



Rwanda

The World Bank
Country Survey FY 2013

Report of Findings
May 2013

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I. Objectives

This survey was designed to achieve the following objectives:

- Assist the World Bank in gaining a better understanding of how stakeholders in Rwanda perceive the Bank;
- Obtain systematic feedback from stakeholders in Rwanda regarding:
 - Their views regarding the general environment in Rwanda;
 - Their overall attitudes toward the World Bank in Rwanda;
 - Overall impressions of the World Bank's effectiveness and results, knowledge and research, and communication and information sharing in Rwanda; and
 - Perceptions of the World Bank's future role in Rwanda.
- Use data to help inform the Rwanda country team's strategy.

II. Methodology

In February-March 2013, 826 stakeholders of the World Bank in Rwanda were invited to provide their opinions on the Bank's assistance to the country by participating in a country survey. Participants in the survey were drawn from among the office of the President; the office of the Prime Minister; the office of a Minister; the office of a Parliamentarian; employees of a ministry, ministerial department, or implementation agency; consultants/ contractors working on World Bank-supported projects/programs; project management units (PMUs) overseeing implementation of a project; local government officials or staff; bilateral and multilateral agencies¹; private sector organizations; private foundations; the financial sector/private banks; NGOs/CSOs working in the areas of advocacy and implementation; community-based organizations (CBOs); the media; independent government institutions; trade unions; faith-based groups; academia/research institutes/think tanks; and the judiciary branch. A total of 714 stakeholders participated in the country survey (86% response rate).

Some respondents received questionnaires via courier and returned them accordingly; other respondents completed questionnaires with a representative of the fielding agency. Respondents were asked about: general issues facing Rwanda; their overall attitudes toward the Bank; the World Bank's effectiveness and results; the Bank's knowledge work and activities; working with the World Bank; the Bank's future role in Rwanda; and the Bank's communication and information sharing in Rwanda.

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

- A. General Issues Facing Rwanda: Respondents were asked to indicate what they thought were the top three most important development priorities in the country, and which areas would contribute most to reducing poverty and generating economic growth in Rwanda.

¹ Respondents from bilateral/multilateral agencies include international and local staff and consultants working on bilateral/multilateral agency-supported projects/programs in different provinces in Rwanda, including a large number of projects in rural areas.

II. Methodology (continued)

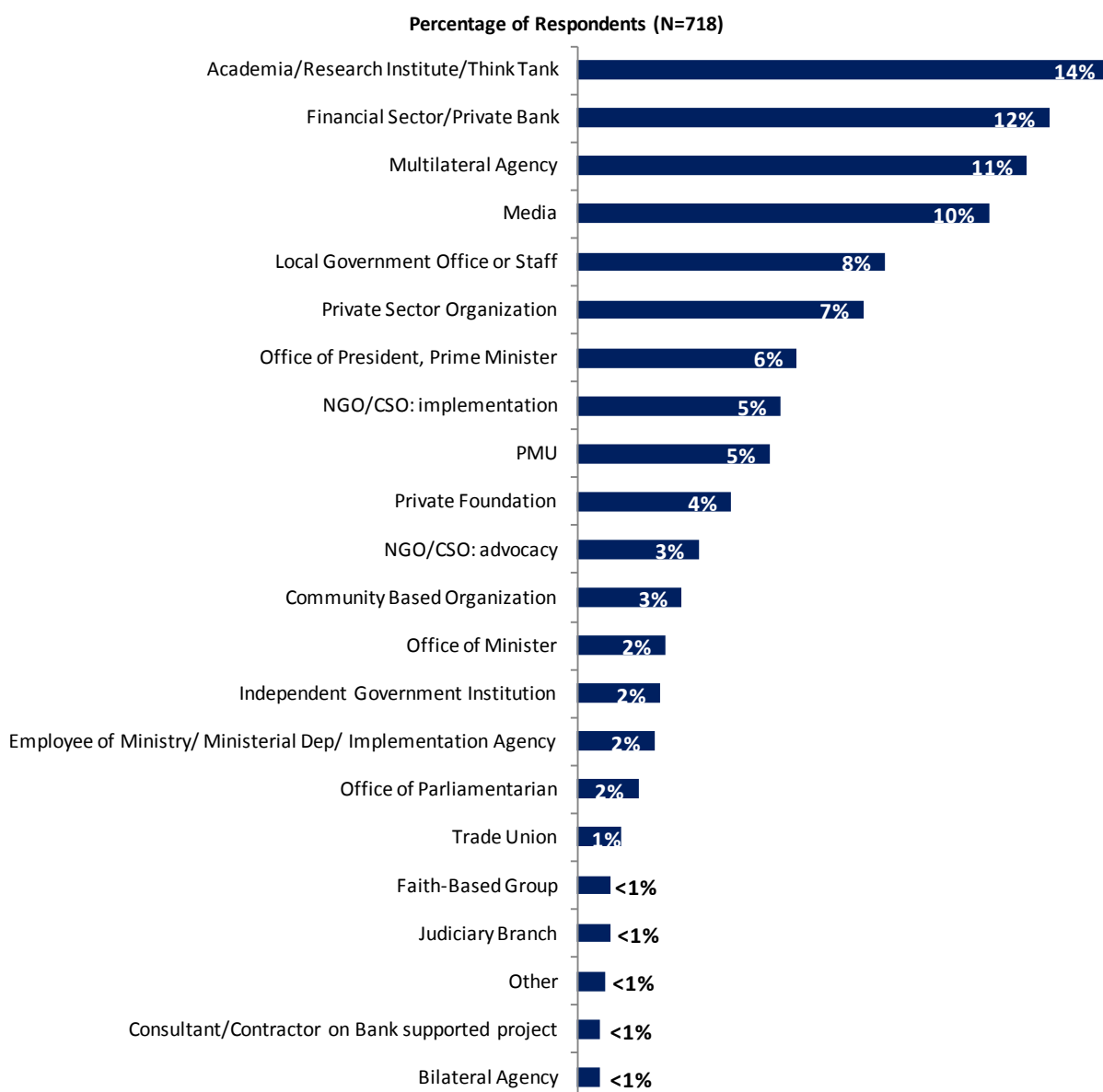
- B. Overall Attitudes toward the World Bank: Respondents were asked to rate their familiarity with the World Bank, the Bank's effectiveness in Rwanda, Bank staff preparedness to help Rwanda solve its development challenges, their agreement with various statements regarding the Bank's work, and the extent to which the Bank is an effective development partner. Respondents were also asked to indicate the sectoral areas on which it would be most productive for the Bank to focus its resources, the Bank's greatest values and greatest weaknesses in its work, the most effective instruments in helping to reduce poverty in Rwanda, with which stakeholder groups the Bank should collaborate more, and to what reasons respondents attributed failed or slow reform efforts.
- C. World Bank Effectiveness and Results: Respondents were asked to rate the extent to which the Bank's work helps achieve development results in Rwanda, the extent to which the Bank meets Rwanda's needs for knowledge services and financial instruments, and the Bank's level of effectiveness across twenty-nine development areas, such as poverty reduction, economic growth, job creation, education, health, and others.
- D. The World Bank's Knowledge: Respondents were asked to indicate how frequently they consult the Bank's knowledge work and activities, the areas on which the Bank should focus its research efforts, and to rate the effectiveness and quality of the Bank's knowledge/research, including how significant of a contribution it makes to development results and its technical quality.
- E. Working with the World Bank: Respondents were asked to rate their level of agreement with a series of statements regarding working with the Bank, such as the World Bank's "Safeguard Policy" requirements being reasonable, the Bank imposing reasonable conditions on its lending, disbursing funds promptly, increasing Rwanda's institutional capacity, and providing effective implementation support.
- F. The Future Role of the World Bank in Rwanda: Respondents were asked to rate how significant a role the Bank should play in Rwanda's development in the near future and to indicate what the Bank should do to make itself of greater value.
- G. Communication and Information Sharing: Respondents were asked to indicate how they get information about economic and social development issues, how they prefer to receive information from the Bank, and their usage and evaluation of the Bank's websites. Respondents were asked about their awareness of the Bank's Access to Information policy, past information requests from the Bank, and their level of agreement that they use more data from the World Bank as a result of the Bank's Open Data policy. Respondents were also asked about their level of agreement that they know how to find information from the Bank and that the Bank is responsive to information requests.
- H. Background Information: Respondents were asked to indicate their current position, specialization, whether they professionally collaborate with the World Bank, their exposure to the Bank in Rwanda, and their geographic location.

When possible, responses from respondents completing this year's country survey were compared to responses from the 412 respondents (69% response rate) who completed the survey in FY 2006. Notations and/or charts are included when these comparisons were possible.

III. Demographics of the Sample

Current Position

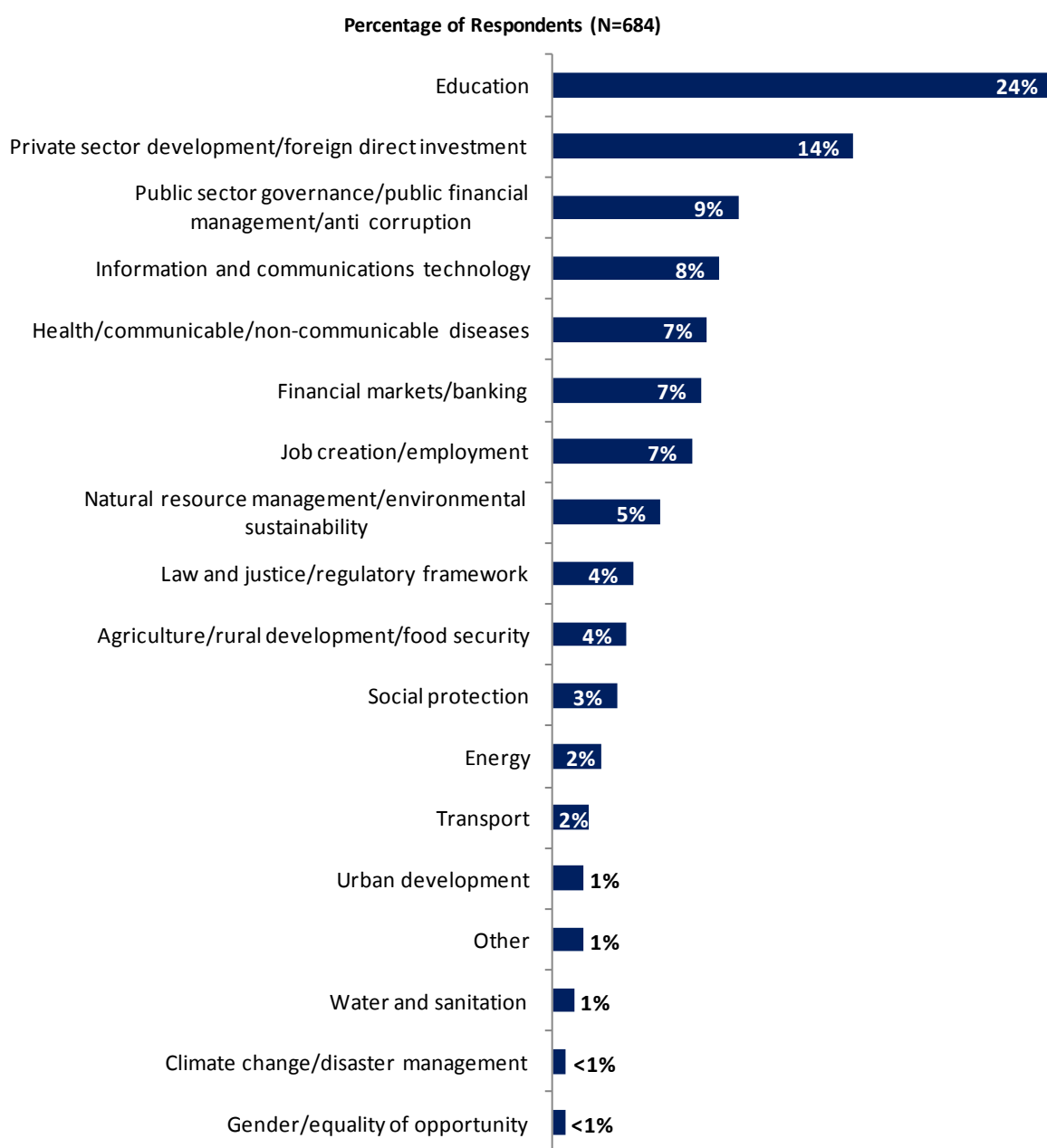
- For further analyses, the small number of respondents from the office of a Minister were combined with those from the office of the President and the office of the Prime Minister; consultants/contractors working on Bank-supported projects were combined with respondents from PMUs; respondents from bilateral agencies were combined with those from multilateral agencies; respondents from private sector organizations were combined with those from the financial sector/private banks; respondents from NGOs/CSOs (advocacy and implementation), CBOs, trade unions, and faith-based groups were combined into a “CSO” category; and the few respondents from independent government institutions and the judiciary branch were included in the “Other” category.



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

III. Demographics of the Sample (continued)

Area of Primary Specialization

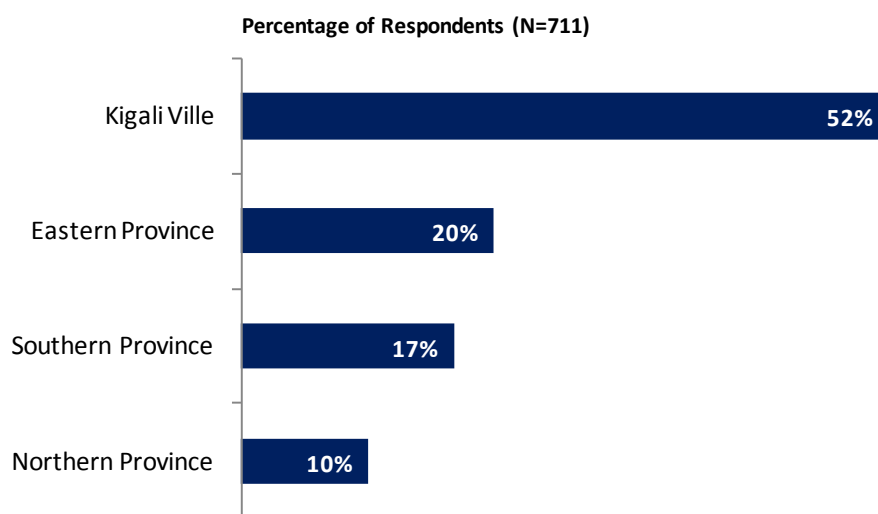


"Please identify the primary specialization of your work." (Respondents chose from a list.)

III. Demographics of the Sample (continued)

Geographic Location

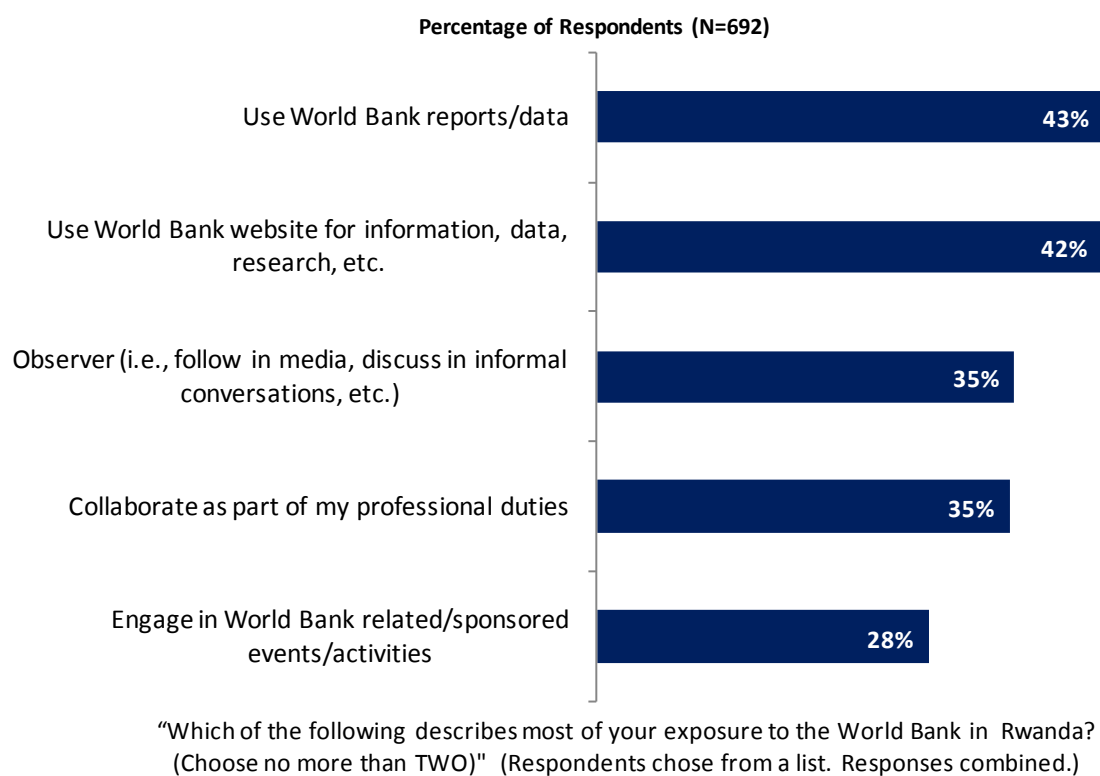
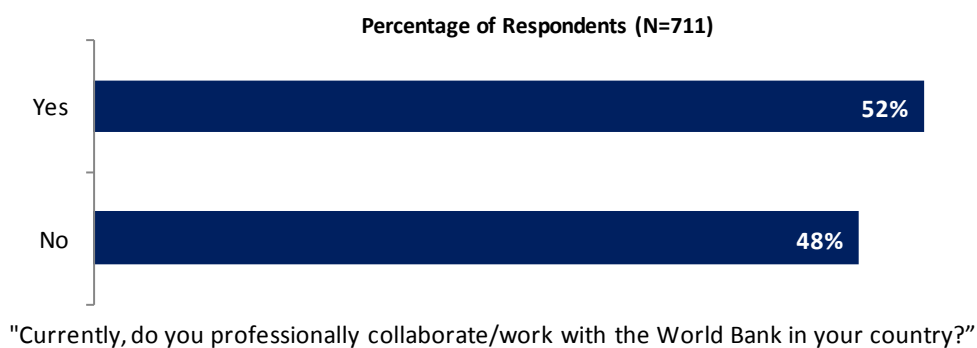
- Responses across all geographic locations for all country survey questions can be found in the Appendix C. Only significant differences between geographic locations in response to indicator questions will be discussed in the body of this report.



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

III. Demographics of the Sample (continued)

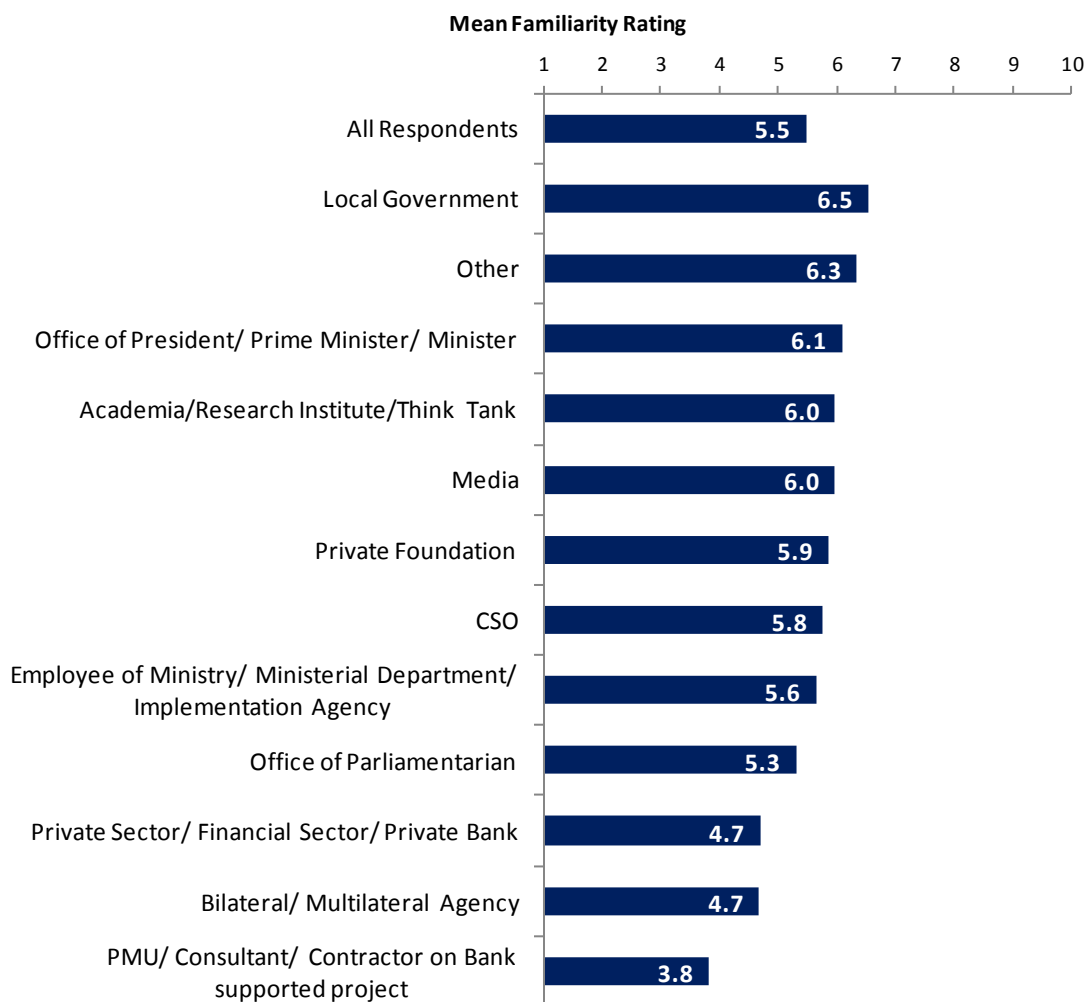
Collaboration with and Exposure to the World Bank



III. Demographics of the Sample (continued)

Familiarity with the World Bank

- Across all respondents, familiarity with the World Bank received a mean rating of 5.5; this was significantly *higher* than the mean rating received in the FY '06 country survey (5.0).
 - Respondents from local governments and other organizations indicated the highest levels of familiarity with the Bank whereas respondents from PMUs/consultants/contractors on Bank supported projects indicated significantly lower levels.
 - Respondents from Kigali Ville indicated the highest levels of familiarity with the Bank whereas respondents from Southern Province indicated significantly lower levels of familiarity.
 - It should be noted that respondents' ratings of familiarity with the Bank were significantly, moderately correlated with their perceptions of the Bank's overall effectiveness in Rwanda, the Bank's ability to help achieve development results, and the Bank's relevance to Rwanda's development.

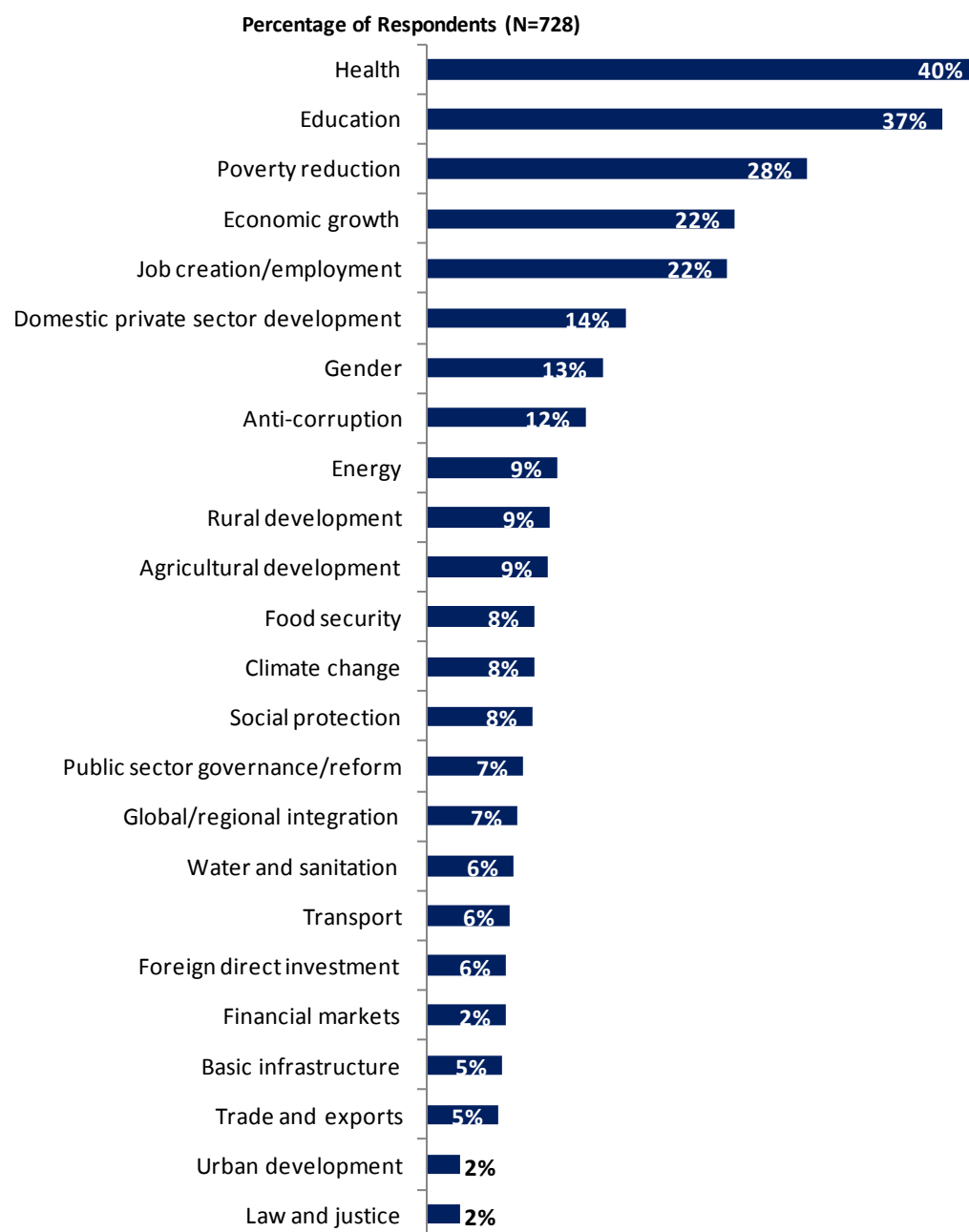


"How familiar are you with the work of the World Bank in Rwanda, on a ten-point scale?"
 (1 - "Not familiar at all", 10 - "Extremely familiar")

IV. General Issues Facing Rwanda

Development Priority

- Respondents in the FY '06 country survey* indicated that economic growth (53%) was the most important development priority for Rwanda, followed by poverty reduction (25%) and government effectiveness/governance (19%).

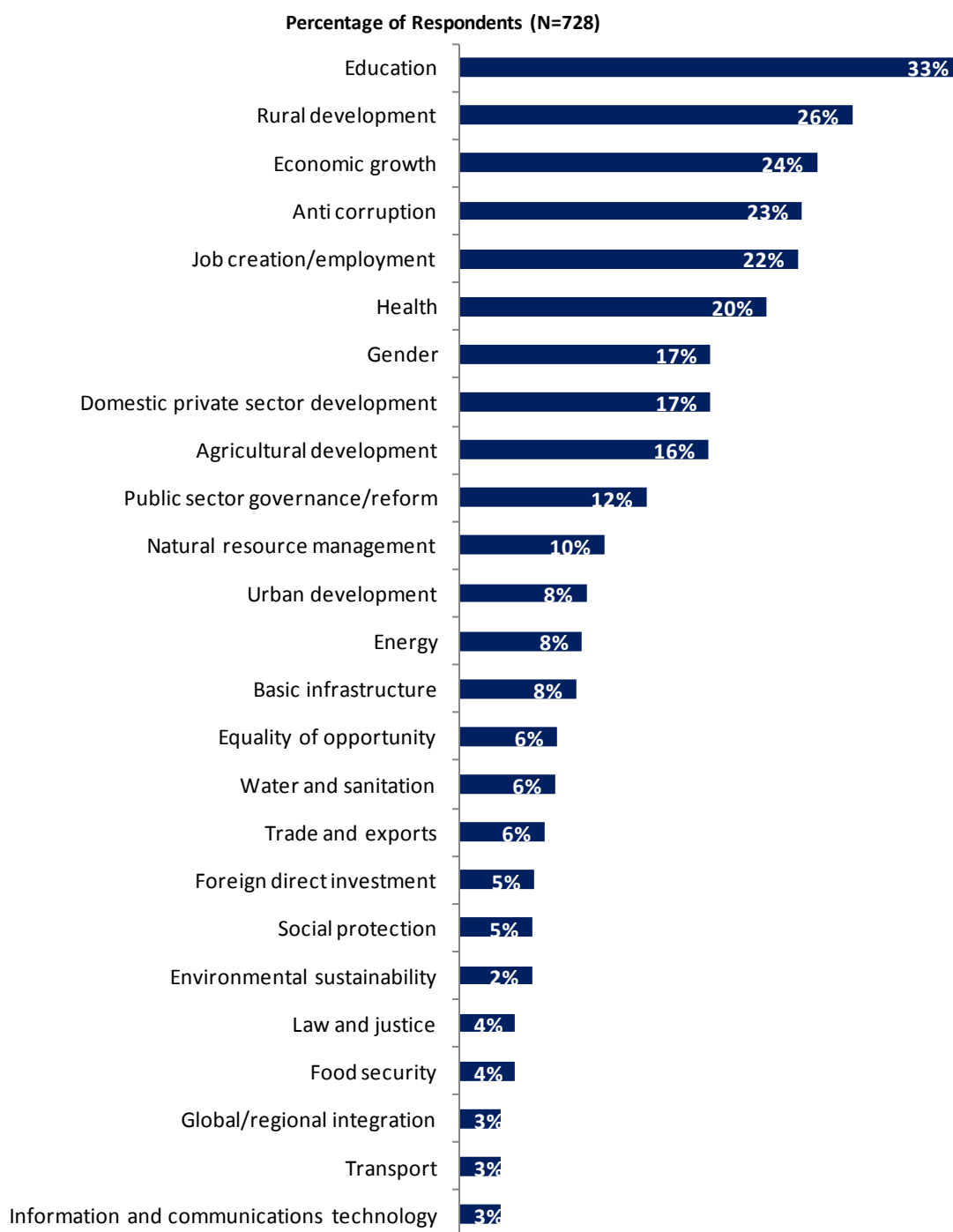


"Listed below are a number of development priorities in Rwanda. Please identify which of the following you consider the most important development priorities in Rwanda? (Choose no more than THREE)"
(Respondents chose from a list. Responses combined.)

*Not all of the response options provided in the FY '13 survey were provided in the FY '06 survey.

IV. General Issues Facing Rwanda (continued)

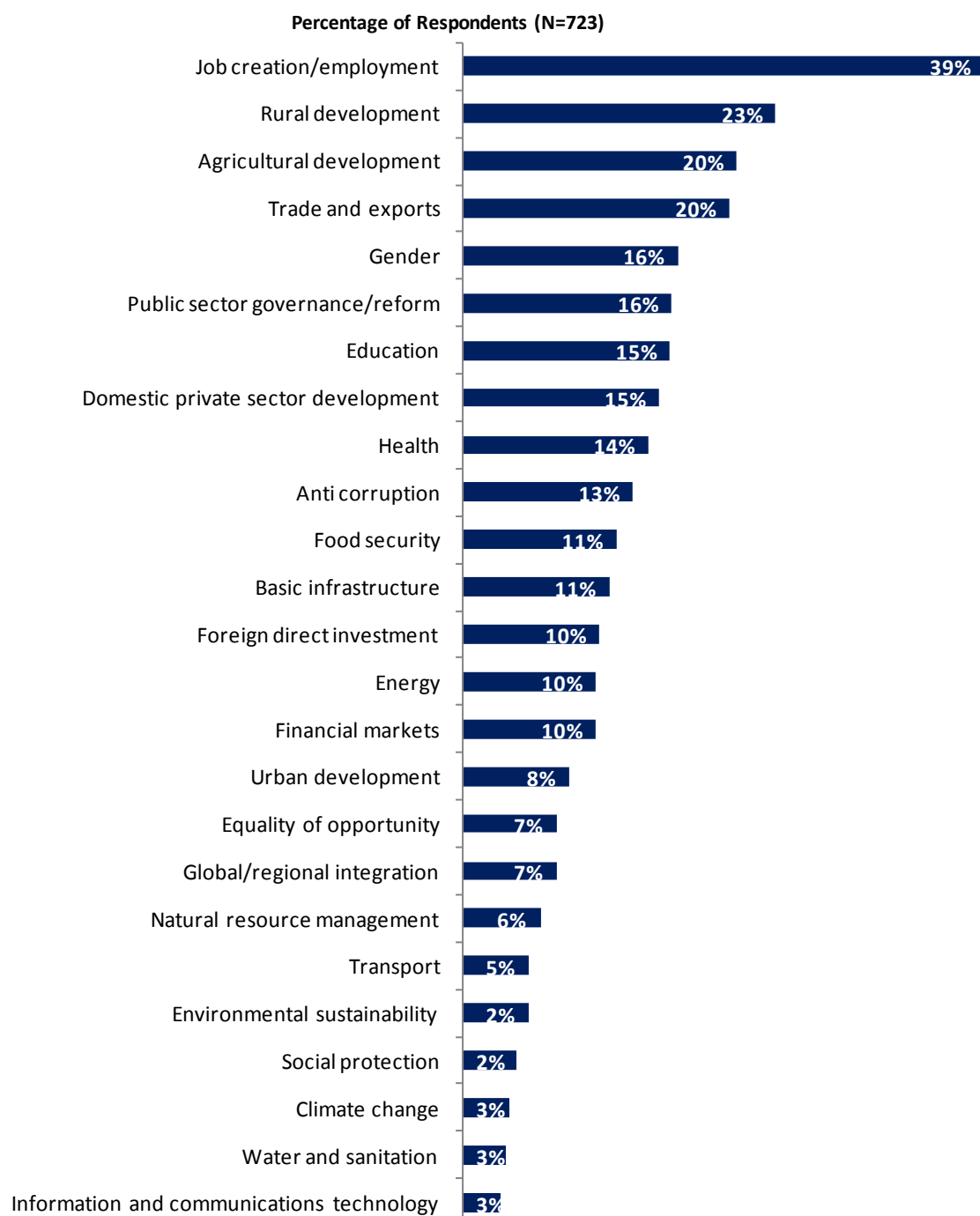
Factors Contributing to Poverty Reduction



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

IV. General Issues Facing Rwanda (continued)

Factors Contributing to Economic Growth

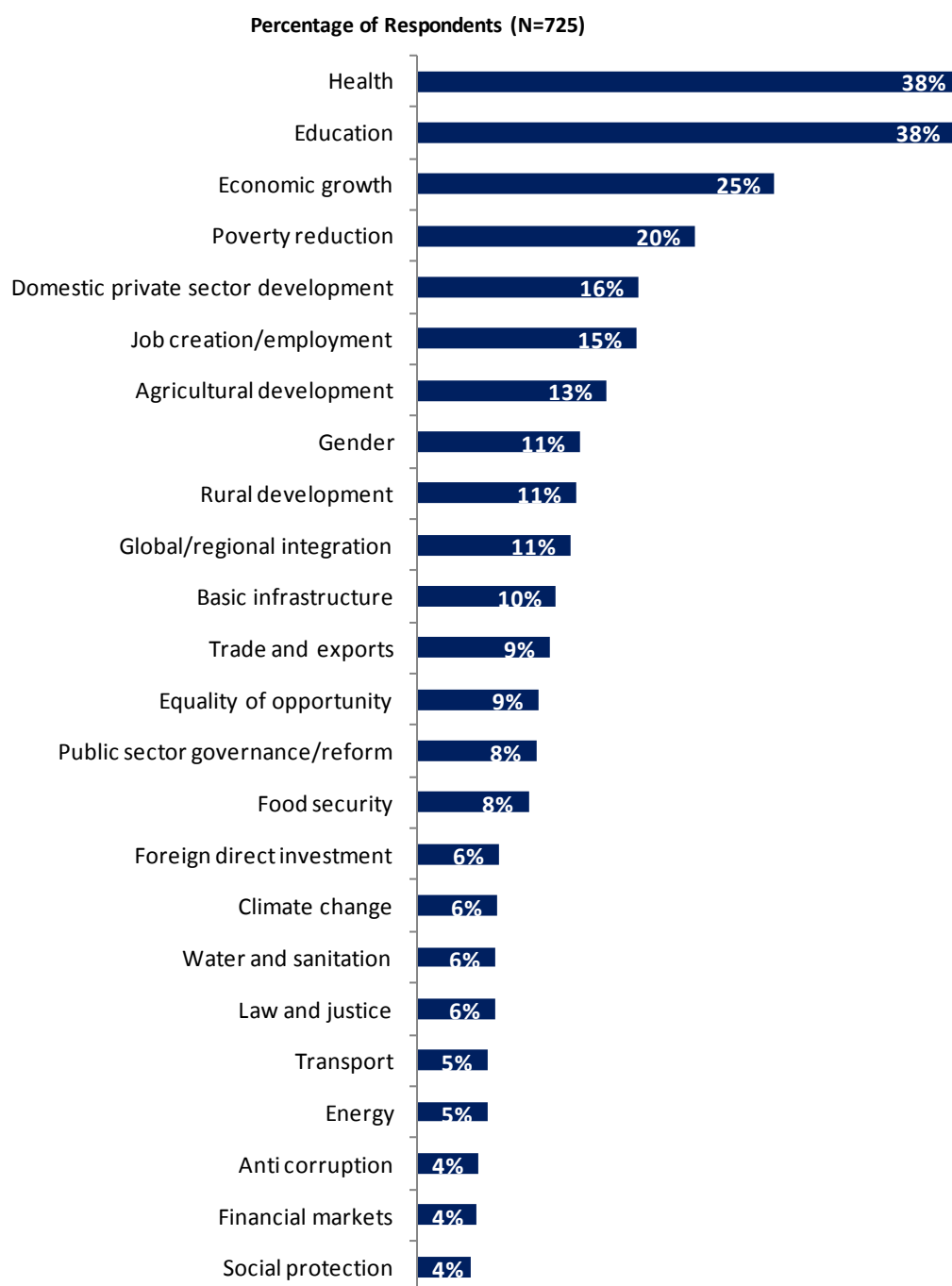


“Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Rwanda? (Choose no more than THREE)”
(Respondents chose from a list. Responses combined.)

