	3.2%	3.2%
Total Number of Respondents (Weighted)	91	114

All data presented in this Appendix are weighted. As a result, means of the FY19 data and the total number of respondents indicated will be slightly different than the aggregated responses in Appendix A. Similarly, responses from FY16 respondents and the total number of respondents indicated may differ from those reported in that COS report.

³ Only those questions that were asked in the FY '17 and FY '19 country opinion surveys, with similar response scales/options, are presented.

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

	FY16			FY19		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Bhutan?	90	6.25	2.07	107	5.95	2.41

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

	FY16			FY19		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Bhutan.	76	6.70	1.77	96	6.37	2.11

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

	FY16			FY19		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Bhutan solve its most complicated development challenges?	66	6.42	1.64	84	6.14	2.09

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

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

Percentage of Respondents	FY16	FY19
To a fully sufficient degree*	0.0%	6.4%
To a somewhat sufficient degree	36.9%	34.0%
To a somewhat insufficient degree	31.3%	27.2%
To a very insufficient degree	15.3%	9.9%
Don't know	16.5%	22.5%

*Significantly different between FY19 and FY16 respondents

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

	FY16			FY19		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Bhutan	83	7.05	1.73	94	6.54	2.09
The World Bank Group's work is aligned with what I consider the development priorities for Bhutan*	82	6.98	1.56	91	6.42	2.04

(1-Strongly disagree, 10-Strongly agree) *Significantly different between FY19 and FY16 respondents

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

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

	FY16			FY19		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	74	6.48	1.69	79	6.40	1.92
Flexibility (in terms of the institution's products and services)	62	5.72	1.94	72	5.45	1.80
Flexibility (in terms of changing country circumstances)*	56	6.13	1.77	76	5.48	1.90
Being inclusive	62	6.15	2.00	81	6.12	1.89
Openness (sharing data and other information)	68	6.45	1.95	84	6.56	2.03
Collaboration with the Government	79	7.38	1.56	84	7.07	1.88
The speed in which it gets things accomplished on the ground	65	6.06	1.95	72	5.84	1.91
Collaboration with civil society	53	5.02	2.26	64	5.38	2.02
Staff accessibility	66	6.39	2.11	72	6.28	1.98
Collaboration with other donors and development partners	60	6.54	1.73	67	6.04	1.88
Collaboration with the private sector	57	5.68	1.93	63	5.33	1.91
Straightforwardness and honesty	51	6.84	2.03	70	6.53	2.14
Treating clients and stakeholders in Bhutan with respect	64	7.06	1.86	81	6.56	2.33
Being a long-term partner*	68	7.75	1.60	81	7.05	2.25

*Significantly different between FY19 and FY16 respondents



C. World Bank Group's Effectiveness and Results

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

	FY16			FY19		
	N	Mean	SD	N	Mean	SD
Social protection	26	5.81	2.10	42	5.61	2.06
Gender equity	30	6.36	2.25	48	6.15	2.17
Private sector development*	55	7.25	1.61	58	5.71	2.07
Public sector governance/reform	52	7.14	1.81	61	7.05	1.89
Global/regional integration	40	6.42	1.62	46	6.07	1.82
Food security	31	6.33	1.92	43	5.87	2.20
Urban development	63	7.48	1.59	59	7.15	2.02
Energy	35	6.11	1.95	45	6.14	1.90
Job creation/employment	34	6.08	1.98	46	5.64	2.01
Financial markets	51	6.53	2.13	53	6.33	2.19
Transport	55	6.92	1.70	49	6.77	2.06
Trade and exports	41	6.58	1.73	43	5.83	1.97
Natural resource management	30	6.01	2.18	43	5.66	2.23
Climate change	39	6.47	1.81	49	6.41	2.27
Poverty reduction*	52	7.60	1.41	47	6.38	2.21
Anti-corruption	24	5.60	2.14	35	5.27	2.08
Economic growth*	61	7.51	1.40	57	6.54	1.97
Disaster risk management	42	6.47	1.95	45	6.02	2.10
Equality of opportunity	31	6.20	2.06	41	5.93	2.04
Information and communications technology	39	6.65	1.52	40	5.97	1.84

*Significantly different between FY19 and FY16 respondents.

