



## World Bank Group Country Survey FY 2025 – Rwanda

The World Bank Group seeks your insights regarding our engagement and activities in Rwanda. You have been identified as an integral partner, leader, or decision-maker in Rwanda, so **your perspective is invaluable**. Your honest feedback will not only shape the future of our work in Rwanda but also foster better development outcomes for the country.

To maintain the integrity and confidentiality of this process, we have **engaged A&G Services**, a reputable local firm, to manage the survey logistics. **Your responses will remain anonymous**, and no feedback will be linked to any specific individual.

**PLEASE NOTE:** If a question asks for a specific number of responses, please do not choose more than the requested number. If more responses are chosen, the data cannot be included in analysis.

Q1. What is your <b>primary professional affiliation</b> ? <i>(Select only 1 response)</i>	
1	<b>Office of the President, Prime Minister, Minister</b>
2	<b>Government Institution:</b> Employee of a Ministry / Ministerial Department / Project Implementation Unit / Independent Government Institution (e.g., Central Bank, Regulatory or Oversight Agency) / Judiciary / State-Owned Enterprise
3	<b>Local Government</b> Office or Staff
4	<b>Bilateral or Multilateral Agency</b> (e.g., embassy, development organization, development bank, UN Agency)
5	<b>Civil Society Organization:</b> local and regional (NGO; Community-Based Organization; Private Foundation; Professional / Trade Association, Faith-Based Group, Youth Group)
6	<b>Private Sector:</b> Private Company / Financial Sector Organization / Private Bank
7	<b>Academia / Research Centers</b>
8	<b>Media</b>
9	<b>Other</b> (please specify): _____

Q2. How <b>familiar</b> are you with the World Bank Group's work in Rwanda?									
1	2	3	4	5	6	7	8	9	10
<b>Not familiar at all</b>									<b>Very familiar</b>

Q3. In the past 3 years, have you <b>worked</b> or <b>collaborated</b> with the World Bank Group (WBG) in Rwanda?	
1	Yes
2	No

Q4. <u>If you answered Yes above</u> , which of the following <b>WBG agencies</b> have you worked or collaborated with in Rwanda? <i>(Select all that apply)</i>	
1	World Bank (IDA)
2	International Finance Corporation (IFC)
3	Multilateral Investment Guarantee Agency (MIGA)

A1. How much do you <b>trust</b> each of the following institutions to do what is right for Rwanda?		Not at all										Very much	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Government of Rwanda	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	United Nations agencies (UNDP, WHO, UNICEF, FAO, UNHCR, UNFPA)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Regional development bank (African Development Bank – AfDB, East African Development Bank – EADB)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Bilateral Organizations (DFID, KFW, USAID, GIZ, KOICA, JICA)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Academia / research centers	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Faith-based institutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Media	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

A2. How <b>relevant</b> is each of the following organizations to Rwanda's development?		Not at all										Very much	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Regional development bank (African Development Bank – AfDB, East African Development Bank – EADB)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	United Nations agencies (UNDP, WHO, UNICEF, FAO, UNHCR, UNFPA)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

A3. How <b>effective</b> is each of the following organizations in helping Rwanda achieve development results?		Not at all										Very much	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Regional development bank (African Development Bank – AfDB, East African Development Bank – EADB)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	United Nations agencies (UNDP, WHO, UNICEF, FAO, UNHCR, UNFPA)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

A4. Based on your experience, in the past two years, how has the WBG changed in terms of...		Became significantly worse	Became somewhat worse	Stayed the same	Became somewhat better	Became significantly better	Don't know
1	Its work to improve people's lives in Rwanda	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Its work to improve the overall business environment in Rwanda	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Being easy to work with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	The speed of WBG project approval	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Partnering with others to increase development finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Creating new investment opportunities in Rwanda	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Improving the technical quality of WBG-supported projects in Rwanda	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Working across its institutions as one World Bank Group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**If you worked or collaborated with the WBG in Rwanda in the past 3 years, please answer the following questions, otherwise, please skip to question C1.**

*Please think about a specific WBG-supported project or initiative that you are most familiar with.*

<b>B1. Please select the <b>development area</b> that this WBG-supported project or initiative supported. (Select all that apply)</b>			
1	Agriculture / food security	7	Health
2	Climate change / environmental sustainability	8	Private sector development
3	Digital infrastructure and services	9	Social protection
4	Education	10	Transport
5	Energy / electricity	11	Water / sanitation
6	Financial / micro-economic management	12	Other (please specify): _____

<b>B2. If you recall, what was the name of this WBG-supported project or initiative?</b>

<b>B3. How <b>helpful</b> was the WBG in achieving the goals of this project or initiative?</b>										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>Not helpful at all</b>									<b>Very helpful</b>	Don't know

**B4. If you rated the WBG's helpfulness between 1 and 4, how could the WBG have been **more helpful** on this project or initiative? *(Please be specific)***

