



CountryOpinionSurveys

FY 2025 Rwanda Country Opinion Survey Report

Acknowledgements

Rwanda Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Business Intelligence (BI) team, led by José De Buerba (Senior External Affairs Officer) and Svetlana Markova (Senior External Affairs Officer). Yulia Danilina, Jessica Cameron, Sofya Gubaydullina, and Qi Xue oversaw the design, reporting, and analysis of the survey results. Irina Popova and Noreen Wambui provided data support.

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Objectives

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

- 1. Overall Views of the WBG:** How familiar are stakeholders with the WBG? How much do they trust the WBG? What are stakeholders' opinions of the WBG's effectiveness and relevance to development in Rwanda? Are these perceptions improving or declining? Do stakeholders feel that the WBG has changed for the better or the worse in the last two years?
- 2. The WBG's Work on Development Priorities:** What areas of development are perceived to be the most important? Has the WBG been effective in achieving the goals of its projects in these areas? How did these projects impact the people of Rwanda, and how could the WBG have been more helpful? How could the WBG's operations have been more effective in achieving these goals?
- 3. WBG Instruments:** What do key stakeholders value the most regarding the WBG's work in Rwanda? What opinion do key stakeholders have of WBG's financial instruments and knowledge products? Are opinions improving or declining? How are stakeholders using WBG knowledge work, and has it influenced government policy in Rwanda?
- 4. The WBG's Engagement and Collaboration:** How is the WBG perceived as a development partner in Rwanda? Are opinions improving or declining? How effective has the WBG been in facilitating the Government's engagement with civil society and in promoting private sector development?
- 5. Communications:** What are the preferred communication channels, and do they differ between stakeholder groups? Do stakeholders recall any WBG messaging? What key topics do stakeholders recall? What information do stakeholders want from the WBG?



Methodology Overview

Fielded in March – June 2025

- 1028 potential participants were asked to complete the survey
- Respondents completed the questionnaire online or received it via courier and completed it on paper
- List of names provided by the WBG country team and supplemented by the field firm
- Data collection conducted by an independent field firm

239 participants (23% response rate)

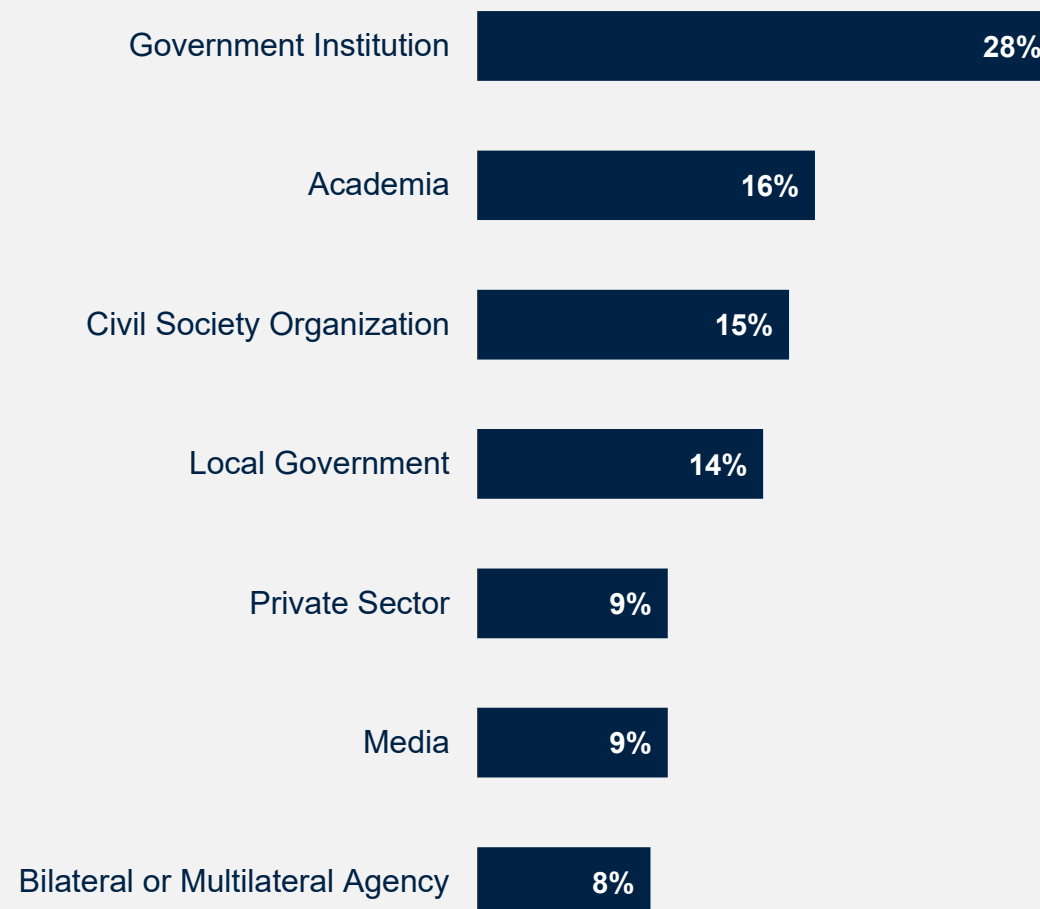
- 61% from Kigali City
- 46% have collaborated with the WBG within the past 3 years

Compared to the FY22 Country Survey Results

- 395 participants (61% response rate)
- 76% from Kigali City
- 44% collaborated with the WBG

Click [here](#) for details of the Respondent Sample and Methodology.

Stakeholders in FY25 COS Sample



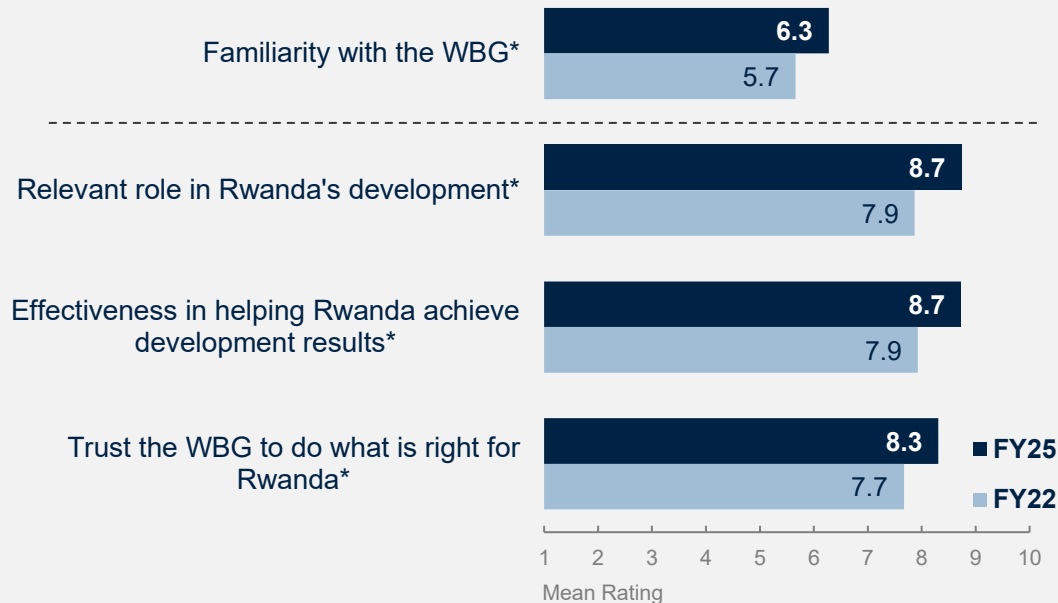
What is your primary professional affiliation? (Select only 1 response) (Percentage of Respondents, N=239)

Executive Summary

1. Overall Views of the WBG:

In FY25, stakeholders in Rwanda reported significantly greater **familiarity** with the WBG’s work and significantly higher levels of **trust** in the WBG than in the FY22 Country Survey. Indeed, the WBG was considered one of the most trusted institutions in Rwanda, just below the government. Perceptions of the WBG’s **relevance** to the country’s priorities and **effectiveness** in helping Rwanda achieve development results have also significantly improved since FY22, and these ratings were higher than for the relevance and effectiveness of the UN, IMF, and regional development banks.

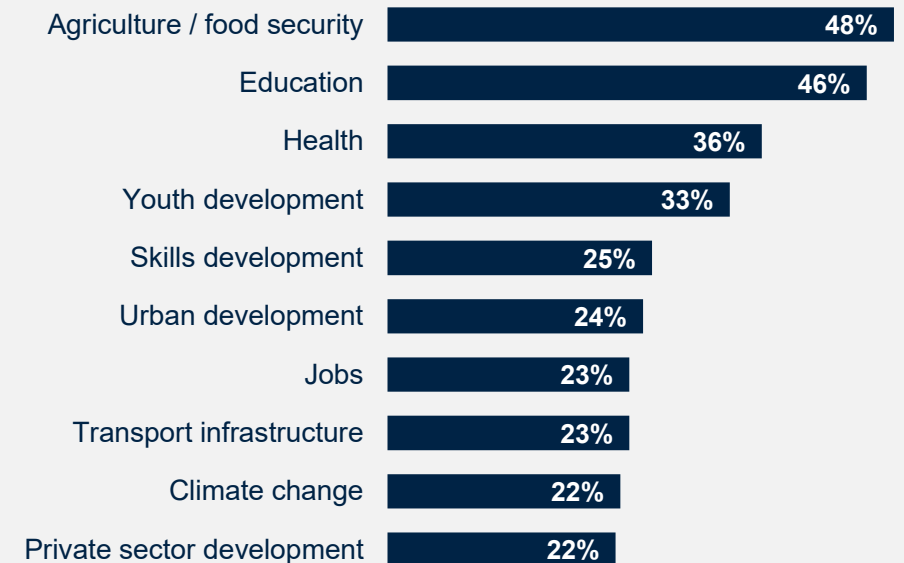
Compared to other Eastern and Central African countries and other IDA countries surveyed in FY25, respondents in Rwanda viewed the WBG as much more effective and relevant, and they expressed much higher levels of trust in the institution.



2. The WBG’s Work on Development Priorities:

Agriculture/food security and **education** were indicated as the top priorities for the WBG’s support, followed by health and youth development. The agriculture and health sectors were considered much more of a priority in FY25 compared to FY22, with twice as many respondents selecting them this year. When asked how helpful the WBG was in **achieving project goals in the priority sectors**, respondents said the Bank was helpful.

In their qualitative comments regarding how to make the WBG more effective in Rwanda, stakeholders discussed the importance of emphasizing **human capital** as the foundation for long-term growth. Respondents also highlighted the importance of agriculture to Rwanda’s economy, as well as the need to stimulate **private sector growth** while continuing to build climate-resistant infrastructure.



Executive Summary (continued)

3. WBG's Operational Effectiveness:

Over the past two years, more than two-thirds of stakeholders felt that the Bank was doing a better job of achieving its core mission: **improving people's lives (79%) and improving the overall business environment in Rwanda (75%)**. In addition, WBG clients and partners identified the most significant reform-related improvements in the **technical quality** of WBG-supported projects (76% of respondents saying the WBG was significantly/somewhat better). More than two-thirds of clients and partners indicated that the WBG had become significantly or somewhat better in the past two years at partnering with others to **increase development finance** and working together across its institutions (68% and 67%, respectively).

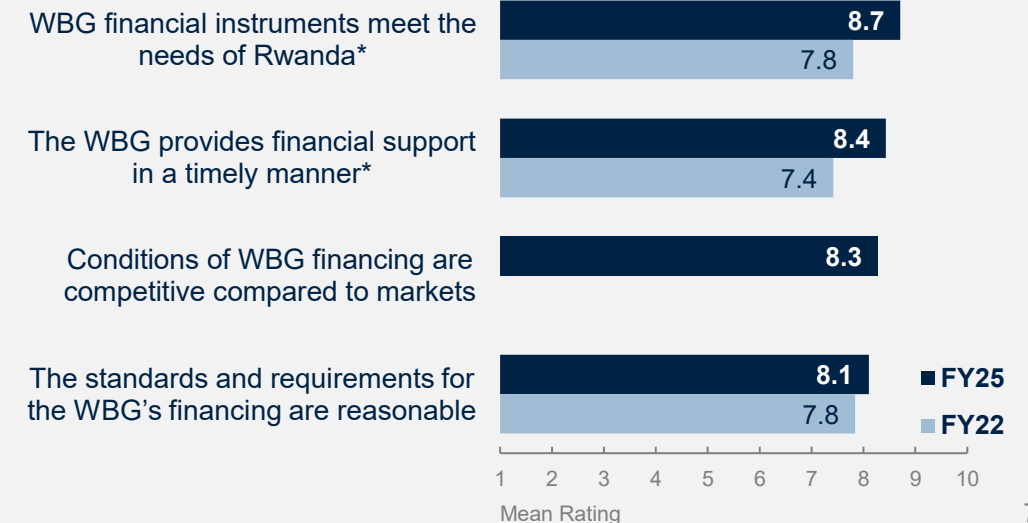
When reforms are slow or fail to take place, respondents attributed this to **inadequate civil society and private sector participation (39%/37%)** and reforms not being well thought out, given Rwanda's challenges (35%), the same challenges identified in FY22.

In written comments regarding how to make the WBG more effective in Rwanda, respondents highlighted the importance of the WBG incorporating **more local ownership and partnership** into its projects, especially in project design, implementation, and monitoring. Stakeholders also discussed the need for more technical assistance and capacity building, as well as better coordination with the government and other development partners. Also, stakeholders felt that outcomes could be improved with more monitoring and evaluation, creating feedback loops for real-time course correction, and more focus on accountability and data-driven decision-making.