	FY16			FY19		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Bhutan?	77	6.78	1.46	75	6.91	1.84

(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 Bhutan?

	FY16			FY19		
	N	Mean	SD	N	Mean	SD
The WBG's financial instruments meet the needs of the country	71	6.72	1.62	69	6.54	1.98
The WBG meets the country's needs for knowledge services	70	6.66	1.60	75	6.57	1.89

(1-Strongly disagree, 10-Strongly agree)



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	FY16	FY19
Weekly	4.3%	2.0%
Monthly	11.7%	8.4%
A few times a year	48.3%	35.5%
Rarely	24.7%	28.2%
Never*	11.1%	25.9%

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

	FY16			FY19		
	N	Mean	SD	N	Mean	SD
Are timely	54	6.59	2.09	63	6.59	1.90
Include appropriate level of stakeholder involvement during preparation	66	6.62	1.89	66	6.43	2.02
Lead to practical solutions	59	6.69	1.78	62	6.24	1.99
Are source of relevant information on global good practices	66	7.53	1.58	69	7.17	1.86
Are adequately disseminated	59	6.27	2.33	64	6.43	2.01
Are translated enough into local language	47	4.84	2.94	51	4.84	2.53
Are adaptable to Bhutan's specific development challenges and country circumstances	62	6.63	2.00	63	6.27	2.02

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

	FY16			FY19		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country?	71	7.02	1.64	74	6.77	1.75
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	66	7.42	1.59	72	7.01	1.90

(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?

	FY16			FY19		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	54	6.90	1.79	49	6.66	2.18
The World Bank Group effectively monitors and evaluates the projects and programs it supports	71	7.30	1.71	65	6.92	1.90
The WBG's approvals and reviews are done in a timely fashion	61	6.80	1.77	59	6.66	1.97
The WBG's conditions on its lending are reasonable	54	6.94	1.93	49	6.46	1.91
The World Bank Group takes decisions quickly in Bhutan	57	6.71	1.92	51	6.39	2.10
Working with the World Bank Group increases Bhutan's institutional capacity*	64	7.82	1.69	66	7.04	2.28
Where country systems are adequate, the World Bank Group makes appropriate use of them	57	7.13	2.03	51	6.58	2.09

(1-Strongly disagree, 10-Strongly agree) *Significantly different between FY19 and FY16 respondents.

World Bank Group Development Policy Credit (DPC) Program

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

	FY16			FY19		
	N	Mean	SD	N	Mean	SD
DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners	35	7.11	1.52	26	6.76	1.92
DPCs have led to good economic policy and institutional reforms	35	7.04	1.92	27	6.65	2.10
The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects	33	7.57	1.64	29	6.82	2.13

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

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

When considering the combination of services that the World Bank Group offers in Bhutan, 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 Bhutan?

Percentage of Respondents	FY16	FY19
Financial services	46.5%	39.0%
Knowledge products	17.1%	18.1%
Convening services	0.0%	3.5%
None of the above	2.5%	1.0%
The combination is appropriate for Bhutan	28.5%	29.1%
Don't know	5.5%	9.3%



G. Communication and Information Sharing

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

Percentage of Respondents	FY16	FY19
High speed/WiFi	89.3%	98.0%
Dial-up	10.7%	2.0%

*Significantly different between FY19 and FY16 respondents.

H. Background Information

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

Percentage of Respondents	FY16	FY19
Yes	53.2%	34.4%
No	46.8%	65.6%

*Significantly different between FY19 and FY16 respondents.

If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Bhutan?

Percentage of Respondents	FY16	FY19
The World Bank (IBRD)	72.9%	85.4%
The International Finance Corporation (IFC)	19.3%	14.6%
International Centre for Settlement of Investment Disputes (ICSID)	7.8%	-

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

Percentage of Respondents	FY16	FY19
Yes	18.8%	38.8%
No	81.2%	61.2%

*Significantly different between FY19 and FY16 respondents.