V. Overall Attitudes toward the World Bank

Where the World Bank Should Focus its Resources

- In the FY '06 country survey*, respondents indicated that it would be most productive for the Bank to focus most of its resources on economic growth (40%) and poverty reduction (36%) in Rwanda.



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

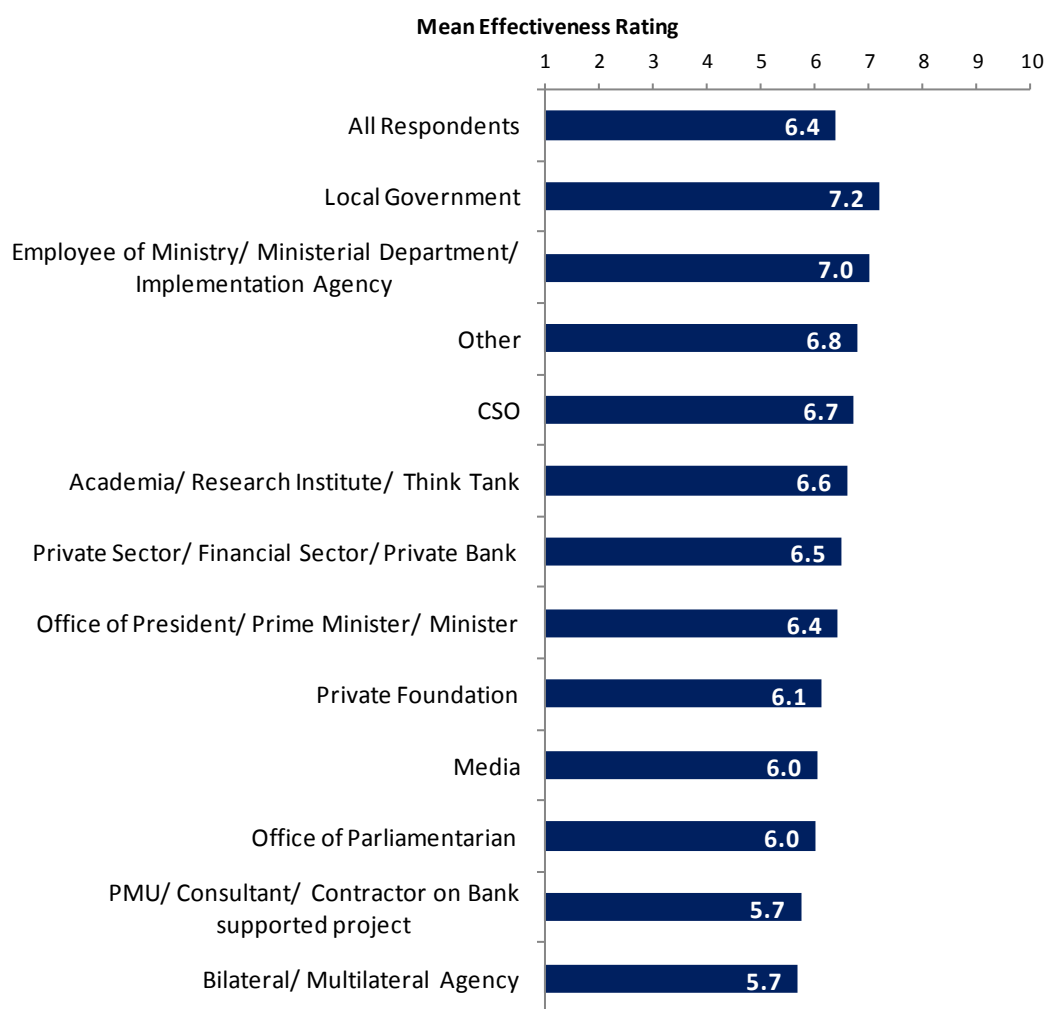
*Not all of the response options provided in the FY '13 survey were provided in the FY '06 survey.

V. Overall Attitudes toward the World Bank (continued)

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 Survey. These will be aggregated for the Bank’s annual Corporate Scorecard.

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

- Across all respondents, ratings of the World Bank’s overall effectiveness in Rwanda received a mean rating of 6.4; this was significantly *lower* than the mean effectiveness rating received in the FY ’06 country survey (6.7).
- Respondents from local governments had the highest ratings for the Bank’s overall effectiveness whereas respondents from PMUs/consultants/contractors on Bank supported projects and bilateral/multilateral agencies had significantly lower ratings.
- Respondents across all geographic locations gave statistically similar ratings for the World Bank’s overall effectiveness in Rwanda.

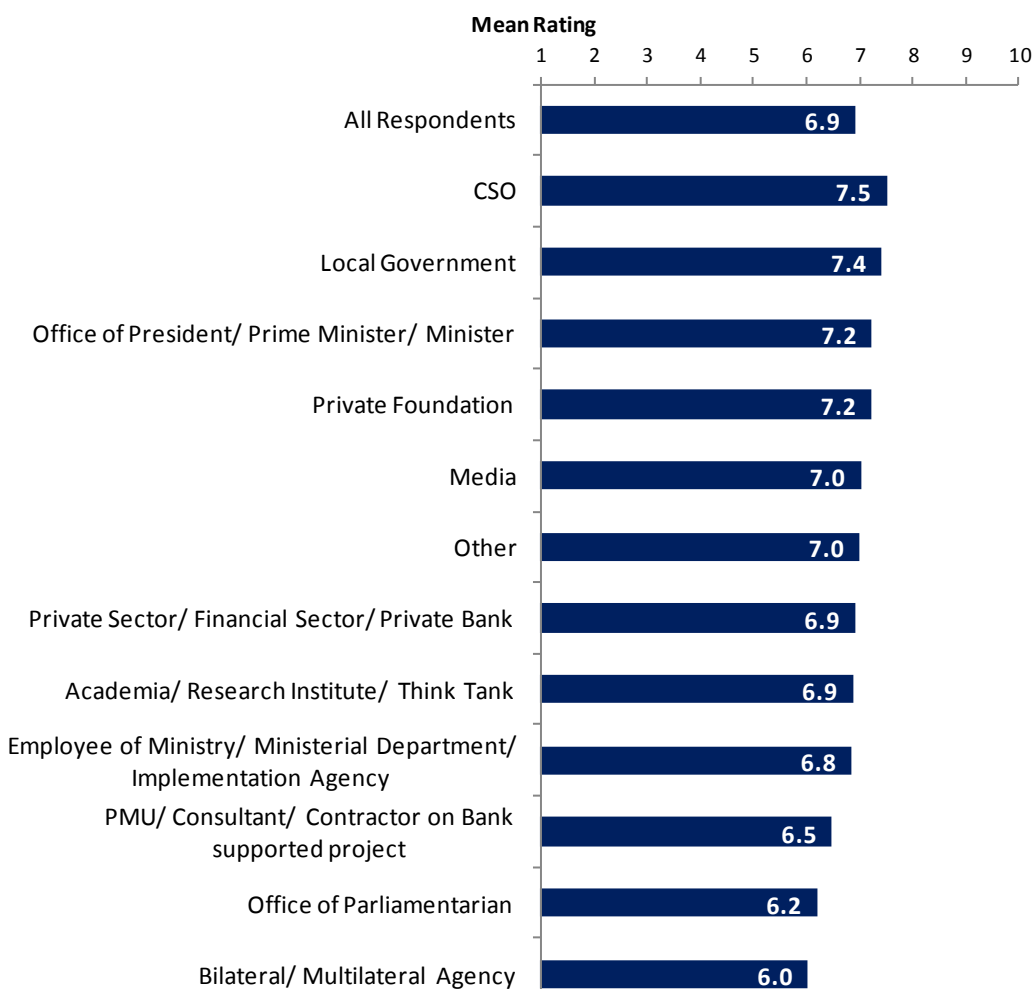


“Overall, please rate your impression of the World Bank’s effectiveness in Rwanda, on a ten point scale.” (1-“Not effective at all”, 10-“Very effective”)

V. Overall Attitudes toward the World Bank (continued)

Achieving Development Results (*Indicator Question*)

- Respondents from CSOs and local governments gave the highest ratings for the World Bank helping achieve development results in Rwanda whereas respondents from the Office of Parliamentarian and bilateral/multilateral agencies gave significantly lower ratings.
- Respondents across all geographic areas gave statistically similar ratings.

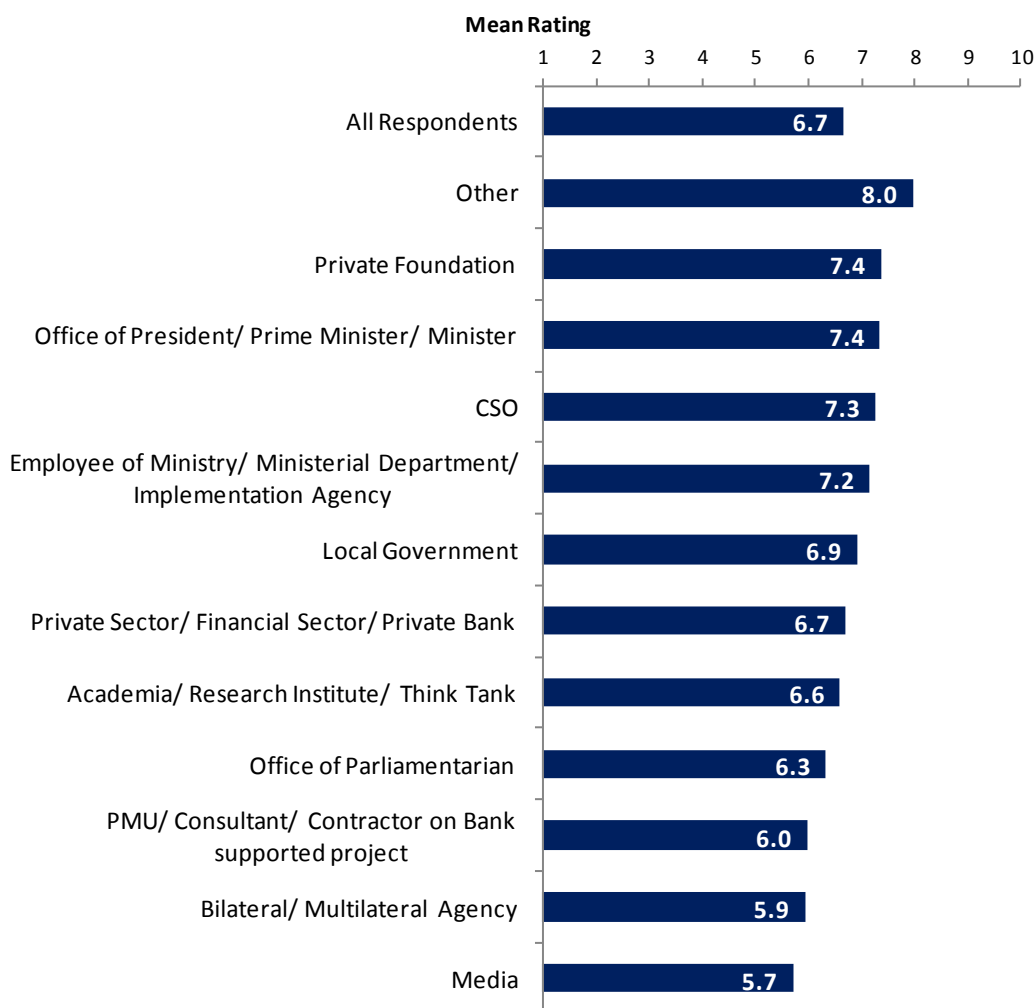


"To what extent does the World Bank's work help to achieve development results in Rwanda, on a ten point scale?" (1-"To no degree at all", 10-"To a very significant degree")

V. Overall Attitudes toward the World Bank (continued)

Staff Preparedness (*Indicator Question*)

- Respondents from other organizations gave the highest ratings for the World Bank's staff being well prepared to help Rwanda solve its most complicated development challenges whereas respondents from the media and bilateral/multilateral agencies gave significantly lower ratings.
- Respondents across all geographic areas gave statistically similar ratings.

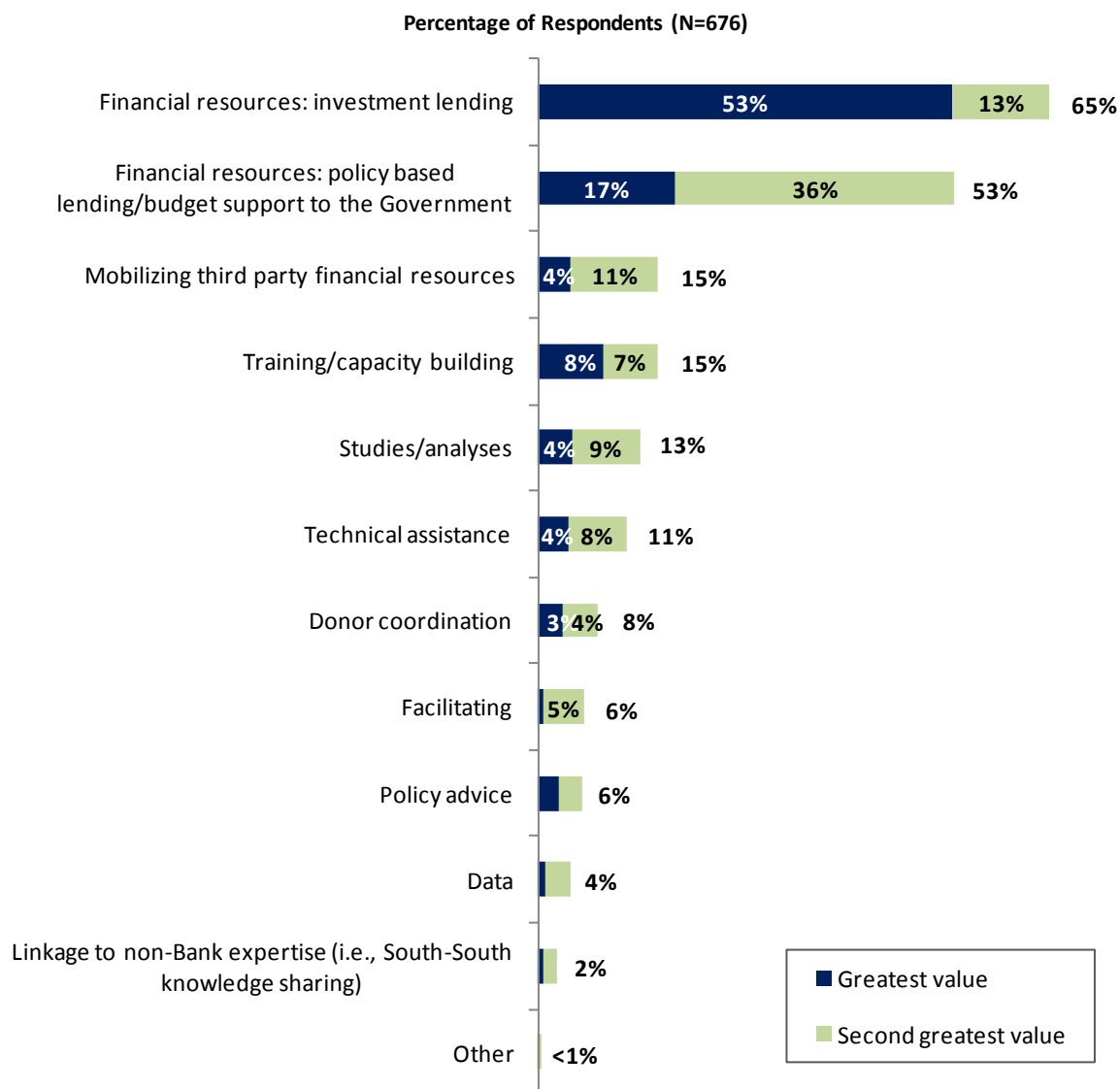


"To what extent do you believe the World Bank's staff is well prepared (e.g., skills and knowledge) to help Rwanda solve its most complicated development challenges, on a ten point scale?"
 (1-"To no degree at all", 10-"To a very significant degree")

V. Overall Attitudes toward the World Bank (continued)

Greatest Value

- Respondents in the FY '06 country survey* indicated that the World Bank's greatest values to Rwanda were financial resources (54%) and policy and economic advice (35%).



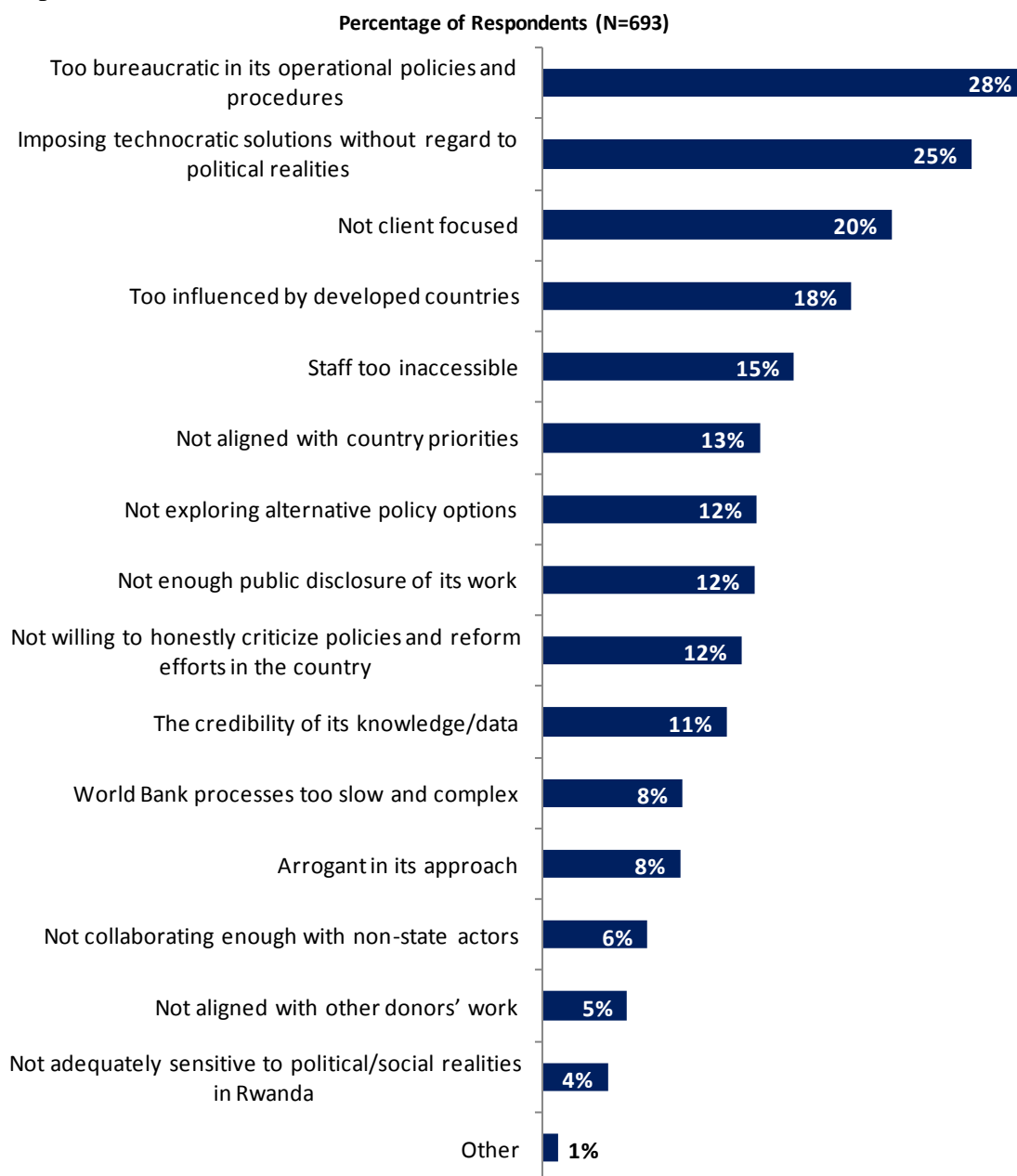
“When thinking about the World Bank’s role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Rwanda?” (Respondents chose from a list.)

*Not all of the response options provided in the FY '13 survey were provided in the FY '06 survey.

V. Overall Attitudes toward the World Bank (continued)

Greatest Weakness

- Respondents in the FY '06 country survey* indicated that the World Bank's greatest weaknesses in its work in Rwanda were imposing technocratic solutions without regard to political realities (27%) and being too bureaucratic in its operational policies and procedures (25%).

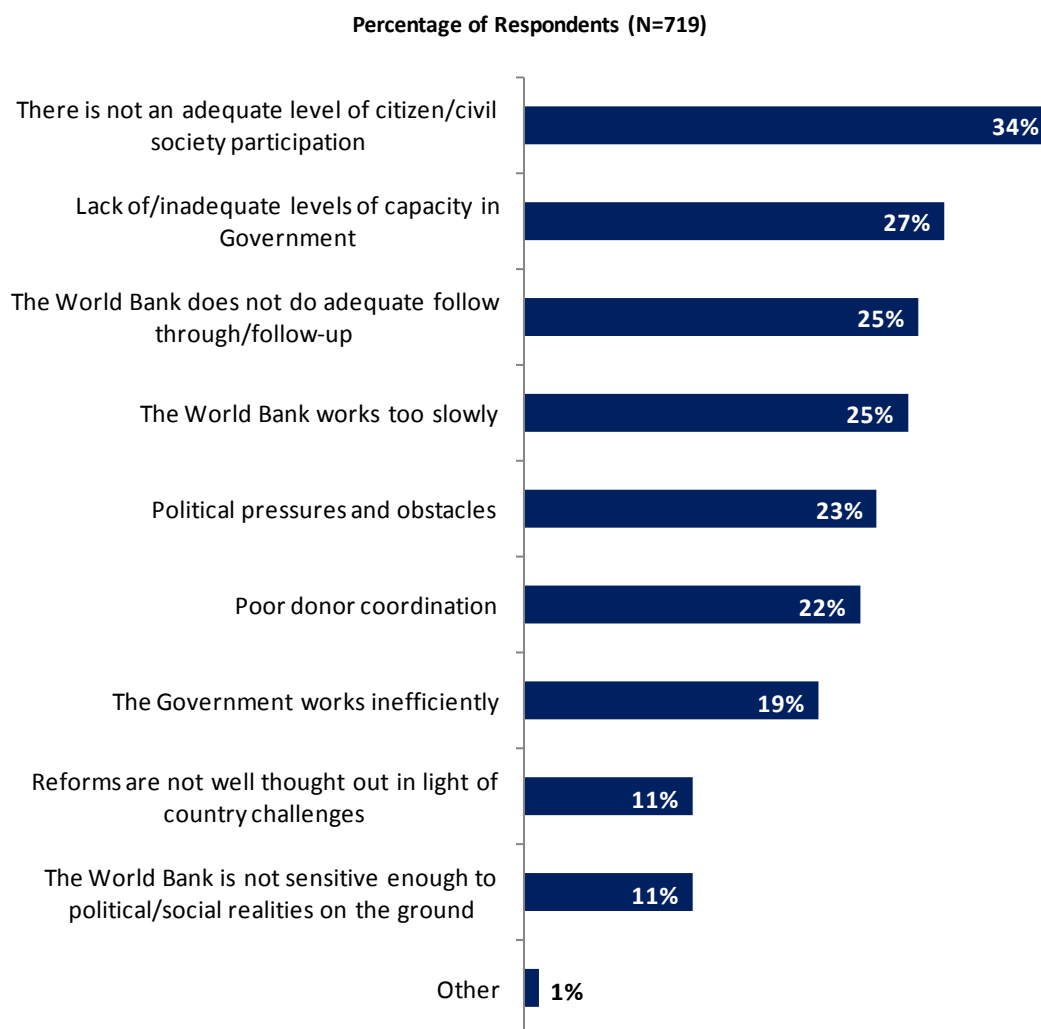


"Which of the following do you identify as the World Bank's greatest WEAKNESSES in its work in Rwanda? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)

*Not all of the response options provided in the FY '13 survey were provided in the FY '06 survey.

V. Overall Attitudes toward the World Bank (continued)

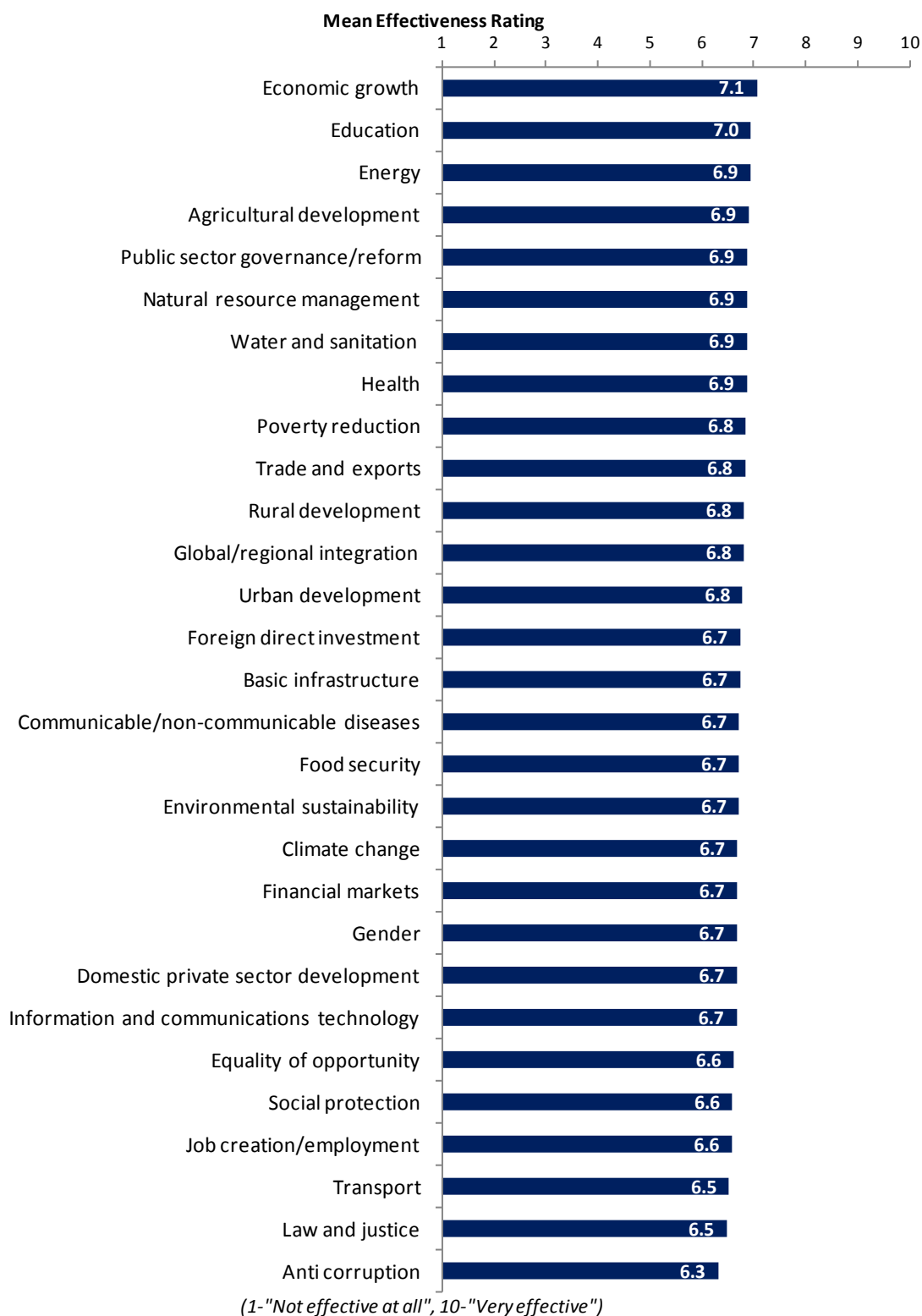
Attributing Slow or Failed Reform Efforts



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

VI. Sectoral Effectiveness

Specific Areas of Effectiveness



VI. Sectoral Effectiveness (continued)

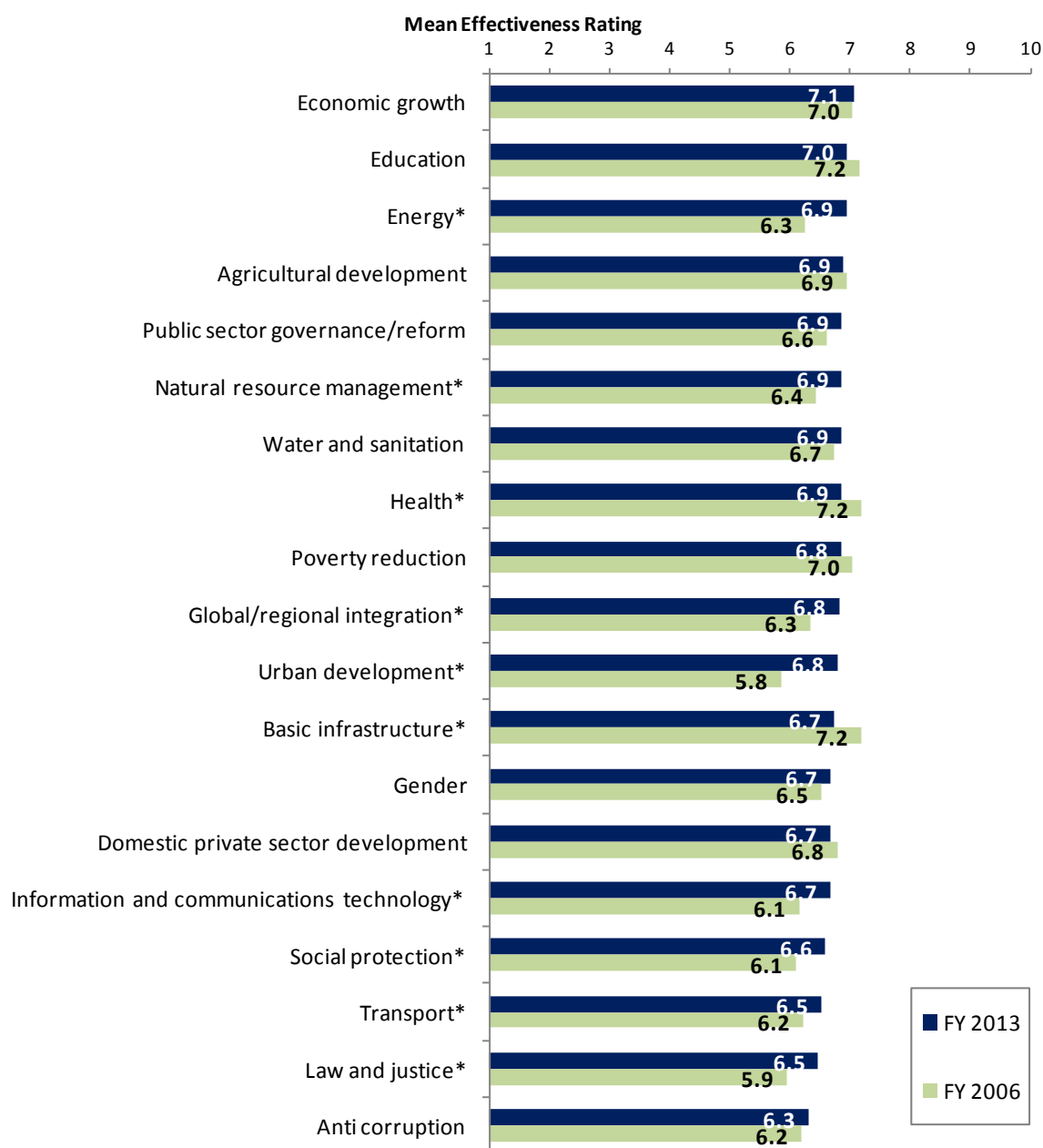
Specific Areas of Effectiveness (continued)

- There were significant stakeholder group differences in their ratings of the World Bank's effectiveness across all of these twenty-nine development areas, except "Natural resource management" and "Social protection". For the most part, respondents from CSOs, academia/research institutes/think tanks, and local governments tended to have the highest ratings for the Bank's effectiveness across these areas whereas respondents from the media and the Office of Parliamentarian tended to have significantly lower ratings. (See Appendix B for full details.)
- There were significant differences between geographic locations across eighteen of these twenty-nine development areas. For the most part, respondents from Southern Province and Eastern Province tended to have the highest ratings for the Bank's effectiveness in these areas whereas respondents from Kigali Ville tended to have significantly lower ratings. Those areas with significant differences between geographic locations were:
 - "Anti corruption";
 - "Transport";
 - "Law and justice";
 - "Urban development";
 - "Environmental sustainability";
 - "Basic infrastructure";
 - "Communicable/non-communicable diseases";
 - "Gender";
 - "Domestic private sector development";
 - "Foreign direct investment";
 - "Water and sanitation";
 - "Job creation/employment";
 - "Financial markets";
 - "Equality of opportunity";
 - "Health";
 - "Food security";
 - "Social protection"; and
 - "Natural resource management".
- Responses across all stakeholder groups, geographic locations, and country surveys can be found in the Appendix.

VI. Sectoral Effectiveness (continued)

Specific Areas of Effectiveness (continued)

- Respondents in this year's country survey gave significantly *higher* ratings for the Bank's effectiveness compared to respondents in the FY'06 country survey in the following sectors: energy, natural resource management, global/regional integration, urban development, information and communications technology, social protection, transport, and law and justice. Respondents in this year's country survey gave significantly *lower* ratings for the Bank's effectiveness in health and basic infrastructure compared to respondents in the FY'06 country survey.



VI. Sectoral Effectiveness (continued)

Drivers of Effectiveness

To determine the key drivers of respondents' ratings of the Bank's overall effectiveness and ratings of its ability to help achieve development results in Rwanda, bivariate correlational analyses were conducted using respondents' ratings of the twenty-nine specific areas of effectiveness.

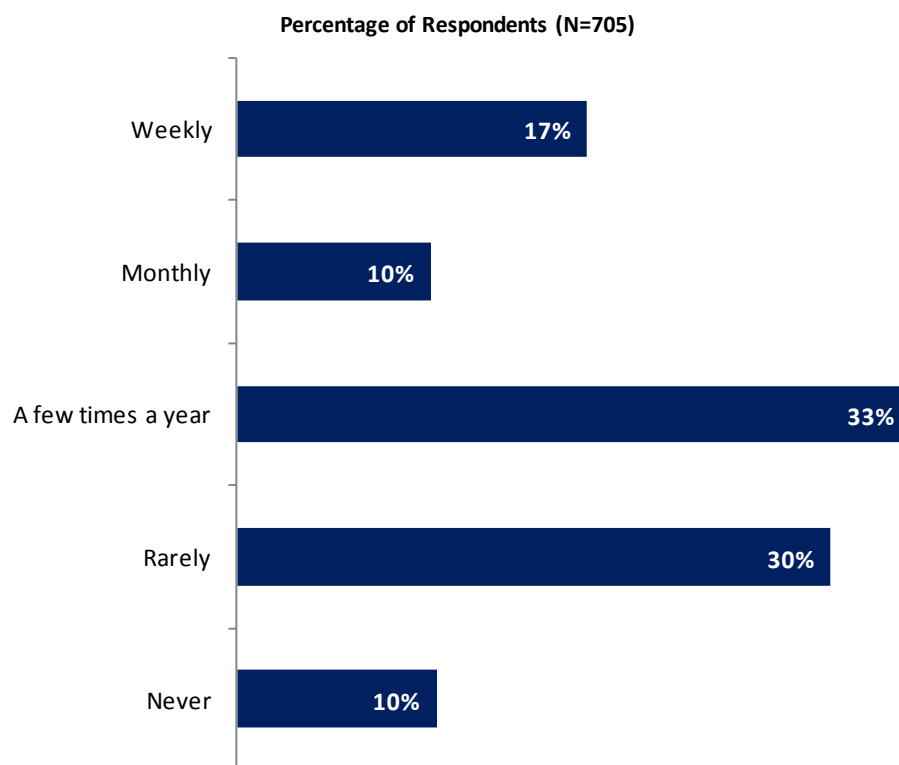
Correlational analyses, however, are not able to tell us exactly what is causing respondents' ratings of the Bank's overall effectiveness or ratings of its ability to help achieve development results. Rather, these analyses tell us that as ratings of effectiveness in one area increase, respondents' ratings of the Bank's overall effectiveness increase, or as ratings of effectiveness in one area increase, ratings of the Bank's ability to help achieve development results increase. Thus, it can be inferred that respondents' perceptions of effectiveness in one specific area are related to, or drive, respondents' perceptions of the Bank's overall effectiveness or perceptions of the Bank's ability to help achieve development results.