4. WBG Instruments:

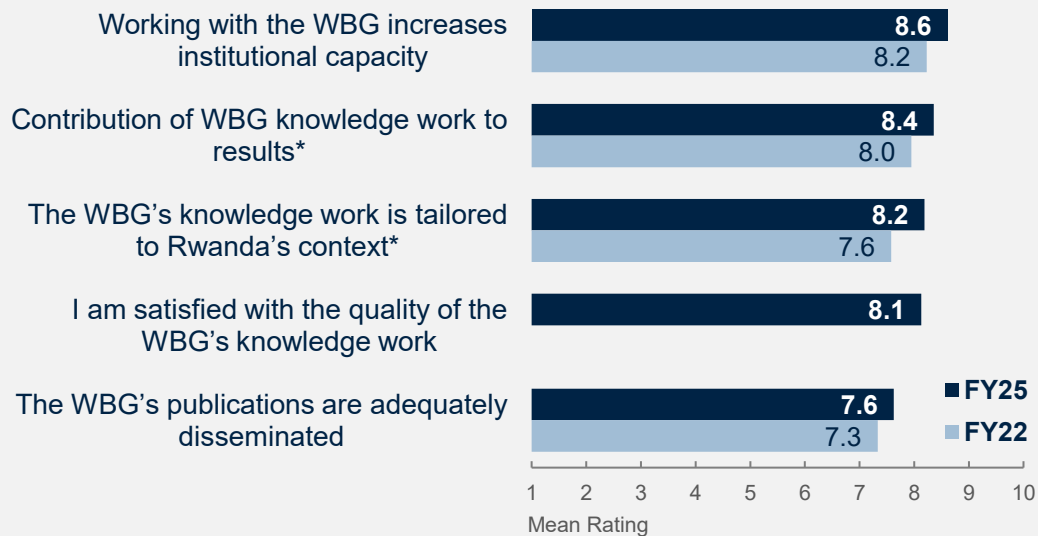
Stakeholders overwhelmingly considered the WBG's **financial resources** to be its greatest value to Rwanda (83%). Moreover, clients and partners considered the WBG's financial support to be more **timely** and better **meeting Rwanda's needs**. In their open-ended comments, stakeholders discussed their desire for more WBG financial support, especially for high-priority development areas, and they emphasized that capacity building should accompany any financial support. They also discussed the need for more flexible financing to not overburden the country's debt.

Nearly two-thirds of respondents indicated that they had used **WBG knowledge work** in the past three years (65%), most often the WBG's research and analytical reports (37%). Moreover, 84% of respondents said that **WBG policy advice influenced government policy** in Rwanda.



Executive Summary (continued)

Respondents who used the WBG’s knowledge work perceived it very positively and considered it more **impactful** on development and **tailored to Rwanda’s context** than in FY22. Perceptions regarding **publication dissemination and accessibility** were more moderate. In their open-ended comments, respondents called on the WBG to improve this and to incorporate more local knowledge. In addition, respondents wanted more **emphasis on capacity building** and knowledge work that directly informs decision-making.

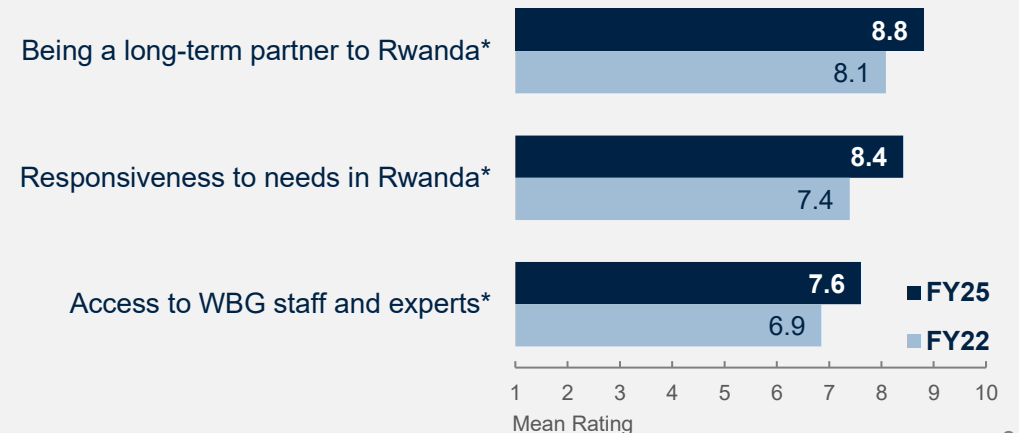


5. The WBG’s Engagement and Collaboration:

In FY25, stakeholders had significantly more positive perceptions of the WBG as a **responsive, accessible, long-term partner** to Rwanda. The WBG received the highest ratings for the effectiveness of its collaboration with the **national government** (mean = 8.9, significantly improved since FY22).

In addition to its partnership with the national government, stakeholders would like the WBG to increase collaboration with **local governments** (47%), followed by the **private sector** (33%). Expanding outreach to the private sector and civil society is additionally recommended because respondents in these stakeholder groups had low levels of familiarity with the WBG, but there was increased trust in both sectors overall.

Indeed, in their open-ended comments regarding how to make the WBG more effective in Rwanda, respondents suggested the WBG **partner more with civil society** to increase accountability and alignment with community priorities. Respondents also suggested more collaboration with the private sector to expand access to finances (the #1 challenge to private sector development identified by respondents) and create more jobs. Engaging with more **local expertise** was discussed to strengthen project design, evaluation, and policy development. It was also suggested to work more closely with the government to align with national strategies and improve coordination in implementation and service delivery.



Executive Summary (continued)

6. Communications:

Stakeholders reported that they prefer to obtain information from the WBG at its events, via the WBG website, or WBG publications.

Nearly two-thirds of respondents reported recently seeing or hearing about the WBG (64%), most often through the traditional media such as TV, radio and newspapers (43%), WBG website (43%), social media (43%), events (41%), or publications (38%), and most frequently about the WBG's work on enhancing the quality of education in Rwanda (52%) or its mission to end poverty on a livable planet (49%).

Respondents felt that impact assessments (49%), information on how to partner with the WBG (45%), and regular updates on Bank activities (43%) would be the most helpful types of information for them to better understand the WBG's role in Rwanda.



Overall Views of the World Bank Group



WBG Familiarity Has Significantly Increased Since FY22, with Government Respondents Being Most Familiar

Comparison of FY22 and FY25*

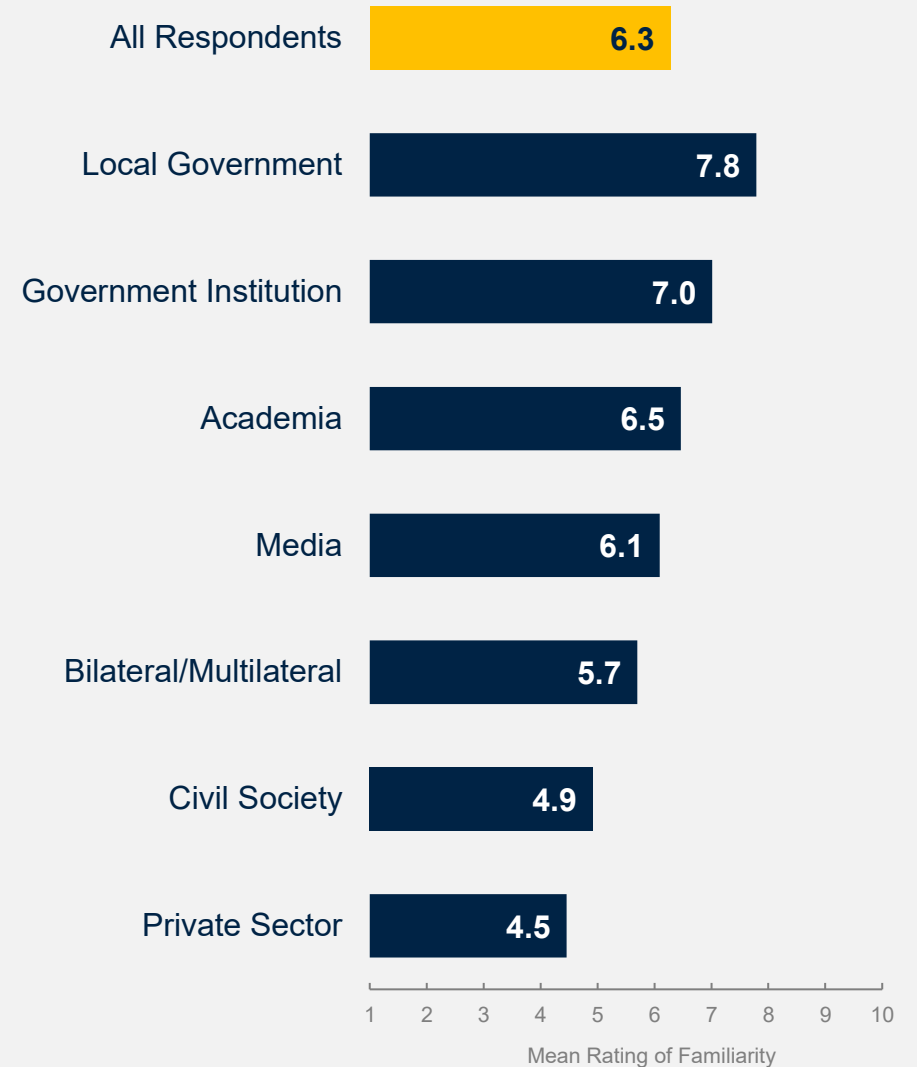
Mean familiarity: **FY25 = 6.3**
 FY22 = 5.7

Collaboration with the WBG*

Mean familiarity: **Collaborate with WBG = 7.7**
 Do not collaborate = 5.1

Stakeholder groups*

Respondents from local government and government institutions indicated the highest levels of familiarity with the WBG, whereas civil society and private sector respondents indicated significantly lower levels of familiarity.



How familiar are you with the World Bank Group's work in Rwanda? Scale: 1 Not familiar at all – 10 Very familiar

*Denotes significant difference between groups

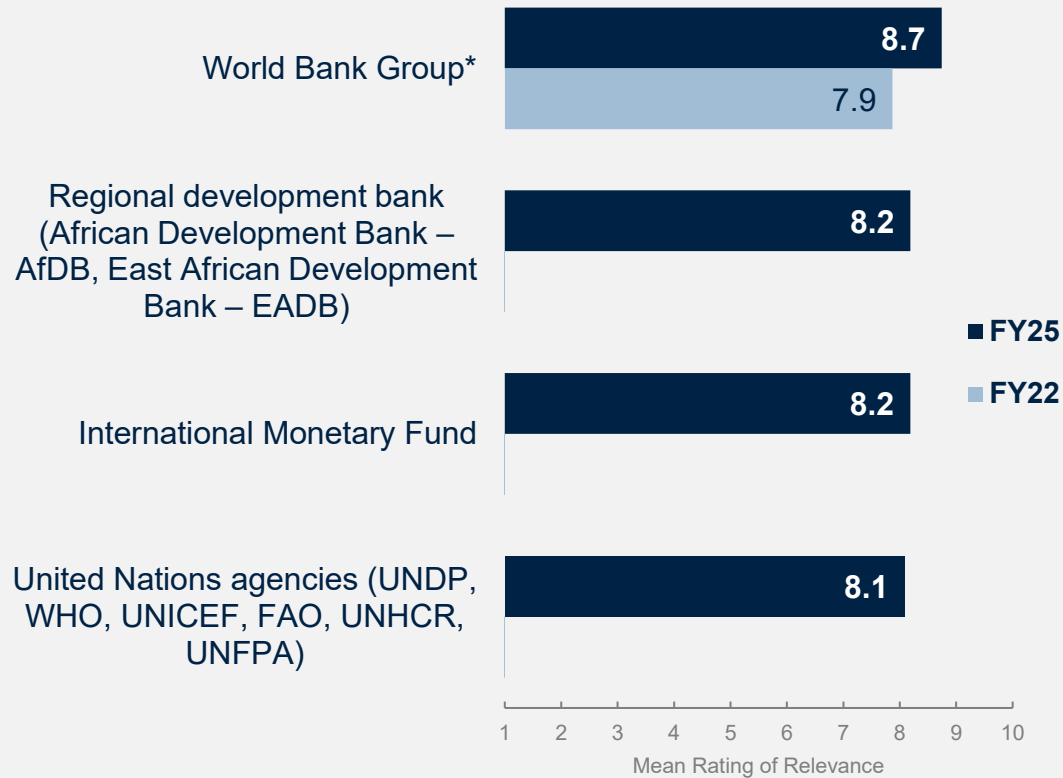
Trust in the WBG and All Institutions Significantly Higher than FY22

As in FY22, the WBG was the second most trusted institution in Rwanda in FY25, with the government being the most trusted.

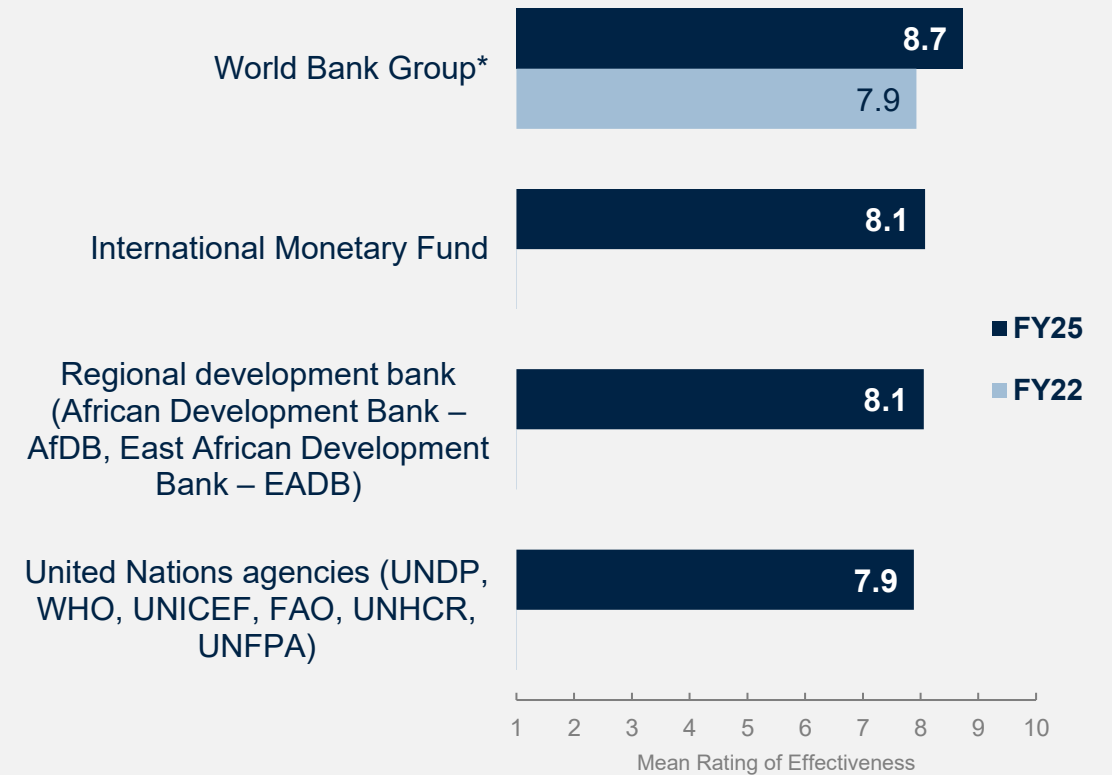


Ratings for WBG Relevance and Effectiveness in Rwanda Were Significantly Improved and Higher Than Other Multinational Institutions