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

Percentage of Respondents (Responses combined)	FY16	FY19
Observer*	14.5%	36.7%
Use World Bank Group reports/data	42.0%	29.1%
Engage in World Bank Group related/sponsored events/activities	34.4%	25.0%
Collaborate as part of my professional duties	40.5%	35.8%
Use WBG website for information, data, research, etc.	27.7%	18.7%

What's your gender?

Percentage of Respondents	FY16	FY19
Female	22.4%	25.2%
Male	77.6%	74.8%

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

Indicator Question	Which of the following describes your level of interaction with the WBG?		Which of the following describes your exposure to the World Bank in Bhutan? (Choose no more than TWO)									
	Not Collaborating	Currently Collaborating	Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
To what extent do you trust The World Bank Group to do what is right?	5.99	7.37	6.96	5.53	6.41	6.57	6.25	7.04	6.24	6.80	6.36	6.82
Overall, please rate your impression of the World Bank Group's effectiveness in Bhutan.	6.06	7.05	6.88	5.63	6.62	6.00	6.10	7.29	6.21	6.81	6.40	6.57
Overall the World Bank Group currently plays a relevant role in development in Bhutan	5.90	7.47	6.94	5.59	6.65	6.07	6.07	7.64	6.17	6.95	6.49	6.40
The World Bank Group's work is aligned with what I consider the development priorities for Bhutan	5.98	7.09	6.74	5.68	6.51	6.03	5.96	7.54	6.15	6.69	6.34	6.42
Responsiveness to needs	5.82	7.09	6.54	5.72	6.43	6.00	6.00	7.04	6.19	6.43	6.32	6.18
Flexibility (in terms of the institution's products and services)	5.07	5.84	5.53	5.09	5.51	5.17	5.20	5.95	5.38	5.43	5.36	5.56
Flexibility (in terms of changing country circumstances)	5.19	5.76	5.49	5.20	5.52	5.13	5.25	5.78	5.38	5.43	5.33	5.65
Being inclusive	5.66	6.67	6.37	5.37	6.04	6.07	5.89	6.52	5.71	6.50	6.06	6.00
Openness (sharing data and other information)	6.34	6.82	6.86	5.69	6.41	6.61	6.13	7.43	6.32	6.71	6.62	5.95
Collaboration with the Government	6.74	7.52	7.30	6.40	6.93	7.11	6.70	7.82	6.84	7.20	7.01	6.89
The speed in which it gets things accomplished on the ground	5.21	6.60	5.96	5.32	5.83	5.57	5.56	6.30	5.43	6.18	5.65	6.12
Helping to bring discipline/effective supervision to implementation of investment projects	5.79	6.47	6.36	5.40	6.13	5.88	5.69	7.16	5.98	6.15	6.11	5.81
Collaboration with civil society	5.00	5.83	5.60	4.60	5.40	4.85	4.90	6.31	4.90	5.74	5.44	4.18
Staff accessibility	6.00	6.53	6.54	5.29	5.98	6.46	5.84	7.06	5.85	6.48	6.20	5.86
Collaboration with other donors and development partners	5.77	6.36	6.24	5.25	6.06	5.74	5.68	6.62	5.73	6.27	6.07	5.56
Collaboration with the private sector	4.91	5.96	5.60	4.59	5.28	5.24	5.06	6.07	4.97	5.68	5.38	4.86
Straightforwardness and honesty	5.98	7.25	6.63	5.90	6.50	6.26	6.07	7.50	6.15	6.78	6.45	6.35
Treating clients and stakeholders in Bhutan with respect	6.13	7.13	6.80	5.76	6.39	6.56	6.12	7.53	6.29	6.66	6.42	6.53
Being a long-term partner	6.77	7.38	7.15	6.45	6.82	7.07	6.63	7.71	6.83	7.03	6.88	7.00
To what extent does the World Bank Group's work help to achieve development results in Bhutan?	6.49	7.35	7.05	6.18	6.94	6.54	6.60	7.38	6.66	7.00	6.76	7.00
To what extent does the World Bank Group influence the development agenda in Bhutan?	5.86	6.55	6.46	5.48	6.26	6.04	5.89	7.00	6.15	6.23	6.15	6.38
The WBG's financial instruments meet the needs of Bhutan	6.30	6.76	6.75	5.86	6.41	6.64	6.25	7.10	6.46	6.50	6.39	6.81
The World Bank Group meets Bhutan's needs for knowledge services	6.20	7.03	6.89	5.64	6.46	6.54	6.19	7.35	6.35	6.69	6.39	6.88
Are adaptable to Bhutan's specific development challenges and country circumstances	5.88	6.77	6.49	5.44	6.33	5.96	5.92	7.06	6.17	6.23	6.13	6.50
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.41	7.21	6.98	5.87	6.58	6.79	6.37	7.47	6.59	6.72	6.63	6.69
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	6.58	7.50	7.25	6.08	6.87	6.91	6.54	7.94	6.75	7.06	6.92	6.73
The World Bank Group takes decisions quickly in Bhutan	6.13	6.57	6.75	4.77	6.18	6.50	5.78	7.38	6.36	6.18	6.10	6.83
Where country systems are adequate, the World Bank Group makes appropriate use of them	6.47	6.59	6.92	5.36	6.49	6.60	5.87	8.06	6.70	6.33	6.47	6.73