- Overall Effectiveness: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the Bank's overall effectiveness, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the Bank's overall effectiveness in Rwanda. The areas determined to be key drivers from these analyses were:
 - Equality of opportunity;
 - Communicable/non-communicable diseases;
 - Job creation/employment;
 - Foreign direct investment;
 - Natural resource management; and
 - Food security.
- Achieving Development Results: Those specific areas with the highest Pearson Product-Moment correlations were determined to be the most closely related to perceptions of the Bank's ability to help achieve development results in Rwanda, suggesting that ratings of effectiveness in those specific areas are drivers of perceptions of the Bank's ability to help achieve development results. The areas determined to be key drivers from these analyses were:
 - Food security;
 - Poverty reduction;
 - Communicable/non-communicable diseases;
 - Foreign direct investment; and
 - Job creation/employment.

VII. World Bank Knowledge and Instruments

Knowledge: Frequency of Use

- Respondents from the Office of President/Prime Minister/Minister, PMUs/consultants/contractors on Bank supported projects, and bilateral/multilateral agencies indicated that they consult World Bank knowledge work and activities the most frequently, from a few times a year to weekly.
- Respondents from private sector organizations/financial sector/private banks and CSOs indicated that they consult World Bank knowledge work and activities much less frequently, from never to a few times a year.

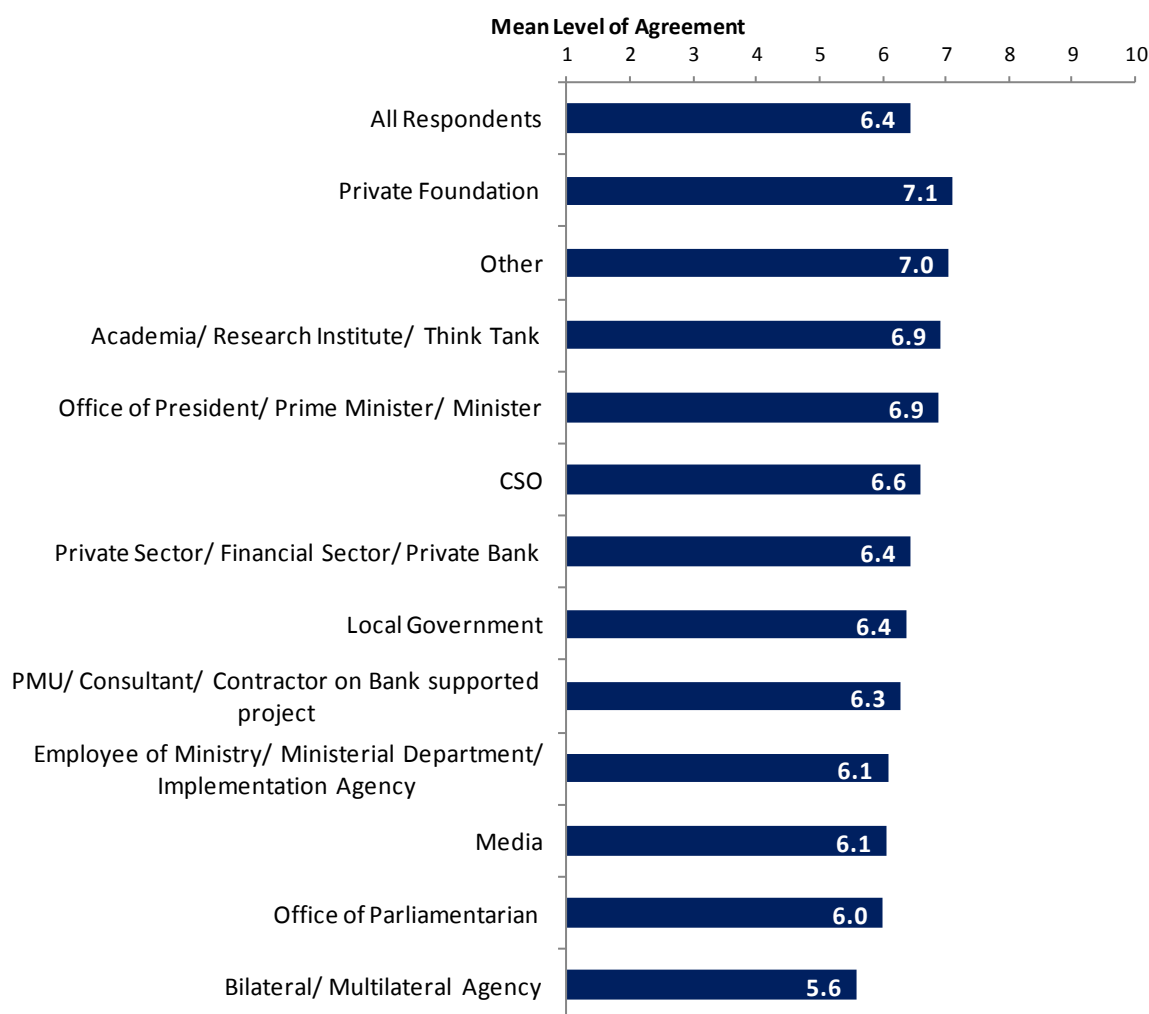


"How frequently do you consult World Bank knowledge work and activities in the work you do?"
(Respondents chose from a list.)

VII. World Bank Knowledge and Instruments (continued)

Knowledge: Meeting Rwanda's Knowledge Needs (*Indicator Question*)

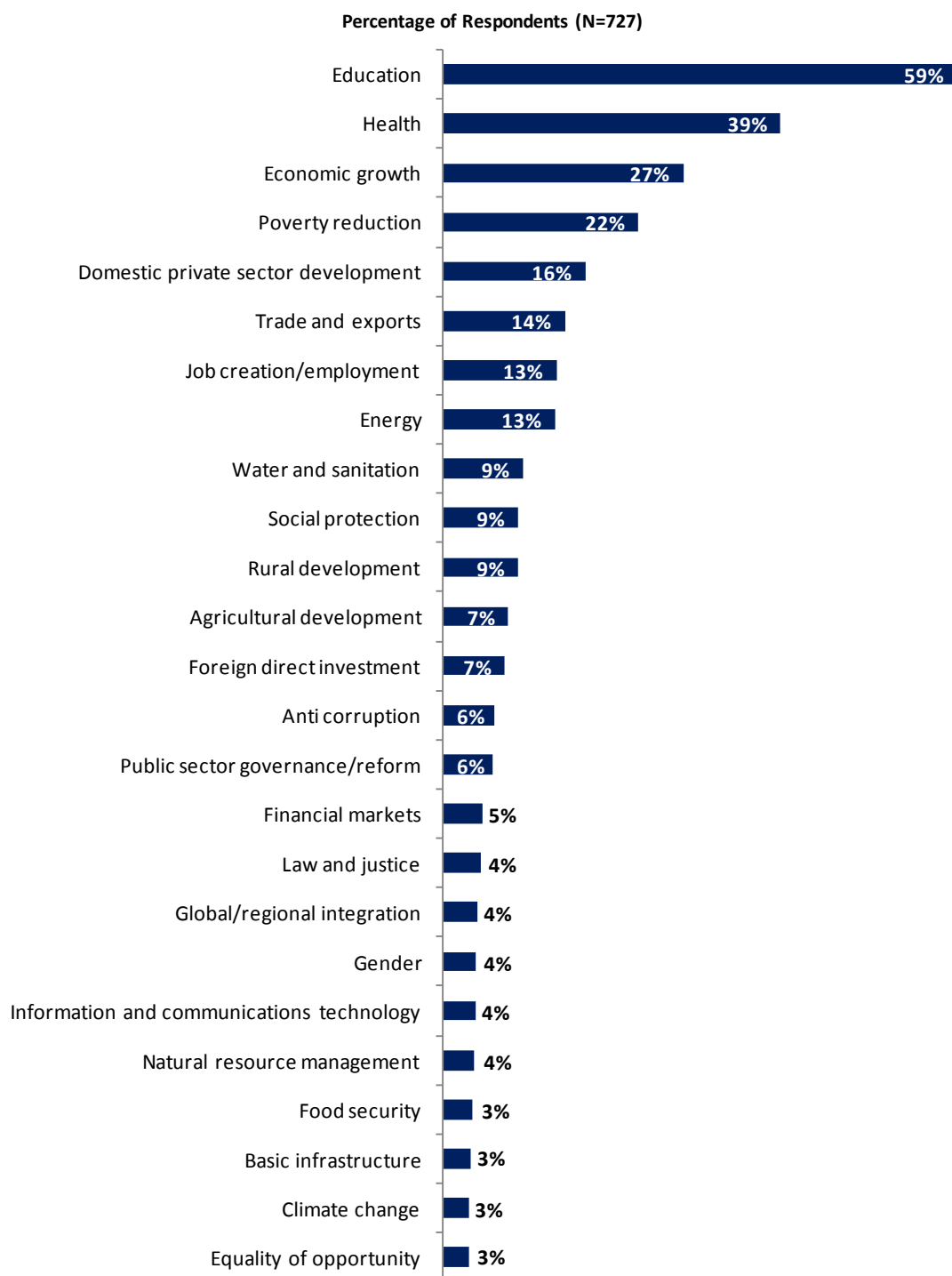
- Respondents from private foundations and other organizations had the highest levels of agreement that the World Bank meets Rwanda's needs for knowledge services whereas respondents from bilateral/multilateral agencies had significantly lower levels of agreement.
- Respondents across all geographic locations had statistically similar levels of agreement that the World Bank meets Rwanda's needs for knowledge services.



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

VII. World Bank Knowledge and Instruments (continued)

Knowledge: Focusing Bank Research

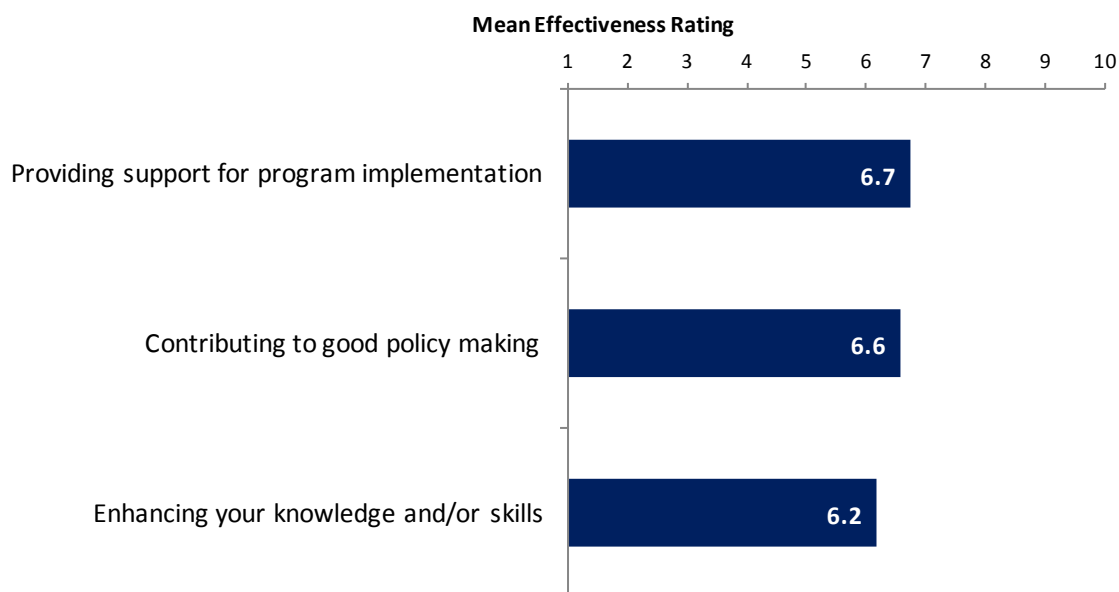


“When thinking about the development challenges in Rwanda, where do you believe it would be most valuable for the World Bank to focus its knowledge work and activities in the next few years?
(Choose no more than THREE)” (Respondents chose from a list. Responses combined.)

VII. World Bank Knowledge and Instruments (continued)

Knowledge: Effectiveness

- There were significant stakeholder group differences in their ratings of the effectiveness of the World Bank's knowledge work and activities across all of these areas. For the most part, respondents from private foundations and CSOs tended to have the highest ratings for the Bank's effectiveness in these areas whereas respondents from bilateral/multilateral agencies tended to have significantly lower ratings.
- Respondents across all geographic locations gave statistically similar ratings for the effectiveness of the Bank's knowledge work and activities in all of these areas.

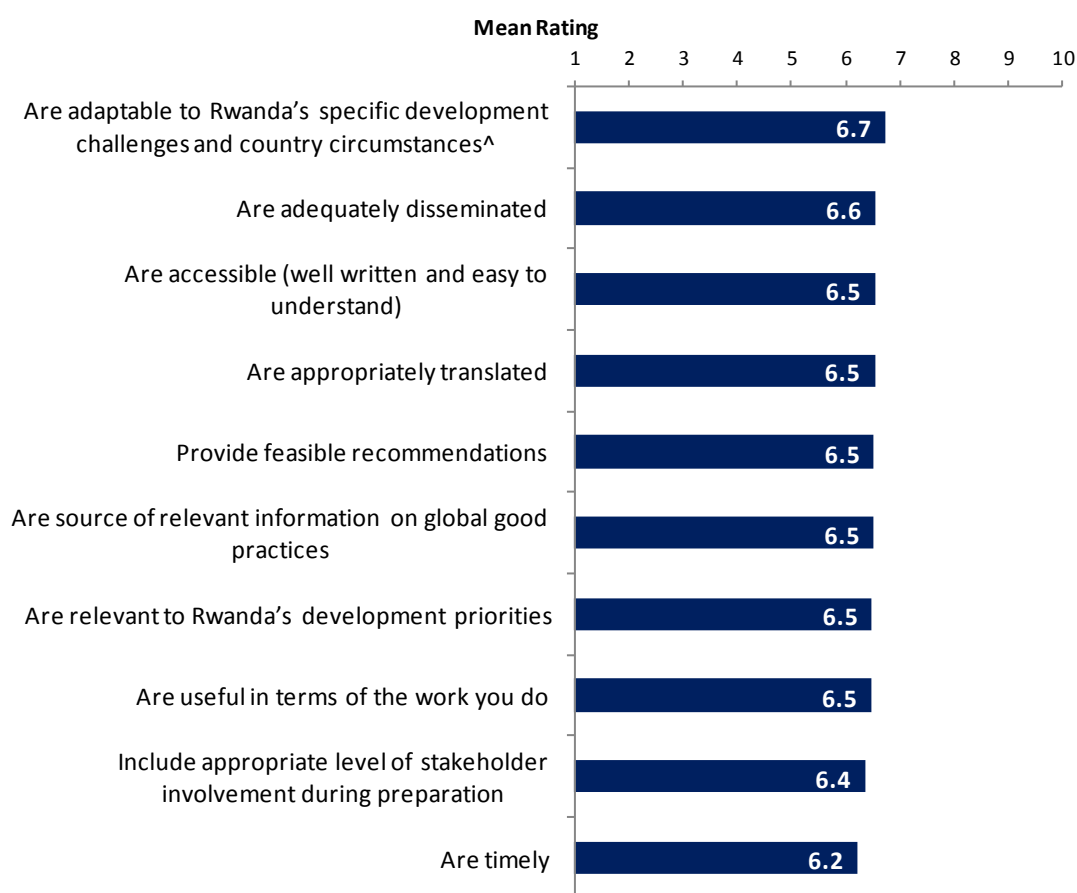


"In Rwanda, how effective do you believe the World Bank's knowledge work and activities in: ... ?"
(1-"Not effective at all", 10-"Very effective")

VII. World Bank Knowledge and Instruments (continued)

Knowledge: Qualities

- Respondents in this year's country survey had significantly *lower* ratings for the extent to which the Bank's knowledge work and activities are useful and a source of relevant information on global good practices compared to respondents in the FY'06 survey.
- There were significant stakeholder group differences in their ratings across all of these aspects of the Bank's knowledge work and activities (see Appendix B for full details). For the most part, respondents from academia/research institutes/think tanks, private foundations, and other organizations tended to have the highest ratings for these aspects whereas respondents from the media and the Office of Parliamentarian tended to have significantly lower ratings.
- There were significant differences between geographic locations in their ratings across many of these aspects of the Bank's knowledge work and activities (see Appendix C for full details). For the most part, respondents from Eastern Province tended to have the highest ratings for these aspects whereas respondents from Kigali Ville tended to have significantly lower ratings (including the indicator question).

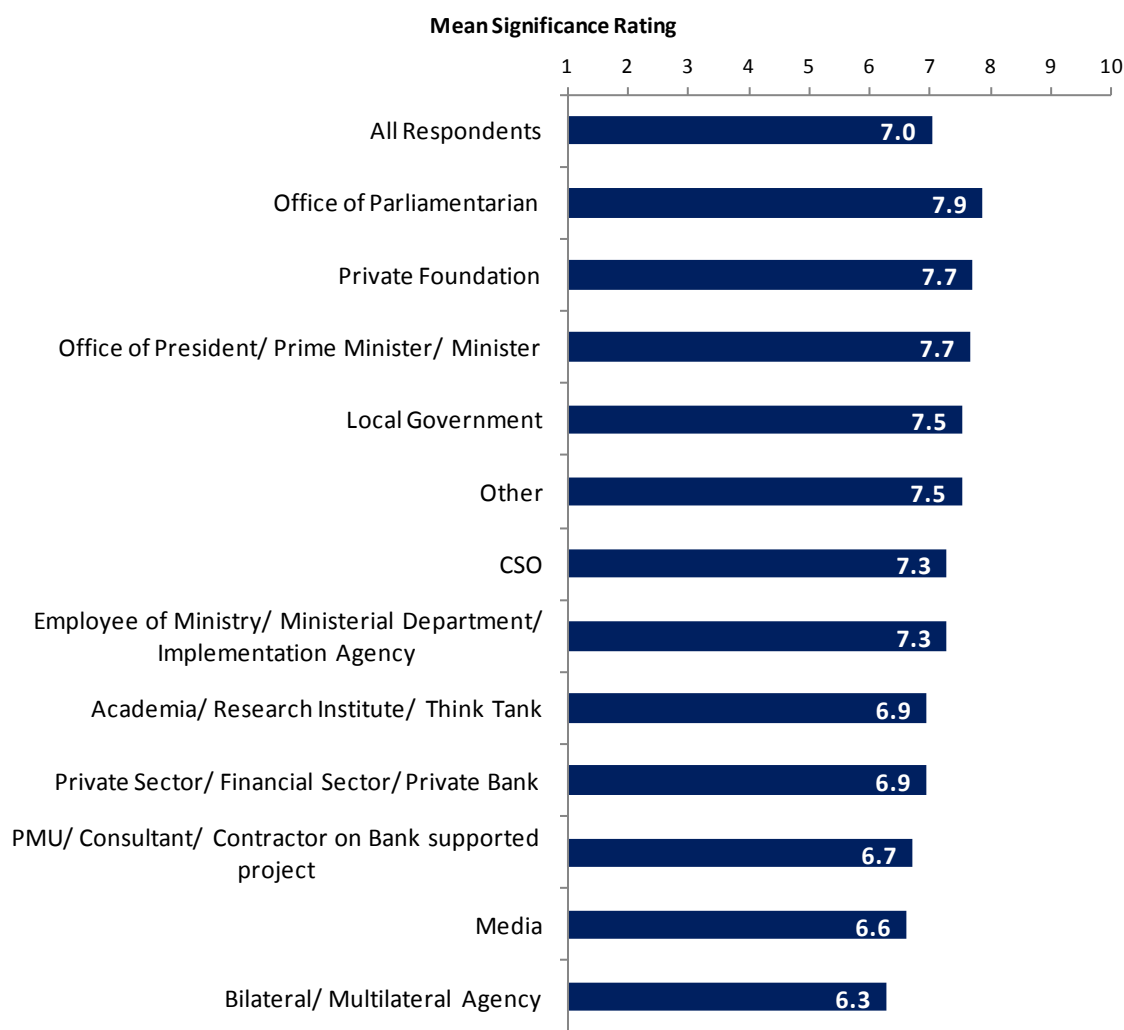


"In Rwanda, to what extent do you believe that the World Bank's knowledge work and activities: ... ?"
 (1-"To no degree at all", 10-"To a very significant degree") [^]**Indicator Question**

VII. World Bank Knowledge and Instruments (continued)

Knowledge: Contribution *(Indicator Question)*

- Respondents from the Office of Parliamentarian gave the highest ratings for the significance of the contribution that the World Bank's knowledge work and activities make to development results in Rwanda whereas respondents from bilateral/multilateral agencies gave significantly lower ratings.
- Respondents from Kigali Ville had the highest ratings whereas respondents from Northern Province had significantly lower ratings.

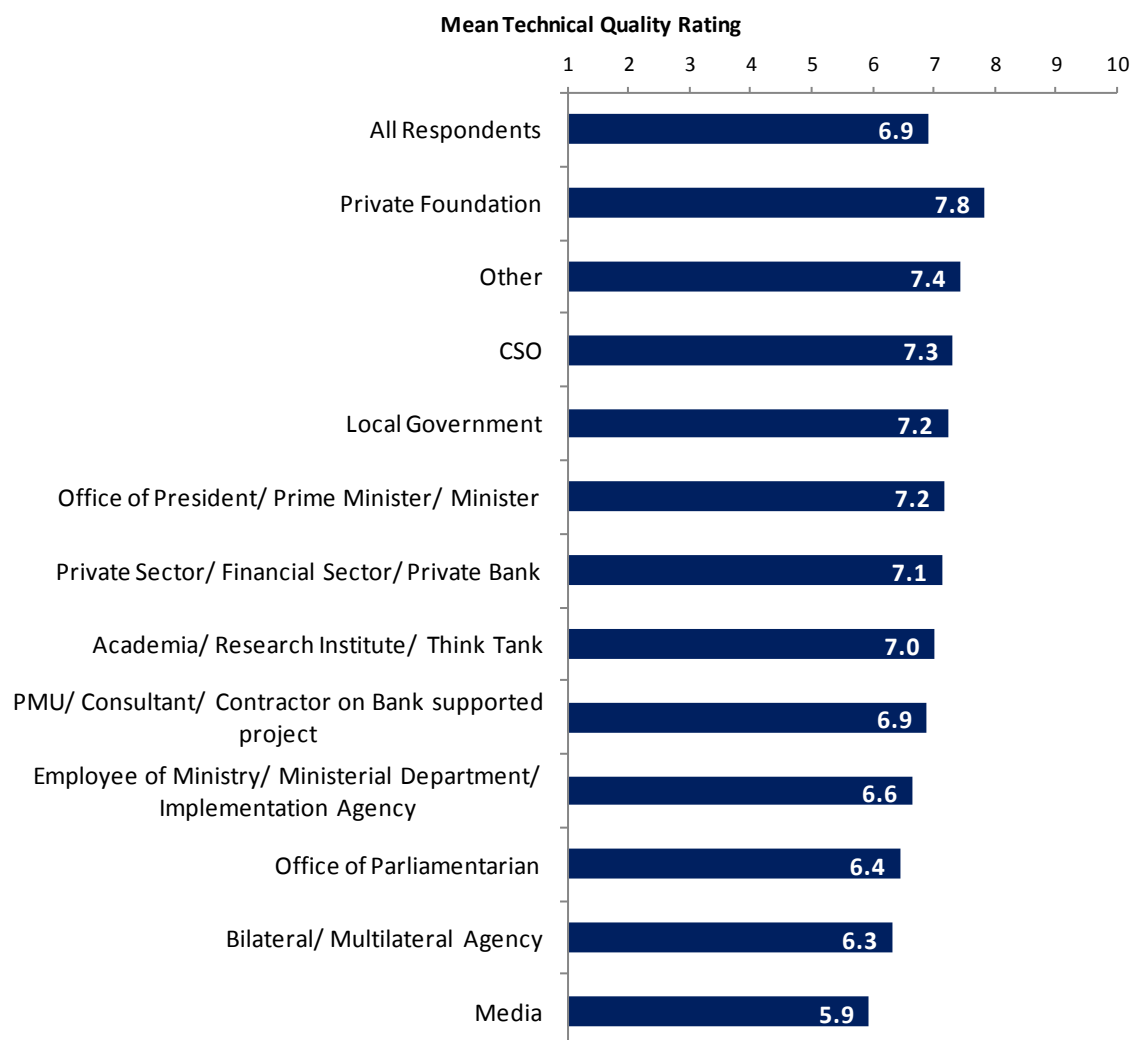


"Overall, how significant a contribution do you believe the World Bank's knowledge work and activities make to development results in your country, on a ten point scale?"
(1-"Not significant at all", 10-"Very significant")

VII. World Bank Knowledge and Instruments (continued)

Knowledge: Technical Quality (*Indicator Question*)

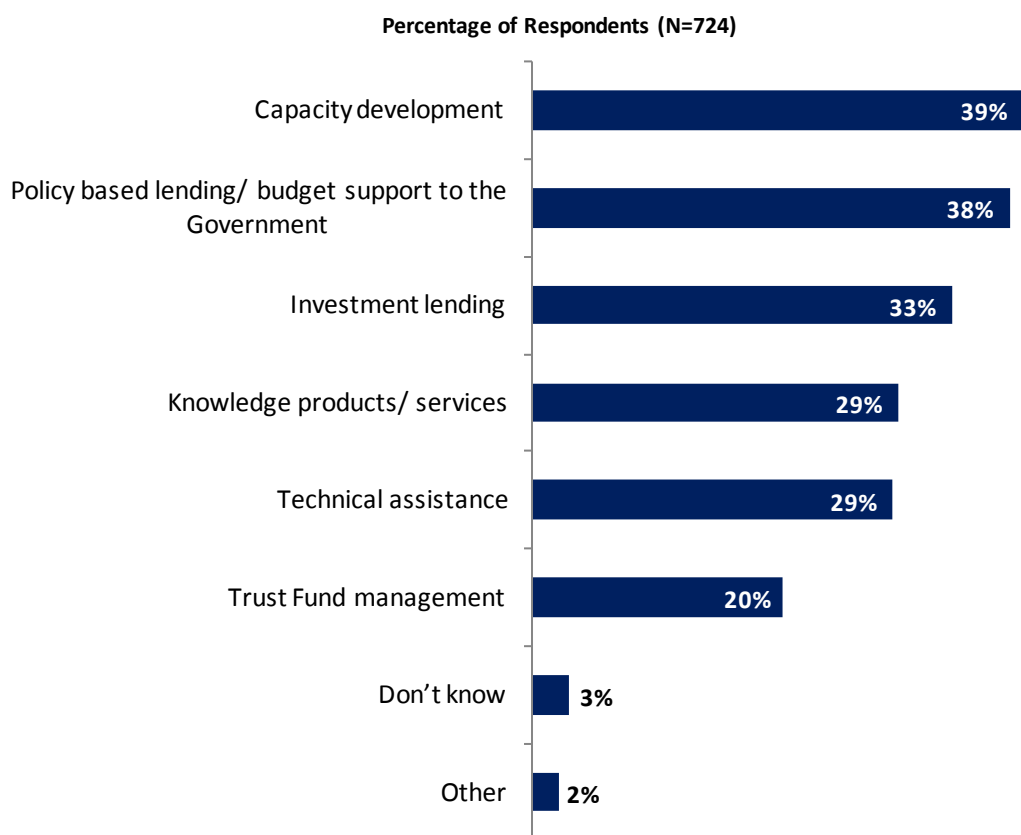
- Respondents from private foundations gave the highest ratings for the technical quality of the World Bank's knowledge work and activities whereas respondents from the media gave significantly lower ratings.
- Respondents across all geographic locations had statistically similar ratings for the technical quality of the World Bank's knowledge work and activities.



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

VII. World Bank Knowledge and Instruments (continued)

Instruments: Most Effective

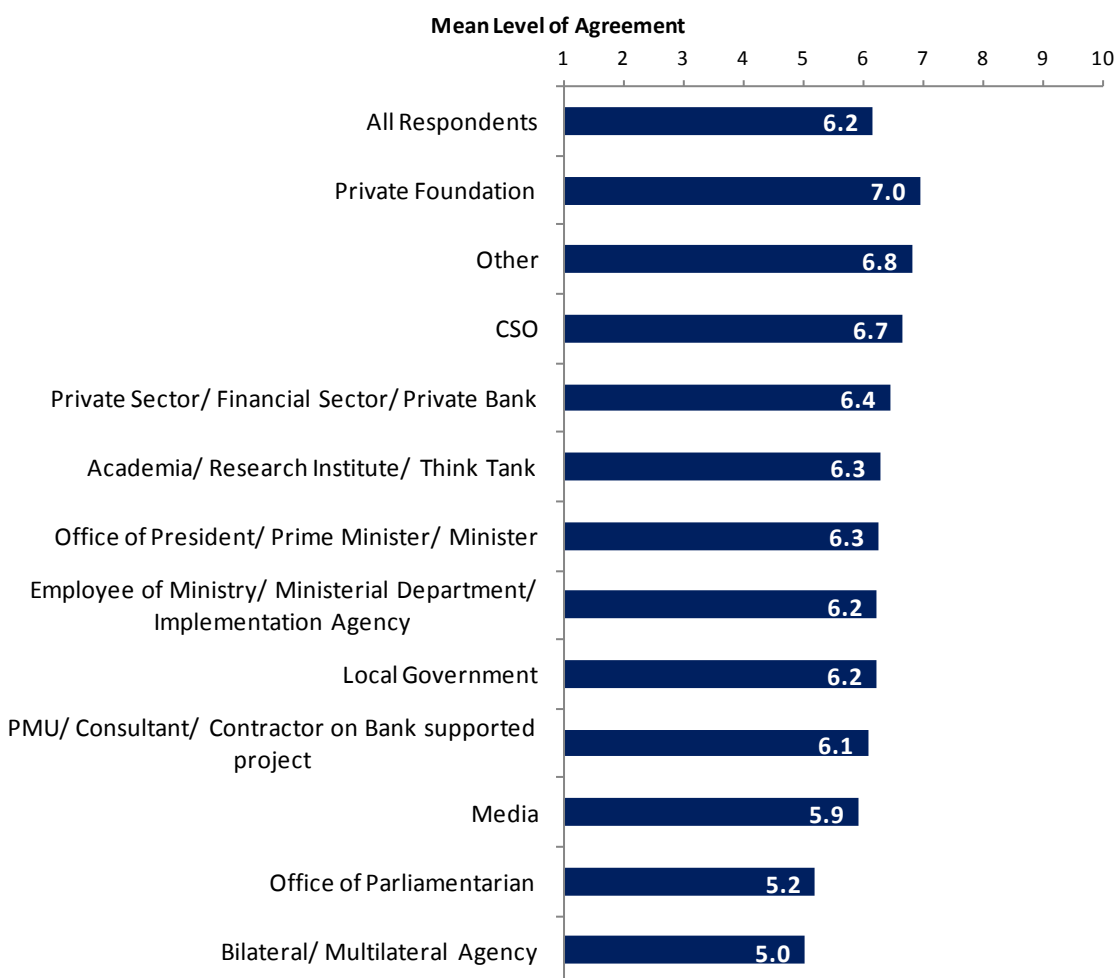


“Which World Bank instruments do you believe are the MOST effective in reducing poverty in Rwanda? (Choose no more than TWO)” (Respondents chose from a list. Responses combined.)

VII. World Bank Knowledge and Instruments (continued)

Instruments: Meeting Rwanda's Needs (*Indicator Question*)

- Respondents from private foundations had the highest levels of agreement that the World Bank's financial instruments meet Rwanda's needs whereas respondents from the Office of Parliamentarian and bilateral/multilateral agencies had significantly lower levels of agreement.
- Respondents across all geographic locations had statistically similar levels of agreement that the Bank's financial instruments meet Rwanda's needs.

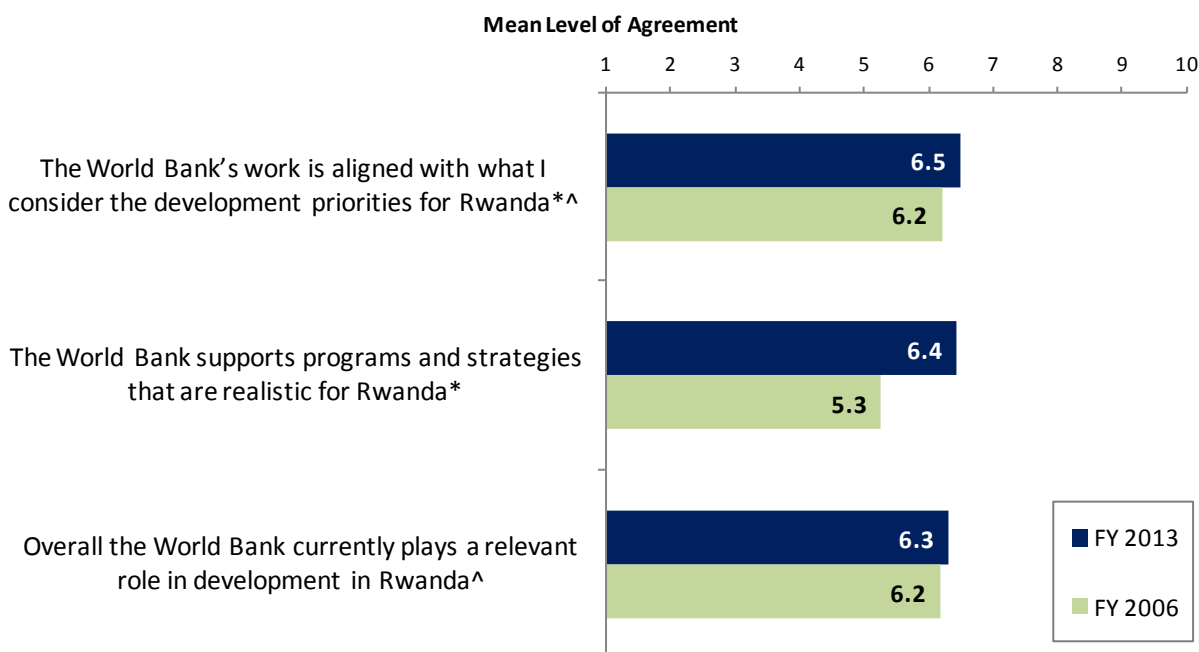


"The World Bank's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Rwanda, on a ten point scale."
 (1-"Strongly disagree", 10-"Strongly agree")

VIII. How the World Bank Operates

The World Bank's Work in Rwanda

- Respondents in this year's country survey had significantly *higher* levels of agreement that the World Bank's work is aligned with respondents' perceived development priorities and that the Bank supports realistic programs and strategies in the country compared to respondents in the FY '06 country survey.
- There were significant stakeholder group differences in their levels of agreement regarding all of these aspects of the Bank's work in Rwanda. For the most part, respondents from private foundations and other organizations tended to have the highest levels of agreement with these statements, whereas respondents from the media and bilateral/multilateral agencies tended to have significantly lower levels of agreement.
- Respondents from Eastern Province had the highest levels of agreement that the Bank supports realistic programs and strategies in Rwanda whereas respondents from Kigali Ville had significantly lower levels of agreement.



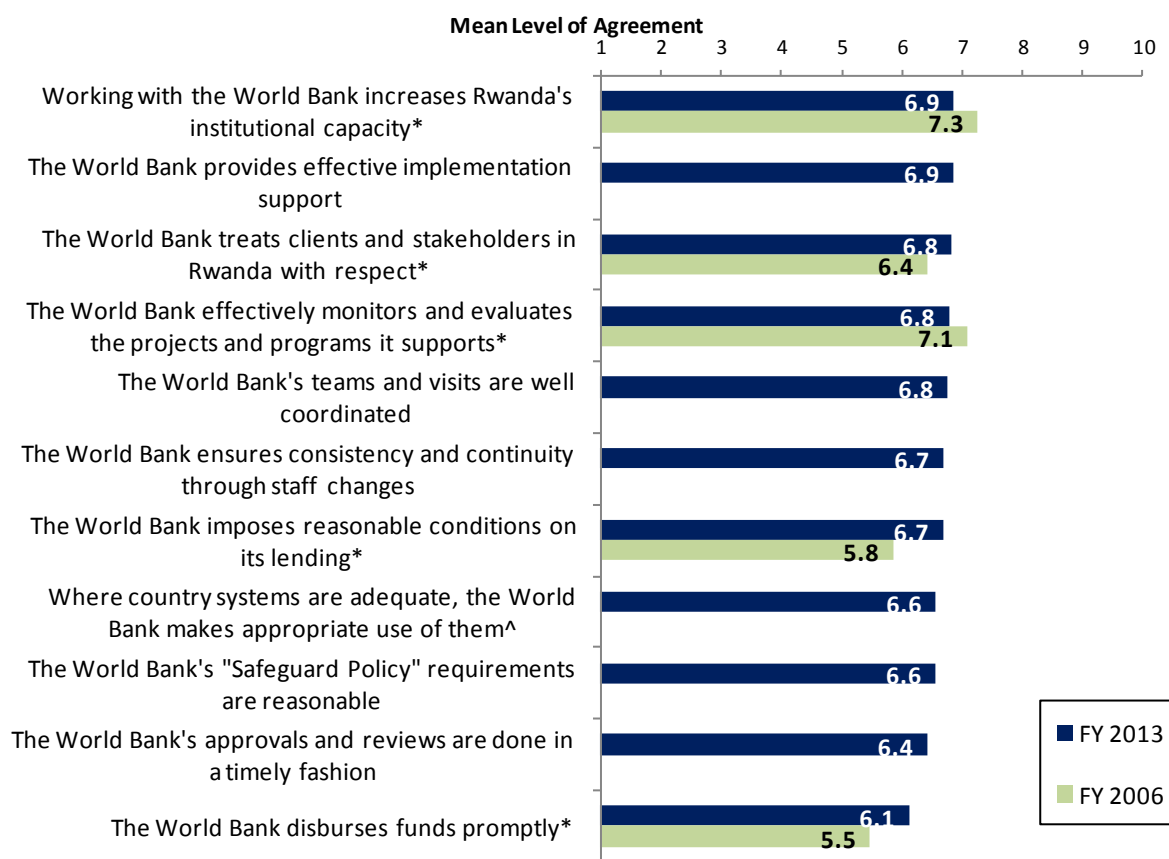
"To what extent do you agree with the following statements about the World Bank's work in Rwanda, on a ten point scale?" (1-"Strongly disagree", 10-"Strongly agree") (* FY 2013 significantly different from FY 2006.)