RELEVANCE to Rwanda's development



EFFECTIVENESS in achieving development results



How relevant is each of the following organizations to Rwanda's development? Scale: 1 Not at all – 10 Very much
 How effective is each of the following organizations in helping Rwanda achieve development results? Scale: 1 Not at all – 10 Very much
 *Denotes significant difference between years

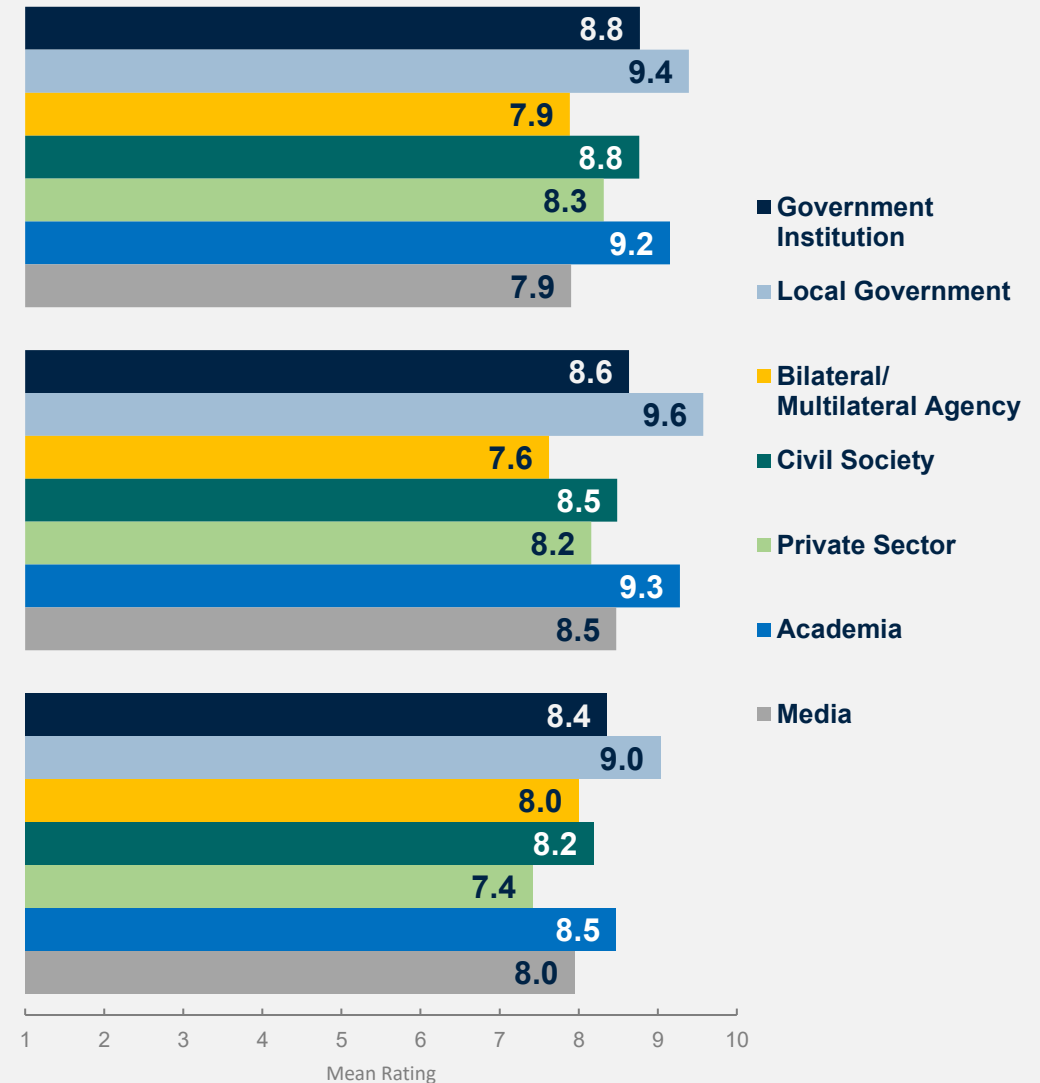
Government Institutions, Local Government, and Academia Gave the Highest Ratings of the WBG

In contrast, respondents from **bilateral/multilateral agencies** and **civil society** held significantly more negative views of the WBG than other stakeholders (note that the lowest level of trust in the WBG came from private sector respondents). These stakeholder groups also reported the lowest levels of familiarity with the WBG.

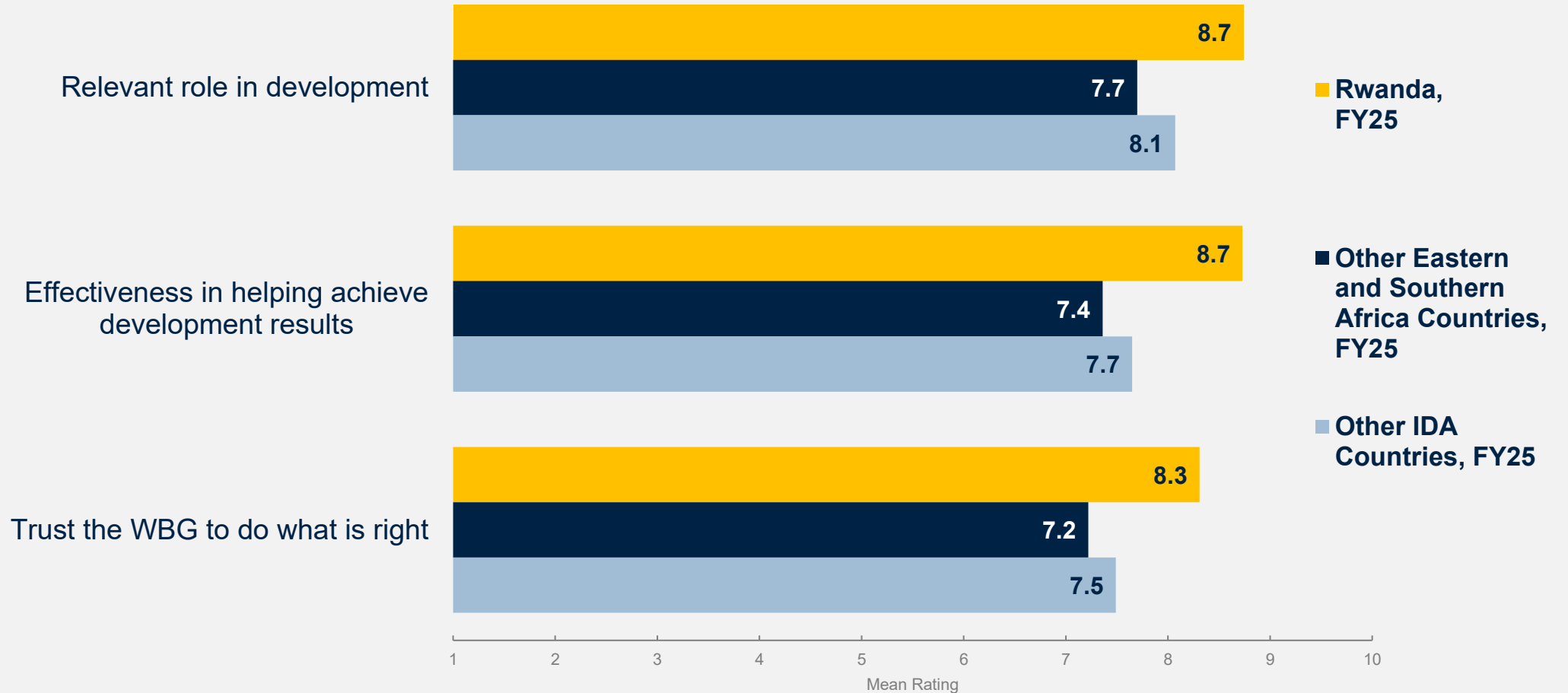
Relevant role in Rwanda's development*

Effectiveness in helping Rwanda achieve development results*

Trust the WBG to do what is right for Rwanda



Perceptions of WBG Trust, Relevance, and Effectiveness Were More Positive in Rwanda Than in Other Eastern and Southern African and IDA Countries Surveyed in FY25

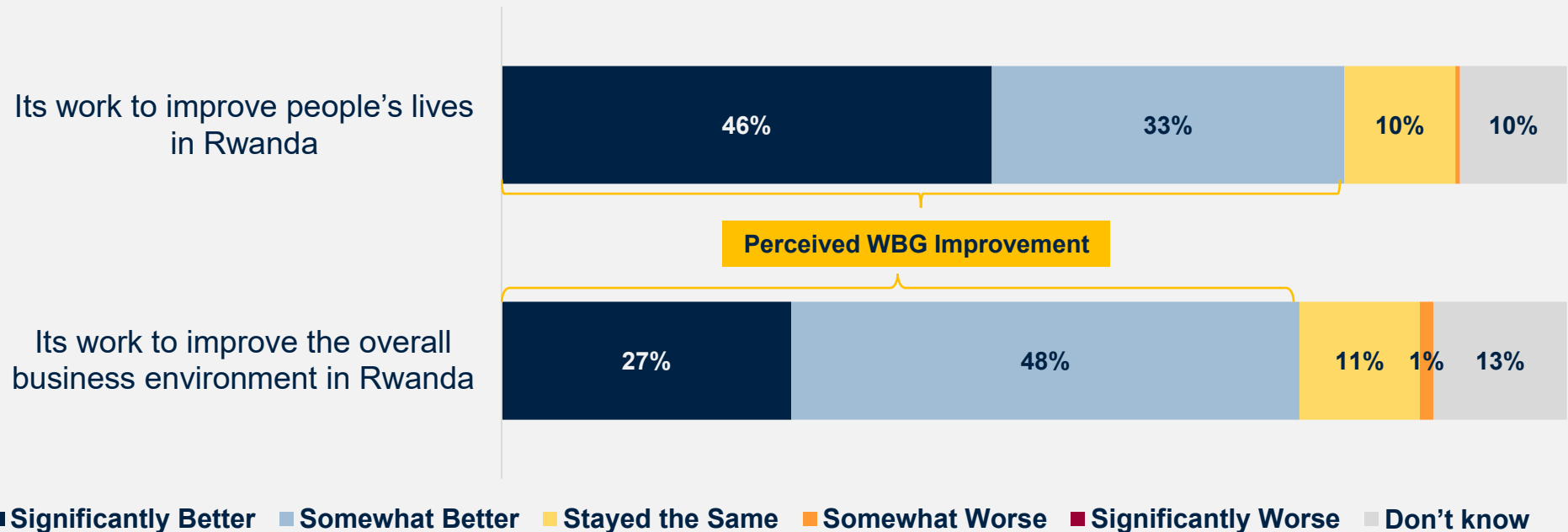


Other Eastern and Southern African countries surveyed in FY25 included Angola, Botswana, the Democratic Republic of Congo, Eswatini, Ethiopia, Madagascar, Malawi, and Mauritius.

Other IDA countries surveyed in FY25 included Bangladesh, Côte d'Ivoire, the Democratic Republic of Congo, Ethiopia, Kiribati, Kosovo, Liberia, Madagascar, Malawi, Samoa, Sierra Leone, Tajikistan, and Tonga.

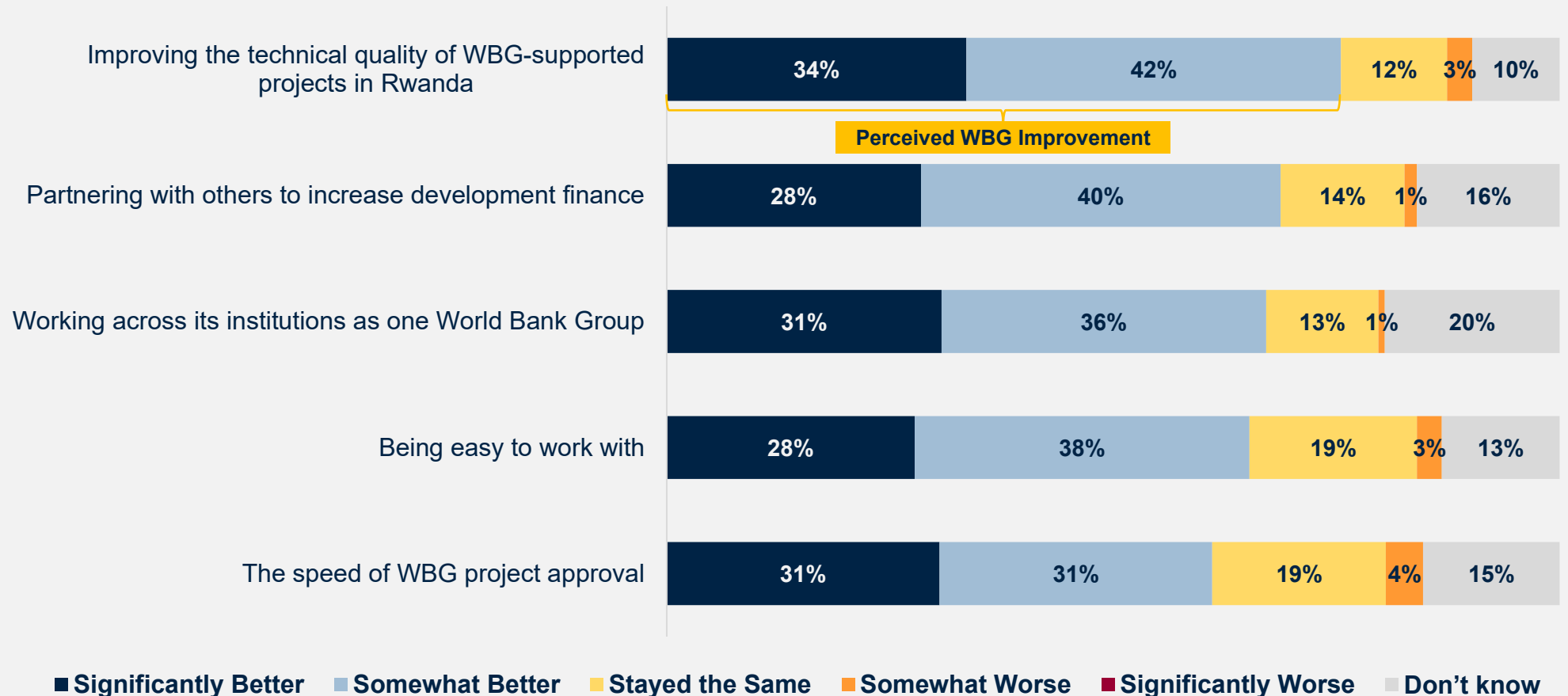
More Than 75% of Stakeholders Indicated That the WBG Had Improved in Enhancing Lives and the Business Environment in Rwanda Over the Past Two Years

Based on your experience, *in the past two years*, how has the WBG changed in terms of...