Yellow highlight indicates significant difference between Yes and No means.

Appendix G: Bhutan FY19 Questionnaire



World Bank Group Country Survey FY 2019 – Bhutan

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

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 BHUTAN

A1. When you think about the future in Bhutan, are you ... ?	
1	Very pessimistic
2	Somewhat pessimistic
3	Somewhat optimistic
4	Very optimistic
5	Not sure

A2. Do you think that economic opportunity for citizens in Bhutan is ... ?	
1	Increasing
2	Decreasing
3	Staying about the same

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

SECTION A: GENERAL ISSUES

A4. 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 Bhutan? (Choose no more than THREE)			
1	Crime and violence	15	Education
2	Climate change (e.g., mitigation, adaptation)	16	Global/regional integration
3	Transport (e.g., roads, bridges, transportation)	17	Food security
4	Energy	18	Urban development
5	Economic growth	19	Water and sanitation
6	Disaster risk management	20	Pollution
7	Equality of opportunity (i.e., social inclusion)	21	Job creation/employment
8	Decentralization	22	Health
9	Information and communications technology	23	Financial markets
10	Social protection	24	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
11	Agriculture and rural development	25	Gender equity (closing the gap between women and men, and boys and girls)
12	Trade and exports	26	Private sector development
13	Anti-corruption	27	Natural resource management
14	Judiciary reform		

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

SECTION A: GENERAL ISSUES

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

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

SECTION A: GENERAL ISSUES

A8. Listed below are global challenges. Which do you think have the most serious impact on Bhutan? (Choose no more than TWO)

1	Trade constraints	6	Geo political uncertainty
2	Migrants and refugees	7	Fragility in Bhutan or neighboring countries
3	Jobs/employment	8	Technology based disruption
4	Climate change	9	The gap between the rich and the poor
5	Terrorism	10	Environmental degradation

A9. When thinking about development efforts in Bhutan, do you think that civil society (e.g., NGOs, CBOs) should ... ?

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

A10. To what extent do you trust domestic private sector to engage in public service delivery in Bhutan?

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

A11. To what extent do you trust international private sector to engage in public service delivery in Bhutan?

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

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

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

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

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

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Bhutan?			
		Greatest Value (Choose only ONE)	Second Greatest Value (Choose only ONE)
1	Bringing together different groups of stakeholders	<input type="checkbox"/>	<input type="checkbox"/>
2	Capacity development related to World Bank Group supported projects	<input type="checkbox"/>	<input type="checkbox"/>
3	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
4	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
5	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
6	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
7	Promoting knowledge sharing	<input type="checkbox"/>	<input type="checkbox"/>
8	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"/>