[^]Indicator Question

VIII. How the World Bank Operates (continued)

Overall Perceptions

- Respondents in this year's country survey had significantly *higher* levels of agreement that the World Bank treats clients and stakeholders in Rwanda with respect, that the Bank imposes reasonable conditions on its lending, and that the Bank disburses funds promptly compared to respondents from the FY'06 survey. Respondents in this year's survey had significantly *lower* levels of agreement that working with the Bank increases country's institutional capacity and that the Bank effectively monitors and evaluates projects and programs it supports compared to respondents from the FY'06 survey.
- There were significant stakeholder group differences in their levels of agreement regarding all of these aspects of how the Bank operates (see Appendix B for full details). For the most part, respondents from private foundations, academia/research institutes/think tanks, and other organizations tended to have the highest levels of agreement with these statements whereas respondents from the media, bilateral/multilateral agencies, and the Office of Parliamentarian tended to have significantly lower levels of agreement.
- There were significant differences between geographic locations in their ratings across many of these aspects (see Appendix C for full details). For the indicator question, respondents from all geographic areas had statistically similar levels of agreement that where country systems are adequate, the Bank makes appropriate use of them.



"To what extent do you agree/disagree with the following statements, on a ten point scale?"
 (1-"Strongly disagree", 10-"Strongly agree") (* FY 2013 significantly different from FY 2006)

^Indicator Question

VIII. How the World Bank Operates (continued)

The World Bank as an Effective Development Partner

- Respondents in this year's country survey had statistically similar ratings for the World Bank's staff accessibility, its straightforwardness and honesty, and flexibility in terms of changing country circumstances compared to respondents from the FY'06 survey.
- There were significant stakeholder group differences in their ratings across all of these aspects of the World Bank being an effective development partner. For the most part, respondents from academia/research institutes/think tanks and other organizations tended to give the highest ratings for these aspects whereas respondents from the media and bilateral/multilateral agencies tended to give significantly lower ratings (see Appendix B for full details).
- There were significant differences between geographic locations in their ratings of the Bank's openness, inclusiveness, straightforwardness and honesty, staff accessibility, and following through over time. For the most part, respondents from Eastern Province had the highest ratings for these aspects whereas respondents from Kigali Ville had significantly lower ratings.

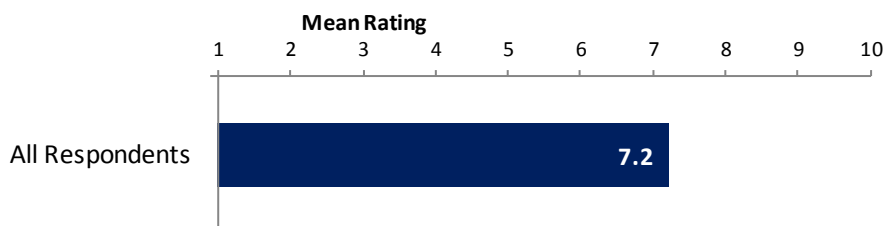


"To what extent is the World Bank an effective development partner in Rwanda in terms of each of the following, on a ten point scale?" (1-"To no degree at all", 10-"To a very significant degree")

[^]Indicator Question

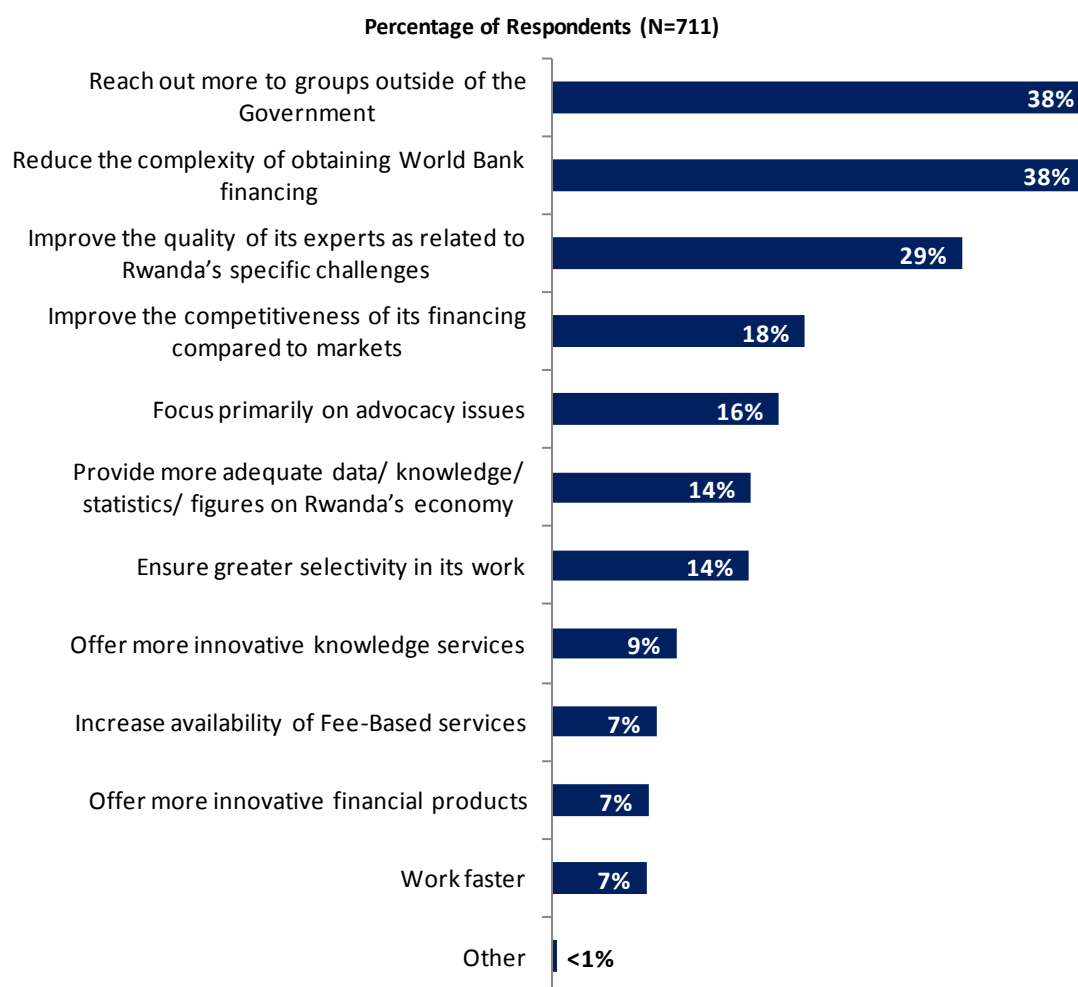
IX. The Future Role of the World Bank in Rwanda

Role Significance



"How significant a role do you believe the World Bank SHOULD play in Rwanda's development in the near future, on a ten point scale?" (1-"Not significant at all", 10-"Very significant role")

Making the World Bank of Greater Value

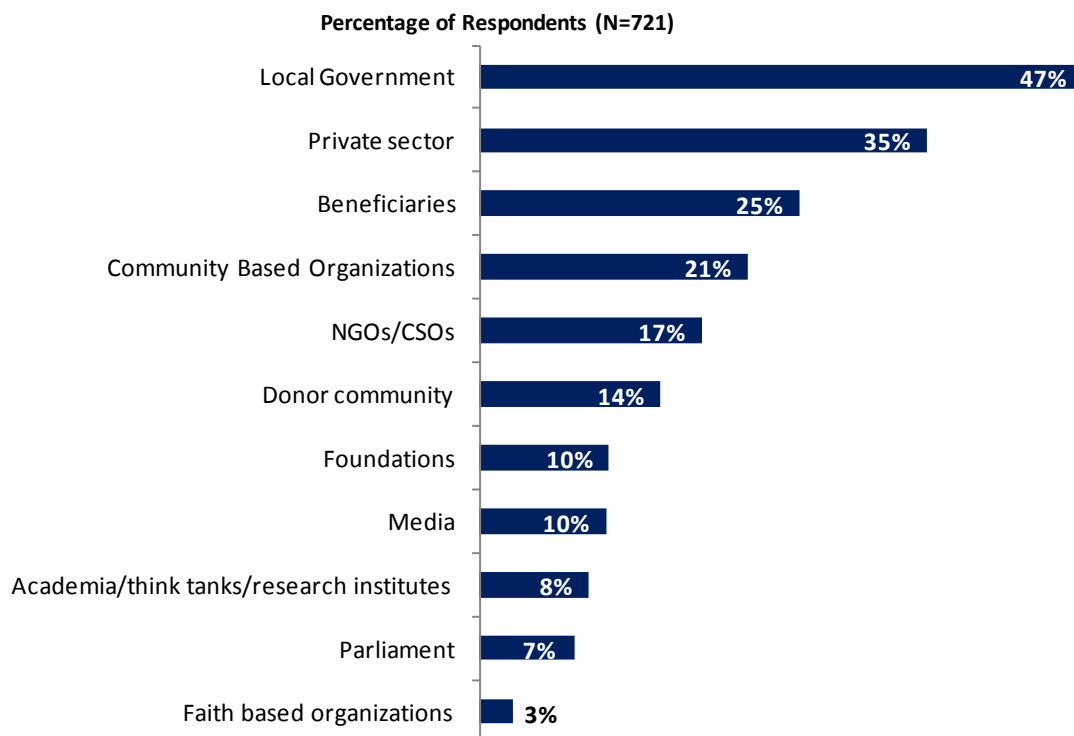


"Which of the following SHOULD the World Bank do to make itself of greater value in Rwanda? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)

IX. The Future Role of the World Bank in Rwanda (continued)

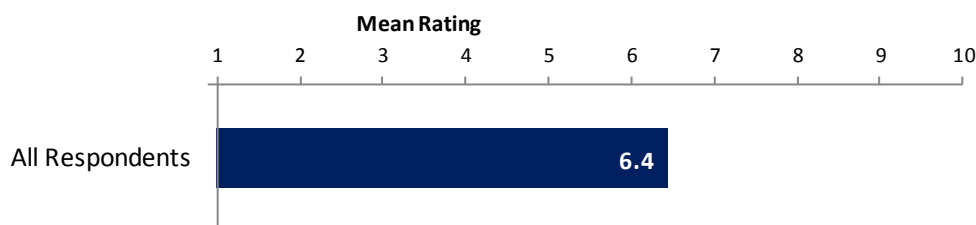
Collaborating with Stakeholders in Rwanda

- Although majority of respondents from most stakeholder groups indicated that the World Bank should collaborate more with local governments in Rwanda to ensure better development results, respondents from PMUs/consultants/contractors on Bank supported projects and bilateral/multilateral agencies indicated that the Bank should collaborate more with beneficiaries, and respondents from the private sector/financial sector/private banks and CSOs indicated that the Bank should collaborate more with private sector.



"In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank collaborate with more in your country to ensure better development results there? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)

Influencing the Global Development Agenda

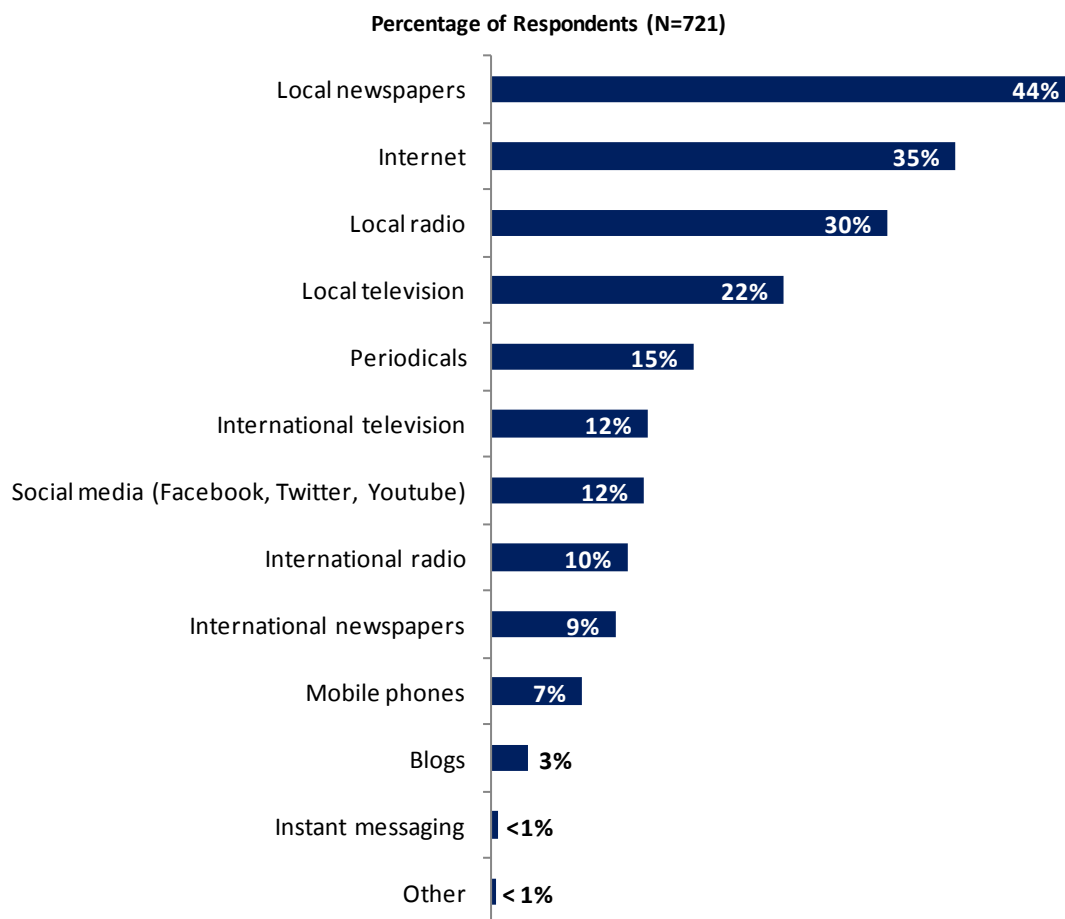


"To what extent do you believe the World Bank SHOULD seek to influence the global development agenda as related to "global public goods" (e.g., climate change, communicable diseases, international financial systems, trade, etc.), on a ten point scale?" (1 - "To no degree at all", 10 - "To a very significant degree")

X. Communication and Openness

Information Sources

- Respondents in the FY '06 country survey* indicated that they got most of their information about economic and social development issues in Rwanda from local newspapers (42%) and local radio (41%).

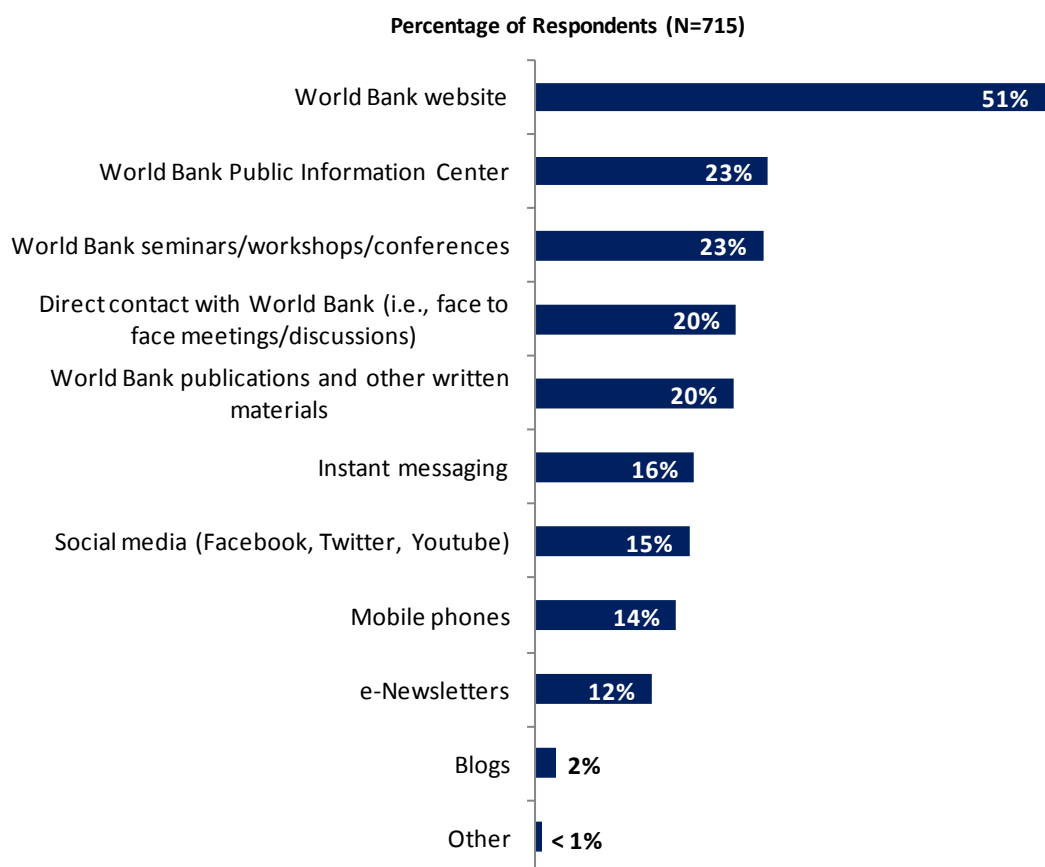


“How do you get most of your information about economic and social development issues in Rwanda?
(Choose no more than TWO)” (Respondents chose from a list. Responses combined.)

*Not all of the response options provided in the FY '13 survey were provided in the FY '06 survey.

X. Communication and Openness (continued)

Information Sources (continued)

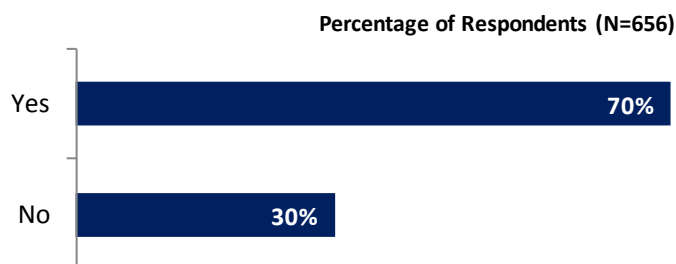


“How would you prefer to receive information from the World Bank?
(Choose no more than TWO)” (Respondents chose from a list. Responses combined.)

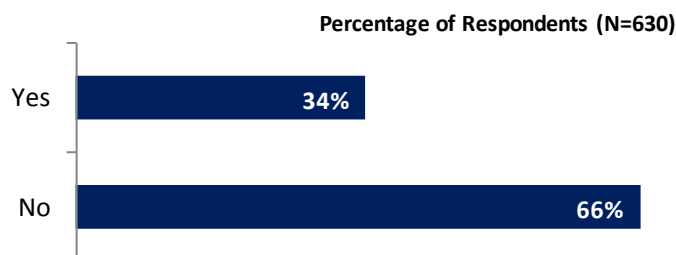
X. Communication and Openness (continued)

Access to Information

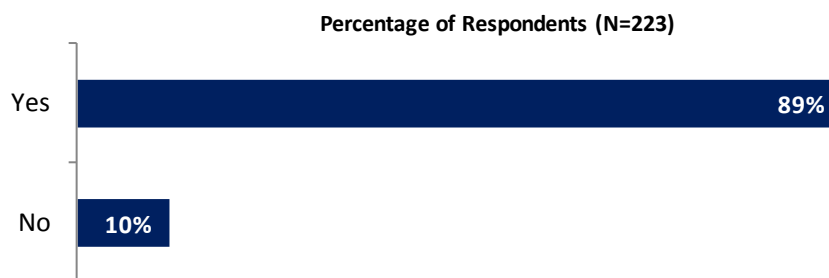
- Although respondents from the Office of President/Prime Minister/Minister, the Office of Parliamentarian, and private foundations were significantly *more* likely to request information from the World Bank in the past year compared to respondents from other stakeholder groups, respondents across all stakeholder groups had statistically similar rates of awareness of the Bank's Access to Information Policy (except respondents from academia/research institutes/think tanks who were significantly *less* aware of the Bank's Access to Information Policy than respondents from other stakeholder groups).



"Are you aware of the World Bank's Access to Information Policy under which the Bank will now disclose any information in its possession that is not on a list of exceptions?"



"Have you requested information from the World Bank on its activities in the past year?"

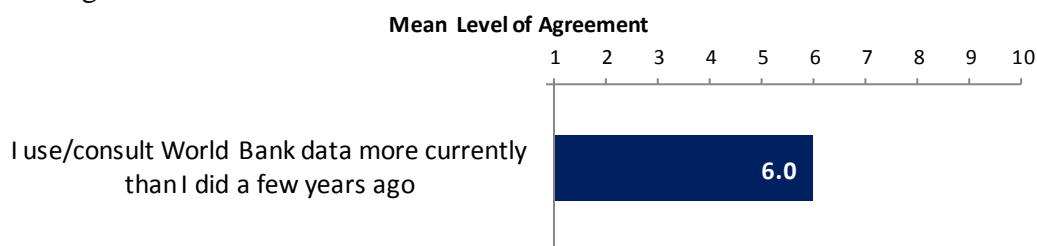


"Were you able to obtain this information?"

X. Communication and Openness (continued)

Access to Information (continued)

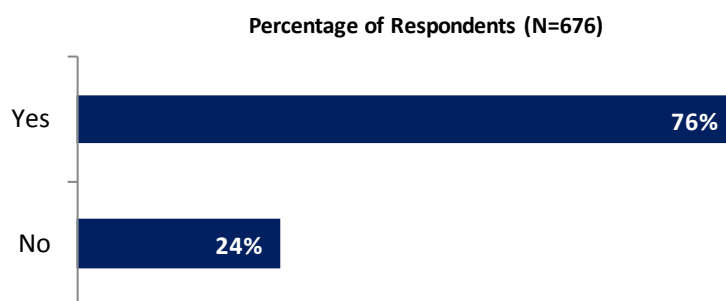
- Respondents from the Office of Parliamentarian had the highest levels of agreement that they use more World Bank data as a result of the Open Data policy whereas respondents from bilateral/multilateral agencies and the media had significantly lower levels of agreement.



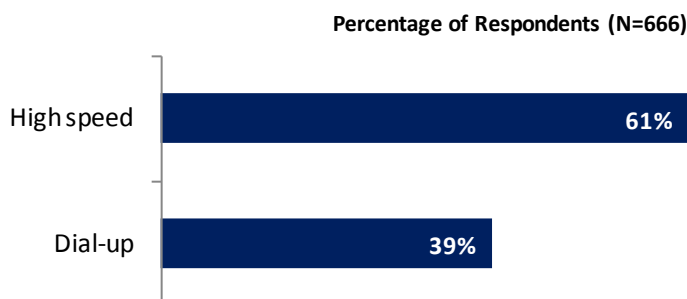
"Please rate how much you agree with the following statements, on a ten point scale."
(1-"Strongly disagree", 10-"Strongly agree")

Internet Access

- Respondents from bilateral/multilateral agencies were significantly *less* likely to have access to the Internet compared to respondents from other stakeholder groups.
- Respondents across most stakeholder groups tended to utilize high speed Internet connection to access the Bank's website, except respondents from academia/research institutes/think tanks who were significantly *more* likely to utilize dial-up connection.



"Do you have access to the Internet?"



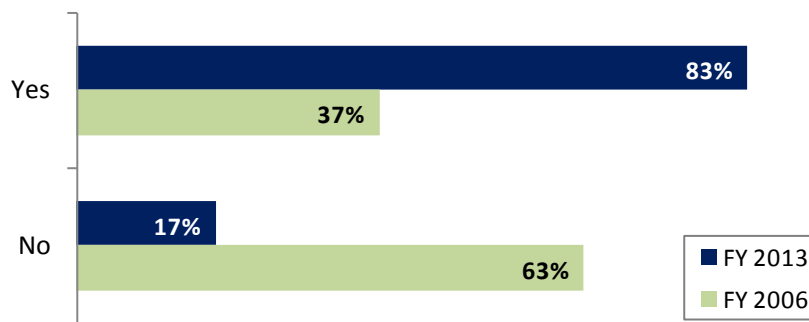
"Which Internet connection do you use primarily when visiting a World Bank website?"

X. Communication and Openness (continued)

Website Usage

- Respondents in this year's country survey were significantly *more* likely to have used the World Bank's website compared to respondents from the FY '06 country survey.

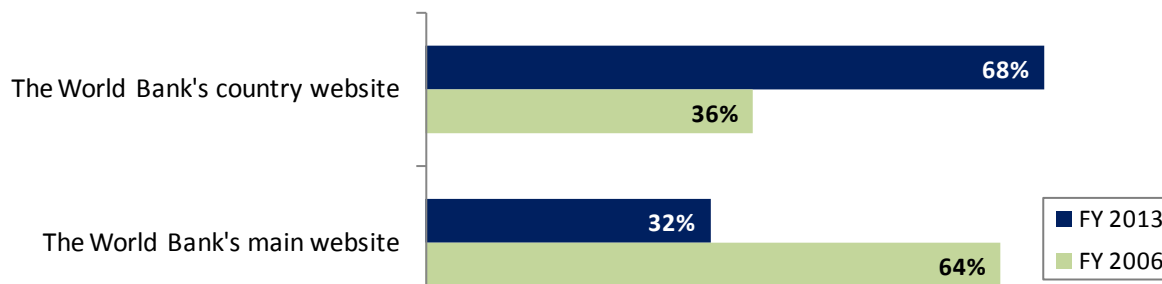
Percentage of Respondents (FY 2013 N=658; FY 2006 N=388)



"Do you use/have you used the World Bank website?"

- Respondents in this year's country survey were significantly *more* likely to have used the Bank's country website compared to respondents from the FY '06 country survey.
- A majority of respondents across most stakeholder groups tended to use the World Bank's country website, except respondents from PMUs/consultants/contractors on Bank supported projects, local governments, academia/research institutes/think tanks, and other organizations who were significantly *more* likely to use the Bank's main website.

Percentage of Respondents (FY 2013 N=698; FY 2006 N=179)

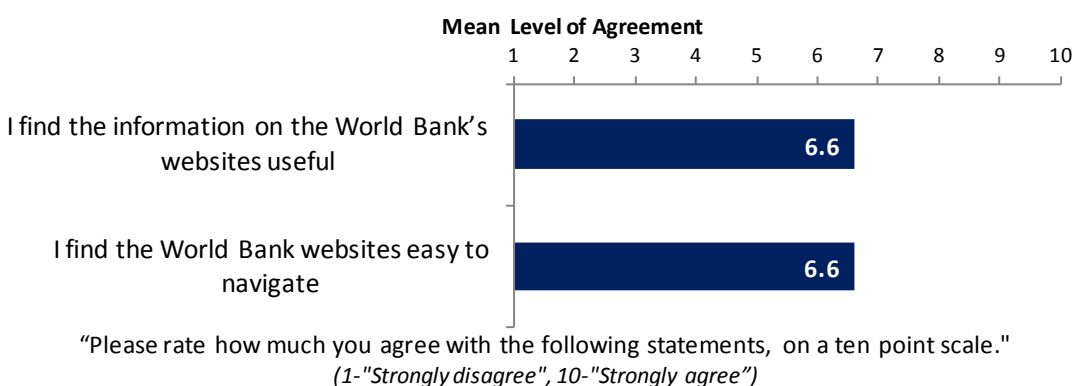


"Which do you primarily use?"

X. Communication and Openness (continued)

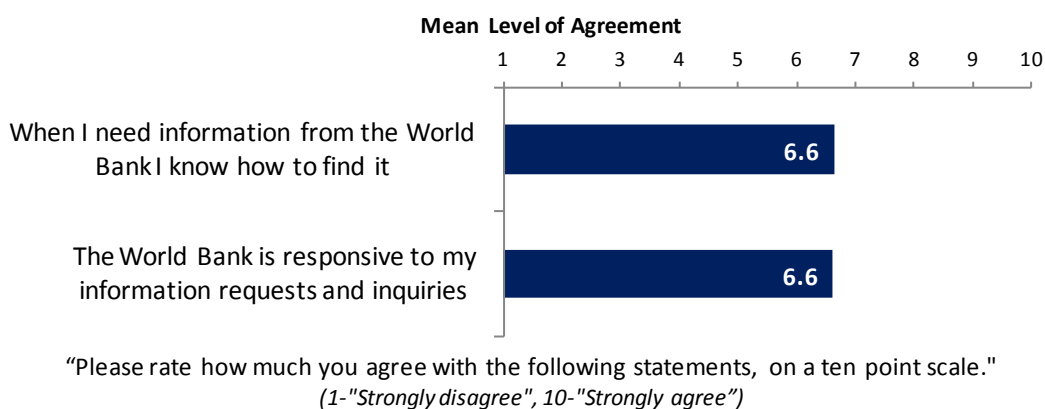
Website Evaluation

- Respondents from private foundations and other organizations had the highest levels of agreement that they find information on the World Bank's websites useful whereas respondents from the Office of Parliamentarian had significantly lower levels of agreement.



Information Sharing

- Respondents from private foundations tended to have the highest levels of agreement that they know how to find information on the World Bank's websites and that the Bank is responsive to their information requests and inquiries whereas respondents from the media and employees of ministries/ministerial departments/implementation agencies tended to have significantly lower levels of agreement.
- Respondents from Southern Province had the highest levels of agreement that they know how to find information on the World Bank's websites and that the Bank is responsive to their information requests and inquiries whereas respondents from Kigali Ville had significantly lower levels of agreement.



XI. Appendices

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RWANDA



Appendix A: Responses to All Questions across All Respondents (N=732)

A. General Issues Facing Rwanda

1. Listed below are a number of development priorities in Rwanda. Please identify which of the following you consider the most important development priorities in Rwanda? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=728)
Health	40.0%
Education	37.4%
Poverty reduction	27.6%
Economic growth	22.4%
Job creation/employment	21.8%
Domestic private sector development	14.4%
Gender	12.8%
Anti-corruption	11.5%
Energy	9.5%
Rural development	8.9%
Agricultural development	8.8%
Food security	7.8%
Climate change	7.8%
Social protection	7.7%
Public sector governance/reform	7.0%
Global/regional integration	6.6%
Water and sanitation	6.3%
Transport	6.0%
Foreign direct investment	5.8%
Financial markets	5.8%
Basic infrastructure	5.5%
Trade and exports	5.2%
Urban development	2.5%
Law and justice	2.5%
Natural resource management	2.1%
Information and communications technology	1.8%
Equality of opportunity	1.6%
Environmental sustainability	1.4%
Communicable/non-communicable diseases	1.0%

A. General Issues Facing Rwanda (continued)

2. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Rwanda? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=728)
Education	33.2%
Rural development	26.0%
Economic growth	23.6%
Anti corruption	22.7%
Job creation/employment	22.4%
Health	20.3%
Gender	16.6%
Domestic private sector development	16.6%
Agricultural development	16.5%
Public sector governance/reform	12.4%
Natural resource management	9.6%
Urban development	8.4%
Energy	8.1%
Basic infrastructure	7.7%
Equality of opportunity	6.5%
Water and sanitation	6.3%
Trade and exports	5.6%
Foreign direct investment	4.9%
Social protection	4.8%
Environmental sustainability	4.8%
Law and justice	3.7%
Food security	3.7%
Global/regional integration	2.7%
Transport	2.7%
Information and communications technology	2.7%
Financial markets	2.1%
Climate change	1.5%
Communicable/non-communicable diseases	1.2%

A. General Issues Facing Rwanda (continued)

3. Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Rwanda? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=723)
Job creation/employment	38.9%
Rural development	23.4%
Agricultural development	20.5%
Trade and exports	19.9%
Gender	16.0%
Public sector governance/reform	15.6%
Education	15.5%
Domestic private sector development	14.7%
Health	13.8%
Anti corruption	12.7%
Food security	11.5%
Basic infrastructure	10.9%
Foreign direct investment	10.2%
Energy	10.0%
Financial markets	10.0%
Urban development	8.0%
Equality of opportunity	7.1%
Global/regional integration	7.1%
Natural resource management	5.8%
Transport	5.0%
Environmental sustainability	5.0%
Social protection	4.0%
Climate change	3.5%
Water and sanitation	3.2%
Information and communications technology	2.9%
Law and justice	0.8%
Communicable/non-communicable diseases	0.1%

B. Overall Attitudes toward the World Bank

Familiarity	N	Mean	SD
1. How familiar are you with the work of the World Bank in Rwanda, on a ten-point scale? (1-Not familiar at all, 10-Extremely familiar)	724	5.47	2.23

Overall Effectiveness	N	Mean	SD
2. Overall, please rate your impression of the World Bank's effectiveness in Rwanda, on a ten-point scale. (1-Not effective at all, 10-Very effective)	689	6.38	1.76

Staff Preparedness	N	Mean	SD
3. To what extent do you believe the World Bank's staff is well prepared (e.g., skills and knowledge) to help Rwanda solve its most complicated development challenges, on a ten-point scale? (1-To no degree at all, 10-To a very significant degree)	672	6.66	1.81

B. Overall Attitudes toward the World Bank (continued)

4. When thinking about how the World Bank can have the most impact on development results in Rwanda, in which sectoral areas do you believe the World Bank should focus most of its attention and resources in Rwanda? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=725)
Health	38.3%
Education	37.9%
Economic growth	25.2%
Poverty reduction	19.6%
Domestic private sector development	15.6%
Job creation/employment	15.4%
Agricultural development	13.4%
Gender	11.4%
Rural development	11.2%
Global/regional integration	10.8%
Basic infrastructure	9.8%
Trade and exports	9.4%
Equality of opportunity	8.6%
Public sector governance/reform	8.4%
Food security	7.9%
Foreign direct investment	5.8%
Climate change	5.7%
Water and sanitation	5.5%
Law and justice	5.5%
Transport	5.0%
Energy	5.0%
Anti corruption	4.3%
Financial markets	4.1%
Social protection	3.7%
Natural resource management	3.4%
Information and communications technology	3.2%
Communicable/non-communicable diseases	3.0%
Urban development	1.1%
Environmental sustainability	0.8%

B. Overall Attitudes toward the World Bank (continued)

5. When thinking about the World Bank's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Rwanda?	Percentage of Respondents (N=676)		
	Greatest Value	2 nd Greatest Value	Combined
Financial resources: investment lending	52.7%	12.5%	65.2%
Financial resources: policy based lending/budget support to the Government	17.5%	35.7%	53.1%
Mobilizing third party financial resources	4.3%	11.0%	15.3%
Training/capacity building	8.4%	6.8%	15.2%
Studies/analyses	4.4%	8.6%	13.0%
Technical assistance	3.8%	7.5%	11.4%
Donor coordination	3.3%	4.4%	7.6%
Facilitating	0.7%	5.3%	6.0%
Policy advice	2.8%	2.9%	5.7%
Data	0.9%	3.3%	4.2%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	0.7%	1.7%	2.4%
Other	0.3%	0.3%	0.6%

6. Which of the following do you identify as the World Bank's greatest WEAKNESSES in its work in Rwanda? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=693)
Too bureaucratic in its operational policies and procedures	28.0%
Imposing technocratic solutions without regard to political realities	24.8%
Not client focused	20.2%
Too influenced by developed countries	17.9%
Staff too inaccessible	14.6%
Not aligned with country priorities	12.6%
Not exploring alternative policy options	12.4%
Not enough public disclosure of its work	12.3%
Not willing to honestly criticize policies and reform efforts in the country	11.5%
The credibility of its knowledge/data	10.7%
World Bank processes too slow and complex	8.1%
Arrogant in its approach	7.9%
Not collaborating enough with non-state actors	6.1%
Not aligned with other donors' work	4.9%
Not adequately sensitive to political/social realities in Rwanda	3.8%
Other	0.9%

7. Which World Bank instruments do you believe are the MOST effective in reducing poverty in Rwanda? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=724)
Capacity development	39.1%
Policy based lending/budget support to the Government	38.0%
Investment lending	33.4%
Knowledge products/services	29.1%
Technical assistance	28.7%
Trust Fund management	19.9%
Don't know	2.9%
Other	2.1%

B. Overall Attitudes toward the World Bank (continued)

Global Development Agenda	N	Mean	SD
8. To what extent do you believe the World Bank SHOULD seek to influence the global development agenda as related to “global public goods” (e.g., climate change, communicable diseases, international financial systems, trade, etc.), on a ten point scale? (1-To no degree at all, 10-To a very significant degree)	671	6.44	1.75

9. In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank collaborate with more in your country to ensure better development results there? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=721)
Local Government	47.2%
Private sector	35.0%
Beneficiaries	25.0%
Community Based Organizations	20.9%
NGOs/CSOs	17.3%
Donor community	14.1%
Foundations	10.1%
Media	9.8%
Academia/think tanks/research institutes	8.5%
Parliament	7.5%
Faith based organizations	2.6%
Other	0.0%

To what extent do you agree with the following statements about the World Bank's work in Rwanda, on a ten point scale? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement		
	N	Mean	SD
10. Overall the World Bank currently plays a relevant role in development in Rwanda	686	6.31	1.77
11. The World Bank's work is aligned with what I consider the development priorities for Rwanda	639	6.50	1.65
12. The World Bank supports programs and strategies that are realistic for Rwanda	631	6.44	1.80
13. The World Bank treats clients and stakeholders in Rwanda with respect	611	6.83	1.86

B. Overall Attitudes toward the World Bank (continued)

To what extent is the World Bank an effective development partner in Rwanda, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree		
	N	Mean	SD
14. Responsiveness	623	6.31	1.64
15. Flexibility (in terms of the World Bank's products and services)	621	6.56	1.73
16. Flexibility (in terms of changing country circumstances)	626	6.39	1.71
17. Being inclusive	592	6.53	1.70
18. Openness (sharing data and other information)	586	6.42	1.82
19. Staff accessibility	593	6.54	1.83
20. Straightforwardness and honesty	569	6.59	1.82
21. Collaboration with groups outside of the Government (e.g., NGOs, academia, private sector)	617	6.76	1.80
22. Collaboration with the Government	642	7.04	1.75
23. Collaboration with other donors	623	7.00	1.70
24. Follow through over time	597	6.82	1.78

25. When World Bank 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; N=719)
There is not an adequate level of citizen/civil society participation	33.9%
Lack of/inadequate levels of capacity in Government	27.0%
The World Bank does not do adequate follow through/follow-up	25.3%
The World Bank works too slowly	24.6%
Political pressures and obstacles	22.7%
Poor donor coordination	21.6%
The Government works inefficiently	18.9%
Reforms are not well thought out in light of country challenges	10.8%
The World Bank is not sensitive enough to political/social realities on the ground	10.8%
Other	1.0%

C. World Bank Effectiveness and Results

How effective do you believe the World Bank is in terms of the work it does in the following areas of development in Rwanda, on a ten point scale? (1-Not effective at all, 10-Very effective)	Effectiveness		
	N	Mean	SD
1. Anti corruption	640	6.31	1.93
2. Information and communications technology	623	6.67	1.64
3. Transport	611	6.53	1.80
4. Law and justice	595	6.48	1.89
5. Urban development	622	6.79	1.80
6. Environmental sustainability	593	6.72	1.85
7. Basic infrastructure	610	6.74	1.76
8. Communicable/non-communicable diseases	587	6.73	1.72
9. Poverty reduction	623	6.85	1.75
10. Gender	603	6.68	1.79
11. Domestic private sector development	600	6.67	1.84
12. Foreign direct investment	582	6.74	1.81
13. Water and sanitation	598	6.86	1.73
14. Trade and exports	604	6.83	1.83
15. Economic growth	608	7.05	1.68
16. Energy	587	6.94	1.74
17. Public sector governance/reform	560	6.87	1.57
18. Job creation/employment	573	6.58	1.99
19. Financial markets	577	6.68	1.80
20. Equality of opportunity	551	6.62	1.90
21. Health	609	6.86	1.79
22. Rural development	610	6.81	1.87
23. Global/regional integration	588	6.81	1.79
24. Food security	582	6.72	1.88
25. Education	623	6.95	1.78
26. Social protection	595	6.59	1.82
27. Climate change	591	6.69	1.83
28. Agricultural development	623	6.90	1.80
29. Natural resource management	603	6.87	1.93

Achieving Development Results	N	Mean	SD
30. To what extent does the World Bank's work help to achieve development results in Rwanda, on a ten point scale? (1-To no degree at all, 10-To a very significant degree)	687	6.93	1.54

C. World Bank Effectiveness and Results (continued)

To what extent do you agree with the following statements about the World Bank in Rwanda, on a ten point scale? (1-Strongly disagree, 10-Strongly agree)	N	Mean	SD
31. The World Bank's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program for Results, etc.) meet the needs of Rwanda	651	6.16	1.70
32. The World Bank meets Rwanda's needs for knowledge services (e.g., research, analysis, data, technical assistance)	650	6.44	1.72

D. The World Bank's Knowledge Work and Activities

1. How frequently do you consult World Bank knowledge work and activities in the work you do?	Percentage of Respondents (N=705)
Weekly	17.4%
Monthly	9.6%
A few times a year	33.5%
Rarely	29.5%
Never	9.9%

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

2. When thinking about the development challenges in Rwanda, where do you believe it would be most valuable for the World Bank to focus its knowledge work and activities in the next few years? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=727)
Education	58.6%
Health	38.5%
Economic growth	27.4%
Poverty reduction	22.3%
Domestic private sector development	16.2%
Trade and exports	13.9%
Job creation/employment	12.9%
Energy	12.8%
Water and sanitation	9.1%
Social protection	8.5%
Rural development	8.5%
Agricultural development	7.4%
Foreign direct investment	7.0%
Anti corruption	5.9%
Public sector governance/reform	5.6%
Financial markets	4.5%
Law and justice	4.3%
Global/regional integration	4.0%
Gender	3.7%
Information and communications technology	3.7%
Natural resource management	3.6%
Food security	3.3%
Basic infrastructure	3.2%
Climate change	3.0%
Equality of opportunity	3.0%
Environmental sustainability	2.2%
Transport	2.1%
Communicable/non-communicable diseases	1.2%
Urban development	1.0%

In Rwanda, how effective do you believe the World Bank's knowledge work and activities: (1-Not effective at all, 10-Very effective)	Level of Effectiveness		
	N	Mean	SD
3. Enhancing your knowledge and/or skills	628	6.18	1.61
4. Contributing to good policy making	622	6.58	1.57
5. Providing support for program implementation	651	6.74	1.70

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

In Rwanda, to what extent do you believe that the World Bank's knowledge work and activities: <i>(1-To no degree at all, 10-To a very significant degree)</i>	Degree		
	N	Mean	SD
6. Are timely	612	6.22	1.76
7. Include appropriate level of stakeholder involvement during preparation	610	6.36	1.62
8. Are relevant to Rwanda's development priorities	633	6.49	1.63
9. Provide feasible recommendations	619	6.53	1.68
10. Are accessible (well written and easy to understand)	609	6.55	1.68
11. Are source of relevant information on global good practices	619	6.52	1.83
12. Are useful in terms of the work you do	604	6.48	1.89
13. Are adequately disseminated	585	6.56	1.84
14. Are appropriately translated	591	6.53	1.64
15. Are adaptable to Rwanda's specific development challenges and country circumstances	617	6.74	1.69

Overall Evaluations	N	Mean	SD
16. Overall, how significant a contribution do you believe the World Bank's knowledge work and activities make to development results in your country, on a ten point scale? <i>(1- Not significant at all, 10-Very significant)</i>	687	7.02	1.48
17. Overall, how would you rate the technical quality of the World Bank's knowledge work and activities, on a ten point scale? <i>(1- Very low technical quality, 10- Very high technical quality)</i>	678	6.91	1.61

E. Working with the World Bank

To what extent do you agree/disagree with the following statements, on a ten point scale? <i>(1-Strongly disagree, 10-Strongly agree)</i>	Level of Agreement		
	N	Mean	SD
1. The World Bank disburses funds promptly	563	6.11	1.83
2. The World Bank effectively monitors and evaluates the projects and programs it supports	635	6.78	1.64
3. The World Bank's approvals and reviews are done in a timely fashion	617	6.41	1.75
4. The World Bank's "Safeguard Policy" requirements are reasonable	546	6.55	1.64
5. The World Bank imposes reasonable conditions on its lending	621	6.68	1.70
6. Working with the World Bank increases Rwanda's institutional capacity	639	6.86	1.71
7. The World Bank ensures consistency and continuity through staff changes	609	6.69	1.64
8. The World Bank's teams and visits are well coordinated	629	6.76	1.71
9. Where country systems are adequate, the World Bank makes appropriate use of them	539	6.56	1.83
10. The World Bank provides effective implementation support	652	6.85	1.67

F. The Future Role of the World Bank in Rwanda

The Bank's Role	N	Mean	SD
1. How significant a role do you believe the World Bank SHOULD play in Rwanda's development in the near future, on a ten point scale? (1-Not a significant role at all, 10-Very significant role)	700	7.21	1.47

2. Which of the following SHOULD the World Bank do to make itself of greater value in Rwanda? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=711)
Reach out more to groups outside of the Government	38.0%
Reduce the complexity of obtaining World Bank financing	37.7%
Improve the quality of its experts as related to Rwanda's specific challenges	29.0%
Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, and other terms)	17.9%
Focus primarily on advocacy issues	16.0%
Provide more adequate data/knowledge/statistics/figures on Rwanda's economy	14.1%
Ensure greater selectivity in its work	13.9%
Offer more innovative knowledge services	8.9%
Increase availability of Fee-Based services	7.5%
Offer more innovative financial products	6.9%
Work faster	6.8%
Other	0.4%

G. Communication and Information Sharing

1. How do you get most of your information about economic and social development issues in Rwanda? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=721)
Local newspapers	44.0%
Internet	35.0%
Local radio	29.8%
Local television	22.1%
Periodicals	15.3%
International television	11.8%
Social media (Facebook, Twitter, Youtube)	11.5%
International radio	10.3%
International newspapers	9.3%
Mobile phones	6.8%
Blogs	2.8%
Instant messaging	0.6%
Other	0.3%

G. Communication and Information Sharing (continued)

2. How would you prefer to receive information from the World Bank? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=715)
World Bank website	51.0%
World Bank Public Information Center	23.4%
World Bank seminars/workshops/conferences	22.8%
Direct contact with World Bank (i.e., face to face meetings/discussions)	20.1%
World Bank publications and other written materials	19.9%
Instant messaging	15.9%
Social media (Facebook, Twitter, Youtube)	15.4%
Mobile phones	14.1%
e-Newsletters	11.6%
Blogs	2.0%
Other	0.6%

3. Are you aware of the World Bank's Access to Information Policy under which the Bank will now disclose any information in its possession that is not a list of exceptions?	Percentage of Respondents (N=656)
Yes	69.7%
No	30.3%

4. Have you requested information from the World Bank on its activities in the past year?	Percentage of Respondents (N=630)
Yes	34.0%
No	66.0%

5. Were you able to obtain this information?	Percentage of Respondents (N=223)
Yes	89.2%
No	10.8%

6. Do you have access to the Internet?	Percentage of Respondents (N=676)
Yes	76.5%
No	23.5%

7. Do you use/have used the World Bank website?	Percentage of Respondents (N=658)
Yes	82.8%
No	17.2%

8. Which do you primarily use?	Percentage of Respondents (N=698)
The World Bank's country website	68.5%
The World Bank's main website	31.5%

9. Which Internet connection do you use primarily when visiting a World Bank website?	Percentage of Respondents (N=666)
High speed	61.4%
Dial-up	38.6%

G. Communication and Information Sharing (continued)

Please rate how much you agree with the following statements, on a ten point scale. (1-Strongly disagree, 10-Strongly agree)	Level of Agreement		
	N	Mean	SD
10. I use/consult World Bank data more currently than I did a few years ago	631	5.96	1.98
11. I find the World Bank websites easy to navigate	589	6.61	1.63
12. I find the information on the World Bank's websites useful	601	6.62	1.69
13. When I need information from the World Bank I know how to find it	639	6.65	1.93
14. The World Bank is responsive to my information requests and inquiries	648	6.63	2.01

H. Background Information

1. Which of the following best describes your current position? (Please mark only ONE response)	Percentage of Respondents (N=718)
Academia/Research Institute/Think Tank	13.5%
Financial Sector/Private Bank	12.0%
Multilateral Agency	11.4%
Media	10.4%
Local Government Office or Staff	7.8%
Private Sector Organization	7.2%
Office of the President, Prime Minister	5.6%
NGO/CSO: implementation	5.2%
Project Management Unit overseeing implementation of project	4.9%
Private Foundation	3.9%
NGO/CSO: advocacy	3.1%
Community Based Organization	2.6%
Office of Minister	2.2%
Independent Government Institution	2.1%
Employee of a Ministry, Ministerial Department or Implementation Agency	1.9%
Office of Parliamentarian	1.5%
Trade Union	1.1%
Faith-Based Group	0.8%
Judiciary Branch	0.8%
Other	0.7%
Consultant/Contractor working on World Bank supported project/program	0.6%
Bilateral Agency	0.6%

H. Background Information (continued)

2. Please identify the primary specialization of your work. (Please mark only ONE response)	Percentage of Respondents (N=684)
Education	23.5%
Private sector development/foreign direct investment	14.2%
Public sector governance/public financial management/anti corruption	8.8%
Information and communications technology	7.9%
Health/communicable/non-communicable diseases	7.3%
Financial markets/banking	7.0%
Job creation/employment	6.6%
Natural resource management/environmental sustainability	5.1%
Law and justice/regulatory framework	3.8%
Agriculture/rural development/food security	3.5%
Social protection	3.1%
Energy	2.3%
Transport	1.8%
Urban development	1.5%
Other	1.5%
Water and sanitation	1.0%
Climate change/disaster management	0.6%
Gender/equality of opportunity	0.6%

3. Currently, do you professionally collaborate/work with the World Bank in your country?	Percentage of Respondents (N=711)
Yes	52.0%
No	48.0%

4. Which of the following describes most of your exposure to the World Bank in Rwanda? (Choose no more than TWO)	Percentage of Respondents (N=692)
Use World Bank reports/data	42.6%
Use World Bank website for information, data, research, etc.	42.5%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	35.1%
Collaborate as part of my professional duties	34.7%
Engage in World Bank related/sponsored events/activities	27.9%

5. Which best represents your geographic location?	Percentage of Respondents (N=711)
Kigali Ville	52.2%
Eastern Province	20.4%
Southern Province	17.2%
Northern Province	10.3%

Appendix B: Responses to All Questions by Stakeholder Groups

A. General Issues facing Rwanda

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

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
Social protection*	10.9%	36.4%	15.4%	12.8%	3.6%	5.9%	9.4%	14.3%	8.8%	5.3%	1.0%	7.7%
Transport*	5.5%	18.2%	15.4%	5.1%	7.1%	3.5%	5.1%	17.9%	12.1%	2.7%	0.0%	7.7%
Public sector governance/reform*	3.6%	0.0%	7.7%	2.6%	26.8%	4.7%	6.5%	0.0%	2.2%	1.3%	13.4%	3.8%
Global/regional integration*	5.5%	9.1%	15.4%	7.7%	1.8%	20.0%	4.3%	3.6%	9.9%	1.3%	2.1%	0.0%
Gender*	20.0%	9.1%	7.7%	41.0%	3.6%	32.9%	11.6%	10.7%	7.7%	2.7%	3.1%	7.7%
Domestic private sector development*	23.6%	27.3%	23.1%	20.5%	16.1%	9.4%	10.1%	14.3%	12.1%	26.7%	7.2%	11.5%
Foreign direct investment*	7.3%	0.0%	0.0%	7.7%	17.9%	9.4%	4.3%	7.1%	2.2%	4.0%	3.1%	0.0%
Water and sanitation	10.9%	0.0%	7.7%	5.1%	7.1%	5.9%	8.7%	10.7%	5.5%	5.3%	1.0%	3.8%
Anti-corruption*	5.5%	9.1%	30.8%	7.7%	3.6%	5.9%	15.9%	28.6%	12.1%	12.0%	3.1%	46.2%
Job creation/employment*	3.6%	0.0%	15.4%	2.6%	39.3%	1.2%	17.4%	7.1%	22.0%	38.7%	47.4%	34.6%
Rural development*	3.6%	9.1%	7.7%	5.1%	23.2%	2.4%	8.7%	14.3%	8.8%	13.3%	5.2%	15.4%
Financial markets*	0.0%	9.1%	0.0%	0.0%	3.6%	3.5%	9.4%	17.9%	9.9%	6.7%	3.1%	3.8%
Urban development	1.8%	0.0%	0.0%	2.6%	1.8%	1.2%	4.3%	7.1%	0.0%	5.3%	1.0%	3.8%
Environmental sustainability	1.8%	0.0%	0.0%	0.0%	1.8%	0.0%	0.0%	3.6%	3.3%	1.3%	2.1%	3.8%
Equality of opportunity	1.8%	0.0%	0.0%	0.0%	0.0%	1.2%	2.9%	0.0%	4.4%	1.3%	1.0%	0.0%
Health*	67.3%	54.5%	30.8%	56.4%	7.1%	69.4%	42.8%	39.3%	36.3%	24.0%	23.7%	34.6%
Education*	30.9%	18.2%	30.8%	15.4%	32.1%	15.3%	32.6%	46.4%	39.6%	36.0%	79.4%	26.9%
Poverty reduction*	16.4%	27.3%	30.8%	12.8%	26.8%	15.3%	29.0%	32.1%	35.2%	37.3%	29.9%	38.5%
Energy*	9.1%	18.2%	0.0%	15.4%	3.6%	27.1%	9.4%	0.0%	11.0%	2.7%	4.1%	7.7%
Food security*	7.3%	0.0%	7.7%	7.7%	5.4%	18.8%	8.7%	3.6%	3.3%	10.7%	2.1%	0.0%
Climate change*	9.1%	9.1%	7.7%	23.1%	1.8%	17.6%	9.4%	3.6%	3.3%	4.0%	5.2%	0.0%
Agricultural development*	16.4%	9.1%	7.7%	20.5%	10.7%	9.4%	9.4%	3.6%	12.1%	4.0%	3.1%	0.0%
Trade and exports	5.5%	18.2%	7.7%	7.7%	1.8%	8.2%	5.8%	0.0%	6.6%	4.0%	2.1%	3.8%
Economic growth*	12.7%	0.0%	7.7%	12.8%	42.9%	8.2%	14.5%	7.1%	17.6%	25.3%	55.7%	23.1%
Law and justice	3.6%	0.0%	0.0%	0.0%	5.4%	1.2%	4.3%	3.6%	4.4%	0.0%	0.0%	3.8%
Communicable/non-communicable diseases*	0.0%	9.1%	15.4%	0.0%	1.8%	0.0%	0.7%	0.0%	0.0%	1.3%	0.0%	0.0%
Basic infrastructure*	7.3%	0.0%	7.7%	7.7%	3.6%	2.4%	10.1%	3.6%	3.3%	10.7%	0.0%	3.8%
Natural resource management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	3.3%	6.7%	1.0%	0.0%
Information and communications technology*	5.5%	9.1%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	3.3%	4.0%	0.0%	7.7%

*Significantly different between stakeholder groups

A. General Issues facing Rwanda (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 Rwanda? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Office of Parliamen- tarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
Water and sanitation*	9.1%	9.1%	0.0%	18.4%	7.1%	5.9%	4.4%	17.9%	8.7%	1.3%	0.0%	7.7%
Equality of opportunity*	1.8%	0.0%	7.1%	7.9%	1.8%	4.7%	12.4%	25.0%	8.7%	1.3%	2.1%	3.8%
Economic growth*	9.1%	27.3%	28.6%	13.2%	19.6%	2.4%	20.4%	35.7%	22.8%	10.7%	69.1%	23.1%
Climate change	0.0%	9.1%	0.0%	2.6%	3.6%	2.4%	1.5%	0.0%	0.0%	1.3%	0.0%	3.8%
Global/regional integration	3.6%	0.0%	0.0%	0.0%	5.4%	2.4%	4.4%	0.0%	4.3%	1.3%	2.1%	0.0%
Gender*	27.3%	9.1%	14.3%	31.6%	5.4%	35.3%	16.8%	14.3%	18.5%	4.0%	3.1%	15.4%
Rural development*	25.5%	45.5%	28.6%	18.4%	37.5%	23.5%	23.4%	35.7%	15.2%	44.0%	14.4%	42.3%
Urban development*	7.3%	0.0%	14.3%	13.2%	5.4%	9.4%	8.0%	10.7%	5.4%	20.0%	0.0%	19.2%
Basic infrastructure	12.7%	9.1%	21.4%	5.3%	8.9%	12.9%	7.3%	3.6%	7.6%	5.3%	3.1%	3.8%
Social protection	1.8%	0.0%	7.1%	5.3%	7.1%	4.7%	7.3%	0.0%	4.3%	10.7%	0.0%	0.0%
Law and justice*	3.6%	9.1%	0.0%	0.0%	12.5%	4.7%	1.5%	0.0%	7.6%	1.3%	2.1%	0.0%
Transport	0.0%	9.1%	0.0%	2.6%	5.4%	3.5%	2.9%	3.6%	2.2%	4.0%	1.0%	3.8%
Communicable/non-communicable diseases	0.0%	0.0%	0.0%	2.6%	0.0%	4.7%	0.0%	0.0%	1.1%	1.3%	1.0%	0.0%
Information and communications technology	1.8%	9.1%	0.0%	0.0%	5.4%	1.2%	2.9%	7.1%	5.4%	4.0%	0.0%	0.0%
Anti corruption*	52.7%	18.2%	14.3%	31.6%	7.1%	30.6%	25.5%	21.4%	13.0%	26.7%	10.3%	19.2%
Domestic private sector development*	5.5%	18.2%	0.0%	5.3%	19.6%	3.5%	8.8%	7.1%	18.5%	8.0%	57.7%	15.4%
Foreign direct investment	1.8%	0.0%	14.3%	0.0%	0.0%	8.2%	6.6%	3.6%	4.3%	6.7%	5.2%	3.8%
Education*	34.5%	27.3%	57.1%	18.4%	41.1%	16.5%	39.4%	53.6%	37.0%	24.0%	35.1%	38.5%
Energy	9.1%	9.1%	21.4%	13.2%	5.4%	12.9%	8.8%	7.1%	7.6%	4.0%	2.1%	3.8%
Public sector governance/reform*	9.1%	9.1%	7.1%	31.6%	19.6%	22.4%	11.7%	3.6%	10.9%	2.7%	10.3%	3.8%
Natural resource management*	9.1%	9.1%	7.1%	10.5%	5.4%	15.3%	10.9%	3.6%	6.5%	28.0%	0.0%	0.0%
Environmental sustainability*	3.6%	0.0%	0.0%	21.1%	3.6%	7.1%	5.1%	3.6%	4.3%	0.0%	3.1%	3.8%
Health*	29.1%	18.2%	7.1%	18.4%	7.1%	31.8%	21.9%	14.3%	25.0%	16.0%	10.3%	26.9%
Agricultural development	23.6%	0.0%	14.3%	15.8%	25.0%	10.6%	14.6%	3.6%	22.8%	17.3%	12.4%	26.9%
Job creation/employment*	10.9%	27.3%	35.7%	5.3%	35.7%	5.9%	21.2%	7.1%	21.7%	24.0%	50.5%	11.5%
Financial markets*	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	4.4%	0.0%	0.0%	0.0%	2.1%	3.8%
Trade and exports*	1.8%	9.1%	0.0%	2.6%	5.4%	1.2%	2.9%	7.1%	4.3%	26.7%	2.1%	3.8%
Food security*	3.6%	18.2%	0.0%	2.6%	0.0%	9.4%	2.2%	10.7%	4.3%	2.7%	0.0%	7.7%

*Significantly different between stakeholder groups

A. General Issues facing Rwanda (continued)

Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Rwanda? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Office of Parliamen- tarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
Energy*	11.1%	20.0%	28.6%	15.8%	1.8%	1.2%	17.6%	7.1%	8.9%	12.0%	2.1%	15.4%
Gender*	35.2%	10.0%	7.1%	10.5%	10.7%	32.9%	19.9%	14.3%	11.1%	10.7%	4.1%	7.7%
Equality of opportunity*	1.9%	40.0%	7.1%	5.3%	7.1%	4.7%	10.3%	7.1%	6.7%	6.7%	6.2%	7.7%
Social protection	7.4%	0.0%	0.0%	0.0%	7.1%	9.4%	3.7%	3.6%	1.1%	4.0%	2.1%	0.0%
Global/regional integration*	7.4%	20.0%	0.0%	7.9%	5.4%	9.4%	3.7%	3.6%	2.2%	26.7%	2.1%	0.0%
Climate change*	7.4%	0.0%	0.0%	18.4%	1.8%	4.7%	2.9%	0.0%	1.1%	0.0%	2.1%	0.0%
Anti corruption	11.1%	20.0%	14.3%	28.9%	10.7%	15.3%	11.8%	14.3%	13.3%	13.3%	4.1%	19.2%
Rural development*	7.4%	20.0%	7.1%	18.4%	28.6%	20.0%	18.4%	28.6%	33.3%	12.0%	38.1%	30.8%
Foreign direct investment*	16.7%	10.0%	7.1%	2.6%	8.9%	8.2%	8.1%	0.0%	7.8%	29.3%	7.2%	11.5%
Urban development	5.6%	10.0%	14.3%	5.3%	3.6%	4.7%	11.0%	10.7%	8.9%	14.7%	2.1%	7.7%
Water and sanitation	0.0%	0.0%	7.1%	2.6%	5.4%	2.4%	2.9%	7.1%	5.6%	2.7%	0.0%	7.7%
Education*	5.6%	20.0%	0.0%	5.3%	23.2%	2.4%	16.2%	25.0%	12.2%	13.3%	36.1%	19.2%
Information and communications technology*	7.4%	10.0%	14.3%	0.0%	3.6%	0.0%	0.7%	3.6%	2.2%	4.0%	1.0%	3.8%
Communicable/non-communicable diseases*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%
Trade and exports*	25.9%	20.0%	28.6%	15.8%	8.9%	23.5%	19.9%	14.3%	18.9%	33.3%	8.2%	38.5%
Public sector governance/reform*	14.8%	0.0%	7.1%	28.9%	28.6%	30.6%	9.6%	0.0%	12.2%	5.3%	21.6%	0.0%
Domestic private sector development*	16.7%	10.0%	14.3%	13.2%	12.5%	17.6%	9.6%	14.3%	14.4%	4.0%	32.0%	7.7%
Job creation/employment*	27.8%	30.0%	35.7%	31.6%	53.6%	36.5%	41.9%	46.4%	43.3%	22.7%	47.4%	38.5%
Agricultural development*	27.8%	20.0%	64.3%	21.1%	14.3%	29.4%	22.8%	17.9%	18.9%	14.7%	9.3%	23.1%
Food security*	20.4%	10.0%	7.1%	18.4%	16.1%	17.6%	10.3%	7.1%	5.6%	12.0%	5.2%	3.8%
Transport*	5.6%	0.0%	0.0%	15.8%	7.1%	5.9%	2.9%	14.3%	3.3%	4.0%	2.1%	3.8%
Natural resource management	7.4%	0.0%	0.0%	10.5%	8.9%	7.1%	2.9%	0.0%	4.4%	12.0%	4.1%	3.8%
Environmental sustainability	9.3%	0.0%	7.1%	13.2%	8.9%	4.7%	2.2%	10.7%	3.3%	4.0%	3.1%	3.8%
Health*	13.0%	10.0%	7.1%	2.6%	12.5%	5.9%	17.6%	21.4%	32.2%	9.3%	5.2%	23.1%
Basic infrastructure*	7.4%	10.0%	14.3%	7.9%	7.1%	2.4%	14.7%	3.6%	20.0%	20.0%	7.2%	0.0%
Law and justice	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	0.0%	2.7%	1.0%	0.0%
Financial markets*	0.0%	0.0%	7.1%	0.0%	1.8%	1.2%	5.9%	14.3%	4.4%	6.7%	44.3%	15.4%

*Significantly different between stakeholder groups

B. Overall Attitudes toward the World Bank

	Which of the following best describes your current position?																																			
	Office of President/ Prime Minister/ Minister			Office of Parliamentarian			Employee of Ministry			PMU/ Consultant on Bank project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			Private Foundation			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
How familiar are you with the work of the World Bank in Rwanda?*	55	6.09	1.82	10	5.30	2.50	14	5.64	2.87	39	3.82	2.40	56	6.54	1.81	85	4.68	1.68	135	4.70	2.64	28	5.86	3.12	92	5.76	2.24	74	5.97	1.05	96	5.98	1.59	26	6.35	2.64

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

	Which of the following best describes your current position?																																			
	Office of President/ Prime Minister/ Minister			Office of Parliamentarian			Employee of Ministry			PMU/ Consultant on Bank project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			Private Foundation			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
Overall, please rate your impression of the World Bank's effectiveness in Rwanda?*	55	6.42	1.42	9	6.00	2.18	12	7.00	1.48	38	5.74	1.62	56	7.20	1.76	85	5.67	1.26	123	6.49	1.75	22	6.14	3.00	85	6.73	2.11	73	6.04	1.57	94	6.60	1.50	23	6.78	1.78

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

B. Overall Attitudes toward the World Bank (continued)

	Which of the following best describes your current position?																																			
	Office of President/ Prime Minister/ Minister			Office of Parliamentarian			Employee of Ministry			PMU/ Consultant on Bank project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			Private Foundation			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
To what extent do you believe the World Bank's staff is well prepared (e.g., skills and knowledge) to help Rwanda solve its most complicated development challenges ?*	54	7.35	1.22	9	6.33	2.55	13	7.15	2.12	38	5.97	1.46	54	6.91	1.99	81	5.93	1.43	116	6.69	1.69	22	7.36	2.66	85	7.26	1.83	71	5.70	1.96	92	6.60	1.55	23	7.96	1.40

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

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

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
Social protection*	5.5%	9.1%	7.7%	5.1%	2.6%	3.6%	1.2%	6.5%	14.8%	2.2%	1.3%	0.0%
Public sector governance/reform*	9.1%	27.3%	7.7%	5.1%	16.1%	9.4%	5.1%	0.0%	5.5%	5.3%	12.5%	15.4%
Transport	5.5%	9.1%	0.0%	2.6%	5.4%	5.9%	7.2%	3.7%	6.6%	4.0%	2.1%	0.0%
Poverty reduction*	7.3%	27.3%	38.5%	17.9%	23.2%	10.6%	31.2%	40.7%	14.3%	10.7%	11.5%	42.3%
Global/regional integration*	12.7%	18.2%	0.0%	38.5%	3.6%	17.6%	10.9%	11.1%	9.9%	5.3%	3.1%	7.7%
Gender*	5.5%	18.2%	0.0%	15.4%	1.8%	32.9%	12.3%	11.1%	12.1%	5.3%	5.2%	3.8%
Domestic private sector development*	18.2%	9.1%	15.4%	7.7%	17.9%	5.9%	8.0%	3.7%	16.5%	12.0%	42.7%	11.5%
Rural development	16.4%	9.1%	23.1%	7.7%	12.5%	9.4%	10.1%	18.5%	9.9%	8.0%	13.5%	11.5%
Foreign direct investment	9.1%	9.1%	7.7%	7.7%	10.7%	4.7%	7.2%	7.4%	0.0%	1.3%	6.3%	11.5%
Water and sanitation	7.3%	18.2%	15.4%	0.0%	7.1%	3.5%	4.3%	3.7%	9.9%	9.3%	1.0%	3.8%
Energy	5.5%	0.0%	7.7%	0.0%	8.9%	4.7%	3.6%	7.4%	9.9%	4.0%	2.1%	0.0%
Job creation/employment*	5.5%	0.0%	23.1%	7.7%	16.1%	4.7%	18.1%	25.9%	18.7%	36.0%	8.3%	19.2%
Financial markets*	5.5%	9.1%	7.7%	2.6%	3.6%	0.0%	9.4%	7.4%	1.1%	6.7%	1.0%	0.0%
Urban development	1.8%	9.1%	0.0%	0.0%	3.6%	0.0%	0.0%	0.0%	2.2%	0.0%	1.0%	3.8%
Environmental sustainability	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	1.4%	3.7%	0.0%	0.0%	0.0%	0.0%
Equality of opportunity*	9.1%	0.0%	7.7%	25.6%	3.6%	23.5%	8.7%	3.7%	4.4%	5.3%	3.1%	0.0%
Health*	69.1%	54.5%	46.2%	51.3%	5.4%	55.3%	39.1%	40.7%	44.0%	30.7%	17.7%	34.6%
Education*	16.4%	18.2%	23.1%	15.4%	71.4%	24.7%	29.7%	44.4%	41.8%	24.0%	76.0%	34.6%
Food security*	3.6%	9.1%	0.0%	2.6%	3.6%	5.9%	5.1%	7.4%	8.8%	32.0%	1.0%	7.7%
Climate change*	14.5%	0.0%	7.7%	12.8%	5.4%	12.9%	2.2%	0.0%	4.4%	2.7%	2.1%	3.8%
Agricultural development*	7.3%	0.0%	15.4%	25.6%	12.5%	18.8%	13.8%	0.0%	16.5%	12.0%	7.3%	23.1%
Trade and exports*	10.9%	18.2%	0.0%	20.5%	3.6%	21.2%	10.1%	3.7%	8.8%	6.7%	2.1%	0.0%
Economic growth*	20.0%	9.1%	15.4%	15.4%	28.6%	9.4%	29.0%	14.8%	13.2%	17.3%	63.5%	23.1%
Law and justice	9.1%	9.1%	0.0%	7.7%	8.9%	7.1%	5.1%	0.0%	4.4%	2.7%	6.3%	0.0%
Communicable/non-communicable diseases	9.1%	0.0%	0.0%	0.0%	5.4%	0.0%	4.3%	0.0%	4.4%	4.0%	0.0%	3.8%
Basic infrastructure*	7.3%	0.0%	15.4%	5.1%	5.4%	4.7%	5.1%	3.7%	15.4%	34.7%	2.1%	15.4%
Natural resource management	7.3%	0.0%	0.0%	0.0%	1.8%	1.2%	2.9%	11.1%	5.5%	4.0%	2.1%	0.0%
Anti corruption*	1.8%	9.1%	7.7%	2.6%	5.4%	0.0%	3.6%	7.4%	4.4%	10.7%	0.0%	15.4%
Information and communications technology	1.8%	0.0%	7.7%	0.0%	5.4%	0.0%	3.6%	3.7%	4.4%	4.0%	3.1%	7.7%

*Significantly different between stakeholder groups

B. Overall Attitudes toward the World Bank (continued)

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

Greatest Value	Office of President/Prime Minister/Minister	Office of Parliamen- tarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
Financial resources: investment lending*	45.3%	33.3%	30.8%	62.2%	75.9%	64.3%	50.8%	36.8%	31.6%	36.1%	78.9%	28.0%
Financial resources: policy based lending/budget support to the Government*	17.0%	22.2%	38.5%	21.6%	9.3%	13.1%	21.1%	21.1%	13.2%	30.6%	6.3%	24.0%
Mobilizing third party financial resources	7.5%	11.1%	0.0%	10.8%	1.9%	4.8%	1.6%	10.5%	5.3%	2.8%	4.2%	4.0%
Technical assistance	1.9%	11.1%	7.7%	0.0%	0.0%	6.0%	2.3%	5.3%	9.2%	4.2%	2.1%	8.0%
Policy advice	3.8%	11.1%	7.7%	0.0%	1.9%	3.6%	2.3%	5.3%	2.6%	2.8%	2.1%	4.0%
Donor coordination	9.4%	0.0%	0.0%	0.0%	1.9%	2.4%	3.1%	0.0%	3.9%	2.8%	3.2%	8.0%
Data	3.8%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%	5.3%	0.0%	0.0%	0.0%	0.0%
Training/capacity building*	5.7%	11.1%	15.4%	5.4%	5.6%	6.0%	8.6%	5.3%	22.4%	2.8%	2.1%	16.0%
Studies/analyses*	3.8%	0.0%	0.0%	0.0%	1.9%	0.0%	4.7%	0.0%	9.2%	16.7%	1.1%	4.0%
Facilitating*	0.0%	0.0%	0.0%	0.0%	1.9%	0.0%	0.8%	10.5%	0.0%	1.4%	0.0%	0.0%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%	0.0%	0.0%	0.0%	0.0%	4.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%	0.0%	0.0%	0.0%

2nd Greatest Value	Office of President/Prime Minister/Minister	Office of Parliamen- tarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
Financial resources: investment lending*	29.2%	10.0%	7.7%	10.8%	3.6%	4.8%	8.9%	0.0%	8.1%	43.8%	5.4%	8.3%
Financial resources: policy based lending/budget support to the Government*	27.1%	20.0%	15.4%	54.1%	47.3%	50.0%	19.4%	10.5%	27.0%	31.5%	63.0%	16.7%
Mobilizing third party financial resources*	10.4%	20.0%	46.2%	10.8%	1.8%	2.4%	22.6%	21.1%	6.8%	4.1%	8.7%	16.7%
Technical assistance	10.4%	20.0%	7.7%	8.1%	10.9%	8.3%	11.3%	0.0%	2.7%	4.1%	3.3%	16.7%
Policy advice	2.1%	0.0%	0.0%	2.7%	5.5%	0.0%	5.6%	5.3%	5.4%	0.0%	1.1%	0.0%
Donor coordination	6.3%	0.0%	0.0%	2.7%	5.5%	7.1%	2.4%	5.3%	5.4%	1.4%	4.3%	4.2%
Data	2.1%	0.0%	7.7%	2.7%	1.8%	7.1%	3.2%	5.3%	5.4%	1.4%	1.1%	4.2%
Training/capacity building	4.2%	10.0%	0.0%	2.7%	7.3%	9.5%	8.9%	10.5%	8.1%	8.2%	2.2%	4.2%
Studies/analyses	8.3%	10.0%	0.0%	2.7%	5.5%	7.1%	9.7%	21.1%	14.9%	4.1%	5.4%	16.7%
Facilitating*	0.0%	10.0%	7.7%	0.0%	7.3%	3.6%	6.5%	15.8%	12.2%	0.0%	4.3%	8.3%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	0.0%	0.0%	7.7%	2.7%	3.6%	0.0%	0.8%	0.0%	4.1%	0.0%	1.1%	4.2%
Other*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	1.4%	0.0%	0.0%

*Significantly different between stakeholder groups

B. Overall Attitudes toward the World Bank (continued)

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

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Office of Parliamen- tarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
Imposing technocratic solutions without regard to political realities*	43.6%	50.0%	54.5%	15.8%	64.8%	6.0%	6.8%	19.2%	24.4%	42.0%	22.7%	15.4%
Not exploring alternative policy options	14.5%	30.0%	9.1%	21.1%	7.4%	10.8%	7.6%	3.8%	12.2%	13.0%	13.4%	26.9%
Too bureaucratic in its operational policies and procedures*	23.6%	10.0%	27.3%	26.3%	57.4%	14.5%	18.2%	7.7%	14.6%	17.4%	71.1%	11.5%
Staff too inaccessible*	10.9%	30.0%	9.1%	23.7%	9.3%	32.5%	9.8%	19.2%	26.8%	11.6%	0.0%	7.7%
Arrogant in its approach*	9.1%	20.0%	0.0%	15.8%	3.7%	21.7%	5.3%	7.7%	1.2%	4.3%	5.2%	7.7%
Not client focused*	21.8%	10.0%	9.1%	26.3%	7.4%	37.3%	21.2%	11.5%	22.0%	15.9%	12.4%	19.2%
The credibility of its knowledge/data*	7.3%	10.0%	0.0%	26.3%	9.3%	16.9%	18.2%	11.5%	4.9%	5.8%	4.1%	0.0%
Not willing to honestly criticize policies and reform efforts in the country*	20.0%	10.0%	0.0%	18.4%	7.4%	20.5%	15.9%	3.8%	8.5%	2.9%	5.2%	15.4%
Too influenced by developed countries*	7.3%	0.0%	18.2%	7.9%	5.6%	19.3%	33.3%	26.9%	13.4%	5.8%	24.7%	23.1%
Not enough public disclosure of its work	10.9%	0.0%	18.2%	5.3%	5.6%	10.8%	17.4%	23.1%	17.1%	11.6%	6.2%	11.5%
World Bank processes too slow and complex	10.9%	0.0%	27.3%	7.9%	5.6%	4.8%	6.8%	11.5%	12.2%	8.7%	4.1%	15.4%
Not aligned with country priorities*	7.3%	0.0%	0.0%	2.6%	5.6%	0.0%	18.2%	19.2%	15.9%	17.4%	20.6%	19.2%
Not aligned with other donors' work*	5.5%	0.0%	0.0%	2.6%	0.0%	2.4%	7.6%	3.8%	6.1%	13.0%	1.0%	7.7%
Not collaborating enough with non-state actors*	3.6%	10.0%	9.1%	0.0%	1.9%	1.2%	6.1%	3.8%	6.1%	24.6%	2.1%	11.5%
Not adequately sensitive to political/social realities in Rwanda*	3.6%	10.0%	9.1%	0.0%	3.7%	0.0%	3.8%	15.4%	3.7%	1.4%	3.1%	7.7%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	3.7%	1.4%	1.0%	0.0%

*Significantly different between stakeholder groups

Which World Bank instruments do you believe are the MOST effective in reducing poverty in Rwanda? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Office of Parliamen- tarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
Capacity development*	41.1%	54.5%	58.3%	25.6%	67.3%	24.7%	18.2%	74.1%	39.6%	40.5%	52.6%	42.3%
Policy based lending/budget support to the Government*	33.9%	18.2%	50.0%	30.8%	30.9%	23.5%	40.1%	14.8%	35.2%	32.4%	70.1%	42.3%
Knowledge products/services*	32.1%	27.3%	0.0%	41.0%	10.9%	47.1%	38.7%	18.5%	27.5%	29.7%	18.6%	19.2%
Investment lending	23.2%	18.2%	33.3%	23.1%	49.1%	28.2%	32.8%	25.9%	38.5%	40.5%	29.9%	42.3%
Technical assistance*	39.3%	18.2%	41.7%	28.2%	16.4%	51.8%	31.4%	25.9%	17.6%	27.0%	16.5%	26.9%
Trust Fund management*	17.9%	27.3%	0.0%	48.7%	12.7%	18.8%	27.7%	25.9%	17.6%	20.3%	5.2%	23.1%
Other	3.6%	9.1%	0.0%	2.6%	0.0%	2.4%	0.7%	3.7%	4.4%	1.4%	1.0%	0.0%
Don't know	1.8%	18.2%	8.3%	0.0%	5.5%	2.4%	2.2%	3.7%	4.4%	4.1%	1.0%	0.0%

*Significantly different between stakeholder groups

	Which of the following best describes your current position?																																			
	Office of President/ Prime Minister/ Minister			Office of Parliamentarian			Employee of Ministry			PMU/ Consultant on Bank project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			Private Foundation			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
To what extent do you believe the World Bank SHOULD seek to influence the global development agenda as related to "global public goods" (e.g., climate change, communicable diseases, international financial systems, trade, etc.)?*	53	7.25	1.27	10	6.20	1.75	12	6.58	1.78	39	5.85	1.42	53	6.87	1.82	85	5.45	1.55	124	6.50	1.77	23	6.48	2.91	81	7.05	1.83	66	5.61	1.70	91	6.56	1.08	22	7.55	1.44

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

B. Overall Attitudes toward the World Bank (continued)

In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank collaborate with more in your country to ensure better development results there? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
NGOs/CSOs*	28.6%	36.4%	30.8%	7.7%	12.7%	18.6%	8.0%	14.8%	20.5%	33.8%	12.4%	11.5%
Local Government*	46.4%	63.6%	69.2%	38.5%	72.7%	31.4%	40.9%	55.6%	31.8%	55.4%	59.8%	53.8%
Beneficiaries*	17.9%	0.0%	38.5%	41.0%	25.5%	39.5%	26.3%	7.4%	21.6%	10.8%	28.9%	15.4%
Private sector*	26.8%	9.1%	7.7%	23.1%	45.5%	36.0%	41.6%	25.9%	50.0%	31.1%	18.6%	69.2%
Community Based Organizations*	10.7%	18.2%	15.4%	17.9%	10.9%	22.1%	21.2%	14.8%	10.2%	5.4%	59.8%	3.8%
Donor community*	16.1%	18.2%	0.0%	20.5%	7.3%	24.4%	19.0%	25.9%	11.4%	8.1%	5.2%	11.5%
Foundations*	10.7%	9.1%	7.7%	33.3%	3.6%	14.0%	10.9%	11.1%	12.5%	6.8%	2.1%	0.0%
Academia/think tanks/research institutes*	17.9%	0.0%	0.0%	5.1%	3.6%	7.0%	13.9%	7.4%	8.0%	2.7%	7.2%	11.5%
Parliament*	8.9%	27.3%	15.4%	7.7%	9.1%	3.5%	5.8%	14.8%	10.2%	6.8%	2.1%	19.2%
Media*	14.3%	9.1%	15.4%	2.6%	5.5%	1.2%	8.0%	14.8%	11.4%	35.1%	2.1%	3.8%
Faith based organizations*	1.8%	0.0%	0.0%	0.0%	1.8%	0.0%	2.2%	3.7%	10.2%	2.7%	1.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

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

	Which of the following best describes your current position?																																			
	Office of President/ Prime Minister/ Minister			Office of Parliamentarian			Employee of Ministry			PMU/ Consultant on Bank project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			Private Foundation			CSO			Media			Academia/ Research Institute/Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
Overall the World Bank currently plays a relevant role in development in Rwanda*	55	6.55	1.68	11	6.36	2.01	13	7.23	1.88	37	6.16	1.36	53	6.23	1.69	86	5.23	1.57	126	6.52	1.72	24	7.29	2.58	82	6.87	1.81	71	5.63	1.56	93	6.34	1.49	22	7.77	1.31
The World Bank's work is aligned with what I consider the development priorities for Rwanda*	51	7.06	1.48	8	6.00	1.20	12	6.25	1.96	37	6.81	1.29	52	6.48	1.50	82	5.90	1.84	114	6.54	1.69	14	7.07	2.59	74	6.89	1.96	68	5.97	1.27	94	6.56	1.30	19	6.95	1.47
The World Bank supports programs and strategies that are realistic for Rwanda*	50	6.42	1.43	9	6.22	1.99	13	7.31	1.93	37	6.22	1.08	50	6.28	1.71	83	6.04	1.83	112	6.21	1.76	16	7.25	2.65	68	7.07	1.79	69	5.38	1.88	91	7.22	1.38	21	7.48	1.66
The World Bank treats clients and stakeholders in Rwanda with respect*	48	7.06	1.59	9	7.00	1.50	12	7.67	1.72	37	6.97	1.34	48	6.81	1.62	82	6.10	2.00	109	6.76	1.77	16	7.63	2.96	69	7.20	1.79	57	5.75	1.90	89	7.39	1.58	21	8.10	1.73

*Significantly different between stakeholder groups

B. Overall Attitudes toward the World Bank (continued)

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

	Which of the following best describes your current position?																																			
	Office of President/ Prime Minister/ Minister			Office of Parliamentarian			Employee of Ministry			PMU/ Consultant on Bank project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			Private Foundation			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
Responsiveness*	52	6.31	1.20	8	6.88	0.99	10	6.50	2.12	37	6.38	1.28	50	6.70	1.83	81	5.31	1.85	108	6.20	1.41	14	6.86	2.35	69	6.78	1.84	68	6.21	1.33	91	6.38	1.48	21	7.29	1.98
Flexibility (in terms of the World Bank's products and services)*	37	6.78	1.49	10	7.00	1.83	12	6.17	1.47	38	6.92	1.60	51	6.69	1.87	78	6.29	1.97	116	6.49	1.58	16	7.25	2.49	68	6.78	1.69	68	5.99	1.53	88	6.58	1.56	25	7.52	2.02
Flexibility (in terms of changing country circumstances)*	49	6.33	1.46	10	6.00	2.05	12	6.58	1.73	36	6.19	1.28	48	6.46	1.49	79	5.33	1.57	107	6.37	1.63	17	7.59	2.40	74	6.97	1.62	68	5.81	1.42	92	6.84	1.85	20	7.55	1.61
Being inclusive*	35	6.34	1.78	11	6.18	2.40	10	5.50	1.51	34	6.59	1.60	50	6.82	1.22	77	6.34	2.06	107	6.39	1.54	14	6.36	2.68	67	6.67	1.89	69	6.14	1.42	89	7.24	1.52	17	6.06	1.30
Openness (sharing data and other information)*	42	6.33	1.82	9	6.22	1.64	9	6.22	1.39	36	6.33	1.26	51	6.59	1.64	72	5.67	1.66	101	6.29	1.54	18	7.44	2.43	67	7.00	1.84	66	5.35	1.92	85	7.05	1.88	19	7.63	1.57
Staff accessibility*	41	6.20	1.31	11	6.18	2.23	11	6.91	1.14	38	6.71	1.59	47	6.91	1.79	72	6.36	1.98	106	6.31	1.61	13	5.77	2.92	68	6.91	2.08	69	5.83	1.81	85	7.25	1.51	20	7.00	2.25
Straightforwardness and honesty*	37	6.68	1.58	9	6.22	2.39	12	7.17	1.47	37	6.49	1.68	51	6.45	1.47	72	5.68	1.63	82	6.43	1.81	14	6.71	3.10	70	7.16	1.94	66	6.02	1.80	87	7.41	1.46	19	7.58	1.80
Collaboration with groups outside of the Government (e.g., NGOs, academia, private sector)*	45	6.98	1.42	8	6.50	0.76	9	7.56	1.94	37	6.84	1.59	52	6.77	1.63	76	6.30	2.04	110	6.22	1.65	16	6.94	3.07	73	7.03	2.01	67	6.16	1.41	90	7.54	1.52	20	8.35	1.50
Collaboration with the Government*	49	6.90	1.45	10	6.70	2.11	12	7.50	1.31	33	6.70	1.47	52	7.04	1.52	79	6.00	1.69	115	7.17	1.64	18	8.22	1.73	74	7.39	1.99	71	6.27	1.76	94	7.72	1.48	22	8.32	1.62
Collaboration with other donors*	43	7.02	1.42	10	6.30	2.36	11	7.45	1.63	34	6.74	1.40	52	7.12	1.57	79	6.63	1.88	116	7.03	1.73	14	7.86	2.60	74	7.26	1.60	68	6.31	1.46	89	7.53	1.53	19	7.37	1.77
Follow through over time*	43	7.09	1.59	8	7.00	1.41	10	6.80	1.40	35	6.86	1.61	52	7.04	1.85	79	6.37	1.92	106	6.71	1.63	10	8.00	1.83	64	6.89	1.94	71	6.00	1.93	88	7.55	1.55	18	6.94	1.30

*Significantly different between stakeholder groups

When World Bank 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 President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
The World Bank works too slowly*	53.7%	45.5%	7.1%	23.1%	30.4%	23.8%	23.5%	28.6%	19.1%	27.4%	7.2%	28.0%
The Government works inefficiently*	11.1%	36.4%	35.7%	25.6%	23.2%	28.6%	11.8%	14.3%	22.5%	19.2%	12.4%	24.0%
There is not an adequate level of citizen/civil society participation*	25.9%	18.2%	21.4%	35.9%	53.6%	26.2%	27.9%	32.1%	33.7%	13.7%	67.0%	16.0%
Poor donor coordination*	22.2%	18.2%	14.3%	17.9%	25.0%	31.0%	26.5%	17.9%	22.5%	20.5%	7.2%	24.0%
The World Bank does not do adequate follow through/follow-up*	25.9%	27.3%	21.4%	41.0%	14.3%	38.1%	28.7%	17.9%	25.8%	19.2%	12.4%	32.0%
Lack of/inadequate levels of capacity in Government*	25.9%	9.1%	7.1%	25.6%	23.2%	23.8%	29.4%	14.3%	13.5%	17.8%	62.9%	12.0%
Political pressures and obstacles*	18.5%	18.2%	21.4%	17.9%	23.2%	16.7%	22.1%	32.1%	27.0%	42.5%	15.5%	12.0%
Reforms are not well thought out in light of country challenges*	9.3%	9.1%	14.3%	5.1%	0.0%	7.1%	13.2%	25.0%	13.5%	11.0%	8.2%	32.0%
The World Bank is not sensitive enough to political/social realities on the ground*	7.4%	9.1%	28.6%	5.1%	5.4%	1.2%	13.2%	7.1%	14.6%	27.4%	5.2%	20.0%
Other	0.0%	0.0%	7.1%	0.0%	0.0%	2.4%	0.7%	3.6%	2.2%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

C. World Bank Effectiveness and Results

How effective do you believe the World Bank is in terms of the work it does in the following areas of development in Rwanda, on a ten point scale? (1-Not effective at all, 10-Very effective)

	Which of the following best describes your current position?																																			
	Office of President/ Prime Minister/ Minister			Office of Parliamentarian			Employee of Ministry			PMU/ Consultant on Bank project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			Private Foundation			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
Anti corruption*	51	6.71	1.55	11	6.00	2.97	13	6.46	1.94	37	6.84	1.54	54	6.30	1.80	81	5.58	1.82	113	6.28	1.70	16	7.31	2.52	67	7.24	1.91	68	5.44	2.12	93	6.15	1.65	23	7.13	2.58
Information and communications technology*	46	7.00	1.40	10	6.00	2.16	12	6.83	1.27	38	7.03	1.44	53	6.55	1.61	81	6.15	1.92	109	6.39	1.59	16	7.56	2.80	68	7.25	1.80	65	6.23	1.23	89	6.83	1.20	23	7.30	1.84
Transport*	42	6.88	1.56	11	5.82	2.64	13	6.69	1.89	36	6.89	1.41	52	6.62	1.61	82	6.05	1.80	109	6.36	1.74	16	5.25	3.47	66	7.05	1.94	62	5.73	1.43	88	7.03	1.43	21	7.57	1.80
Law and justice*	36	6.75	1.30	11	5.91	2.43	12	6.17	1.53	36	7.03	1.54	52	6.75	1.69	81	6.01	2.09	102	6.38	1.67	16	6.31	3.44	61	6.92	1.83	65	5.43	1.80	89	7.22	1.61	21	6.24	2.23
Urban development*	46	7.26	1.34	10	6.20	2.20	13	7.31	2.46	34	6.88	1.55	53	6.64	1.43	79	6.16	1.95	109	6.60	1.66	17	6.47	3.20	73	7.21	1.76	61	6.03	1.56	92	7.60	1.62	21	6.95	1.91
Environmental sustainability*	41	6.88	1.36	7	6.43	0.98	12	7.25	1.86	35	6.83	1.58	50	6.44	1.51	75	6.43	1.97	102	6.65	1.64	17	6.41	3.18	66	7.26	1.75	59	5.49	1.96	94	7.47	1.75	21	7.05	1.96
Basic infrastructure*	45	6.89	1.39	10	6.10	2.38	12	7.17	1.90	35	7.20	1.43	52	6.73	1.76	76	6.16	1.75	106	6.57	1.51	19	6.63	3.04	69	7.39	1.73	63	5.79	1.87	90	7.32	1.46	20	7.20	1.70
Communicable/non-communicable diseases*	41	6.78	1.26	8	6.13	0.99	12	6.67	1.56	36	6.94	1.41	51	7.12	1.53	77	6.64	2.03	102	6.71	1.62	12	5.58	3.32	69	6.70	2.05	61	6.20	1.50	87	7.14	1.53	18	6.72	1.67
Poverty reduction*	41	7.07	1.44	10	6.30	1.16	12	7.08	1.38	37	7.38	1.44	52	7.35	1.34	78	6.27	1.70	110	6.71	1.67	19	6.21	3.38	73	7.32	1.91	65	5.92	1.70	91	7.24	1.49	21	7.57	1.78
Gender*	40	6.93	1.51	9	6.11	1.36	12	6.50	2.15	34	6.76	1.44	53	6.91	1.75	73	6.53	1.77	110	6.50	1.73	16	6.13	3.03	68	6.97	1.77	64	6.00	1.90	93	7.19	1.67	18	6.22	1.90
Domestic private sector development*	45	6.64	1.40	9	6.00	1.80	13	5.62	1.98	35	7.06	1.35	53	7.17	1.84	74	6.42	1.66	100	6.64	1.70	17	5.82	3.57	69	6.70	2.11	63	5.83	1.85	91	7.21	1.51	18	7.39	1.79
Foreign direct investment*	37	6.41	1.61	9	5.89	2.26	11	6.27	1.62	35	6.74	1.36	50	7.10	1.54	75	6.47	1.79	102	6.67	1.69	15	6.73	3.35	67	6.96	1.99	59	5.86	1.83	90	7.44	1.48	19	6.84	1.98
Water and sanitation*	38	7.18	1.35	10	5.10	1.85	11	6.82	1.17	35	7.23	1.44	53	7.26	1.56	79	6.44	1.67	101	6.88	1.42	15	6.27	3.24	66	7.15	1.66	64	5.89	2.04	92	7.42	1.57	21	7.38	1.56
Trade and exports*	41	6.80	1.40	11	6.82	1.83	12	6.83	1.95	36	6.86	1.33	51	7.06	1.62	77	6.60	1.87	108	6.80	1.64	20	7.05	3.14	67	7.01	1.89	60	5.87	2.11	90	7.44	1.69	18	6.83	1.65
Economic growth*	41	7.17	1.14	9	6.89	1.69	13	7.46	1.51	34	7.41	1.50	53	7.06	1.59	71	6.54	1.65	110	7.07	1.63	17	7.41	2.81	73	7.27	1.92	59	6.08	1.72	92	7.52	1.43	22	7.45	1.34
Energy*	43	7.37	1.22	9	6.44	2.24	13	7.08	1.75	33	6.82	1.18	50	7.02	1.79	76	6.64	1.73	98	6.76	1.69	14	6.43	2.74	69	7.46	1.88	59	6.39	1.60	91	7.21	1.80	19	7.00	1.70
Public sector governance/reform*	48	7.08	1.11	11	7.00	2.28	12	7.00	1.54	27	7.30	1.27	53	7.00	1.29	72	6.49	1.58	76	6.82	1.56	13	6.15	3.18	65	7.05	1.51	63	6.17	1.56	90	7.24	1.36	18	7.17	2.07
Job creation/employment*	41	6.85	1.37	10	6.50	2.46	13	5.38	1.80	29	7.10	1.42	52	7.10	2.05	74	6.49	1.75	88	6.57	2.00	13	5.31	3.52	69	6.90	1.97	62	5.92	2.15	91	6.75	1.96	19	6.16	2.24
Financial markets*	39	7.05	1.36	11	6.55	1.92	13	6.69	2.21	33	7.18	1.57	49	6.80	1.77	67	6.21	1.70	100	6.49	1.42	13	5.77	3.30	65	6.74	2.12	64	5.94	1.81	91	7.44	1.65	20	6.95	1.73
Equality of opportunity*	34	6.79	1.34	10	6.40	2.80	10	5.80	1.81	36	7.03	1.28	47	7.17	1.79	66	5.92	1.90	103	6.49	1.71	12	7.00	3.13	65	6.65	2.02	51	5.98	1.85	87	7.18	2.03	17	6.71	1.96
Health*	42	7.07	1.39	11	6.91	2.17	12	7.17	1.34	33	7.39	1.60	53	7.00	1.65	74	6.27	1.90	108	6.73	1.62	15	6.27	3.26	68	7.06	1.88	65	6.32	1.66	93	7.56	1.55	22	6.32	1.94
Rural development*	36	6.92	1.32	10	6.20	2.15	12	7.42	1.62	34	7.00	1.37	54	7.07	1.54	74	6.32	2.02	109	6.82	1.68	18	7.28	2.97	73	7.29	1.90	62	5.82	2.06	91	6.99	1.79	23	7.13	2.34
Global/regional integration*	43	6.95	1.46	11	6.64	1.91	12	7.00	1.71	32	7.47	1.46	52	7.21	1.64	74	6.27	1.87	105	6.75	1.76	14	6.57	3.06	65	7.17	1.87	59	6.03	2.08	91	6.99	1.53	17	7.12	1.27
Food security*	35	7.11	1.30	9	7.00	1.66	12	7.00	1.41	33	6.52	1.44	53	7.19	1.64	67	6.18	1.99	105	6.86	1.62	16	5.25	3.73	72	7.22	1.87	61	6.07	2.13	88	6.93	1.81	18	6.39	1.91
Education*	42	7.00	1.13	10	7.10	1.29	12	7.08	1.24	34	7.00	1.46	52	7.23	1.69	76	6.33	1.89	113	6.93	1.89	18	7.50	3.28	74	7.46	1.68	62	6.19	1.79	94	7.33	1.55	22	6.68	1.89
Social protection	42	6.74	1.27	9	6.56	2.40	13	6.92	1.26	36	6.67	1.39	51	6.86	1.56	76	6.37	1.94	107	6.54	1.70	15	6.47	3.16	64	6.86	1.67	61	5.85	2.12	91	6.89	1.99	18	6.67	1.53
Climate change*	40	6.93	1.02	10	7.10	2.38	13	7.23	1.64	37	7.00	1.29	52	7.04	1.86	79	6.47	1.87	104	6.67	1.51	11	6.18	2.93	63	6.98	1.73	61	5.66	2.34	91	6.98	1.96	17	6.18	1.38
Agricultural development*	44	6.77	1.29	10	6.80	2.10	12	6.75	1.29	35	6.83	1.56	52	7.35	1.34	75	6.51	1.95	110	6.99	1.66	19	6.16	3.35	72	7.31	1.74	65	6.17	2.06	94	7.16	1.76	21	7.71	1.31
Natural resource management	43	7.26	1.38	9	7.22	2.49	13	6.92	1.71	36	6.94	1.60	48	7.50	1.50	79	6.70	2.17	106	6.68	1.83	13	7.15	3.26	66	7.00	2.36	66	6.29	1.61	92	6.98	1.98	18	6.56	1.76

*Significantly different between stakeholder groups

	Which of the following best describes your current position?																																			
	Office of President/ Prime Minister/ Minister			Office of Parliamentarian			Employee of Ministry			PMU/ Consultant on Bank project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			Private Foundation			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
To what extent does the World Bank's work help to achieve development results in Rwanda?*	55	7.24	0.94	10	6.20	2.57	13	6.85	1.14	39	6.49	1.14	55	7.42	1.67	86	6.03	1.21	131	6.92	1.66	22	7.23	2.25	85	7.51	1.69	58	7.02	1.08	96	6.88	1.33	23	7.00	1.93

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

To what extent do you agree with the following statements about the World Bank in Rwanda, on a ten point scale? (1-Strongly disagree, 10-Strongly agree)

	Which of the following best describes your current position?																																			
	Office of President/ Prime Minister/ Minister			Office of Parliamentarian			Employee of Ministry			PMU/ Consultant on Bank project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			Private Foundation			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
The World Bank's financial instruments meet the needs of Rwanda*	54	6.26	1.58	10	5.20	2.25	13	6.23	1.30	39	6.08	1.53	53	6.23	1.50	83	5.02	1.65	123	6.45	1.82	20	6.95	2.37	76	6.66	1.76	52	5.92	1.43	93	6.28	1.26	21	6.81	1.81
The World Bank meets Rwanda's needs for knowledge services*	53	6.89	1.34	10	6.00	2.11	13	6.08	1.93	39	6.28	1.96	54	6.37	1.59	83	5.58	1.75	120	6.44	1.62	18	7.11	2.35	77	6.61	1.81	52	6.06	1.51	94	6.93	1.42	23	7.04	1.97

D. The World Bank's Knowledge Work and Activities

How frequently do you consult World Bank knowledge work and activities in the work you do?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/Consultant on Bank project	Local Govt.	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	Private Foundation	CSO	Media	Academia/Research institute/Think tank	Other
Weekly	45.1%	9.1%	0.0%	55.3%	1.8%	53.7%	6.0%	18.5%	0.0%	11.1%	10.6%	0.0%
Monthly	17.6%	0.0%	7.1%	10.5%	1.8%	9.8%	9.0%	7.4%	9.1%	22.2%	1.1%	16.0%
A few times a year	19.6%	18.2%	42.9%	21.1%	69.6%	24.4%	29.1%	11.1%	35.2%	34.7%	45.7%	28.0%
Rarely	11.8%	54.5%	28.6%	7.9%	19.6%	8.5%	44.8%	33.3%	31.8%	30.6%	37.2%	44.0%
Never	5.9%	18.2%	21.4%	5.3%	7.1%	3.7%	11.2%	29.6%	23.9%	1.4%	5.3%	12.0%

*Significantly different between stakeholder groups

When thinking about the development challenges in Rwanda, where do you believe it would be most valuable for the World Bank to focus its knowledge work and activities in the next few years?
(Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/Consultant on Bank project	Local Govt.	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	Private Foundation	CSO	Media	Academia/Research institute/Think tank	Other
Public sector governance/reform*	12.5%	9.1%	14.3%	0.0%	12.5%	3.5%	3.7%	10.7%	5.4%	4.1%	2.1%	8.0%
Gender	0.0%	9.1%	7.1%	5.1%	1.8%	7.0%	3.7%	3.6%	4.3%	2.7%	1.0%	8.0%
Domestic private sector development*	12.5%	9.1%	7.1%	17.9%	28.6%	5.8%	13.2%	25.0%	14.1%	5.4%	34.0%	20.0%
Foreign direct investment	10.7%	0.0%	7.1%	2.6%	12.5%	4.7%	11.0%	14.3%	4.3%	2.7%	4.1%	4.0%
Water and sanitation*	10.7%	0.0%	28.6%	15.4%	8.9%	10.5%	11.8%	10.7%	12.0%	5.4%	1.0%	4.0%
Trade and exports*	25.0%	18.2%	7.1%	28.2%	8.9%	18.6%	11.0%	21.4%	14.1%	12.2%	8.2%	0.0%
Energy*	8.9%	9.1%	21.4%	15.4%	8.9%	14.0%	11.8%	3.6%	17.4%	29.7%	1.0%	12.0%
Social protection*	14.3%	9.1%	0.0%	2.6%	8.9%	16.3%	14.0%	7.1%	3.3%	2.7%	2.1%	4.0%
Climate change	5.4%	0.0%	0.0%	0.0%	3.6%	5.8%	2.9%	3.6%	1.1%	5.4%	1.0%	0.0%
Poverty reduction*	10.7%	18.2%	7.1%	15.4%	16.1%	5.8%	25.0%	17.9%	23.9%	40.5%	32.0%	36.0%
Law and justice	7.1%	0.0%	0.0%	2.6%	7.1%	2.3%	4.4%	0.0%	7.6%	4.1%	1.0%	8.0%
Anti corruption	7.1%	0.0%	7.1%	2.6%	3.6%	4.7%	8.1%	10.7%	7.6%	6.8%	0.0%	16.0%
Financial markets	1.8%	0.0%	0.0%	2.6%	3.6%	2.3%	4.4%	10.7%	4.3%	4.1%	9.3%	8.0%
Equality of opportunity	0.0%	0.0%	7.1%	0.0%	0.0%	4.7%	5.1%	7.1%	5.4%	1.4%	1.0%	0.0%
Urban development	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	0.7%	3.6%	3.3%	0.0%	0.0%	0.0%
Education*	71.4%	63.6%	35.7%	71.8%	53.6%	72.1%	57.4%	42.9%	41.3%	33.8%	87.6%	44.0%
Global/regional integration*	7.1%	27.3%	0.0%	5.1%	7.1%	3.5%	1.5%	7.1%	3.3%	5.4%	1.0%	0.0%
Information and communications technology*	0.0%	18.2%	7.1%	5.1%	8.9%	2.3%	2.2%	3.6%	9.8%	1.4%	1.0%	0.0%
Transport	1.8%	0.0%	0.0%	0.0%	3.6%	4.7%	3.7%	0.0%	1.1%	2.7%	0.0%	0.0%
Agricultural development	3.6%	0.0%	14.3%	5.1%	8.9%	5.8%	7.4%	7.1%	9.8%	12.2%	7.2%	4.0%
Natural resource management	7.1%	9.1%	0.0%	5.1%	3.6%	9.3%	2.9%	0.0%	2.2%	1.4%	0.0%	8.0%
Job creation/employment*	10.7%	9.1%	21.4%	5.1%	26.8%	11.6%	13.2%	10.7%	17.4%	5.4%	8.2%	28.0%
Health*	48.2%	45.5%	21.4%	66.7%	8.9%	64.0%	40.4%	25.0%	40.2%	36.5%	17.5%	40.0%
Economic growth*	16.1%	36.4%	28.6%	10.3%	33.9%	7.0%	18.4%	21.4%	23.9%	41.9%	61.9%	20.0%
Rural development	3.6%	0.0%	28.6%	5.1%	8.9%	4.7%	8.1%	10.7%	7.6%	10.8%	9.3%	20.0%
Food security	0.0%	0.0%	0.0%	2.6%	1.8%	5.8%	2.9%	3.6%	3.3%	9.5%	0.0%	4.0%
Environmental sustainability	1.8%	0.0%	0.0%	5.1%	0.0%	1.2%	2.2%	3.6%	3.3%	5.4%	1.0%	0.0%
Basic infrastructure*	0.0%	0.0%	21.4%	2.6%	5.4%	0.0%	5.9%	7.1%	4.3%	1.4%	1.0%	0.0%
Communicable/non-communicable diseases	0.0%	9.1%	0.0%	0.0%	0.0%	2.3%	0.0%	3.6%	2.2%	2.7%	1.0%	0.0%

*Significantly different between stakeholder groups

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

In Rwanda, how effective do you believe the World Bank's knowledge work and activities in ... : (1-Not effective at all, 10-Very effective)

	Which of the following best describes your current position?																																			
	Office of President/ Prime Minister/ Minister			Office of Parliamentarian			Employee of Ministry			PMU/ Consultant on Bank project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			Private Foundation			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
Enhancing your knowledge and/or skills *	53	6.62	1.40	10	5.50	2.59	12	5.50	1.93	38	6.24	1.32	50	6.50	1.66	81	5.42	1.51	112	6.01	1.64	15	6.87	1.64	77	6.81	1.72	55	6.15	1.04	90	6.13	1.42	21	6.05	2.06
Contributing to good policy making*	46	6.33	1.21	10	6.20	2.15	14	7.14	1.92	39	6.54	1.25	50	6.80	1.53	81	6.01	1.77	109	6.50	1.36	12	7.17	1.99	72	6.88	1.89	57	6.09	1.29	93	6.94	1.26	26	7.42	1.96
Providing support for program implementation*	52	6.83	1.58	10	6.50	1.90	14	6.86	1.61	39	6.51	1.37	51	6.65	1.61	84	5.95	1.69	123	6.62	1.92	19	7.95	2.20	70	7.24	1.51	56	6.21	1.47	94	7.06	1.37	25	8.12	1.62

*Significantly different between stakeholder groups

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

	Which of the following best describes your current position?																																			
	Office of President/ Prime Minister/ Minister			Office of Parliamentarian			Employee of Ministry			PMU/ Consultant on Bank project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			Private Foundation			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
Are timely*	46	6.50	1.35	10	5.80	2.44	12	5.83	1.40	39	6.46	1.25	51	6.69	1.54	81	5.48	1.49	103	6.22	1.52	13	7.23	1.96	63	6.86	1.73	67	5.16	2.39	91	6.48	1.56	22	7.14	1.81
Include appropriate level of stakeholder involvement during preparation*	47	6.17	1.56	9	5.33	2.50	14	6.43	1.79	37	6.41	1.26	49	6.76	1.48	81	6.11	1.83	102	6.20	1.45	13	7.00	2.58	69	6.52	1.56	65	5.83	1.71	89	6.83	1.32	22	6.82	1.82
Are relevant to Rwanda's development priorities*	47	6.74	1.51	10	5.50	1.78	14	6.14	1.56	39	6.64	1.31	49	6.37	1.35	80	5.64	1.48	111	6.38	1.49	19	6.84	2.89	71	7.15	1.57	64	6.02	1.57	91	7.10	1.33	24	7.00	2.23
Provide feasible recommendations *	42	6.36	1.34	10	5.90	2.23	12	6.50	1.51	37	6.68	1.23	52	6.48	1.36	79	6.10	1.82	114	6.52	1.76	14	7.43	2.77	72	6.53	1.77	65	5.89	1.43	88	7.30	1.37	22	6.86	2.14
Are accessible (well written and easy to understand)*	44	6.75	1.69	8	6.50	1.07	14	6.14	1.51	35	6.83	1.20	50	6.72	1.51	76	5.83	1.75	106	6.41	1.52	11	7.36	1.91	70	6.56	1.60	65	6.17	1.57	93	7.15	1.78	24	7.29	2.12
Are source of relevant information on global good practices*	48	6.40	1.54	10	5.50	1.84	14	6.64	1.55	35	6.60	0.98	50	6.80	1.71	79	6.20	1.89	107	6.37	1.59	18	6.78	2.76	67	6.78	1.81	66	5.33	2.01	91	7.43	1.59	22	7.41	2.13
Are useful in terms of the work you do*	44	6.50	1.77	10	6.30	2.26	14	6.50	2.07	37	6.76	1.30	50	6.62	1.56	77	6.01	1.70	104	6.37	1.49	13	7.15	3.05	65	6.89	1.82	65	5.49	2.35	90	7.34	1.78	22	5.91	2.43
Are adequately disseminated*	41	6.49	1.49	9	5.78	1.56	12	6.17	1.70	29	6.69	1.26	48	7.00	1.71	70	6.21	1.94	109	6.67	1.55	15	6.67	2.61	69	6.90	1.74	61	5.44	2.55	91	7.10	1.55	19	6.47	2.01
Are appropriately translated*	42	6.31	1.51	8	6.88	1.13	14	6.64	1.45	33	6.73	1.07	49	6.69	1.25	72	5.83	1.57	106	6.35	1.40	10	7.10	2.51	69	6.96	1.56	66	5.65	2.10	90	7.26	1.44	20	7.50	1.96
Are adaptable to Rwanda's specific development challenges and country circumstances*	47	6.94	1.22	8	7.25	1.58	13	6.69	1.75	37	6.95	1.10	51	6.86	1.60	78	6.35	2.06	105	6.66	1.47	12	6.42	3.06	70	7.01	1.72	68	6.03	1.98	94	7.17	1.40	21	7.10	1.64

*Significantly different between stakeholder groups

	Which of the following best describes your current position?																																			
	Office of President/ Prime Minister/ Minister			Office of Parliamentarian			Employee of Ministry			PMU/ Consultant on Bank project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			Private Foundation			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
Overall, how significant a contribution do you believe the World Bank's knowledge work and activities make to development results in your country?*	55	7.67	1.17	8	7.88	0.83	14	7.29	1.59	38	6.71	1.37	54	7.54	1.50	85	6.28	1.22	125	6.94	1.64	24	7.71	1.90	84	7.29	1.58	69	6.61	1.23	94	6.95	1.15	23	7.52	1.78
Overall, how would you rate the technical quality of the World Bank's knowledge work and activities?*	55	7.18	1.20	9	6.44	2.13	14	6.64	2.10	37	6.89	1.02	53	7.23	1.32	82	6.32	1.47	121	7.13	1.57	24	7.83	2.16	84	7.32	1.64	68	5.94	1.90	94	7.01	1.37	23	7.43	1.62

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality) *Significantly different between stakeholder groups