75% of Clients/Partners Indicated That the WBG Had Improved the Technical Quality of its Projects Over the Past Two Years

Based on your experience, *in the past two years*, how has the WBG changed in terms of...



The WBG's Work on Development Priorities

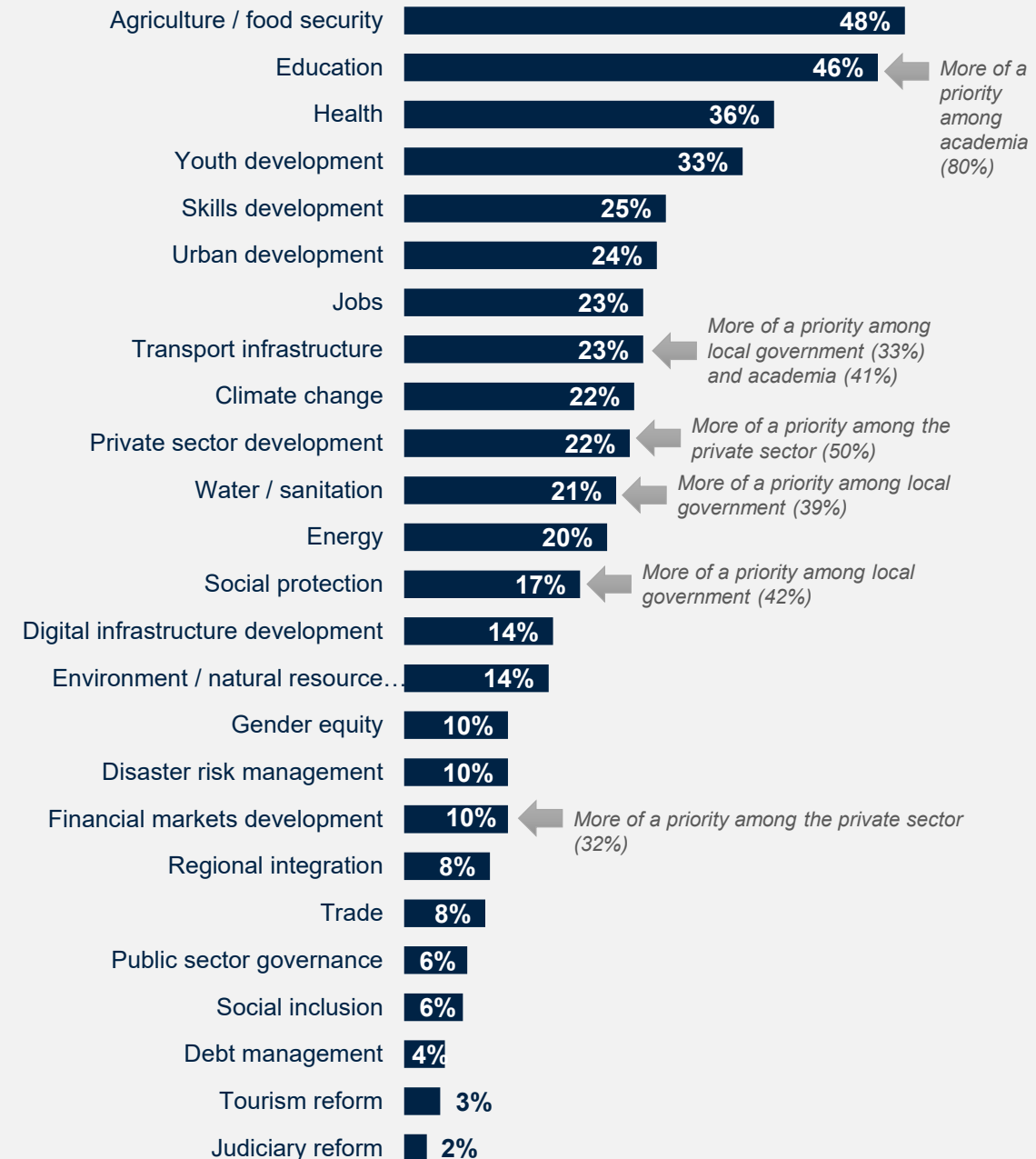


Agriculture / Food Security and Education Were the Top Development Areas for WBG Focus

This year, **agriculture / food security** and **health** emerged as much higher priorities, with twice as many respondents selected them as in FY22.

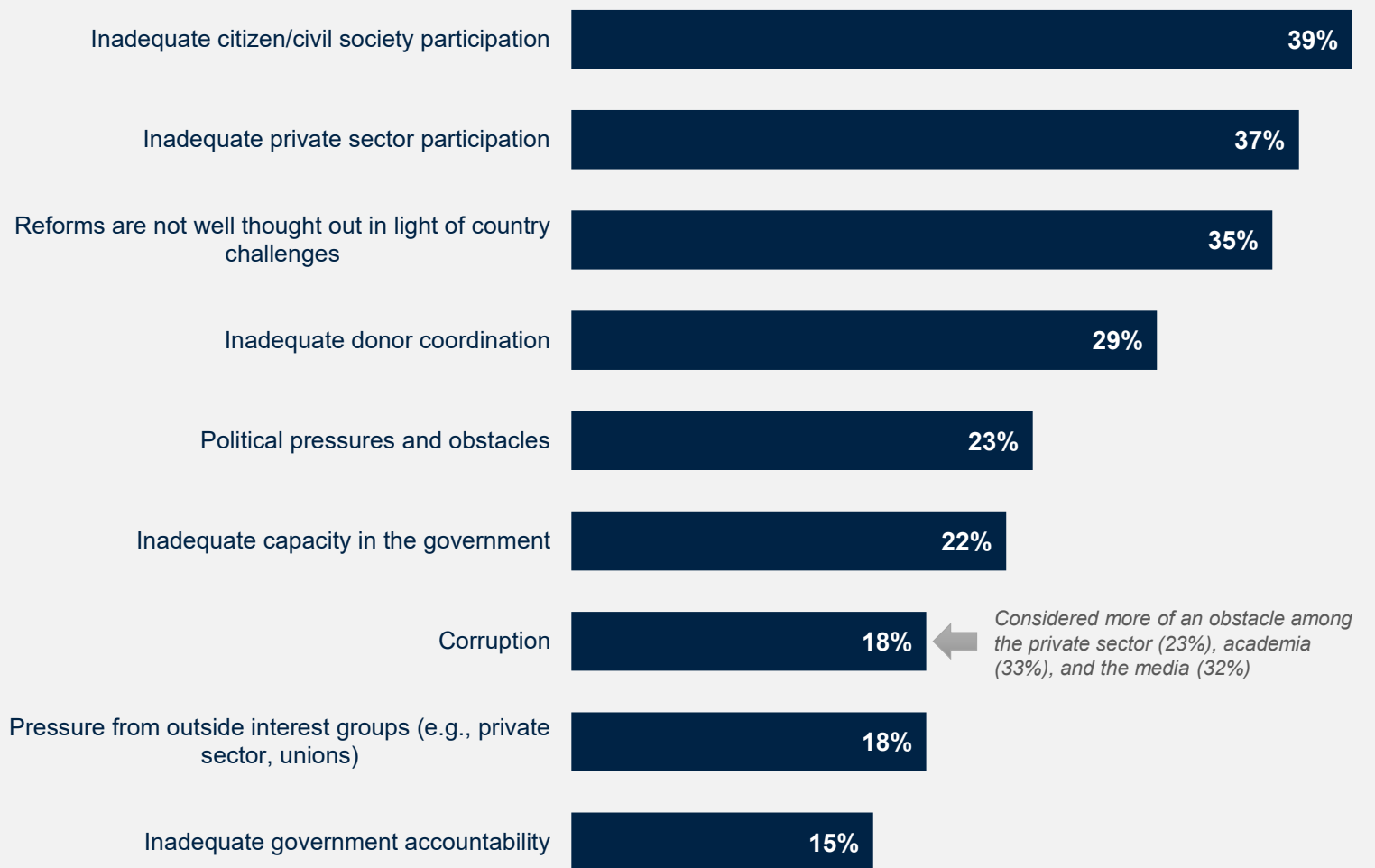
When asked how the WBG can be more effective in Rwanda[^], respondents discussed key development areas:

- There was a strong emphasis on **education, skills development, health, youth employment, and social protection** as foundations for inclusive and long-term growth.
- **Agriculture** was repeatedly cited as the backbone of Rwanda's economy, with calls for more support to farmers, value chains, food security, and rural livelihoods.
- Many responses highlight the need to stimulate the **private sector** (especially SMEs) through financing, capacity building, and an enabling environment to create sustainable jobs.
- Respondents also discussed **infrastructure** needs, including energy, water, and transport, along with **climate resilience**.



Top Reform Obstacles Identified: Inadequate Civil Society and Private Sector Participation, and Reforms Not Well Thought Out, Given Rwanda's Context

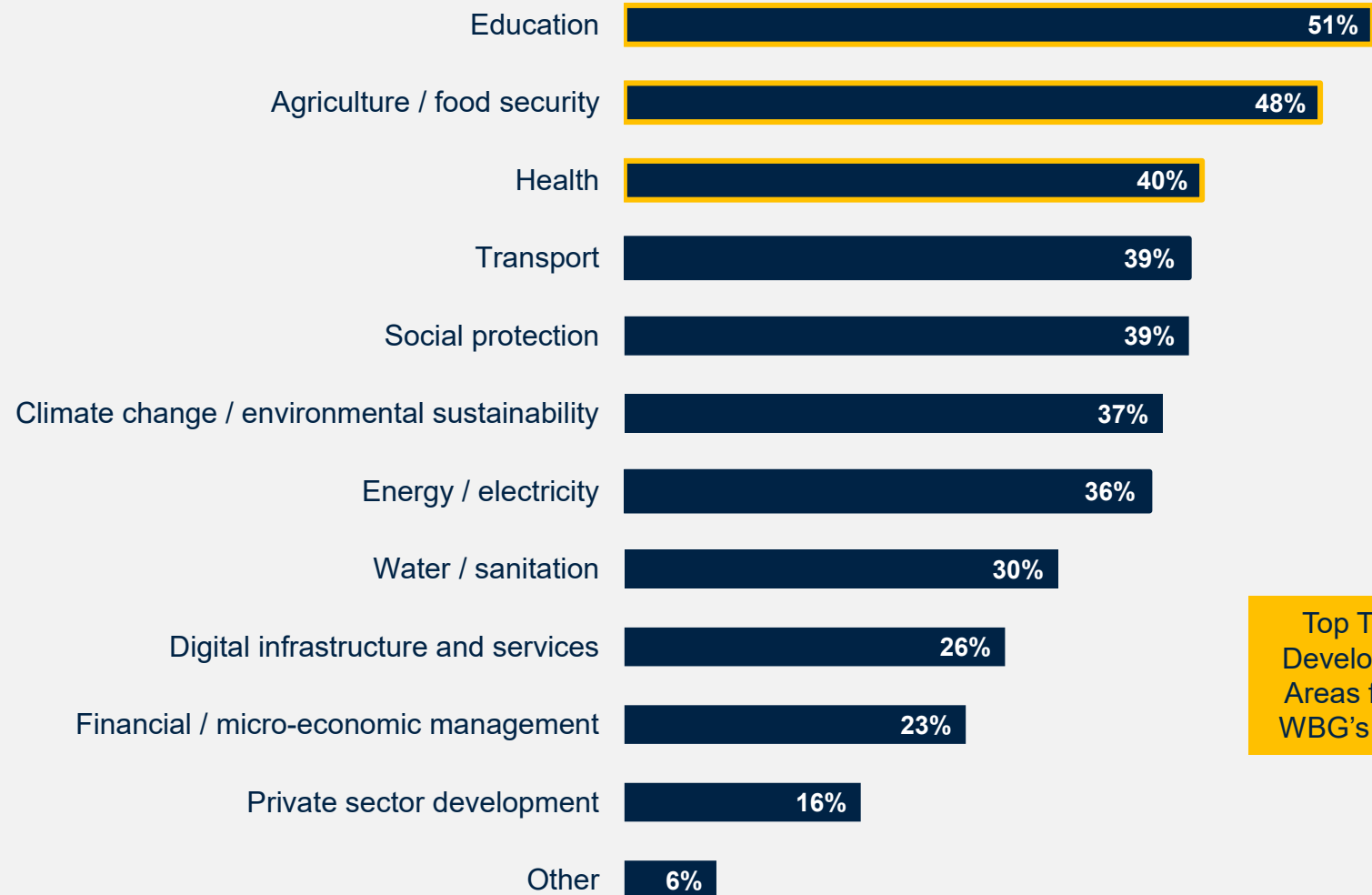
Of note, these were the same top three obstacles to economic and/or social reform efforts identified in the COS FY22 report.