**If you rated the WBG's helpfulness between 5 and 10, how did this WBG-supported project or initiative **impact the people** of Rwanda? *(Please be specific)***

C1. To what extent is the WBG an <b>effective development partner</b> in terms 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	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
1	Responsiveness to needs in Rwanda																					<input type="checkbox"/>
2	Access to WBG staff and experts																					<input type="checkbox"/>
3	Being a long-term partner to Rwanda																					<input type="checkbox"/>

C2. To what extent is the WBG an effective development partner in Rwanda, in terms of <b>collaborating</b> with the following groups?		To no degree at all										To a very significant degree										Don't know
		1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
1	National government																					<input type="checkbox"/>
2	Local government																					<input type="checkbox"/>
3	Private sector																					<input type="checkbox"/>
4	Civil society (e.g., NGOs, CBOs)																					<input type="checkbox"/>
5	Other donors and development partners (e.g., UN agencies, DFID, KFW, JICA, GIZ, USAID, KOICA)																					<input type="checkbox"/>
6	Academia / research centers																					<input type="checkbox"/>

C3. In addition to its partnership with the national government, which of the following should the WBG <b>collaborate with more</b> to have greater impact in Rwanda? ( <i>Select up to 2</i> )			
1	Local government	7	Academia / research centers
2	Private sector	8	Other donors and development partners (e.g., UN agencies, DFID, KFW, JICA, GIZ, USAID, KOICA)
3	Civil society (e.g., NGOs, CBOs)	9	Peace Keeping Forces
4	Youth organizations	10	Private Foundations (e.g., MTN Foundation, BK Foundation, IMBUTO Foundation, Crystal Ventures Foundation, I&M Foundation, etc.)
5	Emerging donors	11	Other (please specify): _____
6	Media		

The WBG supports the Government of Rwanda's **engagement with civil society** (including citizens, CBOs, and CSOs) in development policy dialogue and implementation (including the design, preparation, implementation, and oversight of WBG-supported operations).

C4. How effective is the WBG in facilitating civil society participation in development policy dialogue and implementation in Rwanda?

*If you are not familiar with this area of the WBG's work, please select "Don't know"*

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>Not effective at all</b>									<b>Very effective</b>	Don't know

C4a. If you rated the WBG's effectiveness between 1 and 4, how could the WBG be **more effective** in facilitating civil society participation in development policy dialogue and implementation? *(Please be specific)*

If you rated the WBG's helpfulness between 5 and 10, please share examples of the WBG's **effective facilitation of civil society participation** in development policy dialogue and implementation. *(Please be specific)*

**If you answered "Don't know", please skip to the next question.**

D1. Which WBG instruments do you <b>value the most</b> in Rwanda? (Select up to 2)	
1	<b>Convening power</b> (e.g., bringing together different stakeholder groups, donor / development partner coordination, mobilizing 3 <sup>rd</sup> party financial resources)
2	<b>Advisory services</b> (e.g., capacity building and training, policy advice, technical assistance)
3	<b>Financial resources</b> (e.g., budget support, investment lending, grants, trust funds)
4	<b>Data and research</b> (e.g., statistics, reports, research on global development issues)
5	<b>Other</b> (please specify): _____

D2. To what extent do you agree with the following statements about the WBG's <b>financial support</b> to Rwanda? (If you have NO exposure to, or experience with the WBG's financing, please respond "Don't know")													
		Strongly disagree										Strongly agree	Don't know
1	The WBG's financial instruments (i.e., budget support, loans, grants, trust funds) <b>meet the needs</b> of Rwanda	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	The conditions of the WBG's financing are <b>competitive</b> compared to markets (private sector or other development banks)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	The standards and requirements for the WBG's financing are <b>reasonable</b>	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	The WBG provides financial support in a <b>timely</b> manner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

The following questions ask about the WBG's **knowledge work, including data, research, training, and advisory services**, in Rwanda.

D3. How significant a <b>contribution</b> do you believe the WBG's knowledge work makes to development results in Rwanda?										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
<b>Not significant at all</b>									<b>Very significant</b>	Don't know

D4. In the past 3 years, what WBG knowledge work <b>have you used</b> ? <i>(Select all that apply)</i>			
1	Data resources	5	Online collaboration platforms
2	Research and analytical reports	6	Workshops or training courses (in-person or online)
3	Policy notes	7	Other (please specify) _____
4	Advisory services	8	I have not used WBG knowledge work

**If you have used WBG knowledge work in the past 3 years, please answer the following questions, otherwise, please skip to question E1.**

Please think about a **specific WBG knowledge work** that you most recently utilized.

D5. If you recall, what was the name of this WBG knowledge work?

D6. For what <b>purpose</b> did you use this WBG knowledge work?