E. Working with the World Bank

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

	Which of the following best describes your current position?																																			
	Office of President/ Prime Minister/ Minister			Office of Parliamentarian			Employee of Ministry			PMU/ Consultant on Bank project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			Private Foundation			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
The World Bank disburses funds promptly*	51	6.82	1.05	10	5.80	2.15	14	6.64	2.44	36	6.47	1.48	51	6.55	1.72	78	5.53	1.78	76	5.67	1.60	10	7.10	1.73	57	6.32	2.18	65	5.51	1.88	88	6.15	1.91	14	6.71	1.94
The World Bank effectively monitors and evaluates the projects and programs it supports*	49	6.86	1.37	10	6.00	1.25	13	6.46	1.71	32	6.94	1.22	52	6.75	1.57	71	5.96	1.61	124	6.95	1.72	22	7.82	1.84	79	7.13	1.82	55	6.53	1.62	92	6.77	1.38	22	7.41	1.79
The World Bank's approvals and reviews are done in a timely fashion*	49	6.80	1.61	10	5.50	1.96	12	6.25	1.54	35	6.71	1.38	51	6.73	1.40	78	5.90	1.52	103	6.38	1.44	16	6.81	2.56	69	6.68	1.89	69	5.49	2.16	94	6.70	1.66	18	7.56	1.85
The World Bank's "Safeguard Policy" requirements are reasonable*	46	6.54	1.21	10	5.50	1.72	13	6.46	1.76	32	6.81	1.33	51	6.67	1.40	57	6.11	1.71	80	6.31	1.56	15	6.27	3.17	57	7.02	1.60	67	5.78	1.43	88	7.36	1.43	18	7.22	1.99
The World Bank imposes reasonable conditions on its lending*	50	6.90	1.49	10	5.50	2.17	14	6.71	2.30	36	6.92	1.30	50	6.62	1.55	76	5.92	1.41	109	6.61	1.51	14	7.43	2.17	69	7.12	1.74	67	5.97	1.60	92	7.34	1.84	20	7.00	2.05
Working with the World Bank increases Rwanda's institutional capacity*	48	6.83	1.60	10	6.30	2.26	13	6.31	1.97	38	7.24	1.28	53	6.66	1.59	80	6.55	1.57	107	6.68	1.44	19	6.11	3.03	70	7.20	1.91	68	6.71	1.45	95	7.31	1.74	24	7.63	2.04
The World Bank ensures consistency and continuity through staff changes*	45	7.04	1.36	9	6.11	2.37	13	6.69	1.89	35	7.06	1.19	51	7.02	1.59	75	6.12	1.62	108	6.44	1.54	14	7.07	2.50	68	6.84	1.87	67	6.31	1.28	90	7.09	1.77	20	6.95	1.39
The World Bank's teams and visits are well coordinated*	50	6.92	1.41	10	6.50	2.32	13	6.46	2.47	39	7.21	1.40	51	6.86	1.63	77	6.49	1.75	109	6.78	1.64	15	7.07	2.46	72	6.86	1.84	70	6.03	1.66	91	7.15	1.44	18	7.00	1.61
Where country systems are adequate, the World Bank makes appropriate use of them*	51	6.82	1.16	10	6.30	2.26	13	6.15	2.41	24	7.08	1.10	52	6.98	1.49	46	5.48	1.83	80	6.49	1.76	16	5.25	3.45	62	7.10	2.00	66	5.74	1.77	87	6.95	1.50	18	7.67	1.57
The World Bank provides effective implementation support*	46	6.80	1.49	10	6.30	2.36	14	7.43	1.87	38	6.76	1.00	52	7.15	1.67	75	6.01	1.70	125	6.95	1.67	19	7.95	2.22	78	7.29	1.60	68	6.38	1.50	92	6.83	1.53	22	7.68	1.73

*Significantly different between stakeholder groups

F. The Future Role of the World Bank in Rwanda

	Which of the following best describes your current position?																																			
	Office of President/ Prime Minister/ Minister			Office of Parliamentarian			Employee of Ministry			PMU/ Consultant on Bank project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			Private Foundation			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
How significant a role do you believe the World Bank SHOULD play in Rwanda's development in the near future?*	54	7.63	1.26	9	7.67	0.87	13	7.92	1.50	38	6.82	1.47	56	7.50	1.25	86	6.08	1.36	130	7.54	1.38	25	8.48	1.36	88	7.73	1.44	70	6.56	1.33	95	6.91	1.17	23	8.17	1.40

(1-Not a significant role at all, 10-Very significant role) *Significantly different between stakeholder groups

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

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
Improve the quality of its experts as related to Rwanda's specific challenges*	56.6%	50.0%	53.8%	17.9%	24.1%	10.5%	29.6%	40.7%	23.0%	37.0%	21.6%	48.0%
Reduce the complexity of obtaining Bank financing*	34.0%	30.0%	46.2%	25.6%	50.0%	36.0%	23.7%	29.6%	26.4%	43.8%	66.0%	24.0%
Focus primarily on advocacy issues*	11.3%	30.0%	23.1%	35.9%	27.8%	20.9%	15.6%	0.0%	13.8%	11.0%	8.2%	12.0%
Improve the competitiveness of its financing compared to markets*	13.2%	30.0%	15.4%	12.8%	27.8%	26.7%	12.6%	14.8%	14.9%	34.2%	7.2%	24.0%
Reach out more to groups outside of government*	26.4%	30.0%	15.4%	53.8%	24.1%	46.5%	28.9%	29.6%	32.2%	20.5%	77.3%	36.0%
Ensure greater selectivity in its work	13.2%	20.0%	7.7%	23.1%	9.3%	22.1%	13.3%	7.4%	17.2%	13.7%	5.2%	16.0%
Provide more adequate data/knowledge/statistics/figures on Rwanda's economy*	26.4%	0.0%	15.4%	12.8%	11.1%	14.0%	21.5%	11.1%	16.1%	11.0%	3.1%	8.0%
Offer more innovative financial products	9.4%	0.0%	7.7%	12.8%	9.3%	7.0%	8.9%	7.4%	9.2%	1.4%	3.1%	0.0%
Offer more innovative knowledge services*	0.0%	0.0%	0.0%	2.6%	0.0%	5.8%	21.5%	11.1%	14.9%	11.0%	2.1%	4.0%
Increase availability of Fee-Based services	5.7%	10.0%	7.7%	2.6%	9.3%	5.8%	7.4%	18.5%	13.8%	6.8%	2.1%	12.0%
Work faster*	3.8%	0.0%	7.7%	0.0%	3.7%	3.5%	8.9%	22.2%	14.9%	5.5%	3.1%	8.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	0.0%	0.0%	4.0%

*Significantly different between stakeholder groups

G. Communication and Information Sharing

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

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
Local newspapers*	69.6%	72.7%	78.6%	53.8%	67.3%	29.1%	39.3%	53.6%	31.9%	68.5%	15.5%	45.8%
International newspapers	8.9%	18.2%	7.1%	17.9%	1.8%	15.1%	6.7%	10.7%	7.7%	5.5%	7.2%	12.5%
Local radio*	17.9%	54.5%	42.9%	25.6%	36.4%	20.9%	37.0%	42.9%	19.8%	45.2%	17.5%	50.0%
International radio*	14.3%	9.1%	0.0%	17.9%	1.8%	22.1%	12.6%	7.1%	7.7%	5.5%	4.1%	8.3%
Local television*	8.9%	18.2%	28.6%	12.8%	16.4%	24.4%	37.0%	21.4%	27.5%	24.7%	7.2%	29.2%
International television	14.3%	0.0%	0.0%	20.5%	7.3%	18.6%	9.6%	7.1%	15.4%	13.7%	5.2%	8.3%
Periodicals*	12.5%	9.1%	7.1%	10.3%	10.9%	9.1%	3.7%	7.1%	8.8%	1.4%	59.8%	4.2%
Internet*	25.0%	0.0%	35.7%	23.1%	45.5%	19.8%	27.4%	32.1%	45.1%	12.3%	79.4%	12.5%
Social media (Facebook, Twitter, Youtube) *	16.1%	0.0%	0.0%	15.4%	5.5%	23.3%	14.1%	3.6%	13.2%	11.0%	1.0%	8.3%
Blogs	3.6%	9.1%	0.0%	2.6%	3.6%	2.3%	3.0%	0.0%	4.4%	1.4%	0.0%	12.5%
Mobile phones*	7.1%	0.0%	0.0%	0.0%	1.8%	4.7%	9.6%	10.7%	16.5%	11.0%	0.0%	4.2%
Instant messaging	0.0%	0.0%	0.0%	2.6%	0.0%	1.2%	0.0%	3.6%	1.1%	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%	0.0%	1.0%	0.0%

*Significantly different between stakeholder groups

How would you prefer to receive information from the World Bank? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
World Bank website*	32.1%	60.0%	76.9%	25.6%	83.6%	14.0%	40.6%	39.3%	48.9%	81.7%	77.1%	56.0%
Direct contact with World Bank (i.e., face to face meetings/discussions) *	33.9%	10.0%	0.0%	17.9%	18.2%	14.0%	18.0%	3.6%	20.0%	9.9%	40.6%	20.0%
e-newsletters*	14.3%	20.0%	30.8%	38.5%	10.9%	16.3%	6.8%	10.7%	4.4%	9.9%	6.3%	8.0%
Instant messaging*	17.9%	30.0%	7.7%	15.4%	7.3%	38.4%	16.5%	14.3%	22.2%	1.4%	2.1%	16.0%
World Bank seminars/workshops/conferences*	21.4%	20.0%	15.4%	30.8%	9.1%	30.2%	36.1%	35.7%	16.7%	18.3%	7.3%	32.0%
World Bank Public Information Center*	14.3%	10.0%	15.4%	25.6%	40.0%	30.2%	22.6%	0.0%	17.8%	5.6%	49.0%	4.0%
World Bank publications and other written materials	16.1%	20.0%	15.4%	30.8%	14.5%	20.9%	21.1%	21.4%	21.1%	25.4%	8.3%	32.0%
Mobile phones*	16.1%	0.0%	7.7%	12.8%	5.5%	15.1%	17.3%	35.7%	24.4%	12.7%	3.1%	8.0%
Social media (Facebook, Twitter, Youtube) *	25.0%	0.0%	30.8%	2.6%	10.9%	15.1%	15.0%	35.7%	20.0%	26.8%	3.1%	8.0%
Blogs	1.8%	0.0%	0.0%	0.0%	0.0%	2.3%	1.5%	0.0%	3.3%	2.8%	0.0%	8.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	1.0%	4.0%

*Significantly different between stakeholder groups

Are you aware of the World Bank's Access to Information Policy under which the Bank will now disclose any information in its possession that is not a list of exceptions?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
Yes	88.9%	88.9%	50.0%	94.6%	64.8%	85.4%	79.6%	60.0%	61.6%	61.1%	37.5%	82.6%
No	11.1%	11.1%	50.0%	5.4%	35.2%	14.6%	20.4%	40.0%	38.4%	38.9%	62.5%	17.4%

*Significantly different between stakeholder groups

Have you requested information from the World Bank on its activities in the past year?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
Yes	79.2%	55.6%	30.0%	27.8%	38.5%	11.9%	22.1%	52.6%	40.0%	34.7%	23.4%	47.8%
No	20.8%	44.4%	70.0%	72.2%	61.5%	88.1%	77.9%	47.4%	60.0%	65.3%	76.6%	52.2%

*Significantly different between stakeholder groups

G. Communication and Information Sharing (continued)**Were you able to obtain this information?***

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
Yes	92.9%	100%	100%	50.0%	100%	81.3%	79.2%	80.0%	82.1%	100%	95.8%	100%
No	7.1%	0.0%	0.0%	50.0%	0.0%	18.8%	20.8%	20.0%	17.9%	0.0%	4.2%	0.0%

*Significantly different between stakeholder groups

Do you have access to the Internet?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
Yes	92.5%	87.5%	91.7%	52.8%	98.1%	36.8%	65.9%	89.3%	76.5%	97.2%	87.5%	82.6%
No	7.5%	12.5%	8.3%	47.2%	1.9%	63.2%	34.1%	10.7%	23.5%	2.8%	12.5%	17.4%

*Significantly different between stakeholder groups

Do you use/have you used the World Bank website?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
Yes	90.6%	88.9%	91.7%	83.3%	83.3%	83.1%	85.5%	80.0%	78.1%	62.5%	89.6%	86.4%
No	9.4%	11.1%	8.3%	16.7%	16.7%	16.9%	14.5%	20.0%	21.9%	37.5%	10.4%	13.6%

*Significantly different between stakeholder groups

Which do you primarily use?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think tank	Other
The World Bank's country website	88.9%	54.5%	58.3%	43.2%	47.2%	92.8%	86.5%	63.0%	54.1%	85.7%	44.7%	44.0%
The World Bank's main website	11.1%	45.5%	41.7%	56.8%	52.8%	7.2%	13.5%	37.0%	45.9%	14.3%	55.3%	56.0%

*Significantly different between stakeholder groups

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

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentarian	Employee of Ministry	PMU/ Consultant on Bank project	Local Govt.	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	Private Foundation	CSO	Media	Academia/ Research institute/ Think Tank	Other
High speed	87.8%	72.7%	71.4%	52.8%	55.8%	65.4%	54.8%	66.7%	55.7%	95.0%	38.0%	72.0%
Dial-up	12.2%	27.3%	28.6%	47.2%	44.2%	34.6%	45.2%	33.3%	44.3%	5.0%	62.0%	28.0%

*Significantly different between stakeholder groups

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)

	Which of the following best describes your current position?																																			
	Office of President/ Prime Minister/ Minister			Office of Parliamentarian			Employee of Ministry			PMU/ Consultant on Bank project			Local Government			Bilateral/ Multilateral Agency			Private Sector/ Financial Sector/ Private Bank			Private Foundation			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD			
I use/consult World Bank data more currently than I did a few years ago*	48	5.98	1.36	8	6.75	1.49	13	6.23	2.42	38	6.47	1.16	52	6.37	2.08	84	5.45	1.66	112	5.87	1.93	12	6.67	2.57	67	6.30	2.32	70	4.93	2.52	92	6.20	1.70	22	6.68	2.08
I find the World Bank websites easy to navigate	42	6.55	1.29	8	6.00	1.07	13	6.54	2.03	38	7.05	1.51	52	6.23	1.76	73	6.49	1.63	104	6.75	1.56	13	5.77	2.59	69	6.84	1.94	54	6.43	1.46	88	6.65	1.27	21	7.48	1.99
I find the information on the World Bank's websites useful*	51	6.51	1.43	8	6.13	1.46	14	6.21	1.76	38	6.82	1.41	51	6.45	1.77	75	6.28	1.40	106	6.29	1.82	15	7.53	2.45	63	6.78	1.81	52	6.50	1.49	91	7.02	1.56	23	8.04	1.82
When I need information from the World Bank I know how to find it*	48	6.58	1.65	8	7.13	1.46	12	5.42	2.43	38	6.95	1.37	53	6.70	1.90	84	6.48	1.86	111	6.65	1.82	12	7.75	2.05	74	6.93	1.97	68	5.75	1.99	93	7.00	1.98	24	7.04	2.46
The World Bank is responsive to my information requests and inquiries*	46	6.43	1.81	8	6.38	1.92	13	5.46	2.18	38	6.79	1.47	51	6.59	1.92	80	6.21	1.78	121	6.72	2.02	22	7.36	2.59	74	7.08	1.91	68	5.28	2.22	90	7.29	1.79	23	7.74	1.76

*Significantly different between stakeholder groups

H. Background Information

Currently, do you professionally collaborate/work with the World Bank in your country?*

Percentage of Respondents	Office of President/Prime Minister/Minister	Office of Parliamentary	Employee of Ministry	PMU/Consultant on Bank project	Local Govt.	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	Private Foundation	CSO	Media	Academia/Research institute/Think tank	Other
Yes	77.8%	81.8%	64.3%	48.6%	43.6%	53.6%	47.8%	48.0%	39.3%	90.4%	26.3%	57.7%
No	22.2%	18.2%	35.7%	51.4%	56.4%	46.4%	52.2%	52.0%	60.7%	9.6%	73.7%	42.3%

*Significantly different between stakeholder groups

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

Percentage of Respondents (Responses Combined)	Office of President/Prime Minister/Minister	Office of Parliamentary	Employee of Ministry	PMU/Consultant on Bank project	Local Govt.	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	Private Foundation	CSO	Media	Academia/Research institute/Think tank	Other
Observer (i.e., follow in media, discuss in informal conversations, etc.)*	48.1%	60.0%	35.7%	20.0%	33.3%	22.6%	46.6%	38.5%	27.9%	72.2%	4.5%	26.9%
Use World Bank reports/data*	28.8%	50.0%	50.0%	62.9%	45.1%	41.7%	25.6%	46.2%	36.0%	29.2%	75.3%	61.5%
Engage in World Bank related/sponsored events/activities*	36.5%	30.0%	14.3%	25.7%	21.6%	23.8%	45.9%	26.9%	30.2%	22.2%	9.0%	23.1%
Collaborate as part of my professional duties*	28.8%	20.0%	14.3%	57.1%	37.3%	57.1%	33.1%	30.8%	26.7%	38.9%	21.3%	34.6%
Use World Bank website for information, data, research, etc.*	34.6%	30.0%	57.1%	25.7%	43.1%	36.9%	34.6%	38.5%	54.7%	23.6%	79.8%	30.8%

*Significantly different between stakeholder groups

Appendix C: Responses to All Questions by Geographic Location

A. General Issues facing Rwanda

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

Percentage of Respondents (Responses Combined)	Kigali Ville	Southern Province	Eastern Province	Northern Province
Social protection*	11.9%	3.3%	2.8%	2.7%
Transport*	10.6%	1.6%	1.4%	0.0%
Public sector governance/reform*	4.1%	9.0%	12.6%	8.2%
Global/regional integration	4.9%	7.4%	8.4%	8.2%
Gender*	9.8%	10.7%	20.3%	12.3%
Domestic private sector development	15.2%	17.2%	12.6%	8.2%
Foreign direct investment	4.9%	7.4%	7.0%	5.5%
Water and sanitation	8.4%	6.6%	2.1%	4.1%
Anti-corruption*	17.9%	4.9%	4.9%	4.1%
Job creation/employment*	22.5%	18.0%	16.1%	39.7%
Rural development*	12.2%	2.5%	7.0%	6.8%
Financial markets*	8.9%	4.1%	0.7%	1.4%
Urban development	3.8%	0.8%	2.1%	0.0%
Environmental sustainability	2.2%	0.0%	1.4%	0.0%
Equality of opportunity	2.7%	1.6%	0.0%	0.0%
Health*	25.7%	68.0%	53.1%	34.2%
Education*	39.0%	27.0%	35.0%	53.4%
Poverty reduction	28.7%	27.9%	29.4%	20.5%
Energy*	4.6%	13.9%	17.5%	9.6%
Food security	6.5%	11.5%	7.7%	9.6%
Climate change*	4.9%	10.7%	13.3%	4.1%
Agricultural development	10.0%	6.6%	7.7%	9.6%
Trade and exports	5.4%	6.6%	4.2%	4.1%
Economic growth*	19.0%	23.0%	22.4%	43.8%
Law and justice	2.4%	2.5%	3.5%	1.4%
Communicable/non-communicable diseases	0.8%	0.8%	0.0%	2.7%
Basic infrastructure	6.8%	5.7%	4.2%	2.7%
Natural resource management	3.3%	0.0%	1.4%	1.4%
Information and communications technology	2.4%	0.8%	1.4%	1.4%

*Significantly different between locations

A. General Issues facing Rwanda (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 Rwanda? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Kigali Ville	Southern Province	Eastern Province	Northern Province
Water and sanitation	7.9%	4.9%	5.6%	1.4%
Equality of opportunity*	11.1%	0.0%	2.1%	1.4%
Economic growth*	23.3%	18.9%	23.1%	38.4%
Climate change	1.6%	0.8%	1.4%	2.7%
Global/regional integration	3.0%	3.3%	1.4%	2.7%
Gender*	12.2%	27.9%	20.3%	9.6%
Rural development*	33.3%	19.7%	18.9%	16.4%
Urban development*	11.7%	3.3%	6.3%	5.5%
Basic infrastructure	7.0%	9.0%	8.4%	6.8%
Social protection	5.7%	6.6%	2.1%	2.7%
Law and justice	2.7%	5.7%	4.9%	4.1%
Transport	3.8%	1.6%	2.1%	1.4%
Communicable/non-communicable diseases*	0.8%	0.0%	0.7%	5.5%
Information and communications technology	4.1%	1.6%	0.7%	1.4%
Anti corruption*	17.6%	32.8%	28.7%	13.7%
Domestic private sector development*	9.5%	19.7%	22.4%	37.0%
Foreign direct investment	6.0%	3.3%	3.5%	6.8%
Education*	38.2%	30.3%	26.6%	27.4%
Energy	7.3%	9.8%	9.8%	6.8%
Public sector governance/reform*	5.1%	16.4%	24.5%	17.8%
Natural resource management*	11.4%	5.7%	12.6%	1.4%
Environmental sustainability*	3.3%	4.9%	9.8%	4.1%
Health*	13.0%	41.8%	18.9%	20.5%
Agricultural development	19.2%	10.7%	16.1%	13.7%
Job creation/employment*	22.0%	17.2%	19.6%	41.1%
Financial markets	2.4%	0.0%	3.5%	1.4%
Trade and exports*	9.2%	1.6%	2.1%	2.7%
Food security	4.1%	2.5%	4.2%	4.1%

*Significantly different between locations

Economic growth can be driven by a number of factors. Which THREE areas below do you believe would contribute most to generating economic growth in Rwanda? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Kigali Ville	Southern Province	Eastern Province	Northern Province
Energy	11.2%	8.3%	7.0%	8.2%
Gender*	14.2%	25.0%	19.0%	1.4%
Equality of opportunity	8.4%	6.7%	7.0%	2.7%
Social protection	3.5%	5.8%	3.5%	4.1%
Global/regional integration	9.3%	3.3%	4.9%	6.8%
Climate change*	1.4%	4.2%	7.7%	4.1%
Anti corruption	13.6%	9.2%	14.1%	11.0%
Rural development	22.9%	23.3%	21.8%	28.8%
Foreign direct investment*	13.1%	3.3%	9.9%	9.6%
Urban development*	10.4%	10.0%	2.1%	4.1%
Water and sanitation	3.3%	2.5%	2.1%	6.8%
Education	17.2%	11.7%	12.0%	21.9%
Information and communications technology	4.1%	0.8%	1.4%	4.1%
Communicable/non-communicable diseases	0.3%	0.0%	0.0%	0.0%
Trade and exports	21.0%	21.7%	19.0%	12.3%
Public sector governance/reform*	6.0%	16.7%	38.7%	19.2%
Domestic private sector development*	12.5%	10.8%	19.7%	23.3%
Job creation/employment*	35.1%	50.8%	35.9%	47.9%
Agricultural development*	24.5%	13.3%	17.6%	11.0%
Food security	10.1%	15.8%	13.4%	6.8%
Transport	4.4%	5.8%	3.5%	11.0%
Natural resource management	5.7%	5.0%	7.0%	5.5%
Environmental sustainability	4.6%	1.7%	8.5%	6.8%
Health*	13.1%	27.5%	7.7%	6.8%
Basic infrastructure*	15.5%	8.3%	5.6%	2.7%
Law and justice	1.1%	0.8%	0.7%	0.0%
Financial markets*	7.9%	7.5%	9.2%	28.8%

*Significantly different between locations

B. Overall Attitudes toward the World Bank

	Which best represents your geographic location?											
	Kigali Ville			Southern Province			Eastern Province			Northern Province		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank in Rwanda?*	366	5.73	2.17	121	5.11	2.13	144	5.18	2.34	72	5.44	2.37

(1-Not familiar at all, 10-Extremely familiar) *Significantly different between locations

	Which best represents your geographic location?											
	Kigali Ville			Southern Province			Eastern Province			Northern Province		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank's effectiveness in Rwanda?	335	6.28	1.98	120	6.58	1.16	144	6.50	1.59	70	6.36	1.82

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

	Which best represents your geographic location?											
	Kigali Ville			Southern Province			Eastern Province			Northern Province		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank's staff is well prepared (e.g., skills and knowledge) to help Rwanda solve its most complicated development challenges?	324	6.77	2.07	120	6.74	1.21	140	6.47	1.64	71	6.32	1.69

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

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

Percentage of Respondents (Responses Combined)	Kigali Ville	Southern Province	Eastern Province	Northern Province
Social protection*	6.8%	0.8%	0.7%	0.0%
Public sector governance/reform	9.6%	4.1%	10.3%	6.8%
Transport	5.5%	7.4%	2.8%	4.1%
Poverty reduction*	27.0%	12.4%	9.7%	11.0%
Global/regional integration*	6.3%	11.6%	20.0%	11.0%
Gender*	7.7%	19.0%	13.8%	12.3%
Domestic private sector development*	11.5%	16.5%	18.6%	30.1%
Rural development	13.1%	8.3%	11.0%	8.2%
Foreign direct investment	5.7%	5.8%	6.2%	4.1%
Water and sanitation	6.6%	4.1%	4.8%	4.1%
Energy	5.5%	5.0%	3.4%	6.8%
Job creation/employment*	24.6%	5.0%	6.9%	4.1%
Financial markets*	7.4%	0.8%	0.7%	0.0%
Urban development	1.6%	0.0%	0.7%	1.4%
Environmental sustainability	1.1%	0.8%	0.0%	1.4%
Equality of opportunity	6.0%	9.9%	11.0%	12.3%
Health*	27.0%	66.9%	46.9%	27.4%
Education*	30.9%	37.2%	45.5%	63.0%
Food security*	11.5%	7.4%	2.8%	1.4%
Climate change	5.2%	7.4%	5.5%	5.5%
Agricultural development	14.8%	9.1%	13.8%	12.3%
Trade and exports*	6.0%	14.0%	11.7%	11.0%
Economic growth*	21.0%	19.8%	33.1%	43.8%
Law and justice	4.4%	8.3%	6.9%	4.1%
Communicable/non-communicable diseases	3.3%	4.1%	2.1%	2.7%
Basic infrastructure*	12.8%	8.3%	5.5%	5.5%
Natural resource management	4.9%	2.5%	1.4%	1.4%
Anti corruption*	6.6%	2.5%	2.1%	1.4%
Information and communications technology*	5.2%	0.8%	2.1%	0.0%

*Significantly different between locations

B. Overall Attitudes toward the World Bank (continued)

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

Greatest Value				
Percentage of Respondents	Kigali Ville	Southern Province	Eastern Province	Northern Province
Financial resources: investment lending*	42.2%	46.7%	72.1%	73.2%
Financial resources: policy based lending/budget support to the Government*	26.9%	8.3%	8.6%	7.0%
Mobilizing third party financial resources*	5.5%	0.8%	1.4%	7.0%
Technical assistance	5.8%	0.8%	3.6%	1.4%
Policy advice	3.4%	1.7%	2.1%	1.4%
Donor coordination	4.6%	3.3%	0.7%	2.8%
Data	0.6%	2.5%	0.7%	0.0%
Training/capacity building*	4.9%	22.5%	6.4%	5.6%
Studies/analyses*	3.7%	10.0%	3.6%	1.4%
Facilitating	0.9%	1.7%	0.0%	0.0%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	0.6%	1.7%	0.7%	0.0%
Other	0.6%	0.0%	0.0%	0.0%

2nd Greatest Value				
Percentage of Respondents	Kigali Ville	Southern Province	Eastern Province	Northern Province
Financial resources: investment lending*	17.8%	9.4%	5.0%	5.7%
Financial resources: policy based lending/budget support to the Government*	23.1%	29.1%	59.0%	61.4%
Mobilizing third party financial resources	11.2%	15.4%	11.5%	2.9%
Technical assistance	8.4%	5.1%	5.8%	7.1%
Policy advice	4.0%	2.6%	1.4%	0.0%
Donor coordination	6.2%	5.1%	0.7%	2.9%
Data	3.7%	2.6%	2.9%	4.3%
Training/capacity building*	9.7%	3.4%	4.3%	4.3%
Studies/analyses*	5.0%	19.7%	9.4%	4.3%
Facilitating*	7.8%	6.0%	0.0%	4.3%
Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	2.5%	0.9%	0.0%	2.9%
Other	0.3%	0.9%	0.0%	0.0%

*Significantly different between locations

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

Percentage of Respondents (Responses Combined)				
	Kigali Ville	Southern Province	Eastern Province	Northern Province
Imposing technocratic solutions without regard to political realities	28.0%	18.3%	21.1%	23.3%
Not exploring alternative policy options	14.5%	7.5%	12.7%	11.0%
Too bureaucratic in its operational policies and procedures*	16.2%	34.2%	37.3%	54.8%
Staff too inaccessible*	17.4%	6.7%	17.6%	11.0%
Arrogant in its approach	5.9%	8.3%	8.5%	12.3%
Not client focused	20.6%	22.5%	21.1%	12.3%
The credibility of its knowledge/data*	7.4%	13.3%	16.9%	11.0%
Not willing to honestly criticize policies and reform efforts in the country*	9.4%	20.8%	12.7%	1.4%
Too influenced by developed countries	18.6%	17.5%	18.3%	15.1%
Not enough public disclosure of its work	12.4%	16.7%	9.2%	11.0%
World Bank processes too slow and complex	9.4%	5.8%	7.0%	9.6%
Not aligned with country priorities	13.0%	12.5%	9.2%	17.8%
Not aligned with other donors' work	4.7%	9.2%	4.2%	1.4%
Not collaborating enough with non-state actors*	10.6%	0.8%	2.8%	0.0%
Not adequately sensitive to political/social realities in Rwanda	4.4%	3.3%	0.7%	6.8%
Other	1.2%	0.8%	0.0%	1.4%

*Significantly different between locations

B. Overall Attitudes toward the World Bank (continued)

Which World Bank instruments do you believe are the MOST effective in reducing poverty in Rwanda?

(Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Kigali Ville	Southern Province	Eastern Province	Northern Province
Capacity development*	42.3%	23.8%	36.1%	56.2%
Policy based lending/budget support to the Government	34.1%	42.6%	38.9%	49.3%
Knowledge products/services*	24.5%	41.8%	36.8%	16.4%
Investment lending*	38.7%	28.7%	23.6%	37.0%
Technical assistance*	23.1%	38.5%	34.0%	26.0%
Trust Fund management*	21.7%	14.8%	24.3%	11.0%
Other	1.4%	3.3%	2.8%	1.4%
Don't know	3.8%	0.8%	2.1%	1.4%

*Significantly different between locations

	Which best represents your geographic location?											
	Kigali Ville			Southern Province			Eastern Province			Northern Province		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank SHOULD seek to influence the global development agenda as related to "global public goods" (e.g., climate change, communicable diseases, international financial systems, trade, etc.)?	324	6.40	2.02	119	6.55	1.12	138	6.51	1.44	70	6.14	1.81

In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank collaborate with more in your country to ensure better development results there? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Kigali Ville	Southern Province	Eastern Province	Northern Province
NGOs/CSOs*	25.3%	10.7%	7.0%	8.3%
Local Government*	52.1%	29.5%	43.4%	62.5%
Beneficiaries*	17.6%	29.5%	37.1%	27.8%
Private sector	33.6%	41.0%	33.6%	33.3%
Community Based Organizations*	12.9%	25.4%	30.1%	38.9%
Donor community	13.2%	16.4%	16.1%	9.7%
Foundations	9.1%	9.8%	11.9%	8.3%
Academia/think tanks/research institutes*	5.2%	18.9%	10.5%	2.8%
Parliament*	10.2%	6.6%	4.2%	2.8%
Media*	14.0%	7.4%	4.9%	4.2%
Faith based organizations	3.3%	4.1%	0.7%	1.4%
Other	0.0%	0.0%	0.0%	0.0%

*Significantly different between locations

To what extent do you agree with the following statements about the World Bank's work in Rwanda, on a ten point scale?

(1-Strongly disagree, 10-Strongly agree)

	Which best represents your geographic location?											
	Kigali Ville			Southern Province			Eastern Province			Northern Province		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank currently plays a relevant role in development in Rwanda	328	6.38	2.00	122	6.20	1.27	144	6.12	1.49	72	6.39	1.96
The World Bank's work is aligned with what I consider the development priorities for Rwanda	289	6.46	1.80	120	6.48	1.35	140	6.52	1.46	72	6.60	1.84
The World Bank supports programs and strategies that are realistic for Rwanda*	288	6.15	2.06	118	6.65	1.31	140	6.71	1.43	68	6.53	1.90
The World Bank treats clients and stakeholders in Rwanda with respect	272	6.75	2.07	115	6.92	1.51	138	6.86	1.70	71	6.83	1.92

*Significantly different between locations

B. Overall Attitudes toward the World Bank (continued)

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

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

	Which best represents your geographic location?											
	Kigali Ville			Southern Province			Eastern Province			Northern Province		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness	282	6.33	1.75	115	6.37	1.23	140	6.25	1.56	72	6.13	1.99
Flexibility (in terms of the World Bank's products and services)	292	6.45	1.88	112	6.47	1.28	131	6.83	1.50	70	6.49	2.06
Flexibility (in terms of changing country circumstances)	291	6.31	1.84	115	6.43	1.36	134	6.45	1.52	70	6.44	2.07
Being inclusive*	267	6.19	1.72	110	6.71	1.40	130	7.11	1.58	70	6.40	1.92
Openness (sharing data and other information)*	266	6.12	1.96	110	6.65	1.52	126	6.66	1.65	68	6.66	1.94
Staff accessibility*	273	6.15	1.95	111	6.84	1.42	126	7.11	1.64	70	6.44	1.92
Straightforwardness and honesty*	272	6.37	1.97	92	6.85	1.31	119	6.84	1.63	69	6.68	2.10
Collaboration with groups outside of the Government (e.g., NGOs, academia, private sector)	281	6.61	1.90	115	6.88	1.35	137	6.96	1.76	70	6.90	1.89
Collaboration with the Government	303	7.03	1.89	114	6.98	1.56	136	7.02	1.57	72	7.10	1.80
Collaboration with other donors	292	6.83	1.84	111	7.08	1.27	136	7.26	1.53	67	6.94	1.96
Follow through over time*	267	6.47	1.83	113	7.22	1.29	133	7.16	1.68	69	6.91	2.22

*Significantly different between locations

When World Bank 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)	Kigali Ville	Southern Province	Eastern Province	Northern Province
The World Bank works too slowly*	31.8%	17.4%	18.8%	12.3%
The Government works inefficiently	22.4%	14.0%	19.4%	11.0%
There is not an adequate level of citizen/civil society participation*	20.2%	45.5%	44.4%	60.3%
Poor donor coordination*	24.9%	23.1%	20.1%	8.2%
The World Bank does not do adequate follow through/follow-up	22.9%	30.6%	28.5%	21.9%
Lack of/inadequate levels of capacity in Government*	16.6%	34.7%	31.3%	52.1%
Political pressures and obstacles	23.5%	20.7%	25.0%	19.2%
Reforms are not well thought out in light of country challenges*	14.6%	9.1%	6.9%	4.1%
The World Bank is not sensitive enough to political/social realities on the ground*	16.6%	4.1%	4.2%	5.5%
Other	1.1%	0.0%	0.7%	2.7%

*Significantly different between locations

C. World Bank Effectiveness and Results

How effective do you believe the World Bank is in terms of the work it does in the following areas of development in Rwanda, on a ten point scale? (1-Not effective at all, 10-Very effective)

	Which best represents your geographic location?											
	Kigali Ville			Southern Province			Eastern Province			Northern Province		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Anti corruption*	294	6.05	2.24	119	6.60	1.30	142	6.54	1.63	70	6.29	2.00
Information and communications technology	287	6.59	1.82	113	6.65	1.15	137	6.82	1.56	70	6.79	1.82
Transport*	282	6.18	2.00	112	6.96	1.27	132	6.67	1.68	69	6.84	1.69
Law and justice*	270	6.04	2.03	113	6.74	1.38	131	7.02	1.68	67	6.78	2.16
Urban development*	288	6.49	1.94	113	7.20	1.41	135	6.85	1.60	71	7.14	2.03
Environmental sustainability*	278	6.37	2.00	107	7.07	1.35	126	7.05	1.67	68	6.91	2.03
Basic infrastructure*	286	6.50	1.96	109	7.04	1.40	131	6.87	1.36	69	6.93	2.07
Communicable/non-communicable diseases*	266	6.45	1.85	110	6.88	1.41	131	7.16	1.51	66	6.65	1.88
Poverty reduction	295	6.67	1.98	111	6.96	1.34	133	7.05	1.46	70	6.97	1.81
Gender*	282	6.38	1.98	109	7.00	1.28	129	6.91	1.64	67	6.93	1.78
Domestic private sector development*	281	6.30	2.04	109	7.05	1.30	125	7.12	1.59	69	6.80	1.87
Foreign direct investment*	261	6.43	2.00	107	7.04	1.35	128	7.11	1.49	70	6.90	1.89
Water and sanitation*	273	6.58	1.91	114	7.04	1.35	126	7.22	1.50	71	6.96	1.78
Trade and exports	278	6.61	2.08	108	7.06	1.23	132	7.02	1.40	70	6.90	2.14
Economic growth	294	6.91	1.89	106	7.24	1.21	125	7.30	1.48	67	6.84	1.68
Energy	269	6.74	1.90	106	7.10	1.39	128	7.06	1.48	66	7.14	2.04
Public sector governance/reform	276	6.70	1.69	97	6.98	1.28	115	7.03	1.33	59	7.08	1.80
Job creation/employment*	283	6.31	2.30	97	6.95	1.45	112	6.75	1.56	66	6.80	1.89
Financial markets*	268	6.36	1.97	108	6.97	1.28	119	7.00	1.53	68	6.91	1.95
Equality of opportunity*	245	6.36	2.03	105	6.80	1.62	121	6.96	1.64	65	6.75	2.18
Health*	282	6.63	1.89	112	6.94	1.51	129	7.19	1.60	70	7.06	2.06
Rural development	286	6.73	2.10	109	6.89	1.45	132	7.03	1.43	67	6.55	2.26
Global/regional integration	269	6.62	1.98	110	6.92	1.50	124	7.06	1.52	69	6.78	1.94
Food security*	274	6.52	2.09	103	6.94	1.54	120	7.03	1.57	68	6.62	1.99
Education	296	6.92	1.97	112	7.08	1.30	133	6.87	1.64	66	7.00	1.93
Social protection*	269	6.35	2.06	110	6.75	1.36	132	6.88	1.57	66	6.59	1.88
Climate change	264	6.47	1.98	113	6.76	1.43	132	6.87	1.62	66	6.92	2.14
Agricultural development	292	6.84	1.98	114	6.82	1.47	132	7.17	1.56	69	6.75	1.95
Natural resource management*	275	6.53	2.08	110	7.15	1.39	130	7.03	1.76	71	7.18	2.17

*Significantly different between locations

	Which best represents your geographic location?											
	Kigali Ville			Southern Province			Eastern Province			Northern Province		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank's work help to achieve development results in Rwanda?	329	7.05	1.69	122	6.82	1.14	143	6.83	1.44	73	6.81	1.64

(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 in Rwanda, on a ten point scale?

(1-Strongly disagree, 10-Strongly agree)

	Which best represents your geographic location?											
	Kigali Ville			Southern Province			Eastern Province			Northern Province		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank's financial instruments meet the needs of Rwanda	297	6.09	1.92	120	6.33	1.18	142	6.14	1.64	71	6.08	1.64
The World Bank meets Rwanda's needs for knowledge services	297	6.41	1.85	122	6.56	1.34	143	6.38	1.65	70	6.50	1.82

D. The World Bank's Knowledge Work and Activities

How frequently do you consult World Bank knowledge work and activities in the work you do?*

Percentage of Respondents	Kigali Ville	Southern Province	Eastern Province	Northern Province
Weekly	9.8%	19.0%	32.9%	17.1%
Monthly	10.3%	10.3%	7.1%	7.1%
A few times a year	38.0%	25.9%	27.1%	44.3%
Rarely	28.5%	41.4%	25.0%	25.7%
Never	13.4%	3.4%	7.9%	5.7%

*Significantly different between locations

When thinking about the development challenges in Rwanda, where do you believe it would be most valuable for the World Bank to focus its knowledge work and activities in the next few years? (Choose no more than THREE)

Percentage of Respondents (Responses Combined)	Kigali Ville	Southern Province	Eastern Province	Northern Province
Public sector governance/reform*	8.2%	0.8%	4.2%	4.1%
Gender*	5.7%	0.8%	2.1%	1.4%
Domestic private sector development*	16.3%	11.5%	13.9%	27.4%
Foreign direct investment	9.0%	4.9%	4.9%	5.5%
Water and sanitation	9.5%	8.2%	10.4%	5.5%
Trade and exports	13.1%	17.2%	13.2%	11.0%
Energy	15.3%	11.5%	9.7%	8.2%
Social protection	7.6%	11.5%	6.9%	9.6%
Climate change	4.1%	2.5%	2.8%	0.0%
Poverty reduction*	29.7%	12.3%	17.4%	15.1%
Law and justice	3.0%	6.6%	4.9%	4.1%
Anti corruption*	10.1%	3.3%	1.4%	0.0%
Financial markets	5.4%	2.5%	4.9%	4.1%
Equality of opportunity	4.1%	3.3%	1.4%	1.4%
Urban development	1.4%	0.0%	0.0%	1.4%
Education*	37.6%	84.4%	79.2%	76.7%
Global/regional integration	5.2%	3.3%	1.4%	5.5%
Information and communications technology	4.6%	2.5%	3.5%	2.7%
Transport	3.3%	1.6%	0.0%	0.0%
Agricultural development	9.3%	4.9%	4.9%	8.2%
Natural resource management	4.9%	0.8%	4.2%	1.4%
Job creation/employment*	15.8%	4.9%	13.9%	9.6%
Health*	23.7%	68.0%	49.3%	39.7%
Economic growth*	27.2%	20.5%	27.1%	41.1%
Rural development	11.4%	4.1%	6.3%	8.2%
Food security	3.5%	0.8%	4.2%	4.1%
Environmental sustainability	2.5%	2.5%	2.1%	1.4%
Basic infrastructure	4.9%	1.6%	2.1%	0.0%
Communicable/non-communicable diseases	1.1%	2.5%	1.4%	0.0%

*Significantly different between locations

In Rwanda, how effective do you believe the World Bank's knowledge work and activities in: ... ?

	Which best represents your geographic location?											
	Kigali Ville			Southern Province			Eastern Province			Northern Province		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Enhancing your knowledge and/or skills	282	6.08	1.78	118	6.33	1.08	143	6.15	1.52	67	6.31	1.90
Contributing to good policy making	278	6.52	1.70	113	6.37	1.23	143	6.73	1.43	71	6.73	1.77
Providing support for program implementation	300	6.81	1.95	119	6.64	1.08	143	6.71	1.45	70	6.74	1.88

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

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

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

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

	Which best represents your geographic location?											
	Kigali Ville			Southern Province			Eastern Province			Northern Province		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are timely	279	6.06	2.02	115	6.59	1.24	137	6.25	1.53	67	6.13	1.87
Include appropriate level of stakeholder involvement during preparation*	277	6.13	1.80	111	6.33	1.27	138	6.75	1.43	69	6.52	1.69
Are relevant to Rwanda's development priorities	293	6.39	1.87	114	6.54	1.11	140	6.59	1.46	69	6.51	1.69
Provide feasible recommendations	289	6.34	1.86	112	6.57	1.31	133	6.78	1.45	68	6.68	1.85
Are accessible (well written and easy to understand)	278	6.47	1.77	113	6.46	1.46	133	6.77	1.53	70	6.61	2.01
Are source of relevant information on global good practices*	287	6.24	2.02	117	6.72	1.37	130	6.91	1.58	68	6.56	2.05
Are useful in terms of the work you do*	272	6.15	2.10	110	6.85	1.43	136	6.65	1.65	70	6.86	2.01
Are adequately disseminated*	273	6.16	2.03	109	6.85	1.41	119	7.01	1.53	69	6.67	1.91
Are appropriately translated	272	6.34	1.86	110	6.68	1.25	128	6.74	1.49	65	6.63	1.58
Are adaptable to Rwanda's specific development challenges and country circumstances*	282	6.48	1.81	114	6.95	1.30	137	7.13	1.62	70	6.63	1.83

*Significantly different between locations

	Which best represents your geographic location?											
	Kigali Ville			Southern Province			Eastern Province			Northern Province		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank's knowledge work and activities make to development results in your country?*	331	7.18	1.63	119	6.82	1.01	145	6.98	1.34	71	6.70	1.51
Overall, how would you rate the technical quality of the World Bank's knowledge work and activities?	326	6.95	1.87	119	6.85	1.05	144	6.92	1.31	71	6.80	1.69

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

E. Working with the World Bank

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

	Which best represents your geographic location?											
	Kigali Ville			Southern Province			Eastern Province			Northern Province		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank disburses funds promptly*	267	5.83	1.92	86	6.38	1.58	126	6.25	1.65	69	6.54	2.02
The World Bank effectively monitors and evaluates the projects and programs it supports	305	6.81	1.85	113	6.50	1.13	128	6.86	1.43	72	6.81	1.74
The World Bank's approvals and reviews are done in a timely fashion*	279	6.04	1.92	120	6.94	1.36	131	6.71	1.54	70	6.37	1.79
The World Bank's "Safeguard Policy" requirements are reasonable*	270	6.23	1.72	84	6.94	1.32	110	6.94	1.56	67	6.70	1.62
The World Bank imposes reasonable conditions on its lending*	279	6.46	1.82	118	6.86	1.56	134	6.92	1.50	73	6.77	1.83
Working with the World Bank increases Rwanda's institutional capacity*	296	6.62	1.89	116	7.07	1.36	140	7.09	1.41	70	6.90	1.96
The World Bank ensures consistency and continuity through staff changes*	275	6.48	1.70	119	6.94	1.42	131	6.89	1.56	68	6.74	1.85
The World Bank's teams and visits are well coordinated*	289	6.47	1.86	116	7.08	1.21	136	7.10	1.51	72	6.53	1.90
Where country systems are adequate, the World Bank makes appropriate use of them	281	6.42	2.04	86	6.91	1.24	100	6.79	1.62	61	6.33	1.80
The World Bank provides effective implementation support	320	6.98	1.80	113	6.73	1.13	130	6.74	1.62	71	6.66	1.95

*Significantly different between locations

F. The Future Role of the World Bank in Rwanda

	Which best represents your geographic location?											
	Kigali Ville			Southern Province			Eastern Province			Northern Province		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How significant a role do you believe the World Bank SHOULD play in Rwanda's development in the near future?*	344	7.52	1.52	121	7.07	0.99	143	6.84	1.26	71	6.62	1.81

*Significantly different between locations

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

Percentage of Respondents (Responses Combined)	Kigali Ville	Southern Province	Eastern Province	Northern Province
Improve the quality of its experts as related to Rwanda's specific challenges*	37.8%	24.2%	18.3%	15.5%
Reduce the complexity of obtaining World Bank financing*	32.8%	36.7%	41.5%	60.6%
Focus primarily on advocacy issues	16.8%	13.3%	19.0%	11.3%
Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, and other terms)	18.8%	18.3%	19.7%	9.9%
Reach out more to groups outside of government*	28.3%	45.0%	46.5%	57.7%
Ensure greater selectivity in its work	12.0%	16.7%	19.0%	8.5%
Provide more adequate data/knowledge/statistics/figures on Rwanda's economy*	12.0%	23.3%	12.0%	11.3%
Offer more innovative financial products	6.4%	4.2%	5.6%	11.3%
Offer more innovative knowledge services	9.5%	9.2%	8.5%	4.2%
Increase availability of Fee-Based services	9.8%	6.7%	4.2%	5.6%
Work faster*	9.8%	2.5%	4.9%	2.8%
Other	0.6%	0.0%	0.7%	0.0%

*Significantly different between locations

G. Communication and Information Sharing

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

Percentage of Respondents (Responses Combined)	Kigali Ville	Southern Province	Eastern Province	Northern Province
Local newspapers*	58.7%	32.0%	30.6%	24.7%
International newspapers	7.8%	9.0%	11.1%	5.5%
Local radio*	40.4%	19.7%	18.8%	19.2%
International radio*	7.5%	13.9%	14.6%	6.8%
Local television*	31.0%	18.0%	12.5%	6.8%
International television*	7.5%	18.0%	16.7%	12.3%
Periodicals*	2.5%	23.0%	27.1%	42.5%
Internet*	21.3%	45.9%	43.8%	67.1%
Social media (Facebook, Twitter, Youtube)	9.4%	13.1%	15.3%	11.0%
Blogs	2.8%	2.5%	3.5%	0.0%
Mobile phones	8.6%	4.9%	6.3%	2.7%
Instant messaging	0.8%	0.0%	0.0%	0.0%
Other	0.6%	0.0%	0.0%	0.0%

*Significantly different between locations

How would you prefer to receive information from the World Bank? (Choose no more than TWO)

Percentage of Respondents (Responses Combined)	Kigali Ville	Southern Province	Eastern Province	Northern Province
World Bank website*	61.1%	36.9%	38.9%	53.4%
Direct contact with World Bank (i.e., face to face meetings/discussions) *	13.0%	29.5%	25.0%	31.5%
e-newsletters	13.2%	7.4%	13.2%	8.2%
Instant messaging	12.4%	20.5%	17.4%	19.2%
World Bank seminars/workshops/conferences*	20.3%	32.8%	24.3%	13.7%
World Bank Public Information Center*	11.3%	34.4%	38.9%	34.2%
World Bank publications and other written materials	19.4%	18.9%	22.2%	13.7%
Mobile phones*	18.0%	9.0%	11.8%	9.6%
Social media (Facebook, Twitter, Youtube) *	22.3%	9.8%	6.9%	11.0%
Blogs	3.1%	0.0%	1.4%	1.4%
Other	1.1%	0.0%	0.0%	0.0%

*Significantly different between locations

G. Communication and Information Sharing (continued)

Are you aware of the World Bank's Access to Information Policy under which the Bank will now disclose any information in its possession that is not a list of exceptions?*

Percentage of Respondents	Kigali Ville	Southern Province	Eastern Province	Northern Province
Yes	65.6%	85.7%	75.5%	52.1%
No	34.4%	14.3%	24.5%	47.9%

*Significantly different between locations

Have you requested information from the World Bank on its activities in the past year?

Percentage of Respondents	Kigali Ville	Southern Province	Eastern Province	Northern Province
Yes	35.9%	31.6%	36.0%	26.2%
No	64.1%	68.4%	64.0%	73.8%

Were you able to obtain this information?

Percentage of Respondents	Kigali Ville	Southern Province	Eastern Province	Northern Province
Yes	88.1%	94.7%	88.5%	94.7%
No	11.9%	5.3%	11.5%	5.3%

Do you have access to the Internet?*

Percentage of Respondents	Kigali Ville	Southern Province	Eastern Province	Northern Province
Yes	93.7%	50.0%	60.2%	73.9%
No	6.3%	50.0%	39.8%	26.1%

*Significantly different between locations

Do you use/have you used the World Bank website?*

Percentage of Respondents	Kigali Ville	Southern Province	Eastern Province	Northern Province
Yes	75.8%	94.1%	88.6%	85.7%
No	24.2%	5.9%	11.4%	14.3%

*Significantly different between locations

Which do you primarily use?*

Percentage of Respondents	Kigali Ville	Southern Province	Eastern Province	Northern Province
The World Bank's country website	72.9%	78.7%	62.0%	42.3%
The World Bank's main website	27.1%	21.3%	38.0%	57.7%

*Significantly different between locations

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

Percentage of Respondents	Kigali Ville	Southern Province	Eastern Province	Northern Province
High speed	74.7%	57.1%	47.1%	38.6%
Dial-up	25.3%	42.9%	52.9%	61.4%

*Significantly different between locations

Please rate how much you agree with the following statements. (1-Strongly disagree, 10-Strongly agree)

	Which best represents your geographic location?											
	Kigali Ville			Southern Province			Eastern Province			Northern Province		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
I use/consult World Bank data more currently than I did a few years ago*	286	5.50	2.31	118	6.55	1.27	142	6.15	1.59	70	6.36	1.91
I find the World Bank websites easy to navigate	261	6.48	1.87	113	6.76	1.34	135	6.67	1.43	65	6.60	1.49
I find the information on the World Bank's websites useful	262	6.47	1.92	118	6.97	1.33	141	6.59	1.54	64	6.56	1.57
When I need information from the World Bank I know how to find it*	297	6.37	2.13	116	6.97	1.66	139	6.96	1.70	71	6.49	1.78
The World Bank is responsive to my information requests and inquiries*	304	6.29	2.34	115	7.23	1.32	142	6.85	1.63	69	6.67	1.99

*Significantly different between locations

H. Background Information

Currently, do you professionally collaborate/work with the World Bank in your country?*

Percentage of Respondents	Kigali Ville	Southern Province	Eastern Province	Northern Province
Yes	65.4%	43.8%	33.3%	36.1%
No	34.6%	56.2%	66.7%	63.9%

*Significantly different between locations

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

Percentage of Respondents (Responses Combined)	Kigali Ville	Southern Province	Eastern Province	Northern Province
Observer (i.e., follow in media, discuss in informal conversations, etc.)*	56.1%	16.1%	9.4%	11.1%
Use World Bank reports/data*	33.2%	50.8%	50.0%	63.9%
Engage in World Bank related/sponsored events/activities*	26.2%	46.6%	24.6%	9.7%
Collaborate as part of my professional duties*	25.1%	46.6%	53.6%	26.4%
Use World Bank website for information, data, research, etc. *	38.0%	33.9%	43.5%	75.0%

*Significantly different between locations

Appendix D: Responses to All Questions by Year²

FY '06 Response Number = 412 • FY '13 Response Number = 732

B. Overall Attitudes toward the World Bank

	year					
	FY 2006			FY 2013		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank in Rwanda?*	377	4.99	2.33	724	5.47	2.23

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

*Significantly different between FY13 and FY06 country surveys

	year					
	FY 2006			FY 2013		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank's effectiveness in Rwanda?*	344	6.65	2.14	689	6.38	1.76

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

*Significantly different between FY13 and FY06 country surveys

To what extent do you agree with the following statements about the World Bank's work in Rwanda, on a ten point scale?

(1-Strongly disagree, 10-Strongly agree)

	year					
	FY 2006			FY 2013		
	N	Mean	SD	N	Mean	SD
Overall the World Bank currently plays a relevant role in development in Rwanda	340	6.18	2.54	686	6.31	1.77
The World Bank's work is aligned with what I consider the development priorities for Rwanda*	335	6.21	2.44	639	6.50	1.65
The World Bank supports programs and strategies that are realistic for Rwanda*	311	5.27	2.74	631	6.44	1.80
The World Bank treats clients and stakeholders in Rwanda with respect*	271	6.42	2.56	611	6.83	1.86

*Significantly different between FY13 and FY06 country surveys

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

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

	year					
	FY 2006			FY 2013		
	N	Mean	SD	N	Mean	SD
Flexibility (in terms of changing country circumstances)	188	6.45	2.70	626	6.39	1.71
Staff accessibility	295	6.42	2.49	593	6.54	1.83
Straightforwardness and honesty	262	6.67	2.50	569	6.59	1.82

² Only those questions that were asked in the FY '06 and FY '13 country surveys, with similar response scales/options, are presented.

C. World Bank Effectiveness and Results

How effective do you believe the World Bank is in terms of the work it does in the following areas of development in Rwanda, on a ten point scale? (1-Not effective at all, 10-Very effective)

	year					
	FY 2006			FY 2013		
	N	Mean	SD	N	Mean	SD
Anti corruption	255	6.19	2.62	640	6.31	1.93
Information and communications technology*	253	6.15	2.65	623	6.67	1.64
Transport*	264	6.22	2.61	611	6.53	1.80
Law and justice*	253	5.94	2.49	595	6.48	1.89
Urban development*	255	5.84	2.58	622	6.79	1.80
Basic infrastructure*	283	7.19	2.26	610	6.74	1.76
Poverty reduction	326	7.05	2.29	623	6.85	1.75
Gender	253	6.52	2.56	603	6.68	1.79
Domestic private sector development	283	6.78	2.26	600	6.67	1.84
Water and sanitation	269	6.75	2.41	598	6.86	1.73
Economic growth	301	7.05	2.16	608	7.05	1.68
Energy*	269	6.26	2.64	587	6.94	1.74
Public sector governance/reform	271	6.61	2.31	560	6.87	1.57
Health*	271	7.19	2.28	609	6.86	1.79
Global/regional integration*	172	6.34	2.51	588	6.81	1.79
Education	282	7.15	2.35	623	6.95	1.78
Social protection*	264	6.10	2.58	595	6.59	1.82
Agricultural development	293	6.94	2.42	623	6.90	1.80
Natural resource management*	271	6.44	2.22	603	6.87	1.93

*Significantly different between FY13 and FY06 country surveys

D. The World Bank's Knowledge Work and Activities

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

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

	year					
	FY 2006			FY 2013		
	N	Mean	SD	N	Mean	SD
Are source of relevant information on global good practices*	281	7.00	2.28	619	6.52	1.83
Are useful in terms of the work you do*	293	7.50	2.28	604	6.48	1.89
Are adaptable to Rwanda's specific development challenges and country circumstances	314	6.59	2.44	617	6.74	1.69

*Significantly different between FY13 and FY06 country surveys

E. Working with the World Bank

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

	year					
	FY 2006			FY 2013		
	N	Mean	SD	N	Mean	SD
The World Bank disburses funds promptly*	183	5.47	2.98	563	6.11	1.83
The World Bank effectively monitors and evaluates the projects and programs it supports*	196	7.08	2.41	635	6.78	1.64
The World Bank imposes reasonable conditions on its lending*	294	5.84	2.58	621	6.68	1.70
Working with the World Bank increases Rwanda's institutional capacity*	196	7.26	2.24	639	6.86	1.71

*Significantly different between FY13 and FY06 country surveys

G. Communication and Information Sharing

Do you use/have used the World Bank website?*

Percentage of Respondents	2006	2013
Yes	37.4%	82.8%
No	62.6%	17.2%

*Significantly different between FY13 and FY06 country surveys

Which do you primarily use?*

Percentage of Respondents	2006	2013
The World Bank's country website	36.3%	68.5%
The World Bank's main website	63.7%	31.5%

*Significantly different between FY13 and FY06 country surveys

Appendix E: Rwanda FY 2013 Questionnaire



World Bank Country Survey FY13 – Rwanda

The World Bank is interested in gauging the views of clients and partners who are either involved in development in Rwanda or who observe activities related to social and economic development. The following survey is meant to give the World Bank's team that works in Rwanda, greater insight into how the Bank's work is perceived. This is one tool the World Bank uses to assess the views of its critical stakeholders. With this understanding, the World Bank hopes to develop more effective strategies, outreach and programs that support development in Rwanda. The World Bank commissioned an independent firm to oversee the logistics of this effort in Rwanda. This ensures anonymity and confidentiality. We hope you'll be candid. 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.**

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

SECTION A: GENERAL ISSUES FACING RWANDA

A1. Listed below are a number of development priorities in Rwanda.			
Please identify which of the following you consider the most important development priorities in Rwanda? (Choose no more than THREE)			
1	Social protection (e.g., pensions, targeted social assistance)	16	Health
2	Transport (e.g., roads, bridges, transportation)	17	Education
3	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	18	Poverty reduction
4	Global/regional integration	19	Energy
5	Gender	20	Food security
6	Domestic private sector development	21	Climate change (e.g., mitigation, adaptation)
7	Foreign direct investment	22	Agricultural development
8	Water and sanitation	23	Trade and exports
9	Anti-corruption	24	Economic growth
10	Job creation/employment	25	Law and justice (e.g., judicial system)
11	Rural development	26	Communicable/non-communicable diseases
12	Financial markets	27	Basic infrastructure
13	Urban development	28	Natural resource management (e.g., oil, gas, mining)
14	Environmental sustainability	29	Information and communications technology
15	Equality of opportunity (i.e., equity)		

SECTION A: GENERAL ISSUES

A2. Poverty reduction is a broad term that encompasses work in many different areas.			
Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Rwanda? (Choose no more than THREE)			
1	Water and sanitation	15	Anti corruption
2	Equality of opportunity (i.e., equity)	16	Domestic private sector development
3	Economic growth	17	Foreign direct investment
4	Climate change (e.g., mitigation, adaptation)	18	Education
5	Global/regional integration	19	Energy
6	Gender	20	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
7	Rural development	21	Natural resource management (e.g., oil, gas, mining)
8	Urban development	22	Environmental sustainability
9	Basic infrastructure	23	Health
10	Social protection (e.g., pensions, targeted social assistance)	24	Agricultural development
11	Law and justice (e.g., judicial system)	25	Job creation/employment
12	Transport (e.g., roads, bridges, transportation)	26	Financial markets
13	Communicable/non-communicable diseases	27	Trade and exports
14	Information and communications technology	28	Food security

A3. Economic growth can be driven by a number of factors.			
Which THREE areas below do you believe would contribute most to generating economic growth in Rwanda? (Choose no more than THREE)			
1	Energy	15	Trade and exports
2	Gender	16	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
3	Equality of opportunity (i.e., equity)	17	Domestic private sector development
4	Social protection (e.g., pensions, targeted social assistance)	18	Job creation/employment
5	Global/regional integration	19	Agricultural development
6	Climate change (e.g., mitigation, adaptation)	20	Food security
7	Anti corruption	21	Transport (e.g., roads, bridges, transportation)
8	Rural development	22	Natural resource management (e.g., oil, gas, mining)
9	Foreign direct investment	23	Environmental sustainability
10	Urban development	24	Health
11	Water and sanitation	25	Basic infrastructure
12	Education	26	Law and justice (e.g., judicial system)
13	Information and communications technology	27	Financial markets
14	Communicable/non-communicable diseases		

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK

B1. How familiar are you with the work of the World Bank in Rwanda, on a ten point scale?

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's effectiveness in Rwanda, on a ten point scale?

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's staff is well prepared (e.g., skills and knowledge) to help Rwanda solve its most complicated development challenges, on a ten point scale?

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 can have the most impact on development results in Rwanda, in which sectoral areas do you believe the World Bank should focus most of its attention and resources in Rwanda? (Choose no more than THREE)

1	Social protection (e.g., pensions, targeted social assistance)	16	Equality of opportunity (i.e., equity)
2	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	17	Health
3	Transport (e.g., roads, bridges, transportation)	18	Education
4	Poverty reduction	19	Food security
5	Global/regional integration	20	Climate change (e.g., mitigation, adaptation)
6	Gender	21	Agricultural development
7	Domestic private sector development	22	Trade and exports
8	Rural development	23	Economic growth
9	Foreign direct investment	24	Law and justice (e.g., judicial system)
10	Water and sanitation	25	Communicable/non-communicable diseases
11	Energy	26	Basic infrastructure
12	Job creation/employment	27	Natural resource management (e.g., oil, gas, mining)
13	Financial markets	28	Anti corruption
14	Urban development	29	Information and communications technology
15	Environmental sustainability		

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK

B5. When thinking about the World Bank's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Rwanda?			
		Greatest Value (Choose only ONE)	Second Greatest Value (Choose only ONE)
1	Financial resources: investment lending (i.e., project based lending)	<input type="checkbox"/>	<input type="checkbox"/>
2	Financial resources: policy based lending / budget support to the Government	<input type="checkbox"/>	<input type="checkbox"/>
3	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
4	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
5	Policy advice	<input type="checkbox"/>	<input type="checkbox"/>
6	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
7	Data	<input type="checkbox"/>	<input type="checkbox"/>
8	Training/capacity building	<input type="checkbox"/>	<input type="checkbox"/>
9	Studies/analyses	<input type="checkbox"/>	<input type="checkbox"/>
10	Facilitating	<input type="checkbox"/>	<input type="checkbox"/>
11	Linkage to non-Bank expertise (i.e., South-South knowledge sharing)	<input type="checkbox"/>	<input type="checkbox"/>
12	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

B6. Which of the following do you identify as the World Bank's greatest WEAKNESSES in its work in Rwanda? (Choose no more than TWO)	
1	Imposing technocratic solutions without regard to political realities
2	Not exploring alternative policy options
3	Too bureaucratic in its operational policies and procedures
4	Staff too inaccessible
5	Arrogant in its approach
6	Not client focused
7	The credibility of its knowledge/data
8	Not willing to honestly criticize policies and reform efforts in the country
9	Too influenced by developed countries
10	Not enough public disclosure of its work
11	World Bank processes too slow and complex
12	Not aligned with country priorities
13	Not aligned with other donors' work
14	Not collaborating enough with non-state actors
15	Not adequately sensitive to political/social realities in Rwanda
16	Other (please specify): _____

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK

B7. Which World Bank instruments do you believe are the MOST effective in reducing poverty in Rwanda? (Choose no more than TWO)

1	Capacity development
2	Policy based lending / budget support to the Government
3	Knowledge products/services (analytical work, studies, surveys, etc.)
4	Investment lending (financing specific projects)
5	Technical assistance (advice, best practice, international experience, etc.)
6	Trust Fund management
7	Other (please specify): _____
8	Don't know

B8. To what extent do you believe the World Bank SHOULD seek to influence the global development agenda as related to “global public goods” (e.g., climate change, communicable diseases, international financial systems, trade, etc.), on a ten point scale?

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

B9. In addition to the regular relations with the national government as its main interlocutor, which TWO of the following groups should the World Bank collaborate with more in your country to ensure better development results there? (Choose no more than TWO)

1	NGOs/CSOs
2	Local Government
3	Beneficiaries
4	Private sector
5	Community Based Organizations (CBOs)
6	Donor community
7	Foundations
8	Academia/think tanks/research institutes
9	Parliament
10	Media
11	Faith based organizations
12	Other (please specify): _____

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK

To what extent do you agree with the following statements about the World Bank's work in Rwanda, on a ten point scale?													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
B10	Overall the World Bank currently plays a relevant role in development in Rwanda											<input type="checkbox"/>	
B11	The World Bank's work is aligned with what I consider the development priorities for Rwanda											<input type="checkbox"/>	
B12	The World Bank supports programs and strategies that are realistic for Rwanda											<input type="checkbox"/>	
B13	The World Bank treats clients and stakeholders in Rwanda with respect											<input type="checkbox"/>	

To what extent is the World Bank an effective development partner in Rwanda, in terms of each of the following?													
		To no degree at all										To a very significant degree	Don't know
		1	2	3	4	5	6	7	8	9	10		
B14	Responsiveness											<input type="checkbox"/>	
B15	Flexibility (in terms of the World Bank's products and services)											<input type="checkbox"/>	
B16	Flexibility (in terms of changing country circumstances)											<input type="checkbox"/>	
B17	Being inclusive											<input type="checkbox"/>	
B18	Openness (sharing data and other information)											<input type="checkbox"/>	
B19	Staff accessibility											<input type="checkbox"/>	
B20	Straightforwardness and honesty											<input type="checkbox"/>	
B21	Collaboration with groups outside of the Government (e.g., NGOs, academia, private sector)											<input type="checkbox"/>	
B22	Collaboration with the Government											<input type="checkbox"/>	
B23	Collaboration with other donors											<input type="checkbox"/>	
B24	Follow through over time											<input type="checkbox"/>	

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK

B25. When World Bank assisted reform efforts fail or are slow to take place, which of the following would you attribute this to? (Choose no more than TWO)	
1	The World Bank works too slowly
2	The Government works inefficiently
3	There is not an adequate level of citizen/civil society participation
4	Poor donor coordination
5	The World Bank does not do adequate follow through/follow-up
6	Lack of/inadequate levels of capacity in Government
7	Political pressures and obstacles
8	Reforms are not well thought out in light of country challenges
9	The World Bank is not sensitive enough to political/social realities on the ground
10	Other (please specify): _____

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 C: WORLD BANK EFFECTIVENESS AND RESULTS

How effective do you believe the World Bank is in terms of the work it does in the following areas of development in Rwanda, on a ten point scale?													
		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
C1	Anti corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C2	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C3	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C4	Law and justice (e.g., judicial system)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C5	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C6	Environmental sustainability	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C7	Basic infrastructure	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C8	Communicable/non-communicable diseases	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C9	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C10	Gender	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C11	Domestic private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C12	Foreign direct investment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C13	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C14	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C15	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C16	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C17	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"/>	
C18	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C19	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C20	Equality of opportunity (i.e., equity)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C21	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C22	Rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C23	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C24	Food security	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C25	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C26	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C27	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C28	Agricultural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C29	Natural resource management (e.g., oil, gas, mining)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

SECTION C: WORLD BANK EFFECTIVENESS AND RESULTS

C30. To what extent does the World Bank's work help to achieve development results in Rwanda, on a ten point scale?											
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 in Rwanda, on a ten point scale?													
		Strongly disagree										Strongly agree	Don't know
C31	The World Bank's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program 4 Result, etc.) meet the needs of Rwanda	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
C32	The World Bank meets Rwanda's needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

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

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

D2. When thinking about the development challenges in Rwanda, where do you believe it would be most valuable for the World Bank to focus its knowledge work and activities in the next few years? (Choose no more than THREE)

1	Public sector governance/ reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	16	Education
2	Gender	17	Global/regional integration
3	Domestic private sector development	18	Information and communications technology
4	Foreign direct investment	19	Transport (e.g., roads, bridges, transportation)
5	Water and sanitation	20	Agricultural development
6	Trade and exports	21	Natural resource management (e.g., oil, gas, mining)
7	Energy	22	Job creation/employment
8	Social protection (e.g., pensions, targeted social assistance)	23	Health
9	Climate change (e.g., mitigation, adaptation)	24	Economic growth
10	Poverty reduction	25	Rural development
11	Law and justice (e.g., judicial system)	26	Food security
12	Anti corruption	27	Environmental sustainability
13	Financial markets	28	Basic infrastructure
14	Equality of opportunity (i.e., equity)	29	Communicable/non-communicable diseases
15	Urban development		

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

In Rwanda, how effective do you believe the World Bank's knowledge work and activities:													
		Not effective at all										Very effective	Don't know
D3	Enhancing your knowledge and/or skills	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D4	Contributing to good policy making	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D5	Providing support for program implementation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

In Rwanda, to what extent do you believe that the World Bank's knowledge work and activities:													
		To no degree at all										To a very significant degree	Don't know
D6	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D7	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D8	Are relevant to Rwanda's development priorities	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D9	Provide feasible recommendations	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D10	Are accessible (well written and easy to understand)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D11	Are source of relevant information on global good practices.	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D12	Are useful in terms of the work you do	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D13	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D14	Are appropriately translated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D15	Are adaptable to Rwanda's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

D16. Overall, how significant a contribution do you believe the World Bank's knowledge work and activities make to development results in your country, on a ten point scale?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Not significant at all									Very significant	Don't know		

D17. Overall, how would you rate the technical quality of the World Bank's knowledge work and activities, on a ten point scale?												
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

To what extent do you agree/disagree with the following statements, on a ten point scale?													
		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
E1	The World Bank disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E2	The World Bank 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'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's "Safeguard Policy" requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E5	The World Bank imposes reasonable conditions on its lending	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E6	Working with the World Bank increases Rwanda's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E7	The World Bank ensures consistency and continuity through staff changes	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E8	The World Bank's teams and visits are well coordinated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E9	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E10	The World Bank provides effective implementation support (i.e., supervision of projects)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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

F1. How significant a role do you believe the World Bank SHOULD play in Rwanda's development in the near future, on a ten point scale?

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

F2. Which of the following SHOULD the World Bank do to make itself of greater value in Rwanda? (Choose no more than TWO)

1	Improve the quality of its experts as related to Rwanda's specific challenges
2	Reduce the complexity of obtaining World Bank financing
3	Focus primarily on advocacy issues
4	Improve the competitiveness of its financing compared to markets (e.g., cost, timeliness, and other terms)
5	Reach out more to groups outside of government
6	Ensure greater selectivity in its work
7	Provide more adequate data/knowledge/statistics/figures on Rwanda's economy
8	Offer more innovative financial products
9	Offer more innovative knowledge services
10	Increase availability of Fee-Based services
11	Work faster
12	Other (please specify): _____

SECTION G: COMMUNICATION AND INFORMATION SHARING

G1. How do you get most of your information about economic and social development issues in Rwanda? (Choose no more than TWO)	
1	Local newspapers
2	International newspapers
3	Local radio
4	International radio
5	Local television
6	International television
7	Periodicals
8	Internet
9	Social media (Facebook, Twitter, Youtube)
10	Blogs
11	Mobile phones
12	Instant messaging
13	Other (please specify): _____

G2. How would you prefer to receive information from the World Bank? (Choose no more than TWO)	
1	World Bank website
2	Direct contact with World Bank (i.e., face to face meetings/discussions)
3	e-newsletters
4	Instant messaging
5	World Bank seminars/workshops/conferences
6	World Bank Public Information Center
7	World Bank publications and other written materials
8	Mobile phones
9	Social media (Facebook, Twitter, Youtube)
10	Blogs
11	Other (please specify): _____

G3	Are you aware of the World Bank's Access to Information Policy under which the Bank will now disclose any information in its possession that is not on a list of exceptions?	Yes	No
G4	Have you requested information from the World Bank on its activities in the past year? (If YES please go to Question G5; if NO please go to G6)	Yes	No
G5	Were you able to obtain this information?	Yes	No
G6	Do you have access to the Internet?	Yes	No
G7	Do you use/have you used the World Bank website?	Yes	No

SECTION G: COMMUNICATION AND INFORMATION SHARING

G8. Which do you primarily use? (Please mark only ONE response)	
1	The World Bank's country website (www.worldbank.org/rw)
2	The World Bank's main website (www.worldbank.org)

G9. Which Internet connection do you use primarily when visiting a World Bank website?	
1	High speed
2	Dial-up

Please rate how much you agree with the following statements, on a ten point scale.													
		Strongly disagree								Strongly agree		Don't know	
G10	I use/consult World Bank data more currently than I did a few years ago	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
G11	I find the World Bank websites easy to navigate. <i>(Only answer if you have used a World Bank website)</i>	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
G12	I find the information on the World Bank’s websites useful. <i>(Only answer if you have used a World Bank website)</i>	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
G13	When I need information from the World Bank I know how to find it (e.g., whom to call, where to reach them, etc.)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
G14	The World Bank is responsive to my information requests and inquiries	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

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SECTION H: BACKGROUND INFORMATION

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

H2. Please identify the primary specialization of your work. (Please mark only ONE response)			
1	Agriculture/ rural development / food security	10	Law and justice / regulatory framework
2	Climate change / disaster management	11	Natural resource management / environmental sustainability
3	Education	12	Private sector development / foreign direct investment
4	Energy	13	Public sector governance / public financial management / anti corruption
5	Financial markets / banking	14	Social protection
6	Gender / equality of opportunity	15	Transport
7	Health / communicable/non-communicable diseases	16	Urban development
8	Information and communications technology	17	Water and sanitation
9	Job creation/employment	18	Other (please specify): _____

SECTION H: BACKGROUND INFORMATION

H3. Currently, do you professionally collaborate/work with the World Bank in your country?

1	Yes
2	No

H4. Which of the following describes most of your exposure to the World Bank in Rwanda? (Choose no more than TWO)

1	Observer (i.e., follow in media, discuss in informal conversations, etc.)
2	Use World Bank reports/data
3	Engage in World Bank related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank website for information, data, research, etc.

H5. Which best represents your geographic location?

1	Kigali Ville
2	Southern Province
3	Eastern Province
4	Northern Province

Thank you for completing the survey!