Considered more of an obstacle among the private sector (23%), academia (33%), and the media (32%)



WBG Clients/Partners Reported the Project They Knew Best, Focused on the Top Priorities for Rwanda

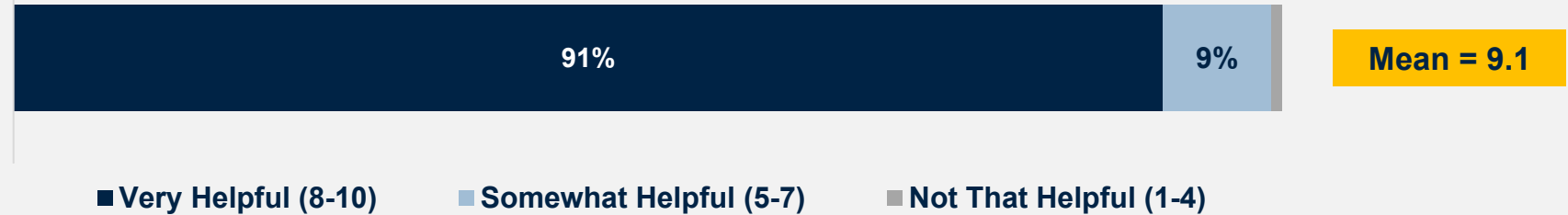


Top Three
Development
Areas for the
WBG's Focus



Nearly All WBG Clients Rated the WBG as Very Helpful in Achieving Project Goals

How helpful was the WBG in achieving the goals of this project or initiative?



In Open-Ended Comments, Clients Discussed the Impact WBG-Supported Projects Had on the People of Rwanda

“1. Reduced distance to students/people; 2. Reduced overcrowding in classrooms; 3. Reduced poverty/graduation from poverty; 4. Access to shelter and other basic needs; 5. Access to electricity.”

(Local Government respondent discussing the **School Construction and Social Protection Projects**)

*“**SPRP** has impacted in reduction of stunting across the country. **COVID-19 ERP** supported the acquisition of vaccines and improved health care delivery. **EAPHLN** strengthened the health laboratory system through the acquisition of infrastructure and medical and laboratory equipment. **SGBV** improved the treatment of gender-based violence cases.”*

(Government Institution respondent discussing key projects)

*“Increase the use of irrigation and commercialization among producers and agribusiness firms in supported value chains and to increase access to agriculture finance in the Eastern Province.” (Bilateral/Multilateral Agency respondent discussing the **CDAT Project**)*

“The project helped to improve the livelihood of the population of the secondary cities, their neighborhood area, and the country in general, through job creation, improved housing, environmental protection by construction of drainage, planting trees along the roads, beautification of cities, and investment also increased, for example, hotels, especially in parts of the west of the country, an area of tourism.”

(Local Government respondent discussing **RUDP Project**)

*“Poverty reduced from 38% to 27% in Rwanda.” (Government Institution respondent discussing the **SPTP Project**)*



How helpful was the WBG in achieving the goals of this project or initiative? Scale: 1 Not helpful at all – 10 Very helpful
 Asked only of those who said that they collaborate with the WBG, Percentage of Respondents, N=106
 [If helpful rating > 4] How did this WBG-supported project or initiative impact the people of Rwanda? (Please be specific) (N=98)

Key Actions to Enhance the WBG's Operational Effectiveness In Rwanda: Summary of Comments

What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Rwanda?

Stronger Local Ownership and Participation

- Involve government counterparts, local authorities, CSOs, and communities more actively in project design, implementation, and monitoring
- Use locally led and community-driven approaches to ensure interventions reflect on-the-ground realities
- Empower stakeholders at local levels, especially women-led organizations, to improve relevance, trust, and sustainability

Improved Implementation Capacity and Coordination

- Provide more tailored technical assistance and capacity building for local institutions
- Strengthen coordination across government institutions and with development partners to reduce fragmentation
- Align WBG operations more closely with national strategies (e.g., NST2) and long-term priorities

Better Monitoring, Learning, and Adaptability

- Strengthen monitoring and evaluation systems to track results more effectively
- Use data and feedback loops to allow for real-time course correction during implementation
- Focus on learning, accountability, and evidence-based decision-making to improve outcomes



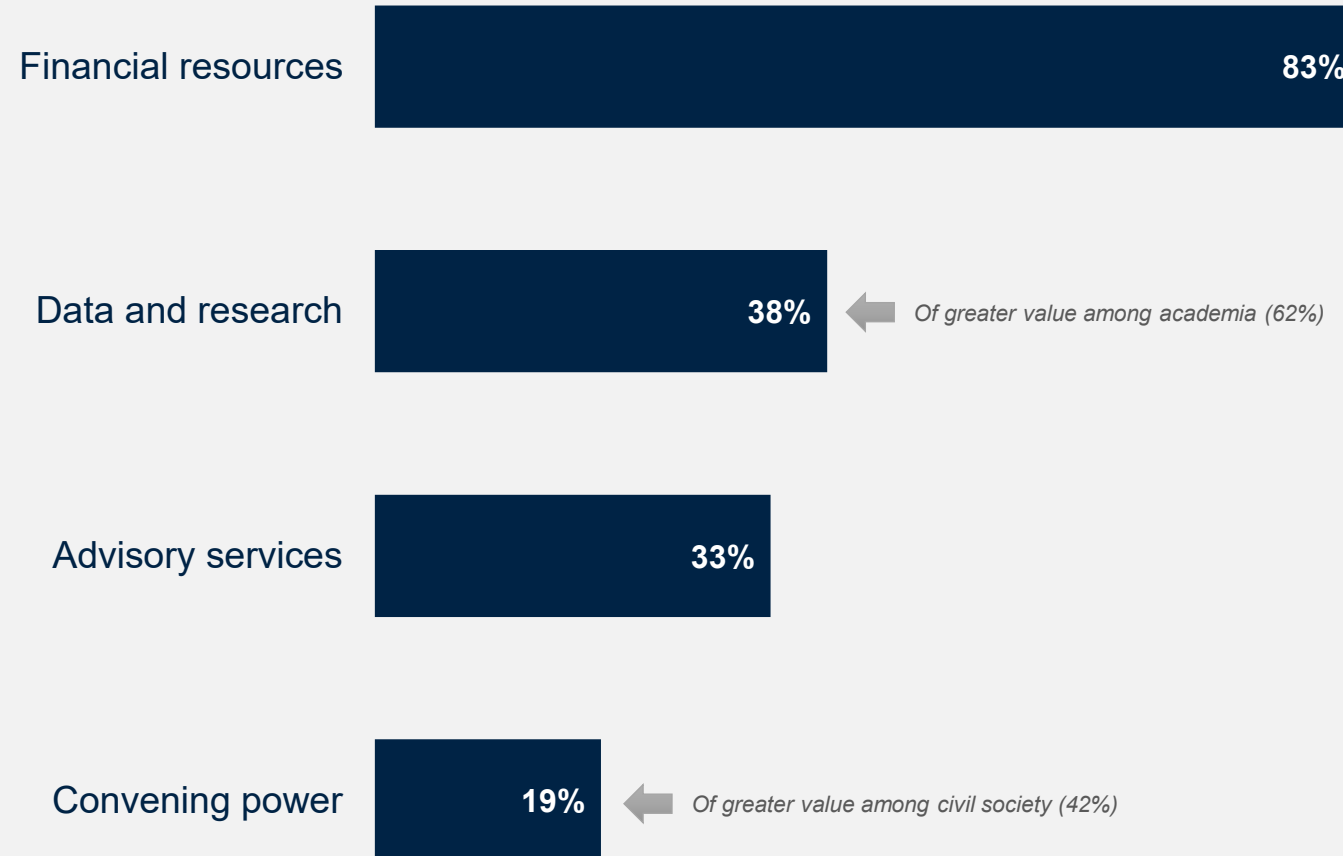
What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Rwanda? (Please be specific) (N=204)

The WBG's Instruments



WORLD BANK GROUP

Stakeholders Considered Financial Resources to be the WBG's Greatest Value to Rwanda

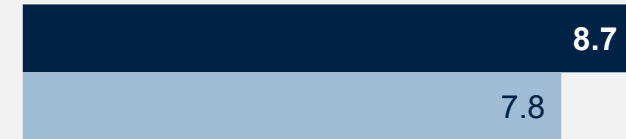


Clients/Partners Considered the WBG's Financial Support More Timely and Better Able to Meet Rwanda's Needs Compared to FY22

When asked how the WBG can be more effective in Rwanda[^], some respondents discussed the WBG's financial support:

- Stakeholders discussed the **need for more WBG financial support**, especially in high priority areas.
- They emphasized that **capacity building** should accompany any financial support.
- Stakeholders also wanted to ensure that the country's **debt management** was taken into consideration.
- Some stakeholders discussed **expanding access to financial support**, especially for SMEs.

The WBG's financial instruments (i.e., budget support, loans, grants, trust funds) meet the needs of Rwanda*



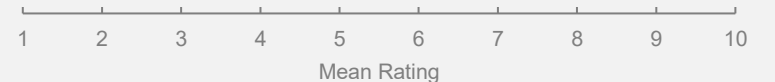
The conditions of the WBG's financing are competitive compared to markets (private sector or other development banks)



The standards and requirements for the WBG's financing are reasonable



The WBG provides financial support in a timely manner*



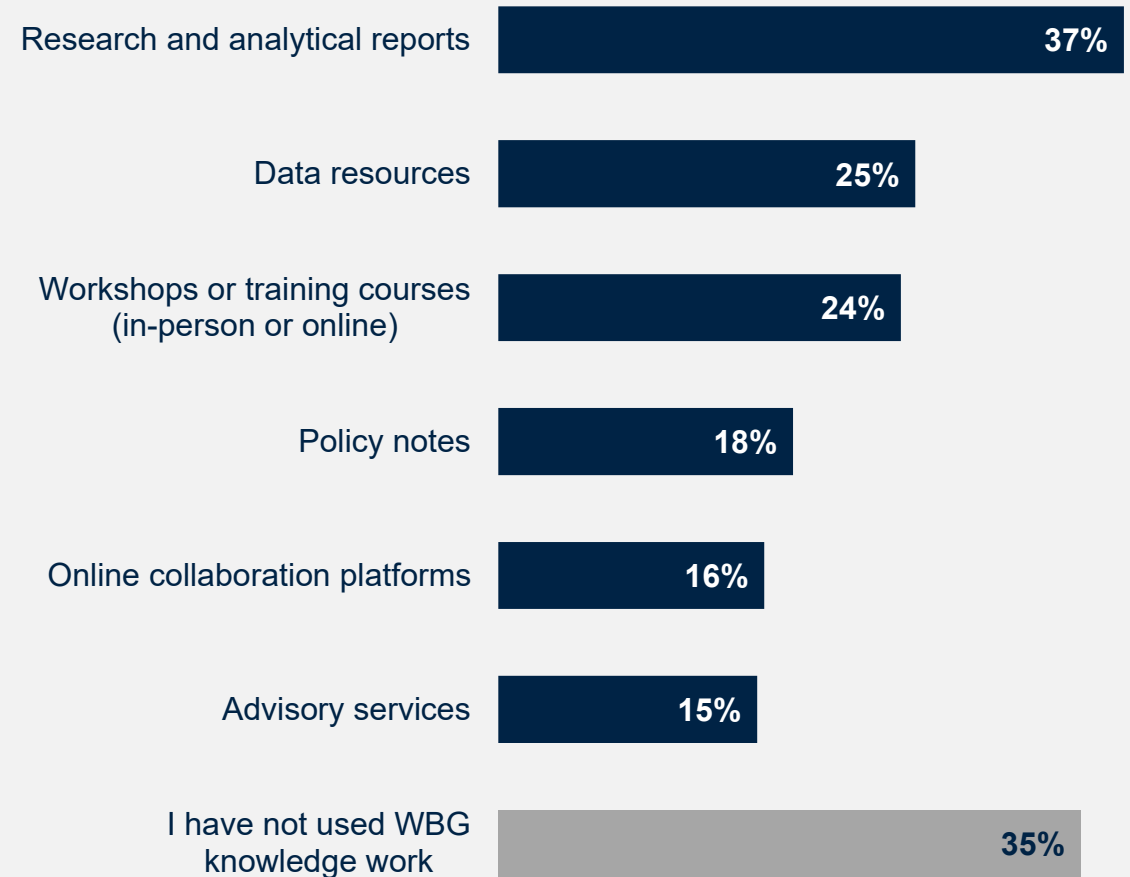
■ FY25
■ FY22



65% of Respondents Used WBG Knowledge Work In the Past 3 Years — Primarily Research Reports, Data Resources and Workshops

Different stakeholder groups used different types of WBG knowledge work:

- Workshops and training were widely used, particularly by government institutions (38%) and local government (33%), reflecting strong demand for capacity-building.
- By contrast, the private sector (64%) and the local government (46%) had the highest incidence of not using WBG knowledge work, suggesting engagement gaps with these groups.



WBG Knowledge Work Widely Applied Across Professional, Research, and Advocacy Endeavors

For what purpose did you use this WBG knowledge work?

Applied in Professional and Institutional Work

- Used for developing project proposals, grant applications, and donor reporting
- Informed policy planning, implementation, and strategy formulation at government and civil society levels
- Supported procurement compliance, financial management, and contract oversight, especially for WBG-supported projects

Research, Education, and Capacity Building

- Extensively used for academic research, dissertations, and consultancy reports
- Aided in training design, teaching materials, and course development (especially in governance, gender, and development fields)
- Contributed to capacity building for local institutions and advocacy organizations, particularly in areas like gender equity and youth employment

Media, Communication, and Advocacy

- Leveraged by journalists and media practitioners for data-driven reporting on development issues like food security, business opportunities, and climate change
- Served as a foundation for civil society advocacy, especially in promoting social inclusion and transparency



84% of Respondents Reported That WBG Policy Advice Shaped Government Policy and Influenced Key Development Areas

Education

- *“The WBG’s knowledge work and technical advice influenced decision-makers on how to improve access and quality in basic education, especially in rural areas, through data-driven planning and teacher capacity-building.”* (Local Government Respondent)
- *“Improved support on special needs and inclusive education planning, including the integration of children with disabilities into the formal school system.”* (Academia Respondent)

Jobs

- *“The Bank’s work supported national job creation strategies, especially those focused on youth employment.”* (Civil Society Respondent)
- *“Increased the relevance and impact of knowledge to help create decent jobs and improve workforce productivity.”* (Academia Respondent)

Agriculture / Food Security

- *“The WBG’s advice contributed to agricultural strategy development that improved food security and supported rural livelihoods.”* (Civil Society Respondent)
- *“Their input guided nutrition-sensitive agriculture programs targeting women farmers in remote areas.”* (Government Institution Respondent)

Private Sector Development

- *“The WBG supported improvements in the investment climate, which helped attract new private enterprises and reduce business registration delays.”* (Government Institution Respondent)
- *“Their reports guided reforms aimed at strengthening small and medium-sized enterprises, especially by improving access to financing and legal protections.”* (Private Sector Respondent)

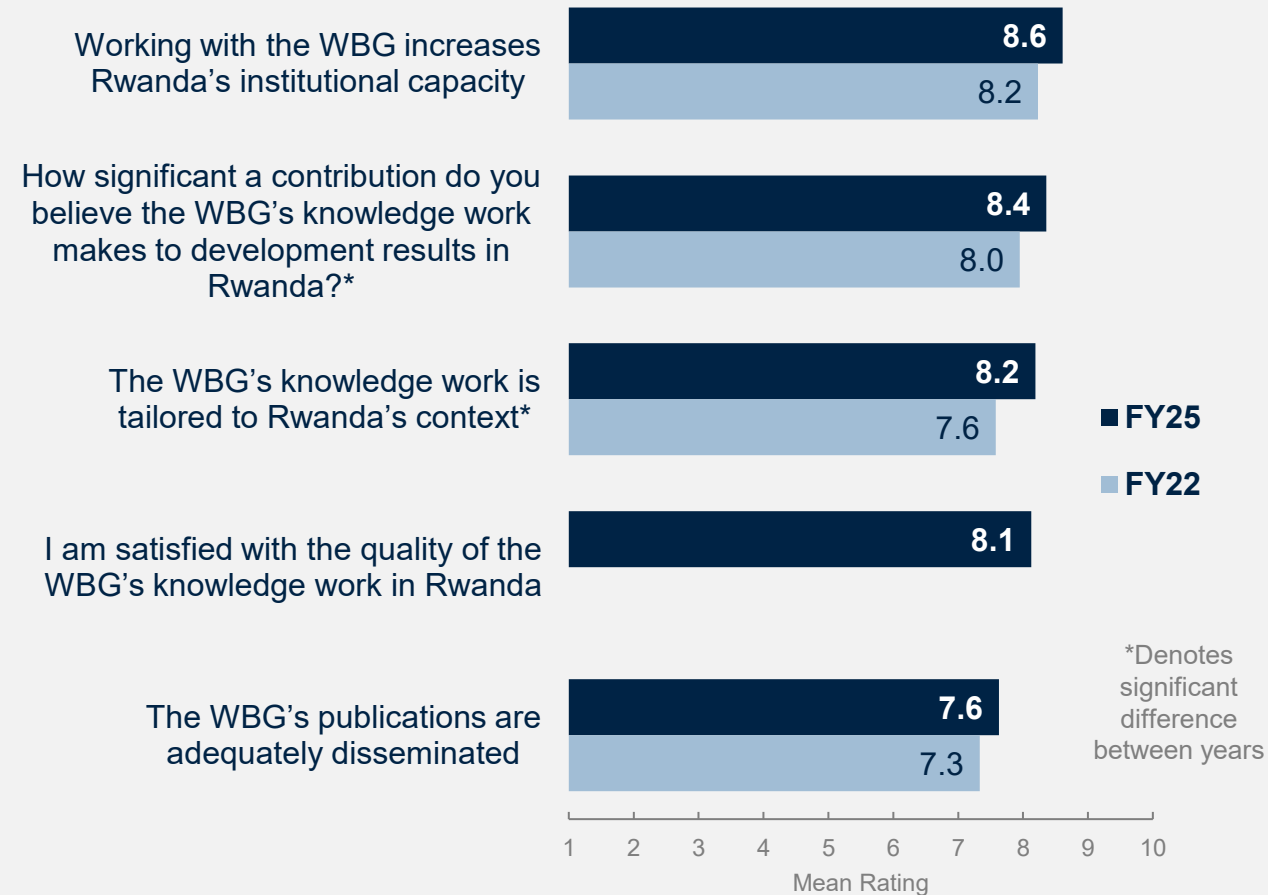


In your opinion, has the WBG’s policy advice influenced a new or existing government policy in Rwanda? (Percentage of Respondents, N=146)
What government policy or action did the WBG’s advice influence and in what way? (N=97) Select comments corresponding to top development priorities for the WBG’s focus as identified by respondents are shown here.

Those Who Used WBG Knowledge Work Rated It Highly and Saw It as Increasingly Impacting Development Results and Tailored to Rwanda's Context

When asked how the WBG can be more effective in Rwanda[^], some respondents discussed the WBG's knowledge work:

- Emphasis on **capacity building** and training, workshops, technical assistance, and hands-on learning that build lasting skills among government staff, local institutions, and communities, rather than one-off analytical products.
- Greater use of **local knowledge** and partnerships so that knowledge products reflect Rwanda's context and on-the-ground realities.
- Stakeholders want knowledge work that directly **informs decision-making** – clear, practical guidance linked to implementation challenges and national priorities, not just high-level reports.
- Improve knowledge **dissemination and accessibility** so insights reach those who implement programs and policies



How significant a contribution do you believe the WBG's knowledge work makes to development results in Rwanda? Scale: 1 Not significant at all – 10 Very significant
 To what extent do you agree with the following statements? Scale: 1 Strongly disagree – 10 Strongly agree (Only asked to those who indicated that they had used WBG knowledge work in the past 3 years)

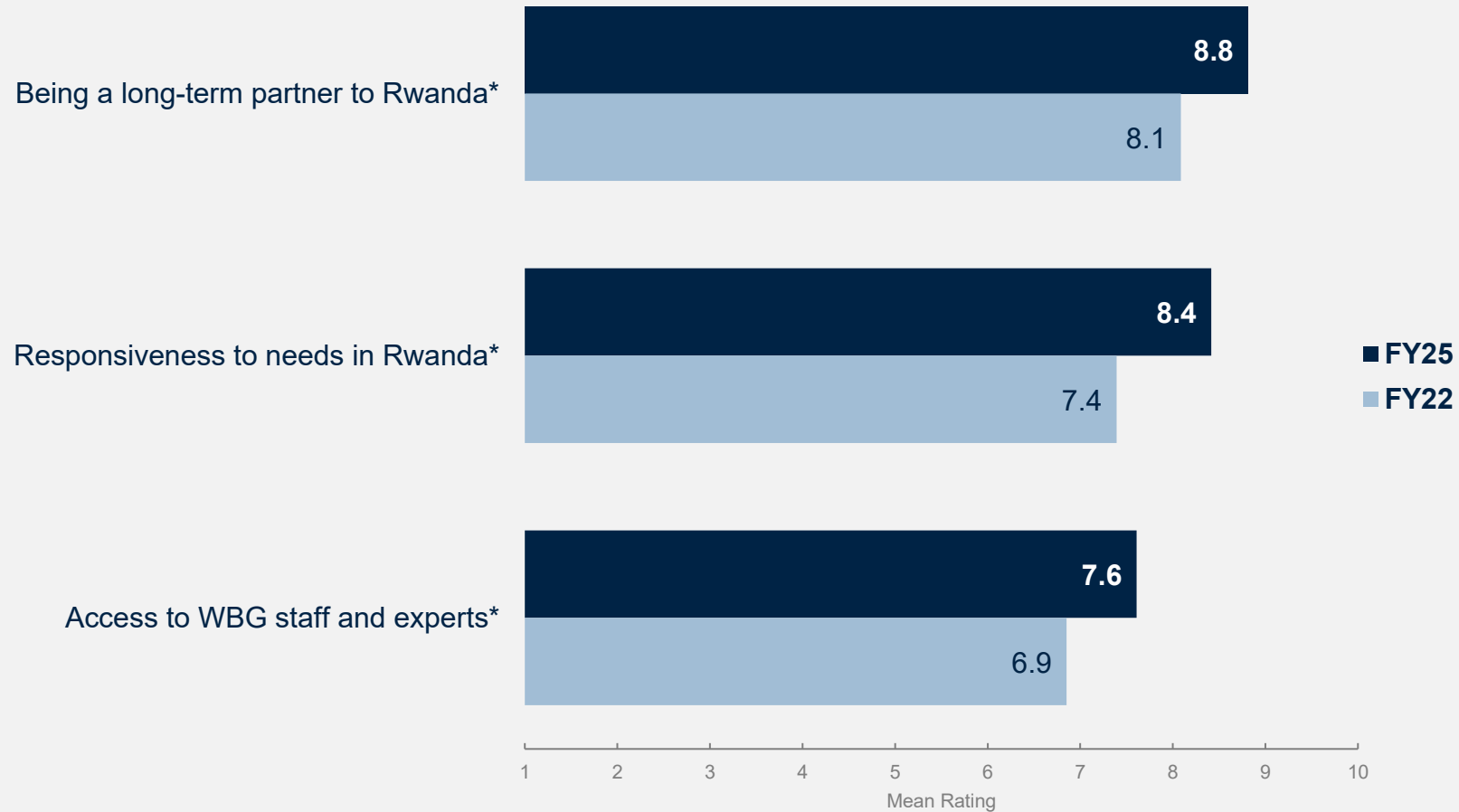
If you rated the quality of the WBG's knowledge work between 1-4, how could the WBG improve the quality of its knowledge work in Rwanda? (Please be specific) (N=1)

[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Rwanda? (Please be specific) (N=204)

The WBG's Engagement and Collaboration



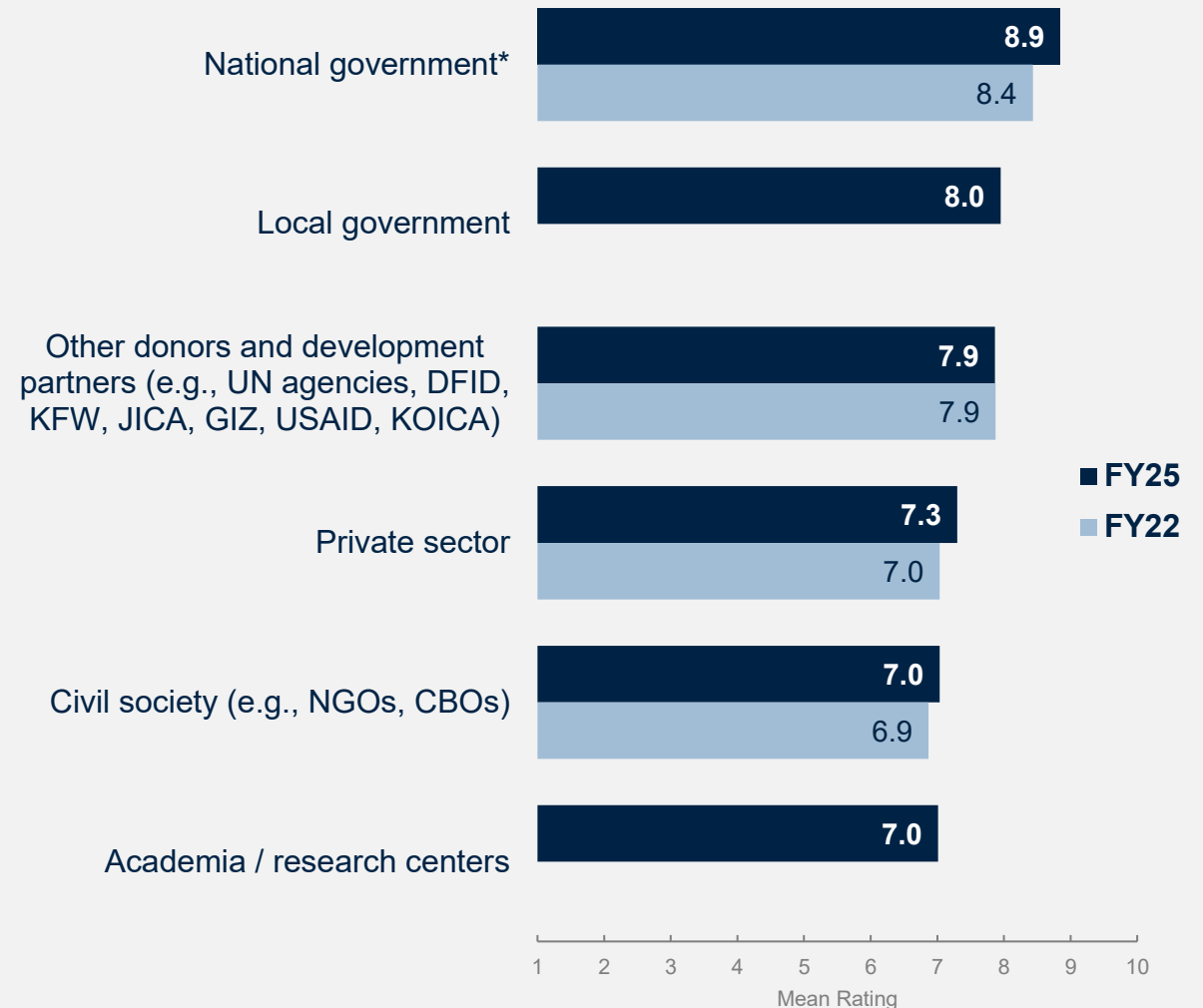
WBG Increasingly Viewed as a Long-Term Partner to Rwanda, Responsive to Needs and with Accessible Staff



Perceptions of WBG Collaboration with National Government in Rwanda Improved Since FY22 Survey

Respondents rated the WBG's collaboration with the **national government** the most effective, with respondents from local government (mean = 9.6) and academia (mean = 9.2) giving significantly higher ratings compared to other stakeholder groups. Respondents from local government and academia also gave significantly higher ratings of WBG collaboration with **other donors and development partners** (means = 8.6 and 8.3, respectively) compared to other stakeholder groups.

Of note, respondents from local government gave significantly higher ratings for WBG collaboration with **local government** (mean = 9.1) compared to other stakeholder groups.