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

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

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

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

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

		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	
B12	Responsiveness to needs											<input type="checkbox"/>
B13	Flexibility (in terms of the institution's products and services)											<input type="checkbox"/>
B14	Flexibility (in terms of changing country circumstances)											<input type="checkbox"/>
B15	Being inclusive											<input type="checkbox"/>
B16	Openness (sharing data and other information)											<input type="checkbox"/>
B17	Collaboration with the Government											<input type="checkbox"/>
B18	The speed in which it gets things accomplished on the ground											<input type="checkbox"/>
B19	Helping to bring discipline/effective supervision to implementation of investment projects											<input type="checkbox"/>
B20	Collaboration with civil society											<input type="checkbox"/>
B21	Staff accessibility											<input type="checkbox"/>
B22	Collaboration with other donors and development partners											<input type="checkbox"/>
B23	Collaboration with the private sector											<input type="checkbox"/>
B24	Straightforwardness and honesty											<input type="checkbox"/>
B25	Treating clients and stakeholders in Bhutan with respect											<input type="checkbox"/>
B26	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 Bhutan? (If you have NO exposure to/experience in working in any of the sectors listed below, please respond "Don't know")													
		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Social protection	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Gender equity (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	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	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Food security	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	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Pollution	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
17	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Crime and violence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Natural resource management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
22	Anti-corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
23	Judiciary reform	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
24	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
25	Disaster risk management	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
26	Equality of opportunity (i.e., social inclusion)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
27	Decentralization	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
28	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

SECTION C: WORLD BANK GROUP'S EFFECTIVENESS AND RESULTS

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

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

C3. To what extent does the World Bank Group influence the development agenda in Bhutan?

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

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

		Strongly disagree										Strongly agree	Don't know
C4	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, etc.) meet the needs of Bhutan	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C5	The World Bank Group meets Bhutan's needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

How effectively does the World Bank Group support Bhutan's efforts ... ?

		Not effectively at all										Very effectively	Don't know
C6	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"/>	
C7	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"/>	
C8	To strengthen the country's crisis preparedness	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C9	To identify and monitor risks	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

C10. How effectively does the World Bank Group's SCD and CPF activities support Bhutan'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)]*

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)

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

In Bhutan, to what extent do you believe that the World Bank Group's knowledge work and activities:												
		To no degree at all					To a very significant degree					Don't know
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 translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
D8	Are adaptable to Bhutan's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

D9. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Not significant at all									Very significant		Don't know	

D10. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Very low technical quality									Very high technical quality		Don't know	

SECTION E: WORKING WITH THE WORLD BANK GROUP

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

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

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

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
E9	DPCs have been effective instruments of coordination for economic policy reforms between and within government agencies and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E10	DPCs have led to good economic policy and institutional reforms	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E11	The World Bank Group has provided good support for Bhutan to move to Country Systems for donor projects	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

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

F2. When considering the combination of services that the World Bank Group offers in Bhutan, 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 Bhutan? (Select only ONE response)	
1	Financial services
2	Knowledge products
3	Convening services
4	None of the above
5	The combination is appropriate for Bhutan
6	Don't know

SECTION G: COMMUNICATION AND INFORMATION SHARING

G1. How frequently do you interact with the World Bank Group now in Bhutan?	
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

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

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

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

G5. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?					
		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

H1. Which of the following best describes your current affiliation? (Select only ONE response)			
1	Office of the President, Prime Minister	11	Private Foundation
2	Office of Minister	12	NGO/Community Based Organization
3	Office of Parliamentarian	13	Media (press, radio, TV, web, etc.)
4	Employee of a Ministry, Ministerial Department or Implementation Agency	14	Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)
5	Project Management Unit (PMU) overseeing implementation of project/ Consultant/Contractor working on World Bank Group supported project/program	15	Trade Union
6	Local Government Office or Staff	16	Faith-Based Group
7	Bilateral Agency	17	Youth Group
8	Multilateral Agency	18	Academia/Research Institute/Think Tank
9	Private Sector Organization	19	Judiciary Branch
10	Financial Sector/Private Bank	20	Other (please specify): _____

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

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

H4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Bhutan? (Select only ONE response)	
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

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

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

H7. What's your gender?	
1	Female
2	Male

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

H9. Which best represents your geographic location?	
1	South
2	East
3	West
4	North

Thank you for completing the survey!