D7. In your opinion, has the WBG's policy advice **influenced** a new or existing government policy in Rwanda?

1	Yes
2	No

D8. If you answered Yes above, **what government policy or action** did the WBG's advice influence and **in what way?** *(Please be specific)*

D9. To what extent do you agree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Working with the WBG <b>increases</b> Rwanda's institutional <b>capacity</b>	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	The WBG's knowledge work is <b>tailored</b> to Rwanda's context	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	The WBG's publications are adequately <b>disseminated</b>	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
4	I am satisfied with the <b>quality</b> of the WBG's knowledge work in Rwanda	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

**D10. If you rated the quality of the WBG's knowledge work 1-4, how could the WBG improve the quality of its knowledge work in Rwanda? (Please be specific)**

**E1. Which areas should the WBG prioritize to have the most impact on development results in Rwanda? (Select up to 5)**

1	Gender equity	14	Climate change
2	Water / sanitation	15	Digital infrastructure development
3	Health	16	Private sector development
4	Transport infrastructure	17	Environment / natural resource management
5	Energy	18	Judiciary reform
6	Public sector governance	19	Tourism reform
7	Agriculture / food security	20	Social protection
8	Education	21	Jobs
9	Youth development	22	Debt management
10	Urban development	23	Social inclusion
11	Skills development	24	Financial markets development
12	Trade	25	Regional integration
13	Disaster risk management	26	Other (please specify): _____

**E2. What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Rwanda? (Please be specific)**

E3. When <b>economic and/or social reform efforts fail</b> or are slow to take place in Rwanda, which of the following would you attribute this to? <i>(Select up to 3)</i>			
1	Inadequate government accountability	6	Inadequate private sector participation
2	Inadequate donor coordination	7	Reforms are not well thought out in light of country challenges
3	Inadequate capacity in the government	8	Inadequate citizen/civil society participation
4	Political pressures and obstacles	9	Pressure from outside interest groups (e.g., private sector, unions)
5	Corruption	10	Other (please specify): _____

E4. What are the <b>biggest challenges facing private sector</b> development in Rwanda? <i>(Select up to 3)</i>			
1	Access to finance	5	Political instability
2	Regulatory environment	6	Corruption
3	Infrastructure gaps	7	Market size / demand
4	Skilled workforce availability	8	Other (please specify): _____

F1. How would you prefer to obtain information from the WBG? <i>(Select up to 3)</i>			
1	<b>WBG e-Newsletters</b>	6	<b>WBG website</b> (including blogs)
2	<b>Direct contact with WBG staff</b> (e.g., in person, virtually, phone, email)	7	<b>WBG podcasts</b>
3	<b>WBG publications</b>	8	<b>WBG social media channels</b> (e.g., Facebook, LinkedIn, Instagram, Twitter/X)
4	<b>WBG direct messaging</b> (e.g., WhatsApp)	9	Other (please specify): _____
5	<b>WBG event / conference / workshop</b> (in person or online)		

F2. Do you recall <b>seeing or hearing anything about the WBG recently?</b>	
1	Yes
2	No

F3. <u>If you answered Yes above</u> , where do you recall seeing or hearing this information? <i>(Select all that apply)</i>			
1	Media (television, radio, newspapers)	6	Podcast
2	Event / conference / workshop (in person or online)	7	Direct messaging (e.g., WhatsApp)
3	WBG website (including blogs)	8	e-Newsletter
4	Social media	9	WBG publications
5	Direct contact with WBG staff	10	Other (please specify): _____

F4. <b>What do you recall</b> seeing or hearing about the WBG? <i>(Select all that apply)</i>			
1	WBG economic forecasts	4	WBG mission to increase access to sustainable energy
2	WBG reforms to become a better bank	5	WBG mission to enhance quality of education
3	WBG mission to end poverty on a livable planet	6	Other (please specify): _____

F5. What information would be most helpful to you in <b>understanding the WBG's role in Rwanda?</b> <i>(Select up to 3)</i>			
1	Case studies of WBG projects	5	Information on how to work / partner with WBG
2	Impact assessments and evaluations	6	Regular updates on WBG activities
3	Sector-specific strategies	7	WBG research and knowledge
4	Overview of WBG financial products and services	8	Other (please specify): _____

<b>G1. What is your gender?</b>	
1	Female
2	Male
3	Other
4	Prefer not to specify

<b>G2. What is your age?</b>	
1	25 or younger
2	26-35
3	36-45
4	46-55
5	56 and above
6	Prefer not to specify

<b>G3. Within your organization, would you describe yourself as...</b>	
1	Junior level
2	Mid-level staff
3	Mid-level decision-maker / manager
4	Senior level
5	Prefer not to specify

<b>G4. Which best represents your geographic location?</b>	
1	Kigali City
2	Northern Province
3	Eastern Province
4	Southern Province
5	Western Province

**Thank you for completing this survey!**