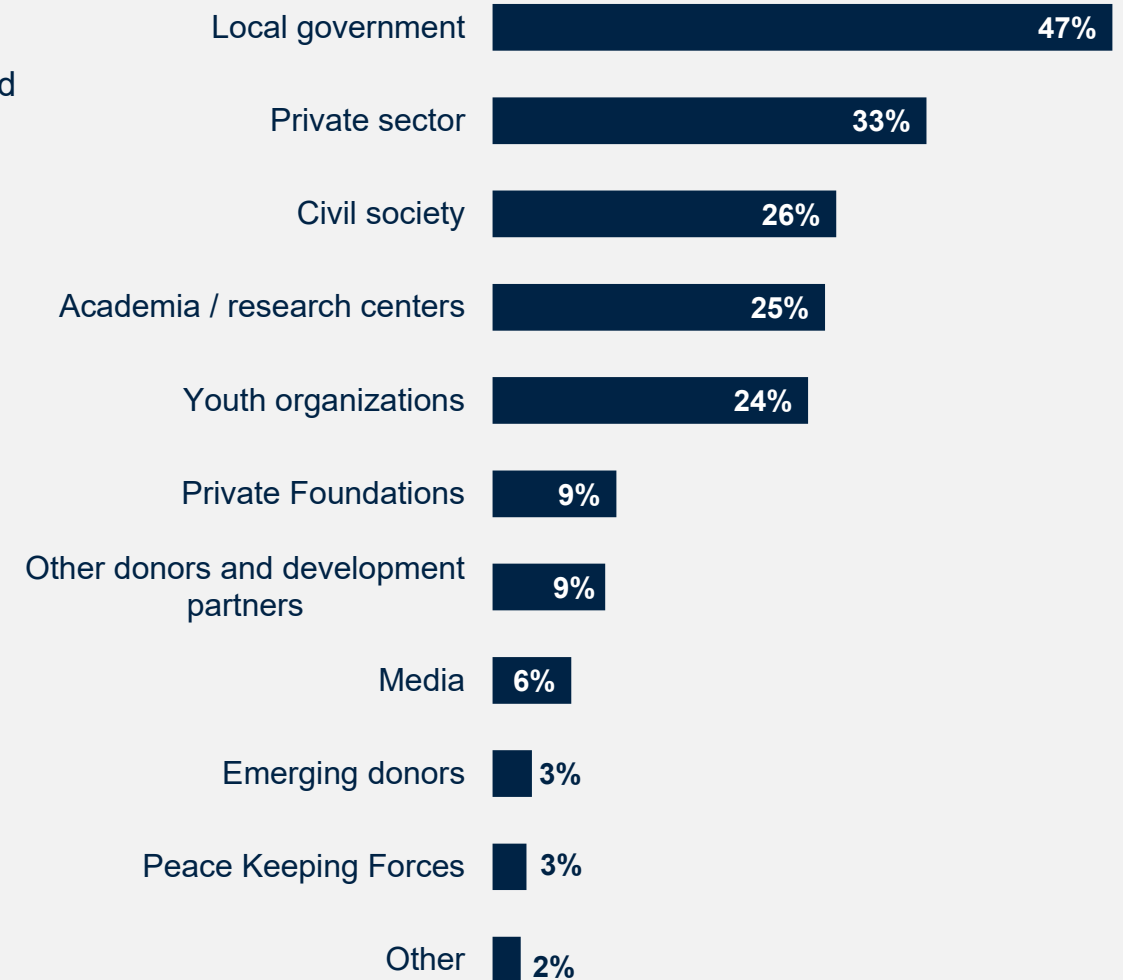


Nearly Half of All Stakeholders Want the Bank to Collaborate More With Local Government, Followed by Private Sector

Expanded outreach to the private sector and civil society is additionally recommended because they had low levels of familiarity with the WBG, and these institutions had increased trust among stakeholders.

Stakeholders want the WBG to strengthen collaboration with domestic actors, particularly **local government**, **private sector**, and **civil society**, to ensure that projects are grounded in local realities and informed by local expertise.[^]

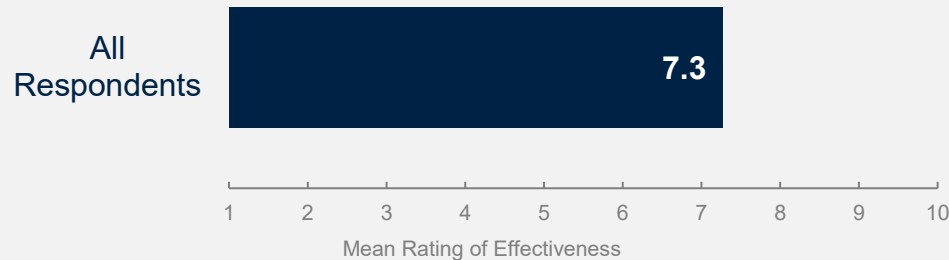
- Engage local expertise by partnering with **academia** and research institutions to strengthen project design, evaluation, and policy development.
- Partner with **civil society** to support outreach, ensure accountability, and connect with community priorities at the grassroots level.
- Strengthen collaboration with the **private sector** to expand access to jobs, finance, and innovation in key sectors like energy, agriculture, and digital services.
- Work closely with **government institutions** to align with national strategies and improve coordination in implementation and service delivery.



In addition to its partnership with the national government, which of the following should the WBG collaborate with more to have a greater impact in Rwanda? (Select up to 2) (Percentage of Respondents, N=235)

[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Rwanda? (N=204)

WBG Effectiveness in Facilitating Civil Society Participation



Just 4% of respondents rated the WBG's effectiveness at facilitating civil society participation below average (1-4). These respondents suggested the following could help to make the WBG more effective:

- Engage CSOs throughout the entire process, from project identification through project completion
- Expand capacity building and training opportunities for civil society organizations
- Increase engagement with civil society to better align needs and resources

Some Examples of the WBG's Effective Facilitation of Civil Society Participation

"Civil society organizations have played a role in advocating for the expansion of social protection programs and ensuring that the benefits reach marginalized communities."

(Local Government Respondent)

"The WBG has worked closely with civil society in Rwanda to make sure development projects truly reflect people's needs. For example, in CDAT, farmers and cooperatives helped design irrigation systems and farming plans. In the Volcanoes region, local environmental groups worked with communities to plant trees and prevent erosion."

(Government Institution Respondent)

"Programs aimed at strengthening governance often involve civil society in monitoring government activities, which can help improve public services and reduce corruption."

(Academia Respondent)

How effective is the WBG in facilitating civil society participation in development policy dialogue and implementation in Rwanda?

Scale: 1 Not effective at all – 10 Very effective

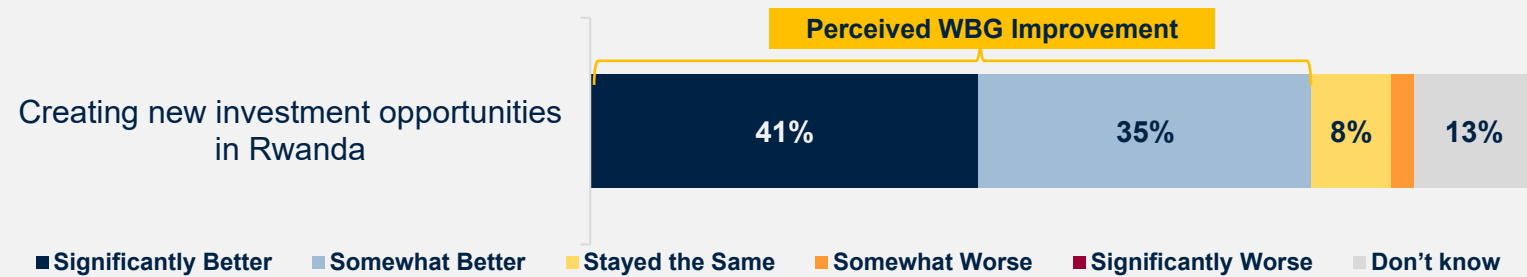
[If effectiveness rating < 5] How could the WBG be more effective in facilitating civil society participation in development policy dialogue and implementation?

(Please be specific) (N=10) [If effectiveness rating > 4] Please share examples of the WBG's effective facilitation of civil society participation in development policy dialogue and implementation. (Please be specific) (N=68)

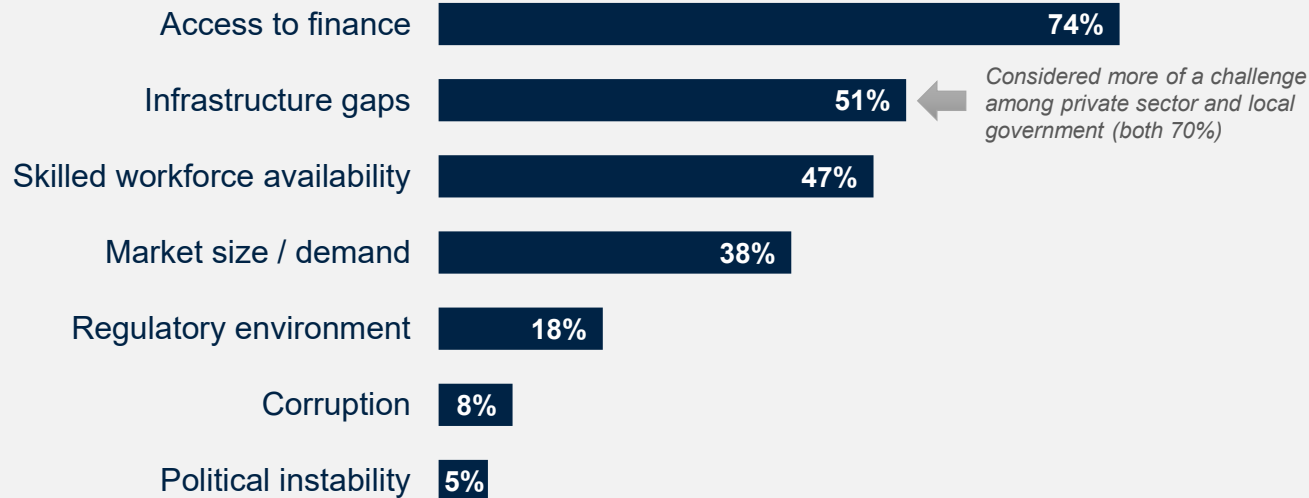


WBG Better at Creating New Investment Opportunities, but Access to Finance Considered the Biggest Challenge to Private Sector

Based on your experience, in the past three years, how has the WBG changed in terms of...



What are the biggest challenges facing private sector development?



To Make the WBG More Effective in Private Sector Development, Respondents Discussed[^]:

- Strengthen **private sector collaboration** by supporting entrepreneurship, SME development, and self-employment initiatives
- Invest in **infrastructure and digital skills** to enable private sector growth
- Align with national priorities and **foster local ownership** to ensure private sector interventions are relevant and sustainable.
- Promote **inclusive and climate-resilient growth** through targeted investments that create jobs and expand regional economic opportunities



Based on your experience, in the past three years, how has the WBG changed in terms of... (Percentage of Respondents, N=119)

What are the biggest challenges facing private sector development in Rwanda? (Select up to 3) (Percentage of Respondents, N=112)

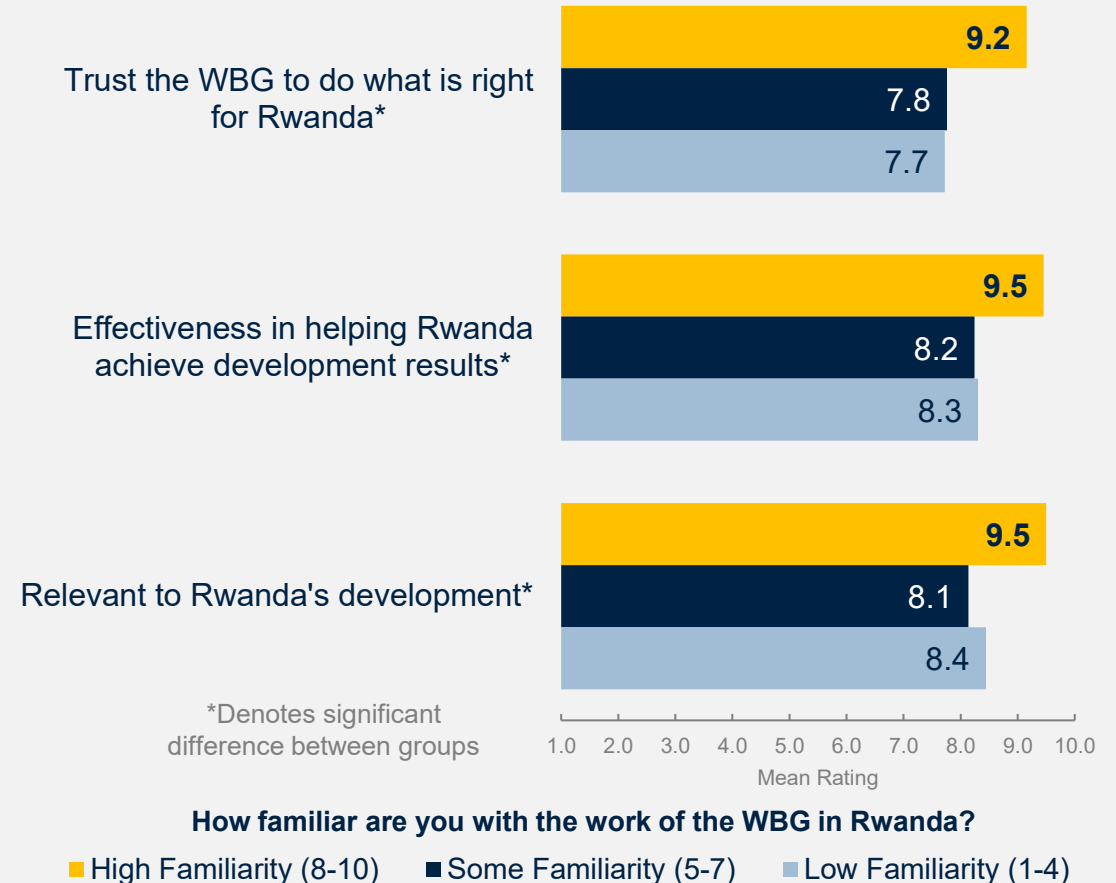
[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Rwanda? (Please be specific) (N=204)

Communication and Outreach



Outreach and Engagement Is Important Because Familiarity Leads to More Positive Perceptions

Greater engagement with the WBG not only meets stakeholder demand but also fosters more positive perceptions. Stakeholders highly familiar with the WBG (ratings of 8–10) consistently rate its relevance and effectiveness, and their trust, higher than those with low familiarity (ratings of 1–4).



WBG Events, Website, and Publications are Stakeholders' Preferred Channels for Receiving Information from the Institution

Stakeholder preferences vary and should inform targeted outreach. For example, while most respondents prefer WBG events, stakeholders from the media and civil society prefer social media channels while private sector respondents want direct contact or messaging.

Top Two Preferred WBG Channels

	All Respondents	Government Institution	Local Government	Bilateral/Multilateral	Civil Society	Private Sector	Academia	Media
WBG event / conference / workshop (<i>in person or online</i>)	49%	45%	55%	37%	55%	50%	62%	27%
WBG website (<i>including blogs</i>)	48%	50%	55%	32%	55%	41%	46%	50%
WBG publications	48%	62%	36%	63%	33%	41%	41%	55%
WBG social media channels (<i>e.g., Facebook, LinkedIn, Instagram, Twitter/X</i>)	38%	30%	36%	37%	52%	28%	36%	55%
Direct contact with WBG staff (<i>e.g., in person, virtually, phone, email</i>)	36%	25%	46%	32%	46%	46%	36%	32%
WBG e-Newsletters*	23%	30%	9%	58%	18%	18%	15%	18%
WBG direct messaging (<i>e.g., WhatsApp</i>)*	21%	13%	18%	16%	27%	46%	26%	9%
WBG podcasts	5%	5%	0%	5%	6%	5%	8%	5%



How would you prefer to obtain information from the WBG? (Select up to 3) (Percentage of Respondents, N=228)

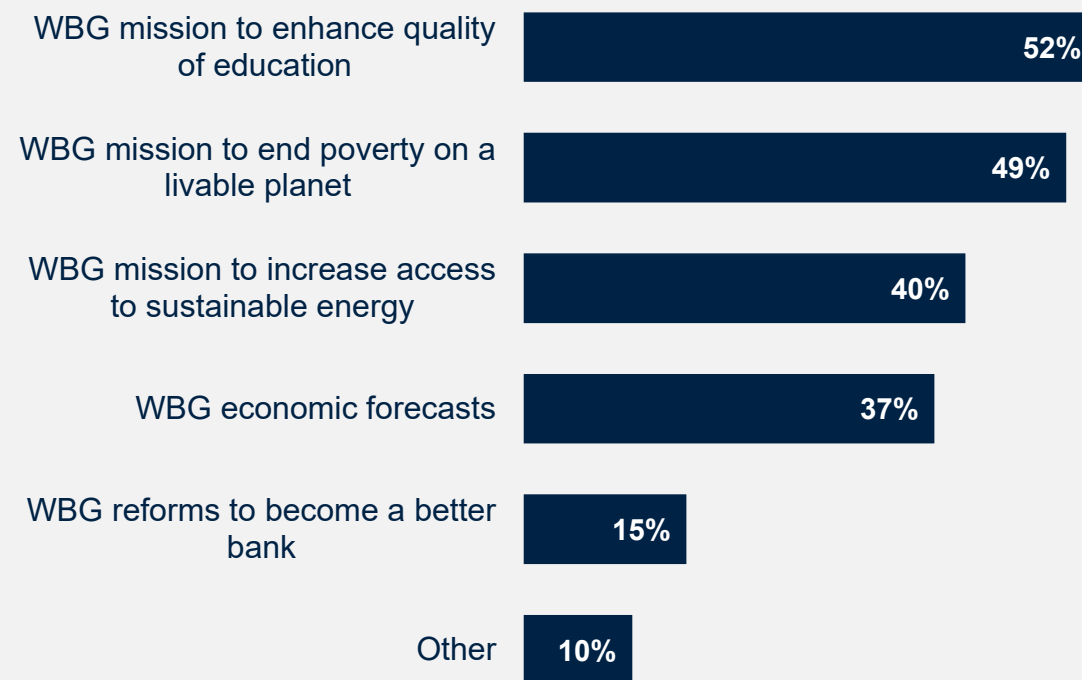
* Denotes significant difference between stakeholder groups

64% of Respondents Recalled Seeing or Hearing About the WBG Recently, Most Often through the Media, Social Media, or WBG Website, Most Often About the WBG's Missions to Enhance Education and End Poverty

Where do you recall seeing or hearing this information?



What do you recall seeing or hearing about the WBG?



Do you recall seeing or hearing anything about the WBG recently? (N=225)
 Where do you recall seeing or hearing this information? (Select all that apply) (Percentage of Respondents, N=145)
 What do you recall seeing or hearing about the WBG? (Select all that apply) (N = 142)

Stakeholders Want Impact Assessments, Information on Working with the Bank, and Updates on WBG Activities To Better Understand the WBG's Role in Rwanda

Key differences between stakeholder groups should be considered for targeted engagement. For example, bilateral/multilateral agencies, local government and civil society respondents want information on how to partner with the WBG, whereas private sector respondents want regular updates on WBG activities.

Top Two Types of Preferred Information About the WBG

	All Respondents	Government Institution	Local Government	Bilateral/Multilateral	Civil Society	Private Sector	Academia	Media
Impact assessments and evaluations	49%	58%	46%	17%	55%	46%	46%	50%
Information on how to work / partner with WBG*	45%	25%	55%	61%	76%	41%	36%	50%
Regular updates on WBG activities	43%	40%	46%	39%	33%	55%	46%	46%
WBG research and knowledge*	35%	40%	18%	28%	30%	23%	62%	27%
Case studies of WBG projects	35%	32%	46%	44%	33%	41%	26%	32%
Overview of WBG financial products and services	34%	35%	21%	50%	39%	27%	39%	23%
Sector-specific strategies	30%	33%	30%	39%	30%	41%	28%	9%

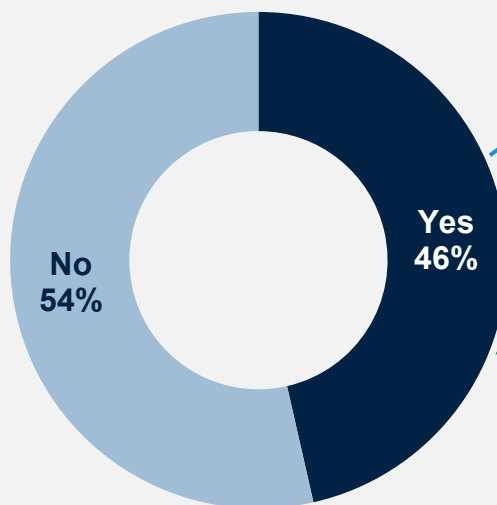
Sample Demographics and Detailed Methodology



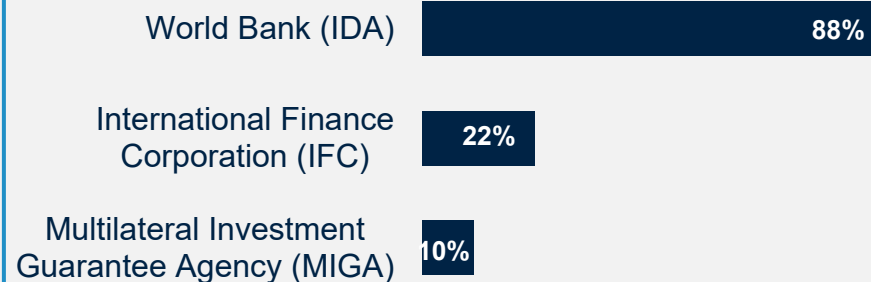
Sample Demographics

In the past 3 years, have you worked or collaborated with the WBG in Rwanda?
(N=239)

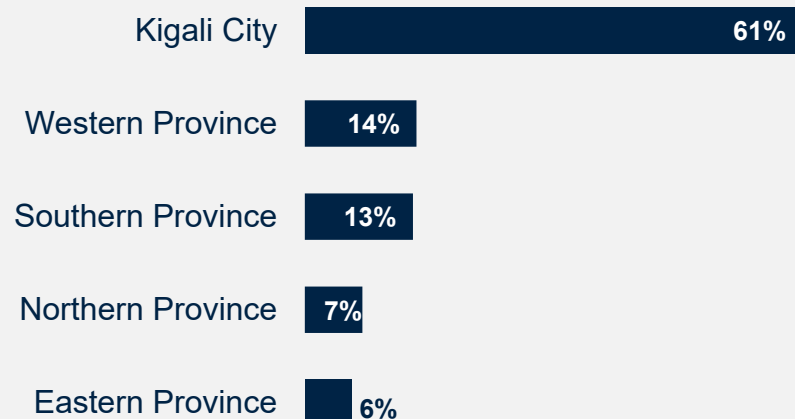
Respondents from government institutions, local government, and bilateral/multilateral agencies were significantly more likely to collaborate with the WBG (76%, 73%, and 55%, respectively)



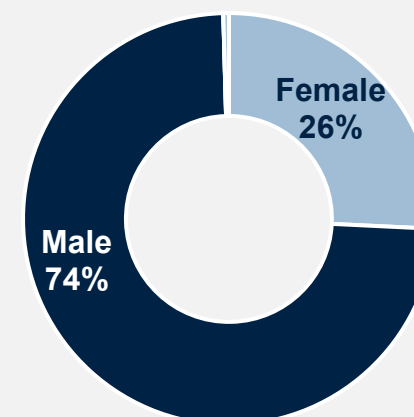
Which of the following WBG agencies have you worked or collaborated with in Rwanda?
(N=111)



Which best represents your geographic location?
(N=228)

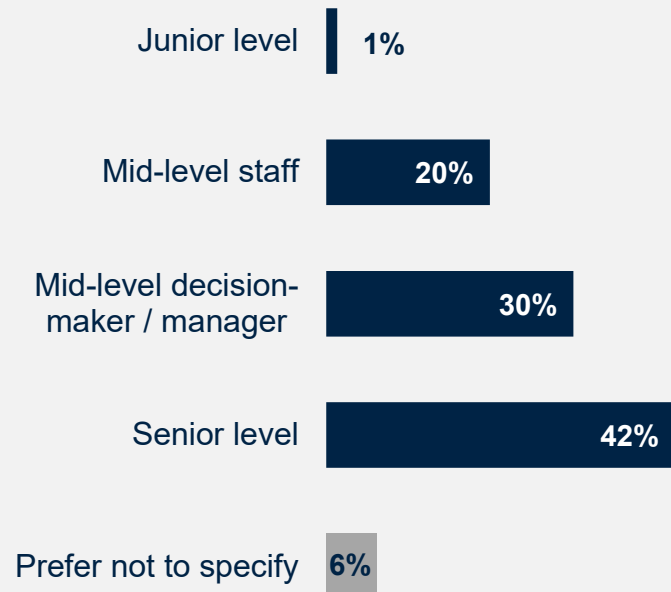


What is your gender?
(N=228)

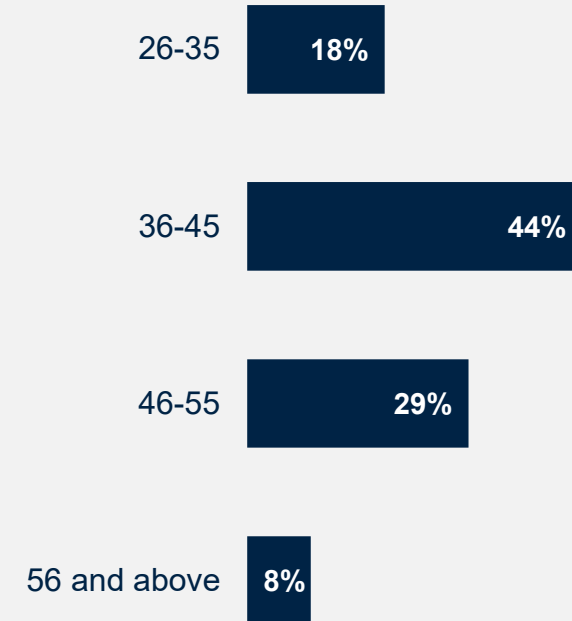


Sample Demographics (continued)

*Within your organization,
would you describe yourself as...*
(N=226)



What's your age?
(N=228)



Detailed Methodology

From **March 2025 to June 2025**, a total of 1028 stakeholders in Rwanda were invited to provide their opinions on the WBG’s work by participating in a Country Opinion Survey. A list of potential participants was compiled by the WBG country team and the field consultant. Participants were drawn from the offices of government principals, government institutions, local governments, bilateral or multilateral agencies, civil society organizations, the private sector, academia and research centers, and the media.

Of these stakeholders, **239 participated in the survey (23% response rate)**. Respondents received the questionnaire link via email and completed it online, or received it via courier and completed it on paper.

This year’s survey results were compared to the FY22 Country Opinion Survey, which had a response rate of 61% (N=395).

Comparing responses across Country Opinion Surveys reflects changes in attitudes over time, as well as changes in respondent samples, methodology, and the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. However, the stakeholder compositions for both survey years should be taken into consideration when interpreting these comparisons. Significant differences among stakeholder groups are noted throughout the report where relevant.

Key statistically significant findings (tested at the research standard of $p < .05$) are noted throughout the report with an asterisk.

Percentage of Respondents	FY 2022	FY 2025
Government Principals: Office of the President, Prime Minister, Minister, Parliamentarian	4%	0%
Government Institutions: Employee of a Ministry, Department, Project Implementation Unit, Independent Government Institution, Judiciary, State-Owned Enterprise	17%	28%
Local Government	15%	14%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	7%	8%
Civil Society Organization: Local and regional NGO, Community-Based Organization, Private Foundation, Philanthropy, Professional/Trade Association, Faith-Based Group, Youth Group	11%	15%
Private Sector: Private Company, Financial Sector Organization, Private Bank	35%	9%
Academia / Research Center	4%	16%
Media	3%	9%
Other	3%	0%
Total Number of Respondents	395	239

Detailed Methodology (continued)

Breakdowns for individual questions by stakeholder group and by year can be found in the “Rwanda COS FY25 Appendices.xlsx” file published in the WBG Microdata Library, along with the survey microdata and this report.

Please note that not all questions were asked of every respondent in FY25. Some questions – particularly those requiring more in-depth knowledge of WBG projects and operations – were only presented to a subset of stakeholders. Consequently, for year-over-year comparisons, some FY22 means shown in this report are based only on the subset of respondents who received the same questions in FY25, rather than the full FY22 sample. As a result, these means may differ from those published in the original FY22 report. Please refer to the questionnaire for details on question routing. The questionnaire is published in the WBG Microdata Library, along with the survey microdata, appendices, and this report.

The open-ended comments to this survey were analyzed with ChatGPT, a generative AI tool, and reviewed by the World Bank staff for accuracy.



CountryOpinionSurveys

Thank you

*For more information about this report
or the Country Opinion Survey program,
please contact:*

countrysurveys@worldbankgroup